



SABANCI

Sabancı of Turkey...





SABANCI OF TURKEY

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SABANCI HOLDING 2009 ANNUAL REPORT

Value creator...

Responsible...





Participative...





SABANCI OF TURKEY

Innovative...





SABANCI OF TURKEY



Transparent...



SABANCI OF TURKEY



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SABANCI OF TURKEY

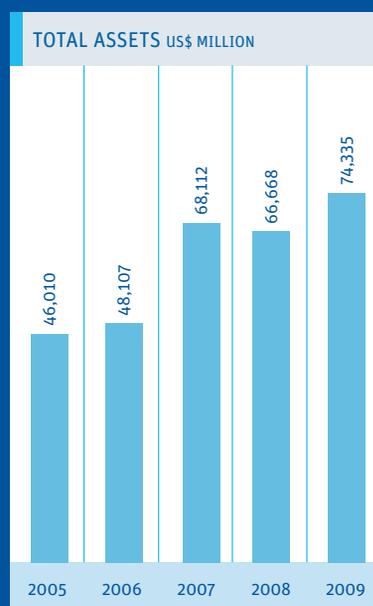
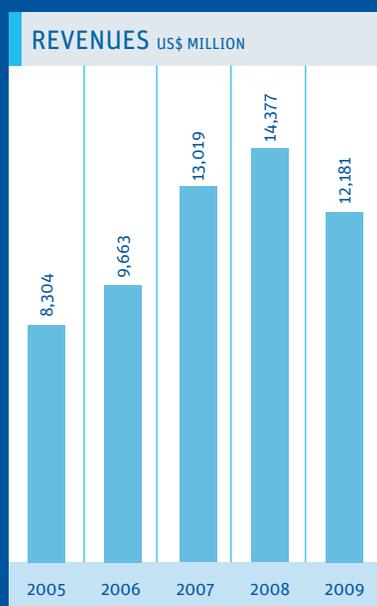
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Distinctive...

Consolidated Financial Highlights*

US\$ MILLION				
Years	Revenues	Total Assets	Net Income	Shareholders' Equity
2005	8,304	46,010	514	5,067
2006	9,663	48,107	351	4,876
2007	13,019	68,112	745	7,341
2008	14,377	66,668	919	6,319
2009	12,181	74,335	813	7,271

(* In accordance with the Financial Reporting Standards issued by the Capital Markets Board, restated.)



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The Sabancı Group in Brief

Sabancı Holding is the parent company of the Sabancı Group, Turkey's leading industrial and financial conglomerate. The Sabancı Group companies are market leaders in their respective sectors. Sabancı Holding's main business units include financial services, energy, retail, cement, automotive, tire and tire reinforcement materials. Listed on the Istanbul Stock Exchange (ISE), Sabancı Holding has controlling interests in 11 companies also listed on the ISE.

Sabancı Group companies currently operate in 18 countries and market their products in various regions in Europe, the Middle East, Asia, North Africa and North and South America. Having extensive knowledge and experience in Turkey, Sabancı Holding has led a drastic growth in its core businesses. Its respectability, trademark image and strong joint ventures, further extended its operations into the global market. Sabancı Holding's multinational business partners include such prominent companies as Aviva, Bridgestone, Carrefour, Citigroup, Dia, Heidelberg Cement, Hilton International, International Paper, Mitsubishi Motor Co., Philip Morris, and Verbund.

In addition to coordination of finance, strategy and business development and human resources functions, Sabancı Holding determines the Group's vision and strategies, thus creating shareholder value through synergies across Group companies.

In 2009, consolidated revenue of Sabancı Holding was US\$ 12.2 billion with an EBITDA of US\$ 2.6 billion.

The Sabancı Family is collectively Sabancı Holding's major shareholder with 60.6% of the share capital. Sabancı Holding shares are traded on the Istanbul Stock Exchange with a free float of 39.4% (Including 15.89% registered to ISE in February 2009 by other Sabancı family members). Depository receipts are quoted on SEAQ International and Portal.

Letter from the Chairman and the Chief Executive Officer



Güler Sabancı
Chairman and Managing Director

Ahmet Cemal Dördüncü
CEO and Board Member

In 2009, we were more prudent than ever in cost management. We continuously made cost-cutting improvements and maintained our competitive position. We reviewed our processes, improved and widened the synergy implementations throughout the Group.

Dear Shareholders,

We left a challenging year behind as we felt the economic slowdown significantly throughout 2009. Globally, wide-ranging public intervention applied nearly everywhere to support demand and lower uncertainty and systemic risk in financial markets. As a result, the world economies have emerged from the deepest recession of the recent history and the recovery process has begun by mid-year. However, rising fiscal deficits and high unemployment, unsolved problems in financial systems, ongoing uncertainties regarding the exit strategies from accommodative fiscal and monetary policies and households unwilling to borrow more in economies that suffered asset price busts suggest that it would take a long time for the global economy to completely recover and the recovery is going to be slow.

The global shock caused a deep recession in Turkey and the economy contracted by 8.4% in the first three quarters. But in the final quarter of the year it is expected that growth turned positive partly reflecting base effects but also the impact of counter-cyclical fiscal and monetary policies and stabilized global and domestic financial conditions. Nevertheless, in 2009 Turkish GDP declined by 4.7%. Despite the deep recession, Turkey did not require economic assistance from the IMF nor aid to its well capitalized banking sector. Thanks to reforms made after the 2001 banking crisis, the Turkish financial sector remained stable throughout last year's economic crisis. There has also been no significant pick-up in dollarization or capital outflows. Sharp contraction in total demand and harsh decline in commodity prices led to a rapid decline in the rate of inflation and current account deficit. Inflation fell to a new low of 6.5% in 2009, compared to 10.1% in the previous year. Current account deficit narrowed to 2.3% of GDP in 2009 versus

5.7% in 2008. Interest rates fell to single digits for the first time in recent history. With its resilience in global crisis Turkey has succeeded to be among the few countries whose credit ratings were raised this year by international credit rating agencies.

Risk management rose to high priority last year. We significantly reduced inventory and debt levels through effective working capital management. This emphasis will continue in 2010. The high financial market volatility demands that we pay great attention to foreign currency risk. Accordingly, we prefer "Natural Hedging" as it is the most effective and efficient method, while we also utilize different hedging instruments wherever necessary.

"Selectivity" was key in our investment decisions to implement our strategies. Planning our investments, "Necessity" and "Priority" were the main criteria in the short-term.

We were more prudent than ever in cost management. We continuously made cost-cutting improvements and maintained our competitive position. We reviewed our processes, improved and widened the synergy implementations throughout the Group.

"Sustainability" has become an important concept for everyone. After Kyoto, where Turkey will make some commitments about carbon emissions, industrial and energy sectors will be permanently affected in the medium and long-term. We gained a competitive advantage in managing these risks by proactively customizing our reporting system accordingly as a pioneer in Turkey. Starting from 2010, identifying the targets, taking necessary steps and integrating "sustainability" concept to our corporate culture will gain priority in our agenda.

We began 2009 with cautious expectations and conservative budgets. With our strong balance sheet, effective management approach taking the required steps in a timely manner and strong productivity culture, we are happy to see that we achieved a much better performance than the budgeted figures, especially in terms of profitability.

We are pleased to report you the following results for the year 2009:

- Consolidated revenues of US\$ 12.2 billion,
- Consolidated EBITDA of US\$ 2.6 billion with a 24% increase and
- Consolidated net income of US\$ 813 million.

In 2009, we continued to invest in high-growth core businesses as energy and retail and the total investments of the Group was US\$ 1,119 million. The following were main developments throughout 2009:

- Enerjisa Generation Co. continued its Phase 1 investments including Bandırma natural gas power plant with a 920 MW capacity which is planned to be operational by third quarter 2010, and nine hydroelectric and a wind power plant with a total capacity of 1,030 MW.
- Enerjisa Generation Co. acquired three hydroelectric power plant projects with a total capacity of 563 MW to start as part of Phase 2 investments. Total Phase 2 investments capacity reached approximately at 2,000 MW.

- Enerjisa Distribution Co. completed the acquisition of Başkent Electricity Distribution Co. from Privatization Administration for US\$ 1,225 in January 2009.

- We completed the spin-off of participations of Aksigorta, the non-life insurance subsidiary and Exsa A.Ş., the trading subsidiary. Sabancı Holding increased its direct ownership in Akbank to 40.75% and also received a 49.83% ownership position in Avivasa, the life and pension business shares. Aksigorta, now a pure insurance business, is ready for any strategic alternatives.

- In line with our strategy to focus on our core businesses, we sold our 65% equity stake in Toyotasa, our passenger car distribution subsidiary, for US\$ 85 million.

- Teknosa, the electronics retail subsidiary, increased its market share from 12% to 15% in spite of the decreasing market size and increasing competition. The number of stores reached at 244 and net sales area at 81.000 m².

- Temsa Global presented the new identity and logo of the “Temsal” brand to public with a launch event organized at Busworld Kortrijk.

- As part of its strategy to become a regional player, Çimsa, our cement subsidiary, acquired 60% equity stake in Medcon, an Italian cement company which has premises in Trieste port, for € 3.5 million.



Güler Sabancı (1)
Chairman and Managing Director

Güler Sabancı was born in Adana and graduated from the Business Administration Department of Bosphorus University. She worked in various executive positions in the Tire and Tire Reinforcement Materials Group. She currently serves as the Chairperson and Managing Director of Sabancı Holding and also the President of the Board of Trustees of Sabancı University, Sabancı Foundation and the Board of Sakıp Sabancı Museum.

Erol Sabancı (2)
Vice Chairman

Erol Sabancı was born in Kayseri in 1938 and graduated from Manchester College of Commerce in the UK. In addition to his position as the Vice Chairman of the Sabancı Holding, he is also the Honorary Chairman and Consultant to the Board and a Board member of Akbank where he has been serving since 1967. He is married and has two children.

Sevil Sabancı Sabancı (3)
Board Member

Sevil Sabancı was born in 1973 in Istanbul and graduated from the Business Administration Department of Marmara University. She worked in different managerial positions within the Group and served as a member of the Board from 1997 to 2001. Sabancı, in addition to her Sabancı Holding Board membership, is a member of the Board of Trustees of Sabancı University and the Board of Sakıp Sabancı Museum.

Serra Sabancı (4)
Board Member

Serra Sabancı was born in 1975 in Adana and graduated from the University of Portsmouth. She also graduated from the Department of Economics, Istanbul Bilgi University with honors. She started her career at Temsa. After becoming a Board member of Sabancı Holding, she participated in the Institute of Directors (IOD) seminars and courses on board membership, mergers and acquisitions in London. In addition to her Sabancı Holding Board membership, she is a member of the Board of the Sabancı Foundation and various Sabancı Group companies.

Hasan Güleşçi (5)
Board Member

Hasan Güleşçi was born in Adana in 1937 and graduated from Manchester University as a textile engineer. He worked in various executive positions within the Group; consequently he became the CEO of Sabancı Holding and retired in 2000. In addition to being a Board member of Sabancı Holding, Güleşçi is also consultant to various companies, a member of the Board of consultants to the American Hospital, a member of SEV, Health and Education Foundation and the Istanbul Philately Association.

Nafiz Can Paker (6)
Board Member

Nafiz Can Paker was born in 1942 in Istanbul and earned both an MA and a PhD in Mechanical Engineering from Berlin Technical University. He also received an MBA from Columbia University. He is currently serving as the President of Türk Henkel, TESEV and is a member of the TÜSİAD Honorary Council, Sabancı University Board of Trustees, Robert College Board of Trustees and the Board member of Dedeman Holding.



Ahmet Cemal Dördüncü (7)
Board Member and CEO

Ahmet Cemal Dördüncü was born in 1953 in Istanbul and graduated from the Faculty of Business Administration from Çukurova University. In 1981, following his post-graduate studies at Mannheim University, he began his career in Germany. He joined Kordsa in 1987 and filled several executive positions until being appointed the Vice President of Business Development and Strategic Planning. Since 2005, he has been the CEO and a Board member of Sabancı Holding.

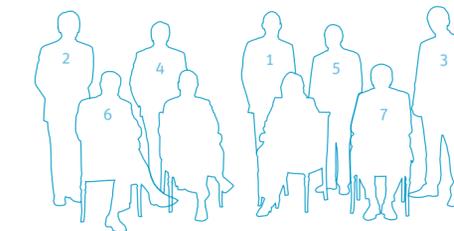


Ahmet Cemal Dördüncü
CEO

Güler Sabancı
Chairman

Strategic Business Unit Presidents

- Faruk Bilen, *Chief Financial Officer* (1)
- Hakan Akbaş, *Strategy and Business Development* (2)
- Haluk Dinçer, *Retail* (3)
- Mehmet Göçmen, *Cement and Human Resources* (4)
- Selahattin Hakman, *Energy* (5)
- Turgut Uzer, *Tire, Tire Reinforcement Materials and Automotive* (6)
- Zafer Kurtul, *Banking* (7)



Executive Committees, Strategic Business Unit Presidents and Corporate Management

Executive Committees

Finance Committee

Erol Sabancı, *President*
Faruk Bilen
Mevlüt Aydemir
Cezmi Kurtuluş

Audit Committee

Nafiz Can Paker, *President*
Serra Sabancı

Human Resources Committee

Güler Sabancı, *President*
Mehmet Göçmen
Haluk Dinçer
Turgut Uzer

Strategic Business Unit Presidents

Faruk Bilen, *Chief Financial Officer*
Hakan Akbas, *Strategy and Business Development*
Haluk Dincer, *Retail*
Mehmet Gocmen, *Cement and Human Resources*
Selahattin Hakman, *Energy*
Turgut Uzer, *Tire, Tire Reinforcement Materials and Automotive*
Zafer Kurtul, *Banking*

Corporate Management

Nedim Bozpakioğlu, *Secretary General*
Mevlüt Aydemir, *Head of Financing and Tax Management*
Cezmi Kurtuluş, *Head of Budgeting, Accounting and Consolidation*
Bülent Bozdoğan, *Head of Internal Audit*

Ateş Eremekdar, *Director, Sabancı Center Management*
A. Merve Ergün, *Director, Human Resources*
Barbaros İnceci, *Chief Economist*
Ergun Hepvar, *Chief Information Officer*
Fikret Cömert, *Director, Budgeting, Consolidation and Investor Relations*
Gökhan Eyigün, *Director, Corporate Business Development*
Kürşat Darbaz, *Director, Corporate Affairs*
Levent Demirağ, *Director, Structure and Tax Management*
Mehmet Bingöl, *Director, Tax Management*
Murat Güvercinci, *Director, Industrial Relations*
Payam Yüce Işık, *Director, Human Resources*
R. Murat Yılmaz, *Director, Corporate Management Platforms*
Reha Demiröz, *Director, Budgeting, Accounting and Consolidation*
Suat Özyaprak, *Director, Corporate Communications*
Tamer Saka, *Chief Risk Officer*
Volkan Kara, *Director, Corporate Strategy and Planning*

Vision

Creating sustainable advantage through differentiation

Mission Statement

Managing a competitive strategic portfolio with sustainable growth potential to create value for all of our stakeholders

Management Approach

RESPONSIBILITY AND TRANSPARENCY

Upholding our core values of modesty, respect and proximity to people, being socially responsible and managing according to the principles of corporate governance

INNOVATION

Creating long-lasting advantages such as brand, technology, design, network and IP

PARTICIPATION

Generating a management approach that promotes participation and collective thinking in the decision-making process

STRATEGIC APPROACH

Managing the present with excellence and shaping our future to ensure long term advantages

We believe that, with our strong management team, our successful business track record for more than half of a century, our strong financial structure and the Sabancı brand and reputation that now extends beyond Turkey, we will continue to create value for our shareholders.

As the leading Group in Turkey, we continued to improve corporate governance practices:

- Identifying our main policies that will create long-term value for our stakeholders and provide sustainability for the society and environment, we organized a search conference, "Sabancı Holding Corporate Sustainability," with participation of our corporate management.
- We provided important input for our medium to long-term plans, continuing the strategy formulation studies that plan for a multi-scenario future.
- "Sabancı Golden Collar Awards" were organized in six different categories, in order to reward the Sabancı Group companies and employees, share the best practices and motivate the development of the Group.
- Total savings within the Group through "Lean 6 Sigma" implementations increased more than 70% compared to a year ago to TL 21 million.

We have to consider that as we expect a slow recovery to start in 2010, risks will also continue along with high volatility at financial markets. Therefore prudence with effective working capital and risk management, meanwhile following the upcoming opportunities will remain our priority. Our vast management experience under uncertainty gives us a strength implementing our plans of multi-scenario future. We believe that, with our strong management team, our successful business track record for more than half of a century, our strong financial structure and the Sabancı brand and reputation that now extends beyond Turkey, we will continue to create value for our shareholders. We are confident that we will achieve higher growth with a well-balanced business portfolio and further strengthen our leadership position.

We are grateful to all our staff, business partners, customers and shareholders for their faith in our vision and contribution to our success.

Best regards,

Ahmet C. Dördüncü
CEO and
Board Member

Güler Sabancı
Chairman and
Managing Director

Board of Directors

(Elected for the period of 18.05.2007-12.05.2010)

Güler Sabancı
Chairman and Managing Director

Erol Sabancı
Vice Chairman

Sevil Sabancı Sabancı
Board Member

Serra Sabancı
Board Member

Hasan Güleşçi
Board Member

Nafiz Can Paker
Board Member

Ahmet Cemal Dördüncü
Board Member and CEO

Sabancı Holding Management Platforms

SA15+ STRATEGIC PLANNING

SA15+ was involved in the participatory planning to provide a strategic roadmap for the Sabancı Group for the next decade and beyond that will ensure sustainable and profitable growth.

The SA15+ effort was initiated under the leadership of Güler Sabancı, Chairperson of

Sabancı Holding. The effort proceeded with broad-based involvement from over 600 local and international staff members.

The outcome of the process led to integrated corporate strategy and planning discipline with a ten-year strategy plan (X+10), a three-year business plan (X+3) and an

annual budget. This process has been improved year after year and established a foundation for more efficient, result oriented, medium and long-term strategic planning across all Group subsidiaries.

FUTURE FORUMS

Future Forums is an initiative aiming to develop a culture that places “market” and “customer” at the heart of everything. It leverages the mindset that enables thinking beyond traditional industry and market boundaries so that sustainable growth throughout the Sabancı Group is attained. Future Forums is carried out in cooperation with Sabancı University and aims to:

- develop an approach for tracking sectoral trends and dynamics and identifying the effects of these on the market today and in the future,
- develop and disseminate the market and customer focus mindset and related processes,
- improve the effectiveness of strategic and marketing planning processes,
- strengthen the approach of identifying niche market needs; detect and give meaning to such market signals,
- create a learning environment that fosters the communication of market and customer information.

SABE (SABANCI BUSINESS EXCELLENCE)

Sabancı Business Excellence (SABE) is a continuous improvement approach to process change, linked to business strategy to drive better business results.

The purpose of SABE is to ensure that business excellence becomes a cultural foundation of sustainable competitive advantage and profitable growth.

We strive to continuously identify areas for improvement while developing and deploying the best practice implementations through methods and tools such as 6 Sigma. We encourage active participation, enhanced cross-SBU peer-communication, dynamic collaboration, knowledge-sharing and learning.

GROWTH AND VALUE CREATION THROUGH INNOVATION

In line with its vision to “create sustainable advantage through differentiation,” the Sabancı Group intends to differentiate itself in the marketplace, thus gaining sustainable advantages in a global environment, to maintain growth and profitability. Accordingly, the Sabancı Group has taken the initiative to promote innovation in all of its businesses. We want innovation to be part of our organization culture and management approach.

SAPOINT (SABANCI PLATFORM OF INFORMATION TECHNOLOGY)

Sabancı management regards information as a critical asset in achieving a leading edge in the marketplace. SAPOINT aims to better coordinate the group-wide strategies and develop strategies, policies and standards to ensure that information technologies are utilized to support business priorities of the group companies. SAPOINT has developed a three-year strategic plan to address key areas of development for Information Technology Management such as: Information Security, Standards and Efficiency and Strategic Information Management and Sharing.

HUMAN RESOURCES AND ORGANIZATIONAL TRANSFORMATION

In order to achieve its long-term goals and strategies, managing leadership and organizational transformation has been identified by the Human Resources as a critical priority for the Sabancı Group. The leadership and organizational transformation model defines our approach to developing

and implementing critical human resources systems and processes, assessing the personnel profile, instituting cultural and organizational structures which support these systems and processes and finally, planning the necessary improvements to assure that the organizational goals are achieved.

This transformation process is supported through annual organizational and human resource review processes. Therein, future human resources and organizational needs are analyzed and priorities and goals for the coming year are identified.

Investor Relations and Dividend Policy

INVESTOR RELATIONS

Sabancı Holding has an open, dynamic line of communication with its shareholders. We take great pride in this. We believe that the best way to increase Sabancı Holding's value for its current shareholders, while creating an attractive investment opportunity for potential investors, is to execute our strategic agenda successfully and convey results in a timely and transparent manner. This is a fundamental principle embodied in Sabancı Holding's corporate structure, by having two independent members serve on the Board of Directors.

The investor relations agenda is managed by the Institutional Investor Relations Department within the Finance Division. This department handles the daily information flow to the investment community. In 2009, our investor relations team responded to numerous investor and equity research analyst requests via phone, e-mail and postal mail as well as proactively and regularly contacting a comprehensive list of financial institutions with news updates. Throughout the year, our investor relations activities included more than 200 investor and equity research analyst presentations at our corporate headquarters in Istanbul, as well as over 150 one-on-one and group meetings in major international financial centers, such as London, New York, Zurich, Geneva, Frankfurt, Stockholm, Paris and Vienna. Consequently, we have witnessed an increase in coverage by both the local and the international research communities.

We are confident that through such open dialogue with current and potential shareholders, we will continue to convey the benefits of investing in Sabancı Holding.

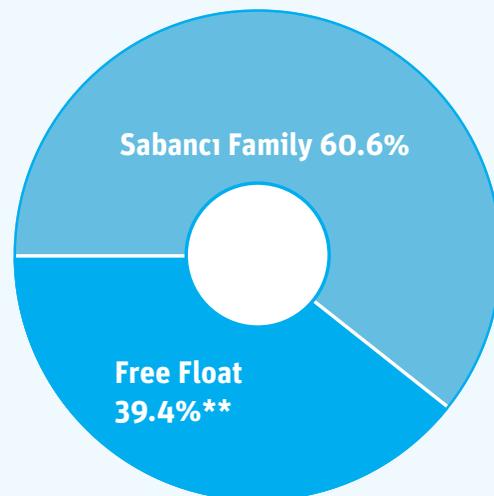
We encourage all potential investors to contact us at investor.relations@sabanci.com for any questions or requests for information.

DIVIDEND POLICY

Sabancı Holding's current dividend policy, in accordance with Capital Markets Board principles, is to pay out a minimum of 20% of the distributable profit on an annual basis. In May 2010, TL 204 million will be paid as cash dividend from retained earnings.

Depending on pending projects and the availability of funds, the Board of Sabancı Holding reserves the right to reevaluate its dividend policy on a year-to-year basis.

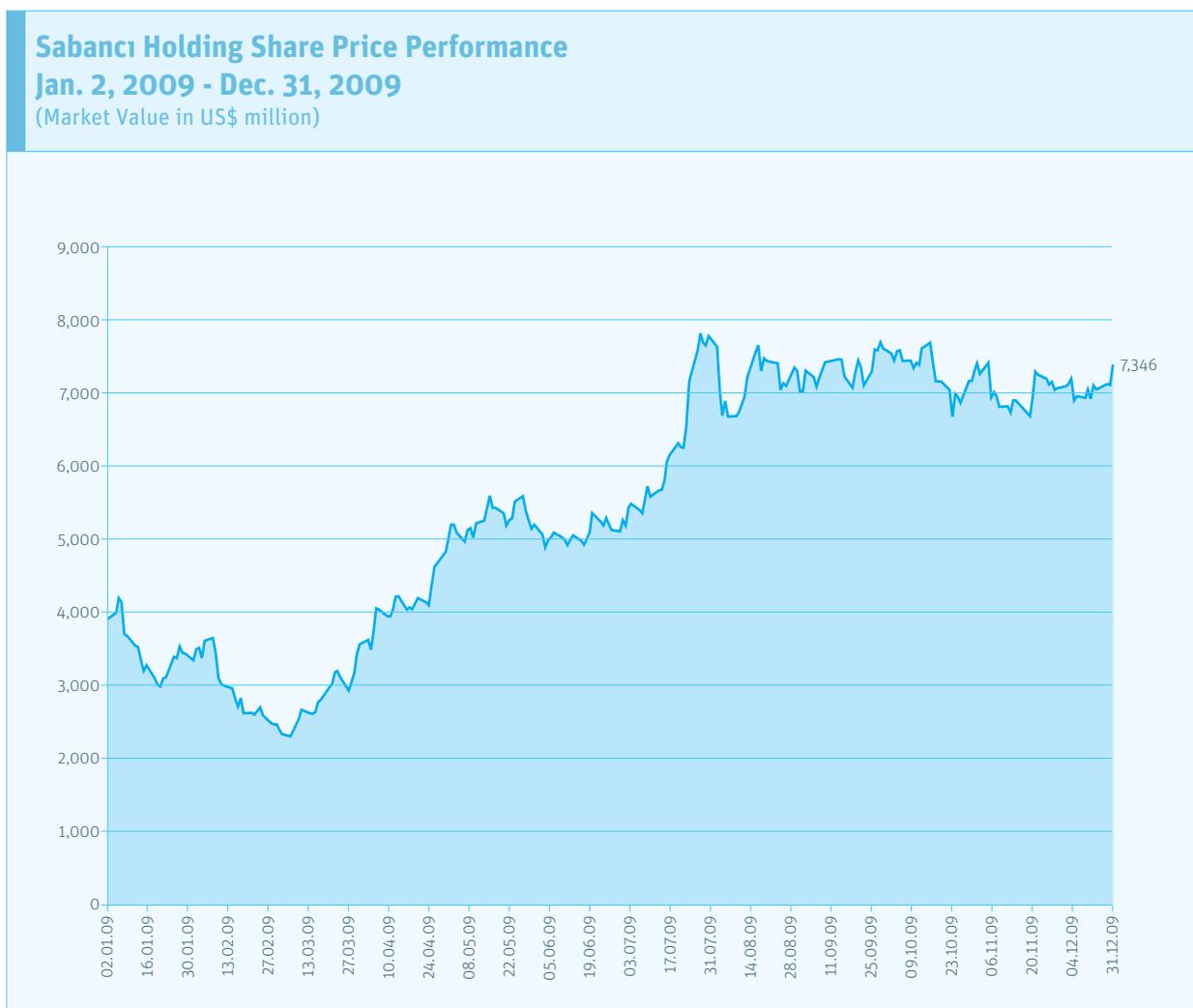
Shareholder Structure*



* As of March 31, 2010.

** Including 15.89% registered to ISE on February 10, 2009 by other Sabancı Family members.

Sabancı Holding takes great pride in its open, dynamic line of communication with its shareholders. We believe that the best way to increase Sabancı Holding's value for its current shareholders, while creating an attractive investment opportunity for potential investors, is to execute our strategic agenda successfully and convey results in a timely and transparent manner.



Risk Management

INTRODUCTION

Knowing that each risk carries new opportunities, we believe that “sustainable development” can only be achieved by specifying and thus, defining, measuring and managing risk effectively. Providing maximum value to our shareholders, which is the driving concept behind our mission, is possible through effective risk management in all of our operations. Accordingly, as one of the pioneer groups in Turkey, the Sabancı Group has built a strong risk management infrastructure and continues to put into practice a well-defined risk management system.

RISK MANAGEMENT IN NON-FINANCIAL COMPANIES

The Sabancı Group defines risk as a combination of threats and opportunities and implements Enterprise Risk Management in all of the Group companies in order to manage its risks in the most effective manner. All Group companies identify and prioritize their risk and determine detailed action for critical risk through the support and methodology utilized by the Holding Risk Management Department. Risk culture is being adopted and risk management is integrated into our businesses and implemented by risk professionals in all of the Group companies. In order to effectively manage risk, senior management at all of the Group companies continually prepare, update and implement detailed action plans against critical risks and results are reported and monitored constantly. The success rate of the Group companies in risk management represents a crucial step in our performance measurement system.

The Sabancı Group creates shareholder value through effective management of risks and in 2009, it continued its sustainable growth, as in past and all necessary action will be taken in order to continue this success in 2010.

The Sabancı Risk and Insurance Management (SARIM) platform, formed in coordination with the Holding Risk Management Department, exchanges information about Group companies’ risk agendas and develops common action plans. This platform will continue to offer Group-wide risk management and synergy-based solutions. Additionally, in 2009, the “Operational Risk Management Group” was formed within the Sabancı Group. This serves as a platform where we share best practices against operational risk and we form action plans in order to ensure our plants are compatible with international standards.

The Sabancı Group defines risk as a combination of threats and opportunities and implements Enterprise Risk Management in all of the Group companies in order to manage its risks in the most effective manner.

Sabancı Group's "risk tracking and reporting system" was restructured at the end of 2008, parallel to recent developments and will be in practice with the new structure in 2010.

Overall, the Sabancı Group, with its strong capital structure and effective management, is prepared for any challenge that may arise in 2010. The Sabancı Group will overcome all difficulties by closely analyzing events taking place around the world and in Turkey, while taking the necessary actions and forming the right infrastructure to manage every evolving risk. In 2010, as in the past, the Sabancı Group will continue on its successful path.

RISK MANAGEMENT IN FINANCIAL COMPANIES

Since the last quarter of 2009, with the first signs of recovery in economic indicators, it has been apparent that the market conditions and liquidity levels have improved. Our financial institutions monitored these developments carefully and managed their risks through strong risk management measurement and calculation systems. Akbank, our largest financial institution, maintained risk, return and growth balance at the optimal level with the help of successful predictions and timely strategic decisions. Moreover, the Bank managed the possible adverse affects of the crisis with prudent risk management. Adherence to the corporate risk management culture and the efficient and effective application of risk management measurement techniques made it possible for our Bank to manage risks appropriately. The Akbank Risk Management team has been following and applying changes and developments in line with best practice risk management processes. At Akbank, risk management is a process that is continuously evolving and improving.

The basics of the Akbank Risk Management philosophy are:

- Detect, manage and monitor market, credit, operational, asset liability risk and other financial risk at an early stage in a proactive manner and appropriately allocate capital among business units,
- Manage risk in a forward-looking manner, determine and analyze risk from the beginning with the help of steering risk strategies, models and parameters,
- Establish a risk management system as an independent structure, separate from, but coordinated with, business units,
- Consider the risk management system as part of the Bank's organization and integrate it into the system,
- Report all financial risk,
- Provide the highest value to shareholders, clients and employees,
- Be open to learning and change in order to cope with new market conditions and
- Be financially sound and reliable, to establish long-term business relationships with our shareholders and clients with the help of our long-term commitment to deliver the best possible service and products.

Human Resources

Sabancı Holding's strategy in human resources is to gain acclaim by setting world class management standards in this field and to be a preeminent employer of choice.

To realize this goal, Sabancı Holding tailors a management team that is highly selective in recruitment and promotion, can create and instill a compelling vision, hold all employees accountable for achieving high standards of performance and encouraging and nurturing employees to achieve their full potential while rewarding those with outstanding performance.

Sabancı Holding aims to attract open-minded, ethical, entrepreneurial, strategic-minded, innovative, energetic, achievement-oriented, collaborative and participative individuals.

HUMAN RESOURCES POLICES AND PRINCIPLES

The human resources management approach employed in Sabancı Group companies responds to the specific business requirements in each industry as well as the design and implementation of practices, which support strategic objectives.

Sabancı Holding Human Resources Policies and Principles represent the basic principles of the Sabancı Group's human resources management applications and priorities. This enhances the flexibility required for the special conditions and needs of such a wide range of businesses of varying structures within different sectors.

ATTRACTING AND RECRUITING THE BEST TALENT

Our goal is to:

- Be the employer of choice for top talent.
- Recruit talented individuals who possess the required qualifications and who will help support the Group going forward and who adhere to the Sabancı values.
- Meet the future workforce needs of the Group through a global and proactive perspective in recruitment.

INVESTING IN OUR PEOPLE

Our main responsibilities are to:

- Invest in and create an environment with opportunities for the continuous development of our employees and help them realize their potential.
- Continuously track employee performance and support open communication by creating a culture where managers are accountable for employee development.
- Develop and nurture employees to create a high performance global talent pool of future leaders.

Sabancı Holding's strategy in human resources is to gain acclaim by setting world class management standards in this field and to be a preeminent employer of choice.

BUILDING ORGANIZATIONAL CAPABILITY

It is our priority to:

- Continuously assess and review organizational capability, people, systems and processes, and to restructure, if necessary, in line with the requirements to support success of the Group.
- Identify and assess high-potential employees and develop their careers based on the future needs of the Group.
- Enhance mobility in the Group through assignments, transfers and rotation for employee and organizational development.

REWARD AND RECOGNITION

We intend to:

- Offer a competitive reward package to attract top talent and enhance the commitment of existing employees.
- Encourage employee accountability and reward and recognize outstanding contributions, success and high performance in employees.
- Provide a level of compensation to employees commensurate with their responsibilities and the value they add to the organization.

INCREASING EMPLOYEE MOTIVATION AND COMMITMENT

Our objective is to:

- Promote the development and expansion of a participatory, open, transparent culture which values diversity and creativity.
- Proactively seek and consider employee feedback and expectations while continuously developing approaches that strengthen commitment, motivation and improve retention.
- Create a safe and healthy business environment where ethical values are embraced and a work/life balance is maintained.

Principal Subsidiaries and Participation Stakes

The following table shows Sabancı Holding's direct ownership interest in and indirect control over each of the Sabancı Group companies as of March 31, 2010.

Name of Company	Paid-in Capital as of March 31, 2010 (000' TL)	Direct Ownership (%)	Indirect Control (%)	Total Direct Ownership and Indirect Control (%)
Financial Services				
Akbank ¹	3,000,000	40.75	0.10	40.85
Aksigorta ¹	306,000	61.98	-	61.98
Avivasa	35,779	49.83	-	49.83
Energy				
Enerjisa GenCo	1,305,000	49.99	0.01	50.00
Enerjisa DisCo	1,015,000	50.00	-	50.00
Enerjisa TradeCo	5,000	49.99	0.01	50.00
Retail				
Carrefoursa ¹	113,422	38.78	-	38.78
Diasa	112,000	40.00	-	40.00
Teknosa	110,000	70.29	-	70.29
Cement				
Akçansa ¹	191,447	39.72	-	39.72
Çimsa ¹	135,084	49.43	8.98	58.41

Name of Company	Paid-in Capital as of March 31, 2010 (000' TL)	Direct Ownership (%)	Indirect Control (%)	Total Direct Ownership and Indirect Control (%)
Tire, Tire Reinforcement Materials and Automotive				
Kordsa Global ¹	194,529	91.11	-	91.11
Brisa ¹	7,442	43.63	-	43.63
Temsa Global	210,000	48.71	-	48.71
Other				
Advansa BV	EUR 22,374	92.82	7.18	100.00
Sasa ^{1,2}	216,300	-	51.00	51.00
Exsa A.Ş.	117,000	12.82	32.88	45.70
Exsa U.K.	GBP 15,000,000	98.70	1.30	100.00
Yünsa ¹	29,160	57.88	1.49	59.37
Philsa	3,000	25.00	-	25.00
Philip Morrissa	700	24.75	-	24.75
Olmuxsa ¹	32,603	43.73	-	43.73
Dönkasan	150	20.00	30.00	50.00
Bimsa	400	79.98	20.02	100.00
Tursa	95,000	96.85	2.66	99.51
AEO	38,000	70.29	-	70.29
<p>1. Shares are traded on the İstanbul Stock Exchange 2. Direct ownership by Advansa BV</p>				

Financial Services

AKBANK

As of the end of 2009, Turkey's most valuable company, Akbank, managed to maintain its lead in the Turkish banking sector through a strong balance sheet, transparent corporate governance practices and successful international relations.

In addition to its core banking activities, Akbank offers a wide array of retail, commercial, corporate, private banking and international trade finance services. Non-banking financial services, together with capital market and investment services, are provided by the Bank's subsidiaries. With state-of-the-art IT systems and a staff of experienced bankers, Akbank focuses on providing top quality services to a wide range of retail and corporate customers.

Akbank operates from its Istanbul Head Office and 20 regional directorates throughout Turkey, underpinned by a strong and extensive domestic distribution network of over 877 branches and a workforce of 15,000 employees. In addition to the Bank's traditional delivery channels such as its branches, Akbank also offers customers services through its retail and corporate internet branches, the Telephone Banking Center, over 2,500 ATM machines and more than 260,000 POS terminals as well as other high-tech channels.

Akbank's overseas operations are performed by Akbank N.V. in the Netherlands, Akbank AG in Germany and Akbank Dubai Limited in Dubai, as well as a branch in Malta.

The Akbank Banking Center in Gebze, which began construction in 2009 and is scheduled for completion by May 2010, will not only become the operation center with the highest operating capacity of Turkey, but also in the region. In addition to being equipped with the most advanced technologies, the operation center is also targeted to become the banking center of Turkey and its surrounding countries.

With its robust capital, reliable deposit structure, ability to raise foreign financing on favorable terms and strong growth in its assets, Akbank continues to maintain its leading position in the Turkish banking sector. As of the end of 2009, Akbank's consolidated net profit reached TL 2,723 million (approximately US\$ 1,831 million) while its consolidated net assets were TL 102,833 million (approximately US\$ 69,141 million). The Bank's consolidated capital adequacy ratio is 21%, one of the highest ratios in the sector.

In 2009, Akbank continued to raise funds from foreign markets at favorable terms with the total of such resources reaching US\$ 5.9 billion by the end of the year.

Through its effective risk management practices and exceptional performance, Akbank holds the highest individual and financial strength ratings that can be assigned within the Turkish banking sector.

In 2009, Akbank established an International Advisory Board comprised of prominent global leaders to discuss and evaluate global and local economic developments and their strategic implications for Akbank.



In addition, the Corporate Governance and Social Responsibility Committee was established in 2009 in order to evaluate the Bank's corporate governance practices and to supervise its corporate social responsibility activities.

In 2009, Akbank received numerous awards. Among the awards, the most notable were: being named "Turkey's Best Bank" by Euromoney, Global Finance and EMEA Finance magazines; being named "Turkey's Best Foreign Exchange Provider", "Turkey's Best Trade Finance Provider", "Europe's Best Bank in Online Deposit Acquisition" and "Europe's Best Bank in Information Security Initiatives" by Global Finance magazine and being awarded the "Commercial Leadership Award" by the American Turkish Council (ATC) and the Turkish American Business Council (TAİK).

Ak Securities, a subsidiary of Akbank established in 1996, provides corporate finance and investment banking services, brokerage services, investment advisory services, Akbank and Amex mutual funds, as well as Turkish Derivatives Exchange and repo transaction services.

Established in June 2000 as a 99.99% owned subsidiary of Akbank, Ak Asset Management provides the management services for 37 portfolios along with asset management services to large individual and corporate investors in accordance with their own expectations and risk profiles. In 2009, Ak Asset Management strengthened its position as a pioneer in the investment management sector through the innovative investment products they introduced to customers.

Ak Lease, a 99.99% subsidiary of Akbank, provides financial consulting services. Thanks to its sector-specific structuring and expert staff, Ak Lease produces low-cost and long-term solutions that meet the needs and expectations of its customers.

28.63% of Akbank's shares are listed on the Istanbul Stock Exchange. The Bank's Level 1 ADRs are traded on the OTC in the United States. Akbank's market capitalization stood at US\$ 19.1 billion on December 31, 2009, making it the most valuable company on the ISE.

In the interest of providing a better quality service to corporate and individual customers, the Company's insurance products are marketed and distributed through a wide network made up of 1,434 agents, 25 brokers and 834 Akbank branches.

AKSIGORTA

Established in 1960, Aksigorta ranks as one of Turkey's leading non-life insurance companies in terms of premium generation, shareholders' equity and financial strength.

Based in Istanbul, Aksigorta offers its clients fire, marine, motor third party liability, accident, personal accident, credit, legal protection, engineering, agriculture and health insurance coverage. It operates from ten regional offices, four of which are located in Istanbul with one each in Izmir, Adana, Ankara, Trabzon, Bursa and Antalya. Aksigorta also works out of three additional representative offices within Turkey.

In the interest of providing a better quality service to corporate and individual customers, the Company's insurance products are marketed and distributed through a wide network made up of 1,434 agents, 25 brokers and 834 Akbank branches. These channels are supported by the "Aksigorta Service Center" and website, which provides services ranging from claims follow-up to other insurance services on a 24/7 basis.

In line with Aksigorta's customer-centric service philosophy, the Aksigorta Service Center continues to provide uninterrupted services, starting from the initial offering through to focusing on every detail in the process of claim management. In addition, Aksigorta strives to simplify the claims process for its customers, inform them in a timely manner and contact customers in a bid to improve their satisfaction.

With its customer-focused service philosophy, Aksigorta has increased service quality and customer satisfaction, continuing to offer services for auto, household, business and health products. Aksigorta provides the highest quality service with its network of 2,500 business partners in the shortest time span beginning as soon as it receives claim notification through

its contracted auto repair services and contracted health associations. These assistance services play an integral part in the insurance business for Aksigorta and its clients. With its network of business partners, 70% of Aksigorta customers receive service without any direct payment in case of damage.

In order to provide excellent service to its clients, Aksigorta has transferred the claims process management system to an electronic environment as part of its Operational Efficiency Project. Through this system, the whole claims process, including claim notification, swift investigation of the claim, approval and finally, payment, are all managed in an electronic environment.

Based on ISO 9001: 1994 Standards, Aksigorta established its Quality Control System, which was certified in 1998. This certificate was renewed in 2001 in accordance with the ISO 900: 2000 Standard and in 2007, Aksigorta extended the validity of the certificate until 2010. Aksigorta was named the "Most Trustworthy Insurance Company in Terms of Quality" and was awarded the Consumer 2008 Quality Prize in the annual competition held by the Tüketici Dergisi (a free advertisement magazine) for the third consecutive year.

Within the framework of the "Investing in the Future Project," initiated in 1995, the Fire and Earthquake Simulation Center, YADEM, started operations the following year. In November 2006, Aksigorta moved YADEM, with all usage rights, to Şişli City Hall Science Center so that more people could benefit from YADEM at that location. In order to increase risk awareness and create insurance consciousness in Turkey, Aksigorta is working on various projects in cooperation with the Turkish Insurance Foundation and opinion leaders in public and media sectors.

Aksigorta shares are listed on the Istanbul Stock Exchange with a free float of 38%.



AVIVASA

After completion of legal procedures following the merger of Ak Emeklilik and Aviva Hayat ve Emeklilik, announced to the public on June 8, 2007, Avivasa Emeklilik ve Hayat began operating as one of Turkey's leading individual pension and life insurance companies.

The Company's paid-in capital is roughly TL 36 million with 1,291 employees, of which, 741 are sales staff working as Financial Advisors.

Avivasa Emeklilik ve Hayat serves over 1.5 million clients in the individual pension and life insurance sectors via bank direct sales, direct sales, sales from bank, agencies, corporate projects and telemarketing distribution channels.

The Bank Direct Sales channel is the distribution channel that primarily aims at reaching clients from banks such as Akbank and Citibank and introduces them to individual pension and life insurance products. In the Direct Sales distribution channel, non-bank clients at various socioeconomic levels receive services via financial advisors. In the Sales from the Bank distribution channel, individual pension products and other banking products are presented to clients via the customer representatives

of the Bank branches within the scope of bank insurance. The aim is to expand the current operation via agencies and corporate projects. Telemarketing, a recently formed distribution channel, is being used to expand to different client segments by using simpler products.

Avivasa funds are managed by Ak Asset Management, which is another Sabancı Group subsidiary, and another leading company in the portfolio management sector.

According to the Pension Monitoring Center's 2009 data, Avivasa Emeklilik ve Hayat is the leader in the sector with its individual pension fund size of TL 1.960 million and market share of 21.78%.

Moreover, according to the Association of the Insurance and Reinsurance Companies' 2009 data for Turkey, Avivasa Emeklilik ve Hayat is the fourth largest company in the sector with total life insurance premium output of TL 155 million and market share of 8.1%.

Energy

The Sabancı Group's strategic plans for 2015 have identified the energy sector as a key growth area, with a focus on electricity and downstream natural gas operations. Consequently, the Group intends to lead in the electricity market and has established an ambitious target to command a 10% market share of the electricity sector by the year 2015 as the leading player.

In May 2007, the Group signed a joint venture agreement with Verbund, one of the leading electricity companies in Europe. The agreement is based on an equal share and management principle. Verbund is Austria's largest generator of electricity and one of the most valuable companies. Sabancı and Verbund will work together and exclusively within all areas of the Turkish electricity sector, except for nuclear energy investments.

Planning to attain a total installed capacity of 5,000 MW by 2015, the Sabancı Energy Group continues to expand and diversify its generation portfolio under the scope of the Verbund partnership at a fast pace.

The Enerjisa Group aims to become the market leader of the electricity sector in a vertically integrated structure by combining generation, distribution, wholesale and trading activities. The facilities that serve this purpose held through Enerjisa Power Generation (GenCo), Enerjisa Electricity & Trading (TradeCo) and Enerjisa Distribution (DisCo).

The Group is also actively working on seeking opportunities in the natural gas business.

Enerjisa Group will continue to add value for its shareholders, customers, employees, suppliers and society by exploring every opportunity in the market. The Group aims to be a preferred supplier by virtue of its customer-centric approach in all of its operations. Enerjisa Group constantly develops its processes and systems in a bid to increase and sustain competitiveness.

Enerjisa Group companies' total consolidated sales for the year 2009 exceeded TL 2.3 billion.



ENERJİSA POWER GENERATION (GENCO)

Enerjisa GenCo was founded in 1996 to explore new business opportunities in the energy sector and to operate as a reliable and competent supplier of energy to its customers.

In addition to the power plants in Kocaeli, Adana, Çanakkale and Mersin, with a combined capacity of 370 MW, Enerjisa GenCo has added hydroelectric power plants that are located in the Antalya, Mersin and Kahramanmaraş regions with a combined capacity of 85 MW through acquisitions realized in 2007.

The licensed portfolio of Enerjisa GenCo, which grew rapidly in 2006, has reached a total capacity of 3,200 MW including existing power plants, projects under construction and projects with ongoing engineering works as per year-end 2009. In addition to this portfolio, projects with a total capacity of nearly 1,070 MW are at the license application stage.

With the aim of diversifying the generation capacity to create strategic advantage, 12 hydropower power plants with a capacity of around 1,305 MW, the 920 MW Bandırma Natural Gas Combined Cycle Power Plant, the 450 MW Tufanbeyli Thermal Power Plant and two wind power plants with a total capacity of 69 MW are currently in the planning and implementation stages.

Bandırma Natural Gas Combined Cycle Power Plant, whose groundbreaking took place in October 2008, is planned to be in operation during 2010 and Hacınınoğlu Regulator and Hydroelectric Power Plant is planned to be in operation by the end of 2010. Also, as a part of its commitment to renewable energy, Enerjisa GenCo has targeted wind power plants with a total capacity of 300 MW by the end of 2015.

Enerjisa GenCo contributes to securing power supplies in Turkey by generating electricity at its power plants for Turkey's leading industrial and commercial entities as well as customers using it via distribution companies.

Enerjisa Group aims to become the market leader of the electricity sector in a vertically integrated structure by combining generation, distribution, wholesale and trading activities.

ENERJİSA ELECTRICITY DISTRIBUTION (DISCO)

Enerjisa Group aims to become the market leader of the electricity sector in a vertically integrated structure by combining generation, distribution, wholesale and trading activities. Due to this strategic target, Sabancı Verbund Joint Venture, Enerjisa DisCo participated in the privatization tender for the block sale of 100% of the shares of Başkent Electricity Distribution Company (Başkent EDAŞ) and won the tender offering the highest bid at US\$ 1,225 million on July 1, 2008.

The transfer of shares of Başkent EDAŞ to Enerjisa DisCo, which was established in 2008 for this purpose, and the successful takeover was finalized on January 28, 2009.

Başkent EDAŞ builds, maintains and operates the electric distribution grid and provides electric retail services as well as additional services to 3.2 million customers in Ankara, Bartın, Çankırı, Karabük, Kastamonu, Kırıkkale and Zonguldak (BAŞKENT Distribution Region).

Prior to the takeover date, the integration process started, resulting in a very smooth transfer without any negative effects on operational and financial performance.

2009 results also confirm the strategic advantage of the specific customer structure of Başkent EDAŞ, resulting in a stable year over year sales volumes while the industry had to face a significant reduction in electricity consumption for Turkey.

Given the regulated nature of the business and the expected changes in market regulation for the upcoming years, the organization focused on the necessary preparations both strategically and operationally. All the preparations are being planned in parallel to the Long-Term Vision of the Energy Market and Customer Satisfaction.

Acquiring and integrating Başkent EDAŞ to the Enerjisa Group was a major step towards the Group's strategic goal to reach a portfolio of 6 million customers by 2015, thus providing a role model for the next stages.



ENERJİSA ELECTRICITY TRADING (TRADECO)

Within the Enerjisa Group companies, the Enerjisa TradeCo was founded in 2004 to operate in the electricity wholesale market. Enerjisa TradeCo trades in electricity and/or capacity in accordance with the limits set by market regulations. In addition to the wholesale trading of electricity, the Company sells electricity directly to eligible customers. Opportunities to import and export electricity are also realized under the wholesale license.

Enerjisa TradeCo has a customer-oriented approach in its sales and marketing activities. With the objective of becoming the supplier preferred by its customers, the Company offers quality services to meet the customers' expectations at the highest level and improves its systems and processes as a result of customer feedback.

In addition to wholesale and trading activities, Enerjisa TradeCo provides consultancy services to the Enerjisa Group companies. It provides consultancy services to Enerjisa GenCo on operations in the balancing market, power plant optimization and customer relationship management.

Moreover, in order to secure the supply of natural gas and other fuels in a cost effective manner for the long-term, the Company provides consultancy to the Enerjisa Group Companies on supply contracts of natural gas and other fuels for current and prospective power plants, fuel procurement strategies in the middle and long-term, establishment of fuel optimization systems and management of risks related to these systems.

Furthermore, the Company also serves the Enerjisa DisCo through consultancy services on the management of existing energy purchase agreements with TETAŞ and EÜAŞ and following of the opportunities related with the management of energy balancing in day-ahead markets and similar activities. In order to satisfy the long-term demand position of the Enerjisa DisCo, the Enerjisa TradeCo seeks to negotiate and procure new long-term energy purchase contracts and performs market risk management consultancy services.

Retail

FOOD RETAIL

Retail is one of the most important sectors of the Turkish economy and it is estimated to be worth US\$ 210 billion and provides over two million jobs. Food, the longest established segment in the retail sector, is becoming an increasingly attractive business in Turkey due to the gradual expansion of organized retail in the overall sector. Food retail reached at US\$ 100 billion in a market still dominated by open markets and traditional stores. Nevertheless, as organized retailers start to gain a larger share of the market, currently estimated to be 20%, foreign investors are finding the sector progressively more attractive. Fuelled by factors such as rising income, urbanization and enhanced price sensitivity among consumers, the number of organized retail sales points has grown at an average annual rate of 15% since 2000. In 2009, a year that country GDP declined by 4.7%, organized retailers exhibited a 10% sales growth in US dollar terms. During the same period, Sabancı-Carrefour joint ventures also reported a parallel growth, maintaining market shares.

CARREFOURSA

CarrefourSA is a joint venture between Sabancı Holding and Carrefour, the top retailer in Europe and the second largest in the world, with 15,500 stores in 35 countries. CarrefourSA celebrated its 13th anniversary in 2009. Its mission is to provide Turkish consumers with a broad selection of high quality, reasonably priced food products presented in a welcoming and pleasant shopping environment and to ensure profitable growth for its shareholders.

With sales areas ranging from 3,000 to 15,000 square meters, flagship format hypermarkets carry a wide assortment of food and non-food products with up to 40,000 SKUs at the lowest prices all housed under one roof. Supermarkets, with between 500 and 2,000 square meters of retail space, offer an impressive assortment of fresh food, providing consumers with convenient shopping at the lowest prices.

2009 was a particularly successful year for CarrefourSA, with a record number of store openings. The supermarket format was diversified and its weight in the company's overall growth strategy was increased. The company formed a strategic partnership with Akbank, and the two jointly developed a new financial services project. CarrefourSA also carried out a successful optimization within its store network. CarrefourSA generated US\$ 1.5 billion in sales revenue in 2009, while its store network expanded to 26 hypermarkets and 159 supermarkets with a total sales area of 360,000 square meters. Over 90 million consumers shopped at CarrefourSA stores throughout the year.



The company took notable steps in 2009 in terms of growth, strategic cooperation and optimization:

1) Growth: Balanced growth in store formats, due to an increasing number of supermarkets, netted a real growth of 55,000 square meters in 2009 and accounted for the fastest period of store openings in the company's history. Launched in April 2007, Carrefoursa Express concept stores increased their presence in the market with 54 new openings in 2009, double the previous year's number. Carrefoursa consolidated its position in the market as the leading hypermarket chain by opening three new hypermarkets in Istanbul and one in Erzurum.

2) Strategic cooperation with Akbank: One of Carrefoursa's central tenets is diversification by offering its customers services with added value. To this end, the company launched a joint financial services project with Akbank, another Sabancı Group company, in June. The project is comprised of a "Carrefoursa Akses" co-branded credit card integrated into the company's loyalty card network and consumer loans offered at "Kredi Ekspres" branches in Carrefoursa hypermarkets. The goal of this project is to become an important profit center.

3) Store network optimization: Thanks to the increased number of store openings in 2009, the company closed 20 low-performing supermarkets without harming growth in its revenues. Thus, the company now enjoys a more profitable and productive store network as it looks to the future.

By strengthening the supermarket format and furthering the geographical scope of the hypermarket expansion, Carrefoursa achieved record growth in 2009, opening four hypermarkets and 54 supermarkets. Growth was further supported inorganically by a tactical acquisition in Samsun.

The 2009 results are a testament to the company's clout and determination to successfully implement its strategies, including new market formats and realize its target to become the leading player in the sector. The company's sound financial structure provides capacity to evaluate and rapidly take action with its own resources on all projects offering a potential for value creation.

Carrefoursa will accelerate investment and growth in 2010 thanks to its strong cash position. It will retain its strong position in the hypermarket format with new stores, all of which are approved, and increase its share in the supermarket segment with further store openings. Carrefoursa intends to increase its retail space by 20% in 2010 and recruit 1,300 new employees to raise its workforce to over 9,000.

Diasa generated US\$ 420 million in revenue in 2009, reaching a network of 675 stores and a combined retail space of 155,000 square meters. Almost 90 million customers shopped at the company's stores last year.

DIASA

The discount format for retail, which offers low prices through a low cost business model, is becoming ever more popular as consumers become more price conscious, both globally and in Turkey. To address the growing demand for discount stores, Diasa was established in 2000 as a joint venture between Sabancı Holding and Dia, Spain's leading discounter and a part of the Carrefour Group. The successful global model of over 6,000 Dia stores was adapted to Turkey's local needs. Currently in a phase of rapid expansion, Diasa provides consumers convenience and quality at discount prices. The discount format is a powerful growth engine for the Group and Diasa has been one of the fastest growing food retail chains in Turkey with 27% annual growth over the last five years.

Diasa generated US\$ 420 million in revenue in 2009, reaching a network of 675 stores and a combined retail space of 155,000 square meters. Almost 90 million customers shopped at the company's stores last year. With its global expertise in private label products - which account for 40% of the company's sales - Diasa continued to lead the market in Turkey.

Opening an average of two new stores per week, Diasa continues its expansion and operates, as of the end of 2009, in 22 cities, mainly in the Marmara and Aegean regions.

Unique amongst Turkish food retailers, the Diasa "franchise markets" became the driving force in the company's growth in 2009 and raised their share in the overall store network from 30% to 36%. This particular business model is prevalent in Spain and other territories where Dia operates. In Turkey, it is set up under the Diasa banner and is run by local entrepreneurs with purchasing, logistics and store management know-how support from Diasa. Taking its cue from the shift towards organized retail, this model

provides local and independent players a chance to continue their operations as part of a national chain. Boosting the company's growth and profitability, as well as improving its awareness in the sector, "franchise markets" will continue their proliferation in 2010.

Diasa strives to improve its services and market model according to the expectations of the customer. In 2008, the Dia Market model was created in response to feedback from customers and market research. In 2009, the model became more widespread with 115 Dia Market stores accounting for 17% of the total network. Offering a more attractive shopping environment, a larger offering of fresh foods and a greater proportion of private label goods, Dia Market has led to a 20% comparable increase in overall sales.

2009 saw the opening of over 110 new stores and improvements in the franchise infrastructure. There was a restructuring of the Marmara headquarters and the regional logistics operations and there were further investments in PR which also led to an improvement in price perception and overall revenue. Thanks to these, as well as further economies of scale and continuing productivity operations, during what was seen as a period of rapid erosion in consumer confidence, Diasa managed comparable growth in market sales and improved its profitability compared to the last year.

A review of Diasa's strategic plan, carried out in December 2009, provided further proof of the success of the Dia Market and franchise models, which, in turn, led to a reformulation of the company's strategy over the next three years, which will see over TL 120 million in investments and the opening of over 800 new stores. With this move, the company aims to increase its share in the ever-growing discount retail market, and improve its profitability by creating greater economies of scale. The target for 2010, the first step in the plan, is 273 new stores and nearly 25% growth in overall sales.



TEKNOSA

Teknosa was established in 2000 and is 100% owned by Sabancı. Since its inception, Teknosa, with its slogan “Technology for everyone,” has been the sector’s most extensive store network in Turkey. In 2009, the company owned over 240 stores, with operations in 65 cities.

With over 80,000 square meters of total retail space and a wide assortment of technology products, Teknosa has created a unique and pleasant shopping environment, attracting 6 million customer visits each month. With a workforce of over 3,000, Teknosa continued its steady growth and increased its market share to 15%, despite an overall contraction in the sector.

In addition to its existing store model across the country, Teknosa also reaches consumers through new formats. Debuting in 2009, the new Extra and Exxtra concepts demonstrate Teknosa’s vision in technology retailing.

Teknosa continues to invest in Teknosa Akademi, which was founded in 2005 to create an infrastructure for career planning and a qualified workforce. To date, training has been offered to 7,740 people at the Teknosa Akademi

center, housing 13 classrooms that can accommodate 350 trainees in total. The sector’s first ever “Assessment Center” was opened in 2007 under the scheme and offered employees an opportunity for effective career planning starting from their first day of work.

All of Teknosa’s operations are based on scientific retailing methods and the company’s after sales services are carried out by Teknosa Asist. The Asist program is designed to provide customers with more rights than are outlined by law and further concessions in return policies, another first in the sector. Customers’ demands are met 24/7 through the Teknosa Asist points set up in stores, the Teknosa Asist call center at 444 55 99 and the 5599 SMS information service. Under Teknosa Asist, Teknosa provides such exceptional services as free delivery, technical help desks and a return warranty in case a customer changes their mind. In addition to “Teknosa Asist,” the company instigated a new scheme in 2009 by making technical assistants available to customers within stores to solve any specific queries. Currently available in 21 stores, this scheme will become more prevalent in 2010. Finally, Teknosa webstore (www.teknosa.com) also offers 24/7 service to its customers.

Teknosa continued its steady growth and increased its market share to 15%, despite an overall contraction in the sector. Number five among all retailers in the Fortune 500 Turkey listings, the company was also named the number one retailer in Interpromedya's "Top 500 IT firms."

Another one of the company's customer relationship management enterprises is Teknosa Kart. Teknosa Kart helps the company create its customer database, which, in turn, provides a better understanding of the company's customers, demands and shopping patterns. As of year-end 2009, there are currently over 1 million Teknosa Kart holders.

Teknosa enjoys the largest logistics center in its particular retailing sector. The company's entire logistics operation is run from its hub in Gebze, which is 62,000 square meters in total with 30,000 square meters in-doors. Connected online to all Teknosa stores, the hub's operations are run with IT support.

Teknosa was awarded with the International Organization for Standardization's quality management standard ISO 9001:2000 Quality Management System Document in 2007 in recognition of all its activities. The company celebrated another first in its sector by receiving the ISO 27001 Information Security Management System (ISMS) standard.

Teknosa was the recipient of many national and international awards in 2009. Number five among all retailers in the Fortune 500 Turkey listings, the company was also named the number one retailer in Interpromedya's "Top 500 IT firms". The Federation of Asia-Pacific Retailers Associations (FAPRA) picked Teknosa as the Chain Retailer of the Year and the company was also named "Store of the Year" by Microsoft Turkey during its annual "Partners of the Year" awards. Additionally, during the annual award ceremony organized by The Organization of Shopping Malls and Retailers (AMPD), Teknosa was named Retailer of the Year in the Chain Retailers Category. At the same ceremony, the company's National Football Team campaign was named the Marketing Campaign of the Year, its customer

satisfaction operations the CRM Campaign of the Year and its "Technology for Women" campaign the Corporate Social Responsibility Campaign of the Year. Teknosa was also named the "Most Preferred Electronics Retail Brand" at the "Most Preferred Retail Brands" awards organized by the Association of Shopping Mall Investors and GfK Turkey.

As Turkey's leading electronics retailer, Teknosa finds it imperative to carry out a variety of corporate social responsibility projects, including, among others, sports, education and the arts.

With the "Technology for Women" project, the company offers computer classes free of charge to women in various cities across the country to boost computer literacy. To date, over 5,000 women have taken part in the scheme in 16 cities ranging from Istanbul to Kars.

Alongside this project, Teknosa has also been working together with Istanbul University to bring a technological dimension to the Library of Rare Works. Called "Technology for History," the project involves Teknosa providing technical assistance to the library in order to digitize nearly 100,000 works, thus protecting them from the destructive effects of time. "Technology for History" is also among the ventures earmarked for the Istanbul 2010 European Capital of Culture project.

In 2007, Teknosa began supporting the Turkish National Football Team and Turkish football by providing technological infrastructure for the team. Further to a deal signed in 2008 with the Turkish Basketball Federation, the company has given its name to the Turkey Cup, as well as becoming the technology provider for the Turkish National Basketball Teams in order to meet the teams' technology-related demands.



Teknosa also aims to set an example for other firms in the sector by taking effective action regarding the environment. In 2009, the company became the first one in its sector to use 100% biodegradable bags. Teknosa believes in the importance of sustainability for a better world and has supported the Ministry of Energy's energy efficiency project since the beginning of 2009 by opening up its vast network of stores to the project in order for it to reach as wide an audience as possible. The company has also instigated a scheme to collect and recycle electronic refuse, which began in 2005 with the collection of used batteries. All Teknosa stores now offer stations for electronic waste for all customers.

As well as the Teknosa stores, the İklimsa chain, which distributes air conditioning units and gas boilers, also operates under the Teknosa umbrella. Positioned as the HVAC Center of Turkey, İklimsa offers the world's greatest brands under one roof with 25 years of Sabancı experience. With 204 İklimsa Centers in 47 cities, the company provides customers a variety of brands, including Sharp, Sigma, General, Midea, Samui and Tronic air conditioners and Beretta combi boilers with different price alternatives and payment plans, as well as high quality customer service. The company believes in the importance of after sales services for customer satisfaction and, as such, offers over 120 İklimsa service stations across the country.

Teknosa will maintain its target of stable growth over the next year and add new stores to its existing network across the country. In 2010, the company will further accelerate the development of new store concepts and improve its in-depth after-sales services and overall infrastructure.

Cement

Akçansa meets more than 10% of Turkey's cement needs at global standards with its environmentally friendly facilities.

AKÇANSA

Through the merger of Akçimento and Çanakkale Çimento in 1996, Akçansa became the leading cement producer in Turkey. Akçansa is currently a Sabancı Holding and Heidelberg Cement joint venture.

Operating in the Marmara, Aegean and Black Sea regions of Turkey, Akçansa has been producing cement at its Istanbul, Çanakkale and Ladik plants and ready-mixed concrete at 35 ready-mixed concrete plants under the Betonsa brand. It operates out of the Ayazağa, Bursa and Saray aggregate quarries under the Agregasa brand. The company operates four cement terminals located in Ambarlı, Aliğa, Yarımca, Yalova and Hopa.

2009 was an important year for Akçansa in terms of profitability and efficiency with wider production, distribution networks and sustainable success principles.

Akçansa meets more than 10% of Turkey's cement needs at global standards with its environmentally friendly facilities. Emphasizing service quality, it utilizes state-of-the-art technology to meet customer standards. Akçansa's total domestic cement and clinker sales amounts 4 million tons in 2009. By adding clinker and cement exports of 2.5 million tons, the company's total domestic and clinker exports reached 6.5 million tons. Total revenue was US\$ 459 million in 2009.



In parallel to the growing targets, new ready-mixed concrete and aggregate plants were added to the sales network. Continually extending its spectrum of special products in the field of ready-mixed concrete, Betonsa has managed to differentiate itself from the competition by finding innovative special solutions for its customers. Total ready-mixed concrete sales rose by 8% and reached 4 million m³.

Akçansa cement plants continue to be pioneers in the use of alternative fuels and raw materials in the Turkish cement sector at an ever-increasing pace.

Akçansa aims to achieve premium quality in production and service to fulfill the demand of both domestic and foreign customers and to compete on measures beyond price in a sector where it is hard to discern differences.

The company's vision is to move beyond the boundaries and to achieve sustainable growth. Its goal is to be Turkey's leading building materials company, playing a part in enriching the quality of life within society. Akçansa's shares are listed on the Istanbul Stock Exchange with a free float of 20.6%.

As of year-end 2009, Çimsa's annual clinker production capacity reached 5 million tons and the annual ready-mixed concrete capacity rose to 3 million m³. With its mission "to be the preferred business partner for international cement and concrete consumers", Çimsa increased its export volume to 2 million tons.

ÇİMSA

Çimsa is among the leaders of Turkish industry and an innovator in the cement and ready-mixed concrete sector. Established in 1975, Çimsa produces various special products such as white cement and calcium aluminate cement in addition to conventional gray cement products.

Çimsa continues its operations in line with its vision of becoming "Turkey's most valuable cement and ready-mixed concrete company". Its mission is "to be the preferred business partner for international cement and concrete consumers".

Çimsa defines the baseline of its field of activity as providing the necessary basic construction material for the strong infra and super structure sites.

Çimsa has succeeded in overcoming the difficult conditions of 2009. It performed as strongly as it did during the 2001 crisis, with multi-scenario planning and cash-focused strategies. This strong management performance, combined with multi-scenario plans, set the pace for Çimsa to be perfectly positioned for continuous growth in a recovering economy.

The company entered the ready-mixed concretes segment in 1988 and currently provides services in Adana, Aksaray, Antalya, Bilecik, Bursa, Mersin, Kayseri, Osmaniye, Eskişehir, Kahramanmaraş, Karaman, Konya, Kütahya, Nevşehir, Sakarya and Bilecik.

As of year-end 2009, Çimsa's annual clinker production capacity reached 5 million tons and the annual ready-mixed concrete capacity rose to 3 million m³.

In the international arena, Çimsa is one of the world's three leading white cement brands. In addition, Çimsa acts as a true industry leader and the locomotive power for change and development towards the contribution of the Turkish cement industry to the international platform. With an export volume of 2 million tons, Çimsa was successful in overcoming the negative effects of the crisis with its exporting capabilities.



The fact that Çimsa markets its products under its own trademark in 46 countries from its companies and terminals in Spain - Seville, Germany - Emden, Romania - Constanta, Russia - Novorossysk and TRNC - Famagusta, has been essential in achieving of this success. Fully committed to be more active in international markets by expanding its terminals abroad, Çimsa holds the EC and CE marks and Kitemark quality certificates required to release cement products in EU member countries.

Çimsa strives for business excellence at the global level through its quality and environmental management and occupational health and safety systems. Furthermore, the company has taken an important step toward protection of the environment by qualifying for and receiving the Alternative Fuel Usage Certificate.

As one of Turkey's most reputable companies in the cement industry, in 2009, Çimsa continued with the momentum of growth and business excellence that started in 2005. Çimsa's annual turnover was US\$ 397 million in 2009. The Company continues its efforts to create and sustain value for its shareholders.

Çimsa shares are listed on the Istanbul Stock Exchange with a free float of 27.4%.

Tire, Tire Reinforcement Materials and Automotive

KORDSA GLOBAL

Kordsa Global is the world's leading producer of nylon and polyester yarns, cord fabric and single end cord and it provides services to the tire reinforcement and mechanical rubber markets.

Kordsa's success story began with the investment in the cord fabric plant in Izmit, Turkey in 1973. Since then, the company has become the global leader thanks to strategic acquisitions, made in collaboration with powerful business partners. With its 11 facilities located in nine countries across five continents and a 4,500-strong workforce, the company has maintained its position as a global leader. Kordsa Global recorded sales of US\$ 656 million in 2009.

Kordsa Global, with its head office in Istanbul, operates in the following countries:

Europe, Middle-East and Africa,

(Turkey, Germany, Egypt)

North America,

(Laurel Hill/SC, USA, Chattanooga/TN, USA)

South America,

(Brazil, Argentina)

Asia Pacific

(China, Indonesia, Thailand)

Due to its flexibility, 2009 was a year in which Kordsa Global managed the economic crisis and the demands of the shrinking market well.

Kordsa Global has commenced practicing the New Operating Model as of the beginning of this year. With this new model, the company has made a transition from regional to functional, revised primary processes like its global customer management and supply chain and adapted to changing market conditions.

In 2009, Kordsa Global started to enjoy the benefits of concentrating its investments in R&D activities in line with customer needs. In April, Kordsa Global Technology Center was accredited as an R&D Center by the Ministry of Industry. In this way, the company has earned the right to government support and incentives for funding its R&D expenses.

Kordsa Global also commenced its commercialization activities in regards to new superior denier polyester fiber, aramid, nylon hybrid cords and other new products together with the industry's leading customers.

Again in 2009, Kordsa Global was awarded the ISO 27001 Information Security Management System Certificate. This certificate, acquired as a result of the audit conducted by Bureau Veritas, is a direct result of internalizing Information Security within the corporate culture. Thus, Kordsa Global became the first and only firm in its field to receive the ISO 27001 certificate.

Kordsa Global's public shares, which amount to 8.9%, are listed on the ISE.



BRISA

Brisa was established in 1974 and initiated mass production in 1978 under the name of Lassa. The company changed its name to Brisa after the establishment of a 50/50 joint venture between the Sabancı Group and the Bridgestone Corporation in 1988.

Brisa was the first winner of the National Quality Award in Turkey in 1993. Brisa's dedication to business excellence was rewarded again with the prestigious European Quality Award in 1996, recognizing Brisa as the first Turkish company and the first tire company in Europe to receive this award.

Brisa produces more than 500 different types of tires under the Lassa and Bridgestone brand names with a range of designs, types and sizes to accommodate many different vehicles from passenger cars to earthmoving equipment. Its integrated tire production facilities are located in an enclosed area of 350,000 square meters. The total capacity of the production unit is 10 million tires a year.

A network of approximately 600 sales points, including 450 exclusive dealers, market tires throughout Turkey. Brisa tires are mounted as original equipment on Renault, Toyota, Ford, Fiat, Honda, Hyundai, Mercedes Benz, BMC, Temsa, Mitsubishi and MAN vehicles. Maintaining its position as a leader in the domestic market, Brisa expanded its presence in international markets with the Lassa brand by entering new markets and building brand equity. Brisa products are marketed and sold in more than 50 countries, mainly in Europe.

Brisa's state-of-the-art R&D Center works in coordination with Bridgestone's Technical Centers in Tokyo and Rome, integrating Bridgestone technology and playing a vital role in reinforcing its competitive edge in world markets.

Brisa's net sales revenue exceeded US\$ 501 million in 2009. Its shares are listed on the Istanbul Stock Exchange with a free float of 10.3%.

Temsa Global, one of Turkey's leading automotive companies, exports 75% of its production, with 80% of its foreign trade being to European countries.

TEMSA GLOBAL

Temsa Global, one of Turkey's leading automotive companies, manufactures and exports its products in the coach and midi-coach segments under the Temsa brand. At the same time, the company represents Mitsubishi and Komatsu as their distributor in Turkey. Temsa Global first started production activities in 1987 in Adana and launched its own Temsa brand in 2001. In 2008, the firm expanded its production capabilities by adding the Egypt and Adapazarı production sites to manufacture coaches, midi-coaches and light trucks. The total yearly production capacity of Temsa's Adana and Egypt plants are 4,000 vehicles, namely 1,500 coaches and 2,500 midi-coaches. The yearly production capacity of the Adapazarı plant is 7,500 light trucks.

Temsa's Adana facilities of 555,000 square meters produces the intercity coaches Diamond, Safari and Safir, as well as the Powerbus, Metropol and Prestij midi-coaches, vehicles defined as small coaches and the 12-meter Temsa Avenue, which has been developed specifically for urban public transportation. In 2009, Temsa designed and produced the final version of the Avenue product range, the Hybrid Avenue and completed the series with the vehicle's earlier introduced Diesel and CNG versions. Additionally, Temsa Safir was completely renewed at the end of 2009 with the purpose of catering to the growing expectations of the market for both intercity passenger transportation and tourism transportation.

Executing its European operations from the headquarters located in Mechelen, Belgium under the name of Temsa Europe, Temsa Global has further established after sales services companies in Austria and Germany, as well as Belgium. Temsa Global exports 75% of its production, with 80% of its foreign trade being to European countries.

In October 2009, Temsa Global presented the new identity and logo of the "Temsa" brand to general public with a launch event organized at Busworld Kortrijk. Combining its values of "Agility, Entrepreneurial Ability, and Accessibility" with the tagline "Value in Motion" under a new brand identity, Temsa Global defines the Temsa brand as a value chain created by focusing on sustainable customer satisfaction.



Temsa Global conducts its research and development activities through its R&D Company, Temsa Ar-Ge ve Teknoloji A.Ş., located at Gebze, Istanbul in the TÜBİTAK-MAM Technology Free Zone.

The distributor of Mitsubishi products since 1984, Temsa Global conducts the sales, services and spare parts operations for Mitsubishi passenger cars and pick-up light commercial vehicles within the framework of its distributorship agreement with Mitsubishi. Mitsubishi Fuso Canter light trucks, the market leader in Turkey, are produced at Temsa Global's Adapazarı plant together with superstructures and trailers. Besides being the distributor of Mitsubishi FUSO Canter light trucks in Turkey, Georgia, Kazakhstan and Azerbaijan, Temsa Global is also the Kazakhstan distributor of DAF trucks.

Additionally, Temsa Global has entered transport refrigeration through collaboration with Carrier Transicold in 2009, offering within the framework of this collaboration 29 different models of 87 Carrier Transicold products in panel van minibus, pick-up trucks, trucks and trailer segments.

Having been the distributor of Komatsu construction machines for 27 years, Temsa Global offers construction machines, forklifts and after sales services to many sectors. Bucket production was re-launched in 2008 and attracted high interest in the construction machines sector with the high-quality functional structure the product offers. With the goal of becoming a regional player, Temsa Global Komatsu Construction Machines business unit established distributorships in Azerbaijan and Georgia and continues its initiatives with new contacts established in other regions.

Total consolidated revenue of Temsa Global was US\$ 539 million in 2009.

Other

TEXTILES

YÜNSA

Yünsa, Turkey's leading worsted wool fabric exporter, is the leading worsted fabric producer in Europe with its vision, high product quality, market position and flexibility in production.

In addition to 100% wool products, Yünsa also produces cashmere, silk, lycra, polyester and viscose blended wool fabrics. Yünsa manufactures fabrics for men's and women's apparel, uniforms and upholstery. Yünsa plays a trend creator role in menswear as a leading woolen and worsted fabric producer.

Yünsa has integrated a rich textile culture in its structure and worked with more than 900 customers around the world thanks to its strong international connections. Exporting to more than 60 countries, the company has sales offices in the United Kingdom, Germany, United States and China.

In 2009, total consolidated sales were approximately US\$ 88 million, while total exports accounted for US\$ 53 million of total sales.

2009 was marked by a serious global economic crisis, the repercussions of which were drastic, destructive and implicit for the textile sector as well as the non-financial sectors as a whole. Despite the high volume loss in the textile sector, Yünsa was affected considerably less by the negative market conditions due to its close liaison with customers, trustworthiness, strong financial structure and product and service quality. In a market environment of pure uncertainty, Yünsa was afforded opportunities as a preferred fabric vendor with its proximity to European countries and other markets, as well as its pace and ability to create new products.

Yünsa is a part of the TURQUALITY® project - a state-initiated program that supports companies in generating worldwide brands. The company also enhanced and accelerated Research and Development activities in 2009.

While Yünsa has adopted ISO 9001 Quality Standards, the Hohenstein Institute in Germany has licensed the operation with the Eko-Tex 100, which certifies that Yünsa's products are not hazardous to health or to the environment.

Yünsa's shares are listed on the Istanbul Stock Exchange with a free float of 27%.

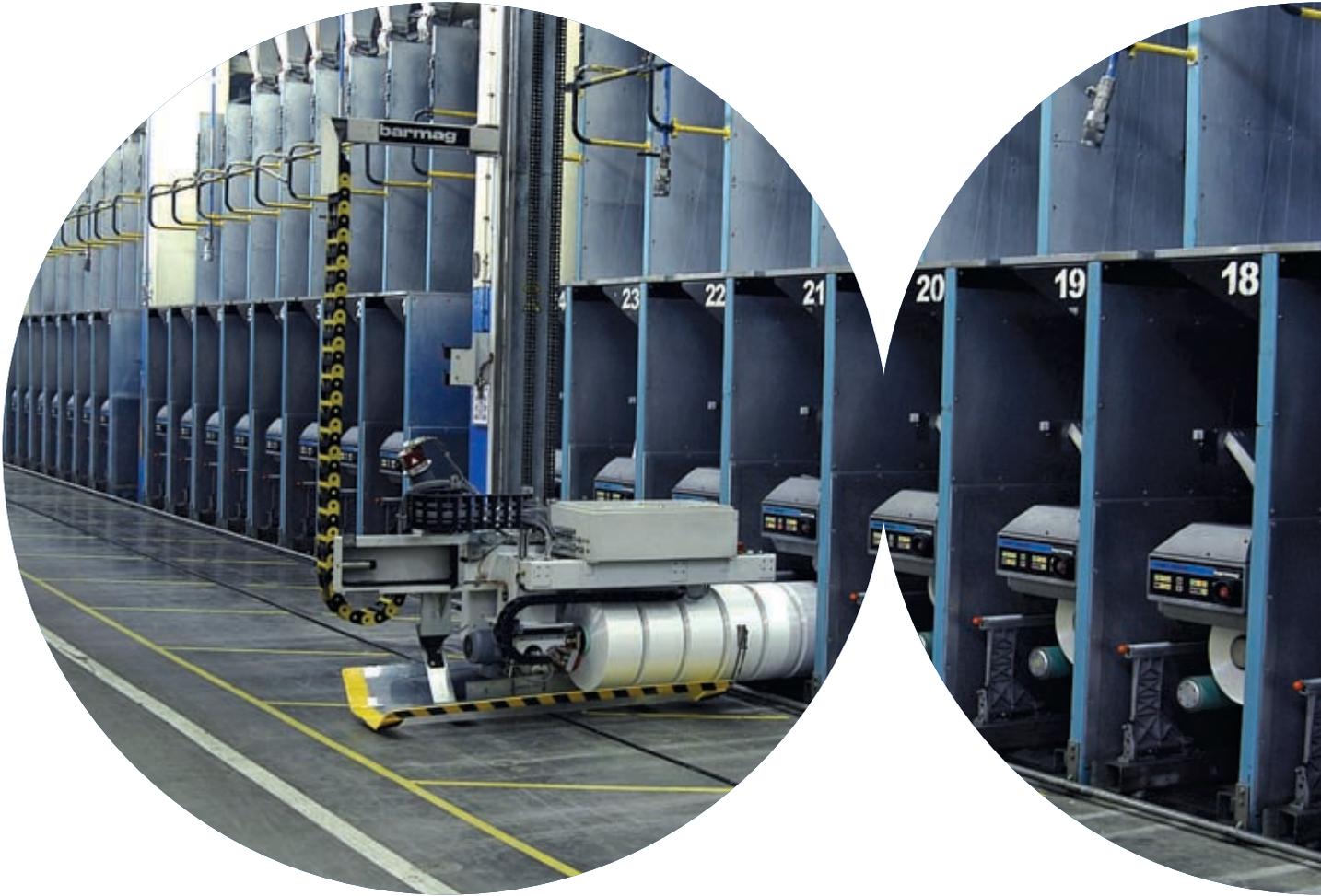
ADVANSA BV

Advansa BV is Europe's leading integrated polyester manufacturer of polyester staple fiber and yarn with a shifting focus on specialty polymers and chemicals at its facilities in Turkey and Germany.

SASA

Specialty polymers and chemicals are the major growth areas of Sasa. This business previously initiated activity by supplying specialty resin for the film, automotive and yarn industries in a customer-centric approach. With the commissioning of the largest Batch polymerization unit in Europe at the beginning of the year, the company now produces a wide range of products for different segments.

Sasa recently began to market a new product: a plasticizer that contains no phthalate, a chemical restricted in the EU and in the USA. It is used in many products such as toys and cables.



In addition to developing new products for Advansa, the state-of-the-art R&D facilities in Adana also offers complete solutions for polymerization and downstream technologies including yarn and staple fiber production. Strategic cooperation with well-known institutes, universities and companies is ongoing. Commercialization of products developed herein will be accelerated.

Sasa is a 51% owned subsidiary of Advansa and is listed on the Istanbul Stock Exchange, with a free float of 49%.

PAPER AND PACKAGING MATERIALS

OLMUKSA

Olmuksa has been offering high quality corrugated packaging products and services to its customers since 1968. Its annual production capacity reached 70,000 tons for paper and 300,000 tons for corrugated packaging.

Olmuksa has consistently operated at the highest standards with strong responsibility towards its shareholders, customers, suppliers, employees and the community since its establishment and it has rapidly passed on the benefits of technological advancements to its customers.

The company provides qualified services and products to its customers throughout Turkey and neighboring countries with a paper mill in Edirne and corrugated box production facilities in Gebze, Izmir, Adana, Bursa, Manisa and Antalya. International Paper, the world's largest manufacturer of paper and corrugated packaging, became a shareholder in Olmuksa in 1998. This resulted in a more diverse product line and improvements in customer service. Olmuksa has also succeeded in increasing its export volume to different markets during the last years.

A number of factors, including the attractive growth rates in the corrugated market sector, the positive impact of new legislation being introduced in line with the EU process and Turkey's growing export volume, is having a positive impact on the growth of the corrugated packaging segment.

Olmuksa aims to attain parallel growth to the corrugated market sector and the Turkish economy in 2010. Growth will be supported by modernization investments, which will be realized in line with the increasing and shifting demand in the market.

Philsa, a 75/25 joint venture between Philip Morris and Sabancı Holding, was established in 1991. The factory manufactures Marlboro, Parliament, Virginia Slims, Muratti, Chesterfield, L&M, Lark, Bond Street, Congress, Merit and Lider brand cigarettes for consumption in Turkey and other markets.

For the following generations to live in a healthy and happy environment and to easily attain basic needs, Olmuksa is taking necessary actions with its efforts under the sustainability umbrella with its message, "For a livable future". Olmuksa's sustainability policy includes; always acting ethically, supporting sustainable development for stakeholders and society, effectively using all natural resources and raising environmental awareness by creating economical value to do so.

The core factor behind the success of the company throughout its 40-year history has been the focus on customer relationship management. With over 650 employees fully dedicated to its customers, Olmuksa will continue to offer innovative solutions to support its growth targets for 2010 and beyond.

The company posted US\$ 140 million in net sales in 2009. Olmuksa's shares are listed on the Istanbul Stock Exchange with a free float of 12.5%.

DÖNKASAN

Dönkasan is Turkey's leading state-of-the-art recycled paper collecting, sorting and baling facility. Its first plant was established in 1983 in Kartal, Istanbul, followed by new facilities located in Adana and Büyükçekmece.

The company boasts an annual processing capacity of more than 200,000 tons, of which, the majority is devoted to supplying its main shareholders, Olmuksa and Kartonsan, with waste fiber.

TOBACCO

PHILSA

Philsa, a 75/25 joint venture between Philip Morris and Sabancı Holding, was established in 1991. The factory manufactures Marlboro, Parliament, Virginia Slims, Muratti, Chesterfield, L&M, Lark, Bond Street, Congress, Merit and Lider brand cigarettes for consumption in Turkey and other markets.

Inaugurated in late 1992, the factory in Izmir-Torbalı has strengthened its reputation as a world-class manufacturer in the tobacco industry, thanks to an outstanding workforce and its use of state-of-the-art technology. Total investment of this plant has reached more than US\$ 553 million.

PHILIP MORRISSA

Philip Morrissa was established in 1994 as a 75/25 joint venture between Philip Morris and Sabancı Holding. The company is active in the national distribution and sales of Philip Morris cigarette brands. Its distribution network serves 150,860 sales outlets in 81 provinces throughout the country.

It represents one of the largest sales networks in Turkey with 92 distributors, 528 vehicles and a sales force of 613 people. In 2009, Philip Morrissa captured 42.9% of the Turkish market while the total value of cigarettes sold by the company reached TL 7.7 billion (US\$ 5 billion).



TOURISM

TURSA/AEO

The natural and historic splendor of Turkey captivates visitors from around the world. In 2009, more than 27 million tourists visited Turkey to partake of the warm Turkish hospitality, splendid food, brilliant beaches and stunning archeological sites.

The Sabancı Group entered into the tourism sector many years ago with the Erciyas Hotel in Adana. The Group established a partnership with Hilton International in 1988 with the opening of the Ankara Hiltonsa. This partnership was extended further with the opening of the Hilton Parksa in 1990 and the opening of the Mersin Hiltonsa the same year, followed by the addition of the Adana Hiltonsa in 2001. The Group now holds 100% of the shares of Tursa, holder of the Adana Hiltonsa, Mersin Hiltonsa and Hilton Parksa, as well as a majority stake in Ankara Enternasyonal Otelcilik, owner of Ankara Hiltonsa. All Sabancı-Hilton facilities are managed by Hilton Hotels. Total accommodations have now reached 1,831 beds, with 630 beds at the Ankara Hiltonsa, 616 beds at the Adana Hiltonsa, 372 beds at the Mersin Hiltonsa and 213 beds at the Hilton Parksa.

INFORMATION TECHNOLOGIES

BİMSA

Founded in 1975, Bimsa has been one of Turkey's leading business and information consulting service providers for the past 35 years. The company's goal is to create value for the businesses of its clients, meeting the needs of medium and large-scale companies in service areas, such as business consultancy, implementation of customized information technology solutions, server management, technical support and hardware-software installations.

With its more than 80 experienced employees, Bimsa aims to provide consulting services for performance management, business intelligence, SAP applications, Pratis electronic purchasing platform, information security and outsourcing services in the manufacturing, finance, logistics, utilities and insurance industries.

Social and Cultural Activities

SABANCI UNIVERSITY

As science, technology and social structures advance day by day, the world needs more qualified individuals who possess the knowledge and skills required to pursue a career anywhere in the world. Aware of this pressing issue, in 1994, the Sabancı Group decided to establish a “world university” led by the Sabancı Foundation.

Instead of choosing a university as a template or replicating existing examples and institutions, a new and unique university was designed during the foundation phase of the university. Having begun accepting students in 1999, Sabancı University sets an example to many universities today.

Sabancı University makes a difference with its unique educational system.

Academic programs of Sabancı University are innovative and interdisciplinary. As the conventional system of “departments” is seen to be hindering a true interdisciplinary approach at times and causing too early and restricted specialization in any given field, Sabancı University does not have academic divisions.

The education system of the university is based upon the common Foundations Development Year, which all students must complete regardless of their subsequent program choices or plans. Students who complete the Foundations Development Year successfully become individuals capable of critical thought, interdisciplinary interaction and problem-solving, who are endowed with the knowledge base required to complete the program they choose. In the second phase of Foundations Development, students are free to choose the introductory courses to their preferred

diploma program and choose one of 11 programs to continue their education.

Faculties

There are three faculties at Sabancı University: the Faculty of Engineering and Natural Sciences (FENS), the Faculty of Arts and Social Sciences (FASS) and the Faculty of Management (FMAN). All faculties offer undergraduate, graduate and postgraduate programs.

The FENS offers undergraduate programs in Computer Science and Engineering, Biological Sciences and Bioengineering, Materials Science and Engineering, Mechatronics Engineering, Electronics Engineering and Manufacturing Systems Engineering, and graduate programs in Information Technologies, Biological Sciences and Bioengineering, Electronics Engineering, Computer Science and Engineering, Mechatronics Engineering, Industrial Engineering, Materials Science and Engineering, Physics and Mathematics.

The undergraduate programs of the FASS are Economics, Management, Visual Arts and Visual Communication Design, Cultural Studies and Social and Political Sciences, in addition to the graduate programs in Economics, Visual Arts and Visual Communication Design, Political Science, Political Science-Conflict Resolution, Cultural Studies, History and European Studies.

The FMAN offers undergraduate, graduate and postgraduate programs in Management, Management for Executives degree programs, and graduate programs in Finance and Information Technologies in Management. The Executive Development Unit (EDU) offers executive development programs for professionals.



The university places great emphasis on industry relations and offers an Industry Leaders graduate program. Conducted jointly by the FENS and the FMAN and supported by industry partners, this program confers two graduate diplomas.

Graduates

More than 2,600 graduates of Sabancı University are pursuing successful careers in academia or the business world.

Seventeen percent of Sabancı University graduates continue their postgraduate studies with scholarships at the leading universities of the world, including Harvard, Stanford, Brown, MIT, Yale, Cornell, CalTech, Cambridge and Chicago. 93% of students find jobs within one year of graduation.



Ece Gülşen **Graduated in 2009**

Due to my success in the general university entrance exams, I was offered an Honors Scholarship which covered tuition and partial stipend for my five-year education at Sabancı University (SU). Before choosing my major, I had the chance to explore the academic programs in the school for the first two years. In the end, I decided that my interest was in Materials Science and Engineering. After graduating in 2009, I was accepted as a research assistant graduate student by the Materials Science & Engineering and Technology & Policy departments at MIT. Without a doubt, the social and academic skills I gained at SU are the major contributors to my success of being among the most exclusive students in one of the top universities in the world. When I look back, I can see that choosing SU was one of my best decisions in life.

Sabancı University makes a difference with its unique educational system. The education system of the university is based upon the common Foundations Development Year, which all students must complete regardless of their subsequent program choices or plans.

Sabancı University Nanotechnology Research and Application Center

Established by Sabancı University with the support of the State Planning Organization in 2009, the Nanotechnology Research and Application Center is the first interdisciplinary nanotechnology center in Turkey. The Center will lead advanced and interdisciplinary research and projects that will be rapidly adopted by the industry in the application of nanotechnology to physics, electronics, mechatronics, materials science, chemistry and biology. The Center aims to improve the university's international competitive advantage in intellectual property portfolio and contribute to progress in leading research.

A campus that lives and breathes

The Sabancı University campus is a haven away from the bustling city, yet it has everything to meet the everyday needs of its students. The campus abounds with amenities from the Performing Arts Center to a Sports Center, Health Center, supermarket and movie hall. Sabancı University has the best housing unit to student ratio among universities in Turkey.

SABANCI UNIVERSITY SAKIP SABANCI MUSEUM

Sabancı University Sakıp Sabancı Museum (SSM) is located in the mansion known as "Atlı Köşk" (Horse Mansion). Atlı Köşk, which was bought by Hacı Ömer Sabancı in 1950, currently houses the main collection of the museum. The mansion was bequeathed to the Sabancı University, along with the collections and its furniture in 1998, to be turned into a museum. A modern gallery wing was added to the original structure, and the Museum was opened to the public in 2002. The exhibition space was expanded in 2005 and upgraded to meet international museum standards.

SSM now offers a multi-faceted museum environment with its rich collections, the temporary international exhibitions it hosts, conservation units and exemplary educational programs; as well as the concerts, conferences and seminars it organizes.

The collections displayed at the Sabancı University Sakıp Sabancı Museum fall into three categories:

Calligraphy; Painting; Archeological and Stone Works and Furniture and Decorative Arts.

The Calligraphy Collection offers a comprehensive overview of the 500 years of Ottoman calligraphy, with rare Korans, kıtas, albums, panels, hilyes, edicts, endowments deeds and menşurs. In 2009, Sakıp Sabancı Museum has acquired new works for the Ottoman Calligraphy Collections which it had kept enhancing in line with its collection strategy, and the new works of the collections met the visitors at the Ottoman Calligraphy Halls in the Mansion section, with their displays renewed in 2009.



The Painting Collection of the Sakıp Sabancı Museum is comprised of works dating between 1850 and 1950. The collection includes the most distinguished examples of Turkish painting, as well as works of foreign artists who lived in Istanbul during the last years of the Ottoman Empire.

While the Collection of Archeological and Stone Works, consisting of Roman, Byzantine and Ottoman pieces, is exhibited in the garden; the three ground floor rooms of the Atlı Köşk display the 18th and 19th century furniture and decorations used by the Sabancı Family while the mansion was their personal residence.

Exhibitions Held at SSM

SSM has been hosting a great number of exhibitions since its opening in the year 2002.

Besides the history-themed exhibitions such as “From the Medicis to the Savoias Ottoman Splendour in Florentine Collections,” “The Art of the Book from East to West and Memories of the Ottoman World Masterpieces of the Calouste Gulbenkian Museum, Lisbon,” “Genghis Khan and His Heirs, The Great Mongol Empire” and “Istanbul, Isfahan, Delhi: Three Capitals of Islamic Art Masterpieces from the Louvre

Collection”, grand retrospectives about the prominent masters of modern art, such as “Picasso in Istanbul”, “Great Master of Sculpture Rodin in Istanbul”, and “Salvador Dalí, A Surrealist in Istanbul” were exhibited at the Museum.

The Museum maintained its distinctive exhibition programme with many innovations during 2009, as well. Following the exhibition “Travel to the West - 70 Years of Turkish Painting (1860 - 1930)”, which focused on the rich history of the Turkish painting art created by our painters born during the 19th century, including Osman Hamdi Bey, İbrahim Çallı, Feyhaman Duran and Namık İsmail; the exhibition “Lisbon: Memories from Another City”, introduced the viewers with the works of the major Portuguese artists from the period covering late 19th century and early 20th depicting Lisbon, a city which is both distant and yet so close to us, was held. Additionally, the exhibition “Flow” showcasing the three years of work of the students of Visual Communications Design Programme of the Faculty of Arts and Social Sciences of the Sabancı University; and the exhibition “Joseph Beuys and His Students - Works From The Deutsche Bank Collection”, which gathered together the works of Joseph Beuys, the pioneer of modern arts, and his Students during the Istanbul Biennale, were organized at the Museum. The Museum also hosted the first event of the 2010 European Capital of Culture, the exhibition “Venice and Istanbul during the Ottoman Period; Love, by any other name”.

Sakıp Sabancı Mardin City Museum and Dilek Sabancı Art Gallery were inaugurated for visitors on October 1, 2009. The Sakıp Sabancı City Museum aims to display and introduce the urban formation and culture of life in the city of Mardin; while the Dilek Sabancı Art Gallery aspires to establish a modern and contemporary art platform in Mardin through temporary exhibitions.

The exhibition includes selected works from the museums of Venice, as well as works chosen from the Topkapı Palace Museum, Museum of Turkish and Islamic Art, Pera Museum, and Yapı Kredi Vedat Nedim Tör Museum. Witnessing the experiences at the Istanbul end during a period of deep historical, social and commercial relationships, works from museums in Turkey representing a shared past accompany the works from Venice. Thus, the exhibition displays the panorama of close diplomatic, military, commercial and artistic relations between the two cities, along with their deeply intertwined reciprocal influence.

Overseas Exhibitions Held by SSM

In addition to hosting various exhibitions on its grounds, the Sabancı University Sakıp Sabancı Museum has been able to promote its collections by lending works of art to other venues outside the country.

The museum has loaned works to exhibitions such as “Mothers, Goddesses and Sultanas” (2004-2005) held in Brussels, “Turks: A Journey of a Thousand Years, 600-1600” (2006) held in London and “Istanbul: The City and the Sultan” (2006-2007) in Amsterdam. However, it has been the exhibitions made up entirely of its own collections and hosted by prestigious museums around the world that have brought the Sakıp Sabancı Museum into the international arena.

The Sakıp Sabancı Museum could be represented on an “international basis,” in the very sense of the term, only through the exhibitions it has held at reputable museums abroad with its own collections. Following the exhibitions during the years 2007 and 2008, “Evocations, Passages, Atmospheres and Paintings from the Sakıp Sabancı Museum, Istanbul” at the

Lisbon Gulbenkian Museum, “Letters in Gold: The Ottoman Art of Calligraphy from Sakıp Sabancı Museum” at the Madrid’s Real Academia de Bellas Artes de San Fernando, and “The Ottoman Calligraphy from the Sakıp Sabancı Museum” at the Real Alcázar in Seville, Sakıp Sabancı Museum participated with works it has loaned from its collections in the exhibition “From Byzantium to Istanbul: One Port for Two Continents” held at the Grand Palais in Paris within the framework of the events of Turkish Season in France during 2009.

Sakıp Sabancı Mardin City Museum and Dilek Sabancı Art Gallery

Sakıp Sabancı Mardin City Museum and Dilek Sabancı Art Gallery were inaugurated for visitors on October 1, 2009. The Sakıp Sabancı City Museum aims to display and introduce the urban formation and culture of life in the city of Mardin; while the Dilek Sabancı Art Gallery aspires to establish a modern and contemporary art platform in Mardin through temporary exhibitions.

Dilek Sabancı Art Gallery has been hosting for one year an exhibition titled “Nature, Man and the Sea - With Works Selected from the Sabancı University Sakıp Sabancı Museum Collection”. The exhibition includes 75 works by 47 artists, and shines light on the history of Turkish painting from its beginnings to recent times, through works by artists such as Hikmet Onat, İbrahim Safi, Şeref Akdik, Abidin Dino, Adnan Çoker, and Selma Gürbüz, comprising a vast period.

Sakıp Sabancı Mardin City Museum and Dilek Sabancı Art Gallery have already been visited by 30,000 people as of the end of 2009.



SSM Education Activities

The extensive educational programs that were initiated during the Picasso exhibition were also continued in 2009 with enhancements in terms of number, diversity, and contents. During the year, special workshops and child training programs were held for both children and adults. The total number of students who attended the 2009 workshop is 15,745. In 2009, The Special Event Days were held and five different events were organized for the first time between April and December 2009. 2,320 women were reached in nine months, within the scope of the social responsibility project “Meeting the City, Meeting the Museum,” the only private museum project approved by the Istanbul 2010 European Capital of Culture Agency. In order to support the current exhibitions, film projections, conferences, gallery talks with the students of the Sabancı University, and guided tours are organized, and the Neighbour’s Day events continue at the Museum.

IIC - The International Institute for Conservation of Historic and Artistic Works Istanbul Congress 2010

The collection and evaluation of the proposals for poster and statements to be submitted to the IIC - The International Institute for Conservation of Historic and Artistic Works 2010 Congress with the theme “Conservation and the Eastern Mediterranean”, which will be hosted by the Sakıp Sabancı Museum during 20-24 September 2010, were completed in 2009. The preparations for the Congress have been accelerated.

SABANCI FOUNDATION

The Sabancı Family has made a considerable contribution to the development of the Turkish economy by initiating many industrial establishments which comprise Sabancı Holding. Sabancı family members have been actively involved in philanthropic activities to enhance the general areas of social development and the specific areas of education, arts, sports and culture. The Hacı Ömer Sabancı Foundation was established in 1974 with the aim of institutionalizing the Sabancı family philanthropic activities.

The Foundation was established with the support of family members, mainly Sadıka Sabancı -wife of Hacı Ömer Sabancı- who donated her entire personal wealth to the endowment. The income base of the Foundation, sustained mainly through donations from family members, Sabancı Group companies and revenue generated by its own assets, has led the Sabancı Foundation to become one of the largest foundations in Turkey. The Foundation is a member of the Turkish Third Sector Foundation (TUSEV), the European Foundation Center (EFC), the Council on Foundations (COF) and the European Consortium of Foundations on Human Rights and Disability.

Sabancı Foundation programs and investments are guided by its main mission; “To promote social development and social awareness among current and future generations by supporting initiatives that create impact and lasting change in people’s lives”. In addition to its existing investments to institutions, education, scholarships, awards, arts and culture, the Foundation has recently created new programs that focus directly on targeting women, youth and persons with disabilities.

Sabancı Foundation programs and investments are guided by its main mission; “To promote social development and social awareness among current and future generations by supporting initiatives that create impact and lasting change in people’s lives”.

Over the past 36 years, the Foundation has built almost 120 institutions in 78 residential areas across Turkey such as schools, student dormitories, health facilities, cultural centers, sports facilities, libraries, teacher centers, social facilities and Sabancı University -one of its most significant investments. The Sabancı Foundation also supports its institutions through a “managers’ development program” in order to be able to ensure effective services and maintenance of these institutions. In 2009, the Foundation, the Türkan Sabancı Primary and Vocational School for the Blind and the Perkins School for the Blind signed a partnership protocol to collaborate and train teachers. On October 1, 2009, the Foundation completed the restoration project and opened the Sakıp Sabancı Mardin City Museum and Dilek Sabancı Art Gallery to promote the culture and history of Mardin.

Each year, more than 1,300 students - including 380 new students- benefit from Sabancı Foundation Scholarships. Since its establishment, more than 33,000 students have obtained scholarship through this program. In 2009, the Foundation, in partnership with Vista Tourism and Travel Company, launched the Sabancı Foundation-Vista Scholarship program to support students studying in Tourism Vocational Schools. In addition, the Sabancı Foundation Awards program recognizes exceptional performance in education, sports, culture and art.

Another important investment for the Foundation is arts and culture. The Sabancı Foundation supports two annual events -the Turkish Folk Dance Competition and the Sabancı International Adana Theater Festival. In 2006, the Foundation began supporting the Mehtap Ar Children’s Theater, with the goal of making drama more accessible to children. More than 280,000 children attended the theater for the first time in their lives. The Ankara International Music Festival and the Metropolis Antique City excavation are supported through the Foundation’s Arts and Culture program. Also in 2009, the Foundation began to support the National Youth Symphony Orchestra, which consists of musicians aged 14-20.

In order to encourage and enable those who have the power to change the future and to make a difference in the lives of Turkish citizens, the Sabancı Foundation conducts activities through grant programs, partnerships and seminars. Activities being implemented within this context are summarized below:

The United Nations Joint Program to Promote and Protect Human Rights of Women and Girls is a multi-year landmark project that started in 2006 in partnership with all United Nations agencies in Turkey, the Ministry of Interior, Sabancı Foundation and Sabancı University. Studies on gender equality were carried out in six cities and Local Equality Action Plans were developed depending on priorities. 34 projects were funded by the grant program for the execution of the plans. In addition, Sabancı University has trained 1,313 teachers in gender awareness.



As Turkey's first comprehensive strategic grant making foundation, Sabancı Foundation launched the Social Development Grant Program and awarded grants to five projects targeting women, youth and persons with disabilities. The projects are currently being implemented in 26 cities and will be completed in 2010. The second Social Development Grant Program was launched in 2009 under the same strategic framework and projects selected will be implemented in 2010.

The Multidimensional Empowerment of Women in Urban Areas project (2009-2011) implemented by AÇEV (Mother Child Education Foundation) is yet another project funded as part of the Sabancı Foundation Grant Program. This project aims to provide literacy training to 11,000 women, young girls and women with disabilities in five cities and provide information about rights and issues of disability. In 2009, the project reached 3,918 people.

Sabancı Foundation Seminars gather civil society, foundation, academia, private and public sector representatives with international experts to learn about new trends and hot topics with respect to civil society. In 2009, the third Sabancı Foundation Seminar was organized under the theme of "Creating Accessible Societies".

In 2009, the Sabancı Foundation launched Turkey's Changemakers project, a weekly TV program aired on CNN Türk for 32 weeks. The program highlights the efforts of unique individuals who promote change and development in their communities and create a remarkable impact in the lives of others.



Summary of Activities

1	University
39	Education Institutions
17	Teachers Centers
17	Dormitories
16	Cultural Facilities
12	Social Facilities
9	Health Care Centers and Facilities
5	Sports Facilities
4	Libraries
26	Cities Grant Projects

Corporate Social Responsibility Policy and Principles

With this policy statement, the Sabancı Group stresses corporate social responsibility principles as well as the importance and priority given to the topic by the Group.

Based on the accepted core values of modesty, respect and proximity to people, the Sabancı Group regards basing all corporate conduct on the awareness of social responsibility as an unchangeable core component of its management approach. We expect all of our establishments that constitute the Sabancı Group to manage the economic, social and environmental impact of their actions with responsibility and to place priority on the development of society. We do not regard the scope of our social responsibility limited to just our business operations or their impact. We determine our level of social responsibility and its priority on what is good for society and the environment as a whole. We pursue a pioneering role with regard to actions that protect democracy, human rights as well as the environment. As the Sabancı Group, the SA-Ethics program, prepared and put into practice in accordance with the Principles of Corporate Social Responsibility, constitute a guide to our business operations.

The basic principles that govern our social responsibility practices are;

1- As the Sabancı Group, we fulfill our social and environmental responsibilities toward society in all places that we operate, in close collaboration with our shareholders, employees, public, non-governmental organizations and other stakeholders.

2- We regard our human resources as the most significant component in creating sustainable growth. We ensure that all employees take advantage of their personal rights as members of the Group, fully and accurately. We treat our employees with honesty and fairness; we are committed to creating a non-discriminatory, safe and healthy work environment. We undertake efforts to enable the personal development of all employees while pursuing a balance between their private and professional lives.

Any discrimination within the organization based on race, religion, gender, age, political opinion, language, physical challenge or similar reasons are not tolerated.

We strive to ensure that people of different beliefs, views and opinions work together in harmony by creating a positive and cordial work environment that supports cooperation and prevents conflict.

We administer programs that contribute to preserving employee health that we accept as important to ensuring our employees' quality of life and success.

As the Sabancı Group, we believe that all employees deserve to work in a healthy and secure work environment consistent with human dignity. Our employees are our most valuable assets and we strive to provide employee safety and security as our primary goal.

- 3- We manage the environmental impact of our activities with a sense of responsibility. All of our companies are required to identify and apply the necessary improvements and development activities that minimize or eliminate negative environmental impact. We require our companies, beyond their legal requirements, to apply the best environmental solutions to all they do and to support any initiative that will develop and deploy environment-friendly technology and enhance environmental awareness.
- 4- As the Sabancı Group, we struggle toward the improvement of society pursuant to our sense of corporate social responsibility. We encourage our employees to take part in social and societal volunteering.
- 5- We develop and implement approaches to ensure that all of our partners and particularly our suppliers act in accordance with social responsibility standards of the Group.
- 6- We show sensitivity to the traditions and culture of Turkey and other countries in which we operate. We comply with all legal regulations currently in effect.
- 7- We encourage our Group companies to comply with international standards and assure that their operations are certified.

All principles of this policy statement are put into practice in accordance with the relevant regulations; relevant units audit the level of implementation. We consider the success of the companies with regard to social responsibility activities as a significant criterion for evaluating overall company performance. As the Sabancı Group, we share corporate social responsibility activities realized by our Group with the public via annual reports and on our website.

All of our executives and employees, starting with the CEO of H.Ö. Sabancı Holding A.Ş., undertake accountability for carrying out corporate social responsibility activities.

This policy document has been prepared to share with our employees, shareholders and all other stakeholders, our public commitment on the part of the Sabancı Group to fulfill our responsibility toward helping to create a better world and a better future.



Ahmet C. Dördüncü
CEO and Board Member



Güler Sabancı
Chairman and Managing Director

Sabancı Group Environmental Policy

OUR PRINCIPLES

Sabancı Group has adopted the innovative and sustainable environmental approach in its operations.

Being aware of the fact that the public embraces the “sustainable”, we adopt in our environmental activities an integral, transparent and reliable management, as well as communication and collaboration with the public.

Our basic principle in our operations in different sectors is “to assume the responsibility of the lifecycle of products and services”.

With such an approach, we manage our operations at each step of our development with an eye to their impacts on the environment.

OUR CORPORATE ENVIRONMENTAL POLICY

- We establish and implement our environmental standards at a level above and beyond the legal obligations.
- We aim at perfection through intercompany information and experience sharing.
- We adopt the proactive approach in all our operations for an uninterrupted improvement of our environmental performance.
- We identify and manage the environmental risks.
- We try to apply the best available production techniques.
- While monitoring environmental developments and converting them into business opportunities, we contribute to sustainability.
- We support the environmental awareness and information sharing for purposes of social development.

INTERGROUP ENVIRONMENTAL POLICY REQUIREMENTS

We observe the environmental law and other statutory obligations

While implementing the environmental applications at a level above and beyond the legal obligations, we ensure the control of compliance.

We identify our environmental impacts

We identify all our environmental impacts, develop a systematic of targeting, programming and monitoring, review the impacts and take improving actions.

We manage the intergroup source utilization

We determine the organizational roles, responsibilities and authorities in infrastructure, technology, finance and human resources, and ensure that our employees develop the environmental awareness.

We ensure a systematic approach in our applications and create intercompany synergies

We establish our operational standards with a proactive approach and ensure that they are followed by everybody including our employees, suppliers and contractors.

In the course of our operations, we identify any risks endangering the environment in a proactive approach and try to take the measures to minimize them in a timely and thorough manner.

We continually try to improve and review our environmental performance

We set and implement targets for energy and waste management and for natural source consumption.

While aiming at continuous improvement through clean products and clean production technologies, we also take on the environmental responsibility of our products and services.

While reporting our operations unequivocally, we facilitate access to information.

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This annual report is printed on 100% recycled paper.