

Eczacıbaşı Group 2018

Contents

Letter from the Chairman **04**

Message from the CEO **08**

Board of Directors **12**

Executive Management **14**

Who We Are **16**

What We Do **18**

Significant Progress on All Fronts **20**

Eczacıbaşı Group Sustainability Highlights **22**

Building Products **24**

Consumer Products **32**

Healthcare **38**

Natural Resources **42**

Kanyon Management and Marketing **46**

E-Kart Electronic Card Systems **48**

Askaynak **49**

Power of the Future **50**

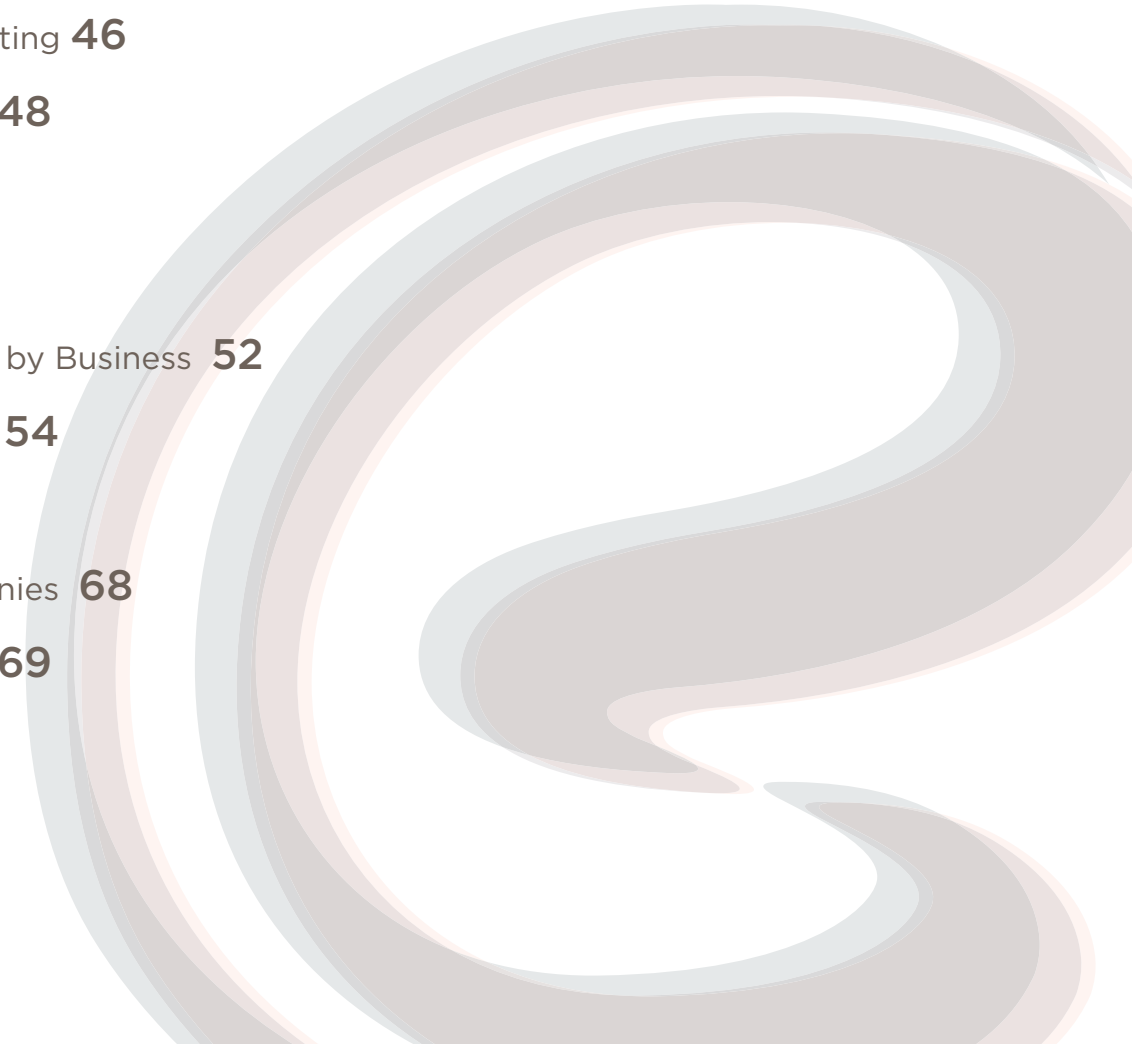
Digital Transformation, Business by Business **52**

Attracting and Retaining Talent **54**

Contributing to Society **56**

List of Eczacıbaşı Group Companies **68**

Contact Names and Addresses **69**





Letter from the Chairman

While managing local challenges, we must also adapt to a number of major global changes that are fundamentally transforming where and how we create value.

“We have exceptional people, a carefully considered set of values that inspire and guide us, and a roadmap for carrying our businesses forward and ensuring the continuation of our long-running support of culture and the arts, education, sports, and science.”

2018 was a challenging year for the world as well as for Turkey, as governments and businesses everywhere sought to understand and adapt to new issues related to global trade, the European Union, and climate change. In Turkey, we also faced unique challenges that made it more difficult for policy makers to undertake the structural reforms needed for long-term sustainable economic growth. The combined impact of all these factors was a sharp devaluation in the value of the Turkish lira, a resurgence of two-digit inflation, higher interest rates and, ultimately, a contraction in economic growth in the fourth quarter of the year. Fortunately, a recovery in tourism revenues and significant increase in exports somewhat reduced the impact of the downturn in domestic demand.

Global economic growth was strong in the first half of 2018, driven by China, India, the US, and commodity exporting economies. In the second half, however, growing protectionism in the US, tighter financial conditions, and geopolitical risks curbed growth to 3.7 percent, and these pressures are expected to continue in 2019. Despite Brexit and other developments, the EU grew 2 percent in 2018 and will probably repeat that performance in 2019. Economic growth in the US is projected to slip from 2.9 percent in 2018 to 2.5 percent. Meanwhile, the flow of capital to developing economies has been dampened by US monetary policy, fluctuations in energy prices, uncertainties in international trade, and regional security issues.

Despite these challenging economic conditions, the Eczacıbaşı Group achieved and even exceeded many of its targets in 2018. We raised our total net sales by 31.8 percent in Turkish lira terms and our international sales by 5 percent in euro terms, and we improved our EBITDA by 89.9 percent. With the value thus generated, we continued to invest in our core businesses while supporting long-term social projects in areas we believe are essential for the wellbeing of society: culture and the arts, science and technology, education and sports.

Clearly, 2019 will be at least as challenging for businesses in Turkey. Inflation will continue to be high, the TL will continue to fluctuate, and businesses and consumers will postpone major decisions until the economic outlook is clearer and local elections are finalized. The decline in demand and rise in financing costs will challenge many companies. In this tight market, competition will grow more intense as businesses strive to increase their share of the pie.

While managing these local challenges, we must also adapt to a number of major global changes that are fundamentally transforming where and how we create value. One is the global shift in the centers of growth and economic clout from primarily one bloc to several. No longer can we count on growth in one country or region driving

global growth and our international sales; we must develop our brands' presence in new markets. Another is the accelerating speed of technological innovation, particularly in the digital field. A digital revolution is underway, and one of its manifestations is the Internet of Things. New and disruptive business models are forcing us to think about our businesses differently, even those in traditional industries. A third is the changing behavior of consumers, who are increasingly more loyal to values than brands and who use the Internet at all times to guide them in their product and price research. How do we engage them? How do we set ourselves apart in their eyes?

The complexity and depth of change underway is similar, in some aspects, to what Turkish businesses faced in the 1980s. The economic policies implemented then moved us from a closed economy to a much more open one, and we had to adapt quite quickly. Many businesses struggled, some closed their doors, others were forced to undergo major restructuring.

These were the conditions in which we undertook a major reorganization of our operations. We divested from some operations that had little possibility of being competitive in their existing form and focused on our core businesses, where we had a special expertise. We also overhauled our Group's structure, creating three business divisions headed by vice presidents. After several years of rigorous effort, we emerged from this difficult period renewed and stronger. Our businesses were aligned with Turkey's new, outward-looking economic order, and we entered a new period of growth that carried us forward to where we are today.

Now, once again, we are in a period of radical change. This time, however, our situation is much better: our financial structure is healthy, our profitability, good, and our competitiveness, unquestionably on par with our international competitors. In Turkey, many of our brands are the leaders in their segments; some are also among the top five in our primary international markets. So, this time our primary aim is to maximize our capacity for success in the challenging period ahead by enhancing our productivity, streamlining our organization, and strengthening our governance. We are also designing and implementing programs that will strengthen our ability to develop our existing businesses and grow new ones.

"Power of the Future" is a new program to facilitate faster innovation and new business development through collaboration with universities, R&D centers, and external entrepreneurs. Designed jointly with the KWORKS Entrepreneurship Research Center, it is the first corporate innovation and entrepreneurship program in Turkey to work with a variety of incubation centers.

Our new Digital Transformation Office, established at the end of 2018, is coordinating efforts to ensure that we can take full advantage of the possibilities offered by new digital technologies at every stage of our business processes from design to consumer engagement. In 2018, project teams involved in these efforts developed three-year roadmaps comprising 17 programs and more than 60 projects for three of our largest businesses.

With 40 companies and more than 12 thousand employees, the Eczacıbaşı Group has all the resources it needs to emerge from this process of change as a more agile, dynamic, and powerful organization. We have exceptional people, a carefully considered set of values that inspire us and guide us, and a roadmap for carrying our businesses forward and ensuring the continuation of our long-running support of culture and the arts, education, sports, and science. Now, we must unleash our entrepreneurial and innovative talent, in-house and through collaboration with others, to find new sources of growth for our businesses, whether that be new products and services, new business models, or new business fields. I am confident we will succeed.



Bülent Eczacıbaşı
Chairman

Message from the CEO

International revenues made a critical contribution to our performance.

In 2018, the Eczacıbaşı Group expanded its consolidated net sales by 32 percent, thanks largely to the growth of its international sales mainly in building products and natural resources. While maneuvering our businesses through the challenges of the year, we continued to implement the internal changes needed to improve our profitability, leading to a stronger increase in EBITDA.

Our multi-market, multi-category strategy served us well in the difficult local economic environment, enabling us to redirect our capacity to international markets as demand in Turkey slowed. As a result, international revenues contributed 56 percent of our total revenue in 2018, up from 51 percent the previous year, with 70 percent of this amount being exports from Turkey. Our goal is to increase the share of international revenues in total income to 60 percent by 2023.

Our building products business faced particularly difficult conditions in Turkey last year, as new construction and renovations ground to a halt. All the same, these businesses were able to raise their consolidated sales with the contribution of international sales. In addition to achieving a significant improvement in profitability, we continued to move forward with our investment in ceramic sanitary ware, which will raise our capacity in this area by 20 percent to 6 million units when completed in early 2019. We also opened a new logistics center at our Bozüyük production complex for ceramic sanitary ware, which will further strengthen our flagship brand VitrA's position as the leader of the Turkish ceramic sanitary ware market and the principal exporter of this product.

Alongside these projects, we continued to strengthen our retailing capacity, completing a number of important showroom projects last year. The most notable was the opening of a new showroom in Istanbul in a renovated historical mansion. We also reinforced our design capacity with new international designers. Last year, VitrA won close to 40 prestigious design awards, including iF, Iconic Awards, Good Design, EDIDA, and German Design Council awards.

Apart from design, our building products businesses received several awards for achievements in productivity and R&D. Artema won a TPM Excellence Award from JIPM (Japan Institute of Plant Maintenance) and second prize in the Ministry of Industry and Technology's 2018 Productivity Project Awards for process improvement. VitrA Tiles received third prize for developing a glossy glaze formula that can be fired under the same conditions as mat glazes.

Our consumer products business, leaner and more agile as a result of two years of major restructuring and the merger of four companies, succeeded in overcoming the challenge of narrowing demand and the shift in consumption from premium products to value for money categories. Moreover, we were able to maintain the profitability of our main product lines despite a sharp rise in international pulp prices, compounded by high foreign exchange rates. These achievements reflected the success of efforts to create new product segments and expand the range of baby care products, as well as the decision to enter discount markets, online retailing sites and other new sales channels.

A portrait of the CEO, a middle-aged man with short dark hair, smiling. He is wearing a dark blue suit, a white shirt, and a purple patterned tie. The background is a blurred blue and green abstract pattern.

In 2018, we launched our digital transformation project and innovation and entrepreneurship program, both of which aim to prepare our Group for the rapid changes already underway in every field of business and strengthen our ability to benefit from them.

Notably, our consumer products businesses also achieved a very high growth rate in international sales, with a 10 percent increase in euro terms.

Our healthcare business greatly improved its profitability in 2018, despite considerable cost pressure due to the devaluation of the Turkish lira. We pared down the number of radiopharmaceutical centers to focus our resources on those with higher productivity and profitability potential. We reviewed our portfolio and removed products with low potential. And, in light of the delays in related legislation, we made the difficult decision to close our occupational health and safety operation. All these measures have given us a more flexible structure that will enable us to explore new opportunities in the healthcare industry.

2018 marked the 40th anniversary of our natural resources business, which started out as a raw material supplier for our ceramic sanitary ware and tile operations. Now an important player in metallic mining, Esan focused on expanding its operation both in Turkey and abroad through the acquisition of new licenses and more drilling in existing fields.

Our businesses in other sectors, namely welding electrodes, smart card solutions and property management, realized a solid performance in 2018, despite the slowdown in their markets. Our welding technology business strengthened its leadership in Turkey, while doubling its profitability. Our joint venture with Giesecke&Devrient maintained its position as the leading provider of smart card solutions in Turkey, and our mixed-use facility Kanyon received 14 million visitors in 2018, up from 11.5 million the previous year. It also achieved occupancy rates for its retail and office space of 99 and 87 percent respectively.

In tandem with the achievements and efforts above, we launched our digital transformation project and innovation and entrepreneurship program, both of which aim to prepare our Group for the rapid changes already underway in every field of business and strengthen our ability to benefit from them.

With the support of Bain&Company, we identified more than 60 digital transformation projects that could enhance the competitiveness of our operations in building products, consumer products and natural resources, and began executing them. Our goal is to steadily expand this effort to all our business fields under the leadership of our new Digital Transformation Office. Our innovation and entrepreneurship program, which we call “Power of the Future”, aims to accelerate our innovation activities through collaboration with external stakeholders, including universities, R&D centers, and external entrepreneurs.

Another major initiative in 2018 was the reorganization of our governance structure. We added new independent members with accomplished careers in business and finance to Eczacıbaşı Holding’s Board of Directors to create a majority independent voice at the highest level of our operations on crucial issues like auditing and risk, human resources and investments. We also created advisory boards for our four main business areas – building products, consumer products, healthcare and natural resources – comprising independent experts from our industries. Both of these initiatives are providing us access to diverse expertise and perspectives essential for sustainable growth in the challenging business world of today.

Also essential in this regard is our ALLforALL equal opportunities drive, through which we aim to increase the share of women in professional recruitment, professional positions and management roles to 50, 40 and 35 percent respectively by 2020. Other sustainability issues we continue to focus on are our carbon and water footprints, raw material use and waste, and occupational health and safety.

2018 was an important year for several of our social initiatives and foundations. The Eczacıbaşı Sports Club received the International Olympic Committee’s Women and Sport World Trophy. This prestigious international award is given to women, men or organizations that make “remarkable contributions to the development, encouragement and reinforcement of women and girls’ participation in sports.” The Eczacıbaşı Sports Club is the first nominee from Turkey and the first sports club worldwide to receive this distinction.

The Eczacıbaşı Hygiene Project completed its 10th year in 2018. This project to enhance the physical, intellectual and emotional environments of boarding schools serving students from rural and low-income regions in Turkey has touched the lives of more than 18 thousand schoolchildren.

Istanbul Modern, of which we are the founder and core collection donor, moved from its original site on the shores of the Bosphorus to a temporary space nearby to facilitate the construction of a new museum building that is being designed by the celebrated architect Renzo Piano. The Eczacıbaşı Group is one of the main contributors of funding for this new building.

In its second year, the İKSV Culture&Art Card project that we launched in collaboration with the Istanbul Foundation for Culture and Arts not only provided another 1000 university students free access to İKSV events, it also carried out a highly successful campaign to make young people more aware of and interested in art and culture.

All these activities in culture and the arts, sports, and social responsibility are fundamental attributes of the Eczacıbaşı Group that inspire and energize us as we work together to advance our businesses and their contributions to stakeholders and societies. This is one of our key messages to new talent looking for purpose and the alignment of professional and personal values.

For years, we have been among the first in Turkey to adopt new approaches to talent development and management, with the vision of creating teams of outstanding talent supported by the very best HR applications. Now, we want to take the lead in attracting and retaining talent. One of our strategies in this regard is to highlight those aspects of our organization that set us apart, namely our commitment to sustainable business practices, our focus on innovation and entrepreneurship, and our contributions to society, and to offer talent new opportunities in these areas.

Through the approach outlined above, I am certain we will attract the talent we need to adapt and thrive in the new, highly competitive business environment ahead.



Atalay M. Gümrah
CEO

Board of Directors

From left to right

Faik Açıkalın
Director

Dr. Ant Bozkaya
Director

Faruk Eczacıbaşı
Vice Chairman

Atalay M. Gümrah
Director

Esra Eczacıbaşı Coşkun
Director

Bülent Eczacıbaşı
Chairman

Ayşegül İlideniz
Director

Emre Eczacıbaşı
Director

Dr. Erdal Karamercan
Vice Chairman

Saffet Karpaz
Director

Hüseyin Gürer
Director



Executive Management

From left to right

Sacit Basmacı
Chief Audit Executive

Seyfi Sarıçam
Executive Vice President - Finance

Ata Selçuk
Vice President - Human Resources

İlkay Akalın
Director - Corporate Communications

Semih Decan
Executive Vice President - Eczacıbaşı Consumer Products Division

Levent Kızıltan
Vice President - Information Technologies

Esra Eczacıbaşı Coşkun
Digital Transformation Leader

Atalay M. Gümrah
Chief Executive Officer

Serpil Demirel
General Manager - Esan

Ali Aköz
Executive Vice President - Eczacıbaşı Building Products Division

Emre Eczacıbaşı
Innovation and Entrepreneurship Coordinator

Cem Tanrıkılıcı
Director - Media Relations

Canan Bademlioğlu
General Manager - Eczacıbaşı Pharmaceuticals Marketing



Who We Are



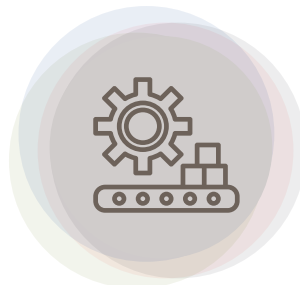
76 Years in Business

In 1942, the founder of the Eczacıbaşı Group, Dr. Nejat F. Eczacıbaşı, established a small venture to produce vitamins that 10 years later became Turkey's first modern pharmaceutical plant. From the start, our mission has been to invest in fields that improve the health and quality of life of our customers and communities.



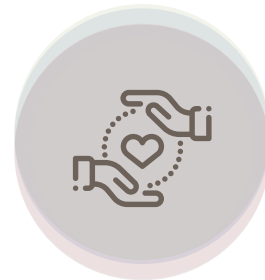
+12,300 Employees

We are a group of young, well-educated and talented people with shared values and a deep commitment to providing the very best quality to our customers in a sustainable way. We are also proud to take part in the Group's initiatives to promote cultural and social development.



40 Production Sites

Our production sites range in variety from radiopharmaceutical plants to one of the world's largest complexes for ceramic sanitary ware and tile production. Our 16 production sites abroad and 24 around Turkey are competitively located near suppliers and customers and give us privileged access to local talent and markets.



Social Responsibility

We have founded and continuously supported numerous initiatives to advance culture and the arts, scientific and public policy research, high quality education, and women in sports. We are proud to be recognized for our contributions in these areas because they enrich and strengthen our society.



40 Companies

In 29 business fields, our companies are focused on providing the best and fastest response to the specific needs of their customer base. Acting together, they are powerful organizations with extensive expertise and vertical integration in their industries.



TL 8.8 Billion Net Sales

Diversity is our strength. We earn our income from very different industries and markets. In 2018, international sales accounted for 56 percent of our total revenue.



124 International Markets

Our products and services are available in 124 countries worldwide. Europe, which accounts for 54 percent of our international sales, is the home of our primary strategic markets; in the years ahead, we aim to grow fast in selected markets of Africa, India and the Gulf.



Brand Leadership

We have nine leader brands — one or more in each of our main business fields. Recognizing that customers are the source of our leadership, we continually reenergize our brands with innovations and improvements that deepen their trust in us.

What We Do



Building Products

- Sanitary ware
- Sanitary fittings
- Ceramic tiles
- Bathroom furniture
- Kitchen furniture and accessories
- Washing area solutions
- Concealed cisterns
- Food and kitchen experience



Consumer Products

- Tissue paper products
- Wet wipes
- Cosmetics
- Personal care products
- Baby care products
- Household cleaning products
- Away-from-home cleaning and food products and services



Healthcare

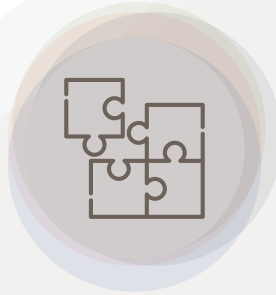
- Rx drugs
- Non-Rx products
- Hospital supplies
- Radiopharmaceuticals and active ingredients

JV Partners
• Bozlu Group (Turkey)



Natural Resources

- Industrial raw materials
- Metallic mines



Other Products & Services

- IT services
- Smartcard systems
- Finance investment
- Welding consumables and equipment
- Foreign trade
- Insurance
- Property development and facility management

JV Partners
• Giesecke&Devrient (Germany)
• Lincoln Electric (U.S.)
• İş REIT (Turkey)

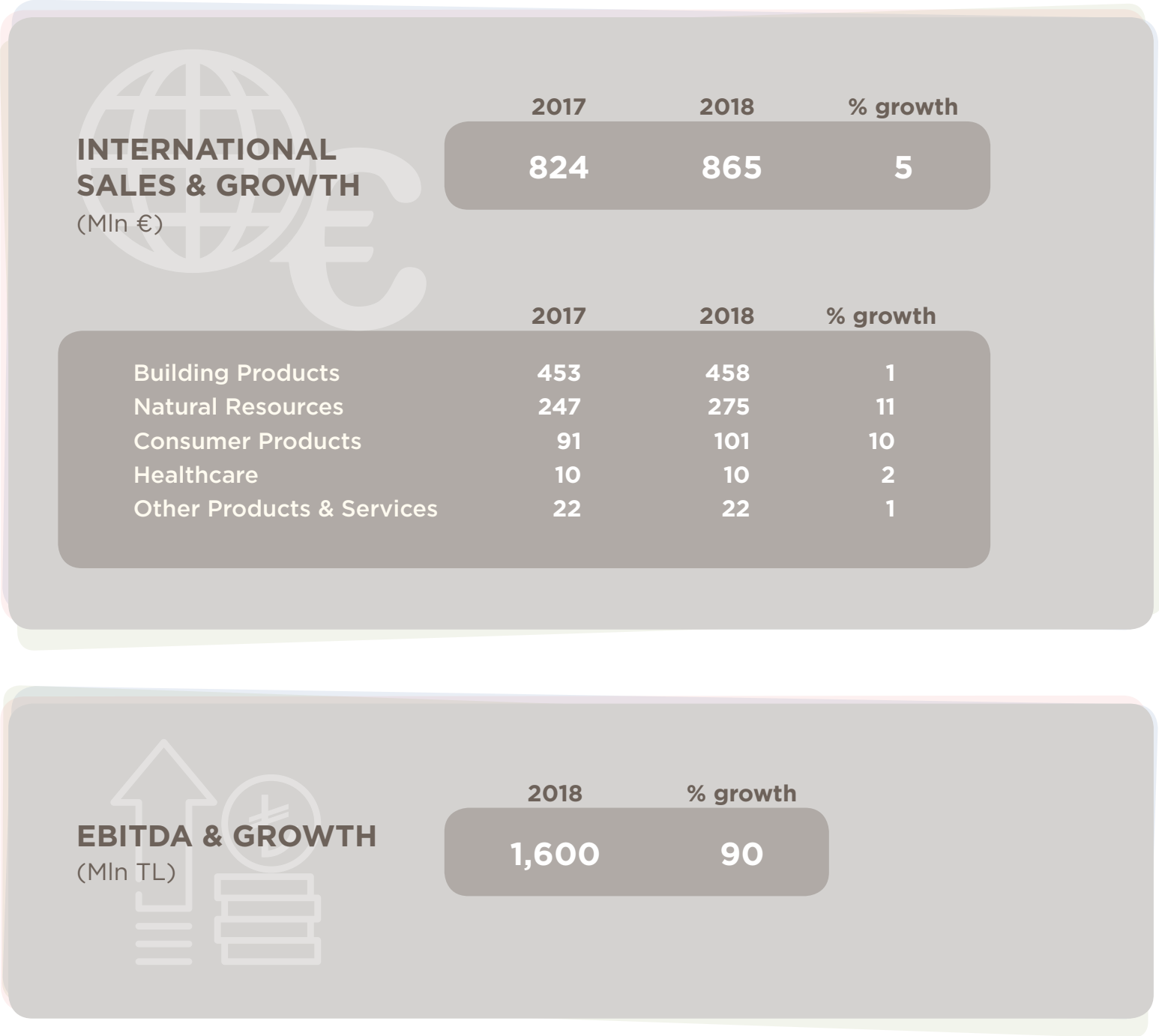
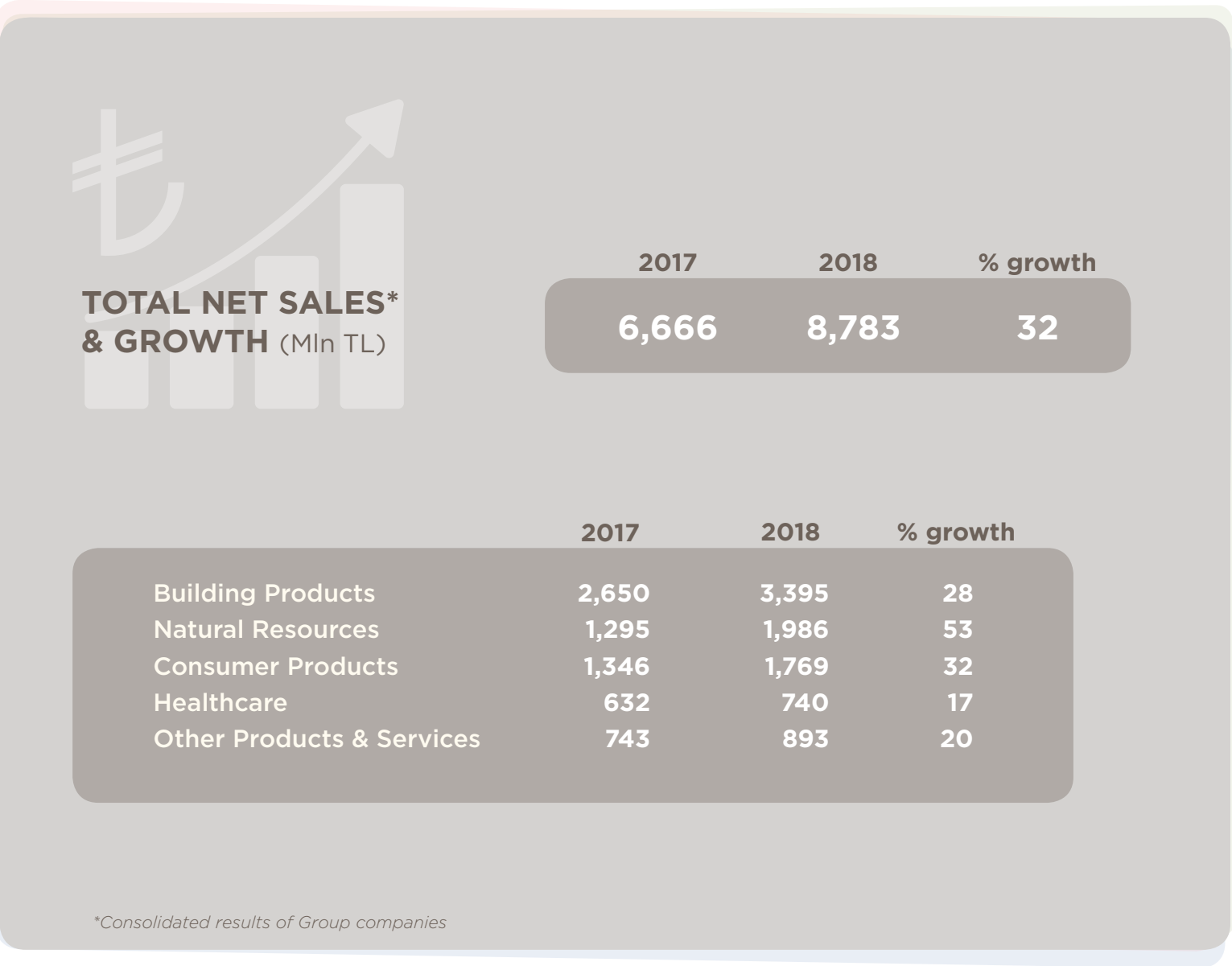


Holding Companies

- Finance Investment

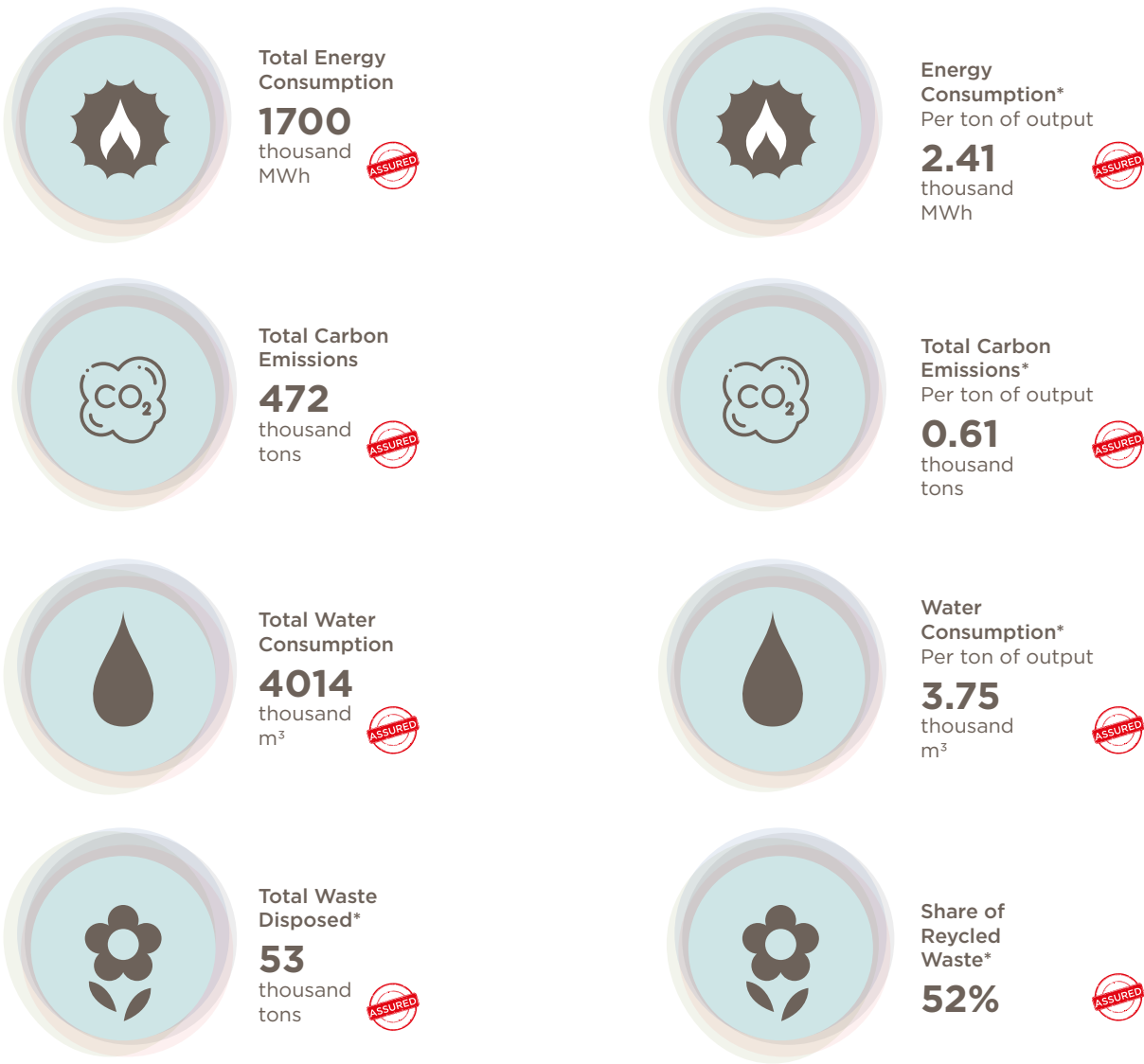
Significant Progress on All Fronts

The Eczacıbaşı Group raised its total net sales by 31.8 percent in Turkish lira terms and its international sales by 5 percent in euro terms.



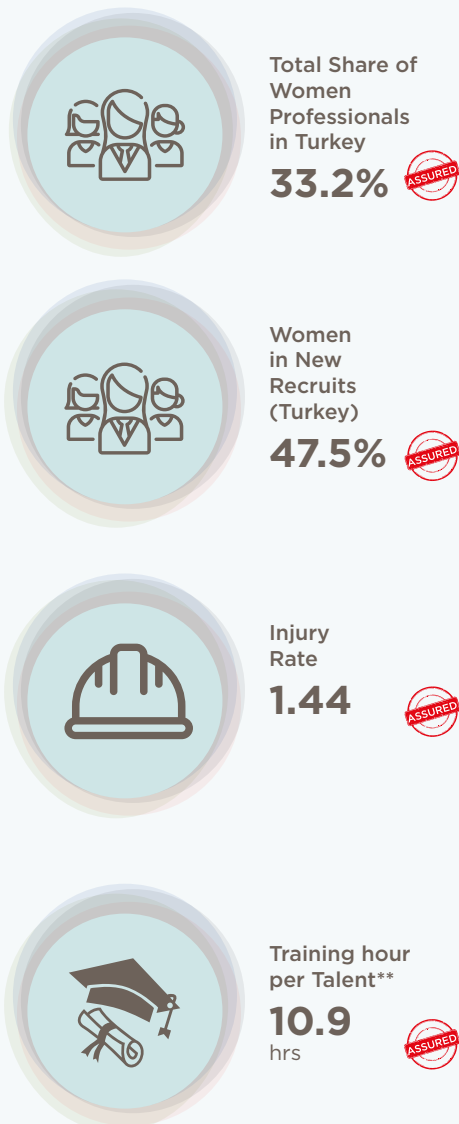
Eczacıbaşı Group Sustainability Highlights

Environmental Indicators



* Excludes Esan Eczacıbaşı Industrial Raw Materials Co.
** Employees in leadership programs.

Social Indicators

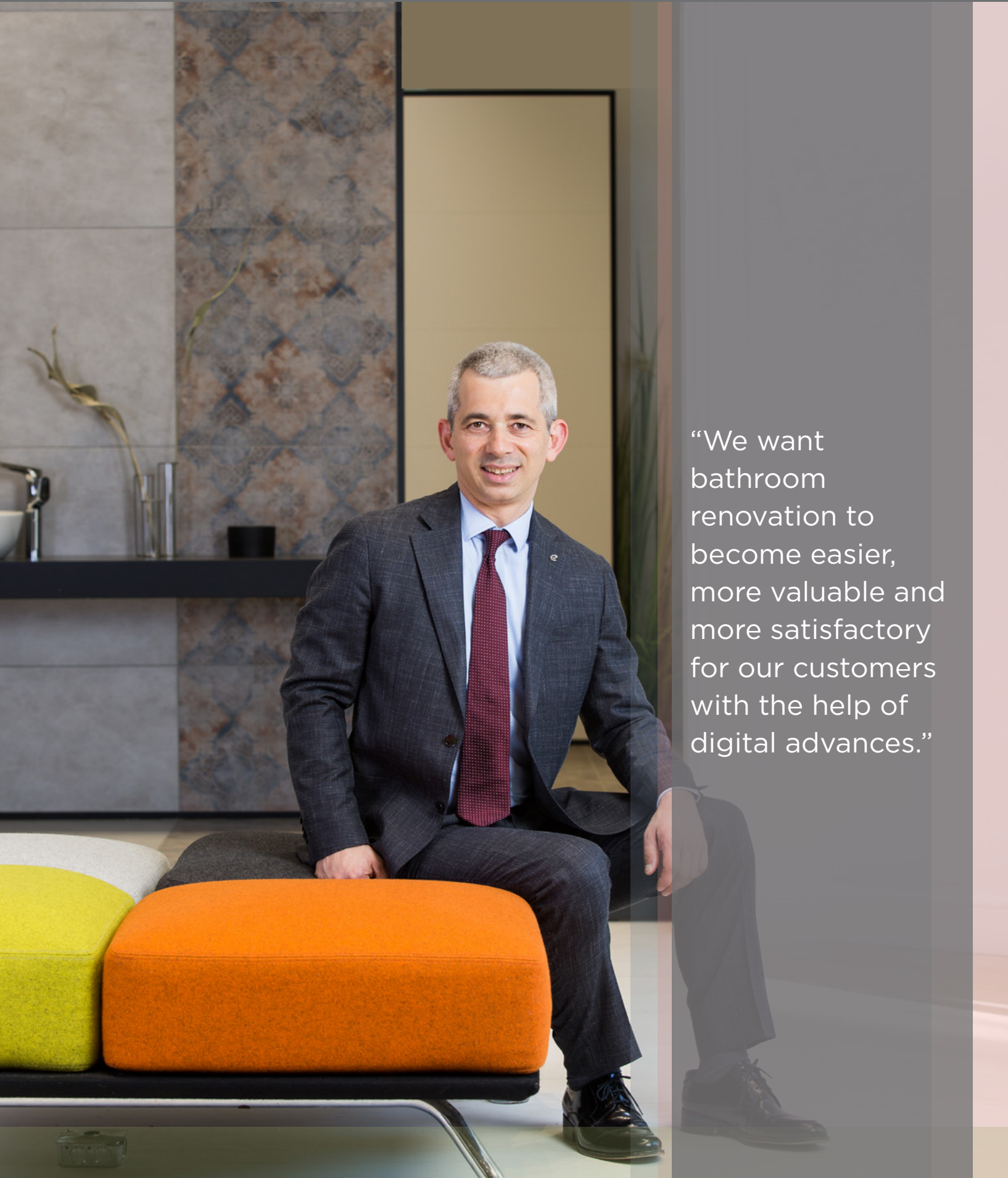


The Eczacıbaşı Group embraces the concept of sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland report, 1987) and is committed to incorporating this concept into every business process. For us, this means reducing the environmental impact of our operations, products and services and enhancing the well-being of our employees, customers, partners and communities while ensuring the long-term profitability of our businesses.

A UN Global Compact signatory, the Eczacıbaşı Group has been reporting on its sustainability performance since 2008. Since 2009, PricewaterhouseCoopers (PwC) has provided limited assurance on the Group’s consolidated energy consumption figures for operations in Turkey. In 2016, this limited assurance was extended to water consumption, occupational health and safety, gender equality, and training hours per talent, in 2017 to waste disposed and share of recycled waste, and in 2018 to product tonnage. Accordingly, all sustainability key performance indicators are assured.

The Eczacıbaşı Group sets three-year performance targets for select sustainability indicators. For the period 2017-2020, the Group aims to:

- reduce per-ton energy and water consumption by 4 percent,
- lower the injury rate towards zero,
- raise the share of women in recruitment to 50 percent, in overall professional employment to 40 percent, and in management to 35 percent.



“We want bathroom renovation to become easier, more valuable and more satisfactory for our customers with the help of digital advances.”

Ali Aköz
Executive Vice President - Eczacıbaşı Building Products Division

Building Products

To maximize our potential for growth in the new digital era, we started a digital transformation program in 2018 that aims to improve our productivity and efficiency.

In 2018, the Building Products Division expanded its international revenue 41 percent in Turkish lira terms. Sales in Turkey, on the other hand, only increased 6 percent due to a steep decline in housing demand and the construction market.

Our bath business realized its sales targets by securing double-digit growth in European markets. We are on the right path in Russia and in India, the new leader of global growth, where we grew very fast in 2018. Our Tile Business made several important advances in 2018: we increased our sales in the challenging German market, expanded Vitra brand tile sales in Europe, and achieved a very strong performance in Russia.

In line with our long-term vision, we continued our investments in production, logistics and design capacity. We continued to move forward with our huge investment in Vitra's ceramic sanitary ware capacity at the Bozüyük production complex, which will expand our capacity by 1 million units, or 20 percent, when completed in early 2019. We opened the Vitra Logistics Center at Bozüyük, which has an on-site warehouse capacity of 20 thousand square meters where we will be able to store up to 64 thousand pallets holding 550 thousand ceramic sanitary ware products. At the Vitra Innovation Center, we established the first ergonomics lab in our sector able to carry out both physical and perceptual tests and strengthened our showroom capacity with a new and modern showroom in a historical mansion in Sütlüce, Istanbul. We also renovated and expanded our flagship showroom in Nişantaşı.

In 2018, for the first time, we unveiled Vitra and Artema's newest products at the UNICERA fair in Istanbul in February. In May, we participated in the Salone del Mobile Milano with an exhibition stand featuring the theme, “Living Bathrooms”. And in September, for the 15th year, we presented our

newest tiles series at Cersaie, the world's largest ceramics fair. I'm delighted that our brands won close to 40 international awards for outstanding design in 2018, including iF, Iconic Awards, Good Design, EDIDA, and German Design Council awards.

Of course, award-winning designs alone are not enough to ensure our long-run international competitiveness. That's why we're focusing on R&D and productivity as well. In 2018, our tile operation received third prize from Turkey's Ministry of Industry and Technology in the “R&D-Large Enterprise” category for developing a glossy glaze formula that can be fired under the same conditions as mat glazes. Artema won second prize in the Ministry's 2018 Productivity Project Awards for process improvement and a TPM Excellence Award from JIPM (Japan Institute of Plant Maintenance).

To maximize our potential for growth in the new digital era, we started a digital transformation program in 2018 that aims to improve our productivity and efficiency and ensure that our customers enjoy a flawless, integrated experience at every stage of their engagement with us.

In the first phase, we're developing our roadmap to the desired operational model and customer experience. In the second, we're focusing on the applications and technologies that we need to incorporate in our business processes to achieve this. So far, we've designed 18 projects in five fields, and we're overhauling our IT infrastructure.

We want bathroom renovation to become easier, more valuable and more satisfactory for our customers with the help of digital advances. We believe all these efforts will improve our competitive edge in the market and enable us to serve better a bigger customer base in many countries and categories.

The Eczacıbaşı Building Products Division has a vision of smart and sustainable living for people of every age, ability, and cultural background.

The Eczacıbaşı Group's Building Products Division has six powerful brands: VitrA for both bathrooms and tiles, Villeroy&Boch and Engers for tiles, burgbad for bathroom furniture, Artema for mixers, and İntema for kitchens. In Turkey, it is the clear leader in the combined bathroom and tile market. In France and the UK, it is the fourth largest supplier of ceramic sanitary ware. In Germany, it is fourth both in ceramic sanitary ware and bathroom furniture, and the second largest supplier of tiles. Importantly, it is also the leading exporter in Turkey of ceramic sanitary ware, accounting for 52 percent of the total export volume of these products in 2018 and respectively 64, 85 and 94 percent of exports to Germany, France, and England.

In line with its vision of being a major international player offering complete bathroom solutions and tiles, the Building Products Division has 13 plants in Turkey, Germany, France and Russia with a combined ceramic sanitary ware capacity of six million units, as well as 30 million square meters of tiles, 400 thousand modules of bathroom furniture, two million mixers, 350 thousand acrylic bathtubs and shower trays, 500 thousand concealed cisterns and 1.25 million toilet seats.

VitrA is the only brand in global markets offering every component of the bathroom. Applying design intelligence to the total bathroom concept, it creates inspiring bathrooms in a wide range of choices complete to the smallest detail. From 13 production facilities in Turkey, Germany, France and Russia, VitrA supplies millions of pieces of ceramic sanitaryware each year to over 75 countries on five continents, accompanied by matching series of bathroom furniture, bathtubs, faucets and accessories. VitrA tiles products span a broad array of styles developed for all kinds of indoor and outdoor areas from the kitchen and living room to pools and terraces, increasingly expanding the reach of VitrA beyond the boundaries of the bathroom.

burgbad is a premium interior furniture brand in Europe offering countless creative solutions for confidently stylish bathrooms with sophisticated aesthetics and technology. Bathroom furniture by burgbad combines form and function at the highest level with a maximum of durability, solidity and reliability resulting from superior materials and processing and finishing precision. As a high-end brand, burgbad is aimed at customers who appreciate fine handcraft, innovative design, and exquisite materials of high value.

Villeroy&Boch is an innovative and timelessly elegant tile brand for bathrooms, living areas and architecture. It offers unlimited design options for both private home owners and professionals and high-quality materials to ensure a consistently high performance standard for architects and building planners everywhere.

İntema Yaşam is a brand and a space offering everything to do with kitchens: kitchen suites for rent or sale, eateries and cafes, cooking workshops and other gastronomic events, all kinds of cooking utensils, equipment and tableware, natural foods and more. İntema Yaşam's mission is to encourage people to prepare and eat food together and share stories.

Sustainability is a key aspect of every operation in the division. While every brand has its own approach to sustainability, they share the same commitment of contributing to a better future through environmentally and socially responsible business practices and decisions that advance the UN Sustainable Development Goals. These sustainability programs guide their decision-making process from design to production with the aim of minimizing the use of non-renewable resources and reducing energy and water consumption during use.



Mert Karasu
Sales Director - Eczacıbaşı Building Products

“VitrA has been restructuring its international network with the aim of significantly expanding its sales not just in the Middle East and Africa, but also Southeast Asia.”

We’re preparing for a major expansion of VitrA’s international sales.

VitrA's core market is Turkey but its share has fallen in recent years in line with the steady increase in our capacity and growing focus on international sales. Europe is the largest market of our bathroom business, accounting for 61 percent of its sales, followed by Turkey (27 percent) and others (12 percent). Currently, our strategic markets are Turkey, Germany, the UK, France, Russia and, most recently India, where we have two showrooms and a large sales team and are looking to finalize our wide distribution network in the near future.

In Europe, where we have decades of experience and feel very close to the market, we’re strengthening our own sales network. That’s why we decided to establish VitrA Italy, after years of fruitful collaboration with our distributor in that market. Given the investments we’re making in innovative design and functions, we’re confident that we can expand our sales and shares in even the slowest growing European markets.

VitrA has been restructuring its international network in recent years with the aim of significantly expanding its sales not just in the Middle East and Africa, but also Southeast Asia. To achieve this, we’re working with highly experienced industry experts and distributors in charge of growing our business in each of these regions. Over the next five years, we hope to generate 25 percent of our international revenue in these regions.





Ebru Peksoy
Design Manager - Vitra Tiles

“Our goal is to reinforce our brands’ reputation as trendsetters of modern living in international markets.”



Terri Pecora
Milan-based American designer of the Plural collection

“Plural aims to transform the bathroom into a warm space where you want to spend quality time with family.”

Creating tile designs that carry our brands into the future

All Vitra brand tiles are designed by our in-house team of designers, who contribute to the design process their expertise in a variety of fields as well as 20 years’ experience designing ceramic tiles.

Our goal, as a team, is to continually design innovative, high quality products that reinforce our brands’ reputation as trendsetters of modern living in international markets. The designs we create must be aligned with contemporary architectural trends, our brands’ languages, and our markets.

To ensure we succeed in achieving these goals, we begin our design process with a careful consideration of global lifestyle and design trends. We attend international industry fairs not just in the field of ceramics but also of trend-setting fields like textiles, furniture and industrial design. We consult with companies that are renowned for trend research, and we monitor hundreds of social media accounts and print publications that look at design trends. We try to understand not just the seasonal shifts in tiling and interior architectural styles but also the macro developments that are likely to shape design and lifestyles over the next four to five years.

We then fuse the information gained from this research with the demands we receive from customers in our markets to determine our design proposals. They must be aesthetic, innovative, and produce a high-quality surface. They should also be achievable with available production technology,

which is why we coordinate closely with our R&D, product development, and production teams during the design stage. We also work hand in hand with product development and production teams in prototype development and initial production phases to ensure that our designs can be replicated successfully at scale.

Through this approach, we avoid transient fashion trends and focus on designs that will carry our brands into the future, with a range of bathroom collections for the indoors and outdoors that are sustainable, modular in terms of size, and harmonize different colors, patterns and textures. Recent collections such as Miniworx, Mode, Retromix and ColorCode are systematically designed to offer creative tiling and stylish mix and match solutions not only among themselves but also with other Vitra systems. This way, we’re able to offer architects and end users a simplified, yet versatile portfolio that offers countless creative tiling options.

We’re proud that many of our designs have been chosen by prestigious juries in the United States and Europe for international design awards. Over the last 10 years, we’ve received close to 100 design awards in competitions that consider the sustainability, innovativeness and creativity of products.

Every design decision is measured against the condition that “the end result meet the standards of Vitra”.

Plural is a vintage-inspired collection that aims to transform the bathroom into a warm space where you want to spend quality time with family and friends. This concept takes the idea of the bathroom as a personal sanctuary one step further: it becomes a place that invites you to be at your most intimate with the people you value most as well. We call it a “shared sanctuary”.

Some of the highlights of the Plural collection are thin, light legs; walnut wood; matt finishes; neutral colors, rotating mirrors, and organic shapes with elegant details, like the washbasins’ thin lips. Plural is designed for unlimited combinations: a special siphon system that represents a technical innovation enables us to place washbasins anywhere in the bathroom and to position one or more sinks at any angle on the stand. This novel idea of grouping

washbasins in the center or one corner of the bathroom, whether at home or in a public building, is aimed at encouraging conversation and intimate time between people.

Collaborating with Vitra has been a fantastic experience. First of all, I had a dedicated team of 20 people working with me, from engineers to color specialists, communication specialists and art directors. It was amazing how they helped me turn a very conceptual project into reality. They were supportive the whole time and incredibly professional. Everything they did was measured against the condition that “the end result meet the standards of Vitra.” I really appreciated that, because I can do the best design project in the world, but if the company producing it doesn’t do its job beautifully, then my project doesn’t come out right.



Andrew Cartledge
Commercial Director - Barwick Bathroom Distribution LLP Products

Year-after-year Vitra produces products that are totally in tune with UK consumers' demands.

Deep in British autumn time, it's usually cold and rainy outside as the management team at Barwick get together to formulate a plan for the forthcoming year. It's an important time of year as we look to formulate a strategy for each brand in our portfolio. As one may expect with a distributor, the potential success of these strategies depends on both our suppliers as well as our own activities. To be truly successful year after year, we are dependent on our suppliers to provide the right products, marketing and overall business strategy, so that we can work mutually to grow the business.

Year-after-year Vitra produces products that are totally in tune with UK consumers' demands in all terms; Style, high quality and breadth of range. There is never stagnation as Vitra's offering continually moves forward with a tremendous amount of innovation. Consumers, retailers and distributors can always look ahead to future fashions such as Plural, as well as focusing on the steady everyday best-selling products like Vitra S20.

The support and backup provided by Vitra is excellent and we have always had a strong relationship with all divisions of the UK team. The marketing provided by Vitra is always proactive, inspiring and most importantly accessible. Aftercare is excellent and in the words of the individual at Barwick who manages after-sales 'Vitra is one of the best out there for speed and efficiency when dealing with any issue'. In addition, Vitra has a strong sales team who we work with closely to elevate Vitra's position in the market.



Murat Tabanlıoğlu & Melkan Gürsel
Tabanlıoğlu Architects, Istanbul

Vitra has always been one of our first choices to include in our projects.

As a brand that keeps abreast of the changing needs, methods, styles and technologies, and cares about being involved in the architectural process, Vitra has always been one of our first choices to include in our projects.

Vitra is also successful in establishing a coherent relationship between art and history, the city and people. Human-oriented novelty is the basis of their innovative products, so more than being supportive, the brand is well-placed to guide architectural solutions.

As an expert in the construction industry, Vitra's norm is continuous improvement and a well-developed product range offering diverse lines. For an architect, it is very relaxing to be able to trust the same brand for so many years.

A brand is the promise of an experience, so it must be flexible in coping with the unexpected. Both as partners in finding the best solutions for projects and as collaborators in art and culture activities, we have a very positive, fruitful relation with Vitra.

We have been involved with Istanbul Modern since the very beginning, not only as architects but also as partners sharing the enthusiasm of designing Turkey's first modern art museum. We are among the founding contributors to the museum and feel a part of the institution. Similarly, Vitra was the sponsor of our installation "Transition: Warm and Wet" at Somerset House London, as part of LDF 2015. Prioritizing the design choice of the architect, offering good quality and good value products results in better places for people, for sure.



“Our leader brands are our greatest assets, so our top priority is enhancing their power to become regional, then global contenders.”

Semih Decan
Executive Vice President - Eczacıbaşı Consumer Products Division

Consumer Products

Preparing today for the consumption trends of tomorrow

Consumption habits are changing rapidly and the appetite for trying out new brands is higher than ever before; through the digital world, it's so much easier for consumers to learn about them. At the same time, shopping is becoming more democratic: an average consumer purchases from 13 different sales points. And if you have a great idea, it's much easier to find someone to manufacture it and for you to make it available to consumers. All these changes offer new challenges and opportunities for operations like ours with well-established brands.

Our leader brands are our greatest assets, so our top priority is enhancing their power to become regional, then global contenders. For this reason, we're further strengthening our brands with new and innovative products and business models that add value to consumers' lives.

In baby care, we want to combine the consumer trust associated with the Eczacıbaşı name with the purity that consumers identify with Uni Baby. In tissue paper, we aim to add value to Selpak through new product categories while making Solo more accessible for families on tight budgets.

We want to make OKEY products and promotion even more exciting and fun while contributing to sexual wellbeing, use the Selin brand to introduce consumers to the beautiful scents of life, and become specialists in the hair shaping category with Egos and new brands. We are also working to increase the value-added products and services offered by our increasingly powerful away-from-home Selpak Profesyonel, Maratem and Dispo brands, so as to enable them to reach more business customers. Overall, we plan to launch about 100 new products in 2019.

In combination with our new R&D center for consumer products, which we will open this year, we are going to have in place a structure that will unleash our innovative talent.

Turkey's retailing sector is also undergoing a very important transformation: we've moved very quickly from a traditional retailing structure made up of sales points with no shelf or aisle systems to a well-organized retailing structure where we can easily and immediately track our sales. In effect, we're transforming our sales structure into an omni-channel approach, so as to be present and active at every point where consumers in our categories are shopping or may shop in the future. Accordingly, we've begun to build a presence on the shelves of discount stores, we have projects underway in online sales channels, and we're appearing in front of consumers in outlets as varied as gas stations and clothing retailers. We've also begun important projects that will enable us to go directly to consumers in 2019.

For more than 70 years, the Eczacıbaşı Group has offered new and innovative hygiene and personal care solutions to consumers in Turkey and, more recently, neighboring markets.

Eczacıbaşı Consumer Products is the manufacturing, marketing and sales company for many of Turkey's leading brands in the tissue paper, baby care, personal care, household care and away-from-home segments. It also has one of the most powerful sales organizations in Turkey, managed by an experienced and dynamic team and offering extensive coverage. In addition to serving Eczacıbaşı brands, this organization provides leading international brands the opportunity to advance their strategic goals in Turkey through the company's professional sales and distribution services.

The company has been at the forefront of Turkey's tissue paper market since its establishment in 1969 as İpek Kağıt Tissue Paper. It has five powerful tissue paper brands: Selpak, Solo, Silen and Servis for diverse consumer needs and expectations and Selpak Professional for the away-from-home market. Selpak, the company's flagship brand and a leader in regional markets as well as in Turkey, is so well-known that consumers in Turkey use the brand to refer to all pocket pack facial tissues.

The company is also at the forefront of Turkey's baby care market with Uni Baby and a growing portfolio of personal care products for babies. Similarly, OKEY is the clear leader in sexual wellbeing, while Egos and Selin are strong in hair sculpting and eau-de-cologne. In all of these areas, the company's mission is to provide consumers the products they need for healthy, modern and high-quality living.

Eczacıbaşı Consumer Products also has a unit focused on product and service solutions for away-from-home customers. Eczacıbaşı Profesyonel is one of the top solution providers for away-from-home establishments in Turkey, offering an expert and customer-focused sales team and comprehensive after-sales services. In addition to supplying a wide range of tissue paper, cleaning, and hygiene products, as well as foodstuffs, Eczacıbaşı Professional provides training, auditing and consultancy services to away-from-home establishments through its EP Academy program.

"We are the game changer brand in Turkey's baby care market."

Mert Kokulu
Marketing Director - Eczacıbaşı Consumer Products

Our mission is to create a lifetime brand for moms and babies, powered by trustworthy and innovative products and scientifically proven facts.

Once known for wet wipes only, Uni Baby is now the most preferred baby care brand in Turkey. Its growing range of baby care products includes not just baby wipes but also bath time and skin care products, gentle laundry cleaning and softeners. We also have a newborn range offering the purest solutions for gentle cleaning and many other products designed for babies' sensitive skin. To best communicate the purity of our baby care products, we focus on what's *not* in our products: parabens, alcohol, dyes, SLS, and SLES chemicals. In many of our products we also exclude perfume. We are the game changer brand in Turkey's baby care category to openly communicate this.

We also meet every year with about 3,000 medical personnel who are initial caregivers to new mothers. Their understanding and experience with our products further strengthen the confidence and trust we've created through our communication to new mothers.

Now, we plan to repeat this achievement with Uni Mom, a new brand for new moms that we launched in 2018 with a range of stretch mark oil, nursing pads, nipple cream and milk storage bags that are safe for both pregnant moms and breastfeeding babies. Our key messages in this category are "there are no perfect moms" and "we're by their side in their motherhood journey."

Our approach to product development and communication in the baby care market is fundamentally shaped by our observations at the Uni Baby Insight Center. There, new mothers are invited to talk about their experiences, interact with babies, and carry out regular tasks like breastfeeding, feeding, wiping or washing baby, and washing baby clothes. Together, we observe, discuss and brainstorm what makes these experiences happier or harder. One of the latest outcomes of this process is our limited-edition baby wipes called "Play&Learn", which moms can use to hold baby's attention while cleaning baby's bottom.



“Today, Selpak is present in over 80 countries and leads the premium segment of the tissue paper markets in Kazakhstan, Georgia, Lebanon, United Arab Emirates and Morocco.”

Sıla Çalli
Marketing Director - Eczacıbaşı Consumer Products



“Our goal in the period ahead is to increase the share of international revenue in our total sales to 50 percent.”

Ahmet Seğmen
Sales Director - Eczacıbaşı Consumer Products

We will continue our brand-building activities in international markets.

We've been exporting tissue paper since the 1990s, first as parent reels and semi-finished products, then as a growing range of tissue paper products under our flagship Selpak brand.

In 2001, we started a major drive to build our brands in international markets with a vision to transform ourselves from an export business to a branded one. We started to communicate our flagship tissue paper brand Selpak on TV and gave significant support at points-of-sale with sampling, new product demonstrations and tailor-made consumer promotions. In just a few years, Selpak became one of the best-known and most-preferred brands in these markets.

Today, Selpak is present in over 80 countries and leads the premium segment of the tissue paper markets in Kazakhstan, Georgia, Lebanon, United Arab Emirates and Morocco. In Ukraine, it is the second strongest brand. We're also growing rapidly in Bulgaria, Macedonia and other new markets. Looking at the future, we'll expand the Selpak brand into the super-premium and standard segments as well as into new categories in order to appeal to a much wider target audience.

But we're not just a tissue paper company. While the tissue paper category and our flagship brand Selpak have been the drivers of our international growth so far, we have other very strong brands, such as Uni Baby in baby care and OKEY in sexual wellbeing, both leaders of their categories in Turkey. Uni Baby, with its extensive product range and expertise in baby care, has the opportunity to provide much-needed support to mothers everywhere. Similarly, OKEY will enable couples to live their sexuality to the fullest, exactly the way they want it. Establishing these two brands in the international arena will also be our main focus.



We have identified our international expansion strategy to increase our market penetration.

Our goal in the period ahead is to increase the share of international revenue in our total sales to 50 percent.

To achieve this, we've identified our first priority markets, where we're building local sales organizations (CIS countries, the Gulf region, and North Africa) to establish our market presence to the fullest. In the CIS, we're working through our local organization in Kazakhstan. We established ECP Morocco in 2018 and we'll establish ECP Gulf in 2019.

Once our organizational work is complete, we aim to use the strong market position of Selpak to introduce our baby and personal care brands into these regional markets.

We also have second priority markets, where we're increasing our market penetration via direct management of key accounts. Our focus on third priority export markets will continue as it is, and we'll be working on new business development ideas in new geographies.

Localized Eczacıbaşı Consumer Products companies, increased customer penetration, and new business development efforts will help us evolve into a global consumer products company.

Healthcare

Through collaboration and international partnerships, we're expanding our ability to provide innovative solutions for patients with special healthcare needs.

We plan to drive Eczacıbaşı Pharmaceuticals Marketing's growth and operational performance by focusing on niche therapeutic and innovative areas. Two of these are biotechnology and rare diseases; here we're establishing new and mutually beneficial partnerships with international companies specialized in these areas. We're also developing our own medically supported line of food supplements for people who want to lead healthy and fulfilling lives both in the present and future. Clinical nutrition is another area where we are continuously working to expand our presence in order to increase the quality of life of patients suffering from malnutrition.

In addition to improving our performance through lean and efficient management of differentiated brands, we're looking to develop new business models in a digital setting that can contribute to preventive diagnosis, treatment follow-up, and lifelong wellness within the hospital and healthcare system.

Increasing the quality of life for people in all ages with modern, reliable and innovative healthcare solutions.

For more than 70 years, the Eczacıbaşı Group has increased the quality of life for people in all stages of life with modern, reliable, and innovative healthcare solutions. Today, its principal healthcare operations are Eczacıbaşı Pharmaceuticals Marketing and Eczacıbaşı-Monrol Nuclear Products.

Eczacıbaşı Pharmaceuticals Marketing carries out the marketing, promotion, sales and distribution of imported and contract manufactured pharmaceuticals for mass and niche markets and health-based personal care products. Its current portfolio includes both innovative and generic products licensed by Almirall, Astellas, Alpha Sigma, Baxter International, Biogaia, Chugai, Galderma, Italcimici, Procter&Gamble, Sanofi Tillotts Pharma and Univar, as well as its own brand of nutritional supplements.

Eczacıbaşı Pharmaceuticals Marketing has four business units — Specialty and Primary Care, Hospital Care, Rare Diseases and Oncology, and Consumer Health Care — working with regional representatives all around the country. Over 25 district managers and more than 300 sales representatives visit more than 25,000 doctors and 7,500 pharmacies on a regular basis. All visits are processed daily and monitored by the sales force automation system.

Eczacıbaşı-Monrol is the leading producer of radiopharmaceuticals, with five plants in Turkey and three abroad in Romania, Bulgaria and Egypt. The company prepares numerous diagnostic and therapeutic products, including FDG, FLT, NAF, Mo99/Tc99m, Iodine-131, Thallium-201, MIBG-131 and 123, and MIBI, MDP, DMSA, DTPA, and ECD cold kits. It is also a growing exporter of these products, with sales to countries as far apart as Costa Rica and China.

In addition to manufacturing radiopharmaceuticals, Eczacıbaşı-Monrol provides consultancy and operational services to public and private institutions that wish to produce PET radiopharmaceuticals for their diagnostic and treatment centers. As of end-2018, it has contributed to the opening and operation of the first radiopharmaceutical plants in Kuwait, Dubai, Libya, and, most recently, Iraq.

“We plan to drive growth and operational performance by focusing on niche therapeutic and innovative areas.”



“Raising the awareness of the medical community is important for diagnosing rare diseases.”

Fatih Şafak
Marketing and Sales Manager - Eczacıbaşı Pharmaceuticals Marketing



“We contribute to the war against cancer by providing gold standard diagnostic and treatment therapies.”

Aydın Küçük
General Manager - Eczacıbaşı-Monrol



We're responding to the unmet needs of Turkey's medical community by supplying treatments for rare diseases.

Rare diseases are generally defined as those affecting no more than one in two thousand people. At this time, the estimated number of such diseases worldwide ranges between 6,000 and 8,000. Generally, they're inherited diseases that appear early stages in life and are chronic and/or life-threatening.

Because they're so rare, patients often live undiagnosed for years and years, which makes life difficult for them and their caregivers and reduces the effectivity of treatment. Raising the awareness of the medical community is important for diagnosing these diseases. Our goal is to make the most advanced treatments worldwide available in Turkey through collaboration with R&D companies,

the Turkish Ministry of Health, and public and private healthcare providers. Currently we're focused on four areas of therapy: Rare Tumors, Amyloidosis, ALS and Wilson Disease.

While growing our international sales of world-class radiopharmaceuticals, we're also assisting countries establish and operate their own operations in this field.

At Eczacıbaşı-Monrol, we contribute to the war against cancer by providing gold standard diagnostic and treatment therapies. In 2018, we completed a restructuring of our operations that greatly improved the productivity and profitability of our international operations. Thanks to these improvements and efforts to increase our exports from Turkey, we doubled our international sales in 2018, raising their share in total revenue to about 25 percent. Our goal is 50 percent in 2019. Key to this performance is our logistics provider, Turkish Airlines, which currently flies to over 150 countries from its hub in Istanbul.

In addition to increasing our international sales in 2018, we completed a turnkey FDG plant project for a customer in Erbil, Iraq, which we are now operating. This is Iraq's first FDG plant. In 2019, we will open and operate similar projects for two customers in Pakistan and Greece.

Alongside our production and consultancy activities, we've been investing in the research and development of new products in collaboration with national universities and international nuclear research centers. As a result of these efforts, we're adding a highly promising new treatment for prostate cancer and neuroendocrine tumors to our portfolio in 2019: lutetium 177.





“Thanks to our recruitment policies, our efforts to ensure fairness at the workplace, and our social responsibility projects aimed at supporting women in our communities, we now employ a higher share of women than any other company in Turkey’s mining industry.”

Serpil Demirel
General Manager - Esan

Natural Resources

We’re very aware that the work we do gives us great responsibilities vis-à-vis nature, our employees, the communities around us, and future generations.

In addition to contributing to Turkey’s industrial development, Esan aims to improve the wellbeing of society at large, starting first with our employees and their communities. According to the World Economic Forum, it will take at least 170 years for women all over the world to obtain the same opportunities as men at the current pace of change. Hence, one of our top priorities in this area is to recruit more women and create a workplace environment that encourages them to develop their careers with us. Thanks to our recruitment policies, our efforts to ensure fairness at the workplace, and our social responsibility projects aimed at supporting women in our communities, we now employ a higher share of women than any other company in Turkey’s mining industry.

In 2018, we also became the first Great Place to Work® certified company in our industry in Turkey. Being the first to do something is part of our company’s heritage, as is setting new standards for quality, productivity, occupational health and safety, and environmental sensitivity. Our goal is to be recognized as one of the best cases of sustainable mining in Turkey that respects people and the environment. That’s why we’re continually developing projects in these areas.

Since 2017, when we established Target Zero Harm, we’ve reduced lost time from accidents by 40 percent. We’re establishing a corporate culture of safety alongside high-tech safety measures, namely our Safety System for Underground Metallic Mineral Mining. This system uses RFID technology to track the real-time location of personnel and equipment underground, measure important environmental indicators like gas levels and temperature, and create a signaling system for underground vehicle traffic. It’s the first application of IoT technology in the industry and it’s unique for its breadth (personnel and equipment tracking, position-based traffic signaling, speed

measurement), its use of wireless technology, and its precision positioning capability throughout the full 108 km length of our Balya mine’s underground galleries. We’re also adopting digital applications that enable us to replicate our operational systems at new mines and improve coordination between them.

As a company with 40 years in the mining industry, we’ve been sensitive to the environment from day one. Accordingly, before we start any earth moving activity, we design how we will close and rehabilitate the field of operation. We don’t just comply with the environmental regulations in our industry, we carry out extra measuring and monitoring, preventative and risk reduction measures. This year we also initiated a new environmental project as part of our commitment to the UN Sustainable Development Goals. The first aim of the project is to raise awareness in Esan and our communities about sustainability issues. The second is to achieve the challenging sustainability goals we set for ourselves. Operations that achieve their goals will be given permission to fly blue flags.

We’re very aware that the work we do gives us great responsibilities vis-à-vis nature, our employees, the communities around us, and future generations. That’s why we’re also carrying out projects in communities that support women and children and promote greater awareness of environmental and safety issues. In 2018, for example, within the scope of our “Safe School, Safe Future” Project, we donated safety equipment to about 100 schools in surrounding communities and organized small classes on safety and hygiene for schoolchildren at these schools in coordination with the Milas district governor.

Esan’s goal is to be recognized as one of the best cases of sustainable mining in Turkey that respects people and the environment.

The Eczacıbaşı Group is one of Turkey’s foremost industrial mineral and metallic mineral producers and exporters through its natural resources company, Esan Eczacıbaşı Raw Materials.

Esan was established in 1978 to produce high quality raw materials for the ceramics sector. Today, it is one of Turkey’s foremost industrial mineral and metallic mineral producers. In this role, Esan’s mission is to “explore, extract, process and add value to natural resources in a way that is sensitive to people, the environment and the future of the world, and to offer these products globally”.

Esan currently operates 40 mines and seven processing plants and is one of Turkey’s leading producers and exporters of feldspar, quartz, kaolin, ball clay, zinc and lead concentrate. Esan owns the largest feldspar reserves in the country and possesses grinding and flotation facilities which greatly outpace those of its national competitors.

Its lead and zinc mine in Balya, Turkey, which produces 56 percent of Turkey’s lead exports and 39 percent of its zinc exports, has a depth of 877 meters and 108 km of galleries. The plant processes 1.6 mn tons of ore annually and produces 130 thousand tons of concentrate.

In addition to its own products, Esan markets and sells more than 150 high-quality minerals and other industrial inputs and equipment to industries in Turkey and 50 other countries.



Ali Can Akpınar
Operating Director of Metallic Mines - Esan

“Our growth has been driven by metallic minerals, mainly lead and zinc, and to maintain it, we need to continually find new reserves.”

We’re exploring and discovering important metallic reserves in Turkey while looking for opportunities abroad to apply our expertise in exploration and extraction.

I call minerals “sleeping beauties” because they lie quietly, waiting to be discovered in all their beautiful bounty. Esan’s mission is to offer the world the natural resources locked in stone or buried underground in a way that is sensitive to the environment and our communities.

Today, mining represents less than one percent of Turkey’s gross domestic product, as opposed to 5 to 7 percent in developed economies, and the goal is to increase this to 3 percent. In addition to its direct contribution to national income, mining makes an indirect contribution of some \$ 30-35 billion through industries where it represents a major input, such as glass, ceramics, cement, iron and steel, aluminum, and electrical products. It also contributes 3 percent of Turkey’s export revenue.

Esan has grown more than 10-fold over the last decade, and our goal is to repeat this performance over the next 10 years. Most of this growth has been driven by metallic minerals, mainly lead and zinc, and to maintain it, we need to continually find new reserves. That’s why exploration is key to our growth.

The first and most important step of any successful mining operation is ensuring that your exploration activities and techniques are world class, because otherwise you can obtain misleading results that

cost you heavily. We have extensive experience in this area, because we carry out some 100 thousand meters of exploratory drilling every year. About 40 percent of this takes place at our Balya mine, where we’re continually locating new sources of lead and zinc.

Our priority is to explore and discover important metallic reserves in Turkey. But increasingly, we’re also looking for opportunities abroad to apply our expertise in exploration and extraction. Over the past 10 years, we’ve explored in Kosovo, Albania, Macedonia, Bulgaria, Portugal and Kazakhstan. We employ 160 blue collar and 55 white collar people in these activities, including Albanians, Portuguese and Kazakh nationals. Our primary focus is lead, zinc and copper — all of which are priority metals in international markets. In Portugal, we’re undertaking greenfield exploration; in Kazakhstan, we’re negotiating a project with the government for an investment in lead and silver mining.

We set aside 1-1.5 percent of our revenue for exploration. It’s lower than the ratio of most global mining companies, which generally finance their exploration through the Toronto Stock Exchange, but it’s entirely financed with own funds.



Kanyon Management and Marketing



Tuncer Kinikli
General Manager - Kanyon Management and Marketing

Kanyon is the first and largest commercial property under our management and a joint venture with the İş Real Estate Investment Trust. It's a mixed-use property comprising a 26-story office tower, 179 residential apartments, and 40 thousand square meters of rental space for shopping and leisure activities. Currently, we have 124 brands, 43 restaurants and cafes, a gourmet supermarket, sports center, multiplex cinema, and playhouse. Kanyon received 14 million visitors in 2018, up 5.7 percent compared to the previous year. That's a significant achievement given the downturn in consumer demand and shopping mall traffic last year.

One of the many attributes that set Kanyon apart and attract visitors is our unique architectural design, which has wide open-air spaces and outdoor walkways so that people enjoy fresh air and greenery as they stroll past shops and restaurants. Thanks to its convenient location next to the metro and Bosphorus bridges, Kanyon is also commuter friendly. These features underpin our vision of creating visitor experiences that are surprising, enjoyable and memorable and that meet or exceed expectations.

One way we achieve this is by ensuring that our retail mix offers premium or innovative brands in a variety of categories. Many of these are global brands that have chosen Kanyon for their first store, such as Lego, Daniel Wellington, Cole Haan and, from the very start, Harvey Nichols, our anchor store. The same holds true for our restaurants: our concept restaurants designed by famous chefs include Gram, The Steeve, Escale, Nusret and Suvla. We also have a Gurme Mobil that features a different up-and-coming eatery brand every month.

To this enticing mix of shopping and gastronomy we're introducing a dynamic program of culture and art events that reinforce Kanyon as a destination point for leisure, recreation and socializing as well as shopping. Some of these events are tied to commercial venues, like film galas at our multiplex cinema, book signing events at the D&R bookstore, and new plays by DOT, the contemporary theater group with a playhouse at Kanyon. Others we organize ourselves, like outdoor concerts, tango nights, well-being weekends, organic food markets, street food events, games and storytelling for children, and much more.

To ensure that the experiences we offer visitors match their values and expectations, we're meeting with people from our target customer groups to understand them better. That's no easy job: according to the latest research, we'll soon have six active generations of consumers in the market, ranging from those born before 1945 to those born after 2017. That means we can no longer focus on just one consumer demographic. Moreover, the research shows that young urban shoppers are significantly changing how they consume. They want brands that share their values, that are trustworthy and dynamic, and that offer personalized marketing and sales experiences. Perhaps more importantly, they're also spending less on products and more on experiences. Through our dynamic marketing projects, we aim to align ourselves with this demographic profile.

One way that we're preparing for these changes is developing our already strong presence in digital and online platforms. Our star in this area is the Kanyon Mobile App and its first-of-a-kind chatbot, which answers questions about Kanyon stores, restaurants, and events. People who use the app also receive surprise gifts and discounts and a direct link to Kanyon Radio. To our delight, the Kanyon Mobile App has been downloaded about 60,000 times.

We're also developing dynamic digital marketing strategies that reach out to visitors, orient them, and ensure they have the best possible experience during their time with us. Our second strategy is to continue expanding our offer of leisure and recreational activities, particularly where these intersect with the performing arts — music, dance, theater — and to find new ways to create enjoyable surprises for visitors.

Our third is communicating our commitment to sustainability more forcefully. From the outset, aligning Kanyon with the environment and health of our community has been our true north. By continually searching for ways to minimize Kanyon's environmental footprint, we became the first commercial property in Turkey to receive an "Outstanding" rating by BREEAM for in-use buildings. We've also worked hard to ensure a healthy environment for visitors, such as designing spaces with high levels of natural light and fresh air, and continually monitoring the air quality of indoor environments.

As a brand, Kanyon is renowned for its new marketing techniques and innovative projects. That's why we're beginning to offer new surprises to our visitors using dynamic marketing techniques.



E-Kart Electronic Card Systems



Coşkun Bedük
General Manager - E-Kart

Our equal share joint venture with Giesecke and Devrient is the leading supplier of smart card based digital security systems in Turkey. We are the principal supplier in Turkey of GSM, banking cards and the new electronic ID cards for Turkey's biometric ID card system. In all of these areas, we offer both our expertise and comprehensive certification to produce a wide range of cards and personalization solutions as well as advanced solutions for secure products, software, and trusted services. As the preferred partner of mobile operators in Turkey, we are also leading discussions with stakeholders in this market about jointly coordinating the switch from physical SIM cards to electronic SIM applications.

In line with our commitment to combatting climate change we are the first in our industry worldwide to certify that GHG emissions generated by our smart card operations are measured and offset through climate protection projects meeting ISO 14064 standards. As part of this commitment, we also succeeded in reducing our direct and indirect GHG emissions by 32 percent between 2010 and 2018.

Eczacıbaşı-Lincoln Electric Askaynak is the leading supplier of welding consumables and equipment in Turkey and an equal share 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, and plasma and oxy-fuel cutting equipment.

Since its establishment in 1973, Askaynak has contributed steadily to the development of welding technologies in Turkey. Currently, it is the leader in Turkey, where it supplies about one-third of the market, and the largest exporter of welding consumables. Its production plant in Gebze has an annual capacity of 40,000 tons of stick electrodes, 5,000 tons of submerged arc welding wire, 30,000 tons of MIG/MAG welding wire and 1,500 tons of TIG welding wire. It also has an inverter and conventional equipment assembly line with an annual capacity of 50,000 units.

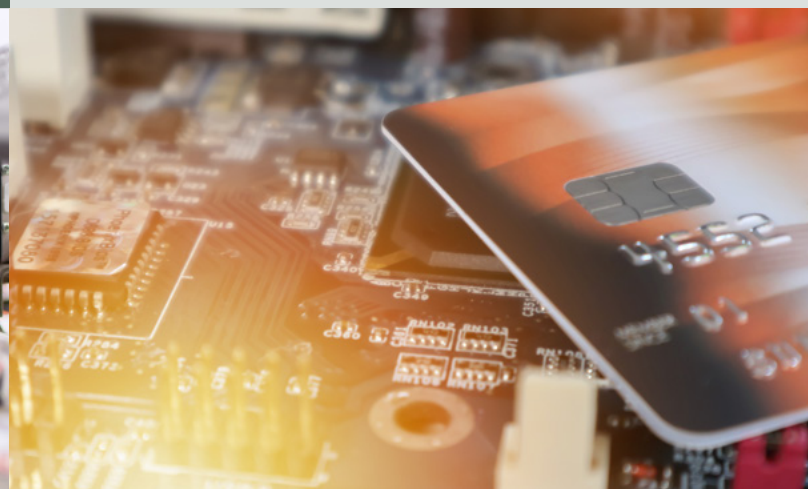
Askaynak markets these products and welding equipment under its own brand names — Askaynak, Kobatek, and Focusweld — as well as that of Lincoln Electric and distributes them through a nationwide dealer network. Abroad, Askaynak has a strong presence in the Middle East, Arabian Peninsula, North Africa, Balkans/Eastern Europe and Russia/CIS with sales to more than 80 countries around the world.

Askaynak Automation, a new business line started in 2014, combines 45 years of expertise in welding technologies with a new competency in robotic automation.

Askaynak



Ahmet Sevik
General Manager - Askaynak





“In 2018, we launched a new program to promote greater collaboration with universities, R&D centers, and entrepreneurs outside of the Group.”

Power of the Future

We're looking for ways to promote the growth of an entrepreneurial culture within the Eczacıbaşı Group.

Just 20 years ago, before the Internet became an integral part of our lives, companies used to compete solely with players in their own sectors. Today, rapid advances in technology have made the boundaries between sectors less distinct. In response, companies are adopting technologies and business models that enable them to reach new customers and developing entrepreneurship ecosystems that help them diversify their product and service offerings.

The Eczacıbaşı Group is addressing these competitive challenges with initiatives of its own. In 2018, we launched a new program to promote greater collaboration with universities, R&D centers, and entrepreneurs outside of the Group. Called “Power of the Future”, the program grew out of a detailed study we made in 2017 of Turkey's developing entrepreneurship ecosystem. During this study, we visited our country's leading startup centers to determine which model would best enable us to become an important stakeholder in Turkey's entrepreneurship ecosystem. We then designed our program in collaboration with the KWORKS Entrepreneurship Research Center, with which we formed a strategic partnership. Importantly, we've included other incubator centers as well in our program, making it the first corporate innovation and entrepreneurship platform of its kind in Turkey. This multi-center structure will enable us to direct a start-up to the most suitable incubator for its field of business.

The Eczacıbaşı Group has treated innovation as a business process since the early 1990s, when we embraced the Total Quality Management approach. We started our Creativity and Innovation Awards in 1999, Innovation Working Group in 2005, and appointed our first Innovation Coordinator, reporting to the highest executive level, in 2009.

The launch of Inocino, our suggestion evaluation program, that same year enabled us to transform new and inventive ideas into mature, value-contributing projects. Through the “Power of the Future” program, we're creating encounters between our business divisions and entrepreneurs working on innovations in the same fields in order to generate new synergies for high value-added projects.

In 2018, we chose “Health and Safety Solutions for the Bathroom” as the first field of focus for our new program. After evaluating the 200 responses to our open innovation call, we selected several start-ups to collaborate with. We're providing them entrepreneurship training, considerable mentoring support, and opportunities to use our offices, production plants and facilities. Additionally, we're providing them access to the work spaces and laboratories of the most suitable startup centers in their field of business, as well as access to training programs and investor networks. During this period, we're contributing to entrepreneurs' training, travel, equipment and raw material expenses. Depending on the progress of the project, we may also give them the opportunity to become a partner of the Eczacıbaşı Group.

In the years ahead, we plan to make more frequent open innovation calls. We also want to increase our potential scope of collaboration to include entrepreneurs outside of Turkey. These days, competitive collaboration is more important than competition, and I don't believe anyone has the luxury of remaining outside this ecosystem. At the same time, we're looking for ways to promote the growth of an entrepreneurial culture within the Group.



“Our digital transformation initiatives will better prepare us to take full advantage of new opportunities in the future.”

Esra Eczacıbaşı Coşkun
Digital Transformation Leader

Digital Transformation, Business by Business

Exploring new ways of doing business and delivering value to our consumers

Day by day, the opportunities enabled by new technologies are disrupting traditional companies and their value propositions. The winners are companies that are able to respond to customer expectations. In this environment of global competition, digital transformation is no longer a luxury, it's essential. Our aim is to develop business models that prepare the Eczacıbaşı Group of today for the world of tomorrow. These were the ideas in mind when we launched our digital transformation drive.

In 2018, in collaboration with Bain&Company, we analyzed our consumer products, bathroom, and natural resources businesses, and using a variety of parameters, benchmarked them with global competitors that have advanced digital-use cases. After analyzing more than 500 cases of companies in the same business fields, project teams in these three business fields developed three-year roadmaps comprising 17 programs and more than 60 projects. We also determined the potential financial uplift and investment requirements of these projects as well as the capability and workforce needed to carry them out.

In the consumer products and bathroom businesses, we focused on business ideas that touch customers and add value to their lives; in natural resources, on operational excellence and replicable mining models. We also focused on “pain points” that can be improved through digital solutions. The aim is to create digital solutions for business needs using both a today-forward and future-back approach, one that explores how sectors might evolve and what we need to do to adapt and thrive.

The Eczacıbaşı Group's Digital Transformation Office, established in May 2018, works to ensure that the Group continuously explores new ways of doing business and delivers value to its consumers. It reviews entrepreneurial initiatives that might offer solutions to the current or future problems of Group businesses and shares them with related company teams. It also strives to raise employee awareness of digitalization issues and create synergy between companies by ensuring that everyone is aware of successful applications within the Group and externally.

If successfully digitally transformed, the Group will understand its consumers better, drive meaningful insights from data, become more efficient in every aspect of its value chain and generate additional value from new digital business models. In the very near future, we will probably no longer use the word ‘digital’, considering everything will become digital. At that point, only companies that are culturally more agile, flexible, in collaboration with the external world, and able to fully understand the value of digital will thrive. We believe that our digital transformation initiatives will better prepare us to take full advantage of new opportunities in the future.



“We’re trying to take the lead in attracting and retaining talent, because talent is what creates value.”

Ata Selçuk
Vice President - Human Resources

Becoming a dream company for talents

In recent decades, as a result of growing talent shortages, the competition for talent has escalated and talent attraction has become a strategic priority. In such a competitive world, it’s really crucial that we understand what talents wish for and to create an outstanding experience that will be a part of our employees’ or potential employees’ lives. We believe it’s the only way to be a dream company for talents. Accordingly, the Eczacıbaşı Group has been among the first in Turkey to adopt new approaches with the vision of creating teams of outstanding talent supported by the very best HR applications. Now, we’re trying to take the lead in attracting and retaining talent, because talent is what creates value.

For the purpose of creating value, we put employee experience in our scope. Employee experience, including every employee interaction with the organization, is a longtime journey. It consists of touchpoints that affect employees’ opinions about the company and have a significant influence on performance during their life cycle. Therefore, HR strategies have a significant impact on employee experience.

New business dynamics have replaced the concept of work-life balance with a new one called work-life alignment, which envisions work as a catalyst for shaping employees’ desired future. The work-life alignment structure that the Eczacıbaşı Group offers is a triangle based on business, sports, and culture and art.

Our business model involves different concepts that can be applied to the personal lives of our employees. One of our priorities is innovation, which we are advancing now through our new start-up incubator program “Power of the Future”. People are naturally creative and often have promising new ideas for business or social projects that they want to pursue. “Power of the Future” offers them a whole new structure for doing that.

The Eczacıbaşı Volunteers initiative, established by Group employees in 2007, focuses on projects that complement the Group’s social responsibility initiatives and contribute to children’s mental, physical and emotional wellbeing. Employees who like to be involved in volunteer work can align these projects with their lives.

Our deep-rooted corporate commitment to socially and environmentally responsible business practices, what we now call “sustainable development”, is another important aspect of our business model. Young talents today are looking for employers who share their desire for a cleaner, healthier and more just world and who support diversity and gender balance in the workplace. Gender equality is a central component of our sustainability strategy and a core corporate value, which is why we started the “ALLforALL” program to assist women strengthen their position in the business world by providing career planning and leadership training.

Another corner of the triangle is sports. The Eczacıbaşı VitroA Women’s Volleyball Team is not just one of the top three teams in Turkey, it is one of the best worldwide. We’ve established a fan club of employees (Tigers), whose members regularly attend matches. With the help of the Club, we’ve begun organizing annual, Group-wide sports tournaments in a range of fields. We want to encourage our talent to pursue their sports passion by providing them access to the Club’s infrastructure and expertise.

The last corner of the triangle is culture and art. In line with our founder’s vision in this area, we are the founding sponsor of both the Istanbul Foundation for Culture and Arts and the Istanbul Museum of Modern Art. We’ve created a corporate culture&art loyalty card for Eczacıbaşı employees and invited employees to apply for the role of culture and art “ambassadors” for their companies. Ambassadors are responsible for keeping colleagues abreast of cultural events and organizing special events such as theatre days, movie nights, concerts, and photo-tours and workshops. Through activities of this kind, our goal is to be the employer of choice for talent with interests in culture and art.

All in all, we want employees to embrace values and purposes that can motivate them on a daily basis. Consequently, we rely on value-based talent management and utilize tailor-made programs for work-life alignment to improve employee experience at a time when talent is in such high demand.



“I generally describe industrialists as this: that branch of society creating wealth. Industrialists will use part of the wealth they’ve made to expand or renew their fields of production. But with the surplus value, industrialists must also carry out those duties that civil society expects from them. Like education, like culture...”

Dr. Nejat F. Eczacıbaşı
Founder - Eczacıbaşı Group

Contributing to Society

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 migrants 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 İzmir, 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 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”.

Istanbul Foundation for Culture and Arts

The Eczacıbaşı Group is the founding sponsor of the Istanbul Foundation for Culture and Arts (İKSV), established in 1973 on the initiative of Dr. Nejat F. Eczacıbaşı.

İKSV organizes the Istanbul Festivals of Music, Film, Theatre and Jazz, as well as the Istanbul Biennial, the Istanbul Design Biennial, Leyla Gencer Voice Competition, autumn film week Filmekimi, and one-off events throughout the year.

It is also in charge of the Pavilion of Turkey at the International Art and Architecture Exhibitions of la Biennale di Venezia and coordinates an artist residency program at Cite International des Arts, France.



Aside from cultural and artistic events, İKSV promotes artistic and cultural production through awards, the commissioning of works, and participation in international and local co-productions; it also carries out studies aimed at supporting policy decisions involving culture and the arts.

In addition to direct sponsorship of the Foundation, many Group companies and brands contribute to İKSV events and projects.



“A School of Schools”

Sponsored by Group brand Vitra, the 4th Istanbul Design Biennial focused on what it means to learn, how learning is currently designed, and how it should be designed.



İKSV Culture&Art Card

In 2018, the Eczacıbaşı Group continued to lend its support to the İKSV Culture&Art Card project, an initiative to increase the access of university students in Turkey to culture and art events. The Eczacıbaşı Group is the main sponsor of the project, which is gifting pre-paid admission cards to İKSV events to university students in Turkey who apply for the card. In 2017 and 2018, there were 1000 lucky winners each year. In 2019, the Eczacıbaşı Group doubled its contribution to 2000.

It's given me a chance to take a break from the intense flow of daily life.

I'm studying Interior Architecture at İstanbul Ticaret University, and I'm 18 years old. First, I saw the advert on Instagram and, in fact, even shared it with my friends. I thought I wouldn't win, but I did. Now, I'm waiting for Filmekimi and plan to attend Istanbul Jazz Festival events. When you attend a concert or go to the theatre, you enter a different space. Culture and art provide a break from the intense flow of daily life. Culture and art have to be in my life, I can't imagine it otherwise. Thank goodness Eczacıbaşı is doing this. Young people need to be directed to culture and the arts.

Ece Abdik



İKSV's always “changed the subject” for me.

I'm a senior in the French Language and Literature Department of Galatasaray University, and I'm 23 years old. I used to work for İKSV in a variety of events, that's

why I regularly check their website. I was really pleased to win a card and be able to see several films in the Film Festival. Ever since I've known about İKSV, I've slowly but steadily been “changing the subject”. Looking at things from a different perspective, freeing ourselves from the craziness of daily life is good. The purpose of culture and the arts, in my view, is to show that life isn't just about school or the pressure of work. I get hopeful when I see a group like Eczacıbaşı setting aside resources for activities of this kind, because they're opening a space for culture.

Batuhan Ağırman

Istanbul Modern

The Eczacıbaşı Group is the founding sponsor of the Istanbul Museum of Modern Art, Turkey's first private museum of modern and contemporary art. Established in 2004, Istanbul Modern is committed to advancing the public's appreciation of modern and contemporary art, contributing to the production of new work, and sharing Turkey's artistic creativity and cultural identity with global audiences. To this end, the museum hosts permanent and temporary exhibitions of paintings, sculpture, photography and new media, as well as educational programs, cinema programs, a research library, cafe, and gift store.

İSTANBUL
MODERN

Through a wide variety of events, the museum aims to encourage visitors of all ages and segments of society to engage actively with the arts. To date, Istanbul Modern has received some seven million visitors, organized 124 exhibitions - including 17 abroad - and introduced more than 750 thousand children and adults to its educational programs and events.



Istanbul Modern hosted Anthony Cragg in its first exhibition at its temporary space

In May 2018, Istanbul Modern moved from its original site in Karaköy, now the center of Istanbul's new Galataport project, to a temporary space in the historical Beyoğlu neighborhood. The museum will remain there for three years while a new building, designed by the celebrated architect Renzo Piano, is constructed at its original site. Funding for the project is being contributed by the Eczacıbaşı Group and the Galataport consortium partners, Doğuş Group and Bilgili Holding.

Istanbul Modern inaugurated its temporary space with "Human Nature", an exhibition of works by the leading contemporary sculptor Anthony Cragg. It also opened



two new collection exhibitions: "In Pursuit of the Present" focuses on the dynamics of the relationship humans establish with cities, nature, and their own selves in historical, social and personal contexts. "Points of View" brings together works of photography by six artists from different generations who rethink composition, material and subject matter.

Yıldız Moran: A Mountain Tale

In December 2018, the Istanbul Modern's Photography gallery opened "Yıldız Moran: A Mountain Tale", an exhibition of 86 photographs by Turkey's first academically trained woman photographer. Sponsored by the Eczacıbaşı Group, the exhibition brought together black and white photographs Yıldız Moran took mainly in Anatolia of landscapes, people, rural and urban life in Turkey in the 1950s, and places abroad.



Dr. Nejat F. Eczacıbaşı Foundation Music Scholarships

Dr. NEJAT F.
ECZACIBAŞI
VAKFI

The Dr. Nejat F. Eczacıbaşı Foundation provides scholarships to outstanding young artists in the field of music who are pursuing graduate musical studies abroad. To date, the Foundation has supported more than 130 musicians studying a wide range of instruments as well as orchestration, direction and composition.

Eleven young musicians received Dr. Nejat F. Eczacıbaşı Music Scholarships in 2018. This is what two of them had to say about this experience.



Erdem Delibaş (Trombone)

My dream is to be a highly successful soloist and principal trombone in the very best orchestra. It's difficult, of course, but definitely not impossible. If you can dream about it, you can achieve it; the higher your dreams, the greater your efforts.

The Dr. Nejat F. Eczacıbaşı Foundation, which has taken me under its wing like a member of the family, is a great supporter not just in the material sense but also spiritually. If you believe in yourself, doors will always open for you.

Deniz Ayşe Birdal (Violoncello)

Music has helped me find the determination to overcome impasses in my life. For me, music is like a magical ritual that helps me to connect with my inner power, my will to live. I became aware of the attributes that make me who I am during my studies abroad and began developing them. It's a great honor and source of support and motivation to receive a prestigious Dr. Nejat F. Eczacıbaşı Scholarship, which has such a discriminating elimination process.



Eczacıbaşı Sports Club

The Eczacıbaşı Sports Club is the first professional sports club in Turkey dedicated solely to women’s volleyball. It is widely considered to be the pioneer of this sport in Turkey as well as one of the top volleyball clubs in Europe today. Every year, some 8-10 players from the Club are invited to play on Turkey’s national teams.

The Club was established by the Eczacıbaşı Group in 1966 to fuel young people’s interest in sports; contribute to the development of world-class, fair play athletes; and provide opportunities for these athletes to demonstrate their skill in international competitions. Over the next four decades, the Eczacıbaşı Sports Club single-handedly trained many of Turkey’s best sportsmen and women in the fields of basketball, volleyball, gymnastics, table tennis and chess before focusing its resources exclusively on women’s volleyball in the early 1990s.

Today, the Eczacıbaşı Sports Club is home to the Eczacıbaşı Vitra Women’s Volleyball Team, the record-holder of Turkey’s National Championships

and first back-to-back Champion of the FIVB Women’s Club World Championship (2015 and 2016).

Since its establishment in 1968, the club’s women’s volleyball team has won 28 National Championships, six National Cups and played in eleven European Cup Finals, winning the “European Cup Winners’ 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. Collectively, these teams have won more than 40 national championships.



Some trophies pay tribute to goals, not games!

In October 2018, Eczacıbaşı Sports Club became the first nominee from Turkey and first sports club worldwide to receive the Women and Sport World Trophy of the International Olympic Committee (IOC).

The club was nominated by the Turkish Olympic Committee for its long-running efforts to empower women through sports, raise their presence at every level of sports, and encourage thousands of young girls to take up sports by teaching them volleyball.

The International Olympic Committee awarded the Eczacıbaşı Sports Club the 2018 Women and Sport World Trophy for its success in becoming one of the world’s leading clubs in women’s volleyball, providing opportunities for thousands of young girls to play volleyball, and striving to increase the presence of women in sports.



“We’re thrilled to receive this award because it’s not about trophies or international achievements; it’s about the Eczacıbaşı Sports Club’s decision to reorient its journey, which began with men’s basketball, to women’s volleyball. By allocating all our resources and investments to this field, we made sports more accessible to women and increased the participation of women and young girls in Turkish volleyball. This IOC award is a tribute to these efforts.”

Faruk Eczacıbaşı
Eczacıbaşı Sports Club President

“Throughout it’s history the Eczacıbaşı Sports Club has undertaken major efforts to contribute to the development of sports in Turkey and increase the representation of women in every field of sports.”

Prof. Dr. Uğur Erdener
Turkish Olympic Committee President and IOC Vice President

“The IOC Women and Sport World Trophy demonstrates the stature of women at the Eczacıbaşı Sports Club and is a great honor for all of us. Our club’s achievements to date and our ever-higher goals for the future remind me every day of how proud I am to be part of the Eczacıbaşı tradition.”

Büşra Kılıçlı
Eczacıbaşı Vitra A Team

“The Eczacıbaşı Sports Club is a very important club worldwide as well as in Turkey; that’s why I’m realizing one of my dreams by playing here right now.”

Dilay Özdemir
Eczacıbaşı Vitra U15 team

“Eczacıbaşı means a whole lot to me because I love having volleyball in every area of my life. I feel part of a huge family and it motivates me to improve myself. Having a club that has achieved so much in my life makes all my efforts meaningful.”

Selen Naz Selçuk
Eczacıbaşı Vitra U13 team

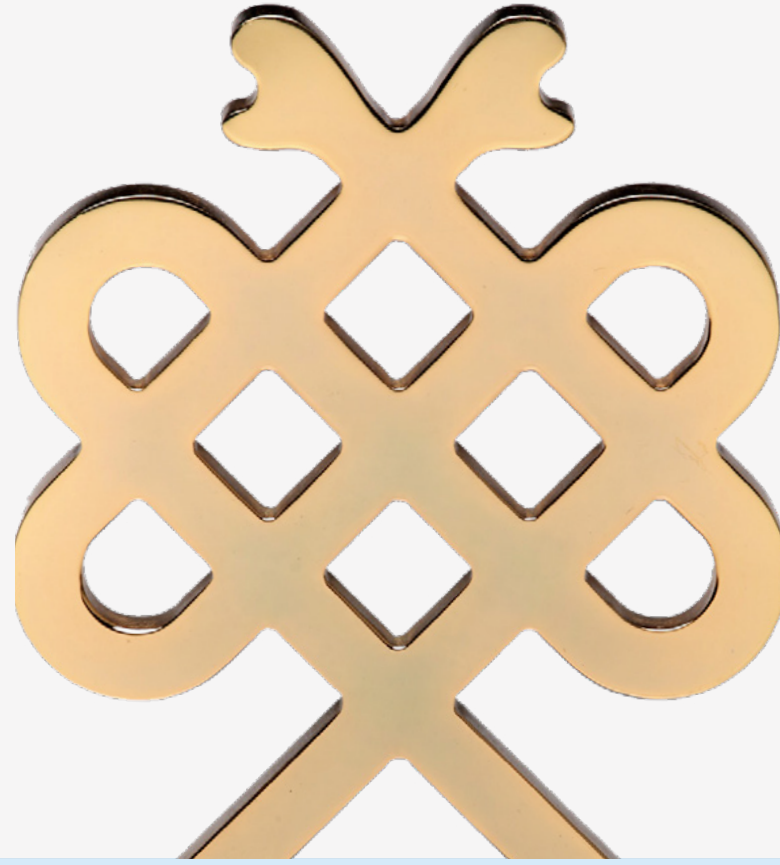


Dr. Nejat F. Eczacıbaşı Medical Awards

The Dr. Nejat F. Eczacıbaşı Medical Awards were established in 1959 to recognize, support, and reward high-caliber medical research in Turkey.

To date, close to 200 medical research projects have received grants and awards from the Eczacıbaşı Group, including, since 2002, promising research projects carried out by medical students.

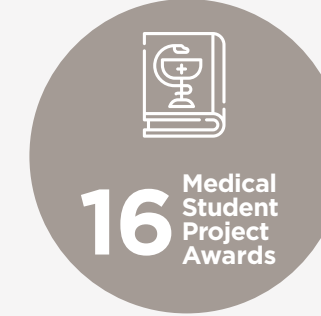
The Eczacıbaşı Group presented six medical awards in 2017 for outstanding medical research, including a Medical Award of Honor for globally recognized achievements in the world of medicine. The next set of recipients of Dr. Nejat F. Eczacıbaşı Medical Awards, which are presented once every two years, will be announced in the fall of 2019.



60 years of contributing to science and rewarding success

Dr. Nejat F. Eczacıbaşı was convinced that Turkey had to develop a powerful scientific research and development tradition not just keep abreast of scientific and technological innovations but also to play an active role in their evolution through original

research. This was the reason for the Dr. Nejat F. Eczacıbaşı Medical Awards, which support and reward successful scientific research in medicine, chemistry and pharmacology.



Eczacıbaşı Hygiene Project

The Eczacıbaşı Hygiene Project is an international award-winning project that aims to enhance the physical, intellectual and emotional environments of boarding schools serving students from rural and low-income regions in Turkey.

Spearheaded by three Group brands — VitrA, Artema, and Selpak — this Group-wide social responsibility project is renovating the bathrooms and showers of Regional Boarding School dormitories and school buildings with VitrA and Artema products, ensuring that students are aware of healthy personal care and hygiene practices through the Selpak Personal Hygiene Program, and organizing projects that enrich students' emotional and intellectual environments with the help of Eczacıbaşı Volunteers. It is also supplying schools with economical cleaning materials and basic supplies through Eczacıbaşı Profesyonel, Eczacıbaşı Consumer Products' B2B brand.

Every Eczacıbaşı Group employee can contribute to the project by joining one of Eczacıbaşı Volunteers' many initiatives to establish computer and music rooms, libraries and recreational spaces, and organize special events focused on culture and art, science, technology and creativity. A key partner in the project is the Ministry of Education, which is determining the neediest schools and ensuring that they have the required plumbing infrastructure.



During its first 10 years, the Eczacıbaşı Hygiene Project has enhanced the quality of life for 18,500 students.

By end-2018, the 10th year of the project, more than 18,500 students at 50 schools around Turkey had benefited from the Eczacıbaşı Hygiene Project. The

goal is to extend the project to 60 schools in all by 2020 according to the latest agreement between the Eczacıbaşı Group and the Ministry of Education.



Turkish Informatics Foundation

The Eczacıbaşı Group is a co-founder and corporate sponsor of the Turkish Informatics Foundation (TBV), which was founded in 1995 to assist in Turkey's transformation into an information-based society. The Eczacıbaşı Group is also the main sponsor of TBV's new KOD Awards, a competition for creators of digital educational games that promote math and science learning.

The first of its kind in Turkey, the competition is open to anyone who has created a digital game, or an idea for a digital game, that contributes to math and science learning at the primary school, middle school and high school levels. In addition to motivating professionals and amateur game developers to develop these important learning tools, the awards aim to highlight the great contribution that information technologies can make to education and inspire new generations to enter this field.

“This Is Just the Beginning”

2018 saw the publication in Turkish of Faruk Eczacıbaşı's new book, “This Is Just the Beginning”: The Flexibility, Convergence, Network Topology, and Dark Side of the World of the Future”. All copyright royalties of the book, which is published by Koç University Publications, are being donated to the Turkish Informatics Foundation.



First prize in the “Games” category for Cellvivor: A game about the structure of cells

“Cellvivor” is a simulation of a cell. Because the structure of cells is so complex, I worked very hard for several months to create a game that is easy to play and introduces important concepts as clearly and simply as possible. I believe games have a direct impact on the learning process of children. I also know very well that there are a lot of passionate young people still in high school who are trying to do something in this field.

**Ali Gökhan Birçek, Senior in Computer Engineering
at Süleyman Demirel University**

Faruk Eczacıbaşı Special Award for Fun Math: Teaching multiplication on a tablet

The idea of creating a game that looks like a TV cartoon but actually teaches you how to multiply came to me because my daughter was happy to play games on my tablet but unwilling to learn multiplication tables. One year later, I had designed a game in which a cow, named Benny, is being chased by a girl named Dora. To help Benny outrun Dora, the player needs to give fast and correct answers to multiplication table questions.

Mustafa Zafer Bolat, Systems Specialist



The first competition, which took place in 2018, received 600 entries: 250 of them games and 350 of them ideas for games. Among these, 26 games and 12 ideas competed in the finals for awards totaling TL 70 thousand.

Eczacıbaşı Volunteers

Eczacıbaşı Volunteers is a volunteer initiative established by Group employees in 2007 to carry out projects that benefit children. In principle, Eczacıbaşı Volunteers focus on projects that complement the social responsibility projects of Group companies and contribute to children's mental, physical and emotional wellbeing.

In 2018, Eczacıbaşı Volunteers reorganized their structure and modus operandi to give each Group company the authority to set a budget for its own volunteer projects. This way, in addition to taking part in Group-wide volunteer projects, company volunteer teams can develop their own activities and projects that benefit their surrounding communities.

With the participation of 153 people, Eczacıbaşı Volunteers carried out some 35 projects that touched the lives of more than 11 thousand people in 2018.

Some of these support science and technology learning, such as establishing science labs as Regional Boarding Schools and organizing events in collaboration with the Young Guru Academy (YGA).

Others support music learning and introduce students to a wide range of instruments. Eczacıbaşı Volunteers are continuing to establish music rooms at schools around Turkey, focusing primarily on Regional Boarding Schools.

Volunteers from a number of Eczacıbaşı Group companies have joined the Association of Private Sector Volunteers (ÖSGD) Vocational High School Coaches program, which arranges meetings with 10th and 11th grade students in vocational high schools to help them discover their talents and support their personal and professional development.



“Our education program is primarily based on theory; we are often lacking the practical application of this theory. When I look at what is going on around the world in the fields of artificial intelligence and automation, I'm ever more convinced that we must do something as well in our country. And all of this begins with children becoming knowledgeable about technology and science at an early age.”

**Kalender Koca - Science Teacher at the Kayseri
Pınarbaşı Regional Boarding School**

When I first heard about the project “There's Music in All of Us”, I was really excited by the idea of establishing a music room that might lead children to discover new talents in themselves. When I went to the Çanakkale Regional Boarding School and saw how these fresh, young students were so excited about the new music room I was really pleased that my company had given me an opportunity to be part of such a great project.

**Gizem Aryet Aksoy - Digital Marketing Specialist /
Intema**



List of Eczacıbaşı Group Companies

(As of April 2019)

	Share of Eczacıbaşı Group (%)
ECZACIBAŞI HOLDING CO.	100.00
BUILDING PRODUCTS DIVISION	
Eczacıbaşı Building Products Inc. Co.	100.00
Burgbad AG	100.00
Burgbad GmbH	100.00
Burgbad France SAS	100.00
VitrA Tiles Inc. Co.	100.00
VitrA Tiles LLC	100.00
VitrA Fliesen GmbH&Co.KG	100.00
V&B Flisen GmbH	97.71
İntema Building Materials Marketing and Sales Inc. Co.	85.90
İntema Yaşam Home and Kitchen Products Marketing Inc. Co.	85.90
VitrA UK Ltd.	100.00
VitrA Bad GmbH	100.00
VitrA USA Inc. Co.	100.00
VitrA Bathroom Products LLC	100.00
Eczacıbaşı Building Products LLC	100.00
Eczacıbaşı Building Products Europe GmbH	100.00
CONSUMER PRODUCTS DIVISION	
Eczacıbaşı Consumer Products Co.	100.00
İpek Kağıt Central Asia LLP.	100.00
HEALTHCARE DIVISION	
Eczacıbaşı Pharmaceuticals Marketing Co.	100.00
Eczacıbaşı-Monrol Nuclear Products Co.	84.00
Monrol Bulgaria Ltd.	84.00
Monrol MENA Ltd.	84.00
Monrol Gulf DMCC	84.00
S.C Monrol Europe SRL.	84.00
Radiopharma Egypt S.A.E.	84.00
Eczacıbaşı Health Services Co.	100.00
OTHER PRODUCTS AND SERVICES	
Eczacıbaşı-Lincoln Electric Askaynak Co.	49.57
Esan Eczacıbaşı Industrial Raw Materials Co.	100.00
Esan Italia Minerals SRL.	100.00
Ekom Eczacıbaşı Foreign Trade Co.	100.00
Eczacıbaşı Investment Holding Co.	81.57
Eczacıbaşı Pharmaceutical and Industrial Investment Co.	80.29
Eczacıbaşı Information and Communication Technologies Co.	100.00
E-Kart Electronic Card Systems Co.	50.00
Eczacıbaşı Insurance Agency Co.	100.00
Kanyon Management and Marketing Ltd.	50.00
Eczacıbaşı Property Development and Investment Co.	100.00
Eczacıbaşı Medical and Cosmetic Products Co.	100.00
Eczacıbaşı Aviation Co.	100.00

Contact Names and Addresses

Eczacıbaşı Holding Co.

Chairman

Bülent Eczacıbaşı

Vice Chairmen

Faruk Eczacıbaşı
Dr. Erdal Karamercan

Chief Executive Officer

Atalay M. Gümrah

Chief Audit Executive

Sacit Basmacı

Executive Vice President

Finance

Seyfi Sarıçam

Executive Vice President

Eczacıbaşı Building Products Division

Ali Aköz

Executive Vice President

Eczacıbaşı Consumer Products Division

Semih Decan

Vice President, Human Resources

Ata Selçuk

Vice President, Information Technologies

Levent Kızıltan

Innovation and Entrepreneurship Coordinator

Emre Eczacıbaşı

Digital Transformation Leader

Esra Eczacıbaşı Coşkun

General Manager

Eczacıbaşı Pharmaceuticals Marketing

Canan Bademlioğlu

General Manager

Esan

Serpil Demirel

Corporate Communications Director

İlkay Akalın

Media Relations Director

Cem Tanrıkilici

Kanyon Office

Büyükdere Cad. No: 185
Levent 34394 İstanbul
Phone: +(90 212) 371 70 00
Fax: +(90 212) 371 71 10
www.eczacibasi.com.tr

BUILDING PRODUCTS

Eczacıbaşı Building Products Inc. Co.
General Manager: Ferit Erin
Büyükdere Cad. Ali Kaya Sok.
No: 5 Levent 34394 İstanbul
Phone: +(90 212) 350 80 00
Fax: +(90 212) 350 85 58
www.vitra.com.tr

Ceramic Sanitaryware Plant
Eskişehir Karayolu Üzeri 4. km
Bozüyük 11300 Bilecik
Phone: +(90 228) 314 04 00
Fax: +(90 228) 314 04 12
www.vitra.com.tr

VitrA Sanitaryware LCC (Plant)
Commercial Director:
Evgeny Pchelintsev
Poselok Bolshevik, Bld. 2
Serpukhovsky Region Moscow
Region 142253 Russia
Phone/Fax: +7(4967)380672

Faucets Plant
İsmet İnönü Cad. Düzdağ Yolu No:4
Bozüyük 11300 Bilecik
Phone: +(90 228) 314 07 90
Fax: +(90 228) 314 07 96
www.artema.com.tr

Bathroom 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.vitra.com.tr

Showering Area Plant
Şekerpınarı Cumhuriyet Mah. İsmet İnönü
Cad. No:27 Çayırova 41420 Kocaeli
Phone: +(90 262) 648 95 00
Fax: +(90 262) 658 85 94
www.vitra.com.tr

Burgbad AG
General Manager: Jörg Loew
Bad Fredeburg
Kirchplatz 10
57392 Schmallenberg, Germany
Phone: +49 (0) 2974 9617-0
Fax: +49 (0) 2974 9617-278
www.burgbad.com

Burgbad GmbH
General Managers: Jörg Loew
Morsbacher Straße 15
91171 Greding, Germany
Phone: +49 (0) 8463 901-0
Fax: +49 (0) 8463 901-143
www.burgbad.com

Bathroom Furniture Greding Plant
Morsbacher Straße 15
91171 Greding, Germany
Phone: +49 (0) 8463 901-0
Fax: +49 (0) 8463 901-143
www.burgbad.com

Bathroom Furniture Bad Fredeburg Plant
Am Donscheid 3
57392 Schmallenberg, Germany
Phone: +49 (0) 2974 772-0
Fax: +49 (0) 2974 772-269
www.burgbad.com

Mineral Casting Plant
Werner-Schlinsog-Str. 4
36341 Lauterbach-Allmenrod,
Germany
Phone: +49 (0) 6641 9604-0
Fax: +49 (0) 6641 9604-40
www.burgbad.com

Burgbad France SAS
Sales Manager: Brice Nastorg
Z.I. Le Poirier 28211 Nogent-Le-Roi,
BP 80075 France
Phone: +33 (0) 2 37 38 85 53
Fax: +33 (0) 2 37 51 43 94
www.burgbad.com

Bathroom Furniture
Nogent-le- Roi Plant
Z.I. Le Poirier28211 Nogent-Le-Roi,
BP 80075 France
Phone: +33 (0) 2 37 38 85 53
Fax: +33 (0) 2 37 51 43 94
www.burgbad.com

VitrA Tiles Co.
General Manager: Hasan Pehlivan
E5 Karayolu Üzeri Şifa Mah.
Hükümet Cad. No:5
Tuzla 34941 İstanbul
Phone: +(90 216) 581 46 00
Fax: +(90 216) 423 49 73
www.vitra.com.tr

Ceramic Tile Plant
Eskişehir Karayolu üzeri 4. km
Bozüyük 11300 Bilecik
Phone: +(90 228) 314 04 22
Fax: +(90 228) 314 04 28
www.vitra.com.tr

VitrA Tiles LCC (Plant) Commercial
Director: Evgeny Pchelintsev
Poselok Bolshevik, Bldg.
1 Serpukhovsky Region
Moscow Region 142253 Russia
Phone/Fax: +7 (7495) 640 44 14

V&B Fliesen GmbH
General Manager: Tom Waltasaari
Rotensteiner Weg
66663 Merzig, Germany
Phone: +49 (0) 68 64 81-33 00
Phone: +49 (0) 68 64 81-18 38
Fax: +49 (0) 68 64 81-25 63
www.villeroy-boch.com

V&B Fliesen Merzig Plant
Rotensteiner Weg 66663
Merzig, Germany
Phone: +49 (0) 68 64 81-23 86
Fax: +49 (0) 68 64 81-72386
www.villeroy-boch.com

V&B Fliesen LFG Plant
Etablissement de La Ferte Gaucher 20,
Route de Coulommiers 77320
La Ferte Gaucher, France
Phone: +33 (0) 1 64 75 64 39
Fax: +33 (0) 1 64 75 65 52
www.villeroy-boch.com

VitrA Fliesen GmbH-Co. KG.
General Manager: Hasan Pehlivan
Brucknerstrasse 43 56566
Neuwied, Germany
Phone: +(49 2622) 7007-0
Fax: +(49 2622) 7007-600
www.engerskeramik.de

SALES ORGANIZATIONS

İntema Building Materials Marketing and Sales Inc. Co.
General Manager: Ali Aköz
Büyükdere Cad. Ali Kaya Sok. No: 5
Levent 34394 İstanbul
Phone: +(90 212) 350 80 00
Fax: +(90 212) 350 84 45
www.vitra.com.tr

İntema Yaşam Home and Kitchen Products Marketing Inc. Co.
Business Unit Director: Sibel Üğdül
Büyükdere Cad. Ali Kaya Sok. No: 5
Levent 34394 İstanbul
Phone: +(90 212) 350 80 00
Fax: +(90 212) 350 84 45

VitrA Bad GmbH
General Manager: Ferit Erin
Agrippinawerft 24,
50678 Cologne, Germany
Phone: +49 (0) 221 / 27 73 68-0
Fax: +49 (0) 221 / 27 73 68-500
www.vitra-bad.de

VitrA (UK) Ltd.
Country Director: Levent Giray
Park 34 Collet Way,
Didcot Oxon OX11 7WB, UK
Phone: +(44 1235) 750 990
Fax: +(44 1235) 750 985
www.vitra.co.uk

VitrA USA Inc. Co.
Sales Manager: Ersal Peynirci
211 S. State College Blvd.#348
Anaheim CA 92806
e-mail: ersal.peynirci@vitra.com.tr
www.vitra.com.tr

Eczacıbaşı Building Products LLC
Commercial Director: Evgeny Pchelintsev
9, Varshavskoe Highway, Bldg.1
Danilovskaya Manufactory
Block 'Sitsevy', 4 Entr., 1st Floor
Moscow 117105 Russia
Phone/Fax: +7 (495) 221 76 11

Eczacıbaşı Building Products Europe GmbH
General Manager: Ali Aköz
Agrippinawerft 24 50678 Cologne,
Germany
Phone: +49 (0) 221 27 73 68-282
Fax: +49 221 27 73 68 50
www.vitra-studio.de

Representative Office-UAE
Sales Director: Simon Shaya Jumeirah
Business Centre 5 Unit 1006 No. W1
Jumeirah Lake Towers Dubai, UAE
Phone: +(971) 52-276-7386
Fax: +(971) 4-457 2467
www.vitra.com.tr

Eczacıbaşı Building Products Liaison Office
Country Manager: Serhan Ateş Yağız
B-102, Durolite House, Opp.
B-102 SAB TV Building, New Link Road,
Andheri (West), Mumbai 400053 India
Phone: +(91) 22-6708 5000
Mobile: +(91) 99-2048-3816
www.vitra-india.com

CONSUMER PRODUCTS

Eczacıbaşı Consumer Products Co.
Rüzgarlıbahçe Mahallesi Kavak Sokak
No: 20 Beykoz 34805 İstanbul
Phone: +(90 216) 333 71 00
Fax: +(90 216) 333 70 71
www.eczacibasituketim.com

Tissue Paper Yalova Plant
Tokmak Köyü, Kavak Mevki Altınova
77700 Yalova
Phone: +(90 226) 462 85 23
Fax: +(90 226) 462 90 55

Tissue Paper Manisa Plant
Keçiliköy OSB Mah. MOSB 4.
Kısım Hasan Türek Bulvarı No.15
Yunusemre 45030 Manisa
Phone: +(90 236) 213 09 00
Fax: +(90 236) 213 09 21

İpek Kağıt Central Asia LLP. Almaty
District, A 207 Street, Building 3,
Astana City, Kazakhstan
Phone: +7 (7172) 29 93 10/11
Fax: +7 (7172) 25 92 77

Baby and Personal Care Plant
Gebze Organize Sanayi Bölgesi
Tembelova Mevkii No:3009
Gebze, Kocaeli
Phone: +(90 262) 888 91 00
Fax: +(90 262) 866 87 27

Chemical Products Plant (Eczacıbaşı Profesyonel)
Gebze Organize Sanayi Bölgesi
1000. Cadde No:1028
Çayırova 41480 Kocaeli
Phone: +(90 262) 999 85 00
Fax: +(90 262) 751 50 24

ECP Maroc S.A.R.L.
Zone LogiparcDepot L7,
26 Leguassem Bouskoura,
Casablanca Morocco
Phone: +212 808 500 500
Fax: +212 522 590 178

HEALTHCARE

Eczacıbaşı Pharmaceuticals Marketing Co.
General Manager:
Canan Bademlioğlu
Büyükdere Cad. Ali Kaya Sok.
No: 5 Levent 34394 İstanbul
Phone: +(90 212) 350 80 00
Fax: +(90 212) 350 84 20
www.eip.com.tr

Eczacıbaşı-Monrol Nuclear Products Co.
General Manager: Mustafa Aydın Küçük
TÜBİTAK MAM Teknopark Gebze 41470
Kocaeli
Phone: +(90 262) 648 02 00
Fax: +(90 262) 646 90 39
www.monrol.com

Headquarters
Barbaros Mah. Sütçüyolu Cad.
No: 72/A Ataşehir 34746 İstanbul
Phone: +(90 216) 544 05 44
Fax: +(90 216) 472 41 48
www.monrol.com

Monrol Bulgaria Ltd.
1331 Sofia, Bulgaria, Lulin District
128 Bansko Shose Str.
Sofia, Bulgaria
Phone: +(359) 2 824 12 13
Fax: +(359) 2 824 12 89
www.monrol.com

Monrol Mena Ltd.
Jebel Ali Free Zone, Dubai, UAE
Phone: +(971) 04 257 81 03
Fax: +(971) 04 257 81 04

Monrol Gulf DMCC
P.O. BOX: 234373 Dubai, UAE
Phone: +(971) 04 257 81 03
Fax: +(971) 04 257 81 04

S.C. Monrol Europe SRL.
Pantelimon City Gradinarilor Street
No. 1 Ilfov County, Romania
Phone: +(40) 21 367 4801
Fax: +(40) 21 311 7584

Radiopharma Egypt S.A.E.
425 Ext. 3 rd Industrial Zone, 6th October
City Giza, Cairo, Egypt
Phone: +(202) 38 29 06 36/7/8
Fax: +(202) 38 29 06 38

Branch Office
TÜBİTAK MAM Teknoloji Geliştirme
Serbest Bölgesi
Gebze 41470 Kocaeli
Phone: +(90 262) 644 40 20
Fax: +(90 262) 644 92 35

Eczacıbaşı Health Services Co.
Responsible Manager:
Dr. Saim Argın
Büyükdere Cad. Ali Kaya Sok. No. 5
Levent 34394 İstanbul
Phone: +(90 212) 319 88 00
Fax: +(90 212) 350 82 36
www.eczacibasisaglik.com.tr

NATURAL RESOURCES

Esan Eczacıbaşı Industrial Raw Materials Co.
General Manager: Serpil Demirel
Girne Mahallesi, Nehir Sok. No. 1-3
Maltepe 34852 İstanbul
Phone: +(90 216) 581 64 00
Fax: +(90 216) 581 64 99
www.esan.com.tr

Esan Italia Minerals SRL.
Head of Representative Office:
Massimo Solimei
Via Regina Pacis, 42/22,
41049 Sassuolo (MO) Italy
Phone: +(390) 536 813305
Fax: +(390) 536 804138

Representative Office-Ukraine
Head of Representative Office:
Cenk Gültekin
18/14 Vikentiya Khyoyki Str,
Office No:246 Kiev 04655 Ukraine
Phone: +380 44 3906027
Fax: +380 44 3906026

Representative Office-China
Head of Representative Office:
Ali Ateş
Yan An Middle Road 1440,
Room 406, Jing An District
Shanghai 200040 China
Phone: +86 21 6103 1661

FINANCE

Eczacıbaşı Investment Holding Co.
General Manager: Seyfettin Sarıçam
Büyükdere Cad. No:185 Levent 34394
İstanbul
Phone: +(90 212) 371 73 94
Fax: +(90 212) 371 72 22
www.eczacibasi.com.tr

Eczacıbaşı Pharmaceutical and Industrial Investment Co.
General Manager: Canan Bademlioğlu
Büyükdere Cad. Ali Kaya Sok.
No: 5 Levent 34394 İstanbul
Phone: +(90 212) 350 80 00
Fax: +(90 212) 350 85 33
www.eis.com.tr

INFORMATION TECHNOLOGY

E-Kart Electronic Card Systems Co.
General Manager: F. Coşkun Bedük
Gebze Organize Sanayi Bölgesi Kemal
Nehrozoğlu Cad. No: 503
Gebze 41480 Kocaeli
Phone: +(90 262) 648 58 00
Fax: +(90 262) 648 58 97-98
www.ekart.com.tr

Sales and Marketing Office
Fatih Sultan Mehmet Mah. Poligon Cad.
Buyaka 2 Sitesi, Kule 3 B Blok K: 13 D: 77
Ümraniye, İstanbul
Phone: +(90 216) 656 63 08

Eczacıbaşı Information and Communication Technologies Co.
Büyükdere Cad. Ali Kaya Sok.
No: 5 Levent 34394 İstanbul
Phone: +(90 212) 350 80 00
Fax: +(90 212) 350 88 99
www.eczacibasibilisim.com.tr

WELDING TECHNOLOGY

Kaynak Tekniği Co.
General Manager: Ahmet Sevük
TOSB-TAYSAD Otomotiv Yan San.
İhtisas Organize Sanayi Bölgesi
2. Cadde No: 5 Şekerpınar
Çayırova 41420 Kocaeli
Phone: +(90 262) 679 78 11
Fax: +(90 262) 679 77 00
www.askaynak.com.tr

OTHER PRODUCTS AND SERVICES

Eczacıbaşı Property Development and Investment Co.
General Manager: Orhan Gündüz
Kanyon Office
Büyükdere Cad. No: 185
Levent 34394 İstanbul
Phone: +(90 212) 371 70 00
Fax: +(90 212) 371 72 55

Ekom Eczacıbaşı Foreign Trade Co.
Export Services Manager:
Rosı Avigidor Razon
Büyükdere Cad. Ali Kaya Sok.
No:5 Şişli 34394 İstanbul
Phone: +(90 212) 350 86 71
Fax: +(90 212) 284 41 08

Kanyon Management and Marketing Inc.
General Manager: Tuncer Kınıklı
Büyükdere Cad. No: 185
Levent 34394 İstanbul
Phone: +(90 212) 317 53 00
Fax: +(90 212) 353 53 51
www.kanyon.com.tr

Eczacıbaşı Insurance Agency Co.
General Manager: Ulaş Pekin
Büyükdere Cad. No: 185
Levent 34394 İstanbul
Phone: +(90 212) 371 79 53
Fax: +(90 212) 371 79 50

Eczacıbaşı Medical and Cosmetic Products Co.
Büyükdere Cad. No:185
Levent 34394 İstanbul
Phone: +(90 212) 371 72 00
Fax: +(90 212) 371 72 22

Eczacıbaşı Aviation Co.
Büyükdere Cad. No:185
Levent 34394 İstanbul
Phone: +(90 212) 371 72 29
Fax: +(90 212) 371 72 22

SOCIAL ORGANIZATIONS

Dr. Nejat F. Eczacıbaşı Foundation
General Secretary: İlkay Yıldırım Akalın
Büyükdere Cad. Ali Kaya Sok.
No: 5 Levent 34394 İstanbul
Phone: +(90 212) 350 81 15
Fax: +(90 212) 350 81 17

Eczacıbaşı Medical Awards and Scientific Research
General Secretary: Özer Tümer,
Sevgi Ökten
Büyükdere Cad. Ali Kaya Sok.
No: 5 Levent 34394 İstanbul
Phone: +(90 212) 350 85 57
Fax: +(90 212) 350 86 60

Eczacıbaşı Sports Club
Manager: Cemal Erksun
Kemerburgaz Caddesi
No.21, Ayazağa
Sarıyer 34450, İstanbul
Phone: +(90 212) 289 96 40
Fax: +(90 212) 289 96 50
www.eczacibasisporkulubu.org.tr

Eczacıbaşı Holding Co.

Kanyon Office
Büyükdere Caddesi No: 185
Levent 34394, İstanbul-Turkey
Phone: +(90 212) 371 70 00
Fax: +(90 212) 371 71 10

www.eczacibasi.com.tr