

## APPENDIX

**TABLE 2: OWNERSHIP STRUCTURE OF THE BIGGEST MEDIA CONGLOMERATES IN TURKEY**

CONGLOMERATE	MEDIA	OTHER SECTORS
<b>Doğan Group</b>	<p><b>Newspaper</b> Hurriyet, Posta, Fanatik, Hurriyet Daily News, TME</p> <p><b>Magazine</b> Doğan Burda Magazine</p> <p><b>Book Publishing</b> Doğan Egmont, Doğan Books</p> <p><b>Publishing and Distribution</b> Doğan Distribution, Magazine Marketing Planning, Doğan Printing Center</p> <p><b>News Agency</b> DHA</p> <p><b>TV</b> Kanal D, CNN Turk, tv2, Dream TV, Kanal D Romanya, Euro D</p> <p><b>Radio</b> Radyo D, Slow Turk, CNN Turk Radyo</p> <p><b>TV and Music Production</b> D Productions, InDHouse, Kanal D Home Video, Doğan Music Company</p> <p><b>Digital TV Platform</b> D-Smart</p> <p><b>Online Media</b> hurriyet.com.tr, posta.com.tr, fanatik.com.tr, radikal.com.tr, cnnturk.com, kanald.com.tr, netd.com, hurriyetaile.com, mahmure.com, bigpara.com</p> <p><b>Online Commerce</b> MedyaNet, arabam.com, hurriyetmlak.com, hurriyetoto.com, yenibiris.com, ekolay.net, yakala.co,</p> <p><b>Other Activities</b> Doğan International Commerce, Doğan Factoring</p> <p><b>Social Activities</b> Aydın Doğan Foundation</p>	<p><b>Energy</b> Doğan Energy (Boyabat Electricity Production ve Trade) Giresun Aslancik Dam, Mersin RES, Sah RES, D-Tes Electric Energy Wholesale, Gas Plus Erbil</p> <p><b>Aytemiz Petrol</b></p> <p><b>Retail D&amp;R</b></p> <p><b>Industry</b> Celik Halat, Ditas (Automotive Side Industry), Doğan Organic Products</p> <p><b>Real Estate Marketing</b> Milpa</p> <p><b>Finance</b> DD Estate Finance</p> <p><b>Tourism</b> Milla</p>
<b>Doğuş Group</b>	<p><b>TV</b> NTV, Star TV, CNBC-E, NTV SPOR, NTV Spor, Smart HD, Kral TV, Kral Pop TV, e2</p> <p><b>Internet</b> ntv.com, ntvspor.net, tvyo.com, startv.com.tr, cnbce.com, cnbce.tv</p> <p><b>Radio</b> NTV Radyo, Kral FM, Kral Pop, Capital Radio</p> <p><b>Magazine</b> Vogue, GQ, National Geographic Turkey, National Geographic Kids, Robb Report, CNBC-E Magazine</p> <p><b>NTV Publications</b> NTV Publications, NTV History</p>	<p><b>Banking and Finance</b> Garanti Bank, Garantibank International N.V., Garanti Bank SA, Garantibank Moscow, Garanti Romania, Garanti Life and Pension, Garanti Leasing, Garanti Investment, Garanti Portfolio, Garanti Fleet Management Services, Garanti Factoring, Garanti Payment Systems, Garanti Mortgage, Garanti Technology</p> <p><b>Automotive</b> Doğuş Automotive (Volkswagen Passenger Car, Volkswagen Commercial Vehicle, Audi, Porsche, Bentley, Lamborghini, Bugatti, SEAT, Skoda, Scania, Krone ve Meillier), Subsidiaries and Organisations (Doğuş Auto, DOD, D-Auto Suisse, Yuce Auto, Auto-Fix, vdf Group, TUVTURK and LeasePlan), Logistical Services, Production (Meiller Doğuş Damper Factory, Krone Dogus Treyler Factory)</p> <p><b>Construction</b> Doğuş Construction, Technical Engineering and Consultation, Ayson Boring and Research</p> <p><b>Tourism</b> Antur Traveling Agency, Park Hyatt Istanbul, Macka Palas and Grand Hyatt Istanbul, MARITIM Hotel Club Alantur Alanya, D-Hotel Maris, D-Resort Grand Azur Marmaris, D-Resort Gocek</p> <p><b>Retail</b> Franchising rights to Emporia Armani and Gucci, In-Formal, D Saat ve Mucevherat, Crate and Barrel</p> <p><b>E-Commerce, Technology</b> Bonubon, Doğuş Planet, Doğuş Technology, Related Group</p> <p><b>Marinas</b> D-Marin Turgutreis, D-Marin Didim, D-Marin Gocek, D-Marin Mandalina in Croatia, D-Marin Dalmacija, D-Marin Borik, Hirvat Adriatic Croatia International (ACI) Group, Flisvos Marina in Greece, Marinas in Gouviz, Lefkas and Zea</p> <p><b>Health, Recreation and Sport Centers</b> D-Gym, Espace Prive Chenot D-Life Istanbul, IMG- Doğuş</p> <p><b>Aviation</b> Korfez Aviation</p> <p><b>Real Estate</b> Doğuş GYO (Doğuş Center Maslak, Istinye Park, Antalya 2000 Plaza, Gebze Center AVM) Dogus Real Estate,</p> <p><b>Energy</b> Doğuş Energy Group: Boyabat Electricity Production and Trade, Doğuş Energy Production and Trade (Artvin HES), Aslancik Electricity Production and Trade, D-Tes Electrical Energy Wholesale (220PLUS brand)</p> <p><b>Chain Restaurants and Fine Dining</b> d.ream (Doğuş Restaurant Entertainment and Management) Nusr-Et Steakhouse, Kiva, Armani Ristorante, GoMongo, Istanbul Doors Grup, Azumi Group, Mezzaluna, Lacivert, Group 29, Sele Group brands</p>

**CONGLOMERATE**

**MEDIA COMPANIES**

**OTHER SECTORS**

<p><b>Zirve Holding</b></p>	<p><b>Newspaper</b> Sabah, Sabah Europe, Daily Sabah, Yeni Asir, Takvim, Fotomac  <b>Magazine</b> Turkuvaz Magazine Publication (Bebegim, China Today, Cosmopolitan, Esquire, Harper's Bazaar, HomeArt, House Beautiful, Lacivert, Othaber, Para, Sofra, Forbes Turkey, Samdan)  <b>TV</b> ATV, A Haber, ATV Europe, Minika  <b>Radio</b> Radyo Turkuvaz, Radyo Romantik  <b>Distribution</b> Turkuvaz Distribution Marketing  <b>Book Publication</b> Turkuvaz Book Publication, Turkuvaz Printing Publication  <b>Production</b> Turkuvaz Production and Advertising  <b>News Agency</b> Turkuvaz News Agency (TOHA)  <b>Digital Media and Mobile Services</b> Turkuvaz Media Digital, Turkuvaz Mobile Services</p>	<p><b>Kalyon Group</b>  <b>Construction</b> Istanbul New Airport Project, Basaksehir Stadium, Nurdagi-Islahiye Highway, Canakkale-Ezine-Ayvacik Highway, Beyoglu-Kasimpasa Haskoy Avenue Rehabilitation and Tunnel Construction, Erzurum-Bingol-Diyarbakir Highway junction (Erzurum-Aziziye), Cat-Karhova-Bingol second section construction, Irak Erbil Duhosk Water Supply Project, Melen Water Conduction Line, KKTC Suspension System Sea Transit, Waste Water Tunnel Construction in Selimpasa-Kumburgaz and Canta-Gurpinar, Dispersed Drinking Water Network and Layer Junction Construction of Asian Region, Atakoy Waste Water Treatment Plant, Tavukcu Stream Rehabilitation, Terkos-Ikitelli Drinking Water Conduction Line, Mecidiyekoy-Caglayan Intersection Road, Bakirkoy Courthouse, Istanbul D100 Highway Metrobus Transportation Line, Ordu-Mesudiye-Koyulhisar State Highway, Finanskent Homes, Yesilvadi Homes, Vatan Avenue Tax Office Service Building, Mersin Student Dormitory, SahinBey City Park Complex, K.T.U Farabi Hospital, Kalen I-II Regulatoru ve Hidroelektrik Santrali, Melet Enerji Ordu Regulator and Hydroelectric Plant, Inegol (Alanyurt and Yenisehir Districts) Natural Gas Distribution Line Foundation and others.  <b>Energy</b> Kalen Energy Electricity Production (three Hydroelectric Plants in Giresun, Ordu and Erzurum, Transportation of Turkmenistan natural gas to Hopa over Georgia and electricity production, INGAZ (Inegol Gas Distribution)</p>
<p><b>Ciner Group</b></p>	<p><b>Ciner Publishing Holding</b>  <b>Newspaper</b> Haberturk  <b>TV</b> Haberturk, Bloomberg HT, Show TV  <b>Printed Press</b> Haberturk Printed News and Publishing  <b>Production</b> Ciner Media Investments, C Production Film Industry  <b>Radio</b> Haberturk Radio, Bloomberg HT Radio</p>	<p><b>Energy and Mining</b> Park Thermic (Cayirhan Thermal Plant), Park Technique (Tuncbilek-Buyukduz Quarry), Eti Soda (Beypazari Trona Quarry), Park Energy (Siirt/Madenkoy Copper Mine, Siirt Tarihler Hydroelectric Plant), Parc Elektrik (Gaziantep Islahiye Bauxite Mine, Adana Ceyhan Natural Gas Plant), Silopi Electric (Thermal Plant), Park Wholesale Electric (Ankara/Sogutozu electricity sale), Konya Ilgin Electric (Thermal Plant), Kazan Soda Electric  <b>Aviation</b> ETI Aviation Transportation  <b>Health</b> Park Medical Health  <b>Transportation</b> Havas  <b>Tourism</b> Larespark-Hotel, Lares Tourism  <b>Insurance</b> Park Insurance  <b>Navigation</b> Park Navigation (Hopa Port), Denmar Warehousing, Ciner Navigation (18 merchant ship), Ciner Ship Management,  <b>Glass Industry</b> Park Cam  <b>Construction</b> Park Construction</p>
<p><b>Ethem Sancak Murat Sancak</b></p>	<p><b>Newspaper</b> Aksam, Gunes, Star  <b>Magazine</b> Alem, Platin  <b>Digital Platform</b> DIGITURK  <b>TV</b> 360, 24TV, TV 4  <b>Radio</b> Alem FM, Lig Radyo  <b>Announcement and Advertisement</b> AD Group Press Services and Commerce</p>	<p><b>Automotive Industry</b> BMC Automotive Industry and Trade, MT Motor Vehicles Commerce and Leasing  <b>Energy</b> MT Petrol and Energy  <b>Health</b> MT Health Products Industry, Medisalus Health Products  <b>Service</b> ES Management Consultation, MT Real Estate, MT Information Technologies International Trade, MT Technical Service Electronic Marketing, Transport Manufacturing Industry and Trade (smart POS machines used in shopping)</p>
<p><b>Feza Publications</b></p>	<p><b>Newspaper</b> Zaman, Today's Zaman, Zaman Azerbaijan, Zaman Kazakistan, Zaman Austria, Zaman France, Zaman Bulgaria, Zaman Romania, Zaman Turkmenistan, Zaman America  <b>Magazine</b> Aksiyon, Sizinti, Gonca, Yeni Bahar  <b>News Agency</b> Cihan News Agency  <b>Internet</b> zaman.com.tr, zaman-online.de, todayszaman.com, kazakzaman.kz, zaman.az, zamanarabic.com, zamanfransa.com, zaman.bg, zaman.ro, zamanamerika.com, zamanavusturya.at, video.zaman.com.tr, yenibahardergisi.com,  <b>Book Publishing</b> Zaman Books</p>	<p>It is known as being supported by Fethullah Gülen's circle, an islamist network.</p>
<p><b>Samanyolu Broadcasting Group</b></p>	<p><b>TV</b> STV, STV Europe, STV America, S Haber, Mehtap TV, Irmak TV, Ebru TV, Yumurcak TV, Kure TV, Hazar TV, Dunya TV  <b>Radio</b> Burc FM, Dunya Radyo, Samanyolu Haber  <b>Internet</b> kure.tv, stv.com.tr, samanyoluhaber.com, irmaktv.com.tr</p>	<p>It is known as being by Fethullah Gülen's circle, an islamist network.</p>

## CONGLOMERATE

## MEDIA COMPANIES

## OTHER SECTORS

<p><b>Albayrak Group</b></p>	<p><b>Newspaper</b> Yeni Salak  <b>TV</b> TVNET, Tempo TV (Al Jazeera Broadcasting)  <b>Internet</b> yenisafak.com.tr, tvnet.tv.tr, tempotv.com.tr, gazetemanset.com, derintarih.com  <b>Magazine</b> Derin Tarih, Lokma Magazine, Nihayet Magazine  <b>Advertising</b> Reklam Piri  <b>Distribution</b> Birlikte Distribution</p>	<p><b>Construction</b> Albayrak GYO, Albayrak Construction (Istanbul Subway, Kagithane Basak Housing Development, Albayrak Housing Development, Duzce Earthquake Housing, Istanbul Halkali Gunes Park, Esenler Kerner Park, Izmir Mavisehir Albayrak Mavisehir Homes, Istanbul Topkapi Centrum Homes, Altunizade Hilal Homes, Ikitelli Basaksehir Villas, Kiptas Head Office, Bayrampasa Trade Center, Bayrampasa CarrefourSA Hipermarket and Trade Center, Odak-Opel Showroom and Service, Fatih Multistory Car Park, IETT Engine Renewal Factory, IETT Ayazaga Garage and Prefabricate Hospitals, Metrobus Foundation activities in Pakistan Lahor  <b>Industry</b> Tumosan Tractor and Engine Factory (State Tenders on military tanks, speed train production, and domestically produced airplane engines), Eregli Integrated Textile Factory, Varaka (Paper)  <b>Logistics</b> Trabzon Port, Mogadishu Port, Albayrak Car Rental, Albayrak Staff Transportation  <b>Services</b> Al-Bil Data Processing, Waste Management (Yesil Adamlar, Pakistan Rawalpindi and Murree cities hygiene tenders), System (ISKI, TEDAS, IGDAS in Istanbul; Ankara meter reading)  <b>Energy</b> Kuvve Electric  <b>Tourism</b> Birun Hotel Management, Marmaris Tourism Facility, Didim Tourism Facility</p>
<p><b>Koza Ipek</b></p>	<p><b>Newspaper</b> Bugun  <b>TV</b> Kanalurk, Bugun TV  <b>Radio</b> Kanalurk Radyo  <b>Production</b> Koza Production Trade  <b>Advertising</b> Rek-Tur Advertisement Marketing and Trade</p>	<p><b>Printing</b> Koza Invitation, Koza Ipek Press and Printing Industry and Trade Corp.  <b>Mining</b> Koza Gold Enterprises (Ovacik Gold Mine, Mastra Gold Mine), Koza Anatolia Metal Mining Enterprises (Balikesir Sagirlar, Nigde Ciftehan Esendemir, Ciftehan Elmali, Konak, Diyarbakir Cungus, Batman Sason Mines), Ozdemir Antimuan Mines, Ipek Natural Energy Resources, Konakli Metal Mining  <b>Construction</b> ATP Construction and Trade (Melek Ipek Female Student Guesthouse, Gumushane Ali Ipek Student Dormitory)  <b>Trade</b> Koza-Ipek Procurement Consultancy, AE Ipek Consultancy Project Advertising and Organization Services, AZ Ipek Consultancy Project Advertising and Organization Services, BB Ipek Consultancy Project Advertising and Organization Services  <b>Agriculture and Livestock Breeding</b> ATP Koza Food Agriculture and Livestock Corp.  <b>Aviation</b> ATP Aviation Inc.  <b>Education</b> Altin Koza University, Koza-Ipek Education Health Care Aid Foundation  <b>Tourism</b> ATP-Koza Tourism Travelling and Trade Corp.</p>
<p><b>Demiroren Group</b></p>	<p><b>Newspaper</b> Milliyet, Vatan  <b>Internet</b> milliyet.com.tr, gazetevatan.com, milliyet.tv, skoror.com, milliyetmlak.com</p>	<p><b>Demiroren Corporate Group</b>  <b>Energy</b> Milangaz, Oto Milangaz, Moil, Demiroren - AXPO Energy  <b>Industry</b> Demiroren Heavy Metal Industry, Parsat Piston, MS Motor Services, D-Mermer (Block Marble Production and factory in Diyarbakir, marble quarry in Elaz1g, Adana and Bursa)  <b>Port Management</b> Istanbul Zeytinburnu Zeyport, Dolfen Dock  <b>Real Estate</b> Kerner Golf &amp; Country Club, Kerner Golf Resort Hotel, Taksim Real Estate Investment Development and Management (Demiroren Istiklal, Mama Shelter)  <b>Construction</b> Lidya Construction, Demiroren Eskidji Construction (Adana Seyhan Park Homes)  <b>Education Group</b> Ata Educational Institutions</p>