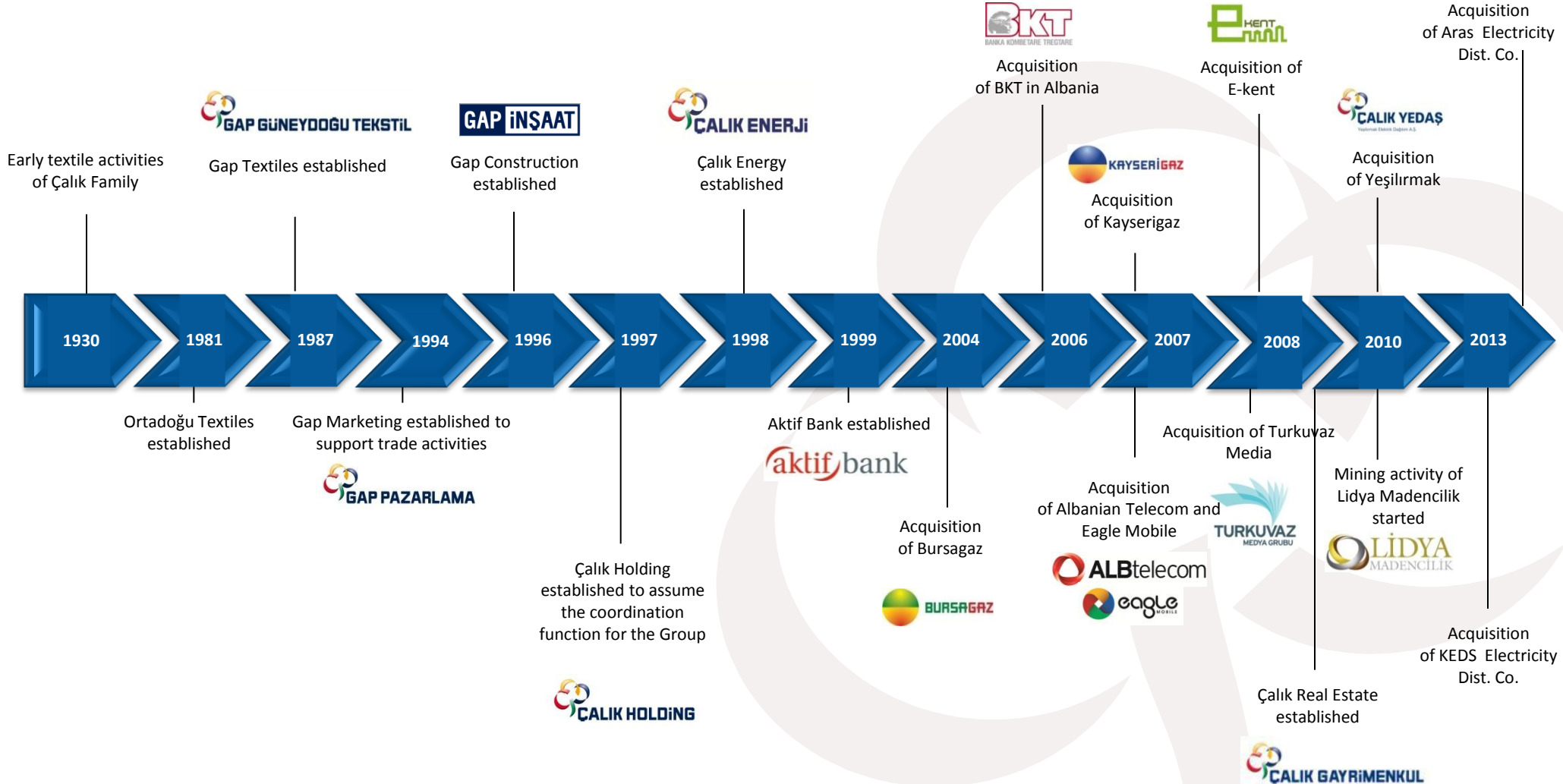




Group Presentation
March 2014



Corporate History



Corporate Profile – Global Player with an Asset Size of US\$ 7.8 billion

Overview

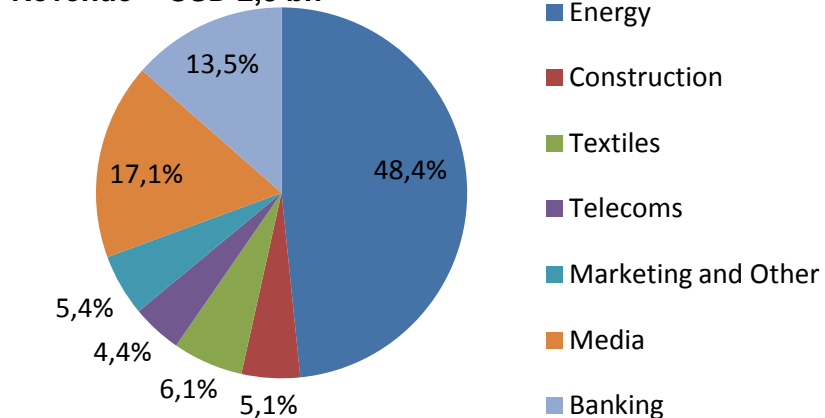
- Çalık family business activities started in the 1930s and has become a leading regional player operating across a number of industries
- The Group is active in favourable, high growth sectors in the region, with significant operating experience and strong local relationships
- Diversified geographical presence covering 16 countries across Eastern Europe, CIS, Middle East and North Africa
 - Geographical Focus: 5-hour flight distance, covering 22% of world population and 35% of world GNP
- As of February 2014 the Company had more than 20,000 employees, approximately 65% employed in abroad.

Dynamic and Entrepreneurial Track Record

- Investments and acquisitions in growth economies in Turkey and neighboring countries
- 5th biggest Turkish Multinational Enterprise in Emerging Markets, by Global Players 2010
- One of the pioneer Turkish corporates to use balanced scorecard system and integrated dashboard application
- Successful in identifying, hiring, training and retaining motivated, well-trained and informed employees

Diversified Business Portfolio

Revenue - USD 2,8 bn



Source: Company Financials as of 31.12.2012. Before company eliminations.

Strong Partnerships with Industry Leaders

Partners



Brands



Customers



Group Strategy

- 1** **Maintaining profitability and harvesting returns** on investments to further strengthen the Group's balance sheet and financial profile
- 2** **Actively optimizing the portfolio** and continuing to focus on strong operating performance in key businesses
- 3** **Leveraging existing development track record** to continue to opportunistically grow the business
- 4** **Enhancing** management information systems and controls
- 5** **Maximising synergies** of complementary investment portfolio of businesses
- 6** **Capitalising on changes in the regulatory environment** in order to maximize opportunities for growth
- 7** Maintaining **focus in key geographies**, at the centre of one of the fastest developing areas in the world



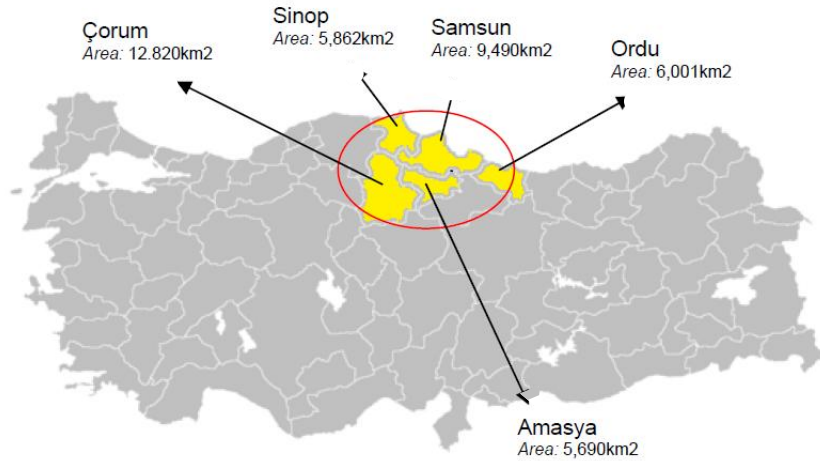
ÇALIK HOLDİNG

Business Portfolio



Energy Business (1/4) – Distribution

Yeşilirmak Electricity Distribution Co.



Yeşilirmak operates in mid-Black Sea region covering 5 provinces



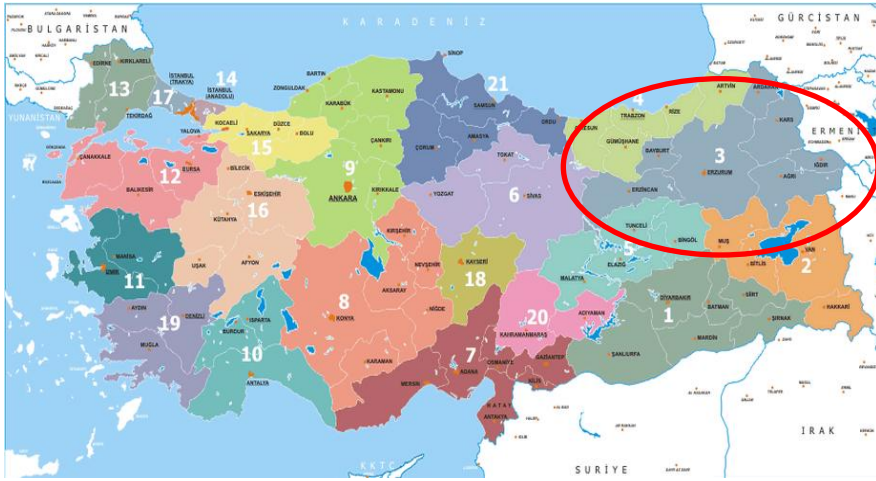
of subscribers: 1.7 6million
total consumption: 4.8 TWh
market share: 3.0%

Highlights

- Entered into the distribution market through the acquisition of Bursagaz in 2004 and Kayserigaz in 2007 (gas distribution)
 - Divested majority stake in both enterprises to EWE in 2008 and remains a strategic partner with a 10% interest
- Acquired YEDAŞ in 2010 for US\$441.5 million as part of Turkey's privatisation process
 - Operates in the mid-Black Sea region and is the exclusive distributor of electricity until 2036
 - Supplies over 85% of electricity for YEDAŞ from state controlled supply contracts. Remainder is supplied from the wholesale market
- Significant performance improvements since acquisition through successful tariff arrangement with EMRA, staff reductions, better supply chain performance, increased billing frequency, reduced losses
 - Outages: ↓98% (1,319 in 2010 to 18 in 2013)
 - Network disturbances: ↓26% (132,883 in 2010 to 98,004 in 2013)
 - Burden transformers: ↓39% (460 in 2010 to 279 in 2013)
- Power distribution business has become a successful, highly cash generative part of the Company
- Next 5-year regulatory period for the Turkish energy sector starts in 2015

Energy Business (2/4) – Distribution

Aras Electricity Distribution Co.



Highlights

- Acquisition of ARAS Electricity Distribution Co. in June 2013
- Population : 2,2 million
- No of clients: 800,000
- Electricity Consumption: 2,75 TWh
- Cities:Erzurum,Erzincan, Ağrı, Ardahan, Bayburt, Iğdır, Kars
- Market share 1,35 %
- Loss and theft: 28,4 %
 - Acquisition value: 128 m\$ (total)
 - Çalık Share of the Acquisition value: 64 m\$
 - 50:50 partnership with Kiler Holding of Turkey

Kosovo Electricity Distribution Co.




Highlights

- Acquisition of Kosovo Electricity Distribution Co. in May 2013
- Population : 2,1 million
- No of clients: 458,000
- Electricity Consumption: 4,5 TWh
- Cities: Phristina, Prizren, Peje, Ferizaj, Gjilan, Mitrovice, Glajkove
- Market share 100%
- Loss and theft: 37%
 - Acquisition value: 23,6 m€ (total)
 - Çalık Share of the Acquisition value: 11,8 m€
 - 50:50 partnership with Limak Holding of Turkey

Energy Business (3/4) – EPC

Overview

Project Detail	Project Value (US\$ million)	Status
Turkmenistan Turkmenbashi Refinery Power Plant	50	Completed
Turkmenistan Abadan Power Plant	42	Completed
Turkmenistan Balkanabat Power Plant	56	Completed
Turkmenistan Ashgabat Power Plant	110	Completed
Turkmenistan Dashoguz Power Plant	120	Completed
Turkmenistan Balkanabat Power Plant II	163	Completed
Uzbekistan Navoi Combined Cycle Power Plant	165	Completed
Turkmenistan Distribution Grid	430	On Going
Iraq Al Khairat Simple Cycle Power Plant	490	On Going
Iraq Nainawa Simple Cycle Power Plant	390	On Going
Georgia Gardabani Combined Cycle Power Plant	200	On Going
Turkmenistan Mary, Lebap, Ahal 3 - LM 6000 Power Plant	370	On Going
Turkmenistan Ahal 2 Simple Cycle Power Plant	180	On Going
Turkmenistan Derweze Simple Cycle Power Plant	365	On Going

Nainawa Simple Cycle Power Plant 750MW	Al Khairat Simple Cycle Power Plant 1,250MW	Gardabani Combined Cycle Power Plant 230MW	Navoi Combined Cycle Power Plant 478MW
		Dashoguz Power Plant 110KV Switchyard	Turkmenbashi Oil Refinery Power Plant 126MW (3 GE Frame 6B's)
		Balkanabat Power Plant I 126MW (3 GE Frame 6B's)	Balkanabat Power Plant II 254MW
Balkanabat Power Plant 220/110KV Switchyard	Ashgabat Power Plant 254MW (2 GE Frame 9E's)	Dashoguz Power Plant 254MW (2 GE Frame 9E's)	Abadan Power Plant 124MW (1 GE Frame 9E)

Highlights

- Established operator in power plant construction projects in Turkmenistan, Uzbekistan and Iraq since 2001
 - Completed contracts with a value of US\$550 million with aggregate output capacity in Turkmenistan of c. 1,138 MW
 - On-going EPC projects
 - US\$1,600 million realized
 - US\$850 million yet to come
- Network of offices across the region (Turkey, Turkmenistan, Uzbekistan, Albania, Iraq, Russia, Libya and Dubai)
- First-mover advantage in market of small to medium-sized projects in locations often unattractive to investors from outside the region
- Proven track record of payment performance with credit risk minimised by advanced down payment, c. 20%-25% of project value
- Formed partnerships with major international companies, including General Electric, Mitsubishi, Techint, Alstom and Initec Energia
- Partnerships bring leading engineering capabilities and spread potential risks involved in any particular project
- Expanding EPC capabilities to include oil and gas field development and oil and gas storage and transmission projects
- Three new power plant projects were awarded (Ruhabat, Ahal and LM6000) with total size of US\$940 million in Turkmenistan.
- Strategic target to increase contract backlog of c. US\$3 billion by 2015

Energy Business (4/4) – Generation and Oil & Gas

Overview

- Currently developing a diverse portfolio of power generation projects across Turkey in preparation for expected electricity market liberalisation in 2015
- 2015-20 regulatory period, 40% of Turkish distribution capacity is yet to be privatised
- Most advanced projects include:
 - Hydroelectric plant at Adacami (29.9MW completed in 2ndH2013)
 - Wind power plants in İzmir (combined capacity of 72MW)
 - Kızılkaya HPP (capacity of 115,7 MW)
- Utilise 3rd party engineering, procurement and construction resources



Oil & Gas

- Wealth of experience in oil exploration and production as an EPC contractor in Central Asia
- Currently holds 13 licenses for oil and gas exploration in Turkey
- Strategy is to realize notable opportunities in Turkey and neighbouring countries emerging with the new Petroleum Law and established relationship with neighbouring countries
- Existing strategic partnerships with Anatolia Energy (TSX listed) and Transatlantic Petroleum Ltd. (TSX listed) for exploration / to assess production potential under existing licenses

Value Chain and Other

- Involved in various refining, pipeline and other related projects capitalizing on Turkey's geopolitical advantage
- In 2012, established a trading capability for the import of bitumen, conducted in an "open book" trading collaboration with Trafigura



Construction Business – Gap İnşaat (1/2)

Overview

- Main operating subsidiary for the Group in the construction business is Gap İnşaat, established in 1996
- Gap İnşaat operates as an **integrated engineering, procurement and construction contractor (EPC)**
- **Completed over 100 EPC projects** with an aggregate **value of approximately US\$ 3.8 billion**
- **Core fields** include **Oil & Gas, Industrial, Energy, Infrastructure and Civil & Commercial**
- Geographically **focused** in the **CIS countries, the Middle East and North Africa**
- Focused on leveraging opportunities from government and other entities, using its local knowledge and contacts to secure EPC contracts arising from the “Arab Spring” and reconstruction in Iraq



Operating Countries

Project Execution Capabilities

Core Fields

Commercial



Infrastructure



Energy



Industrial



Oil & Gas



Project Scope

- Hospitals
- Civic & Cultural Centers and Embassies
- Business Centers , Education Facilities and Sports Complexes
- Water Treatment Plant
- Highway & City Roads
- Rail Systems
- Seaports, Wharfs
- Communication Networks
- Water Pipelines
- Gas Fired Power Plants
- Switchyards
- HV/MV Power Transmission Lines
- Transformer Substation
- Cement Factories
- Ammonium & Urea Plants
- Paper Mills
- Refinery and Petrochemical Facilities
- Onshore Gas Terminal
- Oil & Gas pipelines
- Tank Farms

Construction Business – Gap İnşaat (2/2)

Key Competitive Strengths - Construction

- **Leading regional player** in its key markets
- Gap İnşaat has been in the **list of “top 225 international contractors”** published by ENR since 2007
- Natural competitive advantage as a result of combining **cultural links and geographic proximity** with strong local presence to generate business
- Targeting **small to medium size projects**, typically less attractive to large multinationals
- **Operative in most international construction codes** (Turkish, BS, ASTM, SNIP, GOST)
- **Diversified project portfolio**
- **Responsive to demanding time schedules** and track record of successfully **delivering large and complex projects**



Pipeline of projects

c. US\$ 2,5 bn

All foreign markets in which the group operates require significant infrastructure investments, generating a sustainable pipeline of high profile projects

Ongoing projects and projects in backlog

Highlights

Highway Rehabilitation and Landscaping Project in Iraq

- US\$174 m rehabilitation project for the rehabilitation of a 22km expressway between Baghdad Airport and city centre

Various construction projects in Turkmenistan

- Total of approximately US\$ 146m
- Construction of a Simulation Center & Central Laboratories
- Construction of Cardiology Hospital

Awarded projects

- Turkmenbashi Port & Shipyard Project
- Garabogaz Urea and Ammonium Plant

Construction Business – Real Estate Development (1/2)

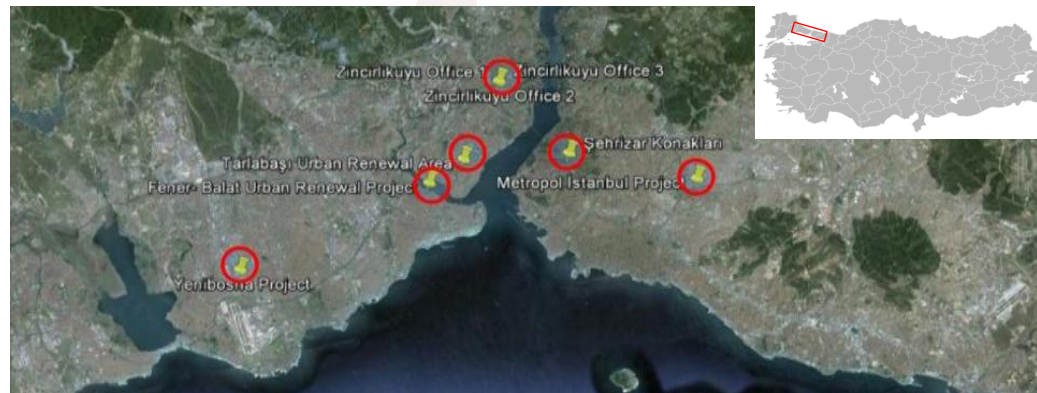
Overview

- Çalık Real Estate **launched** in **2010**
- Aims to **benefit** from the recent **growth** in the **Turkish Real Estate** market and the **expertise** of the Group in **Construction, development** and **finance**
- **Investment stage** with **revenues** expected **by year-end in 2013**
- An attractive and balanced portfolio in prime locations of Istanbul with approximate **net active value** of US\$ 0.9 billion
- Development portfolio value is broadly divided between **mixed use (67.3%), commercial (28.9%)** and **residential projects (3.8%)**

Strategy and Risk Management

- Focus in **key locations** developing **residential, office** and **retail** projects
- Focus in the **centre of Istanbul** with a view to **expanding** into the **suburbs** of Istanbul and **other cities** in the longer term
- **Mitigation of execution risks** by developing **strategic partnerships** with other developers (including 3rd parties contributing land against revenue sharing agreements)
- **Construction risk managed** by using a **combination** of Group **construction companies** and a **diversified** pool of **subcontractors**

Project Location Map - Istanbul



Construction Business – Real Estate Development (2/2)

Strong Market Fundamentals – Real Estate

- **Favourable trends** for Real Estate in Turkey
 - **Istanbul #1 investment destination** for Real Estate and development for **Emerging Trends in Real Estate 2012 report** by PwC
 - **Positive recent regulatory trends**
 - **Liberalization of foreign ownership** approved on 4 May 2012
 - **Major urban renewal project** sponsored by the Government to build safe and sustainable cities
 - Legislation on **Urban Development**
 - Legislation on **Rehabilitation of areas under disaster risk** – Earthquake
 - New **BO&BOT projects**

Key Competitive Strengths – Real estate

- **Strong expertise** in the field of **Construction, development and finance** allows Çalık to **extend** those capabilities to **Real Estate**
- **Thorough expertise** and hands on **knowledge** of the **Istanbul market and local authorities** is a major advantage for and consonant with developing Real Estate projects

Current
Projects DCF
Value

c. US\$ 1,4
billion

Key Selected Projects

Highlights

Metropol Istanbul Project



- Total sellable area of nearly 318,156 square meters
- Scheduled to be completed in Q4 of 2015
- Revenues to be shared with Emlak Konut GYO, the owner of the land

Tarlabaşı Urban Renewal Project



- Total sellable area of 93,678 square meters
- Private and public sector partnership
- Scheduled to be completed in Q4 of 2015

Şehirzair Residential Project



- Total sellable area of approximately 61,555 square meters
- 208 high-end residential units
- Scheduled to be completed in the Q4 of 2013
- Revenues to be shared with Emlak Konut GYO, the owner of the land

Textiles Business

Overview

- Gap Güneydoğu Tekstil A.Ş., Gap Textile is one of Turkey's major suppliers of denim with 31,3 mt annual capacity, generating stable cash flow for the Group
- Pioneer in using the latest technologies and concepts in denim production
- Exports most of its production to well-known global brands
- Strong global reach to global brands via exports representing approximately 20% of Turkish Denim exports
- Main export destinations are Europe, North America, North Africa and East Asia
- Primary export destinations are Italy, US and Portugal
- Gap Textile is one of the major denim fabric suppliers of Italy
- Also active in the production of yarn, fabric and garment
- Manufacturing facilities in Turkey and Turkmenistan



World Wide Reach



Our Clients

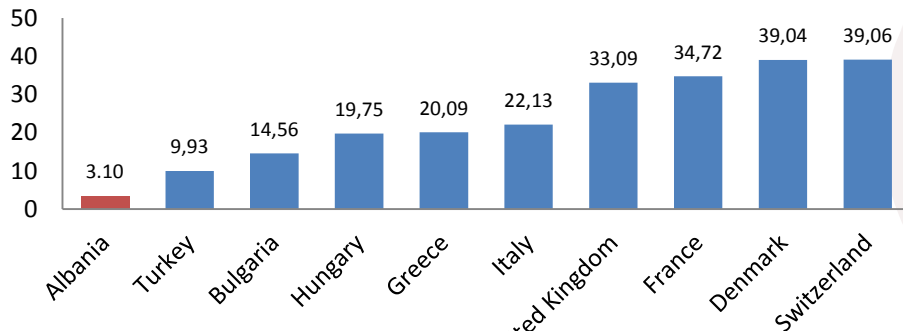


Telecommunications Business

Fixed Line Operations

- Albtelecom incumbent fixed line operator in Albania for 100 years
- Market leader in fixed line telephony and internet services in Albania
 - Approximately 226,900 active fixed line subscribers*; 82 % fixed line market share (as of Nov 2013)
 - Over 71,400 active ADSL broadband subscribers* ; 42% fixed internet service market share (as of Nov 2013)
 - IPTV service provider
- Customer satisfaction at forefront supported by CRM capabilities
- Continuous network modernization and expansion to improve service quality provided to customers
 - By far the biggest back bone of the country
 - Internet exchange server in place
 - Improved internet connection capacity
 - Common back office functions shared by Albtelecom and Eagle Mobile

Fixed Internet Subscription per 100 inhabitants¹ % (2013)



Mobile Operations

- Eagle Mobile authorized as the third mobile operator in Albania
 - With a mission to combine technology and lifestyle to make customer life enriched and easier, successfully achieved as indicated as breaker of duopoly market share.
- Over 501,034 subscribers are active per lifecycle (as of Sep 2013)
 - CAGR of 68% since end of 2008
 - 25% market share in terms of the total number of sim cards sold*
 - Competing against Vodafone and AMC in Albania where mobile penetration is 198%
- Continuous investment in increasing network coverage and improving service to attract new subscribers
- Leverage its service quality and offerings through technology infrastructure of its parent, Albtelecom .
- Penetration of fixed services reached 11% , which is a very low figure compared to EU countries (with an average of 40%).



Albtelecom with its 100% owned subsidiary Eagle Mobile, is the only operator in Albania having fix and mobile licenses, enabling it to provide bundled products and services to create synergies and a competitive edge

* All figures are sourced from AKEP (Electronic and Postal Communications Authority of Albania)

Banking Business - BKT

Banking Activities in Albania and Kosovo

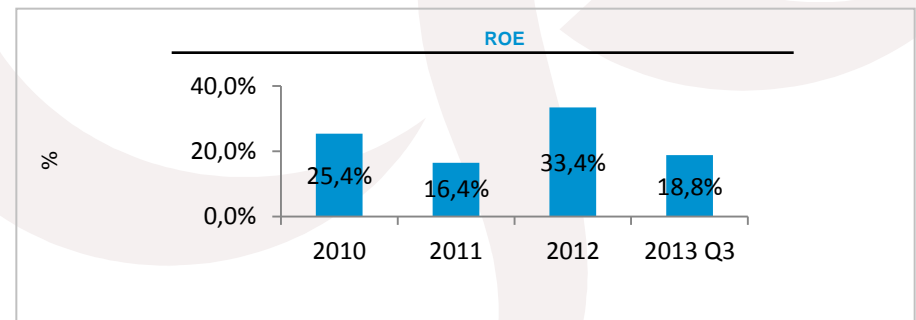
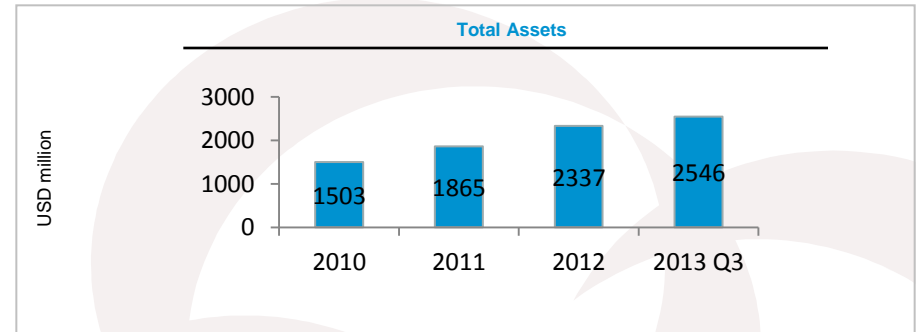
Overview

- Banka Kombëtare Tregtare sh.a. (BKT) is a commercial bank offering a wide range of universal services operating in Albania and Kosovo, with 84 outlets (60 in Albania, 24 in Kosovo)
- BKT is the oldest commercial bank in Albania (the first branch was opened on 30 November 1925)
- BKT is the second largest bank in the Albanian Banking System, with 21.2% market share in assets and 20.8% in deposits and 15.9% in loans as at 30 September 2013 among 16 banks (14 foreign owned)
- In June 2006, Çalik Holding acquired majority (60%) ownership. In June 2009, Çalik acquired the remaining 40% shares from IFC and EBRD
- Strong profitable growth
 - CAGR in shareholder's equity: 24,5% (2000-2013 3Q)
 - CAGR in deposits: 18,7% (2000-2013 3Q)
 - Capital Adequacy Ratio: 15,3% (2013 3Q)
- Awarded the "The Bank of The Year" in Albania in 2010, 2011 and 2013 by "The Banker" Magazine.
- Evaluated "The Best Bank in Albania" for the years 2012 and 2013 by "Euromoney" Magazine.
- Awarded the "The Best Bank in Albania" in 2010, 2011 and 2012 by "EMEA Finance" Magazine.
- Rated with AAA (Alb) in 2010, 2011, 2012 and 2013 by "JCR Eurasia Rating".



First branch in Durres operational since 1925

Financials



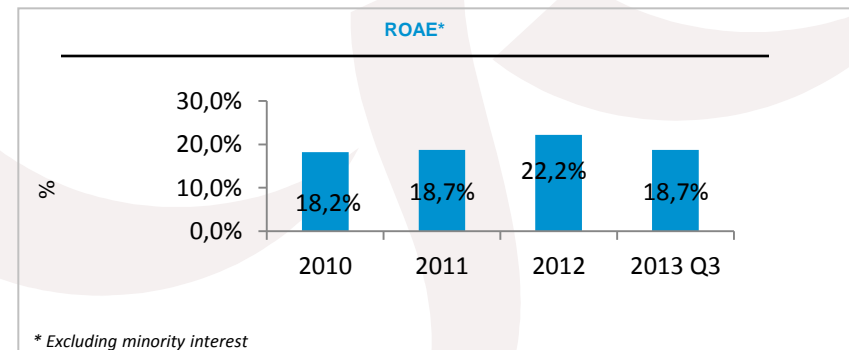
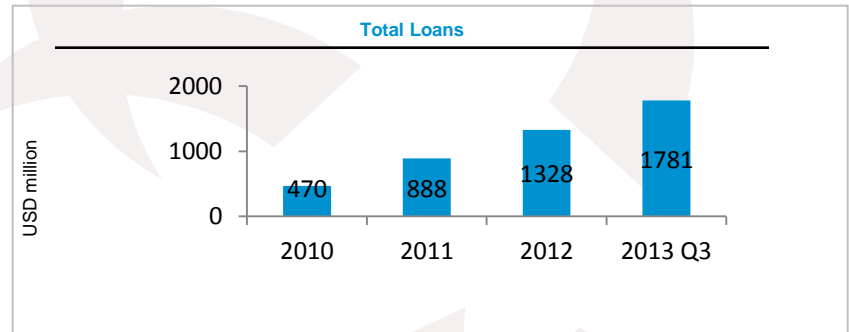
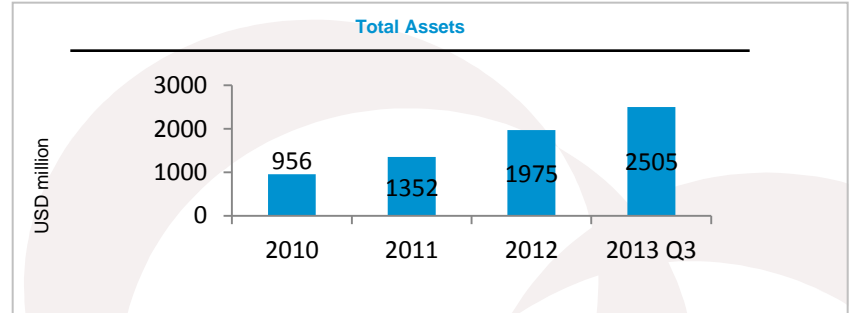
Source : Company financials

Banking Business - Aktifbank

Banking Activities in Turkey

- Aktif Yatırım Bankası A.Ş. (Aktif Bank), an investment bank which focuses on direct banking through alternative delivery channels including technology based platforms and physical networks of other service providers
- Aktif Bank has one of the largest distribution networks in Turkey
 - Physical Channels
 - 4.700 outlets of Turkish Post Offices (PTT)
 - 2 money post offices
 - 1.111 points of merchant channels
 - 49 Aktif kiosks
 - 8 branches
 - Non-physical Channels
 - Internet and mobile banking
 - City and dealer portals
 - Call center
- Assets have grown from USD 383 m in 2009 to USD 2.505 m in 2013 (3Q), while maintaining a very low non-performing loan ratio of 2.10% in 2013 3Q.
- Received authorization to issue credit cards in 2012 (previously only authorized to issue prepaid cards)
- Capital Adequacy Ratio: 12,38% (Basel 2), NPL: 2,10% (2013 3Q)
- Completed two asset backed securitization in 2013 2Q in the amount of TL 221m and TL 296m respectively
- Introduced Bank Bonds to Turkish Banking Industry in 2009. Since then, TL 7.4 billion worth bonds sold into domestic market, creating a reliable and recurrent source of funding
- Established the “Universal Payment Transfer Program” (UPT) which offers customers money transfer services in local and foreign currency to all banks and to all member partners all around the world through the PTT

Financials



* Excluding minority interest

Source : Company financials

Mining Business

Equity JV: Main asset 20% Ownership in Çöpler Mine

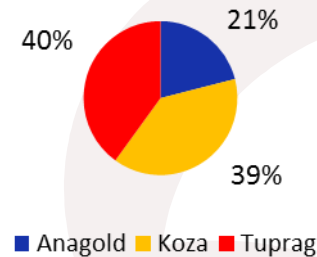
Mining Operations

Overview

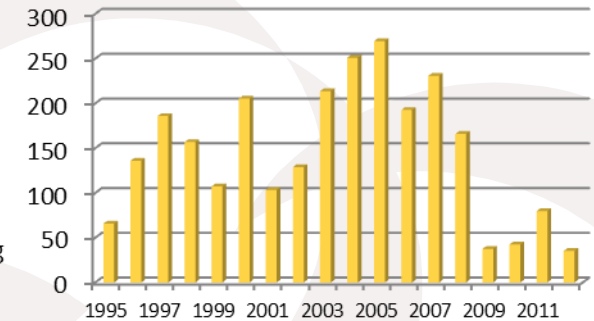
- Çalık and Alacer Gold Corp. formed the first major international partnership in Turkish mining in 2009 to develop the Çöpler gold mine.
- Çöpler has approximately 10Moz resources (4.6Moz proven reserves)
 - Produced 188,756 ounces in 2012 representing c. 20% of Turkey's gold production for the year.
 - 2013 target: 250.000oz production, a record year.
- Feasibility study for expansion under way to increase Çöpler's gold production to c. 300,000 ounces by 2017.
- Lidya Mining and Alacer Gold work on the development of 16 other gold, copper, lead and zinc projects.
- 12 of these exploration projects are operated by Lidya Mining under Polimetal Co.
- Polimetal Co. embarked on multiple drilling programs in 2013.

Market Overview

Turkey Gold Production

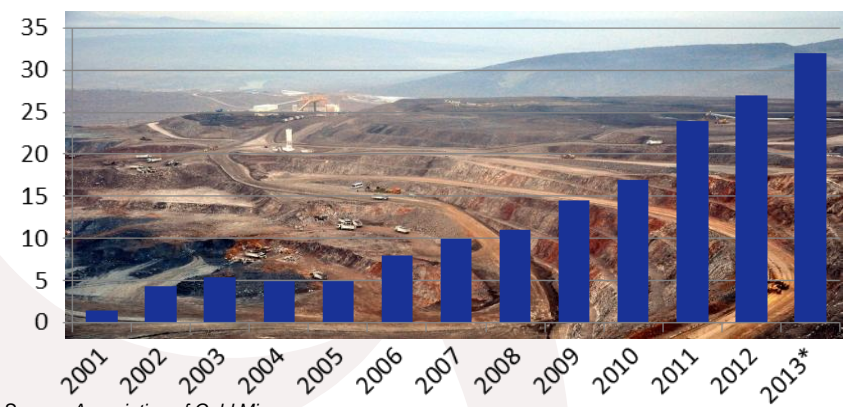


Turkey Gold Imports



Source: Association of Gold Miners

Total Gold Production in Turkey (tons)



Source: Association of Gold Miners

Turkey is Europe's largest gold producer and consumer

Disclaimer

The information herein may not be up to date or fully state all the relevant facts, and as such should not be relied upon to make a decision regarding any commitment.

No responsibility or liability can be accepted for any use of this material and you must make your own judgment and seek professional advice.

