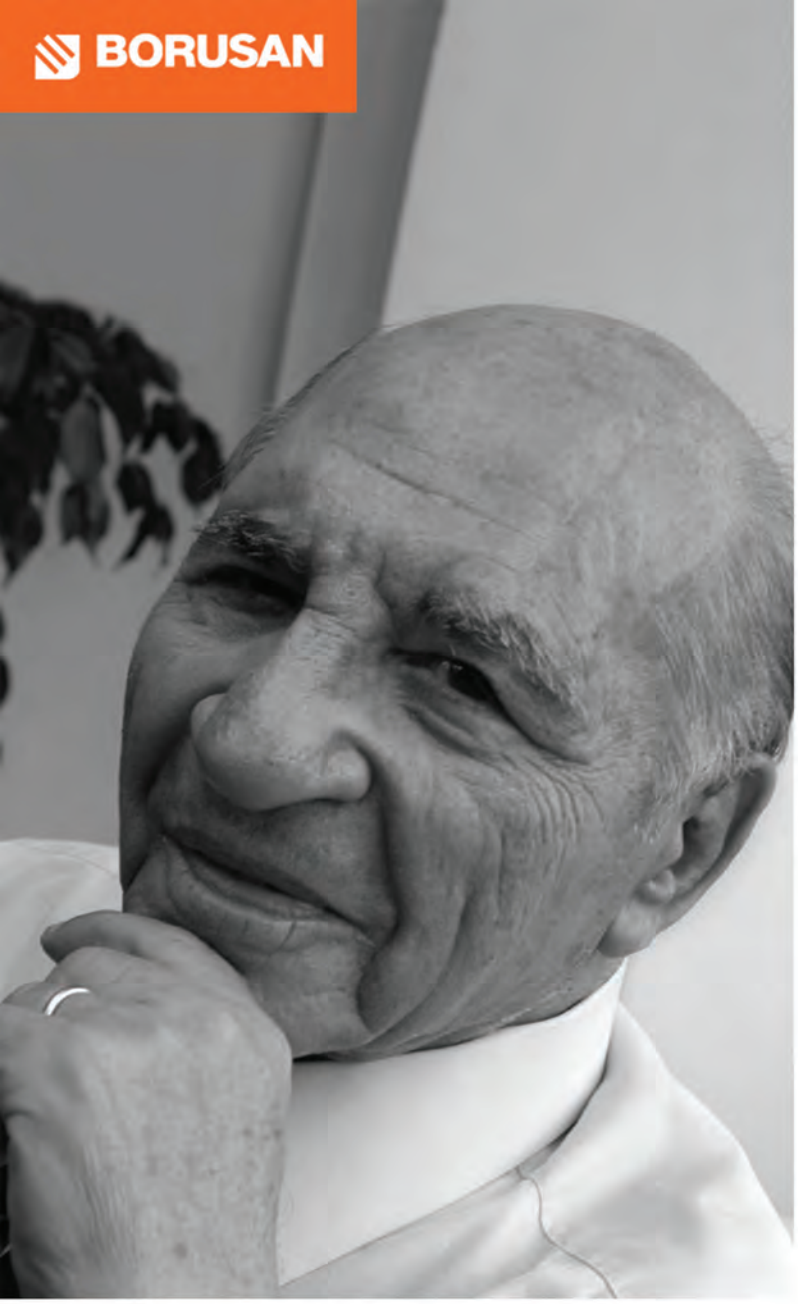

Borusan Kocabıyık Foundation

Borusan Holding expresses its corporate culture and pioneering spirit in its corporate social responsibility activities. These activities fall into three areas: education, culture and arts, and women's empowerment. The principles and values of the late Asım Kocabıyık, Borusan's Founder and Honorary Chairman, form the backbone of the Group's identity as a responsible company. Having dedicated his working life to repaying the debt of gratitude he owed to his country, Asım Kocabıyık's approach of "returning what he received from the society to society through social projects" is adopted by every Borusan employee and it is a sentiment embedded in the DNA of the Group's corporate culture.

Borusan Kocabıyık Foundation (BKF) was founded in 1992 to ensure the effectiveness and sustainability of Borusan Holding's social responsibility activities. Today all the Holding's social responsibility initiatives are managed under BKF's roof. BKF funds activities in areas where state resources are limited. The foundation's 2017 budget was USD 15 million.

The Platform of Ocean Volunteers of Borusan, founded in 2008, is a voluntary initiative of Borusan employees. It is at the forefront of another area of the Group's social responsibility and garners attention for its unique and significant projects.

Educational Activities

Borusan Kocabıyık Foundation has a long-standing commitment to education, which Asım Kocabıyık maintained was crucial for determining Turkey's future.

Culture & Arts

Borusan Sanat nurtures love for the arts and music in Turkey and, over its 20+ years, it has established itself as an influential institution in classical music in Turkey.

CLICK FOR MORE

Women Empowerment

Borusan maintains that women have the same social and economic rights as men. Women comprise only seven million of Turkey's 37 million working population and one in five Turkish women lives in poverty.

To contribute to resolving this social issue, Borusan supports its women employees as a matter of company policy, promoting gender equality, and it provides infrastructure and financial support to enable women in other sectors of society to participate in professional life.

CLICK FOR MORE

EDUCATION

Borusan Kocabıyık Foundation has a long-standing commitment to education, which Asım Kocabıyık maintained was crucial for determining Turkey's future. The schools BKF has built include the Borusan Otomotiv Zehra Nurhan Kocabıyık Primary School, Gemlik Borusan Primary School, Borusan Asım Kocabıyık Industrial Vocational High School, Kocaeli University Asım Kocabıyık Vocational College and Uludağ University Asım Kocabıyık Vocational College, and BKF continues to support to some of these. BKF has provided major support to other educational projects, notably the restoration of Istanbul University's Faculty of Economics Library.

The Foundation's activities include donating books to schools and, in 2017, it donated a total of 7575 books to 41 school libraries across the country. BKF disbursed 133 scholarships to students studying in Turkey and abroad in 2017. Scholarships for classical music education are pivotal to BKF, with 26 music students having benefited to date, including six current recipients.

The Foundation aids the development of Turkey's educational sector by supporting platforms such as the Education Reform Initiative.

133 SCHOLARSHIPS
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FOR CLASSICAL MUSIC
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CULTURE & ARTS

Borusan Istanbul Philharmonic Orchestra

Borusan Sanat nurtures love for the arts and music in Turkey and, over its 20+ years, it has established itself as an influential institution in classical music in Turkey. At the core of Borusan Sanat's activities is the Borusan Istanbul Philharmonic Orchestra (BIPO), which comprises some of Turkey's best classical musicians and has set its sights on becoming one of Europe's leading symphony orchestras. Borusan Sanat is also home to the Borusan Quartet, Academy BIPO, the Borusan Children's Choir, Borusan Music House, and Borusan Klasik, an Internet-based classical music radio station.

BIPO, Borusan Sanat's locomotive, reaches around 25,000 people a year with monthly concerts, led by its art director and conductor Sascha Goetzel.

In 2017, BIPO completed a busy concert schedule. It ventured to East Asia for the first time with two concerts at the 45th Hong Kong Arts Festival and followed this in October with its second European tour, covering Essen, Ljubljana, Vienna and Zurich, during which it attracted an audience of 5400 music lovers. BIPO also performed with Thomas Hampson, Luca Pisaroni, Valeriy Sokolov, Gabriela Montero, Leticia Moreno, Dorothea Röschmann, Ian Bostridge, Daniel Hope, Vadim Repin and Alexei Volodin; it performed the world premiere of Hasan Uçarsu's Piano and Viola Concerto and Turnage's Concerto for two violins, *Shadow Walker*, commissioned by the Essen Philharmonic Orchestra and the Trans-Siberian Art Festival.

BIPO continued apace with studio recordings in 2017. Its latest CD, *Tchaikovsky: Violin Concerto; Rococo Variations*, conducted by Sascha Goetzel and accompanied by violin virtuoso Nemanja Radulović, was released in October 2017 on Deutsche Grammaphon. The CD includes an acclaimed performance of Tchaikovsky's concerto in D major.

CULTURE & ARTS

The Borusan Quartet, one of Turkey's favorite chamber music ensembles, gave concerts at the Süreyya Opera House and other venues in Turkey and abroad in 2017. The ensemble performed popular chamber music and premiered new compositions. In 2017, Borusan Quartet released its first international CD, *Company*. BBC Music, in an article about the album, described Borusan Quartet's performance as "perfect" and awarded the album five stars. *The Guardian* also covered this news.

Borusan Music House plays a vital role in bringing Borusan Sanat to a larger audience. It spotlights alternative names in contemporary music in concerts for younger audiences. Guest performers drew music lovers of all ages to Borusan Music House, which is the sound of experimental music in Istanbul.

Academy BIPO was founded in in 2016 to prepare young opera singers for professional careers. In the 2017 season, program participants benefited from opportunities to work with numerous local and foreign educators, including conductor Sascha Goetzel and director Yekta Kara. The young opera singers performed on 30 March 2017 at a concert, *In Memory of Leyla Gencer: The Knight with Roses*, and prepared for their concerts in the following season from fall 2017. In 2017, with support from Milano La Scala Academy, leading names of opera joined the program to contribute to the education of the program participants by offering master classes. Famous Italian opera singers—the baritone Renato Bruson, soprano Eva Mei and soprano Luciana Serra—prepared participants for parts in G. Puccini's *Gianni Schicchi* and G. Donizetti's *Anna Bolena, Maria Stuarda* and *Roberto Devereux*, which they will singing at a concert, *In Memory of Leyla Gencer: Donizetti and Puccini*, on 17 May 2018.

Borusan Klasik, Turkey's only Internet-based classical music radio station, plays a crucial role in Borusan's drive to support classical music and to present it to a wider audience. Celebrating its fourth anniversary in 2017, it presents experienced radio program producers and guests in varied programs that are more extensive by the month.

Borusan Contemporary Exhibitions Attract Numerous Attendees

Borusan converted Yusuf Ziya Pasha Mansion, aka Perili Köşk (The Haunted Mansion), into the Borusan Contemporary art museum, in 2011. Perili Köşk, in Istanbul's Rumelihisarı neighborhood, is Borusan Holding's headquarters on weekdays and, on the weekends, it hosts public exhibitions for art aficionados' delectation.

Borusan Contemporary held six exhibitions and two special exhibitions in 2017, featuring newly acquired pieces in the Borusan Contemporary Art Collection. In the USA, it held three exhibitions and one special exhibition featuring Rafael Lozano Hemmer's new work, also recently acquired by Borusan Contemporary Art Collection.

The exhibition series, which is highly influential on interpretations of contemporary art, continued with three exhibitions between 4 March and 3 September 2017: *Overture: New Acquisitions from the Borusan Contemporary Art Collection, Remains of The Days and Ola Kolehmainen: Sinan Project.*

Overture: New Acquisitions from the Borusan Contemporary Art Collection, demonstrated the Contemporary Art Collection's approach to acquisitions, covering factors of geography, aesthetics and genre, and it featured various works ranging from digital landscaping to newly commissioned videos and interactive portraits.

Remains of the Days demonstrated and provoked discussion on the experimental character Borusan Contemporary has expressed through its collection and its exhibition policy from its inception in 2011.

Ola Kolehmainen: Sinan Project, created between 2012 and 2014 at the request of Borusan Contemporary, presented photographs demonstrating Sinan the Architect's methods of using light in his structures.

The museum has made a remarkable start for the 2017-2018 season, hosting *Diana Thater: A Runaway World and Tree, Simulacrum, Sea, Moon*, which opened 16 September 2017. *Diana Thater: A Runaway World* featured recent works demonstrating the conditions of animals threatened with illegal hunting. *Tree, Simulacrum, Sea, Moon*, taking its cue from a poem by Oktay Rifat, gathered striking examples of new media art featured in the Borusan Contemporary Art Collection.

Between July and October 2017, Borusan Contemporary presented three exhibitions in the USA as part of the *Moving Image* series at the University of Michigan Museum of Art, one special exhibition featuring Rafael Lozano Hemmer's recently acquired new work and *Overture: Selections from the Borusan Contemporary Art Collection* in New York. The exhibition presented time-based selections from Jim Campbell, Daniel Canogar, U-Ram Choe, John Gerrard, Claudia Hart, Ali Kazma, Michal Rovner and Allard van Hoorn.

In 2017, the museum hosted two special exhibitions that extended into 2018: Marco Brambilla's site-specific video installation Lunar Atlas, commissioned for Borusan Contemporary Art Collection, is projected on the external balconies of the Haunted Mansion; and *317 Prepared DC-Motors, Paper Bags, Shipping Container*, donated by Zimoun to Borusan Contemporary Art Collection.

Workshops that accompany Borusan Contemporary exhibitions ran throughout the year, offering art activities to children and adults.

Ertuğ & Kocabıyık Publications

The Borusan Kocabıyık Foundation coordinates Ertuğ and Kocabıyık Publications, which publishes books of exquisite quality and content that focus primarily on the Ottoman, Byzantine, Roman and Hellenistic eras. The publication of these books, which contain scholarly articles and stunning photographs, is a joint project of Ahmet Kocabıyık, Chairman of Borusan Holding, and architect-photographer Ahmet Ertuğ.

WOMEN EMPOWERMENT

Borusan maintains that women have the same social and economic rights as men. Women comprise only seven million of Turkey's 37 million working population and one in five Turkish women lives in poverty. According to the World Economic Forum's Gender Equality Index, women hold only 12% of administrative positions in Turkey.

To contribute to resolving this social issue, Borusan supports its women employees as a matter of company policy, promoting gender equality, and it provides infrastructure and financial support to enable women in other sectors of society to participate in professional life. Borusan develops its projects in the belief that women's empowerment in economic and social life is a prerequisite of a sound economy, an equitable society, development, sustainability, human rights, and a rising quality of life.

The number of Borusan's women employees in technology, engineering and management is low, in common with the country as a whole, and there are hurdles to hiring women for blue-collar positions. Borusan established its Equal Borusan Social Equality platform to tackle these issues.

Operating since November 2015, the Equal Borusan platform raises the awareness of Borusan employees to gender equality. It aims to instill male and female equality in a range of areas, from human rights policies to communication, in employees' minds, and not just on paper. The purpose of the platform is to build a happy and successful future where gender roles and perceptions do not impede equality and diversity.

The platform has company management support and is open to Borusan employees at all levels. Via sub-platforms established in all Group affiliates, the platform conducts communications, human resources and education projects.

On Valentine's Day, Borusan Group released its *Guidebook for Avoiding Statements and Behavior Suggesting Gender Discrimination at the Work Place* and a video drawing attention to discriminative language and behavior in daily work life. The goal of the Guidebook is to increase awareness of language, statements and behavior that imply prejudice and fuel gender discrimination in the workplace and to lay groundwork for a work environment that fosters love and respect between individuals. The Equal Borusan platform prepared the *Guidebook* in cooperation with the Gender and Women's Studies Research Center of Kadir Has University. In particular, it contains examples of gender discriminative statements and behavior that are common in work life.

WOMEN EMPOWERMENT

Borusan made a significant contribution internationally with its *Love Starts on the Tongue* campaign initiated to support gender equality and to counter gender discrimination in Group companies. At the 14th Stevie Awards (International Business Awards) in 2017, Borusan's campaign garnered the Communications or PR Campaign/Program of the Year bronze award in the Social Media Focused sub-category.

The *Love Starts on the Tongue* campaign reached the finals of the European Excellence Awards, one of Europe's most prestigious awards. Borusan Holding also signed numerous protocols and undertakings on this topic, most notably the UN Women Empowerment Principles.

Borusan was invited to become a member of the UN Women's Empowerment Principles Leadership Group in 2015, becoming the first and only Turkish company to achieve this status. Through its work on women's empowerment, it has become a leader of the cause, not only in Turkey, but the world.

Borusan's activities for women's empowerment also attracted the attention of the International Finance Corporation of World Bank. In the its most recent report on good business practices concerning women's empowerment at the global level, the IFC spotlighted Borusan Group as an "exemplary institution" from Turkey.

WOMEN EMPOWERMENT

My Mom's Job is My Future

One of Borusan's most important women's empowerment projects is *My Mom's Job is My Future*. Research shows that childcare provision is crucial for improving the employment of women in Turkey. This long-running project aims to increase women's employment by providing support for working mothers.

The project has built early childcare and education centers, called Borusan Joy Factories, for children aged 0-6, in cooperation with the Ministry of Family and Social Policies and the Ministry of Science, Industry and Technology. These centers are in 10 organized industrial zones in 10 provinces of Turkey. They enable women's employment in these zones and provide the children with a modern education.

In 2015, *My Mom's Job is My Future* project won a social responsibility award in the Golden Compass Public Relations Awards, sponsored by the Turkish Public Relations Association. The project, presented as an exemplary project at national and international levels, also won the Inclusiveness Award at the 2014 Corporate Social Responsibility Awards organized by Turkish Confederation of Employer Associations. In 2017, the United Nations declared the project exemplary.

In 2017, new Borusan Joy Factories were opened in the cities of Adıyaman, Afyonkarahisar, Malatya and Balıkesir and feasibility work for an early childcare center in Bursa Organized Industrial Zone, one of the most important and largest such zones in Turkey, commenced. Construction of this center, with a capacity of 150 children, is scheduled to start in 2018.

WOMEN EMPOWERMENT

Let's Code, Girls! Project

Borusan launched its Let's Code, Girls! project to enable girls to develop computer skills relevant to the 21st century information technology era and to contribute to a future of equality.

The project, conducted in March 2016 at the Borusan Gemlik campus, targeted plant employees' girls aged 7-14. In the first phase, the project taught 60 girls how to code with classes in the fundamentals of electronics, gaming, animation and story programming, and simple robot design, using basic electronic modules and 3-D printer integration. The girls came up with interesting and creative projects as a result of their training.

The project was extended to include the children of employees at the Borusan Mannesmann and Supsan plants in Halkalı, near Istanbul, and an additional 90 girls aged 7-14 received computer programming training at these campuses. Borusan collaborated with the UK-based KızCode (GirlCode), which demonstrated its success by winning the best social responsibility initiative award from the Ministry of the Interior and the Universities Association in 2015. The Let's Code, Girls! project won the International Corporate Social Responsibility award as part of the International Young Entrepreneurs and Leaders platform's 2nd International Corporate Social Responsibility (ICSR) Awards.

Borusan Micro Finance Branches

The late Asım Kocabıyık, founder and honorary chairman of Borusan Holding, personally established the first microfinance branch in 2009 in Afyonkarahisar, his place of birth, to support women entrepreneurs.

The Holding opened its second microfinance branch in 2013, in Gemlik, Bursa where Borusan Holding had a large industrial campus that includes the port.

To date, these microfinance branches have together extended loans totaling nearly TRY5.6 million to women entrepreneurs to establish or expand their businesses.

The number of women entrepreneurs who received microcredit in 2017 was 2,800.

WOMEN EMPOWERMENT

Corporate Voluntary Initiative: Borusan Ocean Volunteers Platform

Borusan Ocean Volunteers Platform was founded in 2008 to enable Borusan employees to direct their knowledge and skills into voluntary social responsibility projects in the fields of education, culture and arts, the environment, health, human rights and animal rights.

The platform completed 59 voluntary projects in 2017 and conducted 10,757 hours of volunteer activities with the participation of 995 volunteers. Borusan Group companies and their employees unceasingly work towards repaying their "debt of gratitude to the country."

Borusan Ocean Volunteers Platform often collaborates with NGOs on projects, including blood donations, book donation drives, shore and sea cleaning, book reading for the blind, mentoring, and school friending programs.

Gemlik Means Borusan and Borusan Means Gemlik

Borusan has been investing and working in Gemlik for 40 years and, from one of its most important production sites, it has also invested in social, cultural and educational projects for the town. As part of this, it established a tradition of providing a public *iftar* (fast-breaking) meal at the Gemlik Dock Square, which is attended by thousands each year.

Gemlik Asım Kocabıyık Mosque, built with Borusan's support, was opened to public at a ceremony with various dignitaries in attendance. The 3,400 m^2 mosque is Gemlik's largest, boasting a 900-m^2 indoor area with a capacity of 1500 visitors.

In 2017, Borusan continued its activities for Gemlik people with a festival to celebrate the olive, one of the town's most prized products. Borusan sponsored a concert at the Gemlik Olive Festival, which was organized by Gemlik Municipality and City Council.

Borusan organized the 2nd Borusan Gemlik Children's Festival in conjunction with the Gemlik Municipality and the Cinematic Culture and Art Association. It was centered on the 15 Temmuz Demokrasi Square, where children and their families enjoyed the nostalgia of an open-air cinema.

Borusan celebrated World Children's Games Day with Gemlik's elementary school children. Borusan sponsored a theatre play, *Judge of the Seven Villages*, in cooperation with Theatre Group of Asım Kocabıyık Campus, which was enjoyed by 1350 students from Gemlik.