



Management



Board of Directors



Aydın Doğan
Chairman

Born in 1936 in Kelkit, Aydın Doğan completed his primary education there and his secondary education in Erzincan. From 1956 to 1960, he attended the Academy of Economics and Commerce in Istanbul.

Mr. Doğan founded his first industrial enterprise in 1974. In the following years, he initially served as a member of the Istanbul Chamber of Commerce (ITO) Assembly and was later a member of the Board of Directors. Subsequently, he was a member of the Board of Directors of Turkey's Union of Chambers and Exchanges (TOBB).

Mr. Doğan began his career as a publisher by taking over the Milliyet Newspaper in 1979. Today, he is senior among all national newspaper owners and served as head of the Turkish Union of Newspaper Owners between 1986 and 1996. In 1998, at the meeting of the World Association of Newspapers (WAN) in Tokyo, he was elected to the Board of Directors, the first citizen of Turkey to serve in this capacity.

In 1999, he was awarded the Outstanding Service Medal of the Turkish Republic. In addition, Mr. Doğan received honorary doctorates from Girne American University in 1999, from Aegean University in 2000, from Baku State University in 2001 and from Marmara University in 2005.



Mehmet Ali Yalçındağ
Vice Chairman

Born in 1964 in Istanbul, Mehmet Ali Yalçındağ graduated with high honors from ACL in 1989. In 1990, he joined Doğan Dış Ticaret, responsible for all Doğan Group imports. Within a year he was appointed Vice President of the Doğan Holding Executive Committee and in 1992 was chosen to serve in the same position at Milliyet Newspaper. Mr. Yalçındağ founded the Simge Group and added five new names to the Turkish press.

In 1996, these media companies were brought together under the umbrella of Doğan Yayın Holding; Yalçındağ was appointed Vice President of this establishment, becoming the Holding's CEO three years later. At the beginning of 1998, Yalçındağ coordinated the Group's presentation by arranging road show meetings throughout various regions of the country and also instrumented the IPO of the Holding. He initiated the formation of corporate identities of all affiliated companies and made it possible for Group companies to form partnerships with foreign corporations.

Mehmet Ali Yalçındağ also serves as President of the International Advertising Association.



Vuslat Doğan Sabancı
Member,
Chief Executive Officer

Born in 1971, Vuslat Doğan Sabancı graduated from Bilkent University with a degree in Economics. She continued her education at Columbia University in New York, where she received an MA in International Media and Communications.

Vuslat Doğan Sabancı worked in the editorial management department of The New York Times for a year, followed by employment at The Wall Street Journal, where she helped in the formation of the Asian Business World News Channel and the Latin American Edition of the Journal.

In 1996, she joined Hürriyet Newspaper as Vice President in charge of advertising. Three years later she rose to the rank of Group President for Marketing Operations, where her responsibilities included marketing, sales, human resources and IT operations.

Today she continues to serve as Hürriyet's CEO and as a member of the Board of Directors. In addition to strategic planning and business development, she is also responsible for the newspaper's administrative operations. Vuslat Doğan Sabancı is a member of the International Press Institute's Board of Directors.



İmre Barmanbek
Member

Born in 1942 in Istanbul, İmre Barmanbek graduated from Ankara University's Faculty of Political Science with a degree in Economics and Finance. From 1969 to 1970, she worked as a planning specialist in Incentive Implementation at the State Planning Organization; she was subsequently promoted to the position of tax specialist in the Ministry of Finance. During the same period, she served as a member of the Tax Appeal Commission.

Following her successful career in the Ministry of Finance, Barmanbek began working in the private sector. She joined Doğu Akü, a joint enterprise between the Koç and Doğan Groups, as Treasurer and was later promoted to the position of General Manager.

İmre Barmanbek continued her career as the Financial Coordinator in the Doğan Group, culminating in her appointment as the Chief Financial Officer in 1998. She served as General Coordinator and Chief Executive Officer between 1999 and 2002.



Ertuğrul Özkök
Member

Born in 1947 in Izmir, Ertuğrul Özkök finished secondary school at the Izmir Namık Kemal High School and entered the College of Journalism and Broadcasting at the Ankara Political Sciences Faculty. Following his graduation in 1969, he worked as a reporter at TRT for a year. He later continued his studies in France and earned a doctorate in Communication Sciences.

Upon his return to Turkey, Özkök began working as a lecturer at Hacettepe University. In 1986, he earned the title of Associate Professor and left the university to begin working for the Hürriyet Newspaper, where he served as the Ankara and Moscow representative. He currently serves as the Editor-in-Chief, Vice President of Doğan Yayın Holding and as a daily political commentator.

Ertuğrul Özkök launched his writing career in 1982 with the publication of his first book, entitled Art, Communication and Power. This was followed by The Unraveling of the Masses in 1984, Farewell Rebellion in 1987 and Stalin Baroque in 1989.



Soner Gedik
Member

Born in 1958 in Eskişehir, Soner Gedik received his Bachelor's Degree in Economics and Public Finance from Ankara University. Following the successful completion of the entrance exam in 1981, he joined the staff of tax specialists at the Ministry of Finance. In 1985, as the first in his class, he became a tax specialist.

Mr. Gedik enhanced his experience in financial matters in the six months he spent inspecting the country's leading private and government institutions as a public servant. He later joined the Finance Department of Hürriyet Holding A.Ş. to work as a financial advisor under the Group's CEO.

In 1989, he was appointed Vice President of the Executive Committee and subsequently served as a member of the organization's Board of Directors as well as Head of Financing at Hürriyet Holding. Currently, Soner Gedik is Doğan Yayın Holding's Vice President in charge of financial affairs and a member of the Board of Directors of several DYH companies.



Cem M. Kozlu
Independent Member

Working as the Group Chief for the Central Europe, Eurasia and Middle East divisions of Coca-Cola®, Cem M. Kozlu lectured on International Marketing and Exporting Management at Bosphorus University between 1978 and 1981.

He worked in the Economics Department of Denison University as a guest professor in 1985. As well as serving at executive positions in various national and international companies, he also served the Turkish public sector as the Chairman of Turkish Airlines until 2003 and the Turkish politics as an MP following the elections in 1991.

Mr. Kozlu has published several books entitled; International Marketing, Seeking Vision for Turkish Miracle and Asian Models, Organizational Culture, Sogo-SoSa (A Japanese Lesson on Transcending Borders) and From Anger to Solution.

Cem Kozlu has many published articles and commentaries in daily newspapers.



Kai Diekmann
Independent Member

Upon graduating from high school and completing his military service, in 1985 Kai Diekmann began working as an apprentice at Axel-Springer Publishing. In a short space of time, he became their Bonn representative.

Mr. Diekmann worked as News Editor at Bunte magazine between 1989 and 1991 and at the Berliner Zeitung before transferring to Bild in 1992.

Making a big leap in his career in 1998, Mr. Diekmann became the Editor-in-Chief of the Welt am Sonntag newspaper. In 2001, he was appointed Editor-in-Chief of Bild, the best selling newspaper in Germany and in 2004 became publisher of this newspaper. Presently, he is publisher of Bild am Sonntag.

Upon his appointment, the Bild newspaper became one of the best-selling, most efficient and most profitable publishing organizations in Europe. In 2004, Kai Diekmann wrote the biography of Helmut Kohl, a close personal friend.

Duties and Responsibilities of the Board of Directors and Executives

All types of transactions, documents, contracts, general powers of attorney, collaterals and debt instruments should carry the signatures of two persons authorized to represent the Company to have such documents become binding on Hürriyet Gazetecilik ve Matbaacılık A.Ş. However, the activities and transactions relating to sales and purchase of real estate properties, sales and transfer of privileges and publication rights as well as all kinds of patents, trademarks, licenses and other intellectual rights regarding publications belonging to the Company, establishment of restrictive rights on such rights and properties, establishment of mortgages, pledges and other restrictive material rights on movables and immovables belonging to the Company, equity investments in other companies and sales of such shares, issuing shares, bonds and commercial papers should be based compulsorily on the resolutions of the Board of Directors incorporating the affirmative votes of the Chairman or the Deputy Chairman of Board.

Terms of office for the Members of the Board shall be one fiscal year until the first Ordinary General Assembly Meeting.

The Audit Board

The current members of the Audit Board of Hürriyet Gazetecilik ve Matbaacılık A.Ş. are Mehmet Yörük and Mehmet Ali Ogan Balibaşa; they are not shareholders of the Company.

Announcement Made in Accordance with Capital Markets Board's Communiqué Series X and Number 16

The annual financial statements and reports for the period of January 1, 2004 – December 31, 2004 prepared in accordance with Communiqué on Accounting Standards in Capital Markets by the Capital Markets Board Series XI and Number 25 on the basis of the International Financial Reporting Standards of Hürriyet Gazetecilik ve Matbaacılık A.Ş. have been examined by Soner Gedik, member of Board of Directors, Ahmet Toksoy, Chief Financial Officer and Halil Özkan, Finance Director and they made the following statement:

To the best of our knowledge within our the duties and responsibilities, the information contained in the report is in accordance with the facts and does not omit anything which is likely to result in misleading information and;

To the best of our knowledge, we have observed that the financial statements and other information in the report reflect the financial position of the Company, as well as the operational results, as of the corresponding period covered by the report. The report was signed on March 18, 2005, by the people mentioned above. The copy of this statement is herewith enclosed.

The Board of Directors has approved the Company's financial statements and notes to financial statements as of December 31, 2004 in its resolution of March 18, 2005.

The Audit Committee

The information regarding the committee members is stated below:

Name	Title	Explanation
İmre Barmanbek	Chairperson	Non-Executive Member of the Board of Directors
Soner Gedik	Member	Non-Executive Member of the Board of Directors

In its actions, the Audit Committee follows the provisions stipulated under Capital Markets Board regulations and as stated by Corporate Governance Principles. In 2004, the Company's financial statements and notes to financial statements as well as the independent audit report for the period have been reviewed prior to their announcement to the general public and meetings were held with the Independent Audit Company. The Company's independent audit contract has been reviewed.

On March 17, 2005, the Audit Committee submitted its resolution to the Board of Directors, stating that the financial statements, notes and independent audit reports for the period January 1, 2004 – December 31, 2004 fairly reflect the operational results of the Company and are correct and in accordance with the Company's accounting principles and the IFRS and CMB standards.

Executive Committee



- ▲ **Ayşe Sözeri Cemal**
Executive
Committee Member
- ▲ **Ahmet Toksoy**
Executive
Committee Member
- ▲ **Sinan Köksal**
Executive
Committee Member
- ▲ **Ertuğrul Özkök**
Executive
Committee Member
- ▲ **Vuslat Doğan Sabancı**
Chief Executive Officer

Coordination Committee

- Vuslat Doğan Sabancı **Chief Executive Officer**
- Ertuğrul Özkök **Editor-in-Chief**
- Ahmet Toksoy **Chief Financial Officer**
- Ayşe Sözeri Cemal **Chief Advertising Officer**
- Sinan Köksal **Chief Marketing Officer**
- Fikret Ercan **Publishing Coordinator**
- Enis Berberoğlu **News Coordinator**
- Temuçin Tüzecan **Corporate Communications Coordinator**
- Taner İçten **Advertising Coordinator**
- Sancak Basa **Human Resources Director**