



KOÇ HOLDING

**TURKEY'S LEADING
INVESTMENT HOLDING COMPANY**

JANUARY 2026

Agenda



Agenda



Koç Holding at a Glance

Strategic Overview

Business Update

Performance Highlights

Our ESG Journey

Koç Holding at a Glance

Turkey's Leading Investment Holding Company

- Turkey's **largest** industrial and services group
- **Sustainability** oriented business model focusing on **profitable growth**
- Leading positions with clear competitive advantages in sectors with long-term growth potential such as **energy, automotive, consumer durables & finance**

>7%

Combined Revenues/
GDP

>7%

Total Exports/
Turkey's Exports

>TL21.6bn

R&D
expenditure¹

~16%

Koç Group's Mcap/
BIST100 Index²

**Fortune
Global 500**

Only company from
Turkey³

~\$15.7bn

Combined investments in
the last five years⁴

Data as of 2024YE and adjusted for inflation accounting, unless otherwise stated

¹ with 37 R&D centers, one design center and five technopolis R&D offices, the highest number of R&D centers of any group in Turkey

² As of December 31, 2025

³ 2025 report (based on 2024 consolidated revenues) ⁴For the period 9M20-9M25

Koç Holding at a Glance

Well Positioned to Benefit from Turkey's Growth Potential

● Largest **industrial & services group**

3 of the **Top 10** Industrial Enterprises¹



● Largest **exporters** within portfolio

3 of the **Top 10** Goods Exporters²



● Largest **intellectual property rights portfolio**³

>8,600 trademarks

>2,800 patent families

>5,700 patents

>1,000 industrial design registrations

>6,500 Internet domain names

● Largest **distribution network**

 ~770 bank branches

 ~10,000 dealers & after-sales service points

CRM data to analyze customer behavior to track early warning indicators and capitalize on various trends

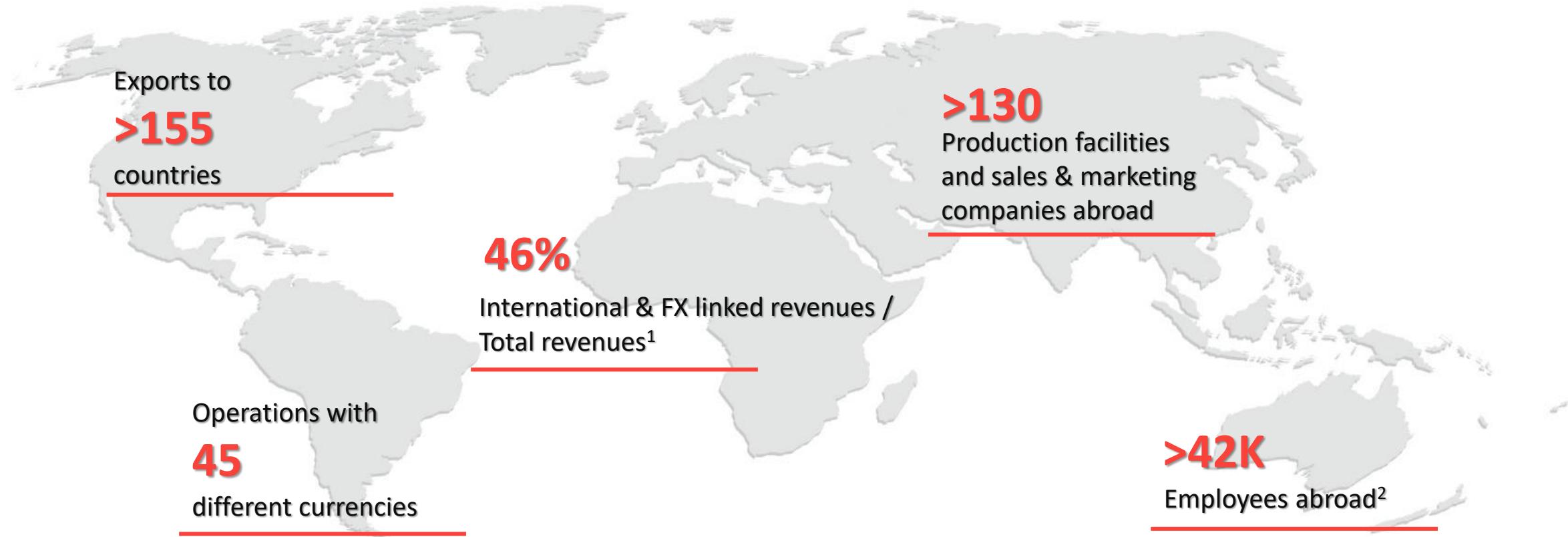
¹ Istanbul Chamber of Industry, as per 2024 performance

² Turkish Exporters' Assembly, as per 2024 performance

³ Turkish Patent and Trademark Office, company data

Koç Holding at a Glance

A True Global Player



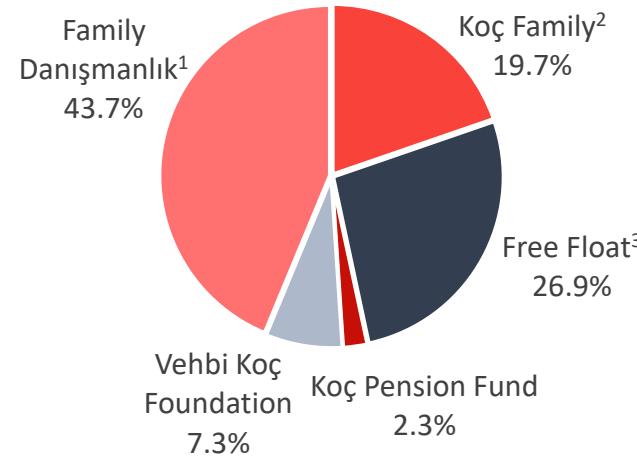
Data as of 2024YE, unless otherwise stated

¹ Excluding FX linked revenues of Tüpraş refinery, International revenues/Total revenues = ~31% as of 9M25

² As of 2024YE, total number of employees was around 131K

Koç Holding at a Glance

Stable and Supportive Shareholding Structure



1/3

Independent Board
Members

1/4

Women Board
Members

1/4

International Board
Members

- Koç Family has its own internal governance and investment vehicle which provides stability in shareholder structure (Family Danışmanlık)
- Majority of Koç Family's business ventures are via Koç Group
- Koç Family mainly assumes board-level responsibility

¹ As of September 30, 2025, total voting rights including A (2 voting rights) and B (1 voting right) shares is 55.62%. A shares do not have any other privileges

² Includes personal holdings of 18.3% stake and 1.4% stake of RMK ve Mahdumları

³ Koç Holding carried out its first Share Buyback Program between July 2021 - July 2024. A total of 890K shares (~0.035% of capital) was bought back during the program

Agenda



Strategic Overview

Operations in Lucrative Businesses with Strategic Alliances

Energy

 **Tüpraş**
 **AYGAZ**
 **Dpet**
 **ENTEK**

Automotive

FORD OTOSAN TOFAŞ
TÜRK OTOMOBİL FABRİKASI A.Ş.
TürkTraktör
Otokar
Otokoç Otomotiv

Consumer Durables

Arcelik A.Ş.
 
 Dijital Yaşam Koçunuz

Finance

 **Yapı Kredi**
 **Koçfinans**

Other

DIY Retail
 **Koctaş**
Tourism
Duty Free
Marinas
 **Setur Marinas**
Setur  **divan**
Motor Prod.
 **WAT**
IT
 **KocSistem**
Procurement
Fintech
 **TOKEN** FinTech - Marmaris
Healthcare
 **KocZer**

Main Companies

International Alliances

 **Ford**
 **STELLANTIS**
 **CNH
INDUSTRIAL**

 **Whirlpool**
 **LG Electronics**
in air conditioners
HITACHI

Listed companies include Ford Otosan, Tofaş, TürkTraktör, Otokar in automotive, Arcelik in consumer durables, Tüpraş and Aygaz in energy, Yapı Kredi in finance and Marmaris Altınyunus in tourism under «other» segment.

Strategic Overview

Strong Domestic Positioning of Leading Brands

Energy	Automotive	Consumer Durables	Finance	Other
Largest refining capacity in Turkey	Total Automotive 1st	White Goods 1st	Asset Size among private banks 4th	DIY Retailing 1st
LPG Distribution 1st	Commercial Vehicles 1st	Air Conditioners 1st	Consumer Finance 2nd	Marinas 1st
Petroleum Product Distribution ¹ 2nd	Passenger Cars 1st			
	Tractors 1st			
	Buses			
	Auto. Retailing			
	Car Rental and Leasing			

Ranking as of 2024YE, unless otherwise stated

¹ As of September 30, 2025

Strategic Overview

Balanced Portfolio Structure Ensures Long-Term Value Creation...

Defensive Assets

- Aygaz
- Ford Otosan
- Otokar
- Tofaş
- Tüpraş
- TürkTraktör

High dividend

>60% payout

Growth Assets

- Arçelik
- Divan
- Düzey
- Opet
- Entek
- Koçfinans
- KoçSistem
- Marinas
- Otokoç
- Setur
- Yapı Kredi

High growth

>1.5x the GDP growth

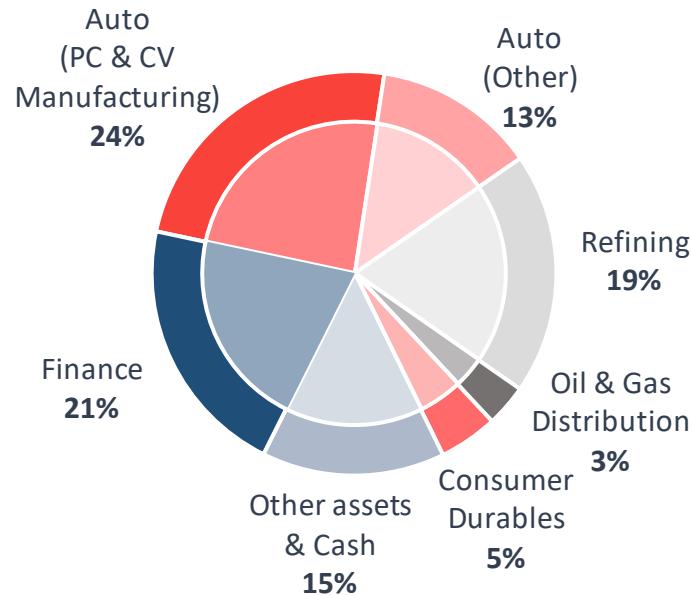


- Listed company
- Energy
- Automotive
- Consumer Durables
- Finance
- Other

Strategic Overview

...Sectoral Diversification Delivers Resilience to Alleviate Cyclical...

NAV Breakdown by Sector¹



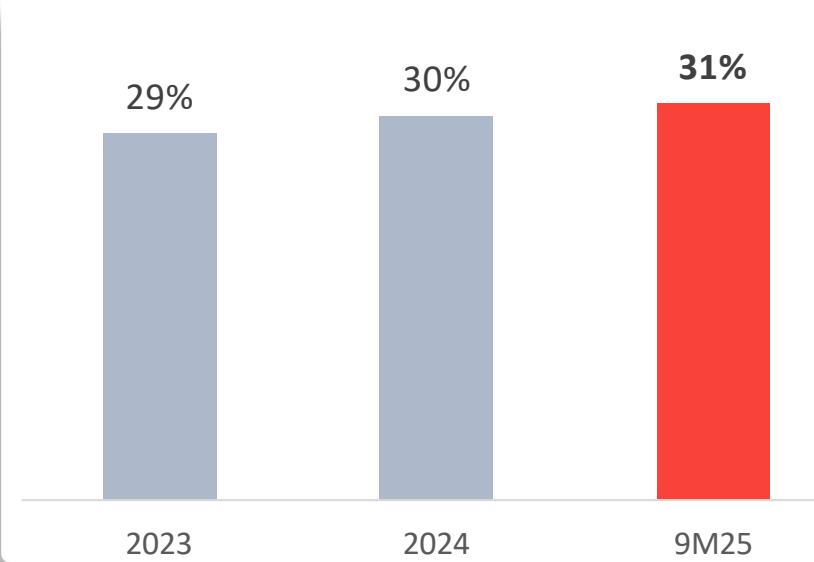
Key Segments	Key Strengths	Key Risks & Sensitivities
Automotive PC & CV Manufacturing	✓ Domestic growth potential ✓ Secured export contracts ✓ Strong positioning in JV universe	• Demand in Turkey and Europe • Main drivers: GDP & interest rates
Automotive Other	✓ Leading positions & brand names ✓ Strong R&D ✓ Wide distribution networks	• Agricultural sector trends • Demand by the defense industry
Refining	✓ Demand insensitive to GDP ✓ Turkey's diesel deficit ✓ FX and oil-price-linked pricing mechanism	• Regional crack spreads i.e. commodity prices • Crude differentials
Oil & Gas Distribution	✓ Low sensitivity to GDP ✓ Growing auto gas market	• Oil & LPG prices • Regulations • Limited growth in cylinder market
Consumer Durables	✓ Geographic diversification ✓ Low-cost manufacturing ✓ Dynamic investment approach	• Turkey and global demand • Main driver: GDP
Finance	✓ Growth potential ✓ Leading position in digital	• Domestic credit & interest rate risk • Regulation
Other	✓ Leading positions ✓ Turnaround potential ✓ Inorganic growth opportunities	• Macro risks

¹ NAV based on company calculation. ~90% of NAV comes from listed assets (30 September 2025 Mcap of each, weighted with effective ownership).

Strategic Overview

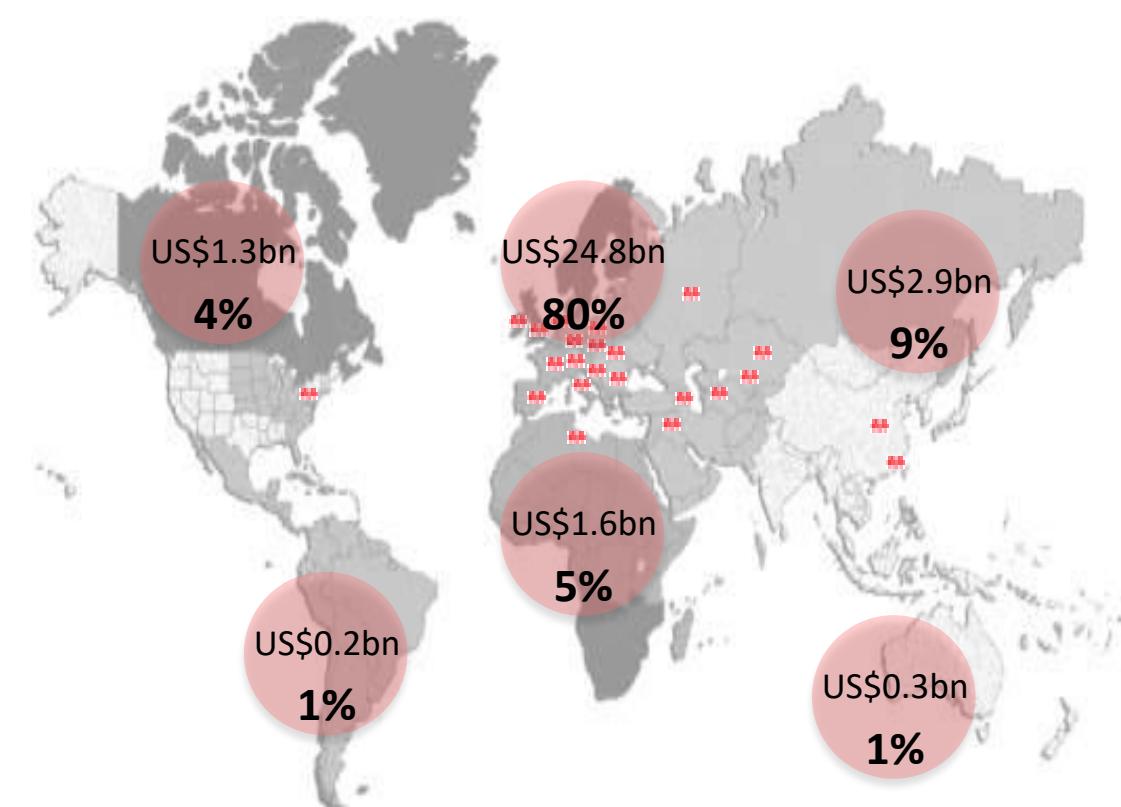
...Geographical Diversification Supports Sustainable Revenue Generation

International Revenues / Total Combined Revenues



including FX linked
revenues of Tüpraş

Regional Breakdown of International Combined Revenues²



Share of international revenues in total revenues of the largest contributors¹



¹ Data as of 9M25

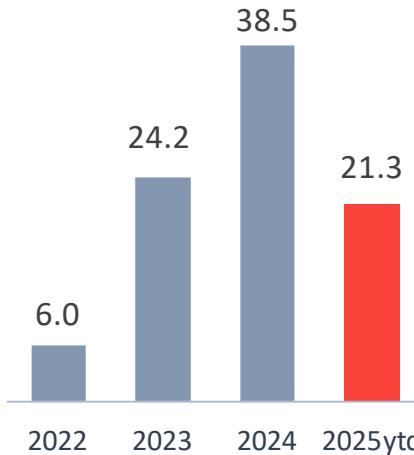
² Data as of 2024YE

Strategic Overview

Business Model Ensures Sustainability of Dividend Income

Dividend Income

TL Billion

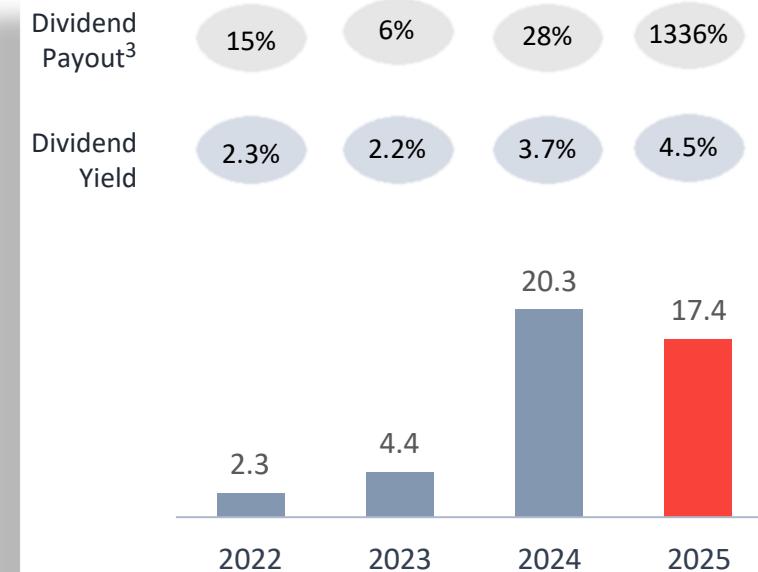


	Dividend			
	2022	2023	2024	2025 ¹
Tüpraş (inc. EYAŞ)	-	10.3	16.5	11.3
Ford Otosan	2.5	6.0	7.8	2.3
Tofaş	1.2	1.1	3.8	2.3
Arçelik	0.6	0.7	-	-
Aygaz	0.1	0.1	0.6	1.1
TürkTraktör	0.5	0.8	3.4	1.8
Otokar	0.2	-	0.3	-
Yapı Kredi Bank / KFS	0.6	4.9	5.5	-
Other Companies	0.3	0.3	0.8	2.4
Total Dividend Income	6.0	24.2	38.5	21.3

➊ Majority of dividend income from portfolio companies **with FX or FX linked revenues**

Dividend Payments²

TL Billion



➊ Dividend payment decision based on

- dividend income
- investment opportunities
- net cash position

¹ For FY25, total dividend income is estimated to be approximately TL33 bn. In Q4 2025, the Company received TL3.9 bn in dividends from EYAŞ and TL8.2 bn from Ford Otosan.

² Dividends in nominal terms (not adjusted for inflation accounting), dividend payment excluding usufruct shareholders

³ Total dividend payment of TL17.5bn in 2025; of which TL 1.3bn paid from the last year taxable earnings and the remaining TL 16.2bn paid from the retained earnings in the TFRS financial statements

Strategic Overview

Solid Liquidity

As of 31 December 2024:

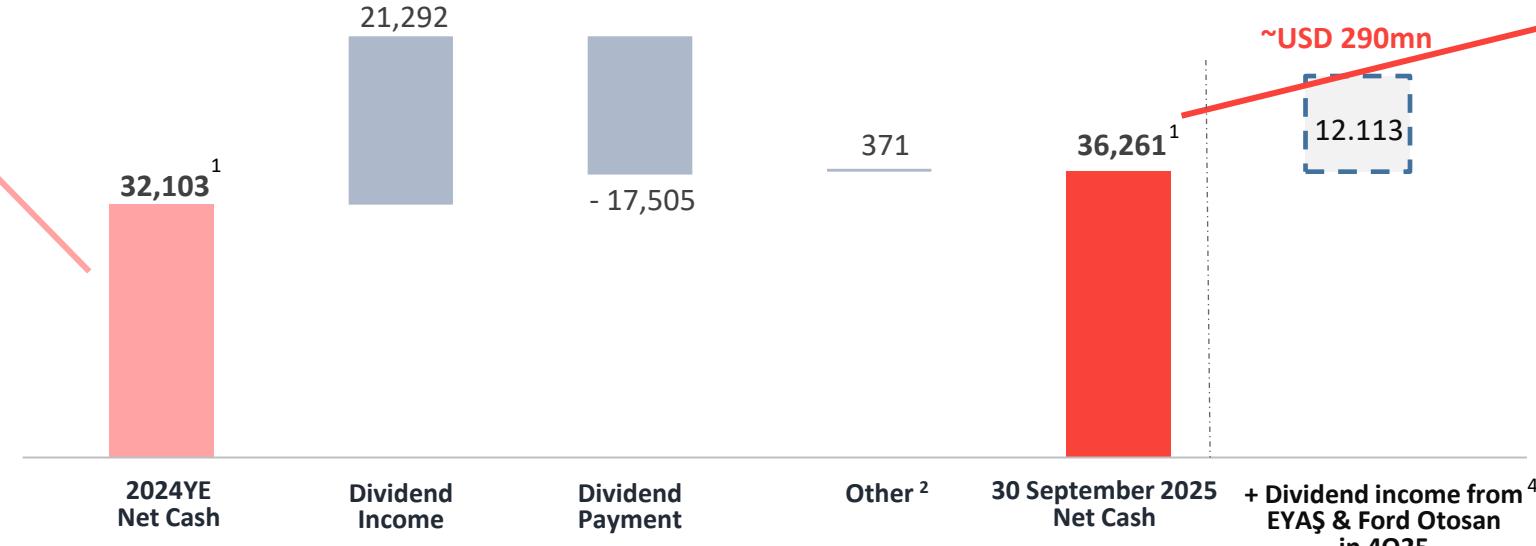
Net Cash Bridge

Solo, TL Million

= **USD 911mn**
Net cash
as of 2024YE

+ **USD 1.68bn**
Gross cash
as of 2024YE

- **USD 0.75bn**
Total debt -- 1 Eurobond³



As of 30 September 2025:

= **USD 874mn**
Net cash
as of September'25

¹ USD net cash amounts are converted to TL in the Net Cash Bridge, using the USDTRY currency rates of 35.2233 for 31 December 2024 and 41.4984 for 30 September 2025. Net cash figures includes USD 25mn of Ford Otosan's Eurobond.

² Other includes management fees, OPEX, currency conversion impacts, net financial income/expense and other. ³ In March 2025, paid down the USD750 mn Eurobond

⁴ Dividend announcements after 30 September 2025: EYAŞ (KH Share: TL3,908 mn, received in 4Q25) and Ford Otosan (KH Share: TL8,206 mn, received in 4Q25)

Strategic Overview

Fundamentals Remain Intact on the Back of Prudent Management

Strong Cash Position

USD 874mn

Solo
Net Cash



Solid Liquidity

1.2x

Current Ratio
on Combined Basis¹

FX Position

+USD 597mn

Solo
long FX Position

+ USD 135mn

Consolidated long FX position
after natural hedge²

+ USD 297mn

Consolidated long FX position
after natural hedge weighted by
effective ownership

Sustainable Leverage

1.4x

Net Financial Debt / EBITDA
on Combined Basis¹

To further enhance liquidity:

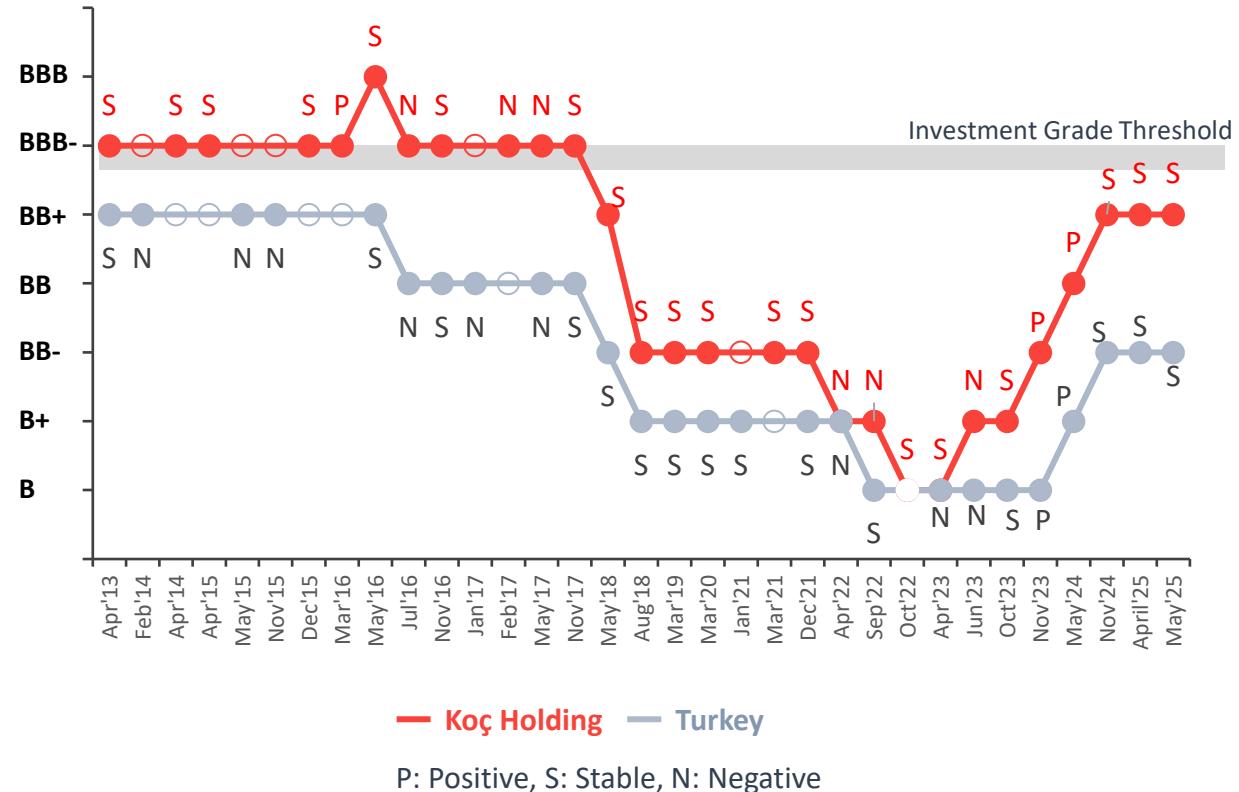
- A **5-year club loan for USD 600mn** is secured in mid-October 2025 (to be utilised within 6 months)
- Annual interest rate is SOFR + 1.95%
- 2.5 years grace period, and 6 equal and consecutive six-monthly repayment installments thereafter

¹ Excluding finance segment

² Net FX position at +US\$ 135mn (including US\$ 1.3 bn of loans designating as hedging instruments and US\$ 1.5 bn of natural hedge due to FX linked pricing of Tüpraş and Aygaz inventory)

Strategic Overview

Credit Rating



Standard & Poors (S&P)

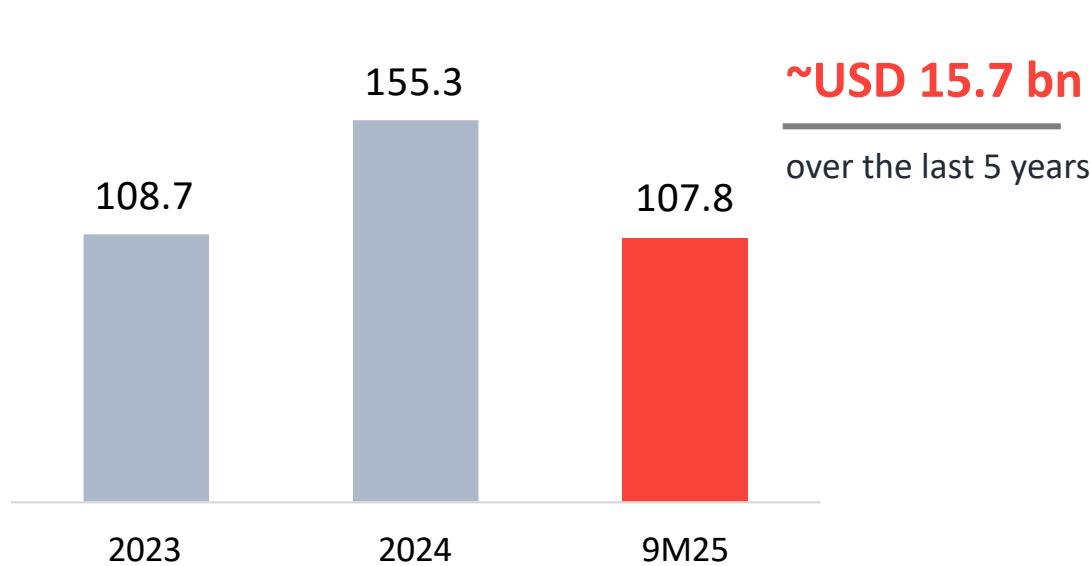
BB+

Two notches above sovereign

Strategic Overview

Investing with a Focus on Scale and Returns

Investments (Combined, TL bn)



Growth Opportunities

Existing Businesses

- **Energy** - Domestic & int'l growth opportunities including renewables and LPG
- **Automotive** - New manufacturing and R&D projects for export markets with JV partners
- **Consumer Durables** - Opportunistic buyouts in international markets
- **Finance** - Growth opportunities in Turkey

New Businesses

- Exploit potential opportunities both locally and internationally

- Group companies finance investments mainly via their own balance sheets

Strategic Overview

Investments in healthcare sector

Koç Medical B.V.

<https://kocmedical.com/>

- ✓ Koç Medical was established to offer innovative solutions for healthcare needs, make healthcare accessible to everyone, and become a regional healthcare technology power
- ✓ The Company carries out its activities in two different product groups: **disposable medical consumables and medical devices**

Kemer Medical Center (KMC)

<https://www.anatoliahospital.com/en>

- ✓ Koç Holding acquired 80% of KMC for EUR 83 mn in 2024
- ✓ KMC operates in the **private hospital sector** under the "Anatolia Hospital" brand in Antalya with seven hospitals

Stembio

<https://stemcord.com.tr/tr>

- ✓ Koç Holding acquired 65% of Stembio for EUR16 mn in 2024
- ✓ Established in 2020, StemBio is a **biotechnology company** which operates in the field of cord blood and tissue banking and works on new treatment methods
- ✓ StemBio introduced a number of firsts in Turkey stem cell-derived exosome production, limbal stem cell and tissue production, domestic cell growth and medium production

InTumo Therapeutics

- ✓ Koç Holding acquired 70% of InTumo Therapeutics, Inc. for USD35 mn in 2024
- ✓ InTumo is a Delaware based **healthcare research company**

Agenda



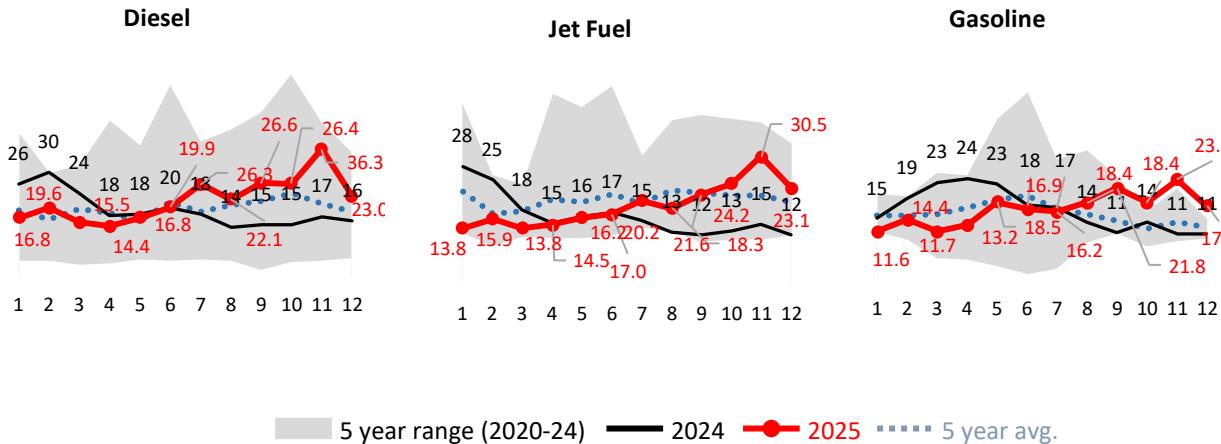
Business Update

Energy

Competitive Advantages

- Underpenetrated market with growing oil demand and diesel deficit – >10 million tons of diesel deficit in 2024
- 2nd largest LPG market in Europe, 10th globally; 2nd largest autogas market globally
- Strategically located between Asia and Europe; close to Middle East
- Structured legal framework and independent regulator
- Government incentives for renewable energy

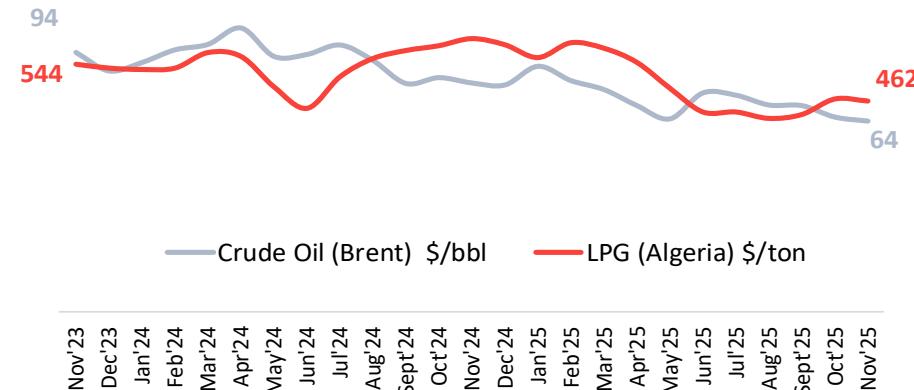
Crack Margins



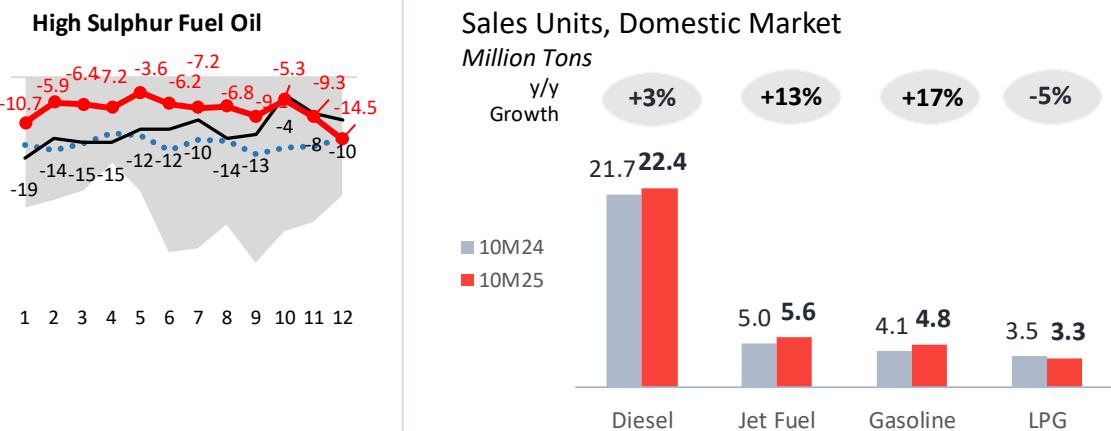
Crack margins based on Tüpraş data

Source for domestic market data is Energy Market Regulatory Authority (EMRA)

Brent Crude Oil & LPG Prices



Latest Growth Trends



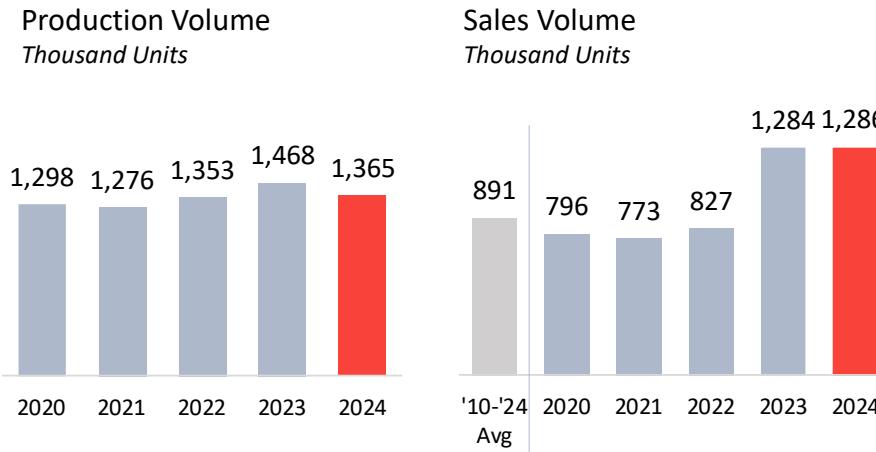
Business Update

Automotive

Competitive Advantages

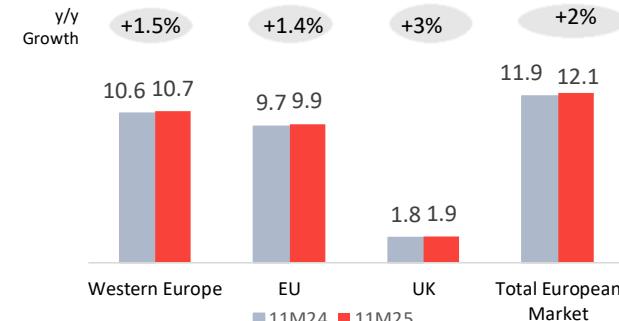
- Turkey is the 14th largest auto manufacturing hub in the world and 4th largest among European countries**
- Underpenetrated domestic market with strong growth potential**
- Strong local supply with low-cost production capabilities**
- High export volume** ensuring resilience vs domestic demand volatility
- 4th largest tractor market globally** with 48% of 2mn tractor park >24 years indicating high replacement potential

Domestic Market Dynamics



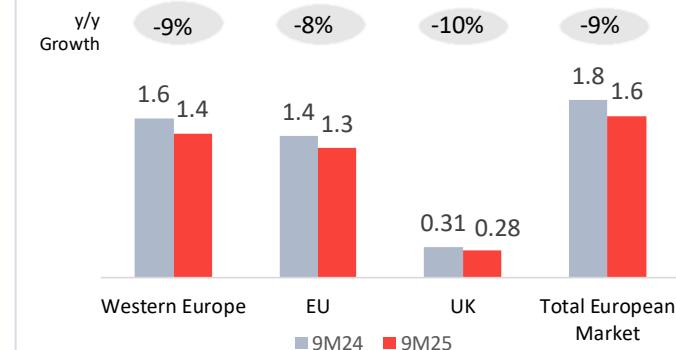
European Passenger Car Market*

Million Units



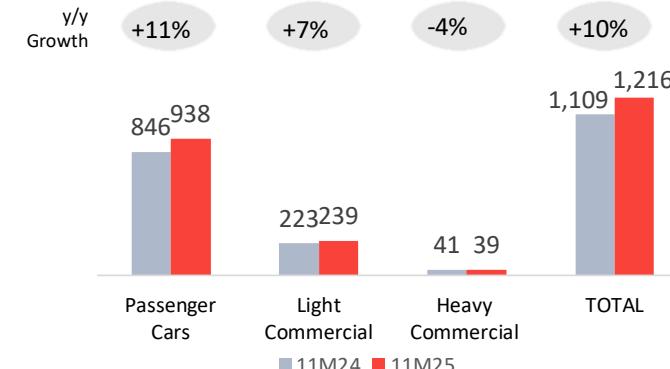
European Light Commercial Vehicles Market

Million Units



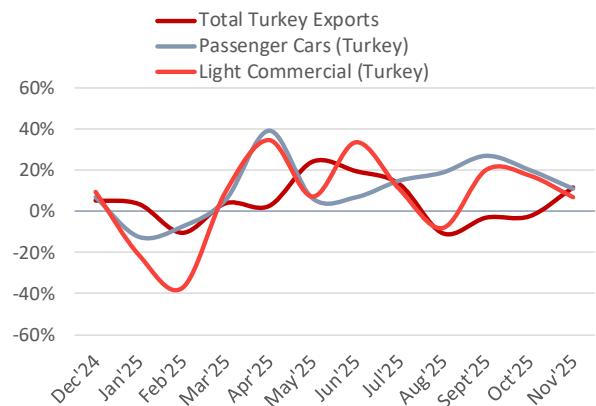
Sales Volume

Thousand Units



Monthly Growth Trend

y/y



European Market Source: European Automobile Manufacturers Association

Domestic Market Source: Automotive Manufacturing Association, LMC Automotive, *PC Europe figures are 11M25, CV Europe figures are as of 9M25

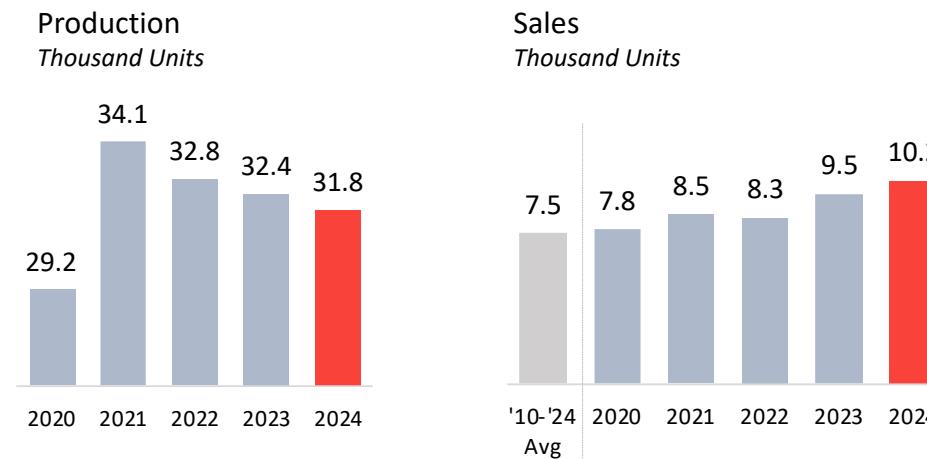
Business Update

Consumer Durables

Competitive Advantages

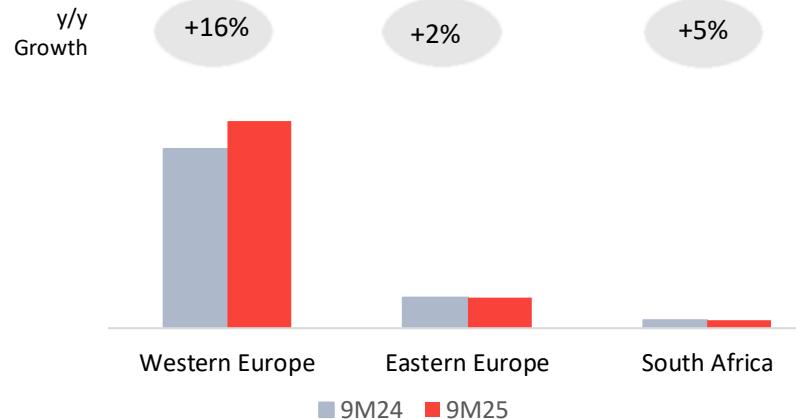
- **Efficient and cost-effective production hub** for multiple markets
- **Solid domestic market growth potential** driven by favorable demographics, lower penetration compared to EU, renewals, rapid household formation and urbanization
- **Competitive labor costs and strong local supply**
- **Channels:** ~85% dealers; ~15% chain retailers for durables

Domestic Market Dynamics



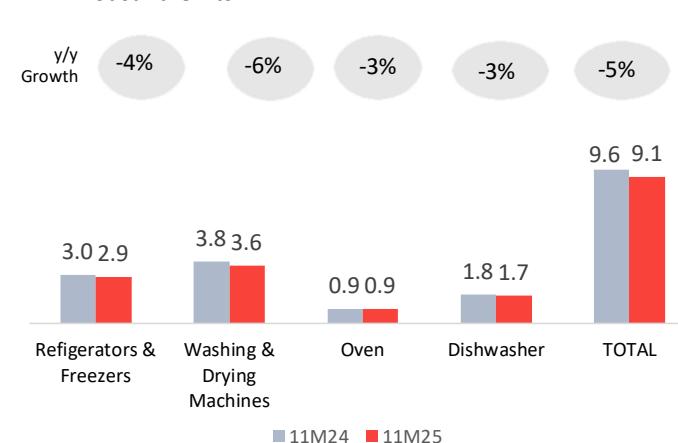
International Market¹

Thousand Units



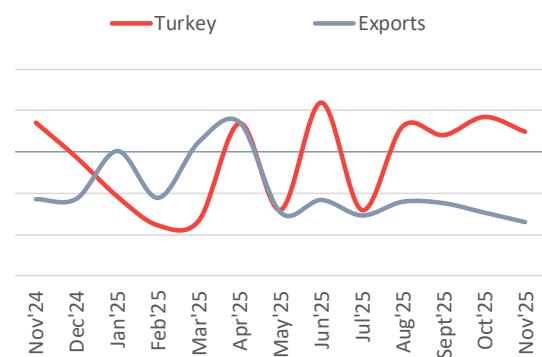
Sales Volume

Thousand Units



Monthly Growth Trend

y/y



White Goods Manufacturing Association (TÜRKBESD) data used for Turkish market; retail panel data used for international markets

¹ Western Europe, South Africa and Eastern Europe market data as of 8M25

Business Update

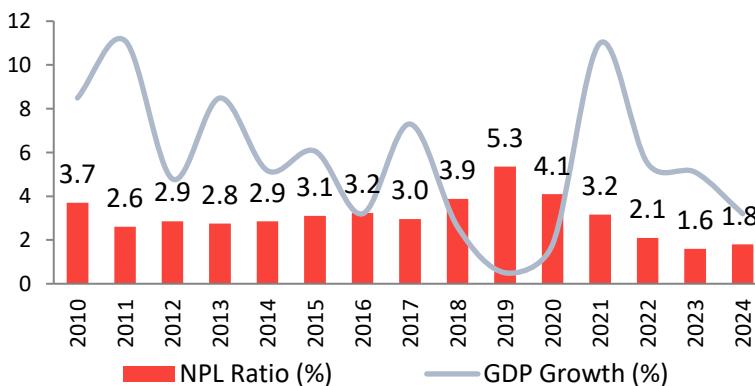
Finance

Competitive Advantages

- Experience dating back 80 years
- **Innovative** service and branch network
- Pioneer in digital solutions
- **Customer focused growth** strategy
- Strong and **diversified funding base**
- Providing **comprehensive financial solutions** under one roof

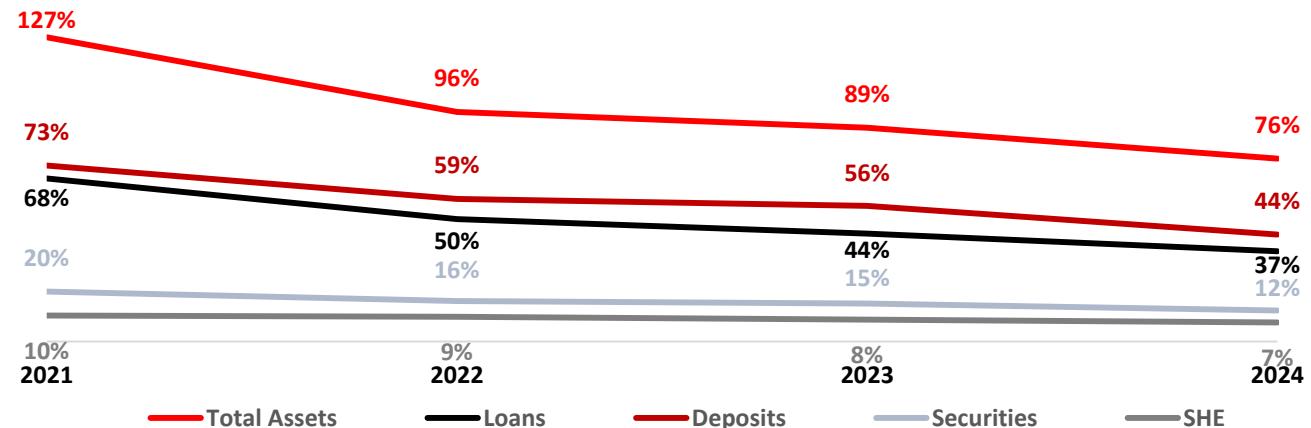
Growing, Healthy and Profitable Banking Sector

Asset Quality



Domestic Data Source : BRSA, TurkStat

Ratio of Selected Balance Sheet Items to GDP



TL Lending Growth

13 Weeks Annualized



Sector's Loans & Deposits

TL Billion, USD Billion

	9M25	q/q	ytd	y/y
Loans	21,032	8%	32%	41%
+ TL	12,993	9%	29%	38%
+ FC (USD)	194	2%	16%	19%
Customer Deposits	22,668	11%	29%	38%
+ TL	13,938	7%	27%	35%
+ FC (USD)	223	9%	13%	18%

Business Update

Other Lines of Businesses: Main Companies

Company	Sector	Highlights ¹
Koçtaş	Home Improvement (DIY) Retailing	<ul style="list-style-type: none"> Leader in Do-it-Yourself market in Turkey. JV structure with Kingfisher, a leading European DIY company with over 1,900 stores in 7 countries. In 2023, Koçtaş has become the one and only marketplace in the Turkish home improvement sector with its online store at koctas.com.tr.
KoçZer	Central Procurement	<ul style="list-style-type: none"> Strategic and operational procurement via access to a large pool of suppliers. Serves c.1,600 customers via its 61K registered suppliers in 4 main sectors and 140 different categories. KoçZer commands 11% of the advertisers' market in Turkey with its media and advertising buying services.
Setur	Duty Free, Tourism, Marinas	<ul style="list-style-type: none"> A range of tourism related services (including ticket sales, tours, events). With the Chat GPT-based travel assistant, Setur integrates artificial intelligence technology in its business. Setur Marinas is the market leader in Turkey with 20% market share with operations at 11 marinas.
KoçSistem	IT	<ul style="list-style-type: none"> Offers new generation technologies in various areas including cloud, security, business solutions, AI, generative AI, advanced analytics and Internet of Things (IoT). Serves c.1,350 companies in diverse sectors. Owns KoçDigital and Koç Bilgi ve Savunma Companies.
Token	Financial Technologies	<ul style="list-style-type: none"> Provides new generation payment solutions with its internally developed technologies ranging from physical payment devices to online payments. Offers new generation digital meal card, "TokenFlex". Operations started under Ödero through its Payment Services and E-Money license.
Wat	Electric Motors, EV Charging Stations	<ul style="list-style-type: none"> Turkey's leader manufacturer and exporter of electric motors. Its operations cover motion control systems, renewable energy components, electrification elements and electric vehicle charging stations. Otokoç, Opet, Koç Holding and Entek own WAT Mobility. The company targets expansion in charging stations across Turkey .
Koç Medical	Healthcare	<ul style="list-style-type: none"> Established to offer innovative solutions for healthcare needs, make healthcare accessible to everyone, and become a regional healthcare technology power. The Company carries out its activities in two different product groups: disposable medical consumables and medical devices. Koç Yaşa Çok Yaşa and Bıçakçılar, owned by Koç Medical, were merged under Bıçakçılar as of the end of 2023.

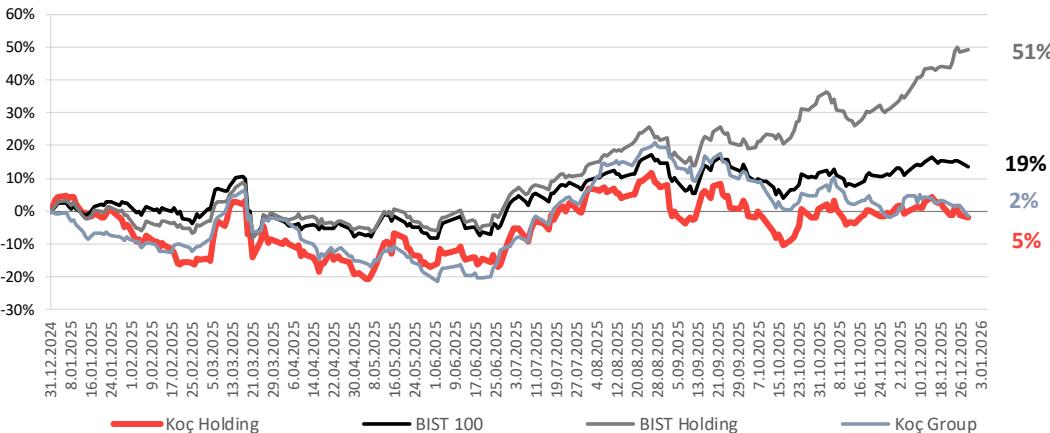
¹ All figures as of 2024, unless otherwise stated

Historical NAV Discount

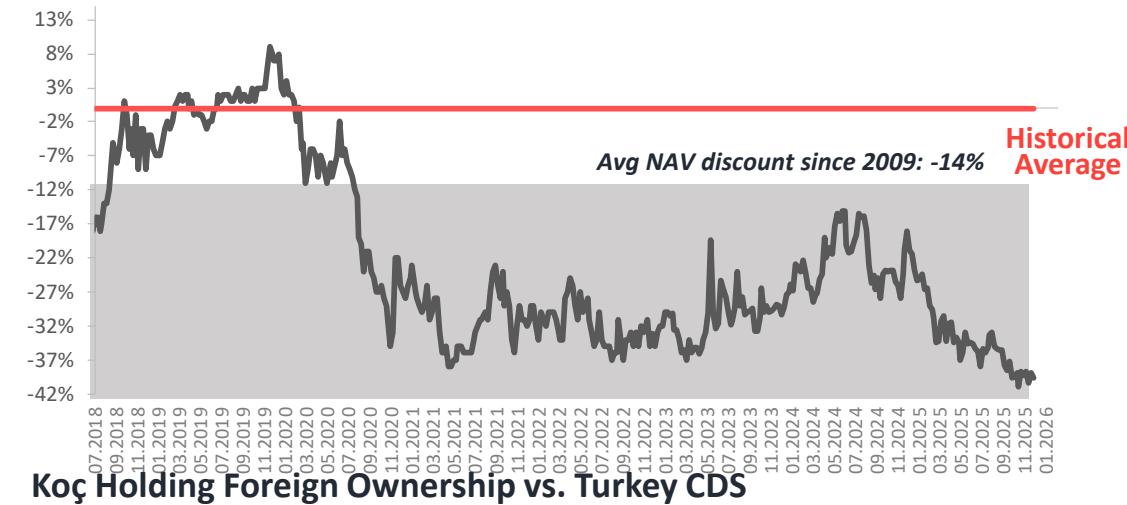
NAV Discount Highly Correlated With Sentiment

Relative Share Performance of Koç Holding vs. Koç Group¹

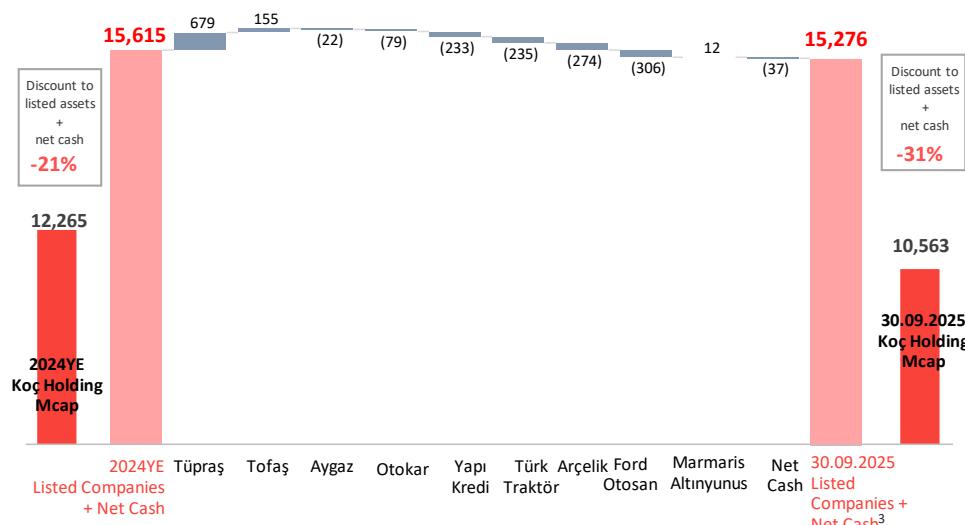
Rebased at 2024YE



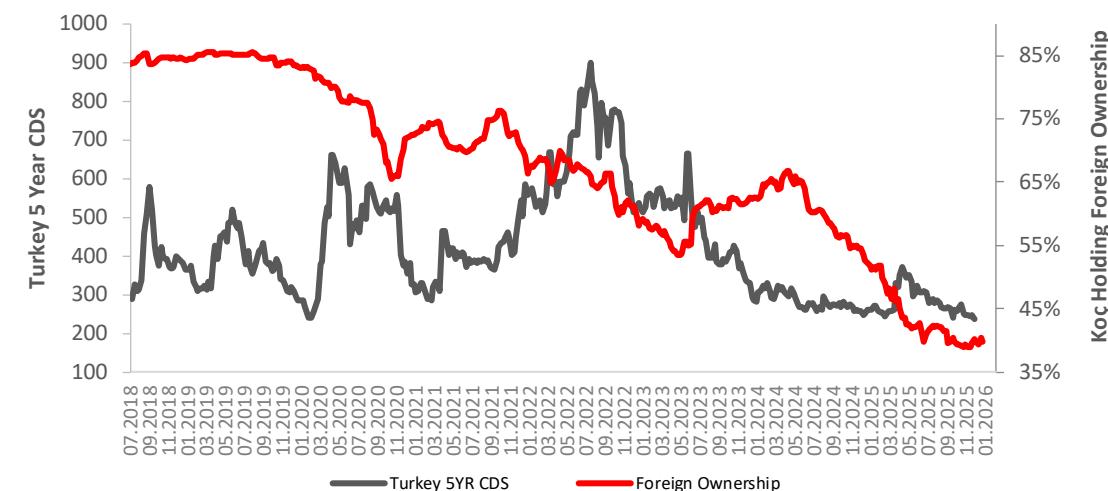
NAV Discount/Premium²



Effective Ownership Adjusted Mcap Changes of the Listed Portfolio Companies



Koç Holding Foreign Ownership vs. Turkey CDS



¹ Koç Group's data is excluding Koç Holding.

² Data based on Yapı Kredi Invest calculations. Calculation based on listed companies' Mcap as of the calculation date + Net Cash announced in quarterly Koç Holding Earnings Presentations + unlisted companies' internal valuation by Yapı Kredi Invest

³ Change in Net Cash represents the change between 204YE (USD 911mn) and 9M25 (USD 874mn).

Note: Koç Holding's treasury shares stands at 890K shares (0.035% of capital) of the end of September.

Agenda



Group's 9M25 Financial Performance

Performances Varies Across Segments

Financial Performance

TL Million

	Energy	Automotive	Consumer Durables	Finance	Other	TOTAL
Combined Revenues¹	1,023,611	962,719	435,498	656,161	151,841	3,229,830
<i>Change (y/y)</i>	-19%	8%	-5%	-2%	2%	-6%
Segment Share in Total	32%	30%	13%	20%	5%	
Combined Operating Profit²	45,279	29,310	8,016	25,062⁴	122	107,789
<i>Change (y/y)</i>	-0.02%	-27%	-73%	9%	n.m.	-22%
Segment Share in Total	42%	27%	7%	23%	0.1%	
Monetary Gain / (Loss)	-1,822	22,693	12,172	-14,728	-7,744	10,571
<i>Change (y/y)</i>	85%	-26%	-19%	65%	47%	n.m.
Combined Profit / (Loss) Before Tax	35,928	33,527	-4,262	11,784⁴	6	76,983
<i>Change (y/y)</i>	3%	-35%	n.m.	n.m.	n.m.	-4%
Combined Net Income / (Loss)	24,329	27,494	-8,064	-1,436⁴	-834	41,489
<i>Change (y/y)</i>	39%	-41%	n.m.	95%	90%	-9%
Consolidated Net Income / (Loss)³	9,676	11,069	-3,239	-711⁴	-2,443	14,352
<i>Change (y/y)</i>	32%	-38%	n.m.	96%	71%	54%

¹ Before revenue eliminations ² Excluding FX gains/losses and credit finance income/charges on trade receivables and payables (Combined operating profit reported in 9M25 financial report is TL 105,650 mn)

³ Koç Holding's consolidated net income after the share of JV partners and non-controlling interests

⁴ Yapı Kredi's contribution to finance segment results may differ from the Bank's IFRS results, mainly due to purchase price allocation (PPA) adjustments regarding Koç Holding's additional share purchase transaction in February 2020

9M 2024 financials are restated to include TL 9.8bn bargain purchase gain resulting from the retrospective adjustment following Arçelik's final accounting for Whirlpool EMEA & MENA acquisitions in accordance with IFRS 3 Business Combinations Standard. Normalized growth rates excludes this one-off adjustment in 9M 2024.

Consolidated Key Financial Figures

Consolidated Main Financial Indicators

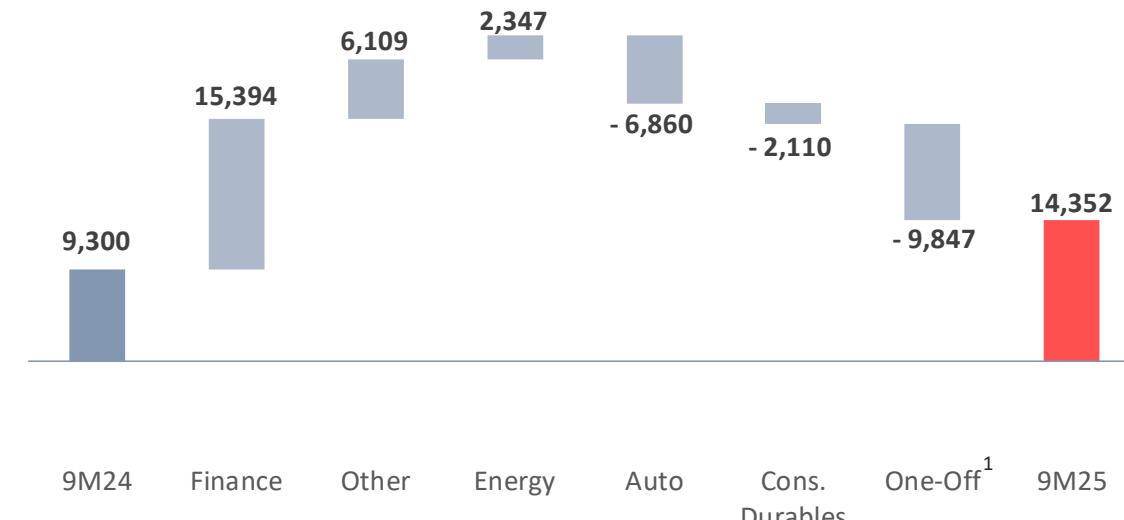
TL Million

	9M24	9M25	y/y
Revenues	2,213,367	1,954,626	-12%
Gross Profit	320,786	330,543	3%
Operating Profit	110,599	81,111	-27%
Profit Before Tax	44,858	51,208	14%
Net Income Before Non-controlling Interest	14,398	23,290	62%
Non-controlling Interest	5,098	8,938	75%
Net Income After Non-controlling Interest	9,300	14,352	54%

	2024	9M25	y/y
Total Assets	4,901,995	5,105,989	4%
Total Equity	1,077,021	1,039,810	-3%
Shareholders' Equity	663,066	644,488	-3%

Consolidated Net Income

TL Million



Note: Consolidated net income indicates Koç Holding share after the share of JV partners and non-controlling interests

¹9M 2024 financials are restated to include TL 9.8bn bargain purchase gain resulting from the retrospective adjustment following Arçelik's final accounting for Whirlpool EMEA & MENA acquisitions in accordance with IFRS 3 Business Combinations Standard.

Group's 3Q25 Financial Performance

Performances Varies Across Segments

Financial Performance TL Million	Energy	Automotive	Consumer Durables	Finance	Other	TOTAL
Combined Revenues¹	390,749	343,285	140,857	225,849	52,923	1,153,663
<i>Change (y/y)</i>	-6%	17%	-11%	0.5%	6%	1%
<i>Segment Share in Total</i>	34%	30%	12%	20%	5%	
Combined Operating Profit²	20,709	10,016	3,868	6,293	109	40,995
<i>Change (y/y)</i>	14%	1%	3385%	n.m.	-81%	74%
<i>Segment Share in Total</i>	51%	24%	9%	15%	0.3%	
Monetary Gain / (Loss)	-800	7,330	3,743	-4,063	-209	6,001
<i>Change (y/y)</i>	81%	-38%	-9%	42%	96%	n.m.
Combined Profit / (Loss) Before Tax	18,540	13,419	-671	2,524	555	34,367
<i>Change (y/y)</i>	7%	-9%	92%	n.m.	n.m.	269%
Combined Net Income / (Loss)	13,567	10,387	-2,393	-1,600	197	20,158
<i>Change (y/y)</i>	23%	-15%	66%	87%	n.m.	1247%
Consolidated Net Income / (Loss)³	5,704	4,135	-744	-853	-592	7,650
<i>Change (y/y)</i>	33%	-10%	76%	88%	82%	n.m.

¹ Before revenue eliminations

² Excluding FX gains/losses and credit finance income/charges on trade receivables and payables (Combined operating profit reported in 3Q25 financial report is TL 37,606mn)

³ Koç Holding's consolidated net income after the share of JV partners and non-controlling interests.

⁴ Yapı Kredi's contribution to finance segment results may differ from the Bank's IFRS results, mainly due to purchase price allocation (PPA) adjustments regarding Koç Holding's additional share purchase transaction in February 2020

Energy

Capturing Strong Margins Through High Utilization

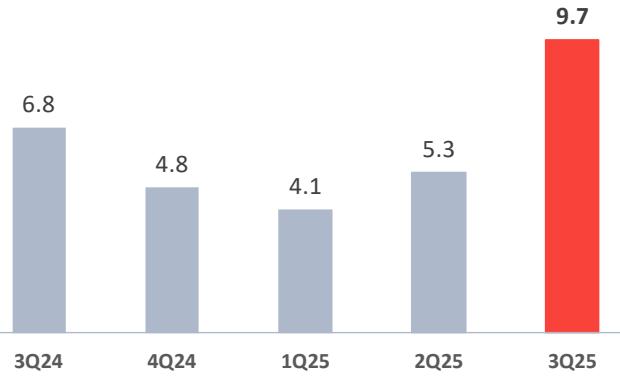
9M25 Highlights

- + Strong domestic demand
- + Improved white product yield
- + High-capacity utilization
- + Favorable crack margins
- + Well balanced revisions in Strategic Transition Plan
- Narrower differentials
- Elevated energy expenses

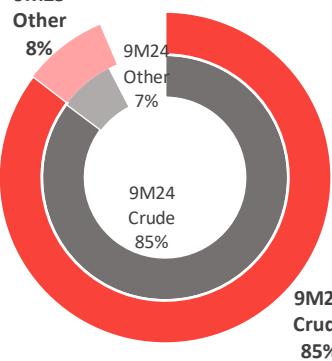
Contribution to Consolidated Net Income: **TL9,676 mn (32% y/y)**

Tüpraş

Net Refining Margin
(\$/bbl)

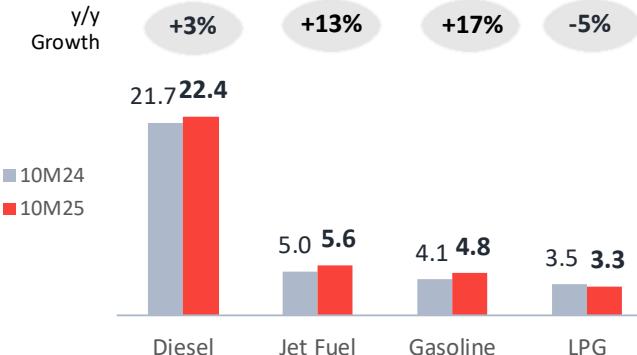


Capacity Utilization
%



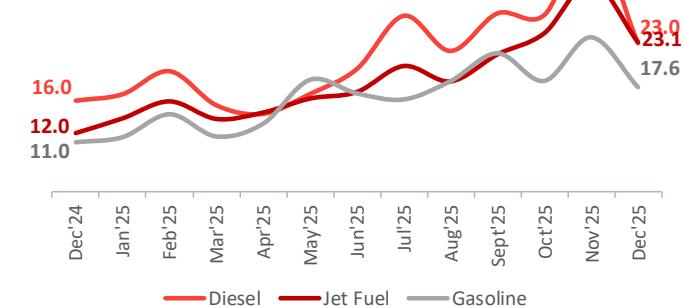
Domestic Market Sales Volume

Million Tonnes



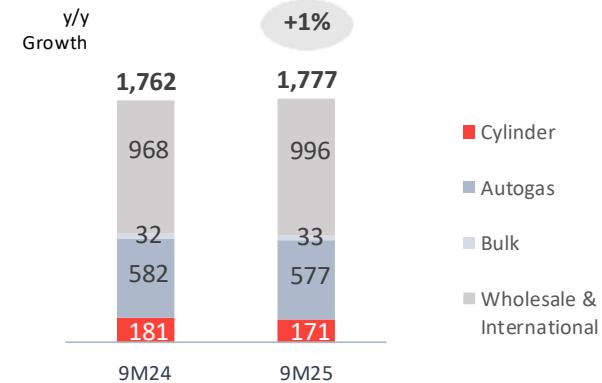
Crack Margins

USD/bbl



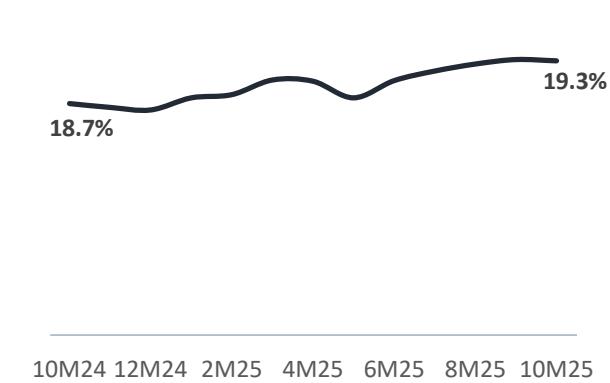
Aygaz Sales Volume

Thousand Tonnes



Opet -- #2 in White Products

Market Share



Energy Companies

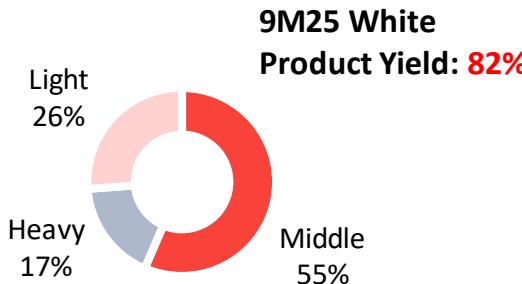
Tüpraş - Türkiye's Leading Energy Company



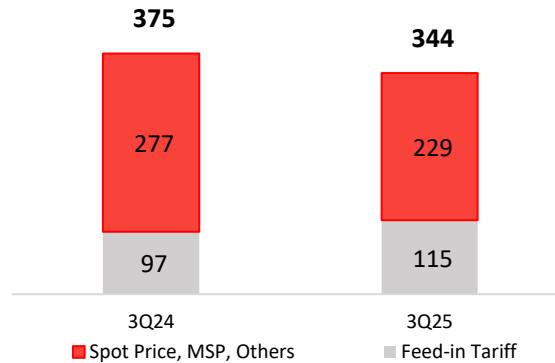
	9M24	9M25	y/y
Sales Volume (mn, tons)	22.9	21.9	-4%
Domestic	17.6	17.4	-1%
Exports	5.3	4.5	-15%
Total Production (mn, tons)	20.0	20.1	1%
Capacity Utilisation	92.4%	93.6%	1.2 pp
Revenues	798,874	598,344	-25%
EBITDA	53,263	47,686	-10%
EBITDA Margin	6.7%	8.0%	1.3 pp
Net Income	18,092	21,823	21%
Capacity Utilisation	92%	94%	1.2 pp
White Product Yield	76.2%	82.0%	576 bps
Net Debt / EBITDA	n.m.	n.m.	n.m.
Mcap (TL bn)	271.8	359.3	32%

n.m.: not meaningful

Focus on Higher Margin Products

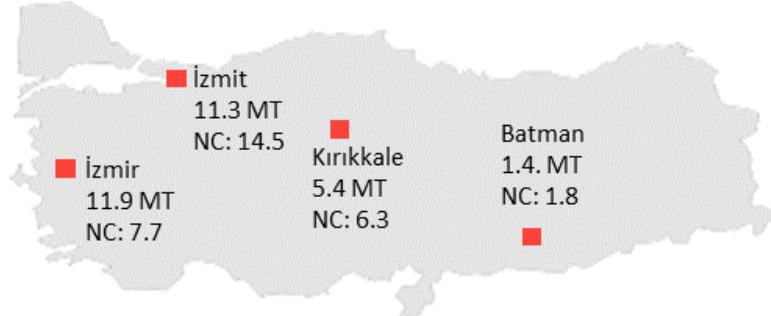


Total ZCE Sales from Production (GWh)



Highlights

- Turkey's biggest industrial company
- **7th largest refinery in Europe** and 36th largest globally
- 70% of Turkey's refining capacity (~30mn tons)
- **One of the most complex refineries globally** (Nelson Complexity index (NC) of avg. 9.5; İzmit 14.5)
- Procurement and logistics flexibility
- 910 MW installed electricity capacity



Financials based on CMB publicly announced IFRS data. EBITDA as per company calculation.

Tüpraş Strategic Transition Plan (2025 – 2035)

- Key investment areas:
 - Improve energy efficiency to drive up profitability
 - Supply zero carbon electricity for H₂ production, sell remaining portion
 - Invest in a new unit in İzmir to produce SAF and supply blended SAF by 2026
 - Reduce Scope 1-2 emissions of refineries
- Total capex; cumulative EBITDA (ROACE:>25%):
 - Sustainable refining: ~\$3.9 bn; ~\$13 bn
 - Zero carbon electricity: ~\$2.8 bn; ~\$2 bn
 - Biofuels: ~\$800 mn; ~\$1.9 bn
 - Green Hydrogen: ~750 mn; ~\$300 mn

Energy Companies

Aygaz - Market Leader in LPG



(TL million)	9M24	9M25	y/y
Sales Volume (k, tons)	1,762	1,777	1%
Auto	582	577	-1%
Cylinder	181	171	-6%
Bulk	32	33	3%
Wholesale & International	968	996	3%
Revenues	77,292	64,768	-16%
EBITDA	1,522	2,279	50%
<i>EBITDA margin</i>	2.0%	3.5%	1.5 pp
Net Income	1,761	2,749	56%
Net Debt / EBITDA	n.m.	n.m.	n.m.
Mcap (TL bn)	30.7	40.1	30%

n.m.: not meaningful



Highlights

- **LPG market leader** in Turkey with 26.2% share (generic brand)
 - 23.2% market share in autogas
 - 41.7% market share in cylinder gas
- **Fully integrated LPG company** producing own cylinders and gas appliances
- Serves 40k homes with cylinder LPG daily
- 240k+ vehicles visit Aygaz autogas stations daily
- Operations in **Bangladesh (United Aygaz)**
- Operations in piped and liquified natural gas (LNG) distribution
- **Synergies** with Koç Group energy companies

Facilities in Turkey

- 5 filling plants
- 8 distribution centers
- 5 sea terminals
- 1 pressurized container and accessory manufacturing plant
- ~2,000 cylinder gas dealers (largest)
- ~1,800 autogas stations (largest)

Sector Dynamics

- **Autogas:** Aygaz leads world's 2nd largest autogas market
 - Largest LPG vehicle fleet in the world
 - 2nd most widely used PC fuel in Turkey
 - Price advantage vs. gasoline
- **Cylinder gas:** Aygaz leads cylinder gas market
 - Contraction in 2024 due to declining purchasing power and rising LPG prices
 - Continuation of natural gas grid conversion and urbanization

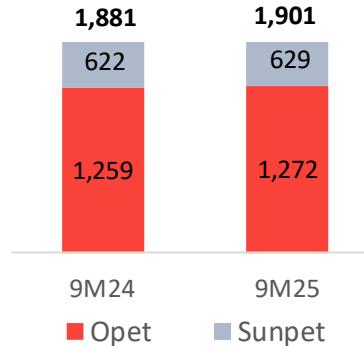
High Logistics Competency

- Largest LPG truck fleet in Turkey
 - Advantage in logistics costs
 - Flexibility in sourcing and inventory management
- Turkey's largest storage capacity (178k m³)
- Over 1 MT filling capacity
- Direct imports from 5 different terminals

Energy Companies

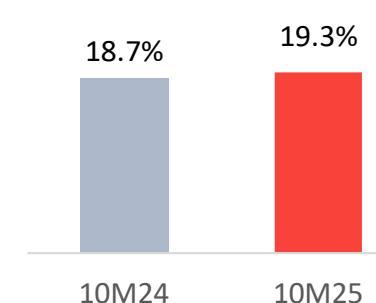


Station Numbers



White Product Market Share

Opel Position #2



Highlights

- **Second largest distribution company** by volume
- **Unrivalled leader in customer satisfaction** in its sector for 10 years
- 1.1 mn m³ storage capacity via 5 terminals
- **JV with THY** on jet fuel distribution
- **JV with Fuchs¹** on production and marketing of mineral oils
- 41.7% owned by Tüpraş and 8.3% by other Koç



Energy Sector Dynamics

- **Increasing focus on renewable energy**
Breakdown of installed capacity by fuel type: hydro 28%, natural gas 21%, imported and domestic coal-fired 19%, wind 11%, solar 17%, other renewable and thermal 4%
- Electricity consumption in 2024 in Turkey was 4% higher y/y and was registered as 348 TW hours.

Highlights

- **490 MW total installed capacity: 8 hydro power plants** (263 MW), **1 natural gas** (112 MW), **2 wind** (116 MW), 380 MW is zero carbon electricity.
- Focus on strengthening **renewable energy portfolio**
- **In 2024**, Entek generated 1.2 TWh electricity from renewables.
- **In 2024**, Entek registered sales of 2.7 billion kWh
- In early 2025, Entek completed the acquisition of Eco Sun Niculesti and Euromec-Ciocanari for EUR29.2 mn through its wholly owned subsidiary, Enspire. These companies have solar power plant permits in **Romania** and is in the development stage of **214.26 MW capacity**

White products market share is based on EMRA (Energy Market Regulatory Authority of Turkey) data

¹German lubricant producer; World's largest independent lubricants manufacturer which operates in 50 countries

Automotive

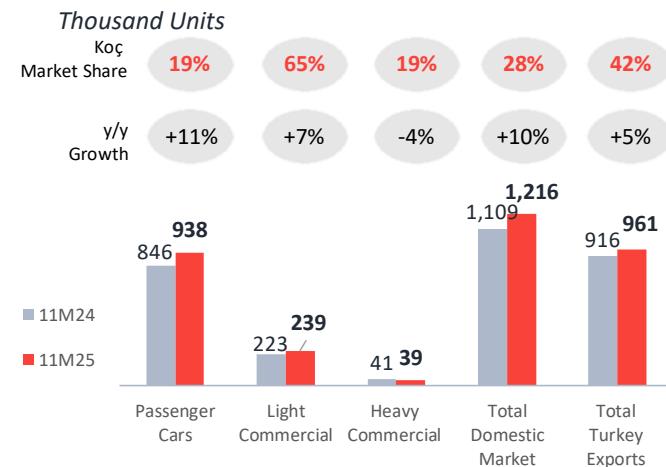
Robust Domestic Market With Heightened Competition

9M25 Highlights

- + Strong domestic market through campaigns; anticipated tax increase
- + Strong export performance supported by currency tailwinds
- + Solid export contracts with JV partners
- + Potential to capitalize on stronger market positioning and scale
- + Higher EV demand growing the market, squeezing margins
- Intense price competition
- Higher COGS amid inflationary pressure

Contribution to Consolidated Net Income: **TL 11,069mn (-38% y/y)**

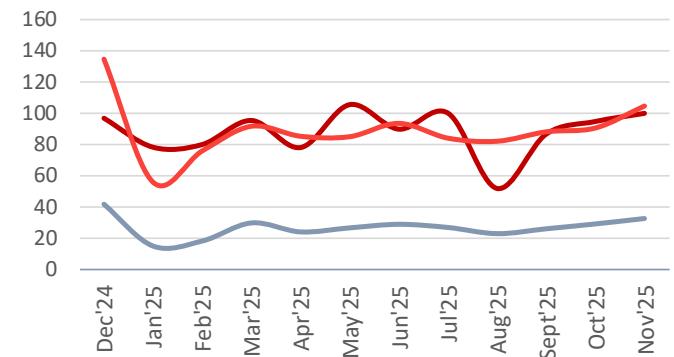
Sales Volume



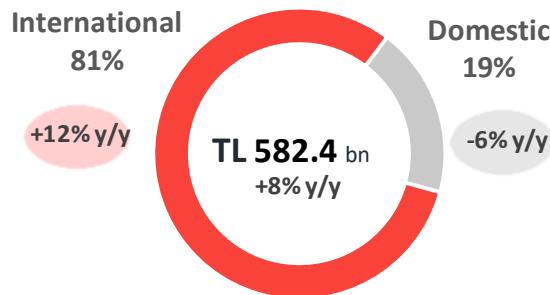
Monthly Trend

Thousand Units

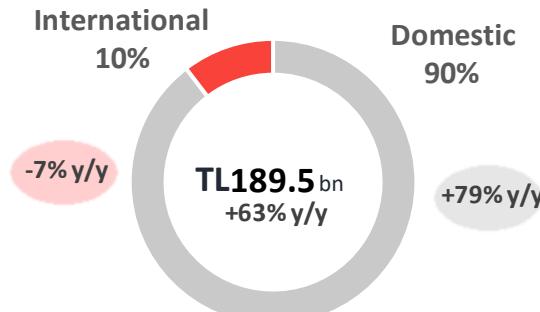
- Total Turkey Exports
- Passenger Cars (Turkey)
- Light Commercial (Turkey)



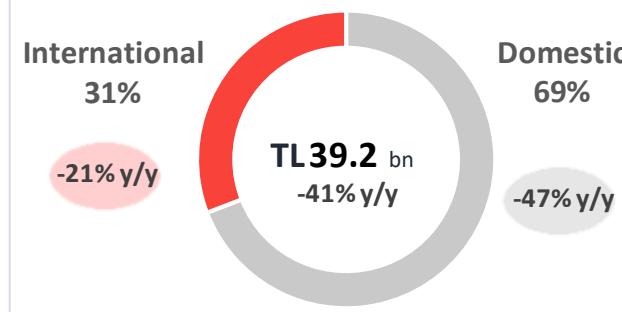
Ford Otosan Revenues



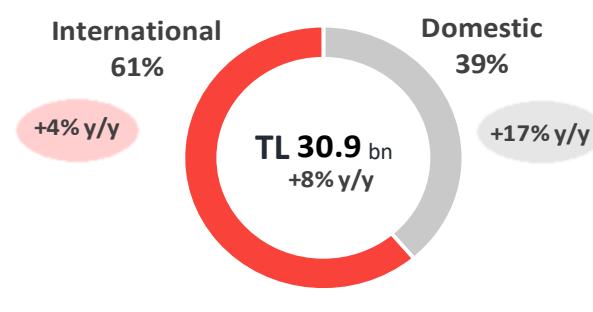
Tofaş Revenues



TürkTraktör Revenues



Otokar Revenues



Revenue figures denote 9-month 2025 performance and the comparisons are to 9-month 2024.

Automotive Manufacturing Association data used for sectoral indicators. HCV data based on restated AMA figures.

Automotive Companies

Ford Otosan - Global Auto Manufacturer with Strong R&D Power

FORD OTOSAN

(TL million)	9M24	9M25	y/y
Total Unit Sales (000 k)¹	470.7	526.4	12%
Domestic	75.3	80.6	7%
PC	19.3	18.2	-6%
LCV	18.9	24.0	27%
MCV	31.0	33.6	8%
Trucks	6.1	4.8	-21%
Exports ²	395.3	445.8	13%
PC	114.8	109.6	-4%
LCV	41.0	42.4	4%
MCV	237.0	291.7	23%
Trucks	2.7	2.1	-21%
Total Production (000 k)²	457.7	514.0	12%
Revenues	539,396	582,361	8%
Domestic	118,092	110,534	-6%
Exports	421,304	471,826	12%
% of Exports	78.1%	81.0%	2.9 pp
EBITDA	43,043	46,901	9%
EBITDA margin	8.0%	8.1%	0.1 pp
Net Income	34,211	22,364	-35%
Net Debt / EBITDA	2.38	1.70	-0.7 pp
Mcap (TL bn)	312.4	347.6	11%

Highlights

- **Global scale and promising growth opportunities**
 - Global automotive manufacturer
 - Leader in Turkey's automotive industry – 83% of CV production of Turkey
 - 4 locations (including one in Romania) with 934,500 units capacity (€2.4 bn investment in 2021-2024)
 - 81% capacity utilisation (Sep'25)
- **Production hub for Ford Motor Company (FMC)**
 - Largest production hub for FMC in Europe and Europe's major CV manufacturer – 76% of Ford's CV & 36% of Ford's PC units sold in Europe produced by Ford Otosan
 - Lead manufacturer of Ford Transit globally & single global source of Custom & Courier & Puma
 - Within the scope of Ford – VW strategic alliance: production of **VW 1 Ton CV**
- **Turkey's leading vehicle manufacturer and exporter**
 - Medium commercial vehicle market leader
 - Goods export champion for **9 consecutive years**
- **Business resilience and efficiency**
 - EUR denominated '**cost-plus**' export agreements with FMC (except Ford Trucks)
- **Engineering and R&D powerhouse**
 - Gölcük plant is the only Ford factory and among 17 automotive factories in the world included in the Global Lighthouse Network
 - **100% electric options** for all produced vehicles by 2025-end
- **100% IP rights and up to 90% localization rate in Ford Trucks**

Financials based on CMB public IFRS data. EBITDA as per company calculation
¹ Ford Otosan Analyst Presentation wholesale figures

Automotive Companies

Tofaş - Light Vehicle Market Leader in Turkey

(TL million)	9M24	9M25 ¹	y/y
Total Unit Sales (000 k)¹	133.3	212.6	59%
Domestic	104.9	185.5	77%
PC	65.7	137.1	109%
LCV	39.2	48.5	24%
Exports	28.5	27.1	-5%
PC	18.8	2.6	-86%
LCV	9.6	24.5	154%
Total Production (000 k)	115.1	89.4	-22%
Revenues	116,068	189,459	63%
Domestic	94,957	169,775	79%
Exports	21,111	19,684	-7%
% of Exports	18%	10%	-7.8 pp
EBITDA	11,371	5,182	-54%
EBITDA margin	9.8%	2.7%	-7.1 pp
Net Income	6,701	2,931	-56%
Net Debt / EBITDA	n.m.	n.m.	n.m.
Mcap (TL bn)	100.5	129.6	29%

n.m.: not meaningful

Highlights

- **Light vehicle market leader** in Turkey with 26.4% in 9M25
 - Fiat is the leading and the most preferred brand in Turkey (for 6 consecutive years)
- Tofaş constitutes **10% of the total production in Turkey**
 - Tofaş paint shop is **ranked #1** internally for 2 consecutive years among all Stellantis plants
- Export contracts with “**cost-plus**” and “**take-or-pay**” clauses ensure sustainable profitability
- Consumer financing activities via its fully owned subsidiary **Koç Fiat Kredi**
- Acquisition of 100% of **Stellantis Türkiye** in April 2025. Merger process is on-going
 - **Brand portfolio** expanded to **eight**
 - Main: Fiat, Citroen, Opel, Peugeot
 - Premium: Alfa Romeo, DS, Jeep (distributed)
 - Most extensive sales (498 sales points) and service network (647 service center) in Turkey
 - Synergies, scale advantages and new revenue streams

Production model portfolio:

- **K0 Model (LCV)** since late 2024 with an annual 150k capacity (capex: €386 mn)
 - Target: 1mn production during 4Q24-2032 for Fiat, Peugeot, Opel and Citroen
 - 230K is planned to be exported to N. America
- **K9 Model (LCV)** and «**Combi**» versions with an annual 150k capacity (capex: €256 mn)
 - Target: 660K production during 3Q26-4Q34 for Fiat, Peugeot, Opel and Citroen
 - 80% allocation for domestic market
- **Fiat Egea/Tipo**
 - Best selling PC for 9 consecutive years in Turkey
 - Manufacturing contract is extended until June 30,2026
- Expected CUR 76-83% by 2028 (from 36% in 2025E)

Financials based on CMB publicly announced IFRS data. EBITDA as per company calculation

² Tofaş financial performance in 9M25 includes five-month impact of Stellantis Türkiye consolidation.

Automotive Companies

TürkTraktör – Turkey's Tractor Market Leader

TürkTraktör

(TL million)	9M24	9M25	y/y
SECTOR			
Tractor Unit Sales (000 k)	60.8	41.3	-32%
Domestic	47.0	30.1	-36%
Exports	13.8	11.2	-19%
Total Production (000 k)	56.5	34.5	-39%
TÜRKTRAKTÖR			
Tractor Unit Sales (000 k)	35.2	20.7	-41%
Domestic	24.3	12.6	-48%
Exports	10.9	8.2	-25%
Total Production (000 k)	34.1	21.2	-38%
Revenues	66,075	39,220	-41%
Domestic	50,770	27,130	-47%
Exports	15,305	12,090	-21%
% of Exports	23%	31%	7.7 pp
EBITDA	8,780	4,036	-54%
EBITDA margin	13.3%	10.3%	-3.0 pp
Net Income	6,804	917	-87%
Net Debt / EBITDA	0.1	1.9	1.8 pp
Mcap (TL bn)	64.1	57.1	-11%

Highlights

- **Market leader** for the last 18 consecutive years
 - 32.6% share with New Holland brand (leader) and 8.5% share with Case IH (5th brand in the market)
 - Covers 62% of total Turkish tractor production, 73% of total exports (9M25)
- **JV structure with CNH Industrial**
 - The only design and production center for certain products globally
- **Largest tractor producer** with 54k capacity
 - **First in Turkey in utilizing flexible manufacturing lines** with automatic manufacturing units and complex control systems
 - First robotized paint shop in the Turkish tractor sector
 - With the full compliance of Stage 5 transition in Turkey, TürkTraktör offers tractors with the latest global emission level
- First R&D center in the sector
- Complementary business lines: construction equipment, agricultural equipment
- **Widest sales and after sales network in Turkey**

Automotive Companies

Otokar - Pioneer Defense And Commercial Vehicle Manufacturer

Otokar

(TL million)	9M24	9M25	y/y
Revenues	28,553	30,937	8%
% of International	63.9%	61.2%	-2.7 pp
EBITDA	-1,126	1,468	n.m.
EBITDA margin	-3.9%	4.7%	n.m.
Net Income / (Loss)	-3,199	-436	n.m.
Net Debt / EBITDA	20.0	16.0	n.m.
Mcap (TL bn)	52.9	61.5	16%

Highlights

- **Turkey's 100% domestically owned** leading automotive and defense industry company
 - **Leading land systems manufacturer** in Turkish defense industry
- Market leader for the 16th consecutive year in its operating segments within Turkey's bus industry
 - **Most preferred bus brand** in Turkey in 2024
 - **1 out of every 3 buses** sold in 2024 was that of Otokar
 - **4th largest** bus manufacturer in Europe
- **Tunland** in pick-up segment in the product range since 2024
- **Products with Otokar IP rights** used on 5 continents and >75 countries
- **JV Agreement in Romania** with one of the country's leading defense companies, Automecanica S.A.
 - The JV will manufacture Otokar Cobra II 4X4 armored vehicles and carry out engineering, marketing, and after-sales activities.
- Backlog of 4x4 armored vehicle orders amount to EUR857 mn as at 3Q25 where the majority (EUR857 mn) is from Romanian project

Production capacity

- **6,000** buses & microbus
- **2,000** tactical vehicles
- **1,500** trucks & light trucks
- **950** tactical armored vehicles

Otokar leads the sector with innovative products

- First electric bus
- First electric armored vehicle
- First hybrid bus
- 12 m hydrogen fuel cell bus

Automotive Companies

Otokoç - Turkey's Leading Automotive Retailing And Car Rental Company



(TL million)	1H24	1H25	y/y
Revenues	79,690	64,743	-19%
EBITDA	6,285	7,423	18%
EBITDA margin	7.9%	11.5%	3.6 pp
Net Income	716	640	-11%

Highlights

- **Strong market position in Turkey**
 - **6.3% share** in new vehicles sales in Turkey
 - **Market leader in second-hand vehicle sales**
 - **Market leader in car rental** (>46k vehicles)
- Leader in car rental in Greece, Azerbaijan and Kazakhstan and leader in long term car rental in Georgia
- One of the key investment partners of Avis Budget Group and its largest licensee
- **Presence in** 9 countries including Turkey, Azerbaijan, Georgia, Greece, Hungary, Kazakhstan, N. Cyprus, N. Iraq and Ukraine
- International operations accounted for ~11% of revenue and ~68% of EBITDA in 2024

Consumer Durables

Commitment To Improving Profitability Despite The Challenging Demand Environment

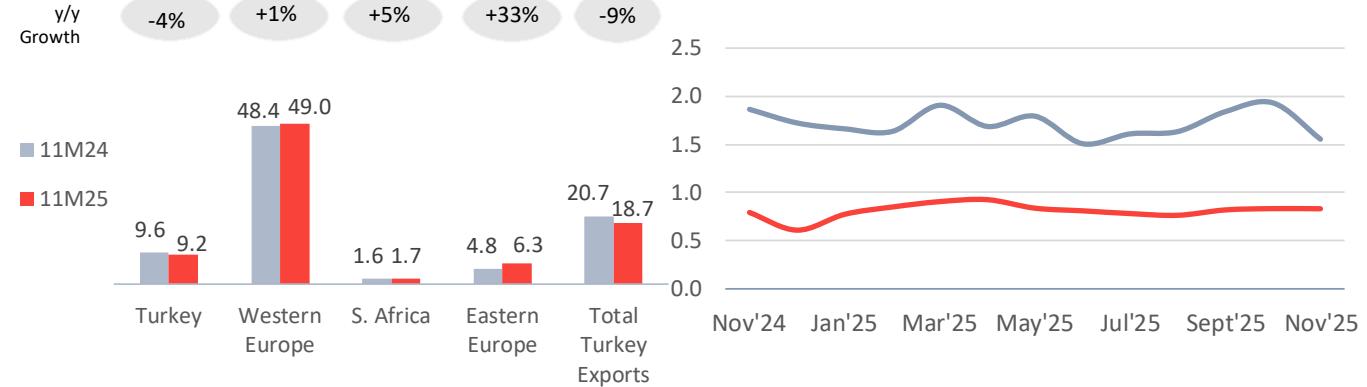
9M25 Highlights

- + Favorable EUR/USD parity
- + Synergy and cost savings following Whirlpool transaction
- + Easing raw material costs
- Soft demand in domestic market; weak demand in export markets
- Unfavorable price and product mix in Turkey
- Pricing pressure and intensified competition

Negative Contribution to Consolidated Net Income: **-TL 3,239mn (n.m.)**

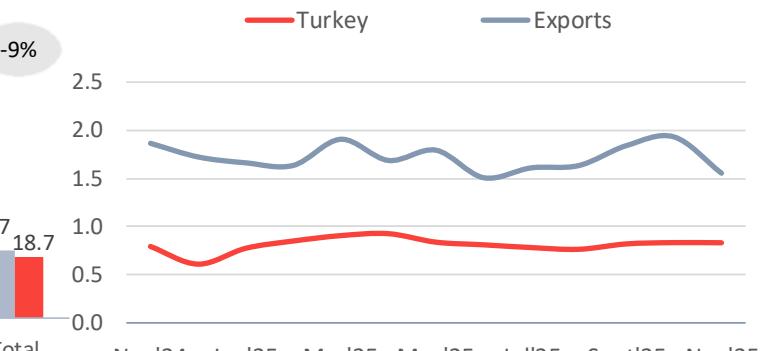
Sales Volumes Across Markets¹

Million Units



Monthly Trend

Million Units

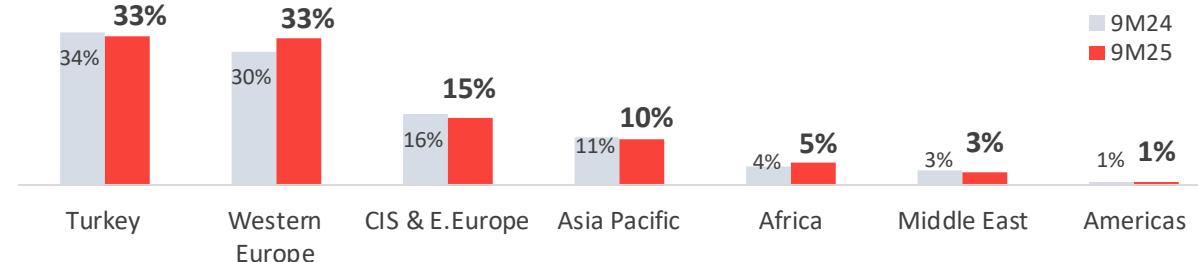


Arçelik Revenues



Regional Breakdown of Revenues

%



White Goods Manufacturing Association (TURKBESD) data used for Turkish market; retail panel data used for international markets

¹ Western Europe, South Africa market and Eastern Europe market data as of 9M, while Turkey market data as of 11M

Consumer Durables Companies

Arçelik - Truly Global with Sales to Over 150 Countries Worldwide

Arçelik

(TL million)	9M24	9M25	y/y
Revenues	401,698	379,269	-6%
Domestic	137,654	125,875	-9%
Exports	264,044	253,395	-4%
% of Exports	66%	67%	1.1 pp
White Goods	304,324	284,841	-6%
Electronics	21,152	18,530	-12%
Other (mainly A/C)	76,222	75,898	0%
EBITDA	22,631	22,928	1%
EBITDA margin	5.6%	6.0%	0.4 pp
Net Income/(Loss)	19,000	-6,436	-134%
Net Debt / EBITDA *	3.8	4.2	0.4 pp
Working Capital / Sales	20.9%	21.4%	0.5 pp
Mcap (TL bn)	97.5	85.5	-12%

*With the adjustment for the net monetary position, leverage would have been 4.50x.

Sector Positioning

 Arçelik

Market leader in Turkey

 beko

Market leader in Europe & among the top three players in major countries in Europe

 Whirlpool

Among top three brands in France, Belgium and Eastern Europe

 DEFY

Market leader in South Africa

 Dawlance

Market leader in Pakistan

Highlights

- **Lovemark in Turkey, #1 player in Europe, leading positions in EM markets, increasing presence in Asia**
- Production in **low-cost regions**, proximity to key markets and **economies of scale**
- **Diversified** revenue generation with a wide **range of products**
- 40 manufacturing facilities in **13 countries** wide product range including **22 brands** (47% of production in Turkey)
- **122 subsidiaries** in 57 countries
- Environmentally friendly, high-tech, innovative products, sustainable solutions with **28 R&D and design centers**, **2,300+ researchers**, **3,500+ patent applications**, designing technologies that will improve the future
- Ulmi Plant in Romania and Eskişehir Plant in Turkey have been listed in the "**WEF Global Lighthouse Network**"
- The **highest score** in the DHP Household Durables Industry achieved for the **fifth consecutive year** in Dow Jones Sustainability Indices

Proven track record of inorganic growth

- Successful acquisitions of leading brands: **Arctic** in Romania, **Defy** in South Africa, **Dawlance** in Pakistan, **Singer** in Bangladesh, and **JVs with Voltas (Tata Group)** in India and Hitachi outside of Japan.
- **Europe and MENA transaction:** Arçelik and Whirlpool's European operations are transferred under **Beko Europe B.V** which is **controlled by Arçelik** (75%). Arçelik also acquired Whirlpool's MENA operations
 - EUR300 mn in synergies (in 5 years)
 - Office position optimization (EUR140 mn savings in 3 years time)
 - ✓ Two-thirds is already complete
 - Footprint optimization is on-going
 - ✓ The factory in the UK was closed. (YE24)
 - ✓ Termination of production completed in 3 factories in Poland. (Apr/May 2025)
 - ✓ Production will be terminated in one factory in Italy by year-end. Reindustrialization and right-sizing will be continued in Italian operations throughout 2026.

Finance

Resilience In Core Business Income Supporting The Bottom-line

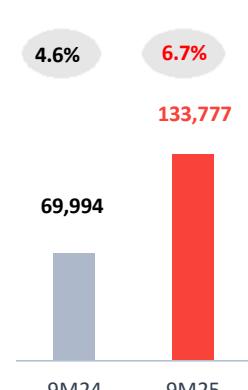
9M25 Highlights

- + Revenues revive with strong NIM dynamics
- + Lucrative lending strategies continue to pay off
- + Robust fee growth enhances core banking revenue
- + Continued decline in NPL inflows reflect prudence in lending
- + Resilient capital buffers intact

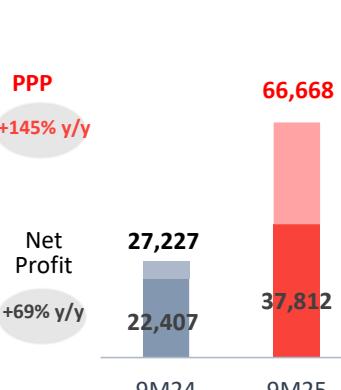
Negative Contribution to Consolidated Net Income: **-TL 711mn (96% y/y)**

Yapi Kredi

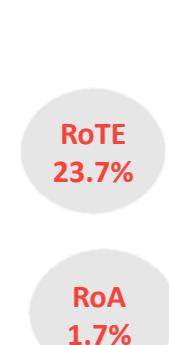
Core Revenues
TL million



Profit
TL million



Profitability
Cumulative



TL Lending Growth

13 Weeks Annualized



Sector's Loans & Deposits

TL Billion, USD Billion

	9M25	q/q	ytd	y/y
Loans	21,032	8%	32%	41%
+ TL	12,993	9%	29%	38%
+ FC (USD)	194	2%	16%	19%
Customer Deposits	22,705	8%	28%	38%
+ TL	13,980	7%	27%	36%
+ FC (USD)	221	5%	11%	16%

Selected Balance Sheet Figures

TL Billion, USD Billion

	9M25	q/q	ytd	y/y
Loans²	1,663	10%	34%	39%
+ TL	1,055	11%	30%	33%
+ FC (USD)	15	3%	21%	22%
Customer Deposits	1,780	9%	32%	32%
+ TL	971	6%	24%	23%
+ FC (USD)	19	8%	22%	19%
Demand/Total Deposits	45%	-2pp	1pp	1pp
NPL Ratio³	3.4%	0.0pp	0.3pp	0.3pp
Total Coverage⁵	3.7%	-0.1pp	-0.1pp	0.0pp

Sector figures are based on BRSA weekly data. YKB figures are based on consolidated BRSA financials. Finance segment's contribution to consolidated net income is based on inflation accounting. Yapi Kredi's contribution to finance segment results may differ from the Bank's IFRS results, mainly due to purchase price allocation (PPA) adjustments regarding Koç Holding's additional share purchase transaction in February 2020. Core Revenues = NII + swap costs + net fee income. PPP (Pre-Provision Profit): NII+ Fees + Opex + Net Trading + Subsidiary & Dividend income – ECL hedge – collections¹ Ratios exclude regulatory forbearances.² TL and FC Loans are adjusted for the FX indexed loans.³ BRSA Bank-only. Excludes temporary regulatory changes and is comparable with previous periods, 90-180 days past due loans are classified as NPL and 30-90 days past due loans are as Stage 2.⁴ Cost of Risk= (Total Expected Credit Loss- Collections-FC ECL hedge)/Total Gross Loans.⁵ Based on Bank-only BRSA financials.

Value within Unlisted Companies

Key Metrics of Unlisted Companies

Summary Financials

TL Million

	Revenues		EBITDA ¹		Book Value ²	
	1H25	y/y	1H25	y/y	1H25	y/y
Arçelik LG Klima	11,726	6%	1,155	13%	2,511	27%
Bilkom	23,061	-5%	971	-31%	1,914	-3%
Divan	2,880	-6%	270	-38%	5,370	-3%
Entek	4,575	-22%	843	-32%	24,038	3%
Koç Finansman	6,941	12%	927	2%	2,531	15%
KoçSistem	9,937	-6%	638	17%	4,650	10%
Koçtaş	6,144	-37%	-908	-34%	2,092	29%
Marina / Tek-Art Kalamış	715	5%	366	19%	11,965	180%
Opet	179,921	-19%	5,663	63%	32,364	-0.4%
Otokoç Otomotiv	64,743	-19%	7,423	18%	44,762	-14%
Setur	9,856	-7%	577	-49%	5,448	24%
Token	7,873	57%	680	13%	2,808	22%
Zer	21,312	-8%	733	-29%	3,937	-6%

Entek: An integrated player in the electricity market

- ~77% of Entek's 492MW total installed capacity is zero carbon electricity
- Entek acquired a solar power plant project in Europe that can reach to a capacity of 214 MW

Koç Finansman: Promising player in the area of integrated financing solutions

- Leading company with TL33 bn total assets
- 1H25: TL29 bn loan portfolio (up by 4%); TL0.6 bn net profits (up by 32%)

Opet: Second largest distribution company by volume

- 19% market share in white products as of the end of May 2025
- 12% of the fuel stations have EV chargers installed

Otokoç: Leading automotive retailing & car leasing company

- #1 in second-hand car sales

Token: Leading payment system platform provider

- New generation payment solutions to businesses with its own-developed Technologies, ranging from physical payment devices to online payments

Financials for unlisted companies disclosed semi-annually. All figures are based inflation accounting except for Koç Finansman which its figures are based on consolidated BRSA financials as they are exempt from inflation accounting

¹ Excluding FX gains/losses and credit finance income/charges on trade receivables and payables

² Excluding minority interest

Appendix - 2025 Expectations of the Listed Group Companies

TÜPRAŞ	2024A	2025E - Feb'25	2025E - Oct'25
Tüpраş Net Refining Margin (\$/bbl)	6.3	5.0-6.0	6.0-6.5
Tüpраş Crack Margin (\$/bbl)	11.2	-	-
CUR	92.6%	90-95%	90-95%
Production (mn tons)	26.7	~26	~26
Sales (mn tons)	30.4	~30	~30
Capex (\$ mn)	376	~600	~480

TOFAŞ	2024A	2025E - Feb'25	2025E - Apr'25	2025E - Jul'25	2025E - Nov'25
Sector ('000)					
Total TR LV Sales	1,239	900-1,100	900-1,100	1,100-1,200	1,300-1,400
Tofaş ('000)					
Retail Sales	143.7	110-130	110-130	300-330	350-370
Exports	33.6	70-90	70-90	70-80	50-60
Production	140.5	150-170	150-170	150-160	130-150
Capex (€ mn)	138	150	150	150	200
PBT Margin	4.1%	>5%	to be provided		2025E: ~3% 2028E: 5-7%
			2028E: 5-7%		2028E: 5-7%

TÜRKTRAKTÖR	2024A	2025E - Feb'25	2025E - Apr'25	2025E - Jul'25	2025E - Oct'25
Sector ('000)					
Total TR Tractor Sales	64	48-56	42-48	40-46	38-42
TürkTraktör ('000)					
Domestic sales	32.0	23-28	20-24	18-22	15.5-17.0
Exports	12.5	11-13	11-13	10-12	10-12
Capex (\$mn)	105	140 - 160	140 - 160	75 - 100	75 - 90

AYGAZ	2024A	2025E - Feb'25	2025E - Jul'25
Aygas Volume ('000)			
Cylinder	238	220-230	220-230
Autogas	761	755-785	755-785
Market Share			
Cylinder	41.6%	41.0%-43.0%	41.0%-43.0%
Autogas	22.1%	21.5%-22.5%	22.0%-23.0%

FORD OTOSAN	2024A	2025E - Feb'25	2025E - Jul'25	2025E - Nov'25
Sector ('000)				
Total TR Sales	1,279	950-1,050	1,050-1,150	1,300-1,400
Ford Otosan ('000)				
Retail Domestic Volume	114	90-100	90-100	110-120
Exports	546	610-660	610-660	590-640
+ Turkey	330	410-440	410-440	390-420
+ Romania	216	200-220	200-220	200-220
Wholesale Volume	661	700-760	700-760	700-760
Production	633	700-750	700-750	680-730
+ Turkey	382	460-490	460-490	440-470
+ Romania	251	240-260	240-260	240-260
Capex (€ mn)	739	750-850	600-700	450-550
+ General	128	130-150	130-150	130-150
+ Product related	661	620-700	470-550	320-400
Revenue Growth	Flat	High Single Digit	High Single Digit	High Single Digit
EBITDA Margin	7.2%	7% - 8%	7% - 8%	7% - 8%

YKB ¹	2024A	2025E - Feb'25	2025E - Jul'25
Volumes			
TL Loans growth	31%	< Average inflation	< Average inflation
FC Loan growth	32%	Mid-teens	Mid-teens
NIM	0.7%	~ 300bps improvement	200-225bps improvement
Fee growth	104%	25% - 30%	≥40%
Cost growth	66%	< 50%	< 50%
CoR	58bps	150 - 175bps	150 - 175bps
RoTE	16%	Mid-Twenties	Mid-Twenties

ARÇELİK	2024A	2025E - Feb'25	2025E - Oct'25
Revenue			
Turkey (in TL)	+0%	Flattish	~ -5%
International (in FX)	+43%	~ +15%	~ +5% to +10%
EBITDA Margin			
5.3%	~ 6.5%	~ 6.0% to 6.5%	
Capex (€ mn)			
375	~ 300	~ 250	
Working Capital / Sales			
21.0%	< 20%	~ 20% to 22%	

¹ YKB figures are based on consolidated BRSB financials as banks are exempt from inflation accounting

Agenda



Our ESG Journey

- ✓ Committed to be carbon neutral by 2050

The Koç Group Carbon Transition Roadmap:
17% reduction in 2024 vs. 2017 baseline year

20% by 2030

**Reduction in Scope 1 & 2
GHG emissions until
2030 vs. 2017 baseline year**

49% by 2040

**Reduction in Scope 1 & 2
GHG emissions until
2040 vs. 2017 baseline year**

- ✓ International Platforms

- United Nations Global Compact
- CEO Water Mandate
- CFO Coalition For the SDGs
- WEF - Stakeholder Capitalism Metrics, Center for Nature and Climate, Leaders for European Growth and Competitiveness
- Task Force For Climate Related Financial Disclosures (TCFD)*
- Science-Based Targets Initiative
(Consumer Durables, Automotive, Finance Group Companies)

* Operating as part of ISSB as of 2024



Science Based Targets Initiative (SBTi) – Group Company Updates

- Arçelik and Ford Otosan have received approval from the Science Based Targets initiative for their near-term and net-zero targets aligned with the 1.5°C scenario.
- Yapı Kredi received SBTi verification in 2024 for the targets determined for both its operations-related and financed emissions in 2023 in line with its SBTi commitment. The verification made the Bank the only private Tier-I bank to receive SBTi verification in Türkiye with the most comprehensive loan portfolio target in the Turkish banking sector.

- ✓ Global Leader at UN Women Generation Equality Forum

Koç Holding is one of the Action Coalition Leaders on Technology and Innovation for Gender Equality

Group companies committed: Aygaz, Arçelik, Ford Otosan, KoçFinans, Tofaş, Tüpraş, TürkTraktör and Yapı Kredi

Koç Group Companies are signatories of UN Women Empowerment Principles (UN WEPs)



- ✓ Sustainability Indices & Ratings

**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

Top 10% segment in IDD Category



a Morningstar company



**A- score in CDP Climate
Change and Water
Security programs, Supplier
Engagement Assessment
Global A List**



FTSE4Good



Investor Presentation

Our ESG Journey

Carbon Transition Program Highlights

Group-wide initiative to increase the use of renewable energy in electricity consumption

Energy

- **Tüpraş Strategic Transition Plan**
 - ✓ Sustainable Refining
 - ✓ Biofuels / Sustainable Aviation Fuel (SAF)
 - ✓ Zero carbon electricity
 - ✓ Green hydrogen
- **Tüpraş Ventures**

Automotive

- **Electrification**
 - ✓ Ford Otosan E-Transit
- **Battery**
 - ✓ Ford Otosan battery assembly plant in Kocaeli
- **Hydrogen**
 - ✓ Ford Trucks: hydrogen powered F-Max
 - ✓ Otokar: Kent hydrogen bus

Consumer Durables

- **Energy efficient products**
 - ✓ Arçelik targets to reduce its Scope 1 and 2 emissions as well as its Scope 3 GHG emissions from the use phase of sold products by 42% by 2030, and to cut its Scope 1 and 2 emissions and absolute Scope 3 emissions by 90% by 2050, both compared 2022.
- **Renewable energy**
 - ✓ Solar panel investment

Finance

- **Financing carbon transition through green bonds, sustainable financing**
 - ✓ Yapı Kredi sustainable Eurobond issuance

Our ESG Journey

Committed to be a Corporate Citizen

Vehbi Koç Foundation: Institutionalization for social development

- Established in 1969 as Turkey's first private foundation
 - to make philanthropic endowments for the public good
 - to create sustainable and replicable projects and programs in education, healthcare, culture and arts
- **Total asset value:** TL 56.09 bn¹

Education

PROJECTS & PROGRAMS

- Vehbi Koç Foundation Scholarships
- Model School Project
- Hope Cities 0-18 Children Wellbeing Programs

Healthcare

CIVIL SOCIETY SUPPORTS & ENGAGEMENTS

- Ankara University Vehbi Koç Eye Hospital
- Haydarpaşa Numune Hospital Vehbi Koç Emergency Center
- Turkish Nursing Association

Culture & Arts

CIVIL SOCIETY SUPPORTS & ENGAGEMENTS

- Metropolitan Museum- Ottoman Art Koç Family Galleries
- Geyre Foundation- Afrodisias Excavations and Sculpture Gallery
- IKSV – İstanbul Culture and Arts Foundation
- İstanbul Biennial (2007 – 2026)
- Venice Biennial- Turkish Pavillion (2014 - 2034)

¹ As of 31 December 2024

Further information can be obtained from www.vkv.org.tr

Our ESG Journey

Committed to be a Corporate Citizen

Education

- The Koç School (1988)
- Koç University (1993)
- Koç Primary & Secondary Schools (1998-2023): 21 schools across Turkey
- Hope Cities VKV Coordination Centers

Healthcare

- Semahat Arsel Nursing Education and Research Center (SANERC, 1992)
- VKV American Hospital (1995)
- VKV American Outpatient Medical Center (2017)
- Koç University School of Nursing (1999)
- Koç University School of Medicine (2010)
- Koç University Hospital (2014)
- Bodrum American Hospital (2019)
- Vet American Pet Hospital (2023)

Culture & Arts

- Sadberk Hanım Museum (1980): Turkey's first private museum
- Vehbi Koç Ankara Studies Research Center (1994)
- Suna-İnan Kıraç Research Institute for Mediterranean Civilizations (AKMED, 1996)
- Antalya Kaleiçi Museum (2000)
- Koç University Research Center for Anatolian Civilizations (ANAMED, 2005)
- TANAS Art Gallery, Berlin (2008 - 2013)
- ARTER (2010)
- VKV Ford Otosan Gölcük Culture & Community Center (2011)
- Ankara University Mustafa V. Koç Marine Archaeology Research Center (2015)
- Meşher (2019)

Our ESG Journey

Technology for Climate Adaptation & AI

FireAld

- Led and sponsored by Koç Holding, developed by KoçDigital in cooperation with the Turkish Ministry of Agriculture & Forestry and guided by the **World Economic Forum (WEF)**, the AI-based FireAld initiative was displayed at the Davos Annual Meeting 2023, it was hailed as a model for wildfire-risk mitigation.
- The project was pioneered by Koç Holding, following the devastating wildfires of 2021 in Turkey and across the region, in order to mobilize our advanced data analytics and AI skills in addressing this **global climate change** problem.
- The WEF published a detailed Report titled «**The Next Frontier in Fighting Wildfires: FireAld Pilot and Scaling**» on the encouraging results of the pilot study and showcased at a special Davos session.
- Inspired by the project's achievements, the WEF decided to start a new initiative called «**Tech for Climate Adaptation**» to understand and demonstrate how AI and other frontier technologies can be applied to a wide range of climate events, from sea-level rise to extreme heat. Koç is again invited to this new initiative as a founding partner.

Initiatives for Social Advancement

Istanbul Biennial

- Largest contemporary art platform in Turkey
- One of the four most important biennials in the world
- Sponsorship between 2007-2036
- Organized by the Istanbul Foundation for Culture and Arts (İKSİV)





Appendix

Appendix - Shareholding Structures

Koç Holding

Koç Family: 63.4%¹
 Free Float: 26.9%
 Vehbi Koç Foundation: 7.3%
 Koç Pension Fund: 2.3%
 Share Buyback: 0.04%

Energy

Tüpraş
 EYAŞ: 46.4%
 KH: 6.35%, Other Koç: 0.46%
 Other : 0.02%, Free float: 46.78%
 KH: 42.07%⁴

EYAŞ
 KH: 77%
 Aygaz: 20%
 Opet: 3%

Aygaz
 KH: 41%
 Other Koç: 10.2%
 Liquid Pet. Co.: 24.5%
 Free float: 24%
 Other: 0.4%

Opet
 Tüpraş: 41.7%
 Other Koç: 8.0%
 Öztürk Group: 50%
 Other: 0.3%
 KH: 19.75%⁴

Automotive

Ford Otosan
 KH: 39%
 Ford Motor Co.²: 41%
 Other Koç: 2%
 Free float: 18%

Tofaş
 KH: 38%
 FCA³: 38%
 Free float: 24%

TürkTraktör
 KH: 37.5%
 CNH : 37.5%
 Free float: 25%

Otokar
 KH: 47%
 Ünver Hold.: 25%
 Other Koç: 0.6%
 Free float: 27%

Otokoç
 KH: 99.8%
 Other Koç: 0.2%

Consumer Durables

Arçelik
 KH: 41%
 Other Koç: 15%
 Burla Group: 18%
 Free float: 14.96%
 Share Buyback: 10.00%
 Other: 0.65%

Finance

Yapı Kredi Bank
 KH: 20.22%
 KFS: 40.95%
 Free float: 38.83%
 KH: 54.8%⁴

Koç Financial Services (KFS)
 KH: 84.53%
 Other Koç: 15.43%
 Other: 0.04%

Koç Finansman
 KH: 50%
 Other Koç: 50%

Other

Koçtaş
 KH: 49.8%
 Kingfisher: 50%
 Other Koç: 0.2%

Setur
 KH: 24%
 Other Koç: 75%
 Other: 0.3%

Zer
 KH: 39.5%
 Other Koç: 57.9%
 Other: 2.5%

Updated as of 30 September 2025

¹ Family Danışmanlık (family-owned investment vehicle) 43.75%, Koç Family Members 18.3%

³ Stellantis owns 100% of FCA Italy SpA

² Ford Deutschland GmbH: 100% owned by Ford Motor Company

⁴ Effective stake indirectly through subsidiaries

Appendix - Koç Holding Milestones

	Today	Turkey's largest industrial and services group
	2016	Ömer M. Koç becomes Chair
	2006-08	Major acquisitions (<i>Tüpraş & Yapı Kredi</i>) & Proactive disposals
	2006	Koç Holding signs the UN Global Compact
	2003	Third generation of Koç Family takes the reins
	1996	The end of an extraordinary life; Vehbi Koç passes away
	1990s	Exports growth accelerates
	1984	Second generation of Koç Family takes over
	1970	First public offering
	1963	Establishment of Koç Holding A.Ş.
	1960s	International partnerships; grow in new sectors (<i>establishment of Ford Otosan, Aygaz, Setur and Tat Gida</i>)
	1950s	Grow in new sectors (<i>establishment of Arçelik, TürkTraktör, Koçtaş, Divan</i>)
	1940s	First industrial ventures
	1938	The first joint stock company: Koç Ticaret A.Ş.
	1926	Official foundation of Koç Group

The Koç Group, whose objective is to increase the value created for all its stakeholders, continues its journey that **started nearly a century ago**, within the framework of its long-term value creation target and global growth vision

Koç Holding Investor Relations

investorrelations@koc.com.tr

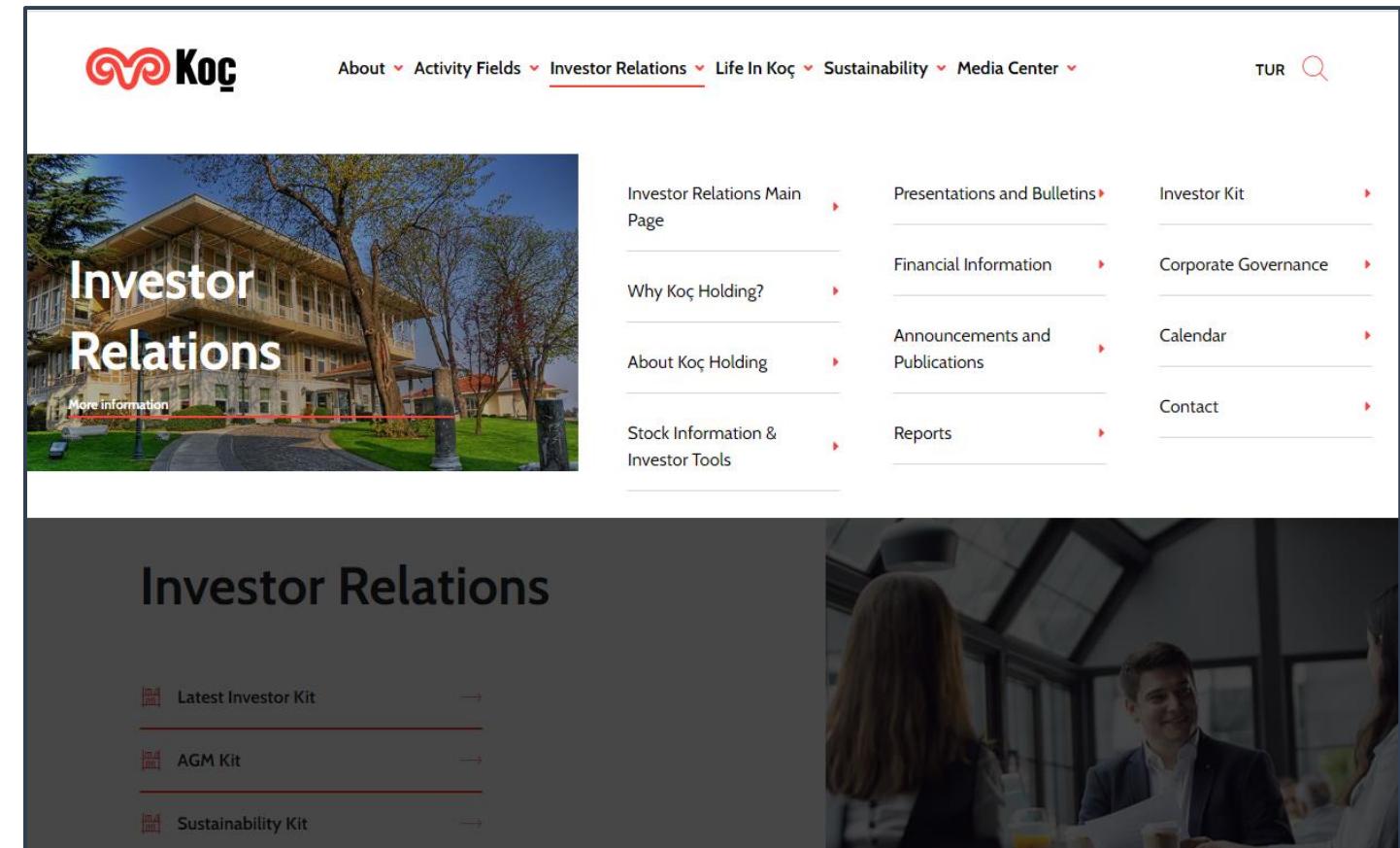
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The screenshot shows the Koç Holding Investor Relations website. The header includes the Koç logo, a navigation menu with 'Investor Relations' underlined, and a search bar. The main content area features a large image of a modern building with the text 'Investor Relations' overlaid. The right sidebar contains links for various investor-related sections. A dark overlay with the text 'Investor Relations' and three kit links (Latest Investor Kit, AGM Kit, Sustainability Kit) is partially visible. A photo of people in a meeting is in the bottom right corner.

Disclaimer

With the Capital Markets Board of Turkey's Bulletin dated 28.12.2023 numbered 2023/81, CMB announced that issuers and capital market institutions shall prepare their annual financial statements ending on 31.12.2023 or later, in accordance with IAS 29 inflationary accounting provisions.

Accordingly, this presentation contains the Company's financial information prepared according to Turkish Accounting / Financial Reporting Standards by application of IAS 29 inflation accounting, in accordance with CMB's decision dated 28.12.2023.

This presentation does contain forward-looking statements and figures sourced from the announcements made by the Koç Group companies reflecting current views with respect to certain future events based on the base-case assumptions. Although it is believed that the expectations reflected in these statements are reasonable under current conditions, they may be affected by a variety of variables and changes in underlying assumptions that could cause actual results to differ. Neither Koç Holding nor any of its directors, managers, or employees nor any other person shall have any liability whatsoever for any loss arising from the use of this presentation.