

Success Story of Koc Group Inter Communication Project

PROJECT SUMMARY

Project Title: The 24th Senior Executives Meeting Period and Duration: Annual / In Jan - 1 day
Participants: 63 foundations in total within Koc Group

Objective

- Transferring the new year's objectives to the senior executives by the Chairman of the Executive Board and CEO.
- Creating a communication platform that makes it possible for the Koc Group Senior Executives to listen by the first hand to evaluations of the Executive Board, visions and strategies and to address their all kinds of questions.
- Finding an opportunity for all the Koc Group Senior Executives to spend a whole day with the Koc Family and Top management of the Group and to share issues to be discussed face to face and to receive first hand responses.
- Onoring the persons with awards who have served to Koc Group for long years.
- Delivering the awards of the owners of successful projects within the Group.
- Gathering all the Senior Executives of Koc Group and their families through the premiere night that will be held in the meeting evening.

Outcomes

- Themes of "TO BE ONE, TO BECOME FIRST" for solidarity and succes have been indicated via a film and presentations and the source of synergy that makes Koc Group powerful has been emphasized.
- An efficient, open and transparent communication has been created through participation of Koc Family, its members of Executive Board and CEO.
- Evaluations on 2010 have been told to the senior executives of Koc Group by the first hand.
- Suitable medium for transfer of questions to the Chairman of the Executive Board and CEO.
- Conversations through coffee breaks, lunch and dinner in the evening during premiere have contributed to increase in inter-foundations synergy.
- The meeting has been united with activity of awarding employee loyalty, and the fact that the source of success is human and the message of "to be 1" have been supported.

A COMMUNICATION TRADITION OF 24 YEARS:

Koc Group Senior Executives Meeting

Aiming at contributing to Koc Group Synergy and transferring strategies of the next year through evaluations of the previous year to top executives of the Group foundations, “Senior Executives Meeting” has taken place among regular projects undertaken by Institutional Communication Directorate, every year since 1987.

TO BE 1

The theme for this year of the Koc Group Senior Executives Meeting, of which the 24th has been held, "TO BE 1", meaning both to become the first in the competitive race and to become the whole and the one by all the employees of Koc Group.

TO BECOME 1

Mottos such as "NOTHING COME OUT OF MANY TO 1", "TO BECOME 1" ve "NOTHING WAS 1 COINCIDENCE", which were defined within the frame of “TO BECOME 1” concept, were used on the main screen in the lounge and on all the other printed materials.

Koç Group is carrying out a tradition that will turn a quarter century next year, each year with another care and effort to reach better: Senior Executives Meeting (SEM) ... At those meetings that are participated by general managers and vice general managers of all the companies under the group since 1987, not only evaluations of the previous year are made but also strategies of the new year are shared.

“Our main goals for Senior Executives Meeting, which is carried out continuously for 24 years and provides vitally important platform for Koc Family to come together with senior executives of the group, getting the right messages across all the executives participating in the meeting and making all the participants leave the meeting happily. We believe that meeting of this year that was carried out within the frame of “TO BECOME ONE” concept developed by Cosmo Organisation, has achieved its objectives and strong synergy between with cosmo Organisation team has a very important role in success of the meeting.”

Şeniz AKAN

Corporate Communication Executive

The 24th of those meetings aiming at increase in synergy of the group executives has taken place on 21st January Friday at Four Seasons Bophorus Hotel. As applied in the previous years, organisation of the meeting was carried out by Corporate Communication Executive of Koc Group.

Taking part individually in eighteen of those meetings, experienced Corporate Communication Executive of Directorate of Corporate Communication of Koc Group Şeniz Akan mentions that every individual of Koc Family has a special attention for getting the right message across to all executives participating in these meetings and making them leave the meetings happily. Akan also underlines that those meetings, being carried out uninterruptedly for 24 years, are vitally important platforms through which Koc Family comes together with senior executives of Koc Group. Indicating that those meetings are important not only for executives to discuss face to face about macro evaluation, change in strategy or vision if any, but also for awarding people who served Koc Group for several years, Akan continues her speech: "SEM Meeting is important for us also for hosting a ceremony by which owners of successful projects are awarded for their employee loyalties.

We regard the award ceremony as one of the most important parts of the organisation and believe that very special moments proving that Koc Group is a real family are shared during that ceremony. I personally know from my own experiences that it is a very special moment to feel strong chain of Koc Group being awarded accompanied by applause for your service and loyalty of years."

The meeting also provides an atmosphere where difference of perceptions can be eliminated and the messages are given to everybody simultaneously and by the first hand. Besides, at the premiere night organised in the evening of the meeting, all the senior executives of Koc Group are gathering accompanied by their spouses this time and find a chance to complete the day as a real family. The approach that was followed for the 24th SEM, to which 360 senior executives of Koc Group participated, is expressed by Şeniz Akan as: "We certainly have a theme for those meetings that have a very special place with Koc Group. Until five years ago, our theme was determined by Chairman of the Executive Board and CEO. For the last five years, we pay attention for developing the theme within a concept frame and disseminating it to each part of the meeting and use that theme by Koc Group corporations for a year. We conceive this not as an obligation, but as a culture, tradition and a unity of language. Our most important criteria for selecting organisation company to work with this year was the theme

itself and application style of the theme as a concept. We evaluated approaches of companies and decided to work with Cosmo Organisation that created the most appropriate concept for us."

STUDIES STARTED IN SEPTEMBER

Senior executives Meeting that was carried out in December in the past, is scheduled to January via a decision to organize it after finalizing annual numbers. Akan, stating that difficult preparation process is spreading to whole year, indicates also that taking action starts in September every year. Akan underlines their attention until this year to work with organisation companies that may enrich the organisation via their perception and create positive values in issues such as stage design and use of sound and flash and she mentions that in addition to aspects of the company they chose for this year's meeting, for the first time they prioritise the "theme". Şeniz Akan, stating that when selecting their subcontractors they care for the basic issues like their method of working, their approach against strategy development and their attitudes for budget, tells the process of deciding to work with Cosmo and aftermath: "Theme should first be liked by us, then by our director and then our top management.

Therefore, that process takes time as we perform the study closest to perfect. We received tenders from four companies for this year's meeting. After that, we decided to work with Cosmo, of which we like "TO BE 1" theme and approaches in any terms. Knowing principles and expectations of the Koc Family provides us a huge advantage. Since average period spent in Koc Group of our senior executives participating in the meetings is more than 10 years, they can find the chance to compare meetings with the previous ones.

Regarding this meeting, tens of people worked days and nights for stage design, speeches and other matters more important than the other. At the background of that activity, there is a serious planning and effort. I think that we had a real good team work with Cosmo organisation with which we organized the activity. We are proud that all members of top management have delivered their appreciations and congratulations."

PROJECT STAGES Creating the Concept

Created and developed by Cosmo Organisation, "To Be One" Concept was chosen by KOC Holding as the main theme of the 24th Senior Executives Meeting. TO BE ONE meant both "becoming first" in the competition race and "to be one and whole" by all employees of Holding/Corporate. "To Be One" was strengthened via "Collective Mind and Collective

Consciousness” concept and number “1” word “One” were used as the main visual of the concept and it was enriched with below slogans.

Being ONE world player strengthening its country

“Creating ONE value” for expectations of humanity, “Not conceding even ONE day to become the best”, “Getting strength from solidarity and ONE cooperation”, Passing One new perception to next generations”, “Not forgetting being indispensable not for ONE moment”, “Adding new ONE to each existing ONE unit every day”, "Making One hardworking life style”, Believing that the best ideas can come out when together with One another”, “Using our savings for ONE new investment”

Oya ÜNLÜ

Koç Holding Corporate Communication Director

"Creating ONE working environment based on love” within the scope of the concept acted based on those slogans; the mottos “NOTHING COME OUT OF OF 1”, “TO BE 1” and “NOTHING WAS 1 COINCIDENCE” were used on the main screen in the lobby and on all other printed materials.

All designs were prepared as 3D and 2D during preparation period to display real display and then finalized. The designs were prepared by an expert design team of seven people within Cosmo Organisation.

Setting and Interior Design

Mottos that were used for all setting and interior design were placed and applied to attract the attention of participants such as on all printed materials, foyer, registration desk and stage. With the purpose of not distracting the audience and being suitable with the concept, side walls were covered with black curtains. For the day, an order of seating for 350 people and for the night, an order of premiere night dinner seating for 640 people with 58 tables were designed. 15 people worked for setting installation.

Stage Design

A stage of 4x32 meters was desinged specially for the meeting. The stage, which was produced based on Koc logo, consisted of seven pieces; an elliptical middle part and three side wings for each. Due to difference of depth among each piece and led lightening system applied, stage was dimensioned.

On the stage, images obtained synchronizingly from five separate projections and projection mapping system were used. Apart from using the stage as a whole due to this system, each wing was turned to be a separate screen and striking effect of presentations was carried to the maximum level. Live camera scenes were reflected on the leftmost and rightmost screens.

Production

Productions including presentations, award ceremony animations, supportive animations and Premiere night shows were developed and applied meticulously. Presentations, which were studied via video mapping method, were prepared as two and three dimensioned through a rich work in terms of visuality. For the award ceremonies, mobile steps and real stage lightening reflection system were designed at the edges of the stage. Identification animations, coffee breaks, lunch, transition and question answer animations were created using again 3D red background and Koc logo in the mid stage as the main theme. A team of 13 people in total worked for the productions. 6 people for preparation of technic desk and 3 people for technic desk management during whole organisation were assigned. Two teams of 20 people worked for installation of flash and truss systems and installation of sound system, 6 people were responsible for flash and stage and 3 people for sound system. At the premiere night, first Black light lazer Show Group of 10 people and right after that Sun Band Orchestra of 17 people from Israel took the stage.

MINUTES OF THE 24TH SEM AND PROGRAMME FLOW

Oya Ünlü emceeding the 24th Senior Executives Meeting of Koc Group, expressed what “TO BE ONE” concept means to Koc Group during her kick off presentation of meeting. Mustafa Koc, Chairman of Executive Board, went up to the rostrum in order to give opening speech of the meeting and evaluated comprehensively economical and political developments in the world and in Turkey. Koc, completed his speech through undelining macro realities to be known in line with those developments. Turgay Durak, CEO of Koc Group, mentioned mostly about success report of Koc Group in 2010. Durak also telling their goals determined for 2011, gave thanks to everyone partaking in their achievement.

ROBERT B. HAAS: "Follow your dreams"

After Durak, Robert B. Haas came up to the microphone as the first speaker of the day. Although Haas, graduate of law faculties of Yale and Harvard and giving regular lectures at those two universities, has made a reputation for purchasing big corporations, focused his speech on “photography” another area he is well known with. Haas, whose two books are

translated into 17 languages out of his five printed books by National Geographic, made the point of “dream“ concept during his speech, in which he performed a little photograph album show. Saying "I think everybody should follow their dreams”, Haas told that dreams can change people and people can change life.

Şeniz AKAN - Corporate Communication Director:

"We regard the award ceremony as one of the most important parts of the organisation and we believe that special moments proving that Koc Group is a real family are shared during this ceremony. I personally know from my own experiences that it is a very special moment to feel strong chain of Koc Group being awarded accompanied by applause for your service and loyalty of years.”

Later on, Haas also mentioned about similarities between business life and world of photography. Haas completing his speech emphasized on the importance of Turkey for the world and of Koc Family for Turkey, then responded the questions addressed to himself mostly about photography.

« TO BE ONE » from view of Jacques Attali and Award Ceremonies

After lunch break, white and blue collar employees, who undersigned successful projects in 2010, received their “Most successful Koc People” awards. “Vendor and Company for my Country” Award Ceremony was followed by “20th and 25th Year of Service" Award Ceremony that was prepared with a witty and enthusiastic language. Later, “Vehbi Koc Foundation Donator Companies Award Ceremony”, which takes place every five year, was held.

Subsequent to award ceremonies that create a great pride frame, Jacques Attali came up to the microphone as the second speaker of the day. French economy theoretician, politician and author who was special consultant of François Mitterand between 1981-1991, Attali, in his speech, assessed “TO BE ONE” concept from the view of change in balances on the world. Attali, stating that a strong wind of change for the worse is blowing in the world, signified that he supported “TO BE ONE” understanding as well by giving examples of unions that cannot fulfill this wholesomely.

After closure speech by Mustafa Koc, cocktail started. While colleagues who cannot see each other face to face, the families started to show up for the premiere dinner. After dinner, awards for employees with 30 and over 30 years of service were located to their owners.

2010 notes and 2011 goals

Mustafa Koc, The Chairman of the Executive Board of Koc Holding, in his speech at the 24th Senior Executives meeting, evaluated developments in the economies of the world and Turkey in 2010 at macro level and advised to the executives. Turgay Durak, CEO of Koc Holding, shared the prominent corporations of Koc Holding in the last year and 2011 goals with the participants.

Notes from presentation of Mustafa Koc, Chairman of the Executive Board of Koc Holding

Mustafa Koç / Chairman of the Executive Board

- Two main matters related to each other were preoccupied in the last months of 2009 and at the beginning of 2010: The first one was; will the crisis, of which first wave is survived with coordinated and high valued financial support of the governments, hit the rock bottom for a second time? And the second one was; will economical crisis, starting with a couple of big players in financing sector and attracting the whole world, turn out to be country crisis due to public debts and spread all over the world again?
- Main reason of speaking of a second rock bottom is the USA not giving a promising sign for getting over stability. Basic developments that increase pessimism about country crisis and create an expectation of knock-on effect were the emerge of giant public debts in Dubai and Greece.
- There is a real problem: the USA and the European Union seem to be under effect of threats for a long time such as slow growth, high unemployment and debt crisis. Only Germany stayed out of this general outline. It got differentiated through both rapid growth and low unemployment comparing to toher countries in the Euro Zone.
- Major differentiation in 2010 was faced between developed countries and developing countries. Before anything else, global economical growth was carried out by developing countries. Thus, when at the edge of 2011, developing countries have started taking preventive precautions against warm up in economy, intervention to exchange and manipulating interest increase, while developed countries were still chasing monetary and fiscal precautions for reinvigorating their economies.

- Another aspect speeding up the seek of developing countries for precautions was the second financial enlargement decision of the Central Bank of the USA. Everybody started to think of its side effects.
- The worst heritage of 2010 to 2011 was Wars of Exchange and although it is not mentioned much, everybody was worried about its possibility to turn out to be commercial wars.
- In the USA, Obama could not show the performance expected by public. He managed to reduce tension in global conflict areas, however he could not achieve to remove future worries of Americans deriving essentially from high unemployment rates. American voters have reacted against him duly in the by-elections. Will this reaction go any further, or will Democrat party out itself together? These are unknown questions as for now.
- In Europe, uncertainty in Euro was creating worries of high public debts. Starting to meet cost burden, deriving from saving problem countries through tightening belts, was faced with strong reactions. Students movement with high level of violence that may be regarded as the forerunner of social reactions spread throughout Europe. We do not know for now whether or not those reactions on the streets gain depth and spread.
- China, on the other hand, is a country that continuously has to create employment for its social structure, population and transition it is in. Instead of promoting domestic consumption, China finds the way out at keeping export sectors alive and gaining competitive power by suppressing its national currency and ever-growing. China government also does not have any tolerance for unemployment and a domestic political move that may grow immediately in waves. Therefore, it runs the risk of overheating of the economy, for a long time. It recently gave the signals that it may put lightly on the brake in 2011. However, can those signs reduce concerns of developed countries for China? That question also cannot be replied by today.
- A similar model of the role of China in Wars of Exchange is played in Europe by Germany. While it lays on export sector, it does not release austerity in domestic market and lays bare that it would be disturbed with appreciation of Euro.
- Considering risks and uncertainties is obligatory in terms of not throwing caution to winds. However, we obviously know that there might be very important opportunities at the area where we talk about risks and uncertainties. If you are a self-confident, self

conscious, strong and active player, then you will not wait for the occasions come find you and will think about how you will affect them.

- Turkey's re-opening some channels that were blocked both in relations with its neighbours and in the European Union negotiations in 2011, its removing some rooted conflicts in the area will mean that Turkey would become a player, dominant to the both worlds. On the other hand, we can say that Turkey would continue to attract attention all over the world with its economical performance. A Turkey, active in diplomacy and strong in economy, may more and more predestine its role in the world stage.
- Bubbles and fluctuations that may arouse both in goods prices and in exchanges are important issues that we should pay attention. Especially change in energy prices must be closely followed. It is possible to expect these kinds of fluctuations in a period with over liquidity and wars of exchange. This presents us that we need to spend a meticulous year for cost controls. Foreign exchange asset is another area to be careful with. It is certain by now that we will face a tough competition in all sectors in particular energy sector.
- As Koc Group plans its investments at long term and it makes those plans by evaluating its superiority by both market and product, we will hold our investments within the frame of those plans in 2011. Surely, we will always keep our eyes on for utilizing the opportunities.

2011 is the 85th year of Koc Group. When looking back, we see that the most important aspects of our success are our reputation, our institutional culture and our human capital that is the architect of both.

Notes from Presentation of Turgay Durak, CEO of Koc Holding

- In the last three years, adverse events were faced in the world, however we survived 2008-2009 crisis as a result of precautions taken all together and creative applications and we provided a remarkable growth in 2010. As the Group, we met the crisis with powerful liquidity level, since we started our focusing strategy long before the crisis that pointed in 2008 and we sold corporate shares of which we decided to quit when asset values were at the highest point. Therefore, we could get successfully over the toughest period of the crisis.

- Unfortunately, we have met lots of crisis in the history of our country. I can gladly tell that we survived all of those crisis as Koc Group by growing stronger and gaining significant advantages comparing to our competitors. Two factors play big role in this success: sustainability of our investors and management team and our saving and efficiency reflex rooted in institutional memory by transferring it from generation to generation.
- Since the first months of 2010, we utilized the increased movement in markets in the best way. May I embody this by giving examples of our group: in 2010 Turkish automotive market has grown by 32% with an over performance according to the expectations. Ford Otosan became leader in the sector with a market share of 15.5%, while Tofas became the second with a share of 13.8%. Regarding export, Ford Otosan provided an increase of 30% and Tofas of 16%. Total export value of those two corporations has exceeded 5 billion dollars.
- Otokar, on the other hand, reached a market share of 41% in public transport vehicles. Turk Traktor has kept its share of 50% in a market growing 170% in 2010. The share of our automotive corporations is 49% in automotive export and is 51% in production in Turkey.
- While domestic market for white goods grew by 7%, Arcelik continued to have a market share over 50%. It kept its leadership in TV market that grew 19%.
- Consolidated overseas sales of Arcelik has increased by 9% on Euro basis; it obtained remarkable increase in market share in especially West Europe.
- In December 2010, we have undersigned partnership agreement for a percentage of 50-50 with American AES Company in order to act jointly in production and distribution of electricity. We aim at reaching from 300MW to 3000 MW fixed power and being one of the leader players of the market in the next period by building or purchasing new centrals.
- In 2010 Tupras has realized an investment of 200 million dollars and export of 2.7 billion dollars and reached profitability goal. Aygaz Group has kept its share at about 30% level.
- Opet, in 2010, has made investment of 277 million dollars and reached 17% of share by continuing its increase in market share. Our THY-OPET aviation fuel companies have

started to work in 38 airports with a 75 million dollar investment to airport companies, in particular to Turkish Airlines.

- In banking sector, Yapı Kredi has once more exceeded growth numbers of the sector in 2010. While the sector grew 16 in bank deposit, Yapı Kredi grew 21%. It provided a growth of 24% in paralel with the sector regarding credits. And regarding total asset increase, Yapı Kredi has performed 20% against approximately 15% of performance in the sector.
- Koctas, strengthening its leadership in home development retail market, has increased its total shop number from 26 to 30 and total sale area from 137 thousand to 165 thousand squaremeters in 2010.
- RMK Marine, in 2010 has launched two of the four ships within SGAK that started in 2008, the biggest combat ship project of Turkish private sector history, line with the calendar. The first ship of the project over 300 million euro will be delivered this year and the last ship will be delivered by the end of 2012.
- Since yearly final account has not been finalized and declared legally to public yet, I will share consolidated numbers with you later. Our indefinite total consolidated turnover is (if edclared, we may take the latest version maybe?) 81 billion TL with a growth of 20%, our group has made 7 billion TL of combined pretax profit and provided a growth of 30%.
- Our overseas income increased 26% and reached 11,5 billion dollars level. This year, proportion of our combined turnover to Ttnational income of Turkey is 7%. Approximately 10% of total export was realized by Koc companies.
- Market value of Koc Holding, which continues its decisive development, was over both Istanbul Stock Exchange and sample companies. While Istanbul Stock Exchange increased 21% on dollar basis, market value of Koc Holding increased 65% and reached 12 billion dollars. Therefore, we became the most valuable holding company in terms of market value.
- Discount rate of our market value to our net active value was reset by the end of 2010. This is an extraordinary situation for a holding company. Market values of most of our public companies have increased over Istanbul Stock Exchange and their sectors. As a result of that performance, the share of Koc Group companies in the total market value

in Istanbul Stock exchange was 13% in 2009, whereas it climbed up to 15% by the end of 2010.

- These success what we tried to sum up, enabled our group to be leader in 2010. We realized 2 billion dollars of investment in total in 2010. We created new employment area for five thousand people. Our direct employment reached to 74 thousand people.
- In 2011, we will continue our studies about Residuum Upgrading project for increasing motorin production capacity of Tupras. Subsequent to completion of detailed engineering studies, it is aimed at having the first orders in 2011 and completing the project in 2014 and with a cost of approximately 2 billion dollars.
- We will realize an investment of 480 million Euro in 2011- 2014 period for new transit, of which first version will be initialized to be produced in 2012 in Ford Otosan. We will continue production of current models in Tofas in the next period as well. In 2011, we planned a budget of 145 million Euro in total for Opel, including Doblo production.
- Investments on new models and capacity increase at the facilities of Arcelik in Turkey and abroad are continuing. To that area, we will realize an investment approximately 160 million dollars in 2011 as we did in 2010.
- We aim at opening 60 new agencies for yapı Kredi, and at achieving a growth rate over the sector with 21% in bank deposit, 25% in credit volume and 19% in total assests.
- We plan increasing showroom number of Koctas to 38 through an investment of 50 million dollars.
- Divan Elmadag Hotel will be working this year with an investment of 46 million dollars.
- Total expenses planned for 2011 by our group is 3,7 billion dollars.
- We aim for our combined turnover at reaching 86,4 billion TL with an increase of 7%. And we aim at reaching 7,3 billion dollars with a 5% increase regarding combined pretax profit.
- I passionately believe that we will realize and even pass our goals in our 2011 budgets.
- Thinking strategically, focusing on opportunities and chancing careful risks are necessary for an executive, however will not be adequate any longer. Developing creative projects that will increase group solidarity and efficiency has become one of the most important factors of definition of executive.

“A COMMUNICATION ENVIRONMENT SUPPORTITIVE FOR KOC GROUP SYNERGY IS CREATED”

Senior Executives of Koc Group think that Senior Executives Meeting is significantly important in terms of hearing the thoughts and comments of Chairman of the executive Board and CEO about macro economy and road map of Koc Group by the first hand. The executives, also agree that those meetings are the most suitable platform for exchanging ideas with the friends whom they cannot see face to face.

"Participating in these meetings more than 15 years, when I look at the past I see that it is improving day by day. Each year, we find a new perception and a different meeting organisation from the previous ones. I regard these meetings very important as they create an environment increasing our loyalty via awards and contribute to synergy. Moreover, it is very important that it enables the opportunity to see our friends whom we cannot see in the business life."

İhsan SOMAY

Arçelik, Financial Affairs Director

"I find these meetings important for they provide the chance to us hearing some messages and information by the first hand, see our friends from other institutions and talk face to face on some matters."

Tunç NOYAN

Tofaş, Information and Communication Technologies Director

"I think, this activity gives us important opportunity for seeing the big picture and engaging with our friends under the same roof. On the other hand, having the presentations and messages of the Chairman of Executive Board and CEO directly from themselves and on the same day makes these meetings seriously important."

Ayten ERÇELİK

Koçtaş, Vice Operational General Director

"We had a remarkably efficient and pleasant activity where we could find the chance to be with our friends in Koc Group. Besides, the most fashionable aspects of this activity were visioner

presentations and speeches of our executives, sharing our perception of the world and Turkey with the Group and strengthening “TO BE ONE” feeling in line with the concept of this year."

Alp Önder ÖZPAMUKÇU

Koçtaş, General Director

"Senior Executives Meetings are interesting to me with its speakers having different visions and whom we cannot always find a chance to listen. Besides, as for me, I am very glad to have the chance to come together with group employees that we do not work in the same environment."

Mustafa Oğuz ÇETMELİ

Ark Construction, General Director

"Via enormity of annual evaluation numbers at those meetings, we can see once more that how successful and global company we are working at and we get the chance to look broadly to our Group. I think that these traditional meetings are important for motivation and feel of belonging"

Murat GÜN

Divan Group, Vice General Director Responsible for Hotels and Restaurants

"As in previous years, a very impressive atmosphere was arranged. The speakers emphasized “TO BE ONE” concept that is motto of this year. I kept thinking during the activity about what serious responsibilities “to be one” concept brings to human and to our institution. A very suitable theme is chosen for Koc group. I think, the most important point for being “one” is to be able to a part of solution, not of problem, even if you make difference sounds. As to me, “ONE” in that motto means “TO FOCUS ON ONE SOLUTION."

Harun TİFTİKÇİ

Koçnet, Vice General Director of Sales

"SEM activity is getting better every year in line with the general understanding of being the first, forerunner and a sample. As it is the 85th year of Koc Group, this year is more special and

important to us. I think that this year's theme matches perfectly with the Group. Because, as the Group we aim at being leader and the first in everything we do. Besides, "BEING ONE" suits well with Koc Family values and the way of its existence."

Neslihan AYCİL

Koç Holding, Strategic Planning Manager

"This is an activity, in which we are proud of the success, we get information, learn the evaluations, can ask questions, meet different perceptions, entertain during premiere dinner and it makes us all happy with members of Koc Family and our friends. Especially, I can tell that I have benefited from presentations of the Chairman of Executive Board and CEO."

Ercüment POLAT

Aygaz, Marketing Director