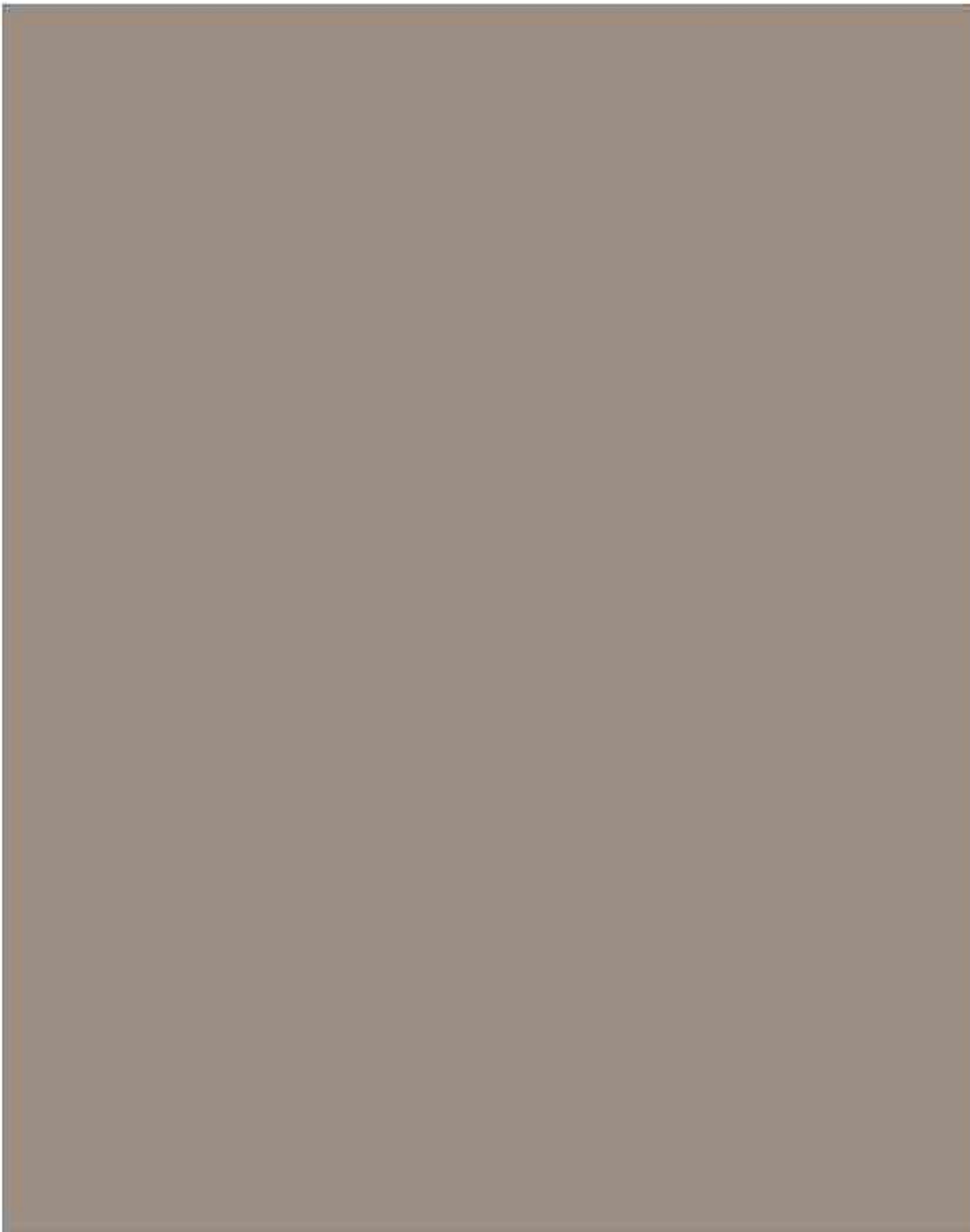




*The Eczacıbaşı Group*  
2007





*Eczacıbaşı is a pioneer of modern, high quality and healthy lifestyles.*



# CONTENTS

<i>Eczacıbaşı Group Profile</i>	05
<i>Eczacıbaşı Group Financial Highlights</i>	06
<i>Eczacıbaşı Group at a Glance</i>	08
<i>Chairman's Message</i>	10
<i>Letter from the CEO</i>	12
<i>Board of Directors</i>	16
<i>Executive Management</i>	18
<i>Building Products Division</i>	20
<i>Pharmaceuticals Division</i>	42
<i>Consumer Products Division</i>	52
<i>Finance</i>	64
<i>Information Technology</i>	70
<i>Welding Technology</i>	76
<i>Kanyon</i>	82
<i>Global Citizenship</i>	88
<i>Global Compact COP 2006-2008</i>	100
<i>List of Eczacıbaşı Group Companies</i>	114
<i>Contact Names and Addresses</i>	117



*Eczacıbaşı is a prominent Turkish industrial group with 40 companies, close to 9,300 employees and a combined net turnover of \$ 3.2 billion in 2007.*



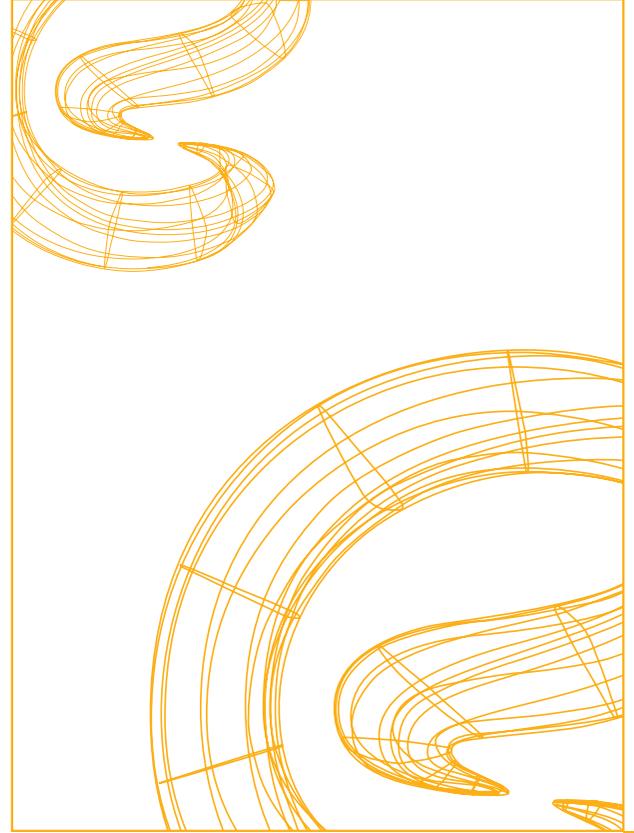
## *Eczacıbaşı Group Profile*

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. Eczacıbaşı is a prominent Turkish industrial group with 40 companies, close to 9,300 employees and a combined net turnover of \$ 3.2 billion in 2007.

Eczacıbaşı’s core sectors are building products, pharmaceuticals and consumer products. Additionally, the Group is active in finance, information technology, welding technology and real estate. In Turkey, Eczacıbaşı is the leader in most of its businesses and has distribution networks for building products, pharmaceuticals and fast-moving consumer goods that are among the strongest in their sectors. Internationally, Eczacıbaşı is best known for its flagship VitrA brand, a powerful contender in global bathroom and tile markets. It is also a major exporter of tissue paper, pharmaceuticals, welding electrodes, electronic smart cards and industrial raw materials such as clay and feldspar.

International partnership is a central component of the Eczacıbaşı Group’s growth strategy. Eczacıbaşı has 12 international joint ventures and numerous 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.

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.



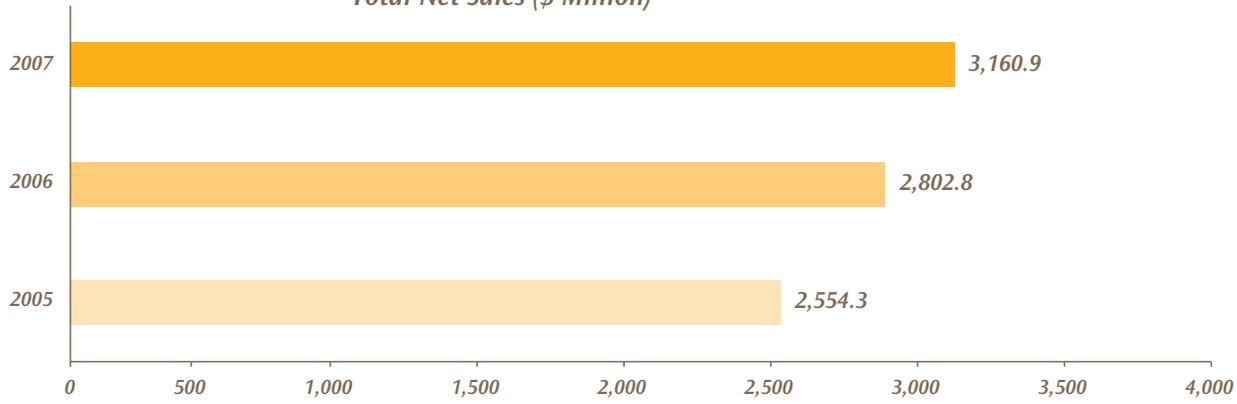
## Eczacıbaşı Group Financial Highlights\*

	(\$ Million)	
	2006	2007
<b>TOTAL NET SALES</b>		
Building Products	832.6	1,140.8
Pharmaceuticals	888.0	771.7
Consumer Products	515.1	612.5
Finance, IT, Welding Technology	567.1	636.0
<b>Eczacıbaşı Group</b>	<b>2,802.8</b>	<b>3,160.9</b>
<b>INTERNATIONAL SALES</b>		
Building Products	377.7	624.6
Pharmaceuticals	48.2	8.6
Consumer Products	37.9	48.2
Finance, IT, Welding Technology	25.8	35.5
<b>Eczacıbaşı Group</b>	<b>489.6</b>	<b>716.9</b>
<b>INVESTMENTS</b>		
Building Products	62.2	68.7
Pharmaceuticals	57.3	131.2
Consumer Products	12.3	32.5
Finance, IT, Welding Technology	14.0	47.2
<b>Eczacıbaşı Group</b>	<b>145.8</b>	<b>279.6</b>
<b>PROFIT BEFORE TAX</b>		
Building Products	14.8	-19.5
Pharmaceuticals	62.4	188.6 **
Consumer Products	16.2	10.2
Finance, IT, Welding Technology	43.0	60.8
<b>Eczacıbaşı Group</b>	<b>136.4</b>	<b>240.0 **</b>

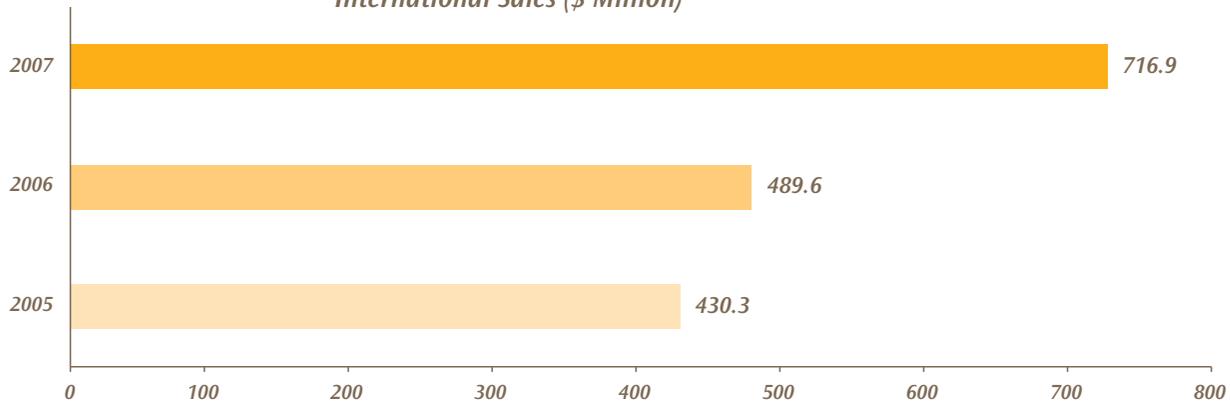
\* Combined results of Group companies excluding the second six-month results of Eczacıbaşı-Zentiva Health Products and Eczacıbaşı-Zentiva Chemical Products

\*\* Includes income from the sale of the generic pharmaceuticals business.

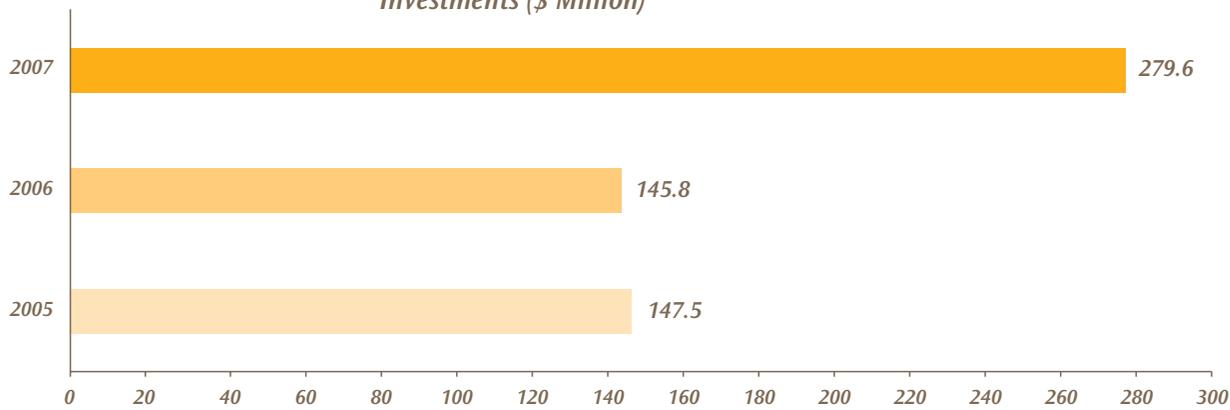
### Total Net Sales (\$ Million)



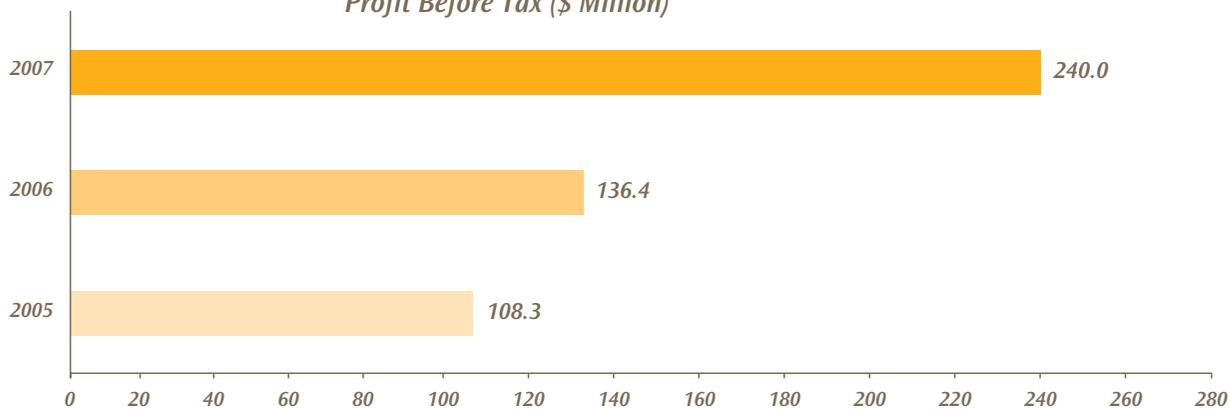
### International Sales (\$ Million)



### Investments (\$ Million)



### Profit Before Tax (\$ Million)



## *Building Products Division*

*Eczacıbaşı Building Products (VitrA Bath)*  
*VitrA Bathtub*  
*VitrA Tiles*  
*VitrA Ireland Ltd.*  
*Engers Keramik GmbH & Co. KG*  
*V&B Fliesen GmbH*  
*Eczacıbaşı-Koramic Building Chemicals (VitrA Building Chemicals)*  
*Intema Building Materials Marketing and Sales*  
*VitrA (UK) Ltd.*  
*VitrA Bad GmbH (Germany)*  
*VitrA USA Inc.*  
*Esan Eczacıbaşı Industrial Raw Materials*  
*Esan Italia Minerals SRL*  
*Zao VitrA Bath and Tiles JSC (Russia)*



## *Pharmaceuticals Division*

*Eczacıbaşı Pharmaceuticals Manufacturing*  
*Eczacıbaşı-Baxter Hospital Supply*  
*Eczacıbaşı Pharmaceuticals Marketing*  
*Eczacıbaşı Pharmaceuticals Trading*  
*Eczacıbaşı-Corridor Health Services*  
*Eczacıbaşı Health Care Products JSC (Russia)*  
*Eczacıbaşı-Zentiva Health Products*  
*Eczacıbaşı-Zentiva Chemical Products*



## *Consumer Products Division*

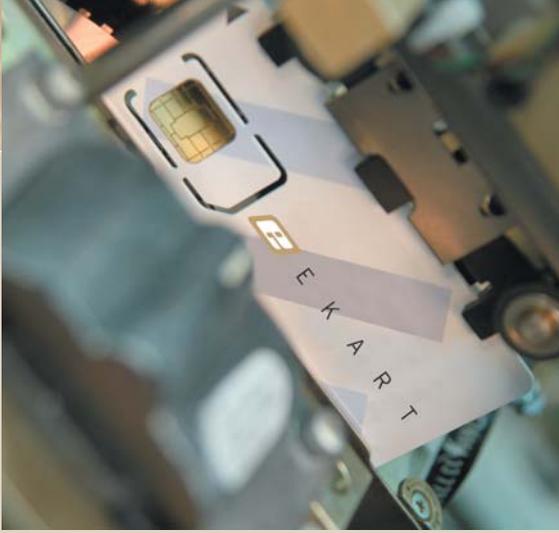
*İpek Kağıt Tissue Paper*  
*İpek Kağıt Kazakhstan LLP*  
*Eczacıbaşı-Beiersdorf Cosmetic Products*  
*Eczacıbaşı-Schwarzkopf Professional Hairdressers' Products*  
*Eczacıbaşı Girişim Marketing*





## *Finance*

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



## *Information Technology*

*E-Kart Electronic Card Systems  
Eczacıbaşı Information & Communication Technologies*



## *Welding Technology*

*Kaynak Tekniği Welding Electrodes*



## Chairman's Message



Bülent Eczacıbaşı  
Chairman

In 2007, as in previous years, our Group focused on value enhancing strategies with successful results: our combined revenue grew 13 percent in dollar terms to \$3.2 billion while our before-tax profit rose 76 percent to \$240 million. At the same time, our international sales climbed 46 percent to \$ 717 million.

Notably, this strong performance was achieved in a year marked by a sharp contraction in global liquidity, two major elections in Turkey and a weakening of the Turkish economy's positive trend.

Last year, the global economy was rocked by the sudden reduction in liquidity to which financial markets worldwide had become accustomed. Difficulties in the repayment of high-risk mortgages caused a worldwide liquidity crunch in August and set off a wave of sales in stock exchanges, the effect of which continues today. Despite reductions in interest rates, economic growth continued to stall in the first quarter of 2008, prompting the G7 group of most industrialized nations to approve a plan aimed at easing the crisis in global credit markets. The IMF has predicted a "mild recession" for the US in 2008 and estimates that the cost of the liquidity crisis to banks and other financial institutions could climb as high as \$1 trillion.

In Turkey, the deterioration in economic fundamentals that began in 2006 after four years of steady improvement became much clearer in 2007. National income and manufacturing value added grew by a mediocre 4.5% and 5.4%, considerably below expectations, while economic reforms came to a standstill. The primary budget surplus slipped to 4.1% of GDP as a result of slackened fiscal discipline, and inflation remained high at 8.4% – twice the official target of 4%. Most concerning was the continued growth of our current account deficit, the most vulnerable aspect of our economy in recent years, particularly in light of the sharp contraction in global liquidity.

***We have decided to supplement our Group's personal definition of responsible business practices with a public commitment to a set of business principles that can guide our business decisions and personal actions anywhere in the world – the United Nations Global Compact.***

Last year there was also a notable lack of progress in Turkey's relations with the European Union, in part due to the elections in Turkey and in part to the unconstructive attitude of several new European governments towards Turkey's membership bid. We hope that the government will reenergize the process in 2008 despite heightened tension in Turkish politics.

To conclude, 2007 was marked in Turkey by flagging efforts to ensure macroeconomic stability and a highly tense national political environment that continued right through the first quarter of 2008. On the upside, the fact that these developments have had such a mild impact on our business environment suggests that our economic and political structures have significantly matured.

This was the business climate in which we continued to push forward with our globalization drive while restructuring our core businesses. Last year, following the transfer of a majority stake in our generic pharmaceuticals business to Zentiva N.V., we began to move forward with plans to expand our activities in new business areas offering high growth, leading to the March 2008 agreement to purchase a 50 percent share of Monrol Nuclear Products, a leading supplier of radiopharmaceuticals in Turkey, and the May 2008 launch of Eczacıbaşı-branded OTC vitamins and nutritional products. In the Building Products Division, we prepared the groundwork for our third strategic international acquisition in less than three years: the purchase of a majority shareholding of Burgbad AG, the leading European supplier of premium bathroom furniture and a publicly traded company, with 50 percent of its shares in free float prior to our public takeover bid. Burgbad AG's product range and expertise perfectly complement our portfolio and will enable us to strengthen our position in the high end of the European bathroom market.

Our success in expanding our international operations and sales – which reached 23 percent of our combined net sales last year – has also made the Eczacıbaşı Group more diverse, both geographically and culturally. Roughly 15 percent of our human resources were employed at production and marketing sites outside Turkey in 2007 and this ratio will continue to rise in the period ahead.

To ensure that our increasingly diverse human resources are guided by the same values and channeled towards the same goals, we have expanded the variety of our internal communication tools and reviewed the ways we express our corporate culture and values. In this regard, we have decided to supplement our Group's personal definition of responsible business practices with a public commitment to a set of business principles that can guide our business decisions and personal actions anywhere in the world – the United Nations Global Compact.

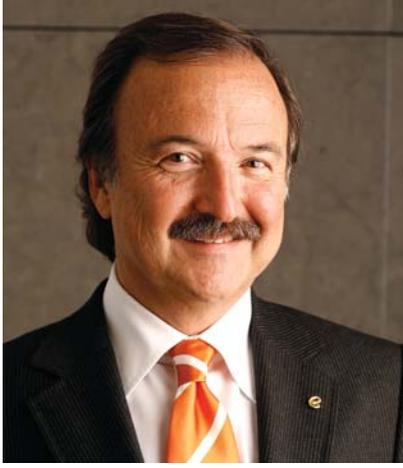
Every one of these 10 principles should be integrated into our corporate modus operandi – from the sourcing of materials through to the design of our production systems and products, our choice of technologies, and the content and structure of our marketing and sales. We have begun to review our companies' ability to ensure compliance with the Compact and we are committed to improving our systems where we find weaknesses. We believe that our corporate culture and quality assurance, environmental management and business excellence systems already in place will facilitate this process, which – when concluded – will ensure that all of our companies share the same fundamental business principles with clear mechanisms for auditing performance and responding to infractions.

Our personal "golden rule" for corporate citizenship, which guided the Eczacıbaşı Group's growth over its first 65 years, is the following statement of Dr. Nejat F. Eczacıbaşı, our Group's founder:

"The real measure of private entrepreneurship is the success with which it increases the wealth of the community as a whole".

We believe that this statement and others of this kind that inspired the Eczacıbaşı Group Values underpinning our corporate culture as well as our Group mission of pioneering modern, high quality and healthy lifestyles have encouraged our operations in Turkey to be as concerned about contributing to their communities as they are about their business results and to avoid activities that reduce the quality of life in our society. This personal definition of corporate social responsibility has served us well in Turkey and will continue to inspire our human resources here for many years more.

## Letter from the CEO



A handwritten signature in black ink, appearing to read 'Erdal Karamercan', written in a cursive style.

Dr. Erdal Karamercan  
President and CEO

The growing pace of the Eczacıbaşı Group's globalization drive shaped our business results in 2007. International sales climbed 46 percent to \$717 million as a result of strong exports from Turkey and our acquisition of a 51 percent share of V&B Fliesen, Villeroy & Boch's tile operation. Overall net sales increased 13 percent to \$3.2 billion, while before-tax profits jumped 76 percent to \$240 million, positively affected by the transfer of a 75 percent share of our generic pharmaceutical business to Zentiva N.V.

Apart from expanding significantly our business volume and profits, we made a number of major strategic decisions last year that will shape the Eczacıbaşı Group's future activities not only in terms of *what* we do, but also *how* we do it.

In July 2007 we accepted the invitation of the World Business Council for Sustainable Development to become its first Turkish member, this way reaffirming the public commitment we made to upholding and promoting responsible and sustainable business practices when we signed the United Nations Global Compact in May 2006. Since then, to enable us to channel our commitment into new policies, practices and measurable results, we have established an Occupational Health and Safety Task Force and a Working Group on Sustainable Development. Their first task is to review and evaluate the environmental, health and safety, and human rights/labor policies and performance of each of our companies to determine how well our current practices comply with our commitments. Their next task will be to set benchmarks for improvement and to communicate these benchmarks to all of our stakeholders, starting first with our own employees at every level of our organization.

Contributing to social and economic development through corporate social responsibility projects has been a tenet of the Eczacıbaşı Group since it was founded 65 years ago. Last year, our Group became involved in two new social responsibility projects – both responding to urgent development problems in Turkey. One was the “Don't Waste Water” campaign organized by the Turkish Foundation for Combating Soil Erosion, for Reforestation and the Protection of Natural Habitats (TEMA) and the

Istanbul Metropolitan Municipality, the aim of which was to create public awareness of Istanbul's potable water limitations and how best to conserve water. The purpose of the second project, which will continue for a number of years, is to ensure that boarding schools for primary school children from some of Turkey's most rural villages provide their students modern, high quality and healthy living conditions. Organized in coordination with the Association in Support of Contemporary Living (ÇYDD), one of Turkey's leading educational NGOs, the "Hygiene Project for Primary Boarding Schools" is renovating the bathrooms of some of the neediest boarding schools in Eastern Turkey using Vitra and Artema branded products and providing hygiene education to all students at these schools through the Group's award-winning "Solo Primary School Personal Hygiene Education Project". During the first stage of the project, 2007-2010, we plan to provide these products and services to 30 boarding schools in Eastern Anatolia.

Both of the projects outlined above were the initiative of our largest business operation, the Building Products Division, which is spearheading the Group's expansion in global markets. In July 2007, just over a year after the Division's acquisition of the German tile producer Engers, we purchased a 51% shareholding of V&B Fliesen GmbH, the tile division of the world's best-known and oldest ceramic brand, Villeroy & Boch. The acquisition raised the Division's tile brands to three and boosted its turnover in tiles to \$425 million.

In a parallel move in April 2008, we signed an agreement to purchase a majority stake in Burgbad AG of Germany, the European leader of the luxury bathroom furniture market. The agreement establishes a total value of €70.8 million for Burgbad, which is a publicly traded company. This latest strategic acquisition strengthens the Building Products Division's offerings of bathroom furniture for the premium segment while providing Burgbad access to new markets. Including Burgbad's three production plants in Germany and a plant in France, our Building Products Division will own nine plants in Europe, raising the total number of the Division's plants to 21, including Turkey.

Through these three acquisitions we have enhanced the Division's position in international markets and propelled it towards its goal of being at the head of the world's most prominent bathroom producers.

In addition to new capacity, the Building Products Division is reinforcing its global network through new international offices and stores. At the same time, it has expanded its capacity in Turkey, where its latest investment is a new plant for Eczacıbaşı-Koramic Building Chemicals in the southern city of Mersin that has consolidated this company's position as the innovator in its market.

In 2007, we continued to see the positive effect of the "differentiation through design" strategy that we adopted several years ago to make Vitra a global bathroom

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brand. The Istanbul Collection designed by Ross Lovegrove won the Elle Decor Award in 2007 – its fourth international award to date – while his MOD series featured highly in Time Magazine’s decision to include Lovegrove among the “100 most important designers” of our time. Importantly, our design awards have not just been for products; last year, Vitra’s stand at the ISH Frankfurt Fair won an IF Communication Design Award in the “Corporate Architecture-Exhibitions” category as well as a 2007 Red Dot Communication Design Award. We are also pleased that our achievements in these areas have been recognized by the Turkish Undersecretariat of Foreign Trade, which has selected Vitra and two of our tissue paper brands – Selpak and Solo – for its highly selective global branding program, Turquality.

Buoyed by these developments, our Building Products Division achieved 37% growth in 2007. International sales reached \$ 625 million.

The most important development in the Pharmaceuticals Division last year was the transfer of a 75% share of our generic pharmaceutical business to Zentiva N.V., an internationally known company in generic pharmaceuticals. Eczacıbaşı-Zentiva, the new company established in July 2007, will integrate its strong position in the Turkish market with its international presence, this way strengthening its ability to compete in this fast-changing sector, where innovators with patented and high-turnover novelties and generic pharmaceutical producers serving wide geographies have the upper hand. The transfer has also enabled the Pharmaceuticals Division to explore opportunities in high-growth, cutting-edge fields of the pharmaceutical sector.

One such opportunity led to the signing of an agreement, in March 2008, to purchase a 50 percent stake in Monrol Nuclear Products Company involved in the production, import and distribution of radiopharmaceuticals for

nuclear medicine. In the period ahead, we will expand our presence in hospital supplies, peritoneal dialysis, hemodialysis and home healthcare. We will also develop our product portfolio and presence in areas such as biotechnology mainly through specialization in oncology, nephrology, hematology, dermatology and pain relief.

Our Consumer Products Division, which operates one of the largest tissue paper plants in Europe, has followed the lead of the Building Products Division in expanding its manufacturing operations internationally. Last year our tissue paper joint venture, İpek Kağıt, established a 10 thousand ton plant in Kazakhstan to produce bathroom tissue, kitchen towels, napkins and facial tissue under the Selpak brand – now the fastest growing tissue paper brand in Azerbaijan, Georgia and Kazakhstan. To support its expansion, İpek Kağıt commenced construction of a new converting plant in Manisa, Turkey, in April 2008. In the longer term, the site will be able to accommodate as many as three world-scale paper machines with a total capacity of 180,000 tons/year.

Eczacıbaşı Girişim Marketing, our Consumer Products Division’s primary marketing and sales company in Turkey, completed the construction of its new cleaning agent and cosmetics plant with a capacity of 10,000 tons/year that meets all EU norms in terms of hygiene, worker health and safety, and measures to prevent environmental pollution.

The Group’s welding technology, electronic card, finance, information technology and land development businesses also achieved rapid growth in 2007. Highlights in this area included the inauguration of Kaynak Tekniği Welding Electrodes’ new plant in Gebze, which has set a new standard for eco-efficiency and occupational safety in the sector, and the purchase of our partner’s 50 percent share in the office tower of the award-winning Kanyon project in Istanbul. We also began

*Guided by our new focus on sustainable development, I firmly believe that we can play a leading role in innovation, strengthening the competitiveness of our companies through new products, services, processes, markets and ideas.*

discussions with several of the world's leading architects about developing our land in Kartal – the site of a major urban transformation project – to create another project that will be a source of pride for Istanbul.

In 2007, our investment initiatives to boost the value of our Group and strengthen our international competitiveness totaled \$280 million. Over the next three years we plan to invest a further \$800 million, resulting in investments of more than \$1 billion over the four-year period, 2007-2010.

Looking into the future, our Pharmaceuticals Division is working on developing rapidly its portfolio of original products in selected therapeutic areas and has accelerated its activities with new licensors and original products. In May it launched its first vitamins and nutritional products produced in the United States under the Eczacıbaşı brand. We believe that these activities and our new portfolio of original and new technology products will boost the Pharmaceuticals Division's growth in the medium term.

Our goal in the Building Products Division is to position ourselves among the top brands globally, especially in the bathroom market, through brand promotion, design-based marketing, capacity expansion in Turkey and new acquisitions abroad. At the same time, we aim to expand our industrial raw materials activities to include metallic minerals, for which we have initiated new investments in lead and zinc mining operations.

In the Consumer Products Division, we have focused our plans for the next three years on maintaining the Division's leadership in its primary markets through marketing and capacity expansion, with \$200 million earmarked for the construction of new tissue paper capacity in Manisa over the next three years.

To maintain the market leadership of E-Kart Electronic Card Systems, we plan to spread the use of electronic cards into new functions and geographical regions. Already the main supplier of electronic cards in Moldova, Ukraine, Azerbaijan, Georgia and Kazakhstan, we intend to expand our marketing to other countries in the region.

Through their coordinated efforts, Eczacıbaşı Securities and Eczacıbaşı-UBP Asset Management have ensured our leadership among independent brokerage firms in the Turkish financial sector. We aim to reinforce this position in the period ahead by augmenting the range of our financial services.

As we pursue the strategic plans I have outlined above, we will rely on our accumulated knowledge, openness to change, and ability to think innovatively. Our human resources are pivotal to our continued success in the markets of tomorrow, as are the values that have brought Eczacıbaşı to where it is today. Guided by our new focus on sustainable development, I firmly believe that we can play a leading role in innovation, strengthening the competitiveness of our companies through new products, services, processes, markets and ideas.

## *Board of Directors*

*Dr. Öztin Akgüç  
Director*

*Prof. Dr. Erdoğan Alkin  
Director*

*Prof. Dr. Münir Ekonomi  
Director*

*Prof. Dr. Asaf Savaş Akat  
Director*

*Oktay Tulpar  
Director*

*Faruk Eczacıbaşı  
Vice Chairman*

*Sezgin Bayraktar  
Vice Chairman*

*Bülent Eczacıbaşı  
Chairman*



## *Executive Management*

*Okşan Atilla Sanön  
Vice President,  
Corporate Communications*

*M. Sacit Basmacı  
Executive Vice President  
Head Comptroller & Legal Affairs*

*Hüsamettin Onaç  
Executive Vice President  
Building Products Division*

*Levent Ersalman  
Executive Vice President  
Strategic Planning and Finance*

*Dr. Erdal Karamercan  
President and CEO*

*Levent Kızıltan  
Vice President  
Information Technologies*

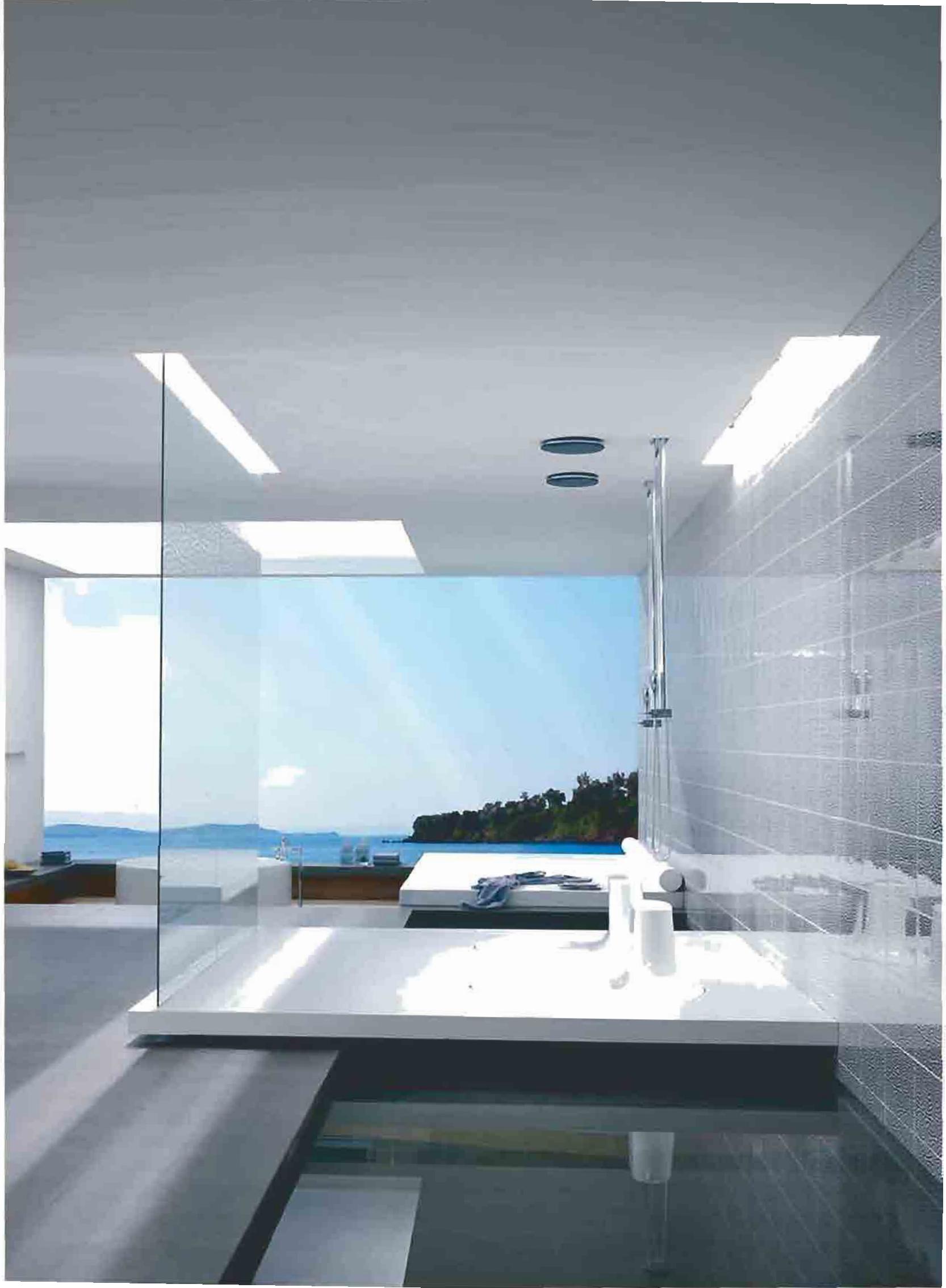
*Sedat Birol  
Executive Vice President  
Pharmaceuticals Division*

*Ülkü Feyyaz Taktak  
Vice President  
Human Resources*

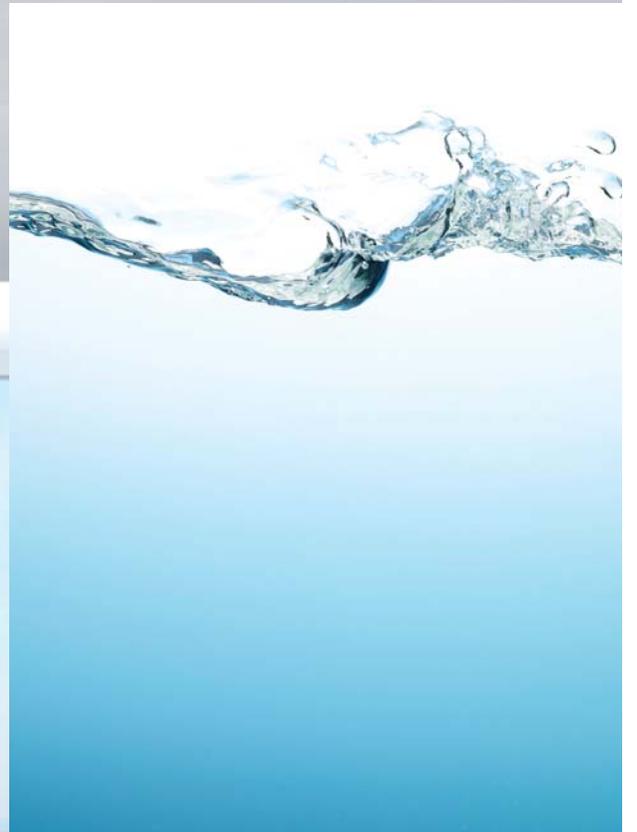
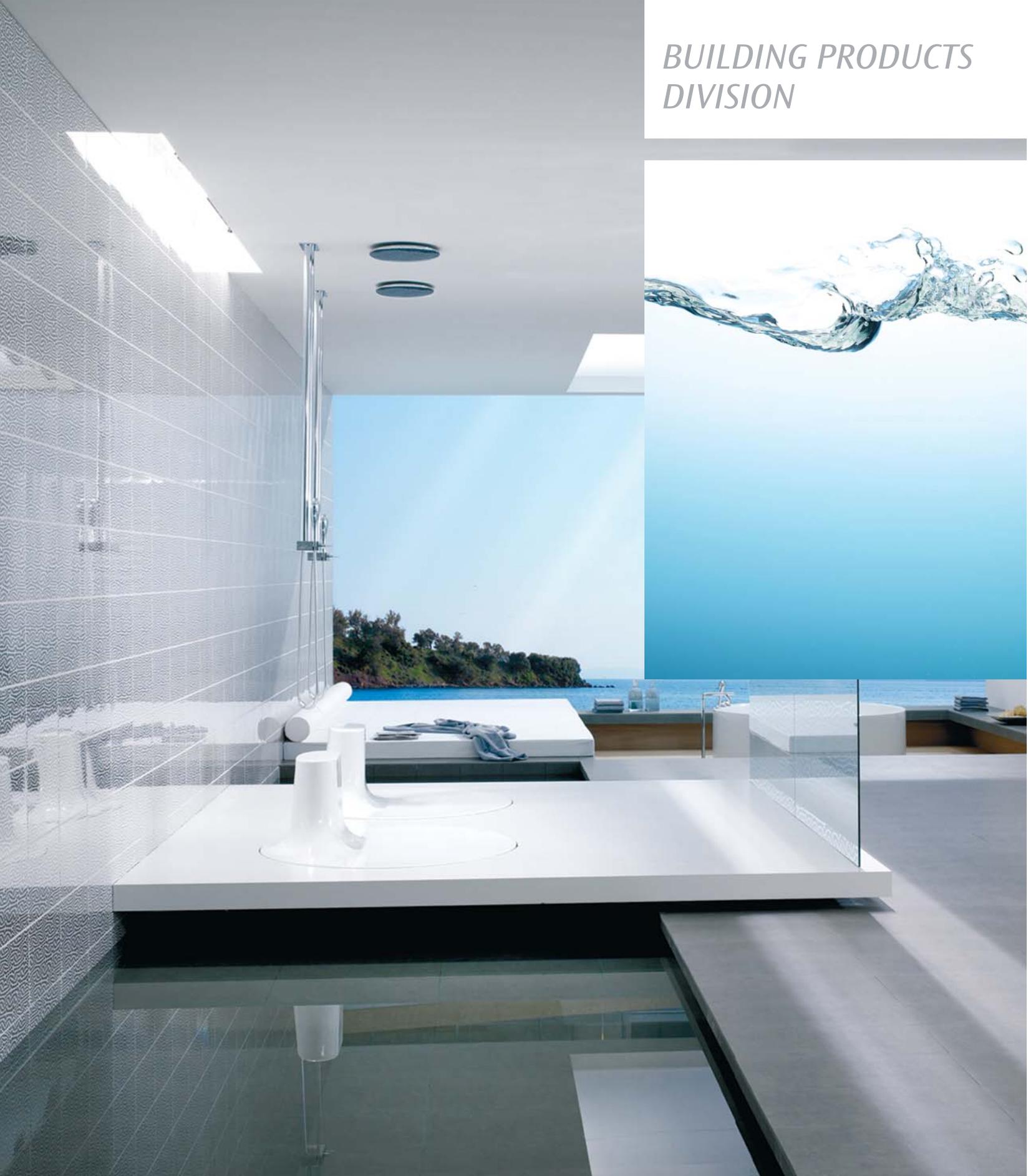
*Toker Alban  
Executive Vice President  
Other Products and Services*

*Osman Erer  
Executive Vice President  
Consumer Products Division*





*BUILDING PRODUCTS  
DIVISION*



## Overview

Eczacıbaşı's Building Products Division expanded its net sales by 37 percent in dollar terms to \$ 1140.8 million in 2007, fuelled by another year of rapid growth in the Turkish housing and commercial project markets and the acquisition of a 50 percent shareholding in V&B Fliesen GmbH, the tile division of Villeroy & Boch, the world's best known ceramic tile brand.

In March 2007, the Division signed a share purchase agreement that gave it full management control of the production and marketing activities of V&B Fliesen, increasing its tile manufacturing capacity by 35 million square meters with the addition of V&B's two tile plants in Germany and its plant in France. Not only does the agreement increase the Division's tile production capacity in Europe, where it now has five plants, it expands its portfolio of international tile brands to three with the addition of the highly prestigious Villeroy & Boch brand and raises its shares of the German and Central European tile markets to respectively 10 and five percent.

In addition to brand and capacity acquisition in international bathroom and tile markets, the Building Products Division is raising the international stature and position of its flagship brand, Vitra. Here, the Division is successfully establishing Vitra as a global brand originating in Turkey offering a unique synthesis of the three essential elements of contemporary bathroom design – experience, architecture and functionality– in every component of the bathroom.

Vitra has sharply increased its international profile in recent years through collaboration with leading international designers like Ross Lovegrove and Matteo Thun and innovative bathroom concepts that set new standards on the quality-design-price axis. As a result, Vitra is steadily increasing its share of the international project market, particularly of high-end residential, hotel, shopping plaza and renovation projects, such as the Westminster Bridge Park Apart Hotel in London, the Hyatt Hotel in Ukraine, and the Cairo Tower and Bad Aibling Spa renovation projects.

The Division is also strengthening its marketing and sales operations in Europe, North America, and other major international building material markets, such as China and Dubai. These operations have enabled the Division to take advantage of its growing international prestige to raise its shares in major ceramic sanitary ware markets.

Apart from bathroom and tile products, the Eczacıbaşı Building Products Division is a major extractor, processor and trader of industrial raw materials. In addition to producing some of the world's finest clay and feldspars from its reserves in Turkey, the Division has developed an expertise in the trade of raw materials for a variety of industries, enabling it to expand rapidly this business in recent years.

*In March 2007, the Division signed a share purchase agreement that gave it full management control of the production and marketing activities of V&B Fliesen, Villeroy & Boch's tile operation.*

## Bathroom and Tiles

The Building Products Division's Bathroom and Tiles Unit manufactures and markets in Turkey and internationally every major component of modern bathrooms; an extensive variety of ceramic covering solutions as wall, floor, pool and cladding tiles for residential and commercial use; and a wide range of building chemicals.

### Eczacıbaşı Building Products (VitrA Bath)

VitrA Bath is the premier supplier in the Turkish market of high quality ceramic sanitary ware, bathroom and kitchen faucets, concealed cisterns, toilet seats, bathroom cabinets, and bathroom accessories and the leading Turkish exporter of most of these products. In international markets, VitrA Bath is successfully promoting its flagship brand, VitrA, as a global brand offering the best combination of price, quality and design. In Turkey, VitrA Bath's two main brands – VitrA and Artema – primarily target the mid and upper segments of the market.

VitrA Bath raised its net sales by 26 percent to \$281.9 million in 2007 and consolidated its leadership in Turkey in all of its product categories. This achievement reflected the success of new measures aimed at increasing the sales of main distributors, sub-dealers and sales to large residential and commercial projects. It also demonstrated the effectiveness of regional marketing and consumer campaigns, which allowed VitrA Bath to capture a significant share of the renewal market and promote the use of VitrA and Artema products in specialty projects.

International sales are the central component of VitrA Bath's long-term growth strategy. Exporting 65 percent of its production to some 75 countries around the world, VitrA Bath is a leading contender in many European markets, including Germany and the UK, where it has respective market shares of 13 and six percent. VitrA is also raising its standing in other highly competitive markets, like France, Italy, Russia, the Middle East, the Gulf region, Australia and New Zealand.



To help it develop its global sales and distribution operations, Vitra Bath is steadily expanding its network of international sales offices to all of the world's major markets. As a result, Vitra now has local marketing and sales operations covering France, Italy, the Far East, Russia and the CIS, Central Europe (Vitra Bad), Great Britain and Ireland (Vitra UK), North America and Canada (Vitra USA) and the Middle East and Gulf region through its office in Dubai. Vitra Bath also has exclusive showrooms in Moscow, Atlanta and Cologne that display the full range of Vitra bathroom solutions. Overall, Vitra bathroom products are found in more than 2,000 sales points worldwide.

#### Global brand strategy

Vitra Bath's global objective is to make Vitra a well known international brand by redefining the bathroom and changing consumers' perception of the bathroom space as an unexpectedly exciting one, thus arousing their interest and desire to have one. This conception of bathroom space is captured by Vitra's vision, which is "designing space for living through innovations".

In 2007, Vitra Bath continued to focus its communication campaign for the Vitra brand in international markets on the concept of "Vitra Bathroom Culture", which it defines as a unique synthesis of architecture, aesthetic and functionality.

#### Unique bathroom solutions

Vitra Bath developed 417 new products in 2007, including new ceramic sanitary ware pieces, complementary products, bathroom furniture units, faucets and bathroom accessories. In each of these categories, Vitra Bath's primary aim is to develop creative and innovative products that respond to consumer expectations and enhance the quality of life of people using them.

Design is a strategic component of the Vitra and Artema brand identities. For this reason, Vitra Bath is collaborating with internationally renowned designers and design houses to develop highly innovative and original bathroom solutions for professional and residential use. Prominent names cooperating with Vitra's in-house team of 50 designers include Ross Lovegrove, Matteo Thun, Defne Koz, NOA, Aziz Sariyer, Pilots Design, Inci Mutlu, Jop Timmers, Angsar Brossardt and Ambrogio Rossari.



VitrA's first collaboration with renowned British designer Ross Lovegrove, entitled "Istanbul", draws its inspiration from Ottoman geometries and calligraphy and comprises 175 different bathroom components based on the design concept of seamless wet space, where individual elements are drawn out of the surfaces, all white, liquid and viscous. Since its launch in 2005, this collection has garnered four leading international design awards – the 2006 "Best Bathroom of the Year" award of Wallpaper magazine, the 2006 Red Dot design award, the 2006 Good Design Award of the Chicago Museum of Architecture and Art and the 2007 Elle Decor International Design Award – and opened the door to the world's most prestigious showrooms.

In 2007, VitrA initiated a second bathroom project with Ross Lovegrove and a first with the internationally celebrated Italian architect and designer, Matteo Thun. Thun's first collection for VitrA, Water Jewels, combines ceramic with materials as diverse as wood, marble, solid stone and glass for a lush range of colors and textures; Lovegrove's second collection MOD responds to the increasingly urgent need to preserve scarce resources.

In Turkey, VitrA Bath continued to promote its premier faucet and bathroom accessory brand, Artema, as an innovator and an "expert in water management". Communication campaigns throughout the year focused on the "Slope" faucet to demonstrate the brand's superior design, technology and engineering features.



Water Jewels by Matteo Thun

*Exporting 65 percent of its production to some 75 countries around the world, VitrA Bath is a leading contender in many European markets, including Germany and the UK, where it has respective market shares of 13 and six percent.*

## VitrA Bathtub

Established in 1991, VitrA Bathtub focuses primarily on the manufacture of high quality acrylic sanitary ware.

### Largest producer of acrylic bathtubs and shower trays in Turkey

VitrA Bathtub is the largest manufacturer of acrylic sanitary ware in Turkey with a production capacity of 350,000 units per year at its plant in Gebze, Turkey. VitrA Bathtubs' products include whirlpools, plain bathtubs, compact systems, shower systems, compact shower units, and shower trays, all of which are marketed under the VitrA brand.

In 2007, VitrA Bathtub continued to maintain its leadership in the national market, producing more than 40 plain tubs, 40 shower trays, eight compact systems, two compact shower units and two shower systems. All of its bathtubs can be converted into whirlpools.

### Growing exports of acrylic sanitary ware

Over the last six years, VitrA Bathtub has expanded its international sales of acrylic sanitary ware to more than 40 countries in Europe, Asia, the Middle and Far East, and Africa. These products are available to customers abroad through 150 showrooms and 2,000 sales points on five continents.

While supplying premium quality products, VitrA Bathtub will continue to collaborate with prominent international designers to enable it to differentiate its products from those of its competitors in both national and international markets, especially in the wellness category.



MOD by Ross Lovegrove

## VitrA Tiles

VitrA Tiles is Turkey's leading supplier of premium wall and floor tiles and a major tile exporter, with sales to more than 60 countries mainly in Central Europe, Ireland, the UK, Russia, the CIS, the US and Canada. International sales in 2007 were highlighted by prestigious contracts in Germany, Russia, Iraq and the US that demonstrated the growing awareness among international professionals of the high quality and wide variety of VitrA branded tiles.

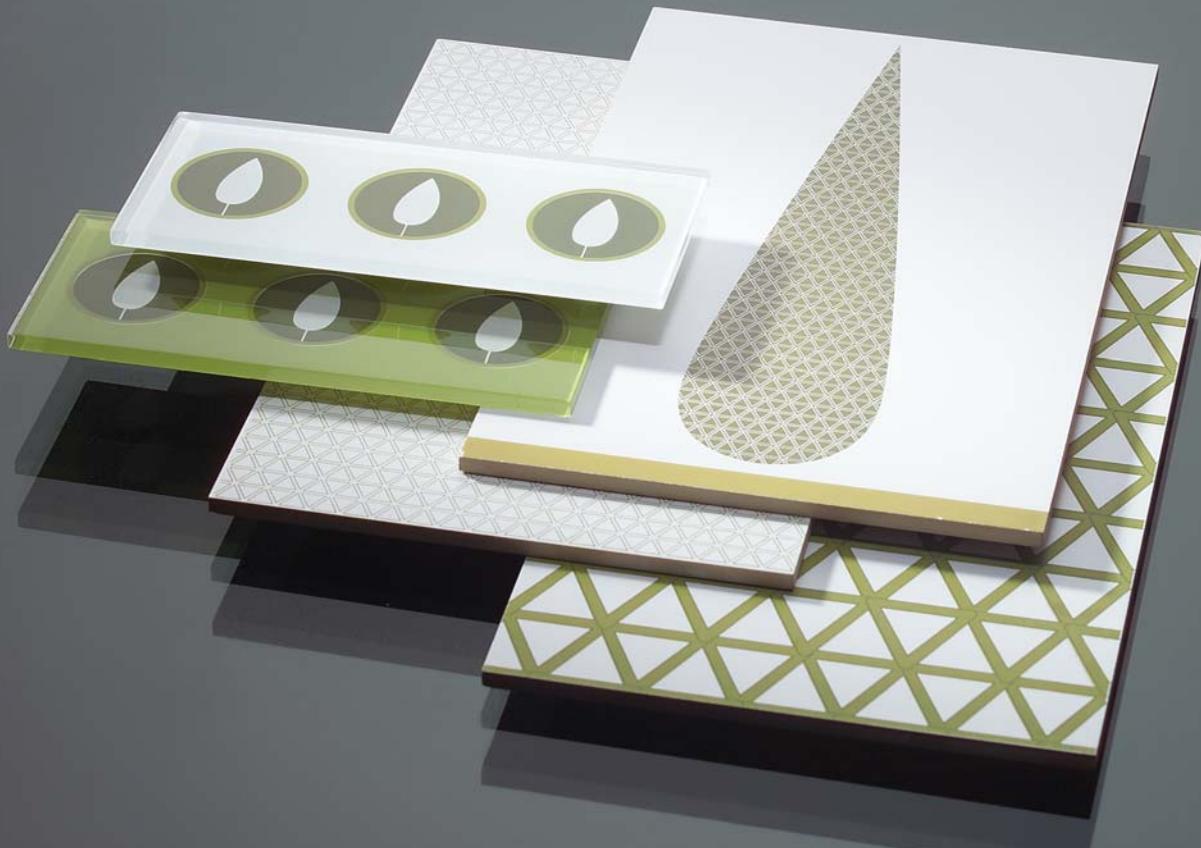
Exporting about 60 percent of its production, VitrA Tiles was Turkey's top ceramic tile exporter to the European Union in 2007 and ranked second in worldwide exports. In the Turkish market, VitrA Tiles dominated the professional product segment and the project business with its Arkitekt range, raising its market share to 11 percent in 2007.

### Innovative products for professional and home use

Over the years, VitrA Tiles has pioneered new products, like 2.5x2.5 cm mosaic tiles in ceramic and glass, and built up a wide portfolio of ceramic tiles, glazed and unglazed porcelain tiles, and special tiles and accessories for swimming pools.

VitrA Tiles manufactures two main categories of products that vary in size from 1x1 cm to 60x120 cm. VitrA Rezidans is a range of aesthetic indoor and outdoor tiles for all kinds of living areas, from bathrooms and kitchens to terraces and gardens. VitrA Arkitekt offers professional tiles in the full range of tile sizes and RAL colors designed mainly for industrial and commercial establishments, like shopping malls, airports and department stores.

In 2007, VitrA added a new product category, "Urban Life". Urban Life consists of colorbody porcelain tiles, which provide the finest surfaces for demanding high-traffic environments where aesthetics is as important as durability, such as airports, cafes, automobile showrooms, shopping malls, museums and galleries.



VitrA Tiles also manufactures products for a broad range of specific architectural demands, such as swimming pools, external cladding and elevated flooring systems.

Apart from its wide range of tile series, VitrA Tiles develops special collections with its in-house design team or jointly with such leading international designers as Ross Lovegrove, Defne Koz, and NOA.

Unique designs and innovative functionality have earned VitrA a strong position in the premium segment of the tile market. New launches in recent years included glass borders, mosaics, minimalist decorative tile series with cut borders, and new porcelain tiles with advanced surface technologies, such as VitrAclean, VitrAntibacterial and VitrAprotect. Continuing this innovative approach, VitrA Tiles launched 1x1 cm mosaic tiles in 2007.

### 35 million square meter capacity

With a combined production capacity of 21 million square meters at its modern plants in Turkey, 1.7 million square meters in Ireland, another 2.3 million square meters at the Engers plant in Germany, and 10 million square meters at V&B Fliesen plants in Germany and France, VitrA Tiles has positioned itself firmly among Europe's top ceramic tile producers.

VitrA Tiles has designed its production capacity to maximize its ability to manufacture customized orders for special projects. This flexibility has enabled VitrA Tiles to develop and maintain the broadest array of products in its sector – more than 200 ranges and over 4000 varieties – and to launch on average 30 to 40 new series per year that comply with EN standards.



*Exporting about 60 percent of its production, VitrA Tiles was Turkey's top ceramic tile exporter to the European Union in 2007 and ranked second in worldwide exports.*

### Growing presence in major world markets

In recent years, Vitra Tiles has reorganized its marketing and sales network in Europe, North America and Russia and expanded its product range to meet the specific needs of its international markets.

Working through the Group's sales company in the US, Vitra USA, Vitra Tiles succeeded in becoming the first European company to export 2.5x2.5 cm and 5x5 cm dot-mounted tiles to the US and Canada; in 2008, it will do the same with 1x1 cm mosaics. In European markets, where it coordinates with Vitra Ireland, Vitra Bad, Vitra UK, and Vitra Bath and Tiles in Russia, Vitra Tiles aims to increase significantly its project-based and professional sales in 2008. This is also the goal of its new sales office and fully-owned showroom in Sofia, Bulgaria, and its new showrooms in Cork, Ireland, and Moscow, Russia.

Vitra Tiles continued to supply a number of prestigious projects in 2007, among them the Gloria Golf Resort, Espark and Neo shopping malls in Turkey; the Piscine d'orient in France; the Cairo Tower in Egypt; the Bad Aibling Spa in Germany, and the Erbil Airport in Iraq.

Vitra Tiles has eight showrooms in Turkey and abroad that double as information centers providing product information, training, and consultancy to end-users and professionals. Three of these Info Centers are in Ireland (Cork, Arklow and Dublin); the other three are in Moscow, Köln, and Atlanta. Apart from consultancy, Info Centers provide pool project design services.



## VitrA Ireland

VitrA Ireland is the Eczacıbaşı Group's first manufacturing investment abroad and Ireland's only producer of ceramic wall tiles.

Since its establishment in 1998, VitrA Ireland has successfully built on this unique position to raise consumer recognition of the VitrA brand and strengthen its standing in the market. For this reason, VitrA Ireland moved to a new plant in March 2005 that raised its production capacity to 1.75 million square meters. Having chosen the UK and Ireland as its primary strategic markets, VitrA Ireland makes use of its proximity to better understand and serve its customers and hence increase its market share. VitrA Ireland is also actively seeking and seizing opportunities in Central Europe and the US.

VitrA Ireland has three showrooms in Ireland – one each in Arklow, Dublin, and since 2008, in one of the most prestigious locations in Cork – promoting a wide range of tiles produced by VitrA Tiles and VitrA Ireland as well as a broad selection of VitrA products manufactured by other Division companies. In order to be more active in the highly competitive contracts market in Ireland and to better promote the VitrA brand to demanding customers, VitrA Ireland plans to establish a chain of these shops around the country.



*VitrA Ireland has three showrooms in Ireland – one each in Arklow, Dublin, and since 2008, in one of the most prestigious locations in Cork – promoting a wide range of tiles as well as a broad selection of VitrA products.*

## Engers Keramik GmbH

Established in 1911, Engers Keramik has been an essential part of the German wall tile market for almost 100 years. In the 1990s, in order to differentiate itself from its competitors, Engers started to classify its tile lines into four trendy categories: nature, feelings, values and impulses.

Since Eczacıbaşı's acquisition of Engers at the start of 2006, it has made huge investments in production, buildings and equipment. Under its new management, Engers has expanded its output and diversified its product range to improve further its response to customer requirements. Engers' new range of products combines wall and floor tiles and elements of mosaic with a tradition of outstanding design.

Engers' plant in Neuwied, Germany, produced 2.3 million square meters of wall tiles in 2007.



## V&B Fliesen GmbH (Villeroy & Boch Tile Division)

In July 2007, the Eczacıbaşı Group acquired a 51 percent share of V&B Fliesen GmbH, the tile division of Villeroy & Boch, giving it full management control of its production and marketing activities.

V&B Fliesen continues a tradition that began in 1852 when Villeroy & Boch started producing tiles at its historic plant in Mettlach. Today, V&B Fliesen manufactures tiles at two plants in Germany and one plant in France and markets them all over the world under the Villeroy & Boch brand, the world's oldest and best known ceramic brand. The company employs about 1000 people.

### Contemporary, modern design for creative room scenarios

Villeroy & Boch tiles are characterized by their international orientation, contemporary design, and high technological and process-optimized standards. The current focus of its marketing activities is developing and maintaining an internationally successful premium brand, while at the same time streamlining the range in order to guarantee efficiency and profitability as well as high product quality.

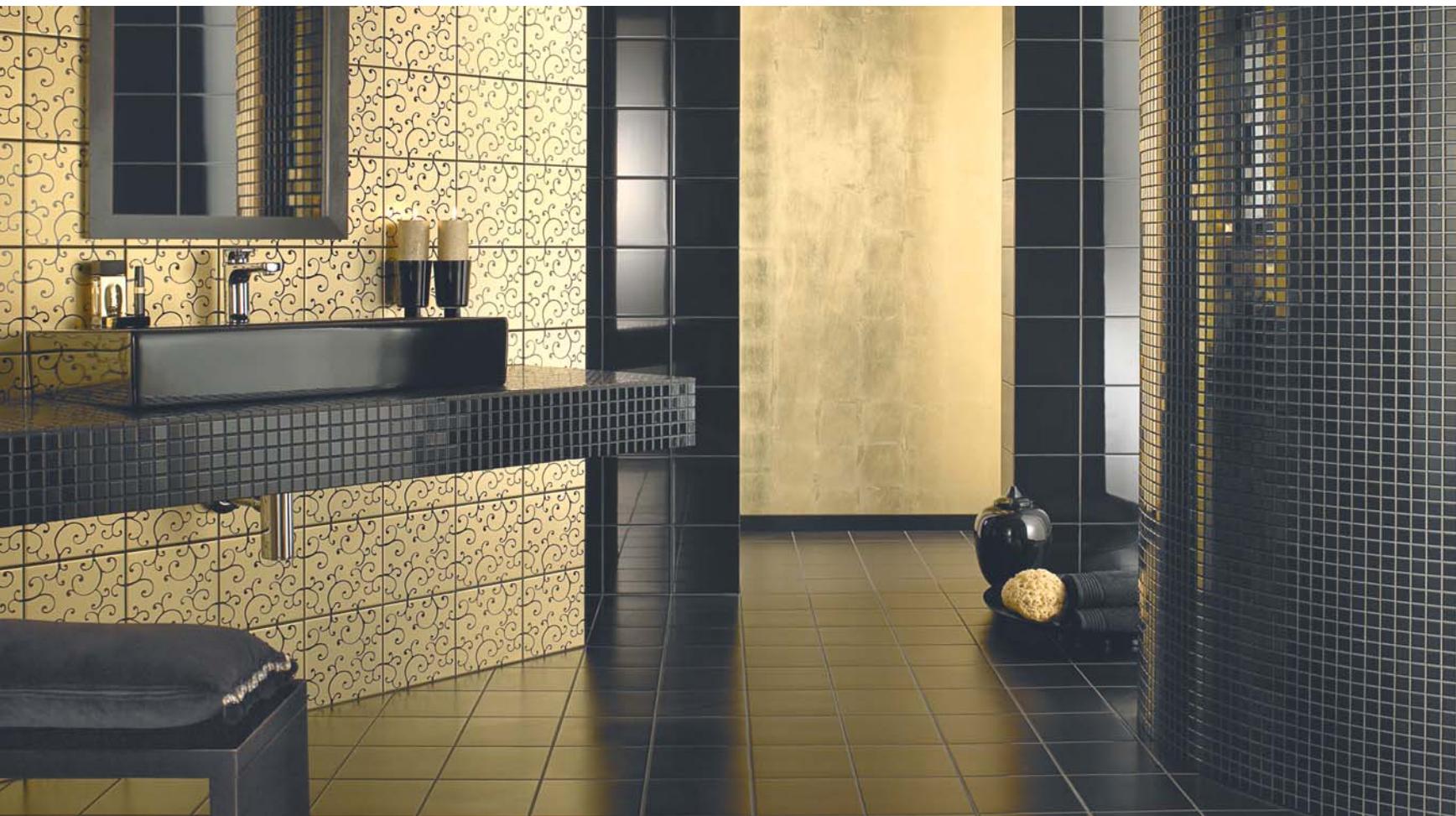
New product creations offer contemporary design together with a new marketing image that facilitates the entire marketing strategy from trade-fair presentation and consumer communication to point of sale.

V&B Fliesen launched 13 new tile ranges at CERSAIE 2007 that were well received by trade visitors. It also began implementing its new communication strategy for specialist showrooms, which is based on the presentation of "room concepts" for bathrooms and living areas. This strategy reinforces the images consumers see in brochures, advertisements and on the Internet, and enhances perception of the premium quality of the brand while displaying diverse product ranges.

### Strong outlook with the Eczacıbaşı Group

After a sound turnaround in 2007, the outlook for V&B Fliesen with the Eczacıbaşı Group looks strong. The exchange of technical and ceramic expertise, backed by a number of crucial investments, has enabled a swift improvement in production efficiency and opened up new possibilities for innovation and expansion of the product range.

Management of the Villeroy & Boch brand for tiles is closely linked with Villeroy & Boch AG as licensor, enabling the joint development of the marketing concept of the House of Villeroy & Boch.



## Eczacıbaşı-Koramic Building Chemicals (VitrA Building Chemicals)

VitrA Building Chemicals was established in 1998 and manufactures high quality tile adhesives, grouts, waterproofing materials, primers, additives, tile cleaning and protecting products, self leveling compounds, repair mortars, surface restoration plasters, silicone sealants, MS mastics, external thermal insulation composite systems, polyurethane-based water proofing materials, epoxy resin, and polyurethane-based industrial floor covering materials for Turkish and international markets. Its joint venture partner is Koramic Building Products NV, a prominent Belgian producer of building chemicals.

### Leader in product variety and quality

VitrA Building Chemicals has two plants. One is located at the Building Products Division's manufacturing compound in Bozüyük and has an annual capacity of 100,000 tons – the second largest in the sector. The other, newly opened in November 2007 in Tarsus, near Mersin, has an annual capacity of 60,000 tons. The fully automated production processes of both plants have propelled VitrA Building Chemicals to the forefront of the national and export markets.

VitrA Building Chemicals also leads the sector in terms of product quality and variety. Apart from providing a wide range of adhesives and grouts in colors that complement the Division's tile series, VitrA Building Chemicals has steadily expanded the range of products available to professionals in Turkey, being the first to introduce rapid-setting self leveling compounds, insulating compounds for pools, environment-friendly adhesives, anti-bacterial silicone sealants, MS mastics and anti-bacterial cement-based grout.

In 2007, VitrA Building Chemicals expanded its product portfolio to 109 products, launching a wide range of technical products, including external insulation composite systems, waterproofing materials, industrial floor covering materials and cleaning products. VitrA Building Chemicals' focus on quality was recognized in 2006 by a jury of professionals and end-users who awarded the VitrATherm External Thermal Insulation Composite System the 2005 Thermal Insulation Product of the Year award.



### **Loyalty club program for tile masters and new web site**

VitrA Building Chemicals markets its products under the VitrAFix and VitrATharm (ETICS) brands and distributes them through the dealership network of the Division's national marketing and sales company, Intema. To ensure full customer satisfaction, VitrA Building Chemicals has established a team of consultants and technical support specialists to advise consumers on the best building chemicals for home and industrial applications.

In its first full year of operation, the VitrAFix Masters Club increased its membership to 1,000 tile masters. Now exceeding 2,000 members, the Club has contributed significantly to VitrA Building Chemicals' market penetration. In 2008, VitrA Building Chemicals will also relaunch its website, [www.vitrafix.com.tr](http://www.vitrafix.com.tr), to provide up-to-date information on products, services and a wide range of technical topics of interest to homeowners, dealers, masters and professionals. The website is also contributing to sector recognition of the VitrAFix and VitrATharm brands.

### **Strong growth in 2007**

VitrA Building Chemicals grew twice as fast as the Turkish construction sector in 2007, thanks to a large increase in sales through sub-dealers and sales to large projects. Rising brand recognition also contributed to this trend.

VitrA Building Chemicals exports to about 42 countries, including markets in the Middle East, Northern Cyprus and the UK.

*In 2007, VitrA Building Chemicals expanded its product portfolio to 109 products, launching a wide range of technical products, including external insulation composite systems, waterproofing materials, industrial floor covering materials and cleaning products.*

## İntema Building Materials Marketing and Sales

İntema Building Materials Marketing and Sales, the Division's sole distribution and sales company in Turkey and a publicly traded venture, achieved a solid performance in 2007, raising its net sales 22 percent in US dollar terms and consolidating its leadership in the premium segments of the ceramic sanitary ware and faucet markets and strengthening its competitive position and share in the tile market.

Although activity in Turkey's construction sector slowed in 2007, due to uncertainty caused by domestic elections and developments in global financial markets, it continued to be one of the faster growing sectors of the Turkish economy. To maximize its benefit from this growth, İntema focused on the market for new residences, achieving significant sales to high quality housing projects around the country.

Retail sales, as in the previous year, continued to grow more slowly as consumers postponed their renewal demand to consider new housing opportunities. To counter this trend, İntema organized various campaigns for end-customers during the renewal seasons.

### İntema Kitchen

In 2007, İntema expanded its cooperation with world-famous kitchen brands to improve its response to customer demands and strengthen its kitchen business. Last year, İntema added another 1,750 m<sup>2</sup> to its İntema Kitchen retailing network, which encompassed 43 stores as of end-2007. At the same time, it expanded its communication with professional customers of İntema Kitchen products through product catalogues, home decor magazines, and promotional campaigns. All of these measures led to a rise in the number of customers preferring İntema Kitchen in their homes and projects and to an increase in market share.

Sales of the İntema Kitchen brand grew 13 percent in 2007, mainly due to buoyant demand in the project market. Last year, İntema's team of architects won contracts for close to 1,200 kitchens in 24 large-scale residential projects.



### Villeroy & Boch Tiles, Bathroom Products and Tableware

In 2007, Intema signed two very important agreements with Villeroy & Boch, in an extension of the partnership initiated between the Eczacıbaşı Group and Villeroy & Boch in tile production in March 2007. The first agreement gives Intema the exclusive distribution rights for Villeroy & Boch tableware in Turkey. For this, Intema has begun to establish a chain of Villeroy & Boch tableware stores in high-end shopping centers around the country, with the aim of having eight stores in operation by the end of 2008. Intema opened its first tableware store of this kind in the Kanyon shopping center in Istanbul in late 2007 and its second in Ankara in early 2008. All of these outlets will be fully owned and operated by Intema.

Intema's second agreement with Villeroy & Boch gives it the exclusive distribution rights in Turkey for Villeroy & Boch tiles and bathroom products. Intema is establishing fully-owned showrooms for this purpose as well as a chain of authorized dealers, and had 14 sales points of this kind in operation at the start of 2008.

### Intema Retailing Network

One of Intema's primary responsibilities is to develop and manage a large network of dealers and after-sales service outlets. Similarly, Intema is 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.

As in previous years, Intema reviewed and – where necessary – restructured its authorized dealer network in 2007. Ways were parted with 10 authorized dealers and 20 new dealers joined the network, raising the total number of authorized Intema dealerships around Turkey to 130.

While strengthening its relationship with this carefully selected network, Intema continued to expand the presence of its products in sub-channels. Today, Intema supplies more than 2,500 sales points around the country, many of which it offers some form of loyalty program.

In addition to conventional distribution channels, Intema continued to develop its business with DIY chains through marketing, private label products and product differentiation.



### Authorized servicing

Intema has 104 authorized servicing partners around the country providing installation, maintenance and repair services, and ensures that they provide the best possible after-sales services through regular training programs.

As a result of these and other efforts, customer satisfaction of authorized servicing improved significantly in 2007 while customer complaints dropped to well under one percent.

### Intema Showrooms offer the full range of consultancy and after-sales services

With the opening of its new three-storey showroom in Istanbul, Intema operates eight 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 12.3 percent of Intema's sales in 2007.

### PartnersClub – premier loyalty sales program

Having a customer communication platform that can respond to the specific needs of each customer group is a priority for Intema. With this in mind, Intema focused on strengthening relations with architects, representatives of construction companies, local contractors and large land-developers working on various projects in Turkey.

Using a customer valuation system to guide its marketing communication and investments, Intema held face-to-face meetings with high value customers in 2007 and carried out one-to-one communication with more than 1,600 professionals on a variety of platforms.

According to consumer surveys carried out in 2007, consumer awareness of the Vitra and Artema brands reached 97 percent. The surveys also found that professional users were three times more likely to recall Vitra and Artema than any other building product brand.



## VitrA (UK) Ltd.

VitrA (UK) was established in 1992 to promote VitrA bathroom product sales in the UK and Irish markets. VitrA UK manages the marketing, sales and distribution of the full range of VitrA branded products, including ceramic sanitary ware, acrylic baths, faucets, accessories and bathroom furniture.

VitrA UK continued to grow faster than the market in 2007. A major source of this growth was due to the continuing strength of contract sales. VitrA UK has now been specified in several high profile projects, such as Heathrow Terminal 5, Dublin Airport Terminal 2 and the refurbishment program of McDonald's restaurants.

It has also established ongoing contracts with such major players as Taylor Wimpey, the high profile developer Urban Splash, and the British Airport Authority. With the newly launched Istanbul Collection, VitrA UK has continued to develop its presence in prestigious projects like WC1 in London.

VitrA UK's dedicated contracts team is already negotiating opportunities emerging from the selection of London for the 2012 Olympics and the UK government's new housing initiative. The team is also actively servicing the UK's private housebuilder market.

With a complete set of literature to support its products, VitrA UK offers a comprehensive product range for all levels of specification from basic to prestige. In the retail market, VitrA targets mid to upper-income clientele seeking design-led, higher-end items.

Currently, VitrA UK has a seven percent share of the UK ceramic sanitary ware market, making it the third biggest supplier in the market. Its long-term goal is to increase this share to the 10 percent range through first-class customer service in both the contract and retail markets.

### Showrooms of Excellence – a chain of dedicated VitrA retailers

Retail consumers can acquire VitrA products at more than 600 sales outlets in the UK. The core of this network is the loyalty chain of dedicated retailers called "Showrooms of Excellence" (SOE). Having reached the goal of 300 SOEs, VitrA UK intends to strengthen its presence in each of these independent showrooms and gain market share from competitors in the challenging retail market through design-led products backed by a comprehensive media campaign to raise brand awareness.



## VitrA Bad GmbH

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

### Third largest supplier of bathroom products in Germany

VitrA Bad is today the third largest player in the German ceramic sanitary ware market and the second largest in the acrylic bathroom products market. Last year, VitrA's shares of the sanitary ware markets in Germany and Austria were maintained at 13 and 10 percent, despite heightened competitive pressure caused by the continuous contraction of the German bathroom market since 2000.

VitrA Bad's strong position in Central Europe reflects the expansion of its distribution channels and rising consumer awareness of the VitrA brand as a supplier of complete bathroom solutions. As a result, growing sales of faucets, bathtubs and toilet seats have offset somewhat the shrinking market for ceramic sanitary ware. Particularly notable growth was recorded by faucet sales, which rose 30 percent in 2007.

Apart from maintaining its strong position in Germany and Austria, VitrA Bad implemented new sales strategies for other large but slow-growing European markets, like the Netherlands and Belgium. Since mid-2006 VitrA Bad has also taken on marketing and sales responsibilities in France, Hungary, Poland and the Czech Republic.

Retail sales were buoyed by VitrA Bad's "Bestseller" concept, which foresees the establishment of a chain of sales points where VitrA products are exhibited as complete bathroom solutions in a store corner under the VitrA logo. As of end-2007, VitrA had 100 bestseller-shops in Germany.

Overall, VitrA Bad reaches 1,800 retail outlets around Central Europe through a network of 600 wholesalers.

In 2007, VitrA Bad also established a new contract business division to meet the expectations of architects and accommodate contract business demand.

VitrA Bad is constructing its first VitrA Flagshipstore at its headquarters in Cologne, Germany, which it plans to inaugurate during the Passagen Fair in June 2008.

*VitrA Bad reaches 1,800 retail outlets around Central Europe through a network of 600 wholesalers.*

## VitrA USA Inc.

VitrA USA was established in 1992 as the Eczacıbaşı Building Product Division's marketing and sales company in the North and Central American markets. VitrA USA manages the sales, marketing and distribution of all VitrA branded products, including ceramic sanitary ware, faucets, bathroom furniture and ceramic tiles.

### Exceptional product availability and sales growth through regional representation

Despite a slump in new construction business, VitrA USA defended its share in the US market in 2007. VitrA USA has 22 regional warehouses and strong representation throughout the North American continent, as well as a central warehouse and elegant showroom at its headquarters in Atlanta.

### Close cooperation with water conservation professionals

VitrA USA collaborates with federal and local governmental water conservation professionals, including the Environmental Protection Agency (EPA), in the development of superior products that meet customer expectations of flushing performance and generate sustained water savings over the life of ceramic sanitary ware units. VitrA USA pioneered dual-flush and other water-efficient systems that restrict maximum flush volumes in

the US market, leading it to become the first manufacturing partner of the EPA in its nationwide water conservation efforts. Consequently, VitrA products are specified and preferred by several metropolitan city water councils.

Partnering with strong distributors in North America, the VitrA brand has also achieved nationwide representation in mosaics and glazed porcelain products. VitrA is especially strong in the professional tile markets, due to the attractiveness and superior quality of its Arkitekt series.

### Showroom development

Currently, VitrA USA products are found in over 200 wholesale showrooms in the United States and over 100 retail outlets in Canada. Showroom deployment is a main component of VitrA USA's marketing strategy, and the goal is to have 250 wholesale showrooms in the US by the year 2010, all operating to the "Showroom of Excellence" display standard.

## Industrial Raw Materials

The Building Products Division's Industrial Raw Materials Unit extracts, processes and markets internationally an extensive variety of minerals, clays and other raw and processed materials for industrial use.



## Esan Eczacıbaşı Industrial Raw Materials

Esan Eczacıbaşı Industrial Raw Materials raised its sales nine percent to \$115 million in 2007.

International sales accounted for 60 percent of turnover, with Esan supplying roughly one-third of Turkey's feldspar and kaolin exports. Esan also produces 65 percent of Turkish refined ball clay output.

### Superior producer of clay and feldspar

Esan owns the largest reserves of clays and feldspars in Turkey for the sanitary ware and ceramic tile sectors and has grinding and flotation facilities that greatly outpace those of its national competitors. As of end-2007, Esan operated 18 mines and six processing plants, enabling it to produce 400,000 tons of floated feldspar, 20,000 tons of grinded feldspar, 75,000 tons of refined ball clay, and 60,000 tons of sand to the high-grade requirements of the ceramic tile and sanitary ware industries.

In 2007, in order to satisfy the requirements of the ceramics, glass, paint and engineered stone industries, Esan also produced 90,000 tons of quartz at its new crushing, grinding and sizing plant in Çine.

### Leading international trader of industrial raw materials

Since late 2003, Esan is also 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, zirconium silicate, titanium dioxide, silicon carbide and calcined alumina.

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 many well known companies around the world, such as Unifrax, Volnogorsk, Pometon, Nordkalk, Cinkarna and Arenas.

### Growing presence abroad

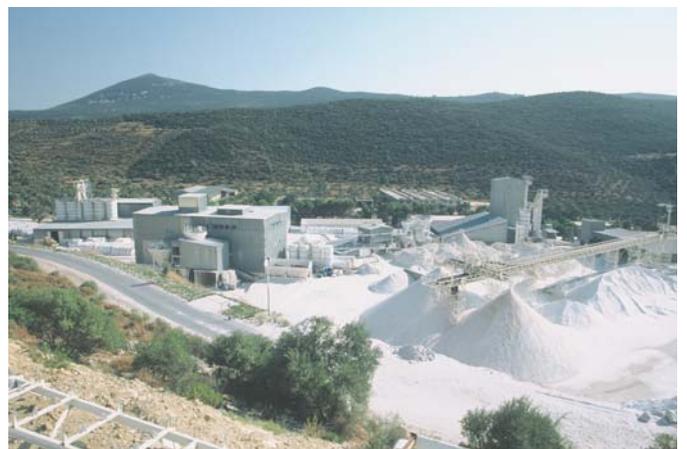
Esan Italia Minerals S.R.L., established in 2004, manages Esan's marketing activities in Italy and enables it to maintain stocks for different customers.

In Ukraine, Esan Ukraine Minerals Ltd. is pursuing new sources of raw materials and suppliers as well as new customers. As of end-2007, Esan's share of the feldspar markets in Ukraine and Russia reached 50 percent .

In 2007, Esan established a representative office in Egypt, which is a fast-growing market as well as a rich source of industrial raw materials.

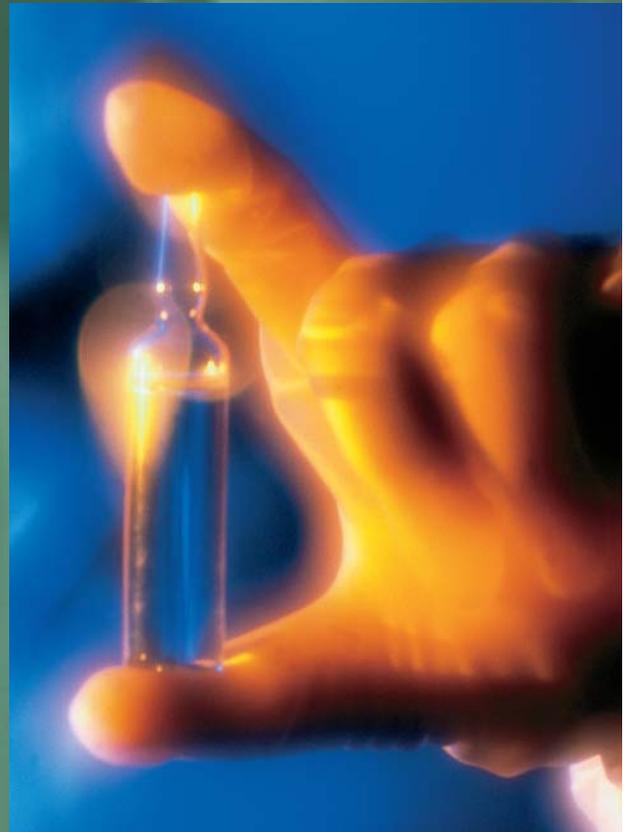
Esan also has a representative at the Shanghai office of Eczacıbaşı Foreign Trade, who is searching for and evaluating new raw material suppliers and organizing deliveries from China. In 2008, Esan will start marketing its products in China, which has a rapidly expanding ceramic market.

*International sales accounted for 60 percent of Esan's turnover, with Esan supplying roughly one-third of Turkey's feldspar and kaolin exports.*





*PHARMACEUTICALS  
DIVISION*



## Overview

The Turkish pharmaceutical market continued to be characterized by major changes in legislation and implementation in 2007, as the government moved forward with its program of merging the various state institutions providing public health services, rationalizing the system and expanding the role of private health providers.

Of particular interest to pharmaceuticals suppliers were the changes made to the Reimbursement and Healthcare Implementation Guidelines, many of which are designed to reduce pharmaceuticals-related expenditures. These changes included new restrictions on prescriptions and reductions in the number of doses per box in some treatment groups.

The difficulty of getting pharmaceuticals on the reimbursement list continued to be a leading issue in the sector. Exacerbating this problem was the fact that the newly established Social Security Institution, though officially in operation, had not yet begun to evaluate company applications for reimbursement. Currently, the registration process for new pharmaceuticals, which existing regulations limit to 210 days, takes one to two years in practice, while the reimbursement approval process takes another three to twelve months.

Another event having a major impact on the sector was the 7.12 percent reduction in pharmaceutical prices that took effect on 16 November 2007.

The leading development within the Pharmaceuticals Division in 2007 was the transfer of a 75 percent shareholding in Eczacıbaşı Health Products and Eczacıbaşı Fine Chemical Products to Zentiva N.V. and the subsequent restructuring of the Division's pharmaceuticals operations and

product portfolio. While strengthening the international competitiveness of both companies, the transfer greatly reduced the Division's exposure to the generic pharmaceuticals business and freed up resources for the Division's expansion in new areas of high research and development and rapid growth.

The first such initiative following the reorganization of the Division was the share purchase agreement signed in March 2008 for a 50 percent stake in Monrol Nuclear Products Industry and Trade Inc., a Turkish company involved in the production, import and distribution of radiopharmaceuticals for nuclear medicine. In the period ahead, the Division will explore further initiatives this kind, while continuing to expand its leadership role in hospital supplies, peritoneal dialysis, hemodialysis and home healthcare and developing its product portfolio in niche areas.

Another major development was the successful audit by the US Food and Drug Administration (FDA) of Eczacıbaşı-Zentiva Health Products' manufacturing plant at Lüleburgaz in early April 2007, leading to FDA approval of Acyclovir production in capsule form. Notably, the FDA reported zero errors in its audit of the plant.

Due to the major restructuring described above, the financial results of Eczacıbaşı-Zentiva Health Products and Eczacıbaşı-Zentiva Chemical Products are not included in the Group's combined results. For this reason, the Division's net sales dropped 10.1 percent to \$798.2 million in 2007, while international sales dropped from \$48.2 million to \$8.6 million.

*The leading development within the Pharmaceuticals Division in 2007 was the transfer of a 75 percent shareholding in Eczacıbaşı Health Products and Eczacıbaşı Fine Chemical Products to Zentiva N.V. and the subsequent restructuring of the Division's pharmaceuticals operations and product portfolio.*

## Eczacıbaşı Pharmaceuticals Manufacturing

Eczacıbaşı Pharmaceuticals Manufacturing is a publicly traded company with subsidiaries in the health and personal care markets, as well as in FMCG distribution and land development.

Established in 1952 to manufacture pharmaceuticals and veterinary products, Eczacıbaşı Pharmaceuticals Manufacturing steadily expanded the breadth and volume of its production over the next 40 years, first in Istanbul and then at a huge complex it constructed 150 kilometers west of Istanbul in 1992. In 2003, Eczacıbaşı Pharmaceuticals Manufacturing spun off this complex as a fully-owned subsidiary, Eczacıbaşı Health Products, and in July 2007, it transferred a 75 percent stake in this subsidiary to Zentiva N.V., this way ending its direct involvement in pharmaceutical production.

In the years ahead, Eczacıbaşı Pharmaceuticals Manufacturing is set to expand its role as a strategic investor in the health industry, with its latest initiative in this area being the signing of a share purchase agreement for a 50 stake in Monrol Nuclear Products Industry and Trade Inc., a Turkish company involved in the production, import and distribution of radiopharmaceuticals for nuclear medicine. Monrol has four cyclotron plants in operation in Turkey and is in the process of

planning another four. The name of the new joint venture will be Eczacıbaşı-Monrol Nuclear Products when the deal is concluded in mid-2008.

### **Diverse portfolio of subsidiaries and affiliates**

Apart from a 25 percent stake in Eczacıbaşı-Zentiva Health Products and Eczacıbaşı-Zentiva Chemical Products, Eczacıbaşı Pharmaceuticals Manufacturing has a majority shareholding of Eczacıbaşı Pharmaceuticals Marketing and Eczacıbaşı Pharmaceuticals Trade and a 50 percent share of Eczacıbaşı-Baxter Hospital Supply.

In the consumer products sector, Eczacıbaşı Pharmaceuticals Manufacturing has shares of 47-50 percent in Eczacıbaşı-Beiersdorf Cosmetic Products, Eczacıbaşı-Schwarzkopf Professional Hairdressers' Products, and Eczacıbaşı Girişim, the Eczacıbaşı Group's marketing and distribution company for consumer products.

One of Eczacıbaşı Pharmaceuticals Manufacturing's largest activities outside of the pharmaceuticals and consumer products sector is Kanyon, a real estate venture with İş Real Estate Investment Trust. Inaugurated in 2006, the complex houses a 26-floor business tower, 179 residential apartments and 160 shopping and entertainment establishments.



## Eczacıbaşı-Baxter Hospital Supply

Eczacıbaşı-Baxter Hospital Supply is Turkey's leading manufacturer of parenteral solutions, renal products and other hospital supplies, as well as an importer of anesthesia and biological products. With an annual capacity of 65 million units, Eczacıbaşı-Baxter can produce 180 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 pump sets, infusion and transfusion sets. This is the largest product portfolio of Baxter's 64 production plants worldwide. Eczacıbaşı-Baxter also imports and markets 120 different products for treating such critical diseases as bleeding disorders.

### Improving the standards of dialysis treatment

In recent years, Eczacıbaşı-Baxter has expanded the scope of its services for people with chronic kidney failure. A joint venture established in 2002 with RTS Worldwide (a Baxter company) is now operating 22 centers in Turkey, following the opening in 2007 of new centers in Ankara, Denizli, Trabzon and Gaziantep. Overall, 2,609 hemodialysis patients and 712 PD patients were treated in RTS Turkey dialysis centers in 2007.

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 failure. Eczacıbaşı-Baxter also reaches patients through its 24-hour call service and home delivery service, which covers 99 percent of all peritoneal dialysis patients in Turkey and traveling dialysis patients through deliveries to 45 countries.



## Eczacıbaşı Pharmaceuticals Marketing

Eczacıbaşı Pharmaceuticals Marketing carries out the marketing, promotion, sales and distribution of imported pharmaceuticals for mass and niche markets and health-based personal care products. Its growing portfolio currently includes products licensed by Advanced Hair-Skin Care, Almirall, Amgen, Astellas Pharma, Abbott, Chemagis, Pfizer, Procter & Gamble, Meda, Sanofi-Aventis, and Spirig. In 2007, as part of its new focus on OTC products, Eczacıbaşı Pharmaceuticals Marketing launched Daylong sun care and Revivogen hair care products.

Until June 2007, when Eczacıbaşı Pharmaceuticals Marketing transferred its marketing and distribution rights for all generic products and several of its original pharmaceuticals to Eczacıbaşı-Zentiva Health Products, it was also responsible for pharmaceutical and veterinary products manufactured by the Division. This transfer resulted in a sharp drop in Eczacıbaşı Pharmaceuticals Marketing's sales volume in the second half of the year.

Employed at Eczacıbaşı Pharmaceuticals Marketing's 13 regional offices around the country are more than 200 sales representatives who visit 20,000 doctors and 6,000 pharmacies on a regular basis. All of these visits are processed daily and monitored by the sales force automation system.

In 2008, Eczacıbaşı Pharmaceuticals Marketing is expanding its portfolio to further enhance its presence and competitive edge in its target markets. Its first initiative was the May 2008 launch of 11 vitamins, minerals and nutritional supplements under the Eczacıbaşı brand. Produced for Eczacıbaşı by Nutritional Labs, a leading US manufacturer of health and wellness products, the new series of natural vitamin, mineral and nutritional supplements differentiates itself from competing products with a customized mix of ingredients and forms that respond to diverse health needs. In the year ahead, Eczacıbaşı Pharmaceuticals Marketing plans to launch more OTC products that contribute to healthy, natural and energetic lifestyles.

## Eczacıbaşı Pharmaceuticals Trading

Eczacıbaşı Pharmaceuticals Trading is the registration holder and distributor of various pharmaceuticals that need to be marketed and distributed independently.

In 2007, these included Sanofi-Aventis products manufactured under contract by Eczacıbaşı-Zentiva Health Products, and Chuagi Sanofi-Aventis and Ebewe products that Eczacıbaşı Pharmaceuticals Trading imported from abroad.

At end-2007, Eczacıbaşı Pharmaceuticals Trading sold its registration rights for Sanofi-Aventis products to Eczacıbaşı Pharmaceuticals Marketing and is now focusing on the import, marketing and sales of Almirall, Chugai-Aventis and Ebewe products.



## Eczacıbaşı-Corridor Health Services

Eczacıbaşı-Corridor Health Services, a joint venture between Eczacıbaşı Holding and the Corridor Group, a leading US-based consultancy on home healthcare services, raised its net sales by 36 percent in Euro terms relative to 2006 and increased the total number of its patients, including those in health management programs, to 160,000.

Established in 2001, Eczacıbaşı-Corridor was the first in Turkey to provide the full range of home healthcare and support services required for home treatment and the first to be licensed by the Ministry of Health as a home healthcare company after the issue of related regulation in 2005.

Apart from care planning and coordination, Eczacıbaşı-Corridor 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 diseases. It also provides long-term rental services of specialized medical equipment, such as oxygen systems, hospital beds and ICU monitoring equipment.

### Home healthcare programs for hospitals and companies

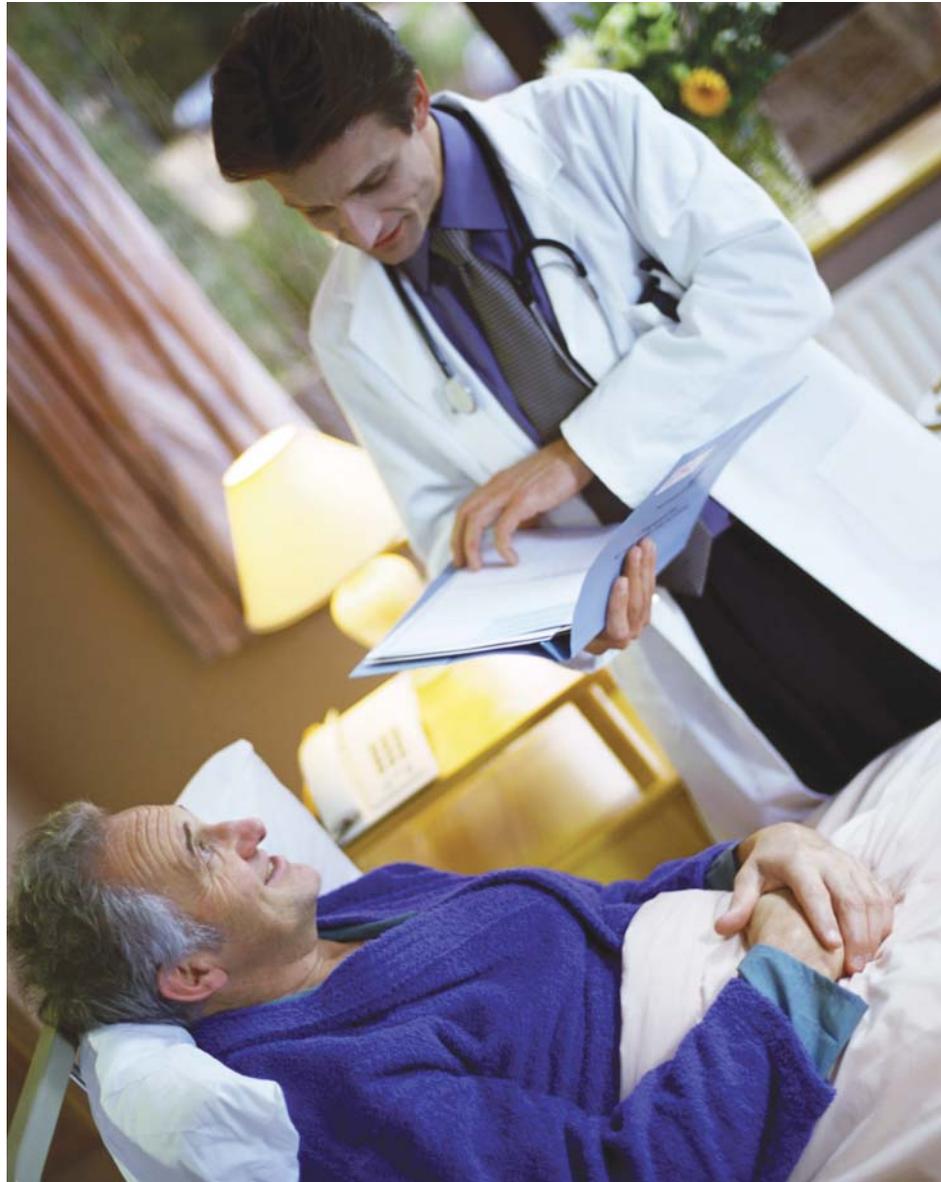
As the leading provider of comprehensive home healthcare services in Turkey, Eczacıbaşı-Corridor aims to enhance the quality of life of patients requiring regular or postoperative/post-discharge health services and to reduce the economic burden of these services on patients and the health system. To this end, it has developed agreements with a number of insurance companies and hospitals that enable it to provide home healthcare services to their patients. Eczacıbaşı-Corridor offers

comprehensive corporate health services including health assessment and preventative health programs such as ergonomics, smoking cessation, vaccination, weight loss and diet. It also has a number of special preventative healthcare programs, such as the Health Monitoring Program for families and executives and the Healthy Mother-Healthy Newborn Baby Program for families. In 2008, in addition to these services, Eczacıbaşı-Corridor will continue to provide management programs for such chronic diseases as hypertension, diabetes and dyslipidemia.

### Turkey's first care home

In 2008, Eczacıbaşı-Corridor will open the first care home in Turkey that provides interim care for patients who are ready to be discharged from hospitals but still have need for further care.

Offering a team of experienced health professionals in a warm and friendly environment, Eczacıbaşı-Corridor's first center on the Asian side of Istanbul is providing a vital social service that was lacking in Turkey.



## Eczacıbaşı-Zentiva Health Products

Eczacıbaşı-Zentiva Health Products was established in 2007 as a strategic partnership between Eczacıbaşı Pharmaceuticals Manufacturing and Zentiva N.V., a leading branded generic pharmaceutical company in Central and Eastern Europe, with the aim of expanding the company's access to major international markets.

The partnership agreement, which transferred a 75 percent stake in Eczacıbaşı Health Products and Eczacıbaşı Fine Chemical Products to Zentiva N.V., was signed in March 2007 and concluded in July 2007. Throughout this period and during the remainder of the year, the two partners worked successfully to maintain the performance of Eczacıbaşı-Zentiva Health Products, expanding net turnover to \$267.3 million despite a 7.12 percent price reduction in November 2007 and further restrictions by the Turkish Ministry of Health on the reimbursement of pharmaceutical purchases.

Sales growth was driven by a new promotional portfolio strategy, further focus on products introduced in 2006, and the launch of three new brands: Gynelle, Oxilepsi and Veltifer – one of which was the first generic in its category. Eczacıbaşı-Zentiva Health Products' leading brand is Thiospa, with its unique 8 mg formulation and \$16.5 million net turnover. These measures and the immediate benefits of the integration process enabled Eczacıbaşı-Zentiva Health Products to maintain its position as a leading player in the Turkish pharmaceutical market.

### Successful launch of generics abroad

Eczacıbaşı-Zentiva Health Products continued to build its presence in international markets in 2007, raising its international sales faster than targeted and marketing its products in 14 countries, most of which were in Western Europe. One of these products was the first generic in its category. Several agreements signed in 2006 came on stream, leading to first-time deliveries to Australia, Bulgaria, and Poland, among others. A product developed jointly by Eczacıbaşı-Zentiva Health Products and Eczacıbaşı-Zentiva Chemical Products was marketed for the first time in Holland. Ongoing cooperation agreements with European business partners continued, leading to increased sales to Germany, France, England, Sweden, and Spain.

*Sales growth was driven by a new promotional portfolio strategy, further focus on products introduced in 2006, and the launch of three new brands: Gynelle, Oxilepsi and Veltifer – one of which was the first generic in its category.*

### Modern production complex

Eczacıbaşı-Zentiva Health Products' production plant, constructed in 1992 on 60,000 square meters of land in the town of Lüleburgaz, 150 kilometers west of Istanbul, is a state-of-the-art pharmaceutical production facility with a combined capacity of 400 million dosage form units per year and separate production units for penicillin and cephalosporin. The complex manufactures over 400 products in full compliance with the strictest international industry standards, including cGMP and cGLP.

### High ratings from regulatory agencies and business partners

Thanks to its advanced technology, high production quality and strict control systems, the Lüleburgaz complex has approvals from four of the world's most stringent health regulatory agencies: the Medicines and Healthcare products Regulatory Agency (MHRA) of the UK, the Bundesinstitut für Arzneimittel und Medizinprodukte (BfArM) of Germany, and, since 2007, the US Food and Drug Administration (FDA), and the Therapeutic Goods Administration of the Australian Government. As in previous years, the Lüleburgaz complex also obtained the accreditation of numerous national and international health authorities and auditors representing international business partners.



## Eczacıbaşı-Zentiva Chemical Products

Cooperating closely with the Lüleburgaz complex is Eczacıbaşı-Zentiva Chemical Products, a manufacturer of active pharmaceutical ingredients (APIs) and API intermediates and a researcher and developer of new API production processes. Located near Lüleburgaz, in Çerkezköy, its modern complex comprises a multi-purpose production plant with hydrogenation and coating units, a fully equipped research and development center, advanced quality control laboratories and a pilot production plant. Additionally, the complex has an independent building for the manufacture of beta-lactam APIs with separate units for penicillin and cephalosporin, in line with current regulations, and separate drying, milling and packaging rooms with filtered air-handling systems and pressurized corridors to prevent contamination.

### Four process patents in international markets

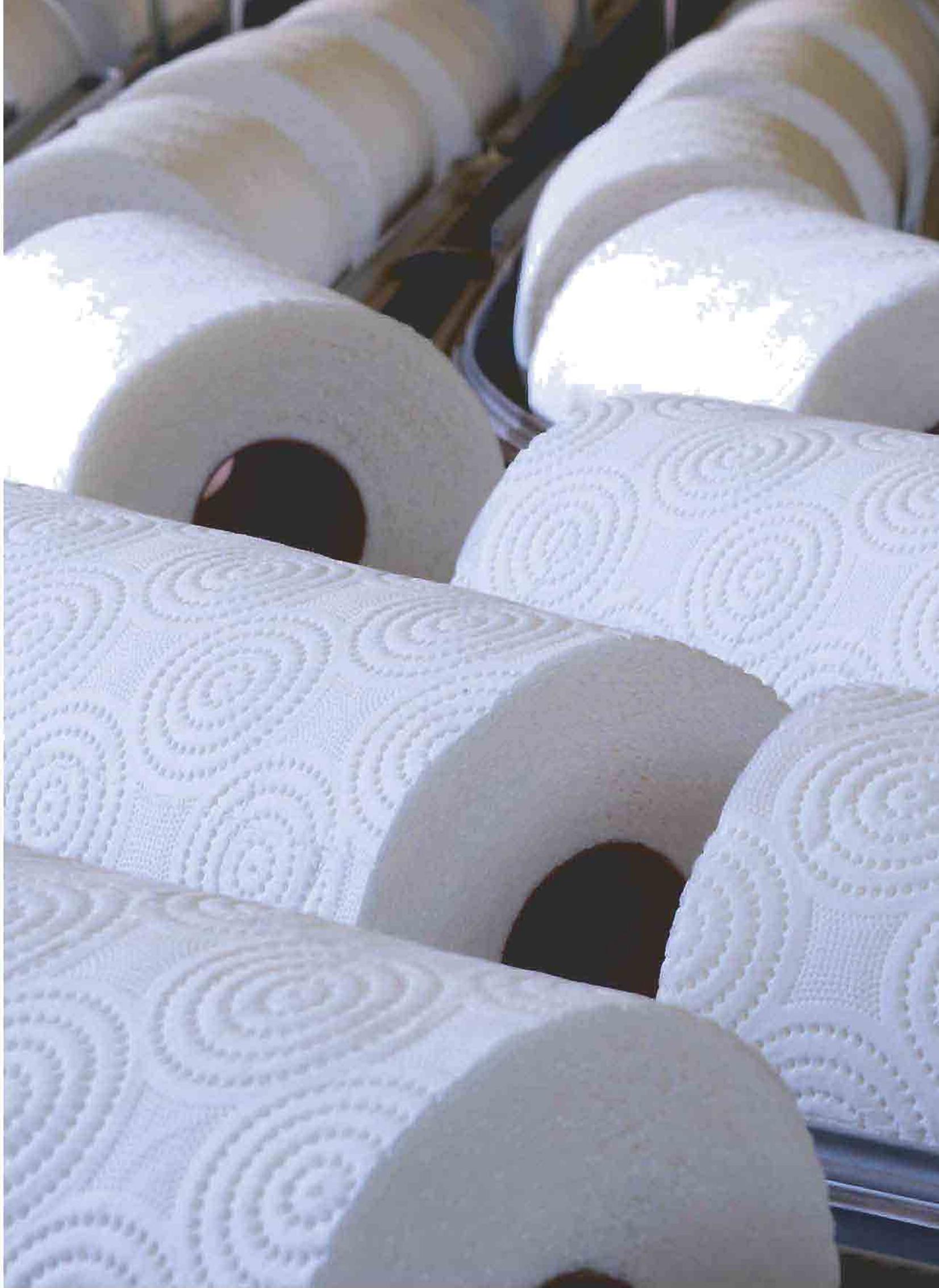
Extensive research and development activity enabled Eczacıbaşı-Zentiva Chemical Products to complete 14 process patent applications as of end-2007. As of the same date, four of these applications had received international patents: Alendronate (in the US, EU, Canada and Japan), Lisinopril (in the EU and Turkey), Simvastatin (in Turkey) and Pioglitazone (in Turkey).

### Further recognition by international health authorities

In 2007, Eczacıbaşı-Zentiva Chemical Products also received a Certificate of European Pharmacopoeia (CEP) for Alendronate. The certificate indicates that Alendronate is manufactured in compliance with EU production and quality standards, which enables Eczacıbaşı-Zentiva Chemical Products to market Alendronate in the EU without sending DMFs to each member state.

In 2007, Eczacıbaşı-Zentiva Chemical Products started submitting DMFs for Amlodipine Mesylate in the EU and Canada, Valacyclovir in the EU and US, and Alendronate in the US, as part of the marketing authorization process for the corresponding finished dosage forms.







*CONSUMER PRODUCTS  
DIVISION*



## Overview

Turkey's economic growth slowed in 2007, especially in the third quarter, putting downward pressure on prices in highly competitive, fast-moving consumer goods markets. All the same, Eczacıbaşı's Consumer Products Division expanded its overall net sales by 19 percent to \$ 612 million in 2007. International sales grew 27 percent to \$48 million, largely due to the steady growth of finished tissue paper sales to Europe and the CIS.

While demand in Turkey for fast-moving consumer goods continued to be strong, growing by about 10 percent in the tissue paper and personal care markets, competition reached new heights as a result of new entrants and a surge in cheap imports fuelled by the rising value of the Turkish lira throughout the year. Other factors contributing to competitive pressures were the steady increase in private label products and unfair competition from unregulated and unregistered trade – a longstanding problem in many of Turkey's fast-moving consumer goods markets.

In this environment, the Division relied heavily on its nationwide distribution network – one of the most extensive in the sector – to reach as many traditional food and grocery outlets, perfumeries, pharmacies, and hairdressers as possible, as well as modern retail outlets and away-from-home commercial customers. Well targeted marketing campaigns, new product launches in all product categories and continual investments in its 33 brands – 10 of which are leaders in their market segments – enabled the Division to maintain its market shares throughout Turkey during the year.

While maintaining its strong position in Turkey, the Division also continued to expand exports of finished tissue paper products to Europe and the CIS. In Europe, the Division is supplying highly competitive value-for-money products under private labels and the brands of its joint venture partner, Georgia-Pacific. In the CIS, the Division has established a production and marketing base for its own tissue paper brands through a newly established subsidiary in Kazakhstan. The Division's long-term goal is to become the market leader in the tissue paper markets of the Caucasus and Central Asia.

***Eczacıbaşı's Consumer Products Division expanded its overall net sales by 19 percent to \$ 612 million in 2007.***

## İpek Kağıt Tissue Paper

İpek Kağıt raised its net sales by 14 percent in 2007 in US dollar terms, maintaining its clear leadership in the Turkish tissue paper market. Export sales were particularly strong, growing 24 percent.

### Top supplier of tissue paper products in Turkey

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 semi-finished and finished products to European, Middle Eastern, Central Asian and Caucasian markets.

İpek Kağıt primarily manufactures toilet rolls, napkins, handkerchiefs, kitchen towels and facial tissues for home and commercial use. Its plant in Altınova, 150 kilometers east of Istanbul, ranks among the leading production sites in Europe in terms of capacity, technological infrastructure and quality. This position was consolidated in 2,000 with the installation of a third tissue paper line, which increased İpek Kağıt's capacity from 37,000 to 100,000 tons and enhanced its ability to produce sophisticated multi-layer products.

Committed to maintaining its leadership of the Turkish market, İpek Kağıt has initiated a new investment that will increase its total tissue paper production capacity to 170,000 tons. In 2007, it acquired land in the Manisa Organized Industrial Zone in Western Turkey and began work on the

plant that will house a new converting rewriter for toilet paper and kitchen towel production. The new plant is expected to come on stream in 2009 and will enable İpek Kağıt to respond to market growth beyond the possibilities offered by its existing site in Altınova.

### Growing international activity

Turkey's largest tissue paper exporter, İpek Kağıt has quadrupled its exports in the last three years, with \$122 million from international sales to more than 30 countries on five continents in the last three years alone.

İpek Kağıt's long-term goal is to become the market leader in the Caucasus and Central Asia through a "Geographical Expansion Project". In 2005, in line with this goal, İpek Kağıt began to undertake marketing activities in the Caucasus and Kazakhstan as a first step towards globalizing its brands. First, it launched toilet paper, towel and handkerchief advertisements in Azerbaijan, Georgia and Kazakhstan to increase consumer awareness of the Selpak brand in these countries. Then, it established İpek Kağıt Kazakhstan in January 2006, thereby paving the way to becoming the leader in the Central Asian tissue paper market. İpek Kağıt's investment in Almaty, Kazakhstan, has a capacity of 10,000 tons, enabling İpek Kağıt to move from being an exporter to international markets to that of a direct, local competitor of global brands.



### **Creating global brands**

In August 2007, İpek Kağıt's Selpak and Solo brands were admitted to the Turquality Support Program, a state-supported branding program that aims to "create 10 global brands in 10 years". Turquality offers managerial training, consultancy and coaching to select Turkish companies that have the potential to become global players.

In Turkey, to sustain its leadership position and encourage greater tissue paper consumption, İpek Kağıt supports its brands with continuous advertising and nationwide promotional support. Aside from continuing its promotion of Selpak Ultra Comfort Bathroom Tissue, Selpak Kitchen Towel and Solo Bathroom Tissue, İpek Kağıt launched its first advertising campaign for Solo Kitchen Towel as well as an advertising campaign for its new product, Selpak Powder Scented Bathroom Tissue, and a nationwide consumer campaign for the Solo brand.

İpek Kağıt regularly carries out consumer research to track changes in consumer expectations and plan its marketing activities accordingly. Aside from introducing new products and upgrading existing products to satisfy changing consumer expectations, İpek Kağıt ensures that it develops products that meet the specific needs of sales channels.

### **Innovative product development, technology and design**

Product development is a fundamental strength of İpek Kağıt, thanks to continual investments in new converting technology, a skilled research and development team and close collaboration with its international partner. İpek Kağıt's superior production quality enables it to export specialized products, such as Lotus Facial Tissues with unique drymarking and Lotus Professional dispenser towels, to Georgia-Pacific in Western Europe.

İpek Kağıt differentiates its brands by surpassing the standards in each segment of the Turkish market and introducing new products.

In 2007, İpek Kağıt launched Selpak Sensitive Hanky, a hanky with a vitamin E-based lotion embedded in the tissue that soothes sore noses from frequent wiping. It also relaunched Selpak Kitchen Towel and its whole facial tissue product range in three-ply form, further enhancing the absorbency of these products.

### **Brand leadership**

İpek Kağıt has four main consumer brands, namely Selpak, Solo, Silen, and Servis – one for each segment of the market. It also has private label brands and two away-from-home brands, Marathon and Lotus Professional, for the fast-growing tourism, catering and medical sectors. Different brands in each market enable İpek Kağıt to target consumers from diverse socio-economic segments, with Selpak being its flagship brand at the high end of the market. Selpak and Solo are the leading brands in terms of consumer top-of-mind awareness in the kitchen towel and the bathroom tissue market. Overall, İpek Kağıt is the clear leader in the national consumer market.

***Committed to maintaining its leadership of the Turkish market, İpek Kağıt has initiated a new investment that will increase its total tissue paper production capacity to 170,000 tons.***

### Responsible business practices

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 courses under the Solo brand for 4.9 million primary school students at 5,893 elementary schools in 32 cities around Turkey. In 2008, the target is to reach another 553 thousand primary school children in 1,025 elementary schools.

In 2006, in recognition of the contribution made by the “Solo Primary School Personal Hygiene Education Project” to the UN Millennium Goals, İpek Kağıt received the prestigious World Business Award organized jointly by the United Nations Development Program (UNDP), International Chamber of Commerce (ICC) and International Business Leaders Forum (IBLF).

İpek Kağıt has also led the sector in quality assurance. It was the first tissue paper manufacturer in Turkey to receive ISO 9002 certification (ISO 9001:2000 since 2003) and to become a member of the European Foundation for Quality Management (EFQM). It is the only company in its sector to receive the national TÜSIAD-KalDer Quality Prize presented jointly by the Turkish Industrialists’ and Businessmen’s Association and the National Quality Association. İpek Kağıt strives to understand current and future customer needs and to exceed customer expectations. Continual improvement of products, processes and systems is a permanent objective of İpek Kağıt’s organization, which is why it has a long record of passing all external audits by independent certification bodies with zero nonconformities.

Committed to eliminating all unsafe conditions and behavior that cause accidents at the workplace, İpek Kağıt received Georgia-Pacific Safety Awards for achieving both 250,000 and 500,000 accident-free work hours in 2006.



## Eczacıbaşı-Beiersdorf Cosmetic Products

Turkey's cosmetics market made a vibrant recovery from its previous year's slowdown, growing 14 percent in 2007, but competition from new brands remained fierce. All the same, Eczacıbaşı-Beiersdorf Cosmetic Products maintained its leadership of the overall skin care market, with an overall market share of 29 percent.

### **Nivea: the most trusted European skin care brand**

Eczacıbaşı-Beiersdorf was founded in 1993, some 30 years after the Eczacıbaşı Group first introduced the Nivea line of skin care products in the Turkish market. Today, Eczacıbaşı-Beiersdorf is the largest supplier of skin care products in Turkey, with the leading shares in facial care, facial cleansing, hand care and body care. It also leads the deodorant, lip care, sun protection and aftershave/ balsam segments of the market.

Nivea's leadership in Turkey's skin care market mirrors its strong standing in Europe, where consumers regard it to be the most trustworthy skin care brand, according to the Reader's Digest Most Trusted Brand Survey of 15 European markets. Since the survey started covering this category in 2002, the majority of consumers in these markets have voted Nivea their "most trusted skin care brand".

### **Large portfolio of products and brands**

Eczacıbaşı-Beiersdorf manages two Beiersdorf brands: 8x4 (deodorants) and about 500 variants of Nivea personal and skin care products.

Over the last decade, 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 Creme (skin care), Nivea Hand (hand 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, aftershave and face care products), Nivea Hair Styling, Nivea Bath Care (shower products), and Nivea Baby (gentle products for babies). All of these lines are manufactured at Beiersdorf's facilities in Western Europe.



***Eczacıbaşı-Beiersdorf Cosmetic Products maintained its leadership of the overall skin care market, with an overall market share of 29 percent.***



## Eczacıbaşı Girişim Marketing

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

Girişim Marketing ranks among Turkey's top FMCG sales and distribution companies in terms of the size, sophistication of operation and breadth of its product range. Managing 33 brands and just over 1,500 product variants, Girişim is the market leader in 10 of its 20 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.

### Distributing through a multi-layer extensive network

Girişim's extensive retail distribution network operates from six regional offices and cooperates with 33 exclusive distributors, 433 large wholesalers and 21 wholesaler pharmacies. Girişim has strengthened its distribution capability through wholesalers by contributing to the establishment of joint sales teams at wholesalers. As a result, all of its distributors now have sales teams that focus exclusively on Girişim products.

The combined reach of this multi-layered network is about 80 to 95 percent of the 200,000 outlets in Turkey carrying Girişim's product categories. Girişim's direct coverage through its own sales force is 4,800 outlets; including the joint sales teams at exclusive distributors and wholesalers, it is 67,000 outlets. Girişim serves chain stores and major local markets directly with a 200-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.



*Managing 33 brands and just over 1,500 product variants, Eczacıbaşı Girişim is the market leader in 10 of its 20 product categories.*

### **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 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 site for professionals**

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

### **Integrated communication infrastructure**

Girişim's information management infrastructure is based on integrated corporate communication technology, SAP/R3. This technology enables Girişim to monitor sales through distributors and distributor inventories on a daily basis, process all orders within 24 hours, and deliver orders to customers throughout Turkey within two days. Additionally, Girişim has a common data warehouse (SAP BW) that provides a practical reporting and analysis system and single-point access to management information.

In 2006, to reinforce its leadership in the highly competitive distribution market, Girişim initiated Mobile Sales and Distribution Management System projects. The system enables Girişim to strengthen communication between the links of the supply chain, increase the efficiency and speed of product delivery, and consolidate Girişim's business relationship with partners based on the "win-win" principle.

Thanks to the Mobile Sales project, sales representatives are able to collect orders using hand terminals and immediately submit them to dealer headquarters via GPRS. This system has greatly facilitated the order collection process and enables all parties in the supply chain to manage their inventories more efficiently.



The Distribution Management System, which Girişim implemented in 2007, establishes a single standard process for the sales-delivery-invoicing process and enhances the efficiency of inventory management. At the same time, it provides timely and sound information on inventory levels and sales flows through distribution channels, enabling all partners to make more effective decisions about their market strategies.

Currently, Girişim serves 33 brands, including 29 brands owned or managed by Eczacıbaşı Group companies and five independent brands. These are:

- İpek Kağıt (Selpak, Solo, Silen, Servis, Marathon, Lotus Professional, Demak'Up tissue paper products)
- Eczacıbaşı-Beiersdorf (personal care products Nivea, 8x4)
- Eczacıbaşı Holding (Detan and Defans insecticide, OK condoms, Egos hair jells, Selin and Selin Moments eau de cologne)
- Eczacıbaşı-Schwarzkopf (Igora, Osis, Silhouette, BC Bonacure, Natural Styling, Strait Therapy, Indola professional hairdresser products)
- Girişim (Maratem professional-use cleaning products)
- 3M (Scotchbrite, Britex, Nexcare, Scotchguard home care products)
- Erdal Rex (Frosch and Emsal detergents and household cleaning products, Erdal shoe care products)
- Bayer (Racumin rodenticides)
- Werner&Mertz (Tana professional-use cleaning products)
- Dreumex (Dreumex professional hand care products)

## Manufacturer of cleaning products and cosmetics

In 2007, Girişim expanded its scope of operation into the manufacture of professional cleaning products for the away-from-home market and selected cosmetics. For this purpose, it constructed a mid-scale, highly efficient plant with an annual capacity of 20 thousand tons at the Gebze Organized Industrial Zone near Istanbul to produce Maratem brand professional cleaning products, Selin eau de cologne, Egos hair styling products and other personal care products. Constructed in compliance with global GMP standards and the latest European Union regulations, the plant is designed to optimize energy and water consumption and minimize its impact on the environment.







*FINANCE*



## Overview

Unlike previous years, 2007 was challenging for financial markets everywhere due to the domino effect of the US mortgage crisis on liquidity and interest rates. Turkey was also affected by these developments, which restrained liquidity flows into emerging economies and blurred the outlook for investment in capital markets. The global downturn and financial turbulence have highlighted Turkey's vulnerability to risks deriving from its ever-widening current account deficit and lack of enthusiasm for moving forward on structural reforms and combating inflation. At the same time, surging crude oil prices have underlined the importance of energy diversification, leading Turkey to speed up several energy projects aimed at making it more self-reliant and positioning it as a cross-continent route for natural gas and oil pipelines.

Nevertheless, the perception of prolonged stability brought about by the re-election of AKP – despite heightened political tension – was a major factor retaining foreign investors' interest in the Turkish market, as evidenced by the record volume of foreign capital to various manufacturing and service sectors. Despite downside risks in the short term, Turkey's medium- to long-term potential is promising due to demographic trends, new consumption patterns and other fundamental drivers of growth.

Despite delays in policy adjustments, there was no significant worsening of basic macro-economic fundamentals in 2007. Growth was satisfactory and the IMF program remained on course. Private sector profitability was strong and ISE companies recorded notable gains as interest rates steadily declined and exports surged. Mergers and acquisitions multiplied, pushing valuations to unprecedented figures, and privatization projects moved forward.

While the basic business environment was reasonably good, the political one tested investor confidence. Controversy over the presidential election and ensuing parliamentary polls captivated public attention from the start of the year and swerved politicians' focus away from pressing economic policy issues and structural reforms. This delay may now require that Turkey undertake unpopular emergency policy adjustments alongside its planned restructuring of the debt-ridden social security system, which will gradually improve fiscal balances while fulfilling a long-time IMF compliance criterion. Turkey's debt dynamics, on the other hand, continued to improve in 2007, as the Treasury was able to carry on servicing with relative ease and obtain reasonable rates in its re-financing operations.

Glancing at 2008, political developments are bound to influence the sentiment of investors in securities markets. Although Turkey has been cited as an example of successful "decoupling" from distressed US and European markets, there is growing awareness that the road ahead will not tolerate policy errors. Markets across the globe will continue to be exposed to the reverberations of the credit crunch and the responses of US and European

*The positive global outlook of many years came to an abrupt end in 2007 with the outbreak of the mortgage crisis in the US economy, which reverberated across the world and adversely affected Turkey's financial markets, particularly in the second half 2007.*

leaders to contain its impact on economic growth. A recession in the US economy would also engulf Europe and eventually the rest of the world, leading to a major reshuffling in asset allocations everywhere, including Turkey.

Political turmoil at home – for whatever reason – would put additional stress on financial markets at a time when the economy is on a delicate path. For this reason, a continuation of relations with the IMF, which have long provided an “anchor” for stability and fiscal coherence, after the current stand-by arrangement expires in May 2008 will be critical. Likewise, relations with the European Union – which have been in stalemate for nearly two years – need to be revitalized although markets long ago priced in the delays in Turkey’s alignment process.

All of these developments are likely to give rise to heightened competition in securities markets as trading margins contract and the inflow of investor funds – originating mostly from abroad – slows. However, if the government takes appropriate strategic decisions, 2008 could still turn out to be a strong year for the finance sector.

## Eczacıbaşı Securities

Eczacıbaşı Securities is a leading provider of top-tier and full-range investment services to local and international private and corporate clients and is one of the oldest independent brokerage operations in the country.

Operating from its headquarters in Istanbul, Eczacıbaşı Securities has about 160 employees at its nine branch offices in major cities around the country. It serves one of the largest client bases in Turkey and numerous cross-border institutional investors. In this, it 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 company in Turkey. Prudence, efficiency and a client-focused approach to business have been the driving forces behind Eczacıbaşı Securities’ steady growth for close to three decades. Among the 100-plus brokerage houses, Eczacıbaşı Securities ranks within the top 10 in operating revenue.

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 as new areas of value-creation. Eczacıbaşı Securities has been at the forefront of this trend and continues to give it top priority. Accordingly, in 2007, Eczacıbaşı Securities strengthened further its ability to offer high-quality consultancy services to institutional investors, while consolidating its overall market share.



## **Eczacıbaşı-UBP Asset Management**

Established in November 2001, Eczacıbaşı-UBP Asset Management is a 50:50 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 solid research support of Eczacıbaşı Securities. The synergy created by this venture during its six years of active operation has proved fruitful for both sides.

Eczacıbaşı-UBP specializes in portfolio and fund management. As such, it manages fixed-income funds, equity-based funds and an investment partnership previously launched in Turkey by Eczacıbaşı Securities.

Currently, Eczacıbaşı-UBP is offering portfolio and fund management services for Turkish institutional and private clients as well as for international investors. In particular, pension fund, portfolio management and capital-protected funds are fast becoming niche areas.

To offer its clients diverse investment products, Eczacıbaşı-UBP was among the first in the Turkish securities market to use derivatives in funds and portfolios.

Expert fund and portfolio managers at Eczacıbaşı-UBP develop customized portfolios that cater to each client’s specific risk profile and investment expectations, with the aim of generating the maximum return on investments using domestic and foreign investment tools. In line with this strategy, Eczacıbaşı-UBP offers uniquely structured products.

## **Eczacıbaşı Investment Holding**

Eczacıbaşı Investment Holding, the first publicly-traded investment company in Turkey, marked the Eczacıbaşı Group’s entry into 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.

In line with Turkey’s economic growth of recent years, Eczacıbaşı Investment Holding has increased its equity participations to include companies with considerable free-float that are likely to generate strong earnings and adequate dividend payments. It also regularly participates in the capital increases of companies already in its portfolio.

Even with the increase in its equity participations, Eczacıbaşı Investment Holding maintains a highly liquid balance sheet predominantly comprising government debt instruments, re-purchase contracts and bank deposits. This prudent approach, which has long characterized its operations, protects it from the risk of renewed volatility that could be caused by unexpected political and economic developments.

***Eczacıbaşı-UBP Asset Management 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 solid research support of Eczacıbaşı Securities.***

## Eczacıbaşı Investment Partnership

Eczacıbaşı Investment Partnership is a closed-end investment trust that was established by Eczacıbaşı Investment Holding in 1998 and offered to the public a year later. The aim of the trust is to provide investors access to the strong returns of equity investments, utilizing the professional expertise of Eczacıbaşı-UBP Asset Management. Presently, approximately three-quarters of the trust's stock is trading on the ISE, a large portion of which is owned by stock investors other than Eczacıbaşı Group companies.

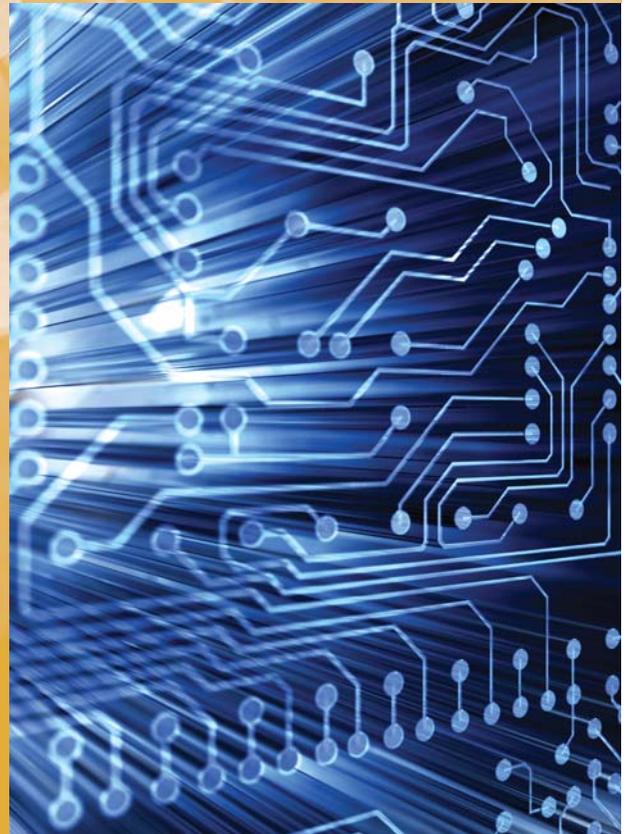
Eczacıbaşı-UBP, the manager of Eczacıbaşı Investment Partnership's portfolio since 2002, pursues a prudent yet dynamic investment strategy. Its investment decisions are based on a thorough evaluation of market dynamics, fundamental and technical analyses, and market risk. In principle, Eczacıbaşı-UBP follows a long-term approach to investments, always upholding the interests of its clients.

Eczacıbaşı Investment Partnership's portfolio is composed mainly of ISE-listed stocks and fixed-income instruments, with the share of stocks varying continually depending on market circumstances. Risks are diversified by including stocks of financially strong companies with high expectations of market value and a track-record of producing satisfactory dividend yields.





*INFORMATION  
TECHNOLOGY*



## E-Kart Electronic Card Systems

E-Kart Electronic Card Systems, established in 1999, is Turkey's first certified 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.

### Protection through innovation

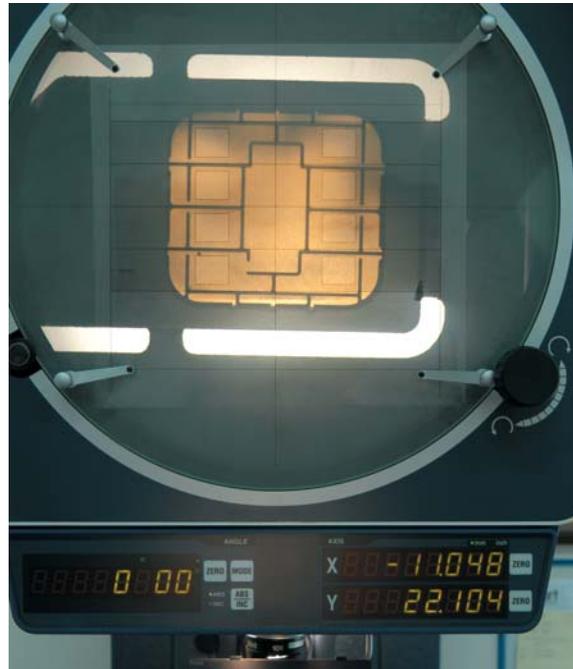
The seamless connected experience incorporating secure and easy anywhere access is increasingly a vital part of all of our lives. More and more, individuals benefit from secure and easy anywhere access – an ecosystem in which information and content are instantly, easily and securely available – no matter where they are and without the fear that data will be distorted, stolen, or exploited.

E-Kart supplies its customers “innovative solutions based on secure and easy anywhere access systems and processes” that enable them to connect to the digital globe with the confidence that their identities, privacy, and information will be protected.

### Sole manufacturer in the region with VISA/MasterCard authorization and GSM SAS certification

E-Kart's plant, operational since April 2001, incorporates the best engineering features of Giesecke&Devrient's 15 other production facilities worldwide. In addition to an annual manufacturing capacity of 40 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 possesses both MasterCard and VISA certificates for the manufacture and personalization of magnetic stripe and EMV credit and debit cards. E-Kart also has ISO 9001 Quality Management System, ISO 27001 Information Security Management and ID-1 manufacturing and personalization certificates. Finally, E-Kart holds an SAS (Security Accreditation Scheme) Certificate for GSM production from the global GSM Association.



*With more than 150 million payment and mobile telecommunication cards issued in less than seven years, E-Kart Electronic Card Systems has become the leading supplier of electronic payment cards in its region.*

### **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 Azerbaijan, Georgia, Kazakhstan, Moldavia, Romania, Bosnia-Herzegovina, Uzbekistan, Tajikistan, Afghanistan and Ukraine. Apart from the manufacture and personalization of magnetic stripe and EMV cards, including dual interface for banks and other financial institutions, E-Kart is producing and personalizing 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.

Cards made by E-Kart are in use around the world in such diverse areas as electronic payment, mobile communications, and transportation. E-Kart uses the newest technologies to provide end-to-end solutions, including consultancy, implementation, and adaptation of existing system components as well as the cards themselves. With more than 150 million payment and mobile telecommunication cards issued in less than seven years, E-Kart has become the leading supplier of electronic payment cards in its region.

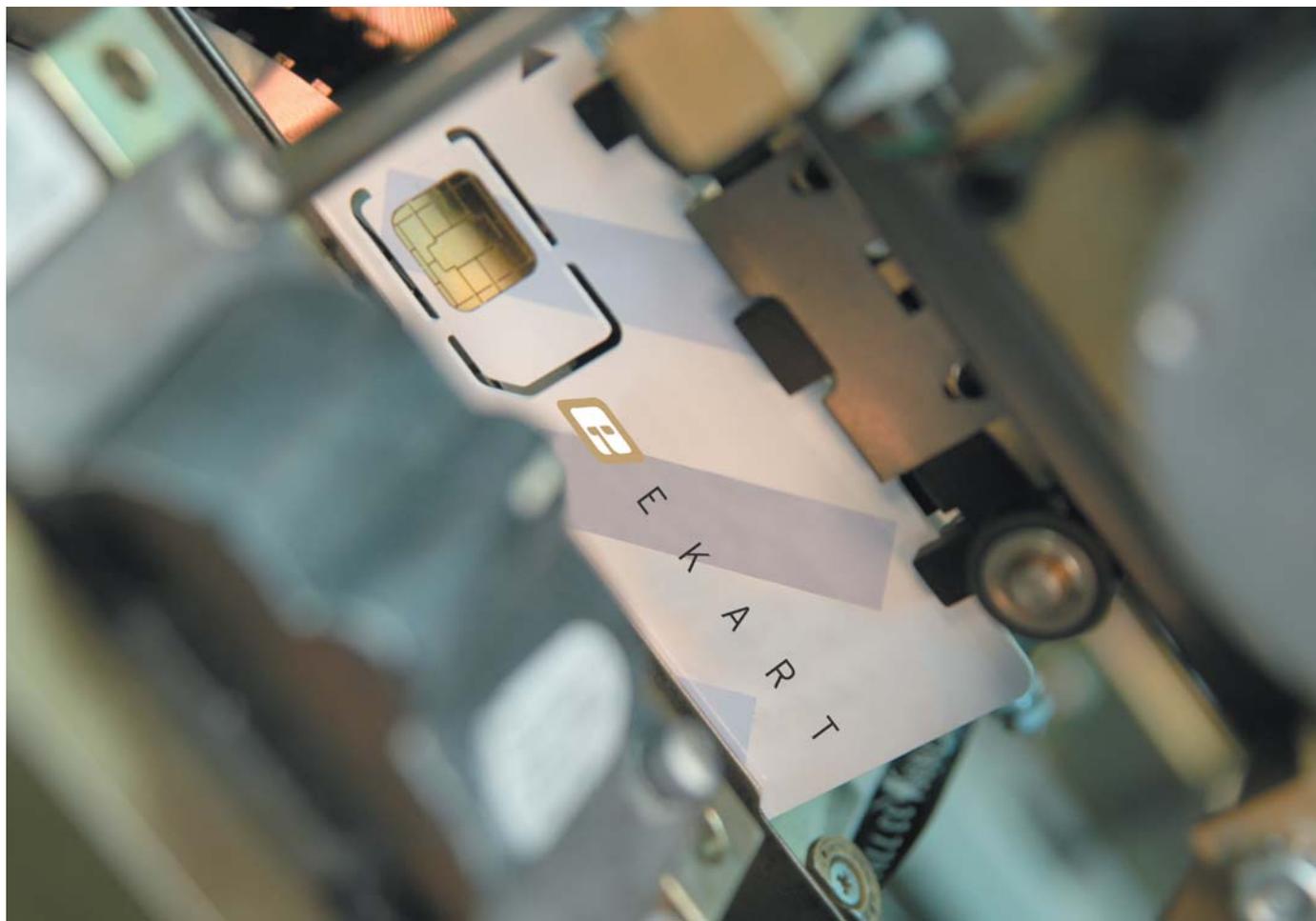
At the same time, E-Kart's technological edge in the development of chip card systems and applications has enabled it to expand successfully from its original capacity as a manufacturer of high quality magnetic stripe cards into its new role as the foremost technology supplier of smart cards.

### **Facilitating mobile communication and commerce**

Today, E-Kart provides smart cards for all major card-based mobile telecommunication systems, including SIMs for GSM networks, SIMs supporting dual-mode AMPS/GSM operation, SIMs for TETRA, and USIMs for UMTS systems, among others.

Additionally, E-Kart mobile communications offers SIM solutions for mobile commerce services based on the SIM Application Toolkit (SAT), the wireless Internet and third generation mobile telecommunications systems. Combining the advantages of Java™ and micro-browser technologies, E-Kart also provides state-of-the-art mobile solutions focusing on secure value-added services and SIM lifecycle management. Enabling the rapid introduction of secure mobile commerce solutions, E-Kart give operators the unique chance to be ahead of their competition and to facilitate the mass market uptake of their services.

With solutions for SIM supply chain management, E-Kart presents effective ways for cost reduction on the network operator side, such as the outsourcing of over-the-air (OTA) hosting services for mobile service applications or the digitalization of the whole SIM ordering and production process.



## **Eczacıbaşı Information and Communication Technologies**

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

### **Expertise in enterprise planning and management solutions**

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

Now, Eczacıbaşı ICT is concentrating on application hosting and co-location services, with its areas of expertise being enterprise resource planning, security, knowledge management (including workflow and document management systems), healthcare information systems and custom developed applications.

Additionally, at its newly established Embedded Design Center, Eczacıbaşı ICT is investing in the design, development and integration of products, subsystems and systems used in cryptography, communication security and multimedia coding and compression techniques.

In Turkey, four sectors currently account for the bulk of IT investments: retail&wholesale, manufacturing, public sector/government and banking. Eczacıbaşı ICT plans to capture an increasing share of these high-growth markets, especially in outsourcing and infrastructure services, digital signature and security solutions, and portal solutions. In 2007, as in 2006, Eczacıbaşı ICT placed among Deloitte's Fast 50 Turkey List survey of the fastest growing technology companies in Turkey.

### **Guaranteeing the continuity and security of business operations**

Eczacıbaşı ICT offers international standards-based data center and disaster recovery services that have successfully passed COBIT and Sox SAS 70 - Type II audits. Its Desktop and Managed Data Center services ensure effective and continual support, thereby minimizing the use of internal company resources and associated costs. In 2006, Eczacıbaşı ICT improved these technical support services with a call center.

Eczacıbaşı ICT has invested in a software factory in the Istanbul Technical University Technopark that is developing new technologies and products. Some of these are now being offered to customers, including a number of applications supported by conventional or mobile digital signatures, RFID technologies, and embedded software.

Digital signatures are a vital component of the IT security systems that Eczacıbaşı ICT develops for corporate customers, as they ensure a secure electronic environment where messages, transactions and files cannot be refuted or amended. Eczacıbaşı ICT provides document

***In 2007, as in 2006, Eczacıbaşı ICT placed among Deloitte's Fast 50 Turkey List survey of the fastest growing technology companies in Turkey.***

signing and signature verification solutions with certificates provided by e-Güven, the first electronic certification service provider certified by the national Telecommunications Board in Turkey . At the same time, Eczacıbaşı ICT manages the certificate authority infrastructure of e-Güven.

#### **Competitive advantages**

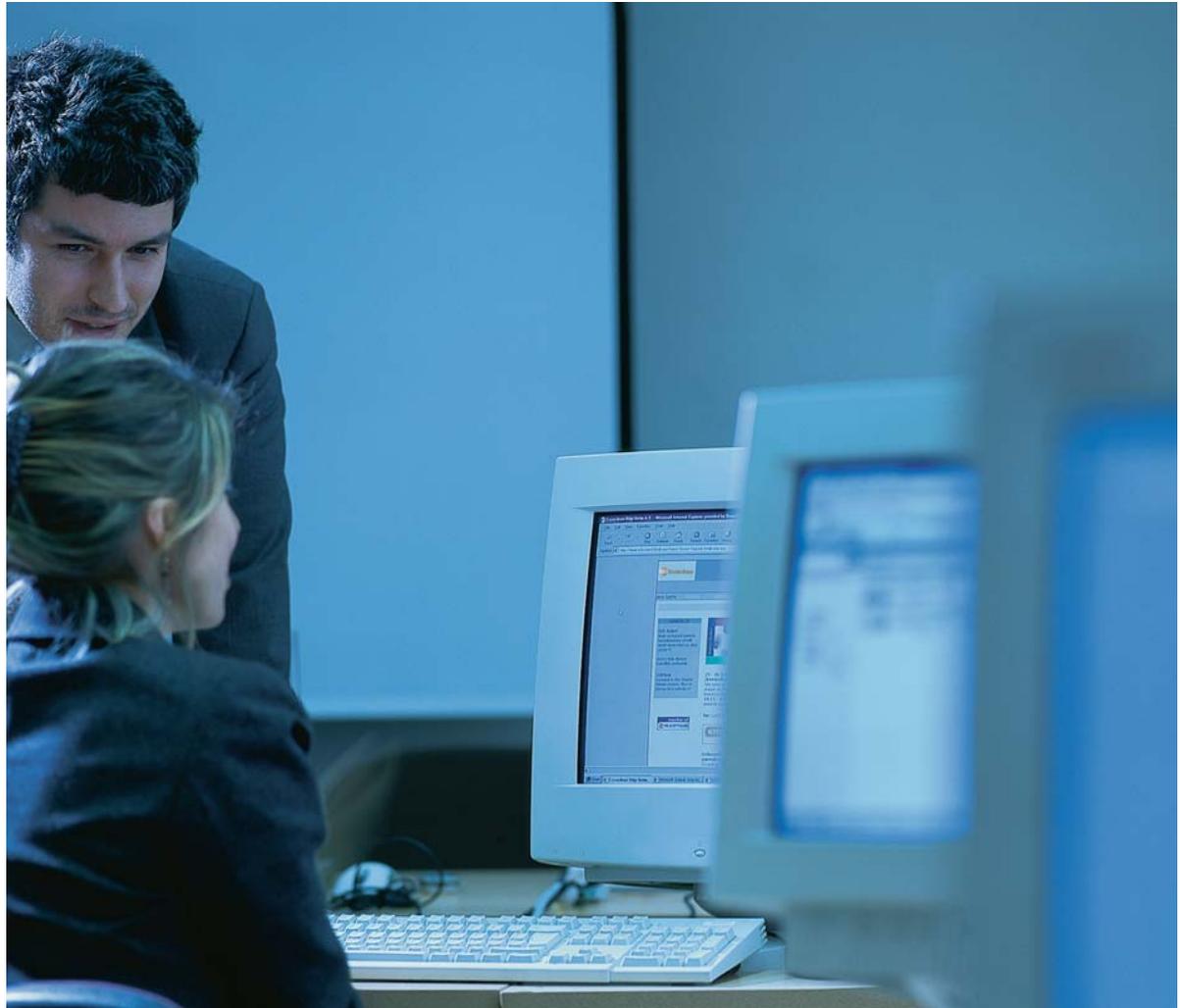
Eczacıbaşı ICT has hands-on experience in the business processes of a large number of sectors and a highly competent development and implementation team. Equally important are its affiliation with the Eczacıbaşı Group and strategic partnerships with technology leaders such as SAP, IBM, HP, Microsoft, Dell, Novell and Oracle. Owing to its extensive experience with a wide variety of business processes, Eczacıbaşı ICT is well-equipped to assess client needs and develop effective and efficient solutions.

In 2006, Eczacıbaşı ICT received the ISO 27001 Information Security Management System certificate from the Turkish Standards Institute; in 2007 it received its ISO 9001:2000 certificate from the same institution. Eczacıbaşı ICT successfully passed an audit by Deloitte certifying its compliance with SAS 70 - Type II. This year, it will continue efforts to ensure that all of its processes also comply with COBIT. All Eczacıbaşı ICT services apply ITIL service management standards.

In 2007, Eczacıbaşı ICT launched TASDIX – Turkey’s first Internet-based time stamp service. Tasdix has introduced a new era in intellectual property protection in Turkey by enabling intellectual property owners to add a permanent and legally valid time stamp to every file created in a computer environment, regardless of its type or size.

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

- Tasdix (2007)
- Mobile Digital Signature (2006)
- Conventional Digital Signature solutions (2006)
- Corporate Portal solution (PortBox, 2005)
- mySAP based preconfigured system (Runway, 2004)
- Local Budgeting and Long-Term Planning Product (Planium, 2003 Alarko Group of Companies)
- Local Workflow Management Product Development (EBIFlow, 2001)
- Constraint Logic Programming Technology Implementation (P&G, 1994)
- SAP Implementation in Turkey (İpek Kağıt Tissue Paper, 1994)
- MRP II Implementation in Process Industry (Eczacıbaşı Pharmaceuticals).







## ***WELDING TECHNOLOGY***



## Kaynak Tekniđi Welding Electrodes

Kaynak Tekniđi Welding Electrodes is the leading supplier of welding consumables and equipment in Turkey, with a market share of around 30 percent, and a joint venture with The Lincoln Electric Company – the world leader in the design, development and manufacture of arc welding products and equipment, robotic welding systems, plasma and oxyfuel cutting equipment.

Established in 1970, Kaynak Tekniđi became the exclusive distributor in Turkey for Lincoln Electric welding machinery and equipment in 1992. 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 Tekniđi 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.

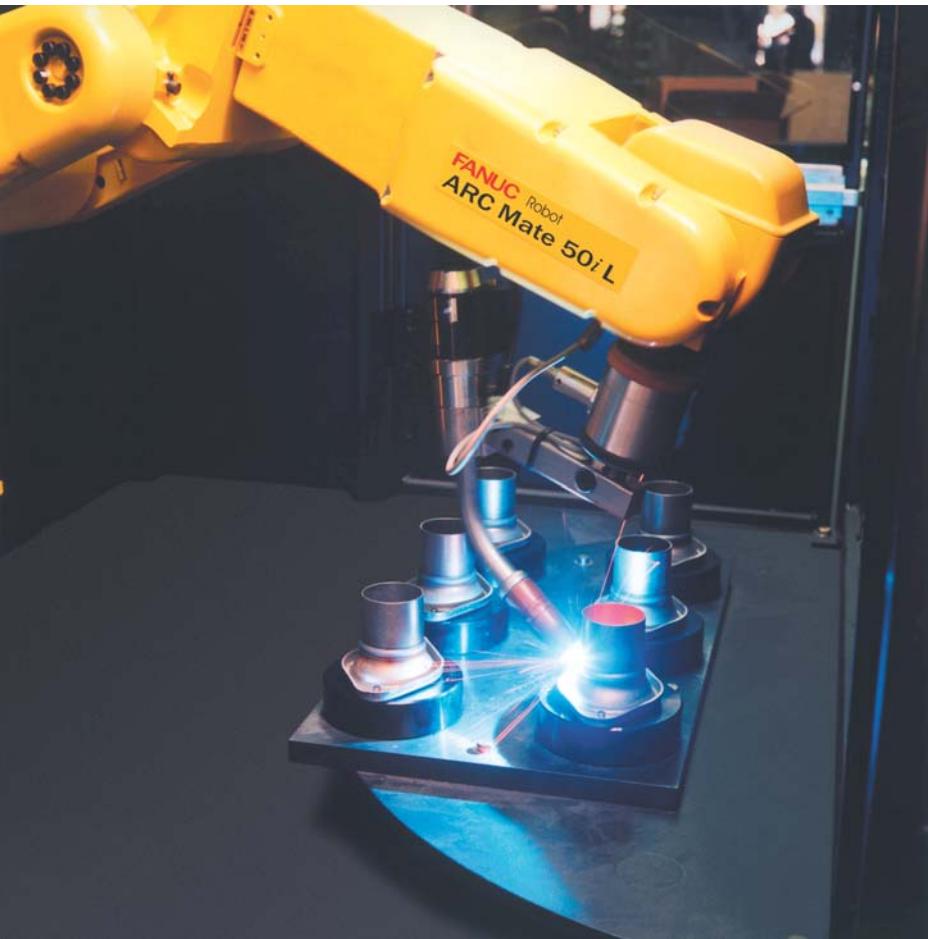
### **Strong position in the highly competitive national market**

Kaynak Tekniđi's new plant has an annual capacity of 36,000 tons of stick electrodes, 3,500 tons of submerged arc welding wire and 24,000 tons of MIG/MAG welding wire. As a result, Kaynak Tekniđi's overall capacity is almost 65 thousand tons. It markets these products and welding equipment under its own brand names – Askaynak, Kobatek, Starweld, Expressweld and Focusweld – as well as that of Lincoln Electric, and distributes them through a 600-strong nationwide dealer network.

Kaynak Tekniđi's strength in the highly competitive Turkish market reflects the accurate positioning of its three main product lines. The Askaynak brand focuses primarily on welding electrodes, wire products (MIG/MAG and submerged arc welding wire) and welding equipment for the manufacturing industry. The Kobatek brand primarily carries welding products for protective maintenance and repair welding, while Starweld is the main brand for stainless steel MIG/TIG wire and low alloy flux-cored welding wire.

Expressweld was introduced to the market in 2005 to meet the demand for low technology welding equipment while the Focusweld brand provides various supplementary products consumed during the welding process.

***Kaynak Tekniđi Welding Electrodes, a joint venture with The Lincoln Electric Company, is the leading supplier of welding consumables and equipment in Turkey with a market share of around 30 percent.***



### Careful monitoring of domestic and global markets

The replacement of stick electrodes with MIG/MAG welding wire has accelerated price competition and reduced margins worldwide. Just as 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 spurred 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 Askaynak and Lincoln brand values and developing new marketing strategies.

Turkey's welding consumable and equipment market grew by between 16 and 18 percent in 2007, facilitating a 35 percent increase in the dollar value of the Company's net sales. Advertising campaigns, a new marketing approach, and strong investment spending in the manufacturing industry stimulated sales of Askaynak and Expressweld-branded welding machines. At the same time, special focus was given to new products, like flux-cored welding wire, stainless steel and aluminum MIG/TIG wire, Fanuc robotic systems, Gullco-branded full and semiautomatic welding equipment and Harris-branded cutting equipment.

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

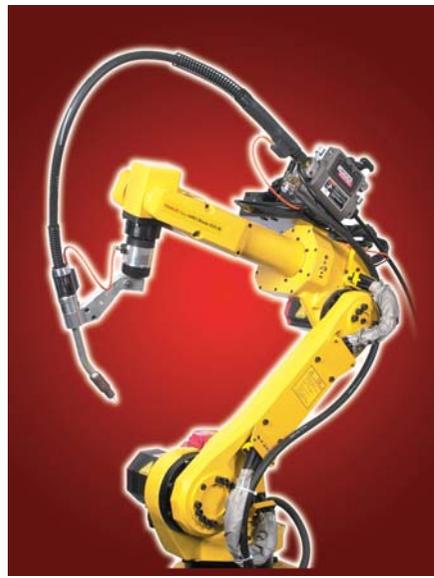
Kaynak Tekniği generates 26 percent of its turnover from international sales to more than 40 countries around the world and is the leading exporter of welding consumables from Turkey. In 2007, the Company expanded its exports to markets in the Balkans, Caucasus, North Africa, Russia, Ukraine and CIS.

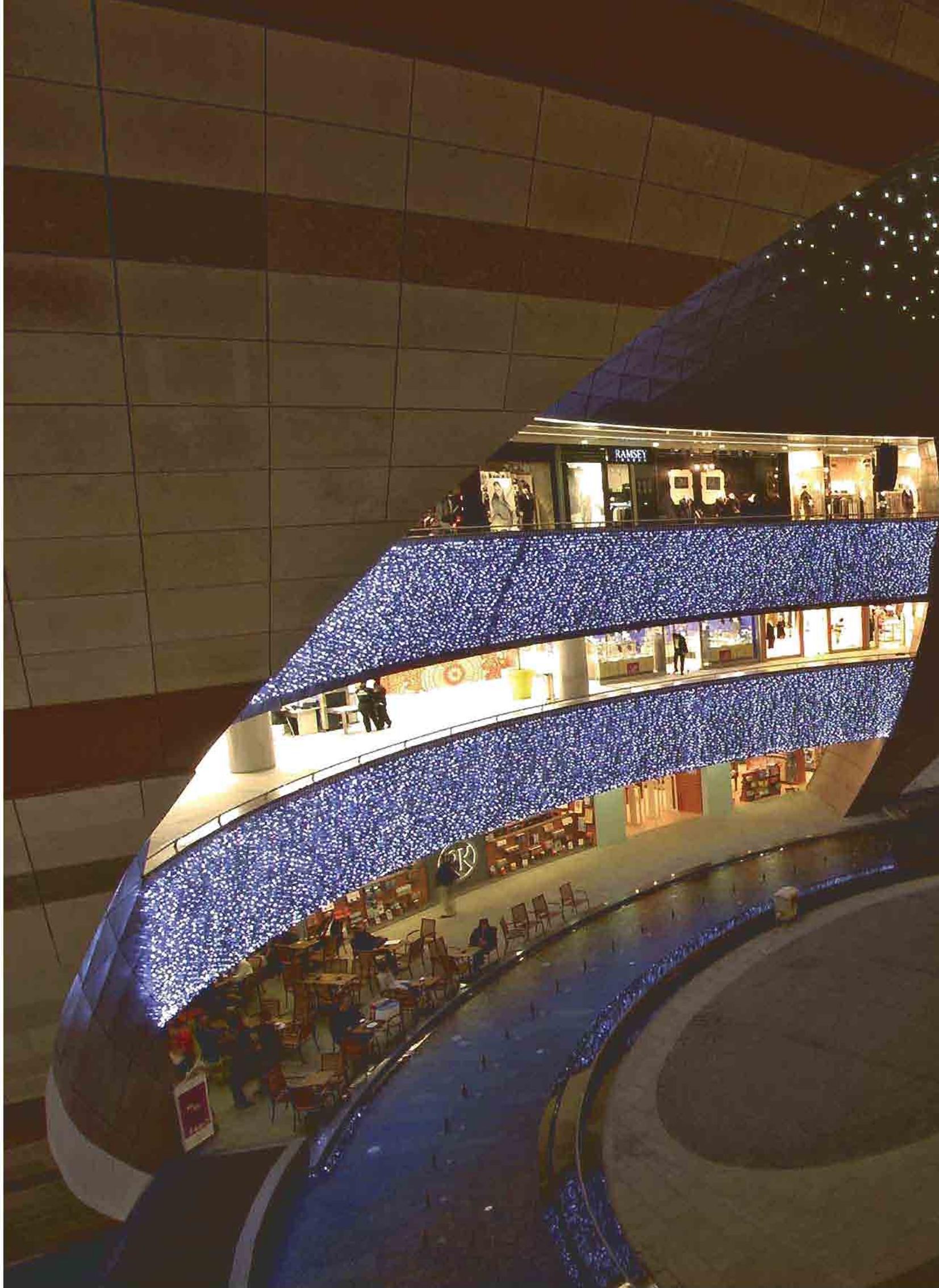
### **New energy-saving plant**

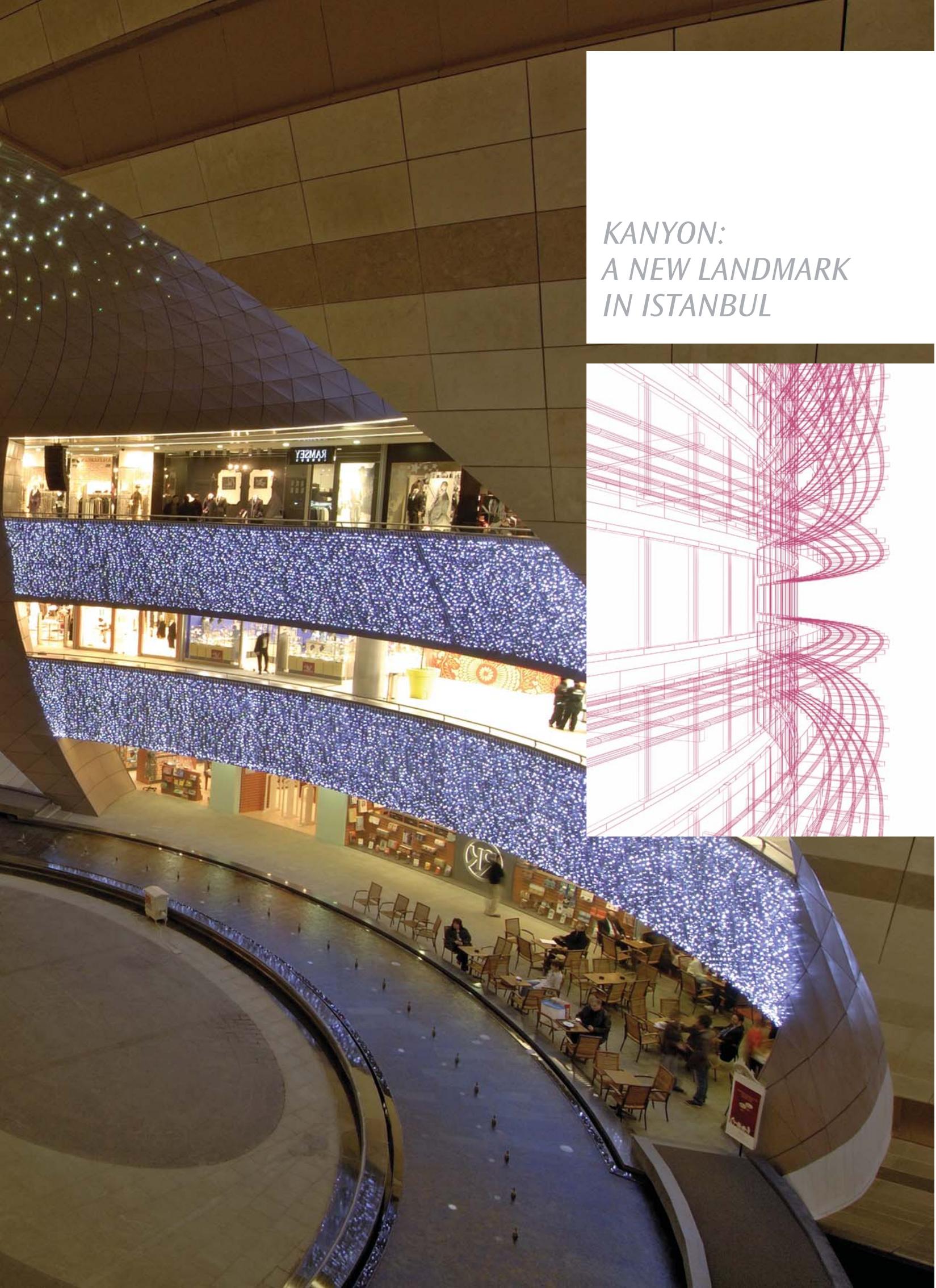
Kaynak Tekniđi has constructed a new plant and head office in Gebze, an industry-intensive area of Kocaeli. The new facilities are designed to reduce water and energy consumption and have advanced safety features that make the plant a model for other investments of this kind.

Kaynak Tekniđi derives its strength from its long standing focus on customer satisfaction and quality, which earned it the TÜSİAD-KalDer Quality Award for Small and Medium-Sized Enterprises in 1999. Kaynak Tekniđi was the first manufacturer of welding consumables in Turkey to receive ISO 9001 and CE certifications. Aside from ISO 9001 certification from RWTÜV, Kaynak Tekniđi has product approvals from leading international certification bodies.

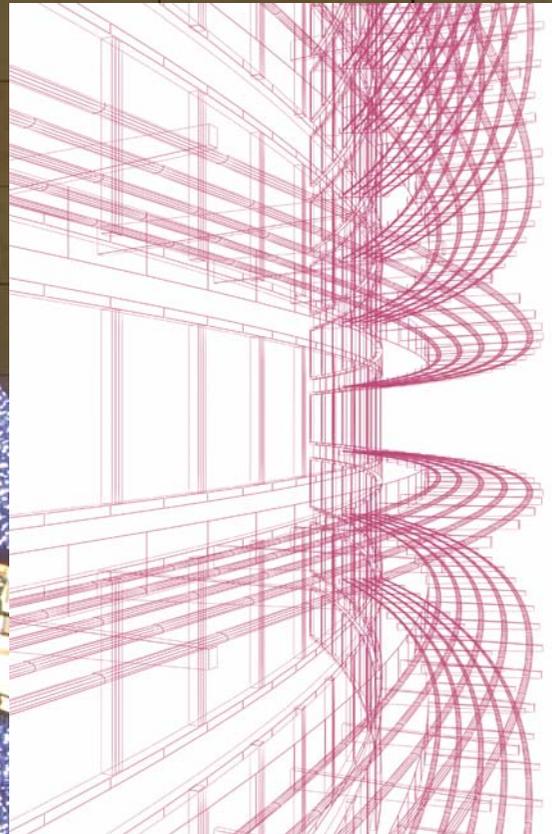








*KANYON:  
A NEW LANDMARK  
IN ISTANBUL*



Kanyon is an innovative, mixed-use real estate project offering a healthy, satisfying and modern lifestyle in the heart of Istanbul. Inaugurated in May 2006, this equal share joint venture between the Eczacıbaşı Group and İş Real Estate Investment Trust, Turkey's leading real estate investment company, is one of Europe's largest multifunctional centers. Several well-known national and international companies were involved in this \$ 200 million project, including Jerde Partnership International, Tabanlıoğlu Architects, Arup Engineering and Tepe Construction. The winner of numerous international awards, Kanyon attracted more than 17 million visitors in its first two years of operation.

#### **Perfect balance of home life, work and play**

Kanyon provides a unique solution to residential living, offices, shopping and entertainment by offering the comfort, excitement and creativity of urban living with a healthy and relaxing environment. The bold design of the 250,000 m2 project, which was inspired by the forms of natural canyons, is softened by landscaping, winding outdoor walkways made of natural materials, fountains and terraced gardens.

#### **Urban community**

Kanyon has 179 residential apartments ranging from 80 m2 studios to 380 m2 duplexes that were designed by interior architects Sevil Peach and Brigitte Weber. Unlike other high technology buildings that function more like hotel rooms than homes, Kanyon's residences balance technology with home comfort, a community with shared values, and the opportunity to enjoy natural lighting and fresh air. Many units have private terraces, gardens and balconies and all have fully opening windows. Sales of these residences, which began in July 2004, were completed by end-2005.

#### **Creative work environment**

Overlooking the long and curving expanse of the Kanyon project, the business tower offers 30,000 m2 of rental office space on 26 floors, with floor plates averaging 1167 m2. The exterior of the building is covered with a special non-reflective glass that allows maximum penetration of natural light, while ventilation systems provide 100 percent fresh air circulation throughout the day. Kanyon's rich cultural and social setting offers a fresh perspective to the daily grind, and its health and sports center, an opportunity to recharge.

Numerous international companies are renting office space in the Kanyon office tower, which the Eczacıbaşı Group became the sole owner of with its purchase of İş Real Estate Investment Trust's 50 percent share of the building in May 2007. Eczacıbaşı Group companies, including the headquarters of the Group, are located on the upper half of the tower.

***Kanyon provides a unique solution to residential living, offices, shopping and entertainment by offering the comfort, excitement and creativity of urban living with a healthy and relaxing environment.***



### **Open-air shopping and entertainment**

Kanyon's residences and business tower oversee four levels of open-air streets lined with 160 boutiques, numerous restaurants, cafés, bars, a cinema, health and fitness center, gourmet market and an outdoor performance area. This shopping experience is anchored by the world-famous fashion store Harvey Nichols and the introduction of 45 new brands to Turkey.

Kanyon's shopping and entertainment activities are located in a 37,500 m<sup>2</sup> open-air structure comprising a series of districts connected by an interior street that traverses the site through courtyards and terraces. Each district has a distinct personality in harmony with the visual language of Kanyon, which emphasizes the creative use of water, landscaping, graphics and lighting. The streets are heated by overhead heating panels so that visitors can walk leisurely in winter months. Kanyon provides cultural and recreational events that position it at the forefront of Istanbul's vibrant arts and entertainment scene, thus offering residents and visitors the best of urban living as well as refuge and tranquility. Not surprisingly, Kanyon is regularly featured in leading international dailies and magazines, including The New York Times, The Times, Times Magazine, the International Herald Tribune, and the Washington Post.

### **Winner of numerous international awards**

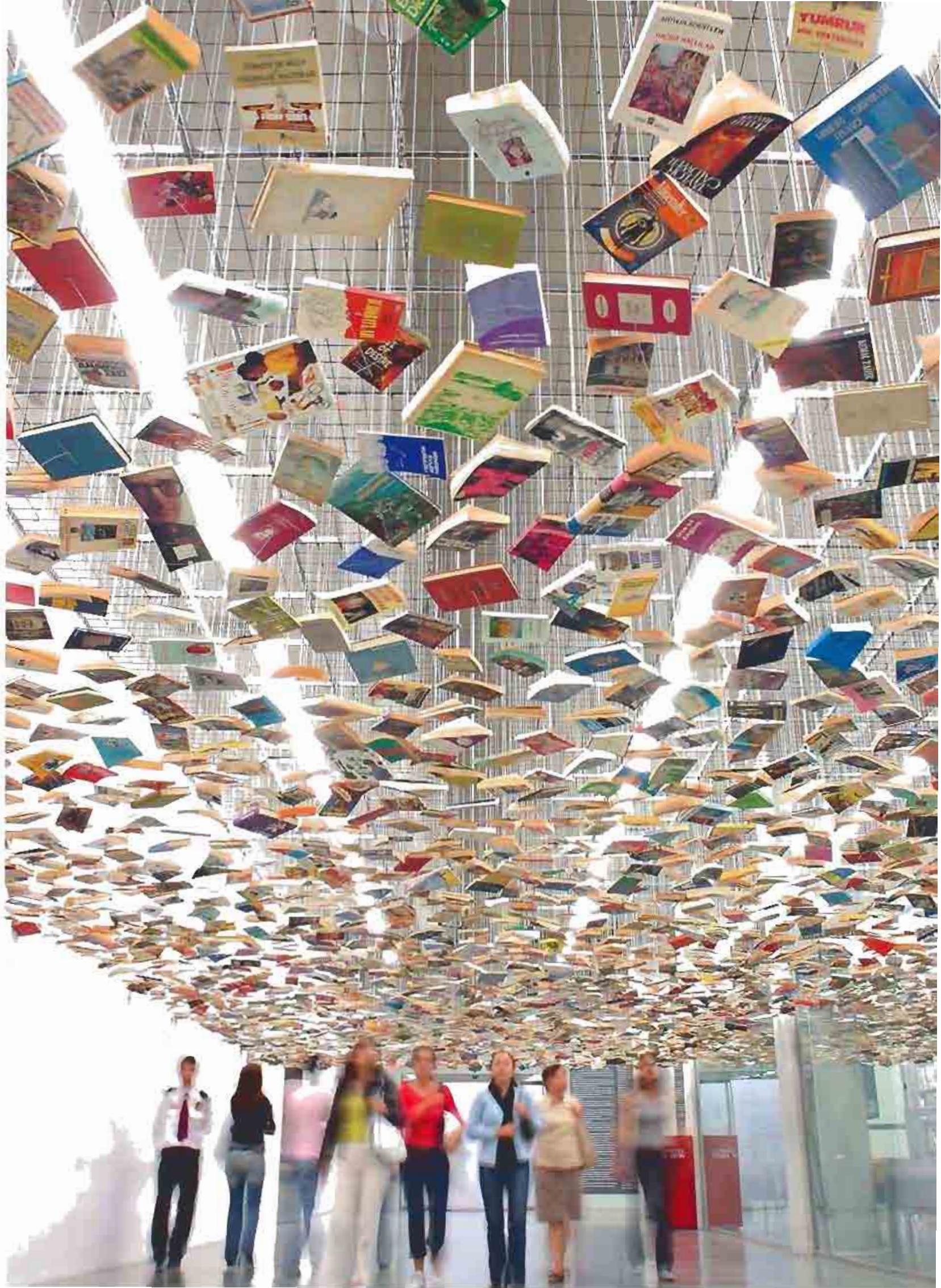
All of these factors have brought Kanyon international acclaim and numerous accolades. Mostly recently, Kanyon was one of five "outstanding developments" chosen for the prestigious Urban Land Institute's (ULI) 2007 Awards for Excellence in Europe. In selecting its winning projects, ULI looks at the entire development process of the project, not just its architectural attributes, as well as a project's contribution to the community, effectiveness in protecting the environment, leadership in its area, innovation and financial success. Additionally, Kanyon has received the Grand Prize in the Commercial Building Category of the 2006 Cityscape Architectural Review Awards, a Commendation in the ICSC 2007 European Shopping Awards, a Merit Award in the 2007 International Design and Development Awards, and the PR Award in the ICSC 2007 Solal Marketing Awards. Kanyon was also a finalist in the 2007 Maxi Awards, the Mapiç 2007 Shopping centers Award and the 2008 World Retail Awards.

### **Convenient and secure**

Kanyon is located in the main financial district of Istanbul, with direct connections to the Istanbul metro and within easy reach of the two bridges across the Bosphorus. Apart from 24-hour security, surveillance, and fire detection systems, all Kanyon buildings are built to withstand earthquakes exceeding by 25 percent the worst-case scenario for the district. Kanyon's engineering design and construction surpass national and international standards, including the 1998 Turkish Earthquake Standard; International Regulations AC 318-02, UBC, AISC and FEMA; and the American Uniform Building Code.

***Kanyon, the winner of numerous international awards, attracted 17 million visitors in its first two years of operation.***







## GLOBAL CITIZENSHIP



## The Eczacıbaşı Group and Corporate Citizenship

The Eczacıbaşı Group has a vigorous corporate culture and a strong business ethic that are grounded on the principles of respecting people and the environment; striving for improvement and progress; and contributing to the well-being of society. These principles reflect the values of the Group's founder, Dr. Nejat F. Eczacıbaşı, and

the tradition of community service that shaped his life and businesses. Every member of the Eczacıbaşı Group is expected to understand and internalize these values, which are conveyed to them through the Group's internal and external communication tools, the Orientation Program for new employees, and the Human Resources Handbook.

## A Family Tradition of Community Service

Dr. Nejat F. Eczacıbaşı, the founder of the Eczacıbaşı Group, was born in 1913 during the turbulent final years of the Ottoman Empire. The period was marked by armed conflict, scarcity, and a massive influx of refugees to the cities, which struggled to provide them essential services. Dr. Eczacıbaşı's father, who was the first university-educated pharmacist of Turkish origin in Izmir, was at the forefront of efforts to accommodate the city's rapidly expanding population, co-founding an association to help immigrants and implementing programs to combat cholera and typhus. In 1934, in honor of his many years of public service, Dr. Eczacıbaşı's father was invited to adopt the title of "Head Pharmacist" (Eczacıbaşı) as his surname.

Dr. Nejat F. Eczacıbaşı was profoundly influenced by his father's dedication to improving the conditions of his community. In 1939, on his return to Turkey from graduate studies abroad, he focused his training and resources on producing vital goods that were largely unavailable in Turkey. In 1942, he began manufacturing a vitamin A and D substitute for cod liver oil, which had become scarce during WWII, and a decade later he opened Turkey's first modern pharmaceutical plant. Over the following years, he expanded the Group's activities from pharmaceuticals to building products, consumer products, finance, information technology, and welding technology, in many cases establishing the first manufacturing plants in Turkey for some of the essential products of modern life. This entrepreneurial history is embodied in the Group's mission statement of being "a pioneer of modern, high quality and healthy lifestyles".

Apart from supplying much-needed products and services using the most advanced technologies available, Dr. Eczacıbaşı strived to contribute to the development of Turkish industry and civil society through the establishment of professional business organizations, research institutes, educational institutions, cultural foundations and scholarship funds. For Dr. Eczacıbaşı, contributing to the development of Turkey's economy and social institutions was as important as developing a successful business. One of his most oft-expressed ideas in this regard was: *"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 more 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".



## Eczacıbaşı Group Mission

**Eczacıbaşı is a pioneer of modern, high quality and healthy lifestyles.**

The Eczacıbaşı Group is committed to improving the well-being of society by providing products and services that contribute to modern, high-

quality and healthy lifestyles; by running its business operations in ways that promote the well-being of society; and by sponsoring projects and activities that enhance the living standards of current and future generations.

## Eczacıbaşı Group Values

**As members of the Eczacıbaşı Group:**

**We hold our dignity and self-respect above all else. Ethical business principles underpin our business activities.**

Eczacıbaşı Group employees avoid all activities and behavior that demean themselves and others – including the Group, its companies and stakeholders – and that run counter to the Group's mission of pioneering modern, high quality and healthy lifestyles. Two of the first considerations in the formulation of every business strategy and decision are the legitimacy and fundamental decency of the proposed actions.

**Our management style respects the individual. We believe that each of us has the right to learn about issues that affect us and to voice our opinions on these. We regard it our duty, as well as our right, to challenge our personal limits and develop our abilities.**

The Eczacıbaşı Group believes that participative management is the most effective and humane management approach because it encourages employees to develop themselves and their jobs while working with others towards the achievement of shared goals. The success of this system depends on accurate and open communication at all levels of the organization and well-planned opportunities for self-development, so that each employee can realize his or her full potential.

**We believe that quality is a way of life. In all that we do, in every product and service we provide, we aim for the highest level of quality. Our customer is the focal point of this pursuit of quality.**

As a pioneer, the Eczacıbaşı Group has a duty to surpass established standards and raise consumer benchmarks of product and service quality. The focus of the Group's quality improvement efforts is its customers, without whom it has no purpose.

**We are open to the world and to change; by nature we are pioneering and entrepreneurial. The search to innovate in every area of activity is a fundamental aspect of our corporate tradition.**

Openness to change is essential for innovation, which is pivotal for long-term business success and continual improvement. For this reason, innovation is a strategic element of the Eczacıbaşı Group's management approach in every business process and corporate activity.

**We uphold the tradition of serving our community because we esteem our society and respect our environment. We are proud of the contributions that we have made to culture and the arts, education, science and sport.**

In line with its mission of improving the well-being of society, the Eczacıbaşı Group is committed to promoting social and economic development, encouraging cultural and scientific activity, and preserving scarce natural resources through responsible business practices and sponsorship. Sponsorship of institutions and activities that enrich and strengthen society is a fundamental component of the Group's corporate culture.

**We recognize that participatory management gives each of us the responsibility of working forcefully towards the objectives and goals of our institution. We are careful to observe the rules of our work environment as we understand that this reflects our respect for our colleagues.** Empowerment, which is essential for participative management, also requires that every employee embrace and advocate the Eczacıbaşı Group's targets, rules and corporate culture.

## Eczacıbaşı Volunteers Prepares to Expand its Activity in 2008

Established in 2007 by members of Eczacıbaşı Group companies, Eczacıbaşı Volunteers' first project was to organize a clothing and book campaign to respond to requests of this kind on the Group's website.

The mission of Eczacıbaşı Volunteers is to carry out projects selected by teams of volunteers at Group companies that promote modern, high quality and healthy lifestyles and contribute to society. Eczacıbaşı Volunteers is focusing its efforts on education, health and the environment – areas where many of Group companies already have social responsibility projects and which offer many opportunities for smaller-scale complementary projects – and has selected the Hygiene Project for Primary Boarding Schools for its first set of complementary volunteer projects.

Eczacıbaşı Volunteers offer the following thoughts about “being a volunteer” and “volunteerism”:

*“In societies with numerous NGOs and highly developed NGO networks, people begin to volunteer at a very early age. School children are encouraged to do volunteer work and often receive certificates of appreciation for this from their teachers. People who are brought up this way retain the perspective they've gained from this experience the rest of their lives. Unfortunately, volunteer activities weren't really a part of our lives. It makes us very happy now to see that our young colleagues are more sensitive and more interested in this area.*

*People are more attached to something that they nurture and develop themselves. When you volunteer your time to a child or a school, that child or school begins to feel like your child or school. These kinds of projects, we believe, nourish our emotions, and our dream is to snowball these emotions into an avalanche.”*



## Corporate Sponsorship

Corporate sponsorship 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. One of the ways he sought to achieve this was through the establishment and sponsorship of non-profit institutions involved in culture and the arts, education, scientific research, public policy and sports.

In line with this 65-year tradition, 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".

***İstanbul Modern is a dynamic and multifaceted museum committed to preserving and exhibiting Turkey's heritage of modern and contemporary art and to fostering an appreciation of its artistic creativity and modern cultural identity.***

## Arts and Culture

### **İstanbul Museum of Modern Art**

The Eczacıbaşı Group is the founder of Turkey's first privately-funded museum of modern art, to which it provided the initial investment and project management finance as well as the core collection of paintings.

İstanbul Modern is a dynamic and multifaceted museum committed to preserving and exhibiting Turkey's heritage of modern and contemporary art and to fostering an appreciation of its artistic creativity and modern cultural identity. Open to change, the Museum seeks to reach a wide and continuing audience and to promote Turkey's artistic production within the international art scene.

Using a combined chronological and thematic exhibition design of its permanent collection, İstanbul Modern showcases the major trends and styles of modern and contemporary Turkish art

through their foremost exponents. Additionally, the Museum organizes temporary retrospective exhibitions of Turkish modern masters and of internationally acclaimed artists that reflect the most recent trends in worldwide art. All of these exhibitions aim to strengthen the bond between the Turkish and international art scene and serve as a platform to introduce Turkish artists to the rest of the art world. İstanbul Modern also organizes periodic exhibitions of photography, video and modern Turkish sculpture in addition to thematic film programs.

İstanbul Modern is the only museum in Turkey with a mission to appeal to the mass public through a diverse and dynamic program of learning opportunities and cultural events. To date, more than 400 thousand students have participated in the educational programs organized by İstanbul Modern's Educational and Social Projects Department in the Museum and around the city. Overall, almost two million people have visited the Museum's exhibitions during its first two-and-a-half years of activities.



### **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.

### **İstanbul International Music, Film, Jazz, Theatre and Visual Art Festivals**

The Eczacıbaşı Group is a staunch supporter of the İstanbul International Festivals, both through its sponsorship of the İstanbul 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 İstanbul International Music Festival has contributed greatly to its growing international prestige. Starting in 2006, Eczacıbaşı has become the Leading Sponsor of the İstanbul Foundation for Culture and Arts. In its new role, Eczacıbaşı Holding will contribute to the International İstanbul Film, Theatre and Jazz Festivals as well as the Music Festival, enhancing its involvement in the Foundation and broadening its communication with art lovers.

### **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.



## Education

### **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.

### **Young Inventors**

Organized with TEGV, Young Inventors is an alternative education project that aims to contribute to children's knowledge and interest in science and mathematics and help them develop their creativity and skills in these areas.

With the Eczacıbaşı Group's sponsorship, TEGV prepared a set of stimulating math and science textbooks and educational material for children of different ages and organized educational workshops and "Inventors Clubs" for children of mainly low to middle income families. Beginning with the southeastern city of Gaziantep in April

2005, the project was extended to Istanbul, Izmir, and Afyon in 2006 and Eskişehir, Ankara, Van, Diyarbakır, Samsun and Antalya in 2007. As of end-2007, Young Inventors had reached 10,500 children in the 8-16 age group.

### **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 85 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 Eczacıbaşı Group is a staunch supporter of the İstanbul International Festivals, both through its sponsorship of the İstanbul Foundation for Culture and the Arts, founded in 1973 on the initiative of Dr. Nejat F. Eczacıbaşı, and its direct patronage of selected festivals.***

### 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.

### Solo Personal Hygiene Program

İpek Kağıt, the Group's tissue paper manufacturer, 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, İpek Kağıt had organized personal hygiene classes for almost five million students at more than 5,800 schools in 32 cities around Turkey. By the end of 2008, the project aims to have extended the program to 10 more cities through the organization of personal hygiene classes at another thousand schools.

### Hygiene Project for Primary Boarding Schools

The Eczacıbaşı Group and the Association in Support of Contemporary Living (ÇYDD), one of Turkey's leading educational NGOs, are cooperating on a major initiative to provide primary school children at state-run boarding schools a modern, high quality and healthy environment. As a partner in the project, the Eczacıbaşı Group is designing new bathrooms for primary boarding schools in eastern Turkey and equipping them with Vitra and Artema products. It is also providing personal hygiene education to students at these schools through İpek Kağıt's "Primary School Personal Hygiene Education Program". Eczacıbaşı Volunteers, the Group's volunteer program, is collecting school materials for students and organizing supplementary activities, including educational trips to Istanbul for high achievers.

The 30 schools involved in the first phase of the project through 2010 are located in Artvin, Bitlis, Erzincan, Giresun, Hakkari, Muş, Sivas, Şanlıurfa, Şırnak, Tunceli and Van. In addition to designing new bathrooms, Eczacıbaşı Building Products' architects are redesigning the plumbing infrastructure of these schools. The governors, educational directorates and district officials of these provinces are also providing support to the project.



## Sports

### Eczacıbaşı Sports Club

Established in 1966, the Eczacıbaşı Sports Club single-handedly trained many of Turkey's best sportsmen and women 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 13 National Championships in table tennis, eight National Championships in men's basketball, 12 National Championships in men's volleyball, and three National Championships in chess.

Since 1968, the women's volleyball team has won 27 National Championships, five National Cups and played in eight European Cup Finals, winning the "European Cup Winner's Cup" in 1999. In addition to its A-team, the Club has three junior teams that have contributed players over the years to the A team, other first division teams and the Turkish 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 171 medical research projects and presented 65 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.

The Eczacıbaşı Scientific Research and Medical Award Funds are presented every two years at Eczacıbaşı Medical Day. This biannual event organized by the Eczacıbaşı Group aims to provide a forum for scientists and health professionals in Turkey to discuss current medical topics and developments in the health sector and to recognize the valuable medical and health-related research of their colleagues. More than 700 people attended the third Eczacıbaşı Medical Day in 2006, which focused on new treatment approaches to dermatological diseases.



*Since 1968, the women's volleyball team has won 27 National Championships, five National Cups and played in eight European Cup Finals, winning the "European Cup Winner's Cup" in 1999.*

### **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.

### **Sustainable Development**

In August 2007, the Eczacıbaşı Group became the first Turkish member of the World Business Council for Sustainable Development (WBCSD), an association established by the world's leading companies to contribute to sustainable development and provide guidance on social policy.

WBCSD is working to determine the business strategies that will enable the business community to conserve today the human and natural resources required to ensure its future continuity and development while increasing shareholder profitability, this way establishing new ways of doing business.

Led by the CEOs of its member companies, WBCSD is a platform for exploring solutions to world problems and sharing experiences and best practices in the areas of economic growth, social progress and ecological balance. Studies by member companies are focused on the most critical issues today: energy, climate change, the breakdown of ecosystems, and poverty and hunger.

The Eczacıbaşı Group has also joined the Turkish chapter of WBCSD and aims to take an active role in expanding the scope and influence of the organization's activities in the years ahead.



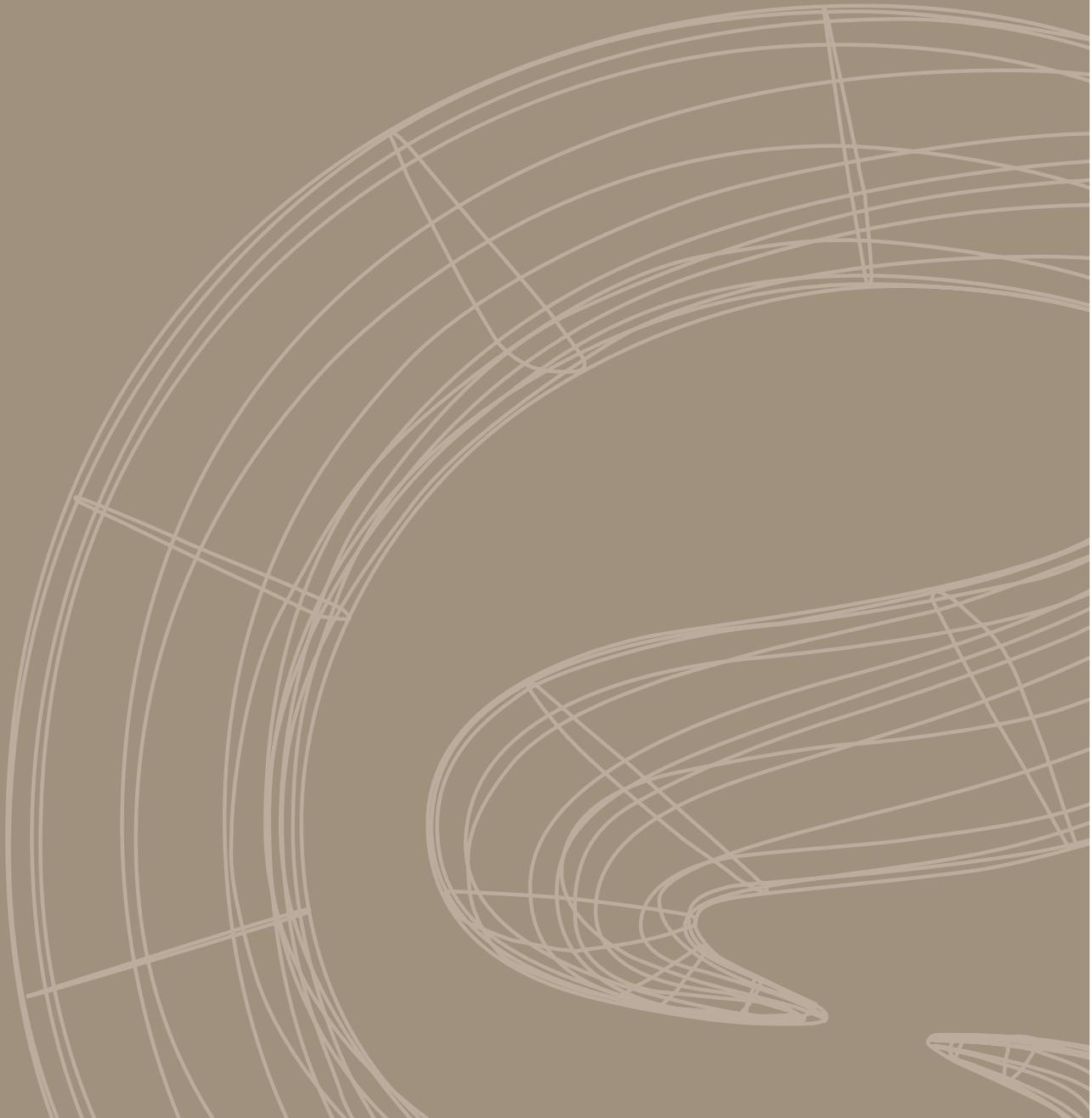
World Business Council for Sustainable Development

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*GLOBAL COMPACT  
COMMUNICATION ON  
PROGRESS 2006-2008*



## Human Rights

The Eczacıbaşı Group's mission statement and values provide clear guidelines on human rights issues: no Group company or employee should undertake an activity that demeans themselves or others; that reduces, rather than improves, the well-being of society; and that does not contribute to modern, high-quality and healthy lifestyles. These guidelines are built into the decision-making process through the Eczacıbaşı Group Human Resources Handbook and the Total Quality Management and Business Excellence systems in place in most Group companies. Every new Eczacıbaşı Group employee is familiarized with the Group Values through a variety of internal communication tools – starting with a lengthy

### Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Orientation Program – and expected to embrace them. Group subcontractors, many of whom also receive a lengthy orientation about the Group, its values and mission, are also expected to appreciate and respect these principles.

### Embedding Human Rights in Business Practice: Solo Primary School Personal Hygiene Education Project

According to data from the Turkish Ministry of Health, over the past ten years approximately 589,000 people in Turkey have contracted diseases such as typhoid fever, dysentery and jaundice that could have been prevented through better personal hygiene, such as using toilet paper and hand-washing.

This was the social concern that led İpek Kağıt, the Eczacıbaşı Group's tissue paper manufacturer, to initiate a long-term project in 2002 aimed at increasing primary school children's awareness of general and personal hygiene principles. The Solo Primary School Personal Hygiene Education Project, as the project is called, aims to reach more than six million students in about 8,500 primary schools around the country between 2002 and 2010. With the support of government agencies and health experts, the project had reached close to five million students at more than 5,800 schools in 32 cities around Turkey as of April 2008. By the end of the year, the project goal is to reach 6,920 schools in 42 cities.

In recognition of the contribution made by the Solo Primary School Personal Hygiene Education Project to the achievement of the United Nations Millennium Goals, İpek Kağıt was one of ten companies selected for the 2006 World Business Award, organized jointly by the United Nations Development Program (UNDP), the International Chamber of Commerce (ICC) and The Prince of Wales International Business Leaders Forum (IBLF).

The Solo Primary School Personal Hygiene Education Project has also been included as a "best practices" case study in the UN Global Compact's 2007 report Embedding Human Rights in Business Practices II and in the 2007 Turkey Corporate Responsibility Baseline Report published jointly by the UNDP and European Commission.

**Biz  
Tuvalet  
Kâğıdı  
Kullanırız!  
Biz  
El Yıkıyoruz!**



## VitrA, Artema and İpek Kağıt participate in major initiative to improve the conditions of state-run boarding schools for primary school children

In November 2007, the Eczacıbaşı Group and the Association in Support of Contemporary Living (ÇYDD), one of Turkey's leading educational NGOs, initiated a joint initiative to provide primary school children at state-run boarding schools a modern, high quality and healthy environment. As part of the "Hygiene Project for Primary Boarding Schools", as the project is called, the Eczacıbaşı Group is designing new bathrooms for primary boarding schools in eastern Turkey and equipping them with VitrA and Artema products. İpek Kağıt, the Group's tissue paper manufacturer, is participating in the project through its long-running "Primary School Personal Hygiene Education Program", which will visit each of the schools in the project to teach students from every grade about good personal hygiene practices. At a later date, other Group companies will also put their business expertise in other areas to the service of these primary boarding schools.

ÇYDD President, Prof. Dr. Türkan Saylan, had the following to say at the protocol-signing ceremony: *"For years, I have said that the lifeblood of Turkey is nourished by its primary boarding schools, which serve the children of large families in the countryside who would otherwise not have access to education. Unfortunately, the material conditions of these state-funded boarding schools are below standard. That is why there are a number of projects underway, supported by private institutions and NGOs, to raise them to the standard expected of modern educational institutions. The aim of our social responsibility project with VitrA and Artema is to renovate the bathrooms of a determined number of primary boarding schools every year. We are certain that, by providing our children a better and higher quality standard of living, they will be more successful, so we are proud to be able to support them in this way."*

Eczacıbaşı Group President and CEO Dr. Erdal Karamercan noted that only 40 percent of young people in Turkey had a secondary school diploma, as compared to 85 percent in the European Union, and added, *"To raise our living standards and ensure our social and economic integration with the modern world, it is absolutely essential that we increase the average level of education in Turkey. It is also essential that we improve rapidly the quality of our education if we are to compete successfully in the global economy and achieve sustainable social and economic development. To ensure that all of our educational institutions provide the best educational opportunities possible, the private sector must lend its support to the ongoing efforts of the state, local government and NGOs."*

The 30 schools involved in the first phase of the project through 2010 are located in Artvin, Bitlis, Erzincan, Giresun, Hakkari, Muş, Sivas, Şanlıurfa, Şırnak, Tunceli and Van. In addition to designing new bathrooms, Eczacıbaşı Building Products' architects are redesigning the plumbing infrastructure of these schools. The governors, educational directorates and district officials of these provinces are also providing support to the project.



## Labor Standards

The Eczacıbaşı Group's shared values form the basis for its general management principles and define its approach to human resources, through such concepts as innovation, respect, quality, participative management, flexibility, adding value, empowerment and being fully informed in one's area of responsibility.

### Freedom of association

In accordance with national labor regulations in Turkey and all other countries where the Eczacıbaşı Group is present, Eczacıbaşı Group employees have the right to freely associate themselves with a union and to undertake collective bargaining. This right is clearly laid out in the Group's Human Resources Handbook, along with all procedures related to the unionization of a company belonging to the Group, application for union membership, and the collective bargaining process.

In line with the Group value of participatory management, the Group encourages the development of close-working and transparent relations with the unions representing its employees to find mutually beneficial and long-term solutions to new challenges and opportunities.

In Turkey, employees at four of the Group's largest companies (Eczacıbaşı Building Products, VitrA Tiles, Eczacıbaşı-Zentiva Health Products, and İpek Kağıt) are represented by unions.

### Protecting employee rights

The Eczacıbaşı Group's human resources systems and practices are designed to protect the rights of Group employees as well as the interests of Group businesses, in line with the Eczacıbaşı Group's mission statement and values. To this end, the Group has developed a comprehensive human resources management system which ensures that every human resource process is legally correct,

### Labor Standards

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labor;

Principle 5: the effective abolition of child labor; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

documented, and retrievable for review by management and external auditors.

Every new Eczacıbaşı employee is explained their rights during the orientation stage and provided a copy of the Human Resources Handbook. They are also informed immediately of changes to this handbook and to their rights and obligations through internal communication tools – most notably the corporate portal and internal e-mail messages – and encouraged to review these changes.

Apart from ensuring that all of its businesses strictly adhere to labor regulations in Turkey and other countries where the Group is present, Group companies continually monitor the performance of their subcontractors to ensure that they, too, adhere to these regulations. The Eczacıbaşı Group does not tolerate any infringement of these regulations or other employee rights at its own companies or at its subcontractors; the Group will terminate its relationship with subcontractors who fail to fulfill their legal obligations after a single warning.

### Union Relations at İpek Kağıt

At İpek Kağıt, the Group's tissue paper manufacturer and a joint venture with Georgia Pacific, union representatives are not only on the Discipline Committee, they also have management responsibilities related to the recruitment and selection process of plant staff, promotions, compensation, occupational safety, and social benefits.

İpek Kağıt holds meetings with union representatives and provides them the time and space to hold meetings and organize training and development seminars with union members in the plants.

İpek Kağıt shares all of its end-year financial results and strategic targets for the next year at goal-sharing meetings with all of its employees. These meetings are attended by the general manager and all other managerial staff.

İpek Kağıt has provided Total Quality Management training to all of its employees as well as to union officials at the union headquarters.

### Creating the future together

The primary objectives of the Eczacıbaşı Group's human resources management policies are to attract, develop and retain outstanding human resources and to ensure that Group companies have dynamic organizational structures that are aligned with their strategic plans and objectives.

To achieve this, the Eczacıbaşı Group strives to ensure that it has in place the best human resource management applications and educational programs, provides a professional and appealing working environment with continual opportunities for professional and personal development, and develops a long-term relationship with its employees that begins in their university years and continues into and through their retirement.

For the Eczacıbaşı Group, outstanding human resources means well-educated and well-prepared individuals who are open to innovation and change, entrepreneurial and energetic; who actively seek personal and professional development, who train other personnel and who share the Eczacıbaşı Group's understanding of respect, participation, initiative, quality, innovation, and sense of responsibility towards their jobs, community and environment.

### Right to equal treatment in recruitment, selection and promotion

The Eczacıbaşı Group selects the most suitable applicant for every job based on a clear set of criteria and a transparent Recruitment and Selection process that is described in detail in the Recruitment and Selection Handbook. This process includes well-defined tests for each position, workplace simulations, and face-to-face interviews with a number of people from different levels of the organization. Empirical methods are used throughout to rank candidates, and every time someone is refused, the reasons for the refusal are recorded, monitored and evaluated. This system prevents applicants from being denied employment for discriminatory reasons, such as gender, religion, or race.

The following excerpts from the Eczacıbaşı Group Human Resources Handbook are illustrative of the Group's policies towards discrimination in respect of employment and occupation.

*The main principle of the Group's recruitment and placement process is providing equal opportunity for employment and promotion – without discrimination or favoritism – to people who have the right competencies for the job (knowledge, skill, and attitude) and who demonstrate an appreciation of our corporate culture. (Section 3.1)*

*The selection and placement process for a position should take into consideration, first and foremost, the qualities required by that particular position. (Section 3.1)*

*Discrimination and favoritism are forbidden in the selection of new employees and the planning of career development paths. (Section 2.2)*

### Women at Eczacıbaşı

Excluding the Group's manufacturing plants, women represented 32 percent of all Eczacıbaşı Group employees in 2007, significantly higher than the average of 25 percent for Turkey as a whole. Women also accounted for 32 percent of all promotions to mid-level managerial positions since 2002, when the Group established its new recruitment and selection system. Both ratios will increase steadily in the coming years, in line with the rising percentage of women applying for positions in Group companies. In 2007 alone, women accounted for 42 percent of the Eczacıbaşı Group's new recruits and 36 percent of all employees in career development programs aimed at preparing them for greater management responsibility. These figures, while still requiring improvement, are comparable with the European average: according to the latest European Commission Report on Equality between Women and Men, published on 7 February 2007, the share of women in management and administrative positions in the private sector in European Union countries was 32 percent on average in 2005.

### **Right to information and voicing an opinion**

The Eczacıbaşı Group views the criticisms and suggestions of all of its stakeholders, not just its employees, as opportunities to improve the Group and its performance. For employees, it has created numerous tools and established a number of platforms both at a Group level and within companies for verbal and written communication of ideas. These include the Group corporate portal – which enables employees to submit their ideas to specific business departments and on specific topics (Innovation, Global Citizenship) – as well as management meetings and an “open-door” management approach for face-to-face communication. Stakeholders are also encouraged to express their ideas through the public websites of the Eczacıbaşı Group and its companies.

Through the human resources portlet of the Eczacıbaşı Group corporate portal, employees are also able to access all information related to their professional development, performance, and rights, including their development plan, performance evaluation, compensation rights and holiday time. Personalized HR pages also enable employees to monitor the targets of their departments and companies.

### **Right to personal and professional development**

The Eczacıbaşı Group is committed to creating an environment that enables every one of its employees to learn continually, experiment and develop personally and professionally. In return, the Group asks that its employees strive to develop themselves and their jobs and create added value. With this aim, the Group provides development opportunities and guidance to employees to develop their full potential in their areas of specialization.

Using performance management applications and career maps, the Eczacıbaşı Group assists employees determine their goals in parallel with management and professional development needs and supports them with individual development and action plans to close competency gaps.

The Group’s development programs fall under three main categories: coaching, personal development and management and career development. Coaching generally involves “guidance”, “rotation” and “assignment”. Another form of professional development is “job enrichment”. Management and career development are aimed at developing particular skills needed for the job or career development, such as marketing and finance.

All Eczacıbaşı Group employees are given equal opportunities for personal and career development. In 2007, Eczacıbaşı Group employees received 18 hours of professional and personal training on average.

### **Right to a safe and healthy workplace**

The Eczacıbaşı Group aims to achieve the best environmental health and safety record in Turkey and one of the best internationally. The Group has established a Group Environmental Health and Safety (EHS) Unit to carry out joint projects with occupational health and safety experts throughout the Group, starting with a compilation of all Group statistics related to Environmental Health & Safety to locate areas of best practice and others that need to be strengthened.

The Unit has also developed an IT application to monitor health and safety data on a Group-wide basis. The application can find correlations between employee health and environmental indicators, thus generating critical information for locating EHS risks and preventing workplace-related illnesses. The application, which is the first of its kind in Turkey, can also be used to monitor health and safety performance indicators of subcontractors working for Eczacıbaşı Group companies.

Additionally, the EHS Unit provides training to employees on ergonomics, first aid, accidents at work and occupation-related illness and offers programs and counseling on nutrition, smoking cessation and other health-related issues. Many of these activities are also available to employees of subcontractors.

### **İpek Kağıt: One of the Best Safety Records in Georgia-Pacific**

Committed to eliminating all unsafe conditions and behavior that cause accidents at the workplace, İpek Kağıt achieved the best safety result among Georgia Pacific’s international consumer products operations in 2006, with a low 0.7 incident rate at its production site in Karamursel. İpek Kağıt has also received Georgia-Pacific Safety Awards for achieving both 250,000 and 500,000 accident-free work hours.

2004	Georgia-Pacific	President’s Award for Safety
2004	Georgia-Pacific	Chairman’s Award for Safety
2005	Georgia-Pacific	President’s Award for Safety (twice)
2005	Georgia-Pacific	Chairman’s Award for Safety

## Environment

The Eczacıbaşı Group's environmental policies are guided by the Group's mission of pioneering modern, high quality and healthy lifestyles and its respect for society and the environment. Every major Group company has elaborated its own environmental policy based on these principles and most of the Group's manufacturing operations have ISO 14001 certification or similar environmental management systems.

With the impact of human activity on the global climate now much clearer, the Eczacıbaşı Group has broadened the scope of its environmental approach to include concepts, policies, activities and policies that promote sustainable development. The Group's first formal step in this regard was its decision, in August 2007, to accept the invitation of the World Business Council for Sustainable Development (WBCSD) – an association established by the world's leading companies to contribute to sustainable development and provide guidance on social policy – to become its first Turkish member. Led by the CEOs of its member companies, WBCSD is a platform for exploring solutions to world problems and sharing experiences and best practices in the areas of economic growth, social progress and ecological balance.

In October 2007, the Eczacıbaşı Group joined WBCSD's local chapter in Turkey (TBCSD) and established a Working Group on Sustainable Development to help companies develop projects to increase the efficiency of resource use; enhance awareness and knowledge about sustainable development issues in the Group; and contribute to development of company and sector-wide sustainable development initiatives. The Working Group comprises representatives from 13 Eczacıbaşı Group companies, including all of its major manufacturing operations in Turkey. Its goals over the next three years are to determine where its companies stand in terms of sustainable business practices; encourage companies to measure and monitor their sustainable development performance using internationally recognized

**Principle 7: Businesses should support a precautionary approach to environmental challenges;**

**Principle 8: undertake initiatives to promote greater environmental responsibility; and**

**Principle 9: encourage the development and diffusion of environmentally friendly technologies.**

indicators and to set targets for improvement; develop an inventory of “best practices” in the area of sustainable development and share them with Group companies and employees; and publish its first report of the Eczacıbaşı Group's sustainable development performance in 2010.

As of end-April 2008, the Working Group on Sustainable Development had:

- Established a common level of understanding and knowledge within the group about sustainable development concepts and issues;
- Developed an action plan for the subsequent three years, including activities to enhance awareness of sustainable development concepts and issues within the Eczacıbaşı Group;
- Selected the Global Reporting Initiative as its guideline for measuring and monitoring the sustainable development performance of Group companies and agreed on the criteria that Group companies would collect and report;
- Prepared a pilot study of available indicators using data from the two of the Group's largest manufacturing companies;
- Calculated the energy use and carbon emissions' performance of six of the Eczacıbaşı Group's largest energy-consuming operations.

## Energy-Saving and Environment-Friendly Features of Kaynak Tekniđi Welding Electrode's New Plant

- Maximizes the use of daylight for interior lighting, reducing electricity for lighting by 40% and saving 215,000 kWh.
- Harnesses natural air circulation for ventilation, saving 500,000 kWh.
- Uses solar energy to heat water for non-operational needs, saving 9,000 m<sup>3</sup> natural gas.
- New central bath system leads to a three-fold increase in the productive life of plating and lubricant baths and reduces water usage by 50% (960 m<sup>3</sup>), acid by 50% (54 tons), copper sulfate by 25% (18 tons), and detergent by 80% (90 tons). Waste reduction causes a significant increase in the efficiency of the industrial wastewater treatment plant.
- Changes the fuel-oil indirect heating system in the ovens to direct heating with natural gas, saving 750,000 kWh/year, or 500,000 tons of fuel oil, and reducing C-emissions from ovens by 15%.
- Recycles rinse water from the process for cooling the lubricant, saving 120,000 kWh.
- Uses a special design for wire basket spools, saving 150 tons of plastic.
- Recycles waste dust from electrode production, saving 8% of material. All kind of wastes are collected separately.
- Treatment plant for non-operational water waste facilitates daily recycling of 14,000 m<sup>3</sup> per year in process baths and garden.
- Project underway to recycle waste heat from drying ovens to heat the plant.
- Feasibility study in progress on using "wind" as an alternative renewable energy source.



## İpek Kağıt Pioneers Use of Process Sludge in the Production of Prefab Building Materials

The first company in the Bay of Izmit to establish operational and non-operational waste water treatment plants, İpek Kağıt has developed an innovative system for reducing its operational waste sludge by 3,600 tons per year.

A Turkish company producing cement-based prefab panel walls uses cellulose in its production process. İpek Kağıt and this company have discovered that the amount of fresh cellulose used in this process can be reduced by as much as 40% through the use of sludge. The solution reduces both the amount of sludge waste for disposal and the fresh cellulose needed for panel production, transforming the waste into an economic value and reducing CO<sub>2</sub> emissions from waste disposal.

## Environmental/Energy/EHS Awards

### VitrA

Bozüyük Municipality Environmental Sensitivity Award, 1993  
Istanbul Chamber of Commerce Environmental Incentive Award, 1997  
Environmental Technology Association (ÇEVRETED) Friend of the Environment Award, 1998  
Ministry of Labor Employee Health and Occupational Safety Plaque, 1999  
Research Institute for Electricity Affairs Energy Efficiency Award, 2006

### Artema

Turkish Chambers of Commerce Regional Industry Environmental Incentive Award, 2002  
Japan Institute of Plant Maintenance (JPM) TPM Excellence 1st Stage Award, 2007

### İpek Kağıt

Istanbul Chamber of Commerce Environmental Incentive Award, 1997

### Eczacıbaşı-Baxter Hospital Supply

Şişli Municipality Environment Award, 1998  
Baxter Energy Award, 2000  
Baxter Eco-Efficiency Award, 2000  
Baxter Best Technology Award Cogeneration, 2001  
Baxter Best EHS Program Award

### Eczacıbaşı-Zentiva Chemical Products

European Union Environment Award – Turkey, 2006

### Esan Eczacıbaşı Raw Materials

Istanbul Chamber of Industry Environmental Award (Chemical Sector), 1994

## Eczacıbaşı-Baxter Hospital Supply Achieves Huge Savings in Natural Resource Use

Since the start of its eco-efficiency program in 1995, Eczacıbaşı-Baxter has reduced the amount of fresh water needed to produce a liter equivalent of output by 86%, and the amount of electricity and natural gas by respectively 53% and 58%.

Natural Resource	% Reduction	
	1995-2007	2003-2007
Fresh Water (Lt/LEQ)	86	17
Electricity (Lt/LEQ)	53	7.4
Natural Gas (Lt/LEQ)	58	7.8

Some of the company's solutions for reducing water consumption included the recycling of condensed water, treated waste water, discharge water from the reverse osmosis and distillation units, and water from the bottle-washing process.

## **Eczacıbaşı Building Products: A Leader in Eco-Efficiency**

### **VitrA**

- 1998 The first in the Turkish ceramic sanitary ware industry and the second worldwide to obtain ISO-EN-14001 Environmental Management System Certification.
- 2003 Begins using waste heat from the tunnel kilns to heat water in the boilers, saving about 150,000 m<sup>3</sup> of natural gas per month or 7,000,000 m<sup>3</sup> between 2003 and 2007 and reducing NO and NO<sub>2</sub> emissions by respectively 99% and 96%.
- 2004 Develops and produces Turkey's first and only odor-free toilet bowl.
- 2004 Develops and produces Turkey's first and only toilet bowl and flushing system that operates with 4.5 liters of water, saving 25% in water usage.
- 2007 First in Turkey to develop a recycling project for scrap ceramic products, waste water treatment sludge and plaster molds (alternative raw material) in the cement industry, for 100% recycling of solid waste.
- 2007 Begins grinding up scrap FFC (Fine Fire Clay) products and reusing them in the clay production process, recycling 735 tons per year.
- 2007 Develops and produces Europe's first LGA-approved toilet bowl and flushing system that operates with 4.0 liters of water, saving 33% in water usage.
- 2008 Begins preparations for OHSAS 18001 Occupational Health and Safety Management certification.

### **Artema**

- 1999 The first in the Turkish faucet industry to obtain ISO-EN-14001 Environmental Management System Certification.
- 2000 Installs a washing machine that does not require solvents, reducing annual solvent usage from roughly 15 tons to zero.
- 2002 Redesigns cardboard packaging for finished products, simplifying the packaging process and reducing the dimension of the packaging and paper used by 50%.
- 2005 Reduces brass consumption through a number of projects, such as improving the casting mold of a shower head model to lower brass use by 30%.
- 2006 Begins recycling scrap from the casting process in-house, leading to annual savings of 488 tons of metal and related transportation costs.
- 2006 Switches from a central dust collection system to localized collectors, resulting in annual electricity savings of 350,000 kWh in 2006 and 800,000 kWh in 2007.
- 2007 Installs filter system to recycle treated waste water and reuses in processes, reducing operational water use by 64% for annual savings of 67,200 m<sup>3</sup>.

### **An Environmental Approach to Product Life, from Factory to Final Consumer**

The growing threat of global warming has given all of us a new responsibility to be more frugal in our use of natural resources. Vitra and Artema are developing products that help us do just that.

Experience, architecture and function – the three fundamental characteristics of Vitra and Artema products – ensure that users enjoy an unparalleled bathroom experience without sacrificing the pleasure deriving from outstanding function. By incorporating a number environment-friendly technologies and designs that save water and energy and/or reduce the use of materials during production, Vitra and Artema products also respond to the increasing desire of users that products be respectful of the environment and its limited natural resources while providing enjoyment and function. Vitra's key design criteria for new products are: new technologies, environment-friendly solutions, adherence to the Eczacıbaşı Group's social responsibility principles, and smart and ergonomic products that contribute to complete bathroom solutions. Vitra was the first company in its sector in Turkey and the second worldwide to ensure the quality of its environmental management system with ISO 14001 certification.

### **Vitra and Artema's leading responsibility is supplying products that are safe for people and the environment**

*"For many years our Vitra and Artema brands have built bridges between water and people. One of the most important responsibilities of this bridge, alongside economical, aesthetic and technological products, is to promote water conservation and environmental awareness. That is why we are investing steadily in the research and development of smart products that enable consumers to use water more efficiently."*

Haluk Bayraktar, General Manager of Eczacıbaşı Building Products

Vitra and Artema have taken this responsibility seriously, developing numerous water and energy-saving products before many of its competitors in Turkey and international markets. Were Vitra's dual-flush 3 and 6 liter flushing systems to be incorporated in every household in Turkey, enough water would be saved in one year to supply the entire city of Istanbul for 9 months.

### **Vitra and Artema Products Help Families Conserve up to 312 Tons of Water per Year**

Artema's faucet systems enabling consumers to program temperature and water pressure can result in water savings between 5 and 90 percent. (Considering both bathroom and kitchen faucets, roughly 146.5 tons per year on average) Artema's volume-reducing aerator cuts water consumption at the kitchen and bathroom sinks by 40%.

- VitraClean bathroom products reduce cleaning needs by 25 percent. (Annual water savings of 8 tons)
- A 3/6-liter dual flush system can save a family of four up to 48 liters of water per day. (Annual water savings of 17.5 tons)

### **Environment-Friendly Surface Technologies**

**VitraClean:** VitraClean technology was designed by Vitra to make it easier to maintain clean washbasins, WC pans, and other ceramic sanitary ware units for the bathroom. The technology can be used on every ceramic surface and involves the application of a second glaze that increases surface tension. This glaze makes water droplets behave like mercury, rolling off the surface without depositing the sediment and dirt they hold. As a result, cleaning is easier, more economical and requires less use of cleansers and other products that are hard on the environment.

**VitraHygiene:** This technology prevents virtually all bacterial growth on the surfaces of bathroom units and is available for every kind of ceramic sanitary ware product as well as Vitra Arkitekt Color wall and floor tiles. Vitra's acrylic bath and shower units also offer VitraHygiene properties through the use of Lucite Care® anti-bacterial acrylic panels.

### **Environment-Friendly Flushing Technologies**

**3/6-liter dual flush system:** Flushing systems for WC pans present some of the best opportunities for significant water savings. While the Turkish standard for WC flushing systems is 9 liters (2.4 gallons), Vitra's standard systems offer a half flush of 3 liters (0.8 gallons) and a full flush of 6 liters (1.6). Thanks to its early introduction in the US market of the dual flush and other water-efficient flushing systems, Vitra USA became the first manufacturing partner of the EPA in its nationwide water conservation efforts.

**4.5 liter (1.2 gallon) full flush system:** This pioneering system could save Turkey up to 100-150 thousand cubic meters of water daily and 36-55 million cubic meters annually, if each of the 17 million households in Turkey had this system.

**Odor-free WC pans:** The first in Turkey, Vitra's odor-absorption system in the WC cistern keeps odors from spreading outside of the pan, this way providing a more comfortable and hygienic environment without the need for air fresheners or deodorants.

**Electronic flushing systems for public spaces:** Designed for wall-hung or close-coupled WC pans and urinals, these systems automatically adjust for 3 or 6 liter flushes, this way providing an economical, water-saving solution for public spaces as a well as a more hygienic environment.

**Non-splash urinals:** Perfect for high-use public spaces, these urinals are designed with a surface technology that prevents splashing (and, consequently, the need for frequent cleaning) as well as a water-saving electronic flushing system.

### Environment-Friendly Fittings

**Faucet and showerhead aerators:** Most Artema faucets and many of its showerheads incorporate aerators, which add air to the water flow. This simple mechanism softens the spray but enhances its volume while at the same time greatly reducing water and energy use. According to industry experts, the aerator alone can cut household water use by half.

**“Surround Sensitive Technology” faucets:** These faucets “sense” when a person needs to use the faucet without using photocells, providing as much as 80% savings in water and energy as well as a comfortable and hygienic environment.

**Sensor faucet systems for public spaces:** The sensors on these faucets operate only when an object is 250 mm or closer, this way significantly cutting down on water waste.

**Smart Electronic Mixers:** These faucet systems can be programmed to remember individual temperature and water pressure preferences with a single touch, providing ease of use and comfort as well as significant water and energy savings. A temperature lock also prevents children or the elderly from burning themselves by accident.

**Thermostatic bathroom and shower faucets:** Thermostatic bath and shower faucets can be programmed to specific temperatures, thus eliminating the water waste that derives from adjusting water temperatures while water is flowing.

### Designs that Reduce Raw Material Use

Vitra has developed a number of material-saving designs for basins, bathtubs and shower trays. One of the most notable of these is the 30 cm deep bathtub (approx. one foot), which also functions as a shower tray and is suitable for hotels and other commercial establishments. MOD washbasins are only 5 cm deep (2 inches) and offer all of the comfort and function of the deeper basin models.

**Vitra Mod:** This new collection by Ross Lovegrove builds on the idea of reducing the resources that go into the making of the product as well as the resources they consume during use. Lovegrove responds to this challenge by “thinning down and lightening the ceramic in order to reduce material mass, firing time and ultimately cost”.



## Anti-Corruption

The Eczacıbaşı Group's mission statement and values provide clear guidelines on the Group's policy regarding corruption as does its Human Resources Handbook, which includes the following rules in its Code of Business Ethics: (Sections 2.3 and 2.4)

- *Eczacıbaşı Group employees must obey the law and avoid any activity that places the Group in a difficult legal position or hurts its reputation.*
- *Eczacıbaşı Group employees must not use their position to obtain an advantage from individuals or institutions and may never make or offer to make an illegal payment to an individual or institution.*
- *Eczacıbaşı Group employees will always maintain the Group's Code of Business Ethics in its relationships with government officials and customers and will not participate in activities aimed at influencing these stakeholders that might hurt the Group's reputation.*

**Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.**

- *It is the duty of every Eczacıbaşı employee to be honest, trustworthy and honorable in relationships with both customers and employers, to achieve customer satisfaction through quality, speed, convenience, courtesy and respect, and to treat every individual and institution equally.*
- *In the case that an employee is proven, through documentation or other objective evidence, to have broken these rules, they are to be reported to the highest level of authority in the Group for decision on the disciplinary measures to be taken.*

The Eczacıbaşı Human Resources Handbook also has rules against commercial and financial transactions with relatives of employees, violation of which can lead to termination of employment.

Every Eczacıbaşı Group company has an audit and control system that reports to the Head Comptroller and Legal Affairs Office at Eczacıbaşı Holding.

### Highest Rated Turkish Group in Management Quality and Transparency

In the 2007 Most Admired Companies Survey of Capital Magazine –Turkey, based on a survey of 1,350 middle and senior level managers, Eczacıbaşı Holding ranked among the top 10 companies in every category, and its flagship companies among the top three.

It was also first in five categories, namely:

- Management quality
- Transparent management and company
- Development of employment competency
- Ethical competitive behavior
- Customer satisfaction

### Pioneer of Total Quality Management in Turkey

**1997 İpek Kağıt Tissue Paper**

**1998 Eczacıbaşı Building Products - Vitra**

**1999 Kaynak Tekniği Welding Electrodes**

**2000 Eczacıbaşı Building Products - Artema**

**2000 Eczacıbaşı Building Products - Vitra**

**2001 Eczacıbaşı Bathtubs**

**2003 Eczacıbaşı-Baxter Hospital Supply**

National Quality Prize

National Quality Award

National Quality Award

National Quality Prize

European Foundation for Quality Management (EFQM) Quality Prize

National Quality Award

National Quality Award





*LIST OF ECZACIBAŐI  
GROUP COMPANIES*



**LIST OF ECZACIBAŞI GROUP COMPANIES**  
**(As of April 30, 2008)**

	Paid-In Capital (YTL)	Share of Ecz.Group (%)
ECZACIBAŞI HOLDING CO.	213,000,000	100.00
<b>BUILDING MATERIALS DIVISION</b>		
Eczacıbaşı Building Products Co. (VitrA Bath)	56,250,000	68.02
VitrA Tiles Co.	110,000,000	98.79
Esan Eczacıbaşı Industrial Raw Materials Co.	26,000,000	100.00
Eczacıbaşı-Koramic Building Chemicals Co. (VitrA Building Chemicals)	4,920,000	50.00
VitrA Bathtub Co.	11,495,000	100.00
İntema 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.	US\$ 540,000	100.00
V&B Fliesen GmbH	€ 8,000,000	51.00
Engers Keramik GmbH&Co.KG	€ 1,262,300	100.00
Zao VitrA Bath&Tiles JSC	RUBLE 24,864,000	100.00
VitrA Ireland Limited	€ 6,480,004	90.12
Esan Italia Minerals SRL	€ 100,000	100.00
<b>PHARMACEUTICALS DIVISION</b>		
Eczacıbaşı Pharmaceuticals Co.	182,736,000	69.36
Eczacıbaşı-Baxter Hospital Supply Co.	70,643,969	50.00
Eczacıbaşı Pharmaceuticals Marketing Co.	12,750,000	100.00
Eczacıbaşı Pharmaceuticals Trading Co.	50,000	100.00
Eczacıbaşı-Corridor Health Services Inc.	5,000,000	86.40
Eczacıbaşı Health Care Joint Stock Co.	\$ 7,200,000	100.00
Eczacıbaşı-Zentiva Health Products Co.	272,000,000	25.00
Eczacıbaşı-Zentiva Chemical Products Co.	9,044,000	25.00
<b>CONSUMER PRODUCTS DIVISION</b>		
İpek Kağıt Tissue Paper Co.	105,750,000	50.00
İpek Kağıt Kazakhstan Llp.	TENGE 250,000,000	50.00
Eczacıbaşı-Beiersdorf Cosmetic Products Co.	800,000	50.00
Eczacıbaşı-Schwarzkopf Professional Hairdressers' Products Co.	2,500,000	50.00
Eczacıbaşı Girişim Marketing Co.	8,150,000	100.00
<b>OTHER PRODUCTS AND SERVICES</b>		
Kaynak Tekniği Welding Electrodes Co.	4,835,000	48.16
Eczacıbaşı Foreign Trade Co.	3,481,000	100.00
Eczacıbaşı Securities Co.	11,000,000	100.00
Eczacıbaşı-UBP Asset Management Co.	6,000,000	50.00
Eczacıbaşı Investment Holding Co.	55,000,000	56.56
Eczacıbaşı Investment Partnership Co.	14,000,000	31.82
Eczacıbaşı Information & Communication Technologies Co.	4,323,000	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
Kanyon Management & Marketing Ltd.	100,000	50.00
Yapı-İş Real Estate and Construction Co.	15,000,000	100.00

## Contact Names and Addresses

### **Eczacıbaşı Holding Co. Eczacıbaşı Holding A.Ş.**

Chairman: Bülent Eczacıbaşı

Vice Chairman: Faruk Eczacıbaşı

President and CEO: Dr. Erdal Karamercan

Executive Vice President, Building  
Products: Hüsamettin Onanç

Executive Vice President, Pharmaceuticals:  
Sedat Birol

Executive Vice President, Consumer  
Products: Osman Erer

Executive Vice President, Other Products  
and Services: Toker Alban

Executive Vice President, Head Comptroller  
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#### **Faucets Plant**

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#### **Bathroom Furniture Plant**

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### **VitrA Tiles Co.**

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### **Mettlach Plant (Germany)**

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### **Arklow Plant (Ireland)**

Arklow Business Park Ballynattin Road

Arklow Co. Wiclow, Ireland

Phone: +(353 402) 265 00

Fax: +(353 402) 913 55

### **VitrA Ireland Showroom**

6 Lapps Quay, Cork, Ireland

Phone: +(353 0) 21 4251434

Fax: +(353 0) 21 4273764

### **Eczacıbaşı-Koramic Building Chemicals Co.**

Eczacıbaşı-Koramic Yapı Kimyasalları  
Sanayi ve Ticaret A.Ş.

General Manager: Hüseyin Bilmaç

E-5 Karayolu Üzeri Şifa Mahallesi,

Atatürk Cad. 34941 Tuzla/İstanbul

Phone: +(90 216) 423 34 33

Fax: +(90 216) 423 50 02

www.vitra.com.tr

www.vitrafix.com.tr

### **Mersin Plant**

Tarsus Organize Sanayi Bölgesi

13. Cadde No: 10 Tarsus/Mersin

Phone: + (90 324) 676 40 41

Fax: + (90 324) 676 40 47

### **Bozüyük Plant**

Eskişehir Karayolu Üzeri 5. Km

Bozüyük / Bilecik

Phone: + (90 228) 314 63 00 / 6106

Fax: + (90 228) 314 63 05

**İntema Building Products  
Marketing and Sales Co.**

İntema İnşaat ve Tesisat Malzemeleri  
Yatırım ve Pazarlama A.Ş.  
General Manager: Atalay Gümrah  
Kanyon Office  
Büyükdere Cad. No:185  
Kat: 18-19 Levent 34394 İstanbul  
Phone: +(90 212) 371 70 00  
Fax: +(90 212) 353 13 94  
www.intema.com.tr

**Kitchen Furniture Plant**

E5 Karayolu üzeri, Şifa Mah.  
Aslı Sok. Tuzla 34950 İstanbul  
Phone: +(90 216) 581 20 00  
Fax: +(90 216) 581 20 90  
www.intemamutfak.com.tr

**Vitra Bad GmbH**

General Manager: Zeki Şafak Ozan  
Brucknerstrasse 43  
D-56566 Neuwied, Germany  
Phone: +(49 2622) 8895-0  
Fax: +(49 2622) 8895500  
www.vitra-bad.de

**Vitra Bad GmbH Showroom (Köln)**

Agrippinawerft 24,  
50678 Köln, Germany  
Phone: +(49 0) 2 21 / 27 73 68-0  
Fax: +(49 0) 26 22 / 88 95-500

**Representative Office - France**

Head of Representative Office: Ozan Keskin  
Z.I Ingre 26, Rue des Marchais, St. Jean  
de la Ruelle 45140 Orleans, France  
Phone: +(3 323 ) 872 43 15  
Fax: +(3 323 ) 872 43 16

**Vitra (UK) Ltd.**

General Manager: Erol Dönmez  
Park 34 Collet Way, Didcot Oxon Ox11  
7WB UK  
Phone: +(44 1235) 750 990  
Fax: +(44 1235) 750 985

**Vitra (USA) Inc.**

General Manager: Levent Giray  
305 Shawnee North Drive Suite 600  
Suwanee GA, 30024 USA  
Phone: +(1 770) 904 68 30  
Fax: +(1 770) 904 68 91  
www.vitra-usa.com

**Zao Vitra Bath&Tiles JSC (Russia)**

Marketing and Sales Manager: Salim Özen  
Marksistskaya Str. No:16  
7th floor, 109147 Moscow, Russia  
Phone / Fax: +(7 495) 232 35 48

**Esan Eczacıbaşı Industrial  
Raw Materials Co.**

Esan Eczacıbaşı Endüstriyel Hammaddeler  
San. ve Tic. A.Ş.  
General Manager: Dr. Sinan Özman  
Kısıklı Cad. Sarkuysan Ak İş Merkezi  
No:4 A Blok K:1 Altunizade-Üsküdar  
34662 İstanbul  
Phone: +(90 216) 474 40 50  
Fax: +(90 216) 474 40 85  
www.esan.com.tr

**Esan Italia Minerals Srl.**

Head of Representative Office: Ufuk Kantel  
Via. Regina Pacis. 42,  
41049 Sassuolo (MO) Italy  
Phone: +(390) 536 813305  
Fax: +(390) 536 804138  
info@esanitalia.it

**Representative Office - Ukraine**

Head of Representative Office:  
Cem Murat Aytaç  
Novokonstantinovskaya Str.,13/10,  
Office 207 Kiev 04080 Ukraine  
Phone: +(380 44) 205 56 44  
Fax: +(380 44) 205 56 43  
esan@kancom.kiev.ua

**Representative Office - Egypt**

Head of Representative Office:  
Ali Türkistanlı  
17 Mahmoud El Ashry St.  
2nd Floor No: 5 Heliopolis, Cairo, Egypt  
Phone: +(2 02) 417 76 24  
Fax: +(2 02) 417 76 23

**Representative Office - China**

Head of Representative Office:  
Malkoç Yıldan  
Weihai Road No. 567 Crystal Century  
Tower, Room 5i, Shanghai, 200041, China  
Phone: +(86-21) 62887737  
Fax: +(86-21) 62887677

**PHARMACEUTICALS DIVISION**

**Eczacıbaşı Pharmaceuticals  
Manufacturing Co.**

Eczacıbaşı İlaç San. ve Tic. A.Ş.  
General Manager: Sedat Birol  
Büyükdere Cad. Ali Kaya Sok. No: 7  
Levent 34394 İstanbul  
Phone: +(90 212) 350 80 00  
Fax: +(90 212) 350 85 33  
www.eis.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  
www.eip.com.tr

**Eczacıbaşı Pharmaceuticals Trading Co.**

Eczacıbaşı İlaç Ticaret A.Ş.  
General Manager: Ayşe Özger  
Büyükdere Cad. Ali Kaya Sok. No:7  
Levent 34394 İstanbul  
Phone: +(90 212) 350 82 07  
Fax: +(90 212) 350 82 62

**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-Corridor Health Services. Inc.**

Eczacıbaşı Sağlık Hizmetleri A.Ş.  
General Manager: Ata Selçuk  
Cenap Şehabettin Sok. No:84 Koşuyolu  
Phone: +(90 216) 542 25 00  
Fax: +(90 216) 542 25 03  
www.eczacibasisaglik.com

**Eczacıbaşı Health Care Products  
Joint Stock Co.**

General Manager: Salim Özen  
101000 Moscow  
Arhangelbryger 5/4  
Phone: +(7 495) 935 87 71-73  
Fax: +(7 495) 980 75 22

**Eczacıbaşı Pharmaceuticals (Cyprus)**

Trading Ltd. Co.  
Eczacıbaşı İlaç (Cyprus) Ltd.  
Directors: M. Ülkü Kabadayı / Ahmet Balta  
Şehit Hüseyin Ruso Caddesi  
Ermataş Binaları Lefkoşe, KKTC

**Eczacıbaşı-Zentiva Health Products Co.**

Eczacıbaşı-Zentiva Sağlık Ürünleri  
San. ve Tic. A.Ş.  
General Manager: Faruk Yurtseven  
(Operations), Elif Çelik (Trade)  
Büyükdere Cad. Ali Kaya Sok. No: 7  
Levent 34394 İstanbul  
Phone: +(90 212) 350 80 00  
Fax: +(90 212) 350 85 16 -17

**Plant**

PK 83-93 Küçükkarıştıran  
39780 Lüleburgaz  
Phone: +(90 288) 427 10 00  
Fax: +(90 288) 427 14 55 - 56

**Eczacıbaşı-Zentiva Fine Chemical  
Products Co.**

Eczacıbaşı-Zentiva Kimyasal Ürünler  
San. ve Tic. A.Ş.  
General Manager: Faruk Yurtseven  
Büyükdere Cad. Ali Kaya Sok. No: 7  
Levent 34394 İstanbul  
Phone: +(90 212) 350 80 00  
Fax: +(90 212) 350 86 17 -18  
www.eczacibasizentiva.com.tr

**Plant**

Çerkezköy Organize Sanayi Bölgesi  
Fatih Cad. No:12  
Çerkezköy 59500 Tekirdağ  
Phone: +(90 282) 758 17 71  
Fax: +(90 282) 758 17 70

## CONSUMER PRODUCTS DIVISION

### İpek Kağıt Tissue Paper Co.

İpek Kağıt San. ve Tic. A.Ş.  
General Manager: Sertaç Nişli  
Kanyon Office  
Büyükdere Cad. No:185  
Levent 34394 İstanbul  
Phone: +(90 212) 371 70 00  
Fax: +(90 212) 353 13 43  
www.ipekkagit.com.tr

### Plant

Tokmak Köyü Altınova 77700 Yalova  
Phone: +(90 226) 462 85 23  
Fax: +(90 226) 462 90 55

### İpek Kağıt Kazakhstan LLP

General Manager: Sertaç Nişli  
Dostık Cad., 180, 4.kat, Oda No:40-41  
Almaty, Kazakhstan  
Tel : +(7 7272) 37 52 43 / 53-54-55-56  
Faks : +(7 7272) 37 52 57

### Plant

İpek Kağıt Kazakhstan LLP  
İliskiy İlçesi, Boralday Köyü, Daçnaya Sok.  
No:2 Almaty, Kazakhstan  
Tel : +(7 7275) 23 20 29 / 50  
Fax: +(7 7275) 23 20 51

### Eczacıbaşı-Beiersdorf Cosmetic Products Co.

Eczacıbaşı-Beiersdorf Kozmetik Ürünler San.Tic. A.Ş.  
General Manager: Hakan Uyanık  
Kanyon Office  
Büyükdere Cad. No:185  
Levent 34394 İstanbul  
Phone: +(90 212) 371 77 00  
Fax: +(90 212) 371 77 01  
www.nivea.com.tr

### Eczacıbaşı Girişim Marketing Co.

Eczacıbaşı Girişim Pazarlama Tüketim Ürünleri San. ve Tic. A.Ş.  
General Manager: Şefik İşeri  
Mehmetçik Cad. Fulya Mah. No: 63  
Mecidiyeköy 34394 İstanbul  
Phone: +(90 212) 370 30 00  
Fax: +(90 212) 212 70 17  
www.girisimpazarlama.com.tr

### Plant

Gebze Organize Sanayi Bölgesi  
1000. Sok. No: 1028  
Gebze 41480 Kocaeli  
Phone : +(90 262) 677 11 10  
Fax : +(90 262) 751 50 24

### Eczacıbaşı-Schwarzkopf Professional Hairdressers' Products Co.

Eczacıbaşı-Schwarzkopf Kuaför Ürünleri Pazarlama A.Ş.  
General Manager: Viki Motro  
Mehmetçik Cad. Fulya Mah. No: 63  
Mecidiyeköy 34394 İstanbul  
Phone: +(90 212) 216 90 26  
Fax: +(90 212) 216 90 36  
www.eczacibasi-schwarzkopf.com.tr

## FINANCE

### Eczacıbaşı Securities Co.

Eczacıbaşı Menkul Değerler  
General Manager: Salih Reisoğlu  
Büyükdere Cad. No: 209 Tekfen Tower  
Kat: 5-6 Levent 34394 İstanbul  
Phone: +(90 212) 319 59 99  
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 Cad. No: 209 Tekfen Tower  
Kat: 5-6 Levent 34394 İstanbul  
Phone: +(90 212) 319 56 56  
Fax: +(90 212) 319 56 26  
www.eczacibasiubp.com.tr

### Eczacıbaşı Investment Holding Co.

Eczacıbaşı Yatırım Holding Ortaklığı A.Ş.  
General Manager: Toker Alban  
Büyükdere Cad. No: 209 Tekfen Tower  
Kat: 5-6 Levent 34394 İstanbul  
Phone: +(90 212) 319 59 99  
Fax: +(90 212) 319 57 90

### Eczacıbaşı Investment Partnership Co.

Eczacıbaşı Yatırım Ortaklığı A.Ş.  
General Manager: Selahattin Okan  
Büyükdere Cad. No: 209 Tekfen Tower  
Kat: 5-6 Levent 34394 İstanbul  
Phone: +(90 212) 319 59 99  
Fax: +(90 212) 319 57 90

## INFORMATION TECHNOLOGY

### E-Kart Electronic Card Systems Co.

E-Kart Elektronik Kart Sistemleri San. ve Tic. A.Ş.  
Co-General Manager: Enver İrdem  
Co-General Manager: Tayfun Tonguç  
Gebze Organize Sanayi Bölgesi İhsan Dede Cad. 500. Sok. No:503 Gebze 41480 Kocaeli  
Phone: +(90 262) 648 58 00  
Fax: +(90 262) 648 58 97-98  
www.ekart.com.tr

### Eczacıbaşı Information and Communication Technologies Co.

Eczacıbaşı Bilişim San. ve Tic. A.Ş.  
General Manager: Tarık Aşkın  
Büyükdere Cad. Ali Kaya Sok. No:7  
Levent 34394 İstanbul  
Phone: +(90 212) 350 80 00  
Fax: +(90 212) 350 88 99  
www.ebi.com.tr

## WELDING TECHNOLOGY

### Kaynak Tekniği Welding Electrodes Co.

Kaynak Tekniği San. ve Tic. A.Ş.  
General Manager: İlkay Bayram  
TOSB - Taysad Organize Sanayi Bölgesi  
2.Cadde No:5 Şekerpınar, 41480  
Gebze/Kocaeli  
Phone: +(90 262) 679 78 00  
Fax: +(90 262) 679 77 00  
www.askaynak.com.tr

## OTHERS

### Eczacıbaşı Construction Co.

Eczacıbaşı İnşaat ve Ticaret A.Ş.  
General Manager: Mehmet İmre  
Kanyon Office  
Büyükdere Cad. No: 185 Kat: 23  
Phone: +(90 212) 371 70 00  
Fax: +(90 212)371 72 55

### Ekom Eczacıbaşı Foreign Trade Co.

Ekom Eczacıbaşı Dış Ticaret A.Ş.  
Managing Director: Erol Ulukutlu  
Kanyon Office  
Büyükdere Cad. No: 185  
Levent 34394 İstanbul  
Phone: +(90 212) 371 79 00  
Fax: +(90 212) 353 50 81

### Yapı-İş Real Estate and Construction Co.

Yapı-İş Emlak ve İnşaat A.Ş.  
Büyükdere Cad. Ali Kaya Sok. No: 7  
Levent 34394 İstanbul  
Phone: +(90 212) 339 90 00  
Fax: +(90 212) 350 87 55

### Kanyon Management and Marketing Ltd.

Kanyon Yönetim İşletim Pazarlama A.Ş.  
General Manager: Coşkun Bedük  
Büyükdere Cad. No:185  
Levent 34394 İstanbul  
Phone: +(90 212) 353 53 00  
Fax: +(90 212) 353 53 51  
www.kanyon.com.tr

### Eczacıbaşı Insurance Agency

Eczacıbaşı Sigorta Acenteliği A.Ş.  
General Manager: Ateş Erker  
Kanyon Office  
Büyükdere Cad. No:185  
Levent 34394 İstanbul  
Phone: +(90 212) 371 70 00  
Fax: +(90 212) 371 79 50

### Dr. Nejat F. Eczacıbaşı Foundation

Dr. Nejat F. Eczacıbaşı Vakfı  
General Secretary: Alp Orçun  
Kanyon Office  
Büyükdere Cad. No: 185  
Phone: +(90 212) 371 70 00  
Fax: +(90 212) 371 73 23

### Eczacıbaşı Medical Awards and Scientific Research

Eczacıbaşı Tıp Ödülleri ve Bilimsel Araştırma Destekleri  
General Secretary: Dr. Suphi Ayvaz  
Büyükdere Cad. Ali Kaya Sok. No: 7  
Levent 34394 İstanbul  
Phone: +(90 212) 350 85 57  
Fax: +(90 212) 350 86 60

### Eczacıbaşı Sports Club

Eczacıbaşı Spor Kulübü  
Manager: Dr. Cemil Ergin  
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Ayazağa 34390 İstanbul  
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