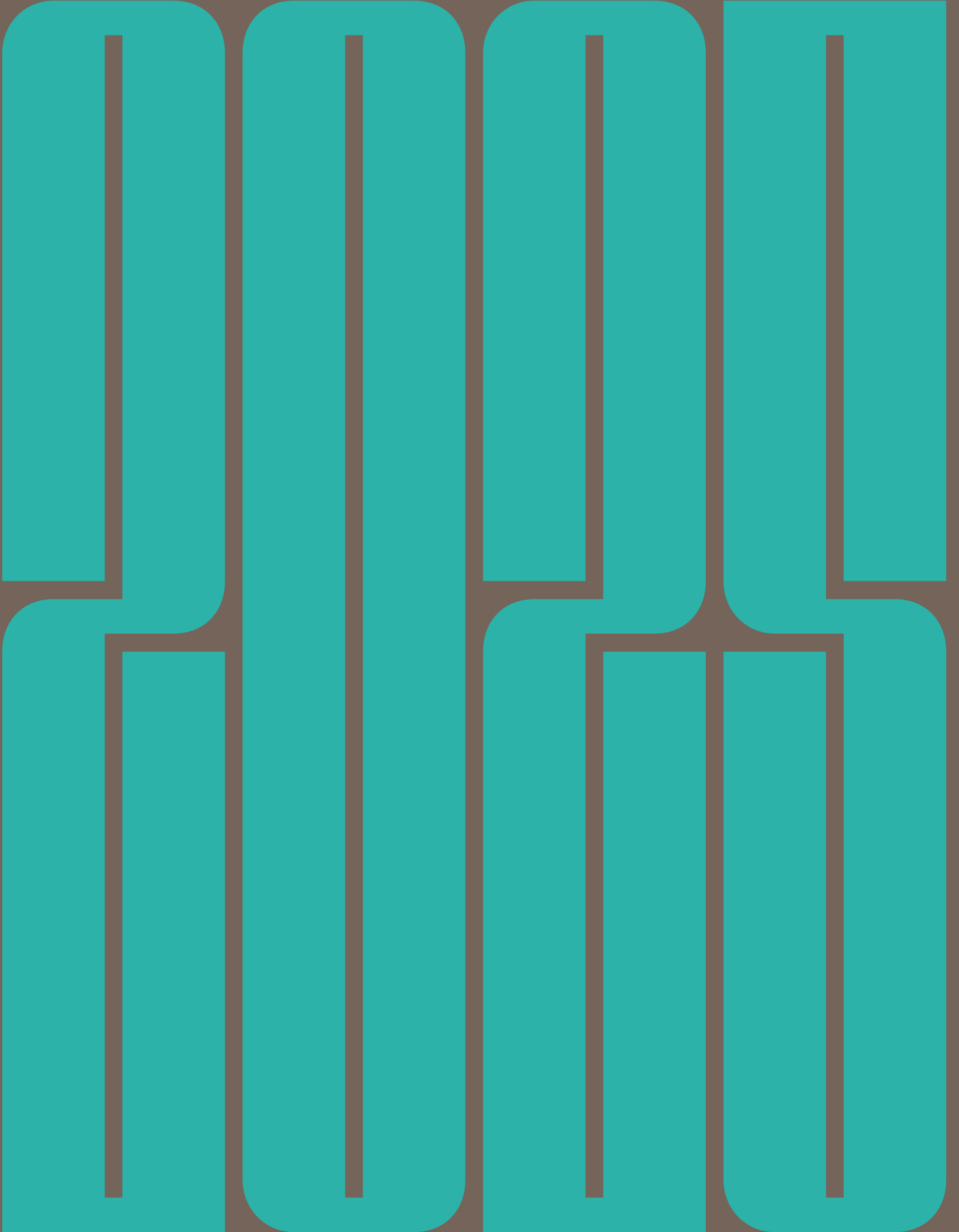


Eczacıbaşı Group 2025



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Message from the Chairperson



In 2025, the Eczacıbaşı Group continued operating in a landscape shaped by economic uncertainty, shifting market dynamics, regional tensions, and rapid technological advancements. This period reminded us once again that enduring institutions need more than the ability to adapt. They also require patience, foresight, discipline, and sound judgment, anchored in the values that guide them through change.

At Eczacıbaşı, we draw strength from more than eight decades of institutional experience. For us, resilience is not only about responding to difficult conditions as they arise. It also means understanding what these conditions reveal, anticipating how they may reshape our fields of activity, and acting with a clear sense of responsibility toward the future and society.

Even in a complex year, we stayed focused on building and improving our businesses, refining our work processes, and maintaining the long-term perspective that has always shaped our Group. Across our main areas of activity, our companies continued to transition to simpler, more efficient, and more resilient structures. In building products, initiatives centered on operational excellence and simplification, resource efficiency, renewable energy practices, and design-led innovation strengthened our position in our core markets. In consumer products, our established brands, expanding international reach, and commitment to responsible production supported steady progress. In healthcare, we combined our manufacturing capabilities, quality standards, and sector experience to reliably and carefully serve patients and society. In natural resources, we prioritized operational safety, efficiency, digitalization, and responsible resource management as core elements of sustainable performance.

Together, these efforts reflect a broader view of growth—one grounded in trust in the future. We believe preparing for the years ahead requires not only expanding our businesses, but also strengthening the capabilities, culture, and decision-making discipline that sustain them over time. Our work in technology, artificial intelligence, advanced analytics, circular production, and renewable energy is part of this approach. In an era increasingly defined by artificial intelligence, we advocate for a careful approach to adaptation: integrating new technologies into our work in a controlled and responsible manner, while maintaining a focus on human insight, creativity, and dignity.

For Eczacıbaşı, transformation is not an end in itself; it is a means to make better decisions, use resources more carefully, increase resilience, and create new opportunities for lasting value. Eczacıbaşı's identity has always been shaped not only by its business activities, but also by its contribution to social and cultural life. Our work in education, science, culture and the arts, sports, and volunteerism reflect the sense of responsibility entrusted to us by our founder, Dr. Nejat F. Eczacıbaşı. We see these contributions as an integral part of our understanding of modern, high-quality and healthy living—and as a lasting expression of our commitment to society.

We know the period ahead will continue to require prudence, openness to learning, and a willingness to renew ourselves. Yet we face the future with confidence: confidence in our people, in our institutions, and in our ability to evolve with responsibility. Our task is to carry forward the values and culture we have inherited while thoughtfully preparing the Eczacıbaşı Group for the needs and expectations of a changing world. Guided by our belief in our country and in the future, we will continue to strengthen our institutions, create long-term value, and contribute with determination to a healthier and more sustainable world.

~€ 2
BILLION
TOTAL NET SALES

+80
YEARS'
EXPERIENCE

44
Companies

+100
International
Markets

32
Production
Plants

+12,000
OVERALL
EMPLOYMENT

86%
Employed
in Türkiye

14%
International



As of June 2026

Board of Directors

Members (From Left To Right)

Ahmet F. Ashaboğlu
Esra Eczacıbaşı Coşkun
Dr. Erdal Karamercan
Emre Derman
Bülent Eczacıbaşı **Chairperson**
Tolga Tuğlular
Vice Chairperson Faruk Eczacıbaşı
N. Emre Eczacıbaşı

Executive Management

As of June 2026



Burak Sevilengül
CEO,
Eczacıbaşı Group



Bülent Kozlu
CEO, Sanipak



Emin Fadilloğlu
CEO, Eczacıbaşı
Pharmaceuticals and
Industrial Investment



Emre Kayışoğlu
CEO,
Esan



Hasan Pehlivan
CEO, Eczacıbaşı
Building Products



Mert Karasu
CEO,
VitrA Tiles



Tolga Güneri
General Manager,
Energy and
Sustainability



Evrin Bayam
Chief Human
Resources Officer



Ferit Erin
Chief
Financial Officer



Hilmi Koçak
Chief
Information Officer



İpek Güleç
Chief
Investment Officer



Özcan Konak
Chief
Audit Executive



N. Emre Eczacıbaşı
Executive Board Member



Esra Eczacıbaşı Coşkun
Executive Board Member



İlkay Akalın
Corporate
Communications
Coordinator



Nil Akman Yurttaş
Chief Legal
Counsel

Building Products

Bathrooms

- Ceramic sanitaryware
- Taps and mixers
- Bathroom furniture
- Bathing areas
- Behind the wall solutions

Building Products

Tiles

- Wall tiles
- Floor tiles
- Pool tiles
- Porcelain tiles
- Technical porcelain tiles
- Mosaic tiles

Consumer Products

- Tissue paper products
- Personal care products
- Wet wipes and baby care products
- Homecare products
- Away-from-home cleaning and hygiene products

Healthcare

- Prescription and non-prescription medicine
- Vitamins and food supplements
- Health tech
- Contract manufacturing

Natural Resources

- Metallic mines
- Industrial minerals

Investment Office

- Property development and facility management
- Foreign trade
- IT services
- Insurance

Key Performance Indicators

Despite challenging macroeconomic conditions and softer demand in Europe throughout the year, Eczacıbaşı Group maintained a solid financial performance. In 2025, we generated net revenue of €1.9 billion, with international operations accounting for 53% of total revenues through exports from Türkiye and sales by our Group companies abroad. International sales reached €1,059 million, while domestic sales stood at €927 million, reflecting the continued contribution of our diversified geographic presence and disciplined management approach.

Total net sales* bn €

2024 | €1.9 bn 

2025 | €1.9 bn 

International sales* bn €

2024 | €1.0 bn 

2025 | €1.1 bn 

Building Products **Bathrooms**

Eczacıbaşı Building Products, the flagship bathroom business of Eczacıbaşı Group, is a leading provider of complete bathroom solutions, specializing in ceramic sanitaryware, bathroom furniture, faucets and accessories. Operating under the VitrA, Artema, İntema and burgbad brands, the business serves architects, developers, homeowners and public sector clients across Europe, the Middle East, North Africa and beyond.

As a pioneer of Türkiye's ceramics industry, we are the first Turkish company to export ceramic sanitaryware and we continue to lead the sector, recording the strongest export performance in 2025 despite challenging market conditions.

This international presence is supported by a strong and integrated manufacturing base. In 2025, our production capacities hit 6.3 million ceramic sanitaryware units, 2.2 million faucets, 1 million concealed cisterns and 1.1 million toilet seats, alongside 870,000 bathroom furniture modules.



With production and distribution facilities across Türkiye and Europe, our business combines scale with operational flexibility, enabling it to respond effectively to both domestic demand and export markets. 2025 was marked by a clear focus on operational discipline and simplification that reduced waste across the production cycle.

Against a backdrop of cost pressures and shifting demand across key markets, 2025 was defined by a clear focus on operational discipline and simplification. A targeted SKU rationalisation programme reduced product complexity by 20%, enabling a more streamlined and globally manageable portfolio while supporting improved availability and more efficient portfolio management across markets.

As part of this approach, streamlined planning and supply chain processes reduced our inventory days by 20%, strengthening our working capital discipline and improving production efficiency. Kiln optimization further improved capacity utilization.

These measures supported a more efficient, cash-focused operating model, while selective, smart capex investments enhanced production flexibility in response to evolving demand, allowing the business to respond more effectively to shifts in product mix and regional demand patterns. Building on our established leadership in sustainability and product innovation, our more disciplined operating model reflects a shift towards greater agility and resilience in challenging market conditions.



Award winning innovation featured ceramic sanitaryware products manufactured from nearly 100% recycled waste. Innovation continued to be driven by practical application and measurable impact. A key highlight of 2025 was our launch of a ceramic sanitaryware product manufactured from nearly 100% recycled waste materials generated during the production process.

Following its success at the Good Design Awards, this innovation was recognised with the prestigious iF Design Award in recognition of our ability to integrate circular production principles at scale, without compromising on performance or design quality.

This builds on earlier innovations such as QuantumFlush, the Quiet Mark-certified range and V-Care 3 Smart Toilet products, reinforcing continuity in design-led, performance-driven innovation. Alongside materials innovation, our ongoing R&D investment and structured innovation management systems will continue to support the development of high-performance, user-focused solutions.

We earned the coveted EcoVadis Silver Medal placing in the top 9% percentile of 130,000 companies ranked globally.

2025 saw us gain further external recognition from EcoVadis, a global leader in business sustainability assessments, with the award of a Silver Medal. Achieving a score of 76, we ranked in the top 15% of companies globally across the EcoVadis categories of environment, labour and human rights, ethics and sustainable procurement.

Design recognition and global engagement further strengthened market presence in 2025. Our business continues to strengthen its leadership position in Türkiye through recognised frameworks and rankings, including the TSE Innovation Management System certification, ISO 500 listing, Capital Magazine's Most Admired Companies, Fast Company Magazine's 50 Most Innovative Companies and Turkishtime Magazine's ranking among Türkiye's top R&D investors.



Engagement internationally with designers and architects enhances our visibility in our core markets.

Internationally, we continue to build visibility and influence through active participation in leading design and architecture platforms, including the Venice Biennale, RIBA Vitra Talks and Clerkenwell Design Week, supporting closer engagement with architects, designers and specifiers and translating into a stronger project pipeline and premium positioning in key markets.

At the same time, local initiatives and partnerships, including community and sports engagement, reinforce our brand presence and stakeholder connections in our core markets. The opening of new showrooms and engagement centres in Casablanca and Didcot further supported closer collaboration with clients and partners.



With a simplified product architecture, improved production efficiency and a targeted innovation pipeline, Eczacıbaşı Building Products has established a stronger and more agile business model. Building on its existing innovations, our business is highly resilient in a volatile environment. We maintain our leadership in core markets through design-led solutions and are well positioned for selective growth.

Looking ahead, our business will continue to focus on strengthening efficiency, increasing resilience, scaling innovation and deepening engagement with our clients and partners, supporting a healthy and sustainable business model in an evolving market environment.

Building Products Tiles

The Eczacıbaşı Group's tile business is one of the world's leading ceramic tile manufacturers and Türkiye's largest exporter, with sales in more than 90 countries worldwide. We continue to shape the future of the industry through advanced manufacturing, design excellence, and a strong commitment to sustainability.

Since beginning production in Tuzla, Istanbul, in 1991 and Bozüyük, Bilecik, in 1992, we have steadily expanded our capabilities and global presence. Today, through our Vitra, Villeroy & Boch, and engers brands, we operate production facilities in Türkiye and Russia.

With approximately 2,000 employees and an annual production capacity of 31 million square meters, we serve customers across Europe, the Gulf region, and many international markets.

Our Bozüyük Plant in Türkiye was selected by the World Economic Forum to be part of its Global Lighthouse Network. This recognition highlights leadership in digital transformation and Industry 4.0 and places our facility among the world's most advanced manufacturing sites.





In 2025, we achieved a resilient financial performance, bolstered by strategic investments and a robust brand presence. Higher unit prices supported revenue growth. In Europe, where demand remained relatively stable, price optimization contributed positively. In Russia, a comprehensive maintenance program aimed at improving capacity increased production from 2.4 million m² to 4 million m².

Innovation remained a key focus area throughout the year. We previewed two innovations: V-Tone, a color management technology that digitally measures and controls tonal variations in tile production, and V-Flex, an installation system that enables tiles to be installed without adhesives.

Both generated significant interest and are scheduled to launch in 2026. We strengthened our position in large-format tiles by introducing the 120×120 cm size to the Turkish market and accelerating investments in our 120×280 cm slab tile segment.

Sustainability continues to guide our long-term strategy. In 2025, our solar power plant in Aksaray generated 56,789 MWh of electricity and prevented 35,448 tonnes of CO₂e emissions. This enabled us to source more than 60% of the Bozüyük Plant's electricity consumption from our own renewable energy sources.

We are the first and only manufacturer in Türkiye to produce SCS-certified porcelain tiles made from 100% recycled content, positioning us among the world's pioneering companies in circular production.

Launched in 2025, our nova vita collection reflects our commitment to environmentally responsible manufacturing by combining 100% recycled content with refined design.

Our achievements this year were recognized with prestigious international awards, including the Red Dot Award, German Design Award, and Good Design Award for product design, as well as the Sustainable Business Award and the ISO Green Transformation Award for our sustainability initiatives. Our sustainability performance was further recognized by EcoVadis, which awarded us a Bronze Medal and placed us among the top 35% globally.

With our strong manufacturing capabilities, innovative technologies, and sustainability-driven mindset, we will continue to deliver high-value ceramic surface solutions and help shape the future of our industry.



Consumer Products

Founded in 1970 as İpek Kağıt, the Eczacıbaşı Group's consumer products business introduced Türkiye's first branded tissue paper products, creating an entirely new category and reshaping hygiene habits with its iconic Selpak and Solo brands. As the pioneer of Türkiye's branded tissue industry, now under the Sanipak name, we continue to set category standards through innovation, operational scale, and sustainability leadership.

Today, we operate across five key hygiene categories: tissue paper in retail and away-from-home, wet wipes, baby care, personal care, and home care. Our portfolio comprises trusted brands such as Selpak, Solo, Silen, Servis, Selpak Professional, Selin, Uni Baby, Okey, Detan, Defans, Dalina, Pandoo, and Sany.

We reached 8 out of 10 households in Türkiye and led the tissue paper market with a 27% share in 2025.



Beyond tissue, our brands hold strong positions across adjacent hygiene and personal care categories. Okey is the clear market leader in the sexual wellness category, while Selin is Türkiye's best-selling lemon cologne. Uni Baby remains one of the most trusted baby care brands in the market, reflecting our long-standing expertise in skin care and our commitment to families. Meanwhile, Solo has expanded into the surface cleaning wipes category, where its growing product portfolio continues to gain strong consumer traction through differentiation.

With five state-of-the-art production facilities—three in Türkiye and two in Morocco—and more than 2,000 employees, we combine scale with operational excellence. Our annual tissue production capacity stands at 280,000 tons. In 2025, we generated €553 million in revenue supported by the strength of our brands and disciplined operational execution.



In 2025, we continued to expand our international footprint to more than 60 countries and reinforced our manufacturing presence in Morocco, where we are the largest tissue paper producer.

International markets play an increasingly important role in our growth. Today, exports account for 34% of our sales, and our branded products reach consumers in more than 60 countries. We are also a leader in branded tissue exports from Türkiye, strengthening the global presence of our brands. Our strategic investment in Morocco has strengthened our presence in North Africa and opened new growth frontiers.

By leveraging data-driven consumer insights, we expanded usage occasions and introduced new solutions, including Selpak Hand and Face Towel, Selpak Go, Solo Aquablock, Selpak Cashmere in Türkiye and Sany surface cleaning wipes in Morocco.

Our growth is powered by innovation rooted in deep consumer understanding. By anticipating evolving consumer expectations through data-driven insights, we continuously develop products that expand usage occasions and enhance everyday hygiene experiences. Recent innovations include Selpak Hand & Face Towel, marking our expansion into personal care and beauty through softness and decorative, convenient packaging. We have also introduced Selpak Go, bringing Selpak towel quality into a convenient, on-the-go format; Solo Aquablock surface cleaning wipes, featuring water-repellent technology that helps keep surfaces cleaner for longer; and Selpak Cashmere, redefining softness in toilet paper, hand & face towels and hankies. Lastly, after more than two decades, we introduced a new brand - Maison de Lumière - that taps into the fragrance trend with hair and body mists as a first step toward a broader fragrance portfolio. In Morocco, we relaunched Dalina with a renewed brand identity to recruit category newcomers and launched the country's first surface cleaning wipes under the Sany brand, further strengthening our local product portfolio.



Sustainability is embedded in how we grow. Under our “Our Promise to Tomorrow” framework, we focus on resource efficiency, circular production, and social impact. Over the past decade, we have reduced water consumption per ton by 24% across our tissue operations. In 2025, water recovered through our advanced wastewater recovery facility represented 13% of the total water consumption of our Yalova plant. Our waste recovery rate reached 95%, reflecting our commitment to circular production.

Through the Zero Waste Blue project, we contribute to raising environmental awareness in the tourism sector. To date, 1168 tourism sector employees have completed the training program and received certification from the Ministry of Culture and Tourism.

We also invest in initiatives that support the next generation. Our “My Profession, My Future” project supports the professional, career, and personal development of female vocational high school students. The program was first launched in Yalova and later expanded to Manisa.

We remain committed to advancing gender equality across our organization. Currently, women fill respectively 18,7%, 42% and 36% of our blue-collar, white-collar, and management roles.

Healthcare

In 2025, Eczacıbaşı Healthcare redefined its journey by connecting a century of heritage with a forward-looking vision. Through the combined strength of Eczacıbaşı Pharmaceuticals Marketing and Gensenta, we operate as a leading healthcare group that turns experience into global value for society and patients.

Our strength lies in our ability to manage a diverse and high impact portfolio. Through Eczacıbaşı Pharmaceuticals Marketing, we continue to expand our presence in strategic therapeutic areas while delivering strong growth in the digital space. A key milestone has been the rapid online sales growth of our wellness supplement brand Dynavit, which climbed from 14th to 8th place in its category in 2025. This progress reflects our commitment to delivering reliable, high-quality solutions that align with the evolving habits of patients and consumers in a dynamic marketplace.

Our operations are built on a strong manufacturing base and a growing international footprint. Through Gensenta, we have become a significant force in global exports, delivering pharmaceutical solutions to partners worldwide.



In 2025, our commitment to world-class quality standards was further validated by approval from the Japanese health authorities (PMDA).

Combined with our market expertise, this achievement enables us to manage the entire healthcare value chain end to end.

We believe organizational success depends on balancing human experience with efficient decision-making. To remain competitive, we have adopted a “fast decision, kill early” approach through a dedicated governance structure. This enables us to focus our resources on the most promising, high-impact projects while quickly moving away from initiatives that do not deliver the expected value. Our “Try, Learn & Share” culture empowers our teams to move beyond routine work and focus on the strategic innovation expected of an industry leader. The past year marked a significant shift in our operating model.

By placing agile methodologies at the heart of our portfolio management, we have increased our execution speed and strengthened global competitiveness.

This transformation combines the trust built on our heritage with the capabilities of a modern, global pharmaceutical company. Today, Eczacıbaşı Healthcare continues to work toward a healthier future, bridging the gap between today’s needs and tomorrow’s possibilities.



Natural Resources

Founded in 1978 to supply raw materials to the ceramics industry, Esan, the Eczacıbaşı Group's natural resources business has grown into one of Türkiye's leading producers and exporters of industrial and metallic minerals. Our diversified portfolio—including feldspar, clay, kaolin, bentonite, lead, zinc, copper and gold—serves industries such as ceramics, glass and advanced manufacturing across global markets.

In 2025, we strengthened operations through targeted investments, capacity increases and expansion into new international markets.

A key milestone was the commissioning of the Shaft Project—one of the deepest ore transport shafts in Türkiye and our largest investment—which significantly improved operational efficiency by enabling faster and safer underground access and ore transportation. We also advanced digital transformation through IT and data initiatives while accelerating sustainability efforts focused on responsible resource management and operational efficiency: These efforts were guided by our priorities of financial discipline, operational excellence, a strong people and leadership culture, and future readiness through digitalization and sustainable growth.

Esan operates with a unique structure that integrates both metallic and industrial mineral production within the same organization. This integrated model allows us to benefit from different market dynamics simultaneously, strengthening our operational resilience and global market position.

Within our Industrial Minerals business, we supply key raw materials such as feldspar, clay, kaolin, halloysite and bentonite to major industries including ceramics, glass and cement. Our products are exported to international markets including Italy, Spain, the United States, Algeria and Russia, supporting globally recognized manufacturers.

At the same time, we maintain a strong presence in Metallic Minerals, producing and supplying lead, zinc, copper, silver and gold. This diversified portfolio enables us to serve multiple industrial sectors while supporting balanced growth across commodity markets.

Our team now includes more than 3,400 colleagues, including contractors. Female representation has reached 31%, reflecting our ongoing commitment to building a more diverse and inclusive workforce. During the year, we advanced our organizational capability agenda through initiatives aligned with operational growth, efficiency and workforce planning. Our Sustainable Engagement Score reached 77, improving by three points compared to 2024 and exceeding both the Eczacıbaşı Group benchmark and the Türkiye norm.



In 2025, we recorded €448 million in consolidated net sales, reflecting steady growth despite global economic volatility. This performance was supported by the strength of our diversified operations and continued demand across our key markets.

Operating in a sector shaped by energy transition, digitalization and responsible sourcing, we closely monitor global raw material demand and position ourselves to contribute to this transformation.

In 2025, we published Esan's 2024 Integrated Sustainability Report aligned with its responsible mining approach and corporate responsibility commitments. Prepared in accordance with GRI Standards, the report transparently discloses environmental, social and governance (ESG) performance. As part of our climate governance efforts, we calculated greenhouse gas emissions in line with the GHG Protocol. Emissions data for 2021, 2023 and 2024 were independently verified by a third party. We also increased Esan's EcoVadis score and maintained our Bronze Medal, reflecting continued improvement in sustainability performance.

As we transition our operations to our new production site in Yeniköy, designed to enhance capacity utilization and operational efficiency, we are further strengthening our performance in 2026. Meanwhile, our metallic minerals operations delivered strong results, supported by stable production levels. Launched in 2022, the Shaft Project was successfully commissioned in March 2026 following an intensive engineering and construction process. Supported by sustainability-linked financing from the European Bank for Reconstruction and Development (EBRD), the 850-meter-deep shaft—strategically located between the North Balya and Main Balya sites—replaces truck-based ore haulage with a high-capacity vertical hoisting system. This enables faster and safer underground access while contributing to lower fuel consumption, reduced carbon emissions and improved operational efficiency.

Esan continues to advance its precious, critical, and base metal exploration programs across Türkiye, Uzbekistan, and Kazakhstan.

We are strengthening and diversifying our portfolio through both organic and inorganic growth, including the acquisition of advanced-stage projects and the development of new target areas in Türkiye.

In Uzbekistan, the Uchkulach Project has completed its trade-off study and progressed to a second drilling phase supporting upcoming PFS-FS work. Meanwhile, copper exploration in Kazakhstan's Urals region continues to deliver encouraging drill results. Esan also applies machine learning-based 3D prospectivity mapping to enhance ore body knowledge in Balya and accelerate the identification of new targets, reinforcing its commitment to sustainable and data-driven growth.



Investment Office

The Investment Office manages the Eczacıbaşı Group's inorganic growth and portfolio optimization activities supporting the Group's long-term strategy for sustainable and profitable growth.

We lead the Group's expansion activities into new markets and industries beyond its current portfolio.

We also work closely with the management teams of Group companies, aiming to both support and lead inorganic growth projects. Our inorganic growth strategy is designed to strengthen core businesses by expanding into new markets and product categories, increasing scale and profitability through vertical integration, and acquiring new production technologies and capabilities to improve efficiency.

Other Businesses

The Investment Office also manages the Group's investments in ancillary areas. These currently include Kanyon Property Management and Eczacıbaşı Insurance Brokerage.

Kanyon

Kanyon is a mixed-use property featuring a 26-story office tower, 179 residential apartments, and more than 40 thousand square meters of rental space for shopping and leisure activities. The unique canyon-like structure of the Kanyon Shopping Mall includes wide open-air spaces and offers visitors 157 brands, 36 restaurants and cafes, a gourmet supermarket, a sports center, a multiplex cinema, and a theater.



Innovation and Entrepreneurship

Innovation

Innovation is a core capability that shapes how the Eczacıbaşı Group prepares for the future. Guided by the vision of our founder, Dr. Nejat F. Eczacıbaşı, we view innovation as a strategic driver that strengthens competitiveness while generating long-term value for society. Our innovation efforts focus on human-centered solutions that improve everyday life, supported by emerging technologies, sustainability-focused thinking, and a culture that encourages curiosity and experimentation.

Each Group company contributes through a coordinated framework aligned with the Group's broader innovation roadmap. This approach enables cross-company collaboration and accelerates learning across the ecosystem.

In 2025, this structured approach led to the initiation of 126 innovation projects across the Group, with more than 45% focusing on adjacent and transformational innovation.



Entrepreneurship

Eczacıbaşı's strategic vision emphasizes the fostering of entrepreneurship, innovation, and sustainability through partnerships with universities, public institutions, technoparks, foundations, and emerging startup communities. These collaborations enhance operational efficiency while supporting sustainable growth.

We also play a vital role in social and entrepreneurial initiatives, contributing significantly to three programs under the Turkish Industry and Business Association (TÜSİAD): "Intrapreneurship," "These Young People Have Potential!," and the "Entrepreneurship Ecosystem." Our participation in TÜBİTAK's Individual Young Initiative (TÜBİTAK BIGG) program also demonstrates our commitment to supporting high-tech startups with global potential.

In 2025, the Eczacıbaşı Group was recognized by Fast Company as a "Startup Friendly Company" for the third consecutive year and received the "Best Corporate Intrapreneurship Program" award, further underscoring our commitment to building a strong ecosystem that supports innovation and entrepreneurship.

Eczacıbaşı Momentum

Eczacıbaşı Momentum is the corporate venture capital fund of the Eczacıbaşı Group. Through this fund, we invest in new technologies and business models in our core fields and adjacent areas. We also explore cutting-edge technologies that broaden our exposure to new sectors and support successful intrapreneurship projects if they spin out.

The aim of Eczacıbaşı Momentum is to help shape the future of both the Eczacıbaşı Group and Türkiye's entrepreneurship ecosystem by investing in high-impact and scalable startups, building connections with domestic and international entrepreneurship ecosystems, and giving startups access to Group companies' expertise and business networks. As of year-end 2025, Eczacıbaşı Momentum and Eczacıbaşı Building Products Investments, had made 26 such investments.

In 2025, we continued supporting our portfolio, which comprises RS Research and Caresyntax.

Transformation with Technology

In 2025, the Eczacıbaşı Group further strengthened its transformation agenda by consolidating its technology, analytics, and commercial capability-building efforts under the Commercial Transformation & Advanced Analytics organization. Building on the foundation established by the Digital Transformation Office since 2018, this transition marked a shift from capability development toward more scalable and outcome-oriented execution through center-of-excellence teams.

The new organization is designed to support the individual growth strategies of Group companies while ensuring that analytics, AI, and commercial excellence capabilities are developed and leveraged consistently.

By bringing together business development and execution responsibilities, we aim to improve decision quality, operational efficiency, and the effectiveness of technology investments.

Value creation is driven through three complementary areas. Consultancy activities focus on identifying and prioritizing initiatives with clear commercial or operational relevance, such as pricing optimization, demand forecasting, spend analytics, and portfolio-related analyses. Technology initiatives translate these priorities into scalable data products and AI-enabled solutions that are integrated into core business processes, supporting more consistent and timely execution.

People-focused efforts strengthen internal capabilities through training and common analytical standards, embedding data-driven decision making across functions and increasing ownership of data-driven decision-making across functions.

To ensure disciplined prioritization, the Group applies a structured four-part framework to guide transformation initiatives. See Beyond focuses on improving insight and foresight through advanced analytics and forecasting capabilities. Decide Fast addresses critical decision points where speed and accuracy directly affect performance. Operate Brilliantly targets process efficiency, cost discipline, and operational reliability. Work Smart emphasizes automating repetitive tasks to improve productivity and scalability. This framework supports a consistent approach to portfolio management and resource allocation.

During 2025, we conducted a Group-wide transformation roadshow to align strategic priorities with leadership teams across the organization. This engagement identified nearly 100 potential initiatives. We evaluated them based on expected business impact, required investment, and execution risk, forming the basis for a focused and scalable project portfolio for 2026.



Another important development was the launch of Mission AI, an executive-sponsored AI acceleration program delivered in collaboration with Microsoft and Mindworks. The program aimed to move AI from exploratory use cases to practical applications within business teams' own processes.

Through Mission AI, we deployed 27 AI agents, embedding AI solutions into daily workflows and enabling faster adoption, clearer ownership, and broader scalability across the Group.

Looking ahead, we will continue to manage our transformation portfolio with a disciplined and selective approach. Our focus will remain on identifying high-impact initiatives, scaling proven solutions across companies, and ensuring that technology and analytics investments contribute to sustainable growth, operational efficiency, and long-term value creation.

Human Resources

At the Group level, our strategic focus is centered on operational excellence, sustainable growth, and innovation. Human Resources plays a critical role in advancing these priorities by strengthening organizational capabilities, developing strong talent and leadership pipelines, and fostering a shared culture across the Group. At the heart of this approach is a strong, lasting connection between business strategy and people's practices.

Human Resources focuses on attracting, developing, and retaining the right fit talent, reinforcing strong and consistent leadership behaviors, and continuously enhancing employee experience.

Culture initiatives remain a fundamental pillar of this agenda. In this context, culture workshops have been delivered across the organization, and the integration of leadership behaviors into daily business practices has been closely monitored. To further embed employee voice into decision making, employee-experience ambassadors and employee-led committees have been established within companies, ensuring feedback and suggestions are more effectively reflected in processes and practices.

The positive impact of these initiatives is evident in employee engagement outcomes. In the Employee Engagement Survey conducted at the end of 2025, participation increased significantly from 73% to 90%, while the engagement score rose from 67% to 77%. Strengthening dialogue and transparency between senior management and employees remains a key priority.



Company CEOs hold regular meetings with their teams, while companywide gatherings provide opportunities for employees to engage more closely with the Group CEO. In addition, through the “Breakfast with Young Employees” series, the Group CEO meets directly with young employees to listen to their perspectives, expectations, and ideas for the future.

Digital transformation is another strategic focus area for Human Resources. With the ambition to fully digitalize HR processes, we further expanded the People Hub platform in 2025 with the launch of the recruitment module and integration of the Eczacıbaşı Careers platform. As a result, all HR processes—from recruitment and development to performance and career management—are now consolidated into a single, end-to-end digital ecosystem.

Reflecting the Group’s longstanding commitment to culture, arts, and sports, a volleyball tournament organized with broad employee participation brings together colleagues from different companies, strengthening interaction and a sense of belonging.



Sustainability

We embrace sustainability as both a business approach and a lifestyle choice. Accordingly, we commit to “building a healthier future, together” with our stakeholders. In 2025, we renewed the Eczacıbaşı Group’s sustainability vision to create positive business impact, ensure business continuity, and strengthen our core businesses through smart positioning aligned with Eczacıbaşı’s legacy of responsibility toward both the environment and stakeholders.

Our sustainability governance model has three primary objectives: safeguarding against risks, value creation, and guidance.

It aligns the Group with evolving regulatory requirements and stakeholder expectations, identifies sustainability-driven opportunities, and supports companies in implementing consistent practices.

To ensure close alignment between our executive team and Group companies, we have a Board-level ESG Committee providing strategic oversight, and a Sustainability Coordination Council bringing together sustainability teams from across the Group companies.

Each company manages sector-specific ESG priorities, while the sustainability team at Eczacıbaşı Holding defines Group sustainability strategy, consolidates performance and harmonizes policies. This structure enables consistent implementation, transparent monitoring, and agile adaptation to regulatory and market developments and frameworks. The team also monitors regulatory developments, assesses risks, and supports companies as they navigate this evolving environment.

Since 2022, we have sourced all electricity consumed in our operations in Türkiye from renewable energy sources. In 2025, several developments marked important progress in our sustainability journey. In a first for the ceramics sector, we commissioned the 36 MWp Aksaray solar power plant, enabling Vitra Tiles to meet more than 60% of the electricity consumed across its Türkiye operations from its own renewable energy sources. Our natural resources operation, Esan, also commissioned a 4 MWp solar power plant in 2025.



At Cersaie 2025, Vitra Tiles introduced porcelain tile collections made with 100% recycled content under the nova vita concept. Gensenta became the first Group company to have its emission reduction targets validated by the Science Based Targets initiative (SBTi). Additionally, three of our Group companies were awarded EcoVadis Bronze Medals, reflecting progress in environmental, labor, ethics, and sustainable procurement performance.

Through strong governance, innovation, and renewable energy investments, we continue to turn sustainability commitments into measurable business impact.



Contributing to Society

The Eczacıbaşı Group is dedicated to adding value to its communities by implementing sustainable solutions that deliver long-term benefits. Guided by its vision to pioneer modern, quality, and healthy living and by the values of its founder, Dr. Nejat F. Eczacıbaşı, the Group supports sustainable development through social initiatives. With the involvement of its employees and companies, the Group contributes to culture, arts, sports, education, science, and informatics. It also focuses on sustainability, social impact, and collaboration to support community development.

Young People Matter at Eczacıbaşı

Since its inception, the Eczacıbaşı Group has implemented programs that support the holistic well-being of young people. While these initiatives initially focused on physical and emotional development through sports, they have since expanded to include long-term programs in culture, arts, education, and science. Today, all youth-focused social benefit activities are carried out under the Young People Matter at Eczacıbaşı program.



Within this framework, and in cooperation with the Turkish Education Foundation (TEV), the Group established the Dr. Nejat F. Eczacıbaşı Scholarships for Higher Learning. Launched in the 2023-2024 academic year, the program provided educational support to 500 university students in its first year, including students affected by the February 6 earthquakes. In 2025, support continued for 358 scholars in the form of financial assistance and programs focused on education, career, internship, mentorship, and well-being. Empowering young people through education, culture and the arts, science, sports and opportunity under the Young People Matter at Eczacıbaşı program.

The Group also promotes young people's access to culture and the arts through the Eczacıbaşı Youth Ticket, launched in 2022. By offering highly discounted student tickets for cultural events, the program has enabled more than 145,000 students to attend more than 2,480 events. In 2025, the initiative was recognized among Turkey's most successful corporate social responsibility projects and received a Gold Effie Award.

In addition, the Dr. Nejat F. Eczacıbaşı Foundation Music Scholarships support outstanding young musicians pursuing graduate studies abroad. To date, the Foundation has supported 176 musicians, with 14 scholars continuing their studies in Europe in 2025.



Contribution to Culture and Arts

Believing in the transformative power of art, the Eczacıbaşı Group supports social development by investing in culture and the arts through its foundations and long-term initiatives.

Istanbul Foundation for Culture and Arts

The Eczacıbaşı Group is the founding sponsor of the Istanbul Foundation for Culture and Arts (İKSİ), established in 1973 at the initiative of Dr. Nejat F. Eczacıbaşı. İKSİ organizes major international events including music, film, theatre, and jazz festivals, the Istanbul Biennial, Filmekimi, and the Leyla Gencer Voice Competition, alongside year-round cultural activities for children and young people.

İKSİ also represents Türkiye at the Venice Biennale, conducts cultural policy research, and supports artistic production through awards, commissions, co-productions, international mobility programs, and an artist residency program in Paris.



In 2025, İKSİ events reached nearly 850,000 visitors, including more than 24,000 students who attended events through the Eczacıbaşı Youth Ticket program. Through the İKSİ Young Artist Fund, the foundation supported new productions, enabled artists to participate in international programs, and provided a variety of artists with \$165,000 in financial support.

İKSİ's EU-supported Ortaklaşa: Culture, Dialogue and Support Program, implemented in cooperation with the Marmara Municipalities Union, completed its first three-year term and provided €1.3 million in grants to cultural projects across Türkiye.

Istanbul Modern



The Eczacıbaşı Group is the founding sponsor of Istanbul Modern, Türkiye's first private museum of modern and contemporary art, established in 2004. The museum aims to increase public engagement with art, support new artistic production, and share Türkiye's cultural creativity internationally.

Istanbul Modern presents exhibitions in Türkiye and abroad and offers extensive education programs for children and young people.

In 2025, the museum welcomed 750,000 visitors and provided free art education to 50,000 children and young people.

In 2025, the museum hosted major exhibitions and several international artist residencies and received the Portimão Prize for Hospitality, Inclusion and Belonging at the European Museum of the Year Awards (EMYA).

Izmir Foundation for Culture, Arts and Education

Founded in 1985 by Dr. Nejat F. Eczacıbaşı, the Izmir Foundation for Culture, Arts and Education (İKSEV) organizes the International Izmir Festival and the Izmir European Jazz Festival and supports jazz education through workshops and masterclasses. İKSEV also organizes Türkiye's first National Composition Competition, which has contributed more than 200 symphonic works to Turkish polyphonic music.

In 2025, İKSEV hosted the 32nd Izmir European Jazz Festival and the 38th International Izmir Festival, creating a vibrant cultural season alongside exhibitions, academic collaborations, and education-focused concerts.

Beyhan Eczacıbaşı Award for Women Authors of Young Adult Literature

In 2023, the Dr. Nejat Eczacıbaşı Foundation launched the Beyhan Eczacıbaşı Award for Women Authors of Young Adult Literature. The program aims to support the work of female authors in the field of young adult literature and promote equal opportunities in literary circles.



In 2025, the award was presented to Koray Avcı Çakman for her book “Dr. Kimo’s Laboratory,” published by Altın Kitaplar.

Eczacıbaşı Photographers Series

For nearly 60 years, the Eczacıbaşı Group has preserved Türkiye's photographic art heritage through its tradition of photographic publishing. Since 2010, this commitment has continued through the Eczacıbaşı Photographers Series, which presents an annual retrospective of a notable photographer. In 2025, the 16th volume featured Manuel Çıtak, recognized for his refined documentary style and sensitive portrayals of urban life, portraits, and landscapes in Türkiye and beyond.

The 16th Eczacıbaşı Photographers Series spotlights Manuel Çıtak.



Contribution to Sports

The Eczacıbaşı Group established the Eczacıbaşı Sports Club in 1966 to promote youth participation in sports and support social development. Today, the Club focuses on women's volleyball, strengthening Türkiye's global presence through international achievements and a strong development pipeline.



Eczacıbaşı Sports Club

The Eczacıbaşı Sports Club is home to the Eczacıbaşı Dynavit Women's Volleyball Team, the record-holder of Türkiye's National Championships and the first back-to-back champion of the FIVB Women's Club World Championship (2015-2016). The team has won 28 National Championships and 9 National Cups and competed in numerous European finals.

The Club operates a comprehensive youth development system with five junior teams and has trained more than 11,000 licensed athletes to date. In the 2024-2025 season, the Second League team was promoted to the First League, strengthening the transition from youth teams to the professional level.

Launched in 2015, the Future Spike program introduced approximately 28,000 girls to volleyball, expanding access to sports and encouraging early participation.

In 2025, the program was fully integrated into the Club's structure as Future Spike Sports Schools.

Recognized for its contribution to women's empowerment in sports, the Club received the International Olympic Committee Women and Sport World Trophy in 2018.

As part of its long-term infrastructure investments, the Club completed a new international standard volleyball hall in Kartal, Istanbul, designed to meet global requirements. The facility supports elite performance and athlete development while also serving as a cultural venue reflecting the Club's sporting heritage.



Contribution To Science

Curiosity, critical thinking, and a passion for learning are core values that shape the Eczacıbaşı Group's professional practices and contributions to social development. Science, vital to human life and societal progress, is seen as essential to understanding and shaping the modern era.



Dr. Nejat F. Eczacıbaşı Medical Awards

Established in 1959 in line with Dr. Nejat F. Eczacıbaşı's belief that the business community has a responsibility to support scientific research, the Dr. Nejat F. Eczacıbaşı Medical Awards promote high-quality medical research in Türkiye and encourage collaboration between academia and the private sector.

Held biennially, the program has so far presented 37 Medical Science Awards, 48 Medical Incentive Awards, and 21 Medical Student Project Awards. It has also supported 183 research projects through Scientific Research Support Awards.

In 2025, awards were presented to Prof. Dr. Mehmet Şükrü Sever (Medical Honor Award), Prof. Dr. Ali Koşar (Medical Science Award), Assoc. Prof. Dr. Şefik Evren Erdener and Assoc. Prof. Dr. Fatih İnci (Medical Incentive Awards), Prof. Dr. Seda Kızılel (Scientific Research Support Award), Assoc. Prof. Dr. Umut Şahin (Special Topic Scientific Research Support Award), and İsmail Emir Yassı (Medical Student Project Award).

Turkish Informatics Foundation

Co-founded by the Eczacıbaşı Group, the Turkish Informatics Foundation (TBV) is a multi-stakeholder civil society organization dedicated to advancing Türkiye's technology-driven transformation through research, strategic collaborations, and project development. Founded in 1995, TBV now brings together more than 400 member institutions and individuals and promotes innovation and responsible digital transformation through platforms such as Blockchain Türkiye, AITR, Be Node, Digital Turkey, and Founder One: Türkiye's first impact investment fund. Over the past decade, TBV has completed six EU-funded projects and, through its most recent initiative, gained designation as a National Certification Center for key IT professions.



In 2025, TBV marked its 30th anniversary with the event “The Equation of Tomorrow: On Artificial Intelligence,” bringing together leaders from business, academia, and the technology ecosystem to discuss digitalization, artificial intelligence, data policy, and ethics. The Foundation also released a video series under the same title on YouTube and Spotify. With Google’s support, an Artificial Intelligence Training Program for young professionals aged 18–35 was implemented in six cities, with priority given to earthquake-affected regions. Under the “Gelecek Hayalim” Project, TBV contributed to initiatives that strengthen women and girls in STEM and raise awareness of gender equality.

During the year, TBV published four major reports on the Blockchain Türkiye platform, organized a large-scale Artificial Intelligence Summit under the AITR platform, and brought the AI ecosystem together through monthly AIWARENESS events. Following the completion of the EU-funded VOCTEST Centers III project, an examination and certification center accredited by TRKAK and authorized by MYK became operational, and certification exams began in six IT professions. In addition, the 16th eTR Awards recognizing digital transformation in public institutions and municipalities were presented in December 2025.

Eczacıbaşı Volunteers

Launched in 2007, Eczacıbaşı Volunteers is a volunteer initiative that supports community and environmental wellbeing in areas where the Group operates, focusing on education, health, culture and arts, science, sports, nature conservation, and humanitarian aid.



In 2025, Eczacıbaşı Volunteers donated school supplies to more than 400 children in eight village schools in the Milas and Söke regions under the Our Schools, Our Children project and organized art and sports workshops to support psychosocial development.

Donations were raised for women's cooperatives in 70 cities, supporting disadvantaged women's social and economic empowerment. Volunteers cared for over 1,500 shelter animals in Istanbul, Ankara, Bozüyük, and Kırklareli and shared New Year gifts with 91 children.

During the year, 120 volunteers participated in the Istanbul Marathon and raised TRY 1.3 million for the Hope Foundation for Children with Cancer, undertook coastal cleanup activities in the Beykoz Riva district of Istanbul, and provided mentorship to 38 scholarship students under the Dr. Nejat F. Eczacıbaşı Scholarship Program. In addition, volunteers donated 90 kilograms of plastic bottle caps to the Turkish Spinal Cord Paralytics Association, held a charity bazaar to raise money for the purchase of white canes for the Altı Nokta Association for the Blind, and provided food distribution support through Çorbada Tuzun Olsun Association, a social assistance organization for homeless people.

List of
Group Companies
As of June 2026

	Share of Eczacıbaşı Group
ECZACIBAŞI HOLDING CO.	100.00
BUILDING PRODUCTS BATHROOMS	
Eczacıbaşı Building Products Inc. Co.	100.00
İntema Building Materials Marketing and Sales Inc. Co.	87.32
Burgbad GmbH	100.00
VitrA France SAS	100.00
VitrA Bad GmbH	100.00
VitrA UK Ltd.	100.00
VitrA Bathroom Products LLC	100.00
Burgbad AG	100.00
Burgbad France SAS	100.00
Burg Belux BVBA Belgium	100.00
VitrA USA Inc. Co.	100.00
VitrA Bathrooms India Private Limited	100.00
Saniverse Bathrooms GmbH	100.00
VitrA Italy SRL	100.00
Eczacıbaşı Building Products Investments	100.00
HEALTHCARE	
Eczacıbaşı Pharmaceuticals Marketing Co.	100.00
Gensenta Pharmaceuticals Inc. Co.	99.97
Eczacıbaşı Evital Health Services Co.	94.36
HOLDING COMPANIES	
Eczacıbaşı Information and Communication Technologies Co.	100.00
Eczacıbaşı Pharmaceutical and Industrial Investment Co.	81.24
Ekom Eczacıbaşı Foreign Trade Co.	100.00
Eczacıbaşı Holding Co.	100.00
Eczacıbaşı Investment Holding Co.	81.57

BUILDING PRODUCTS TILES

VitrA Tiles Inc. Co.	100.00
V&B Fliesen GmbH	97.71
VitrA Fliesen GmbH&Co.KG	100.00
VitrA Tiles LLC	100.00

CONSUMER PRODUCTS

Eczacıbaşı Consumer Products Co.	100.00
Eczacıbaşı Consumer Products Maroc SARL	100.00
Sanipak Healthy Living Products Ind. and Trade Inc.	100.00
Jeesr Industries	100.00

NATURAL RESOURCES

Esan Eczacıbaşı Industrial Raw Materials Co.	99.69
Esan Italia Minerals SRL.	100.00
Esan Kazakhstan LLC.	100.00
LLC Esan Minerals Ukraine	100.00
South Ural Resources LLP	80.00

INVESTMENT OFFICE

Kanyon Management and Marketing Co.	50.00
Eczacıbaşı Insurance Agency Co.	100.00
Eczacıbaşı Property Development and Investment Co.	100.00

OTHER

Eczacıbaşı Power Generation Co.	100.00
Eczacıbaşı Momentum Technology Investment Co.	100.00
	98.00

Contact Names
and Addresses
As of June 2026

BUILDING PRODUCTS
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VitrA Bathrooms Flagship Showroom

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BUILDING PRODUCTS

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