

BOARD OF DIRECTORS



Rahmi M. Koç
Honorary Chairman

A graduate of Johns Hopkins University in Business Administration, he joined Koç Group in 1958 at Otokoç and held various senior positions at Koç Holding. He became Chairman of the Management Committee in 1980 and was named Chairman of the Board of Directors of Koç Holding in 1984, a post he held until 2003 when he became the Honorary Chairman. He was the President of the International Chamber of Commerce between 1995-1996. In addition to his role as Koç Holding Honorary Chairman, Rahmi M. Koç also serves as Vice Chairman of the Board of Trustees of Vehbi Koç Foundation, Chairman of the Board of Trustees of Koç University, Founder and Chairman of the Board of Directors of Rahmi M. Koç Museum and Cultural Foundation, Chairman of the Board of Directors of Vehbi Koç Foundation American Hospital, Honorary Chairman and Founder of TURMEPA (Turkish Marine and Environment Protection Association), Honorary President of the High Advisory Council of Turkish Industrialists' and Businessmen's Association, Honorary Member of the Foreign Policy Association, Honorary Member of the NY Metropolitan Museum Board of Trustees and Member of Allianz AG International Advisory Board.



Mustafa V. Koç
Chairman

After graduating with a B.A. degree in Business Administration from George Washington University in 1984, he joined Koç Group in Tofaş. In 1992, he moved to Koç Holding and served as Vice President and President of various business groups. He became a Member of the Board of Directors in 2001 and Vice Chairman in 2002. He was appointed as Chairman of Koç Holding Board of Directors on 4 April 2003. He is a Member of Vehbi Koç Foundation Board of Directors, Board of Trustees of Turkish Volunteers for Education Foundation, Advisory Board of Kuwait International Bank, Rolls-Royce Advisory Board and JP Morgan International Council. He also serves as the Honorary Consul General of Finland for Istanbul.



Suna Kıraç
Vice Chairman

After studying Banking and Finance at Boğaziçi University, she started her career in 1960 as Assistant to Vehbi Koç, the founder of Koç Holding. Suna Kıraç was appointed as Vice President of the Personnel and Management Department in 1970 and became Vice Chairman of the Board of Directors of Koç Holding in 1980. She is a Member of Vehbi Koç Foundation Board of Directors, Chairman of the Board of Directors of Suna - İnan Kıraç Foundation, Member of the Board of Trustees of Koç University, Turkish Educational Foundation, Turkish Family Health and Planning Foundation and Robert College. She is also the Founding Member and Honorary Chairman of Turkish Volunteers for Education Foundation.



Temel Atay
Vice Chairman

A graduate of Mechanical Engineering from Istanbul Technical University, he holds an MBA degree from Wayne State University. He joined Koç Group in 1966 and later served as the General Manager of Otoyol Sanayi A.Ş. and Tofaş Türk Otomobil Fabrikası A.Ş. After working in various senior management posts at Koç Holding, he served as the CEO between 2000-2001. He has been a Member of the Board of Directors since 1996 and was named Vice Chairman in 1998.



Ali Y. Koç
Member

He graduated from Rice University in Business Administration and completed his MBA degree at Harvard Business School. He attended the American Express Bank Management Trainee program between 1990-1991 and worked as an analyst at Morgan Stanley Investment Bank between 1992-1994. He held various senior positions at Koç Holding such as the New Business Development Coordinator and President of Information Technology Group between 1997-2006. He was the President of Corporate Communications and Information Technology Group between 2006-2010. He was appointed as a Member of Koç Holding Board of Directors on 30 January 2008.



Osman Turgay Durak
Member - CEO

He completed his undergraduate and graduate degrees at Northwestern University in Mechanical Engineering, joining Koç Group in 1976 at Ford Otomotiv as design engineer for product development. He was appointed as Assistant General Manager in 1986, became Deputy General Manager in 2000 and General Manager of Ford Otosan in 2002. He served as the President of Automotive Group at Koç Holding between 2007-2009. Durak was appointed Koç Holding's Deputy CEO in May 2009 and became CEO and Board Member in April 2010. He was the Chairman of the Board of Directors of Automotive Manufacturers' Association between 2004 - 2010.



Prof. Dr. John H. McArthur
Member

He graduated from the University of British Columbia and received his MBA and doctorate from the Harvard Business School. He became a professor at the Harvard Business School in 1962 and served as Dean between 1980-1995. He currently chairs the Asia Pacific Foundation of Canada and is a Member of the Board of Directors of Duke University Health Systems, e-Rewards Inc., Stemnion, Inc., Development Gateway Foundation, and the Thomson Reuters Founders Share Co. Ltd. For many years, he served as Chair of the Brigham and Women's Hospital and, following its merger with the Massachusetts General Hospital, was the founding co-chair of the Board of Partners HealthCare System, Inc. He has also served on the boards of Chase Manhattan Corporation, Bell Canada, GlaxoSmithKline PLC, and the AES Corporation. John H. McArthur has been a Member of Koç Holding Board of Directors since 1999.



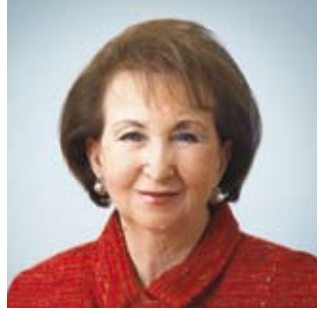
Sanford I. Weill
Member

A graduate of Cornell University, he served as the Chairman of Shearson Loeb Rhoades and its predecessor companies (1965-1981), President of American Express Co. (1983-1985), Chairman and CEO of Fireman's Fund Insurance Co. (1983-1985), Chairman and CEO of Travelers and its predecessor companies (1986-1998). He was a Director on the Boards of United Technologies Corp. (1999-2003), AT&T Corp. (1999-2003) and E. I. Du Pont Nemours & Co. (1998-2001). He served as Director of the Federal Reserve Bank of New York (2001-2006). He retired as CEO of Citigroup in 2003, served as Chairman until 2006 and is now Chairman Emeritus. Mr. Weill has been the recipient of many corporate and philanthropic awards including Chief Executive Magazine's 2002 CEO of the Year Award, the EastWest Institute Corporate Leadership Award and, along with his wife Joan, the 2009 Carnegie Medal of Philanthropy. His book "The Real Deal: My Life in Business and Philanthropy" was a best seller. Sanford I. Weill has been a Member of Koç Holding Board of Directors since 2009.



Ömer M. Koç
Vice Chairman

He received his B.A. degree from Columbia University in 1985. He worked at Kofisa Trading for one year. After completing his MBA at Columbia University in 1989, he worked at Ramerica International Inc. He joined Koç Group in 1990 and worked at Gazal A.Ş. He held various senior positions at Koç Holding including Finance Coordinator, Vice President and President of Energy Group. He has been a Member of Koç Holding Board of Directors since 2004 and Vice Chairman since May 2008. He is also the President of Turkish Educational Foundation and Geyre Foundation and Chairman of Yapı Kredi Kültür Sanat Yayıncılık Board of Directors and Tüpraş Board of Directors.



Semahat Arsel
Member

A graduate of American College for Girls-Istanbul, she studied German at Goethe Institute and is fluent in both English and German. She began her career in 1964 as a Member of Koç Holding Board of Directors, a position she continues to hold. In addition, she is the Chairman of the Board of Directors of Vehbi Koç Foundation, Chairman of the Tourism Group Board of Directors, Chairman of Semahat Arsel Nursing Education and Research Center and Second Chairman of Florence Nightingale Foundation. She is also the Founder of Koç University School of Nursing.



Dr. Bülent Bulgurlu
Member

He graduated from Ankara Engineering and Architectural Faculty and earned his Ph.D. from Norwegian University of Science and Technology (NTNU). He started his career in 1972 as a Construction Engineer at Elliot Strömme A/S in Oslo. He joined Garanti İnşaat in 1977 as Construction Engineer and worked as Planning and Construction Manager, Site Coordination and Construction Manager, Assistant General Manager and General Manager. He has worked at Koç Holding since 1996 as President of Tourism and Services Group, President of Tourism and Construction Group and President of Consumer Durables and Construction Group. He was Koç Holding CEO between May 2007 - April 2010. He is a Member of Koç Holding Board of Directors since May 2007. He is also a Member of Turkish Industrialists' and Businessmen's Association, TURMEPA (Turkish Marine and Environment Protection Association) and Turkish Tourism Investors Association.



İnan Kıraç
Member

A graduate of City College of Business in London, he joined Koç Group in 1961. He served as General Manager of Tofaş Oto Ticaret A.Ş., Tofaş Group President and President of Automotive Companies prior to his appointment as Koç Holding CEO between 1994-1998. He has been a Member of Koç Holding Board of Directors since 1993. He has also been serving as the Chairman of the Board of Directors of Kıraç Group of Companies since 1998.



Prof. Dr. Heinrich V. Pierer
Member

He studied Law and Economics at Erlangen-Nuremberg University. He joined Siemens AG in 1969 and held various senior positions in the Company. He was the Chief Executive Officer of Siemens AG between 2002-2005 and the Chairman of the Supervisory Board of Siemens AG between 2005-2007. He served as Chairman of the Asia-Pacific Committee of German Business between 1993-2006. Prof. Dr. Heinrich V. Pierer holds various honorary doctorates and is a Honorary Professor at the Friedrich Alexander University: Law School, School of Business and Economics. He has been a Member of Koç Holding Board of Directors since 2008.



Peter Dennis Sutherland
Member

He was educated at Gonzaga College, University College Dublin and the King's Inns and graduated in Civil Law. He served as Attorney General of Ireland (1981-1984), EC Commissioner responsible for Competition Policy (1985-1989), Director General of The World Trade Organization (1993-1995) and Chairman of BP p.l.c. (1997-2009). Mr. Sutherland is Chairman of Goldman Sachs Intl. (1995 - current) and the London School of Economics and UN Special Representative for Migration and Development. His other associations include Allianz BoD, BW Group Ltd. BoD, Eli Lilly Advisory Board, World Economic Forum, Trilateral Commission (Europe) and The Federal Trust. He has received fifteen honorary doctorates from universities in Europe and America and has many awards and publications. P. D. Sutherland has been a Member of Koç Holding Board of Directors since 2009.



Kutsan Çelebicin
Auditor

A graduate of Ankara University School of Political Science, he began his career at the Ministry of Finance Tax Auditors Board in 1969, served as Deputy General Director at the General Directorate of Treasury of the Ministry of Finance between 1979-1982 and was appointed as Assistant to Executive Director in World Bank (IBRD). He joined Koç Group in 1987 and served as Finance Coordinator, Vice President and President of the Finance Group. He retired from Koç Group as of December 2001 and established his own financial consulting business. He was appointed Auditor of Koç Holding Board of Directors in April 2008.



Mansur Özgün
Alternate Auditor

He graduated from Ankara Faculty of Economic and Commercial Sciences Business Administration and Finance department. He started working at General Directorate for Foundations in 1958. He worked as a tax auditor at the Ministry of Finance between 1963 - 1971. He joined Koç Holding in 1971 as assistant manager in the Finance department. He worked as Assistant General Manager at Ormak A.Ş., a subsidiary of Koç Holding, between 1974 - 1983 and as Finance Coordinator at Koç Holding between 1984 - 1999. He retired from Koç Holding in December 1999 and worked as a certified public accountant between 2000 - 2004. He was appointed alternate Auditor of Koç Holding Board of Directors in April 2010.