

Tire, Tire Reinforcement Materials and Automotive

KORDSA GLOBAL

Kordsa Global is the world's largest supplier of nylon and polyester industrial yarn, fabrics and single-end-cord, serving primarily tire and mechanical rubber goods markets.

Kordsa's success story started with the tire cord fabric plant investment in Izmit, Turkey in 1973.

In the past 35 years, the Company has evolved into a global leader through strategic acquisitions and joint ventures with strong business partners, like DuPont. The company is a global leader with 12 operations spread over five continents, in ten countries and with a workforce exceeding 5,000 employees. In 2007, the Company's net sales reached at US\$ 925 million.

With its headquarters in Istanbul, Kordsa Global operates in four regions:

Region 1 (Europe, Middle East and Africa)

Turkey, Germany, Egypt, Iran

Region 2 (North America)

Laurel Hill/NC, USA, Chattanooga/TN, USA

Region 3 (South America)

Brazil, Argentina

Region 4 (Asia Pacific)

China, Indonesia, Thailand

In 2007, the Company focused on integrating its newly acquired Asian operations and accelerating the "voice of the customer" efforts and innovative solutions. To achieve these objectives, key investments were made in global technology resources and the Single-End-Cord business.

In 2008, Kordsa Global aims to get closer to its vision of "its customers' solution partner" utilizing three approaches:

- **Operating Excellence**, driving competitive local cost and global supply chain.
- **Balanced Global Approach**, allocating resources to optimize value creation and cost efficiency opportunities.
- **Solution Partner initiatives**, focusing on bringing technology know-how and customized services to its customers enabled by innovation methodology.

Kordsa Global is shares are listed on the Istanbul Stock Exchange with a free float of 8.9%



BRISA

This company 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 50/50 joint venture between the Sabancı Group and the Bridgestone Corporation in 1988.

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

Brisa produces more than 450 different types of tires under the Lassa and Bridgestone brand names with a range of designs, types and sizes to accommodate many different vehicles ranging from passenger cars to earthmoving equipment. Its integrated tire production facilities are located in an enclosed area of 350,000 square meters. The capacity of the production unit totaled nine million tires in 2007.

A network of more than 600 exclusive sales points markets 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 leading position in the domestic market, Brisa has 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 47 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\$ 570 million in 2007; its shares are listed on the Istanbul Stock Exchange with a free float of 10.3%.

TEMSA

Temsa, established in 1968, entered automotive operations in 1984. Its vision is to become a global brand, with a mission to create innovative solutions as a commercial vehicle manufacturer.

Temsa's Adana plant has an annual production capacity of 1,000 buses and coaches, 2,000 midibuses and midicoaches and 7,500 light trucks, operating on a single shift basis. Temsa currently manufactures Diamond and Safir coaches, Powerbus midicoaches, Prestij midibuses, Metropol city buses and Mitsubishi Fuso Canter light trucks for the Turkish market. The Company also manufactures Diamond, Safari, Tourmalin and Opalin models for the European markets; these vehicles were

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originally developed and designed by the Company. Temsa adopts a flexible production approach with a variety of engines and drive train components.

Temsa's international sales and marketing operations, undertaken by Temsa Europe NV located in Belgium, works with 43 distributors in 40 countries and 12 representative offices. Temsa appointed new distributors in Spain, Morocco, Macedonia, Poland, Estonia and Latvia in 2007, as well as establishing five new representative offices. Temsa Deutschland GmbH and Temsa Austria GmbH have been established further strengthening Temsa operations in these countries.

In its quest to become a global brand with new products able to penetrate new businesses and new regions, Temsa signed a JV agreement with the Lasheen Group to build a manufacturing facility in Egypt. This new plant, which will produce up to 1,000 buses and midi-buses annually, will carry Temsa's accumulated expertise in design and marketing experience to Northern Africa, the Middle East and the Gulf area to meet growing demand for busses and midi-busses. Construction work on the new plant got underway in February 2007. The facility, located in the Qualified Industrial Zone of the Tenth of Ramadan, approximately 50 km from Cairo, is scheduled to enter production by the end of March 2008. The total plant occupies an area of approximately 80,000 m² (first stage) of which 30,000 m² will be enclosed. The plant will employ a workforce of 750 at full capacity utilization.

Temsa Research Development and Technology Company (Temsa ARGE ve Teknoloji A.fi.) continues to adapt and commercialize the Company's research and development activities, as well as creating innovative solutions for customers within the "Temsa Value Chain." In 2007, Temsa Research Development and Technology Company (Temsa ARGE ve Teknoloji A.fi.) stepped up its investments and expanded its workforce to develop new product designs. In 2007, Temsa launched the Prestij Super Deluxe (with a seating capacity of

27) and Metropol S (with a seating capacity of 43) in the Turkish market. With the five newly appointed authorized dealers in 2007, the number of Temsa Bus Dealerships throughout Turkey has reached 20.

In addition to production, Temsa is also Turkey's sole distributor of Mitsubishi and Komatsu products. As a distributor for Mitsubishi, Temsa also conducts sales, service and spare parts operations through 40 authorized dealers across Turkey for Mitsubishi passenger cars, 2007 market leader pick-ups and panel-van light commercial vehicles as well as Mitsubishi Fuso Canter light trucks. Canter light trucks, market leaders in their own segment for four years in a row, are produced at the Company's Adana plant.

A distributor of Komatsu products for 25 years, Temsa supplies Komatsu construction equipment and forklift trucks to industrial corporations in Turkey. Temsa retained its position as the leading firm in the sector in 2007 by employing the customer-centric Samurai lean marketing model.

In 2007, Temsa invested US\$ 41 million in its facilities and expanded its workforce to 1,836 staff.

Temsa generated revenues of US\$ 863 million in 2007, of which US\$ 182 million were from bus exports and US\$ 52 million from exports of the Komatsu.





TOYOTASA

As a spin-off of the earlier joint venture founded in 1990, Toyotasa Toyota - Sabancı Marketing and Sales Inc. was established in October 2000 as a new joint venture between Sabancı Holding (65%), Toyota Motor Corporation (25%) and Mitsui & Co. (10%). The Company is the authorized distributor for Toyota branded automotive products in Turkey and carries out marketing, sales and after-sales services of locally produced and imported models such as Corolla, Auris, Corolla Verso, Avensis, Yaris, RAV4, Land Cruiser, Camry, Hiace, Hilux as well as spare parts and accessories.



Toyota vehicles are marketed, distributed and serviced by exclusive dealerships operating as Toyota Plazas throughout the country. These facilities have been founded on the principles of superior quality, advanced technology and complete customer satisfaction. They provide a full range of world-class sales and after-sales services for Toyota customers aiming to enhance the ownership experience.

Since it was established, Toyotasa has been continuously increasing its market share due to proactive marketing and sales strategies. In 2007, Toyotasa achieved an 8.3% share of the passenger car market by increasing its sales volume for the sixth consecutive year and recorded revenues of US\$ 615 million. Ranking fourth in the passenger car market, Toyotasa aims to continue moving up further in the medium term.

Toyotasa leads the industry in overall customer satisfaction, which is the main focus of the Company's vision.

As a responsible corporate citizen, Toyotasa conducts corporate social responsibility activities in three main areas; environment, traffic safety and technical education.