



**KOÇ HOLDING**

**TURKEY'S LEADING  
INVESTMENT HOLDING COMPANY**

**MARCH 2023**

# Agenda



Koç Holding at a Glance

Strategic Overview

Business Update

Performance Highlights

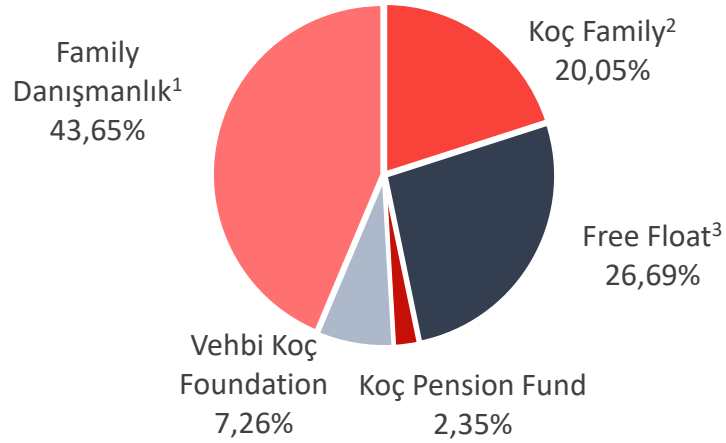
Our ESG Journey

# Agenda



# Koç Holding at a Glance

## Stable & Supportive Shareholding Structure



**~60%**

Share of Foreign Investors in Free Float

**1/3**

Independent Board Members

**1/3**

Women Board Members

**1/3**

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

<sup>1</sup> As of YE22, total voting rights including A (2 voting rights) and B (1 voting right) shares is 55.55%. A shares do not have any other privileges

<sup>2</sup> Includes personal holdings of 18.65% stake and 1.4% stake of RMK ve Mahdumları

<sup>3</sup> Koç Holding initiated its first Share Buyback Program in July 2021. Total buyback is ~890K shares (equivalent to around 0.035% of capital) since initiation of the programme.

# Koç Holding at a Glance

## Milestones



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 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**

**~9%**

Combined Revenues/  
GDP

**~7%**

Total Exports/  
Turkey's Exports

**~7%**

R&D expenditure/  
Total private sector R&Ds<sup>1</sup>

**~19%**

Koç Group's Mcap/  
Borsa Istanbul 100 Index

**Fortune  
Global 500**

Only company from  
Turkey<sup>2</sup>

**~70%**

CAGR in consolidated net  
profit in the last five years<sup>3</sup>

Data as of 2022YE, unless otherwise stated  
1 Based on TurkStat 2021 R&D data  
2 2022 report (based on consolidated revenues)  
3 In TL terms between 2018-22

# Koç Holding at a Glance

## Well Positioned to Benefit from Turkey's Growth Potential

### ● Largest industrial & services group

4 of the Top 10 Industrial Enterprises<sup>1</sup>



### ● Largest exporters within portfolio

3 of the Top 10 Exporters<sup>2</sup>



### ● Largest intellectual property rights portfolio<sup>3</sup>

>7,000 trademarks

>2,500 patent families

>4,700 patents

>1,000 industrial design registrations

>4,700 Internet domain names

### ● Largest distribution network & customer database

~800 bank branches

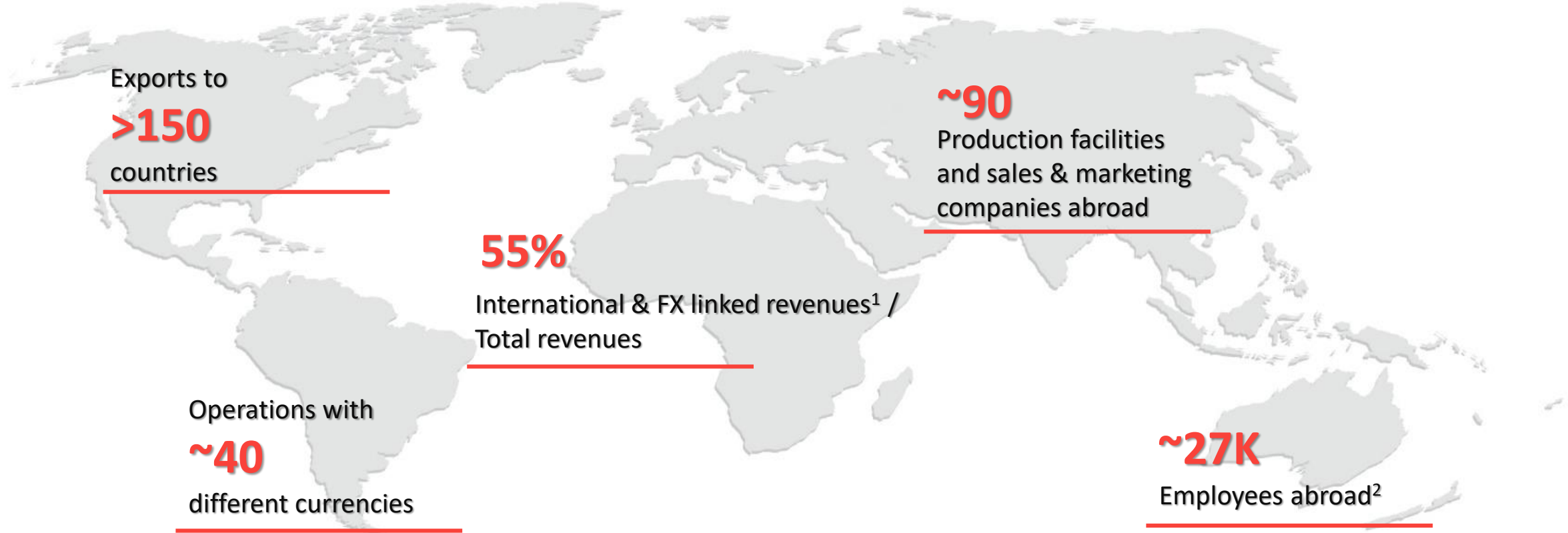
~11,000 dealers & after-sales services

>12.5 million customers with data-sharing permission enabling efficient up & cross-selling

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

# Koç Holding at a Glance

## A True Global Player



Data as of 2022YE, unless otherwise stated

<sup>1</sup> Excluding FX linked revenues of Tüpraş refinery, International revenues/Total revenues = ~30%, as of 31 December 2022.

<sup>2</sup> Total number of employees = ~115K



# Agenda



# Strategic Overview

## Operations in Lucrative Businesses with Strategic Alliances

### Energy

#### Main Companies



### Automotive

#### Main Companies



#### International Alliances



### Consumer Durables

#### Main Companies



#### International Alliances



### Finance

#### Main Companies



### Other

#### Main Companies



#### International Alliances



# Strategic Overview

## Strong Domestic Positioning of Leading Brands

Energy	Automotive	Consumer Durables	Finance	Other
<b>Largest</b> refining capacity in Turkey	Total Automotive <b>1<sup>st</sup></b>	White Goods <b>1<sup>st</sup></b>	Asset Size among private banks <b>3<sup>rd</sup></b>	Tomato Products, Ketchup <b>1<sup>st</sup></b>
LPG Distribution <b>1<sup>st</sup></b>	Commercial Vehicles <b>1<sup>st</sup></b>	Air Conditioners <b>1<sup>st</sup></b>	Credit Card Volume <b>1<sup>st</sup></b>	DIY Retailing <b>1<sup>st</sup></b>
Petroleum Product Distribution <b>3<sup>rd</sup></b>	Passenger Cars <b>1<sup>st</sup></b>		Factoring <b>1<sup>st</sup></b>	Marinas <b>1<sup>st</sup></b>
	Tractors <b>1<sup>st</sup></b>			
	Buses Auto. Retailing Car Rental&Leasing <b>1<sup>st</sup></b>			

# 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
- Entek
- Koçfinans
- KoçSistem
- Marinas
- Otokoç
- Opet
- Setur
- Tat Gıda
- Yapı Kredi

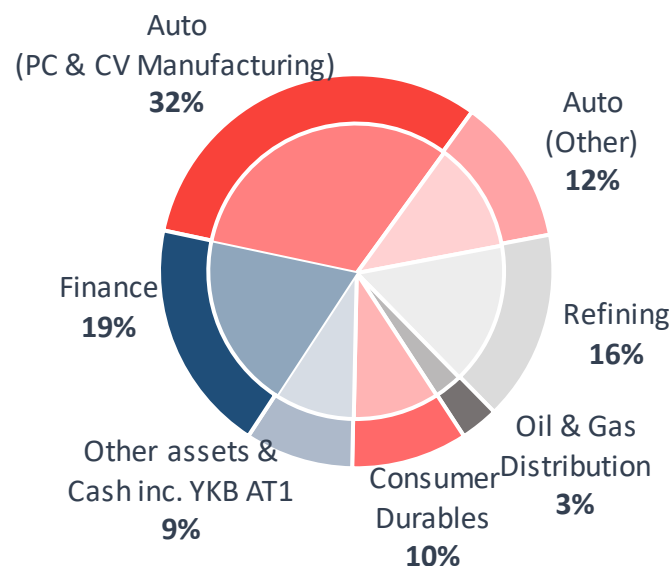
High growth  
>1.5x the GDP growth

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

# Strategic Overview

...Sectoral Diversification Delivers Resilience to Alleviate Cyclicalty...

## Net Asset Value Breakdown by Sector<sup>1</sup>



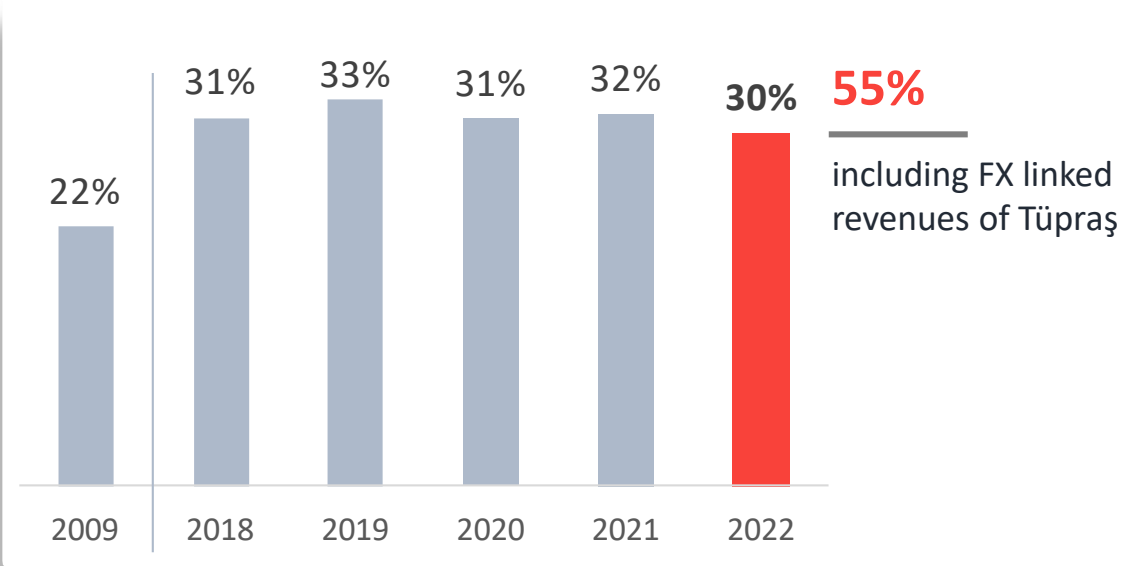
	Key Strengths	Key Risks & Sensitivities
<b>Automotive</b> PC & CV Manufacturing	<ul style="list-style-type: none"> <li>✓ Domestic growth potential</li> <li>✓ Secured export contracts</li> <li>✓ Strong positioning in JV universe</li> </ul>	<ul style="list-style-type: none"> <li>• Demand in Turkey and Europe</li> <li>• Main drivers: GDP &amp; interest rates</li> </ul>
<b>Automotive</b> Other	<ul style="list-style-type: none"> <li>✓ Leading positions &amp; brand names</li> <li>✓ Strong R&amp;D</li> <li>✓ Wide distribution networks</li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural sector trends</li> <li>• Demand by the defense industry</li> </ul>
<b>Refining</b>	<ul style="list-style-type: none"> <li>✓ Demand insensitive to GDP</li> <li>✓ Turkey's diesel deficit</li> <li>✓ FX and oil-price-linked pricing mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Regional crack spreads i.e.commodity prices</li> <li>• Crude differentials</li> </ul>
<b>Oil &amp; Gas Distribution</b>	<ul style="list-style-type: none"> <li>✓ Low sensitivity to GDP</li> <li>✓ Growing auto gas market</li> </ul>	<ul style="list-style-type: none"> <li>• Oil &amp; LPG prices</li> <li>• Regulations</li> <li>• Limited growth in cylinder market</li> </ul>
<b>Consumer Durables</b>	<ul style="list-style-type: none"> <li>✓ Geographic diversification</li> <li>✓ Low-cost manufacturing</li> <li>✓ Dynamic investment approach</li> </ul>	<ul style="list-style-type: none"> <li>• Turkey and global demand</li> <li>• Main driver: GDP</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>✓ Growth potential</li> <li>✓ Leading position in digital</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic credit &amp; interest rate risk</li> <li>• Regulation</li> </ul>
<b>Other<sup>2</sup></b>	<ul style="list-style-type: none"> <li>✓ Leading positions</li> <li>✓ Turnaround potential</li> <li>✓ Inorganic growth opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Macro risks</li> </ul>

<sup>1</sup> NAV based on company calculation. ~90% of NAV comes from listed assets (31 December 2022 Mcap of each, weighted with effective ownership). Other assets includes net cash including YKB and other assets.

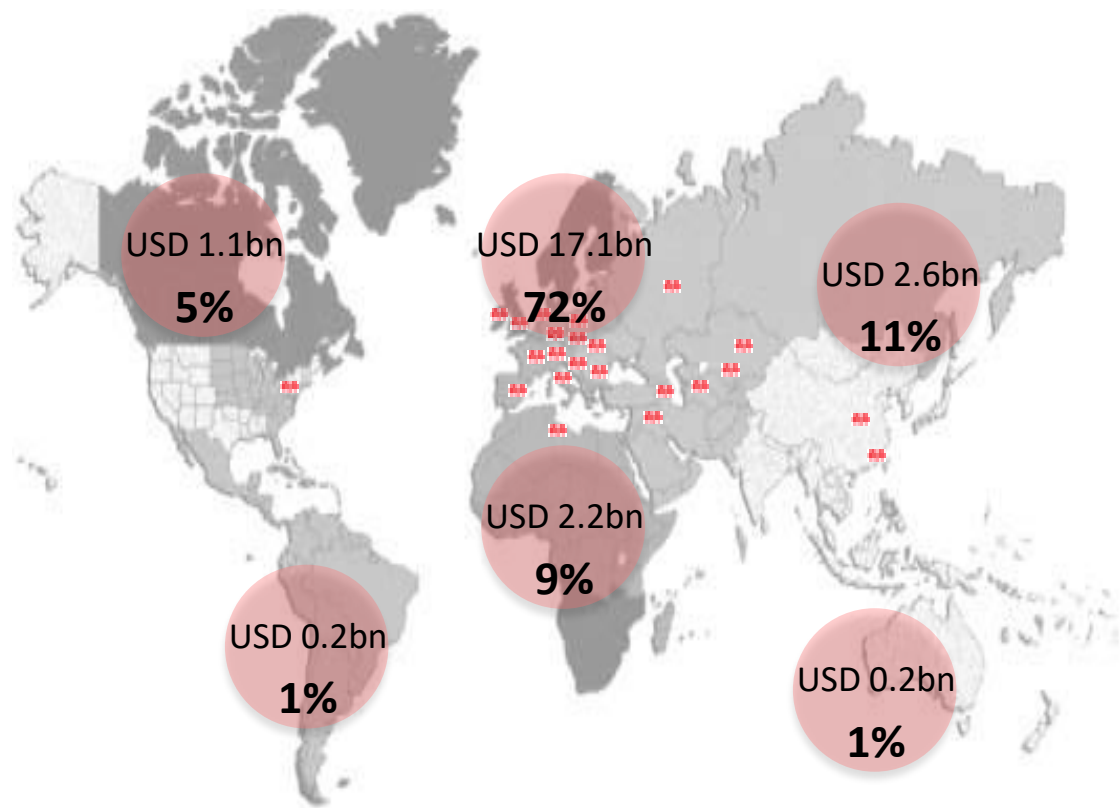
# Strategic Overview

## ...Geographical Diversification Supports Sustainable Revenue Generation

International Revenues / Total Combined Revenues



Regional Breakdown of International Combined Revenues<sup>1</sup>



Share of international revenues in total revenues of the largest contributors

**78%**

Ford  
Otosan

**46%**

Tofaş

**70%**

Arçelik

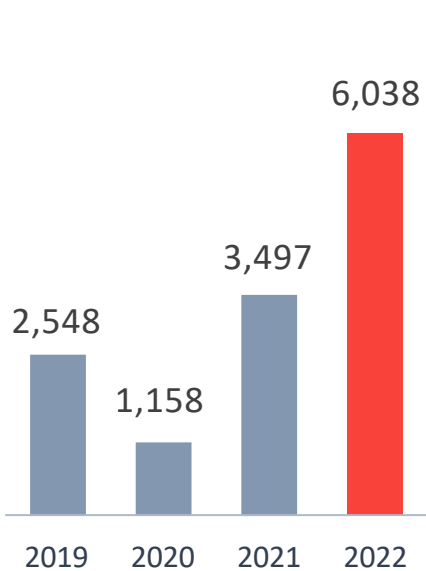
<sup>1</sup> Data as of 2022YE

# Focus on Sustainability and Resilience

## Business Model Ensures Sustainability of Dividend Income

### Dividend Income

TL Million

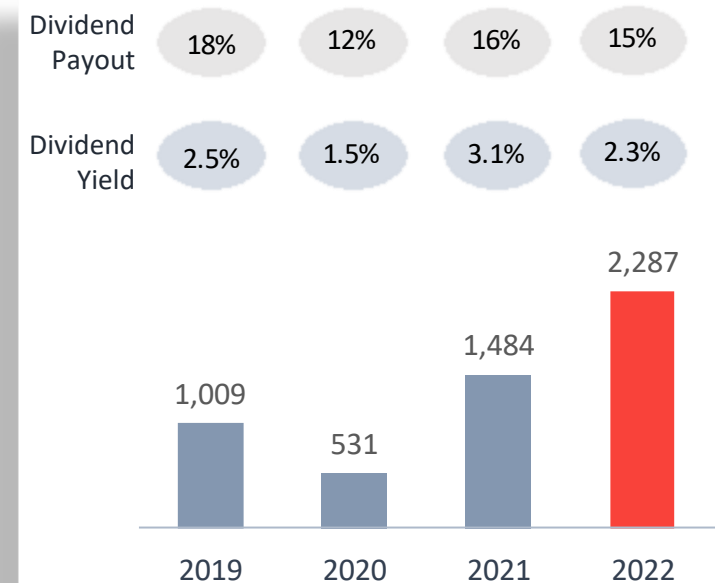


	Dividend				vs.2021
	2019	2020	2021	2022	
Tüpraş (via EYAŞ)	1,489	-	-	-	n.m.
Ford Otosan	494	421	1,382	2,536	84%
Tofaş	331	451	564	1,203	113%
Arçelik	-	-	608	608	0%
Aygaz	157	61	61	61	0%
TürkTraktör	-	38	319	450	41%
Otokar	32	89	179	223	25%
Yapı Kredi Bank / KFS	-	-	193	617	220%
Tat Gıda	-	13	18	24	34%
Other Companies	45	85	173	316	82%
<b>Total Dividend Income</b>	<b>2,548</b>	<b>1,158</b>	<b>3,497</b>	<b>6,038</b>	<b>73%</b>

- In 2022:
  - Majority of dividend income from portfolio companies **with FX or FX linked revenues**
  - YKB dividends were capped with BRSA's 10% payout limit

### Dividend Payout<sup>1</sup>

TL Million

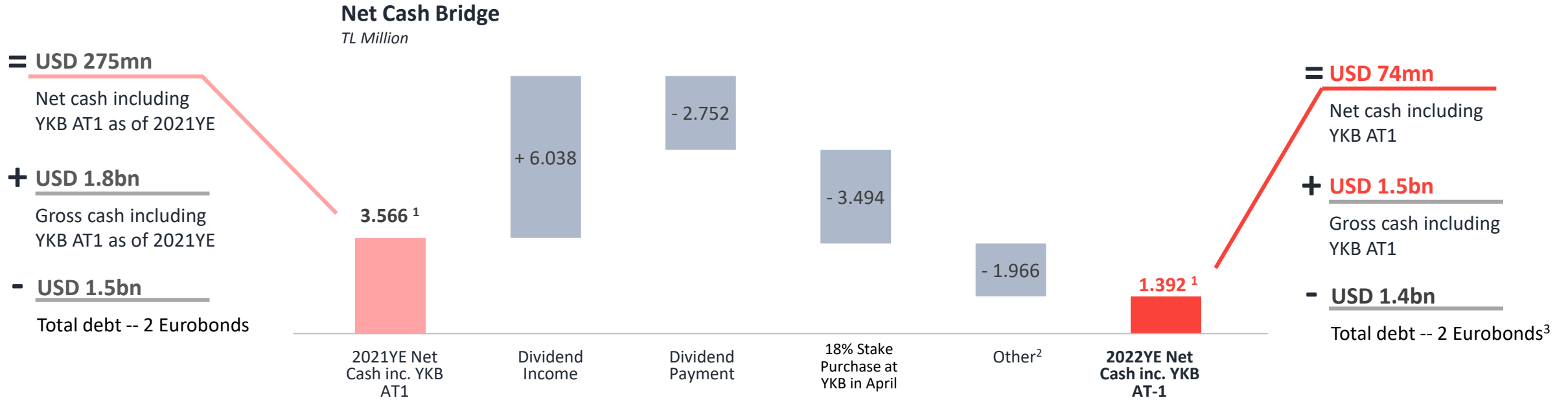


- **Flexibility in dividend payments**
- Dividend payment decision based on
  - dividend income
  - investment opportunities
  - net cash position

<sup>1</sup> Dividend payment excluding usufruct shareholders

# Focus on Sustainability and Resilience

## Solid Liquidity Maintained



<sup>1</sup> USD net cash amounts are converted to TL in the Net Cash Bridge, using the USDTRY currency rates of 12.9775 for 31 December 2021 and 18.6983 for 31 December 2022.

<sup>2</sup> Other includes management fees, OPEX, currency conversion impacts, net financial income/expense and other.

<sup>3</sup> Issued in Mar'16: USD 750 mn, 7 yrs, 5.25% coupon (total buyback USD 71.5mn) & Issued in Mar'19: USD 750 mn, 6 yrs, 6.5% coupon



# Key Metrics

## Fundamentals Remain Intact on the Back of Prudent Management

### Strong Cash Position

**USD 74mn**

Solo  
Net Cash

**+ USD 1.3bn**

Gross cash



**+ USD 213mn**

YKB AT-1  
Investment

**- USD 1.4bn**

Total Debt  
2 Eurobonds, USD 750mn each<sup>1</sup>

### Solid Liquidity

**1.3x**

Current Ratio  
on Combined Basis<sup>2</sup>

### Sustainable Leverage

**0.5x**

Net Financial Debt / EBITDA  
on Combined Basis<sup>2</sup>

### FX Position

**+USD 35mn**

Solo  
FX Position

**- USD 319mn**

Consolidated FX position  
after natural hedge<sup>3</sup>

**- USD 185mn**

Consolidated FX position  
after natural hedge weighted by  
effective ownership

<sup>1</sup> Issued in Mar'16: USD 750 mn, 7 yrs, 5.25% coupon (total buyback USD 71.5mn) & Issued in Mar'19: USD 750 mn, 6 yrs, 6.5% coupon

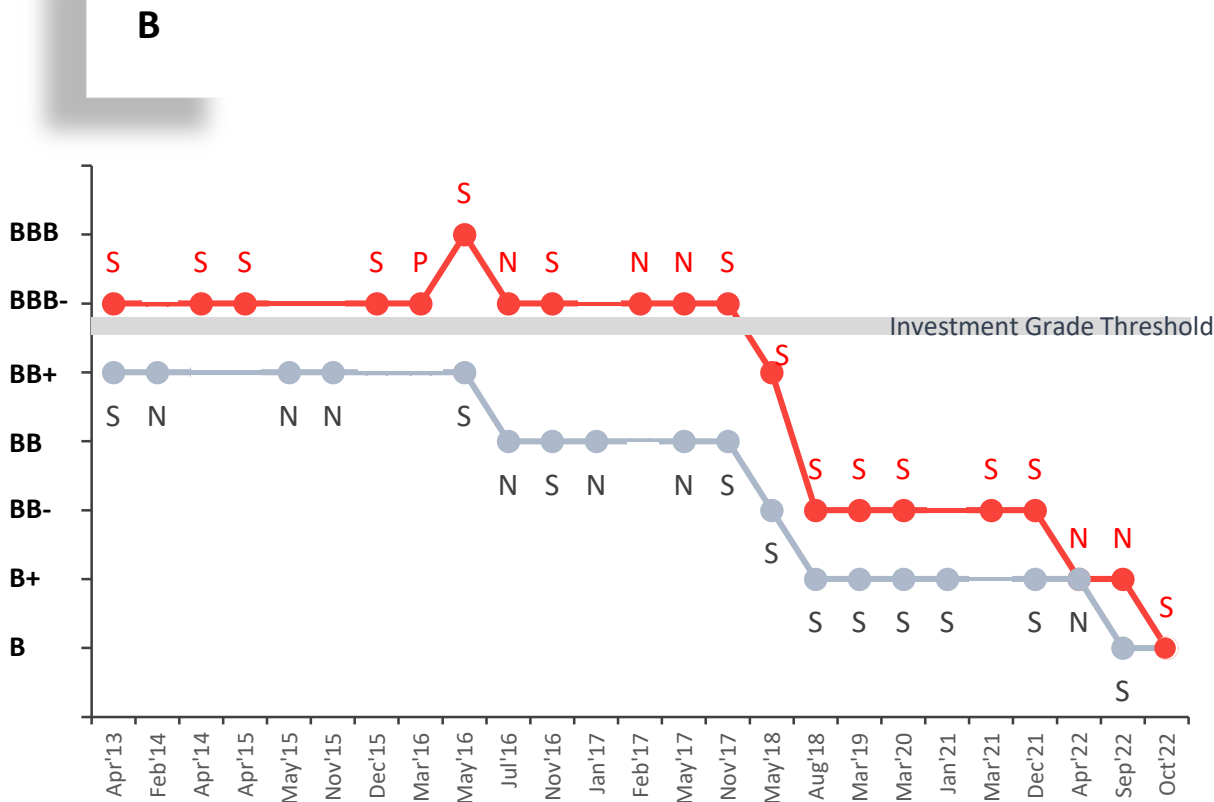
<sup>2</sup> Excluding finance segment

<sup>3</sup> Net short FX position at USD 319mn (excluding USD 0.6bn of loans designating as hedging instruments (mainly Tüpraş and Arçelik) and USD 2bn of natural hedge due to FX linked pricing of Tüpraş and Aygaz inventory)

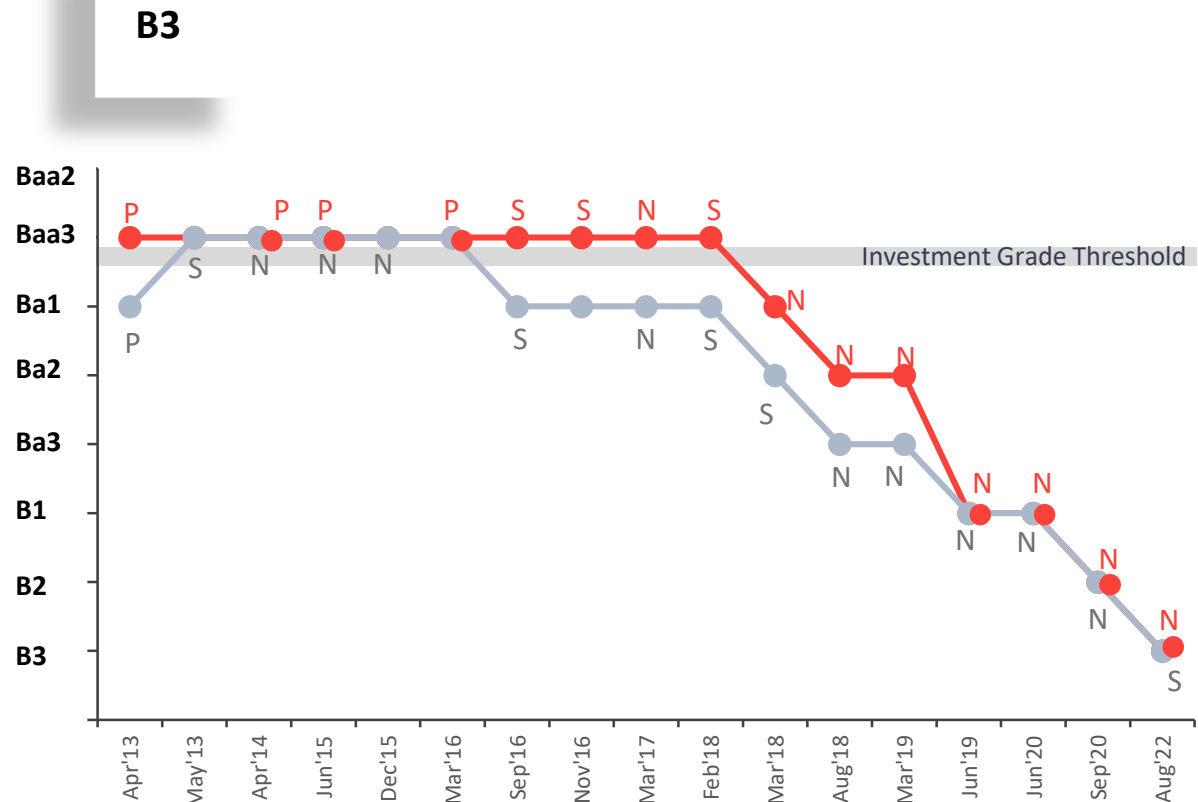
# Strategic Overview

## Credit Ratings

### Standard & Poors (S&P)



### Moody's

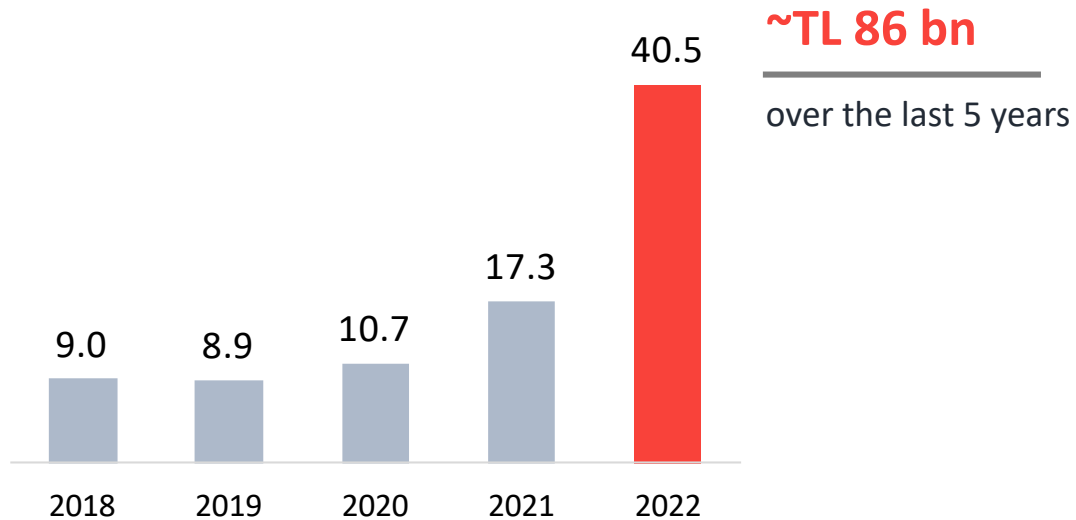


— Koç Holding — Turkey  
P: Positive, S: Stable, N: Negative

# Strategic Overview

## Investing with a Focus on Scale and Returns

### Investments (Combined, TL bn)



- Group companies financed investments mainly via their own balance sheets

### Growth Opportunities

#### Existing Businesses

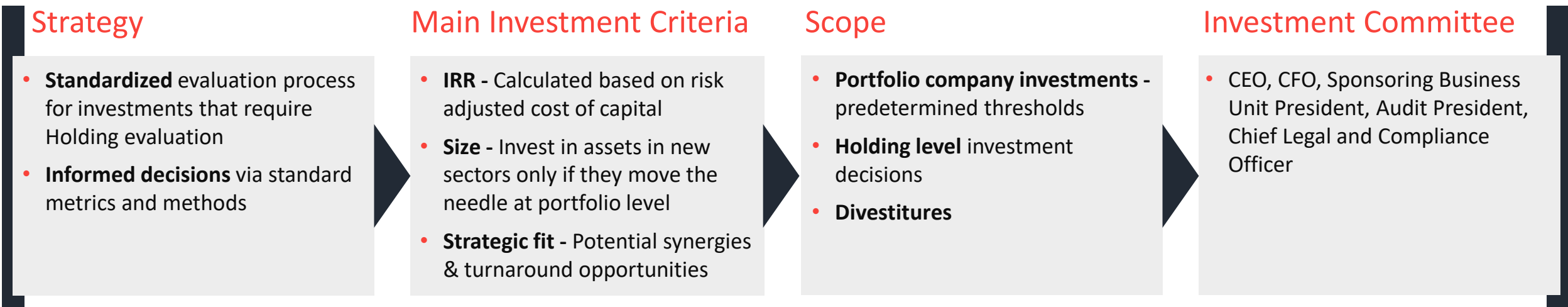
- **Energy** - Domestic & int'l growth opportunities across different segments such as renewables, LNG and LPG
- **Automotive** - New manufacturing and R&D projects for export markets with JV partners
- **Consumer Durables** - Opportunistic buyouts in international markets
- **Finance** - Growth opportunities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



#### New Businesses

- Exploit potential opportunities both locally and internationally

# Strategic Overview

## Well-Framed Investment Strategy for Clear Evaluation Process



	Existing Businesses	New Businesses
 <b>Turkey</b>	<ul style="list-style-type: none"><li>• Consolidate leading positions</li><li>• Improve effectiveness</li></ul>	<ul style="list-style-type: none"><li>• Exploit potential opportunities</li></ul>
 <b>Global</b>	<ul style="list-style-type: none"><li>• Expand in existing and/or adjacent sectors</li></ul>	<ul style="list-style-type: none"><li>• Opportunistic plays / partnerships</li></ul>

# Strategic Overview

Investments in new economy businesses ensure sustainability of our strong positioning in the long term

## WAT

<https://www.wat.com.tr/>

- ✓ Production and sale of engines, engine components, power transmission equipment & servo systems.
- ✓ Aim is to leverage its know-how in industrial production to meet the needs of our portfolio companies **especially in the area of electrification & robotics.**
- ✓ **WAT Mobility**, established by WAT, Opet, Otokoç Otomotiv and Entek Elektrik as a strategic step, **will operate in the field of electric vehicle charging.**

## Sendeo

<https://www.sendeo.com.tr/>

- ✓ Keeping up with the **fast growing e-commerce & cargo distribution businesses**
- ✓ Benefits from Aygaz' existing dealer network, facility infrastructure and home-delivery experience.
- ✓ Expanded to all 81 cities of Turkey
- ✓ Targets a total of \$ 60mn investments until 2025

## Inventram

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

- ✓ Invests in **early-stage start-ups on technology & innovation**
- ✓ Medtech, artificial intelligence, fintech, robotics, augmented & virtual reality, big data & data analytics, IOT & sensors, nanotechnology and sharing technology
- ✓ **8 high-tech companies, 5 of which are in the US**

## Token

<https://www.tokeninc.com/en-us>

- ✓ **Fintech company with leadership in cash register POS segment**
- ✓ Launched the new generation digital meal card, "TokenFlex"
- ✓ Also aims to provide end-to-end solutions in e-commerce to enterprises and marketplaces
- ✓ Received e-money license from the CBRT

# Agenda



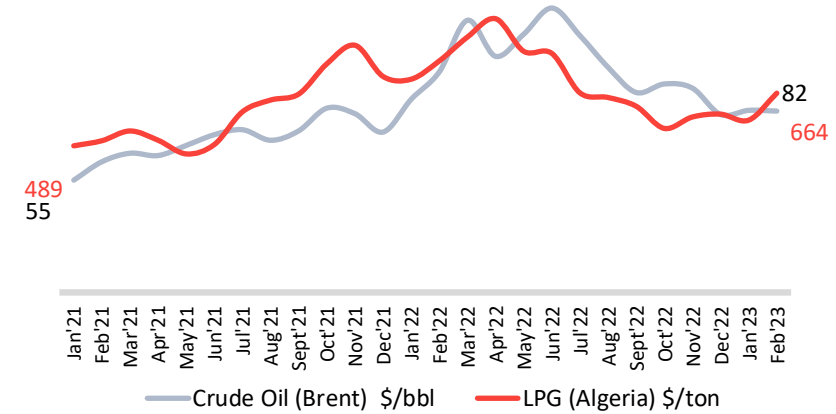
# Business Update

## Energy

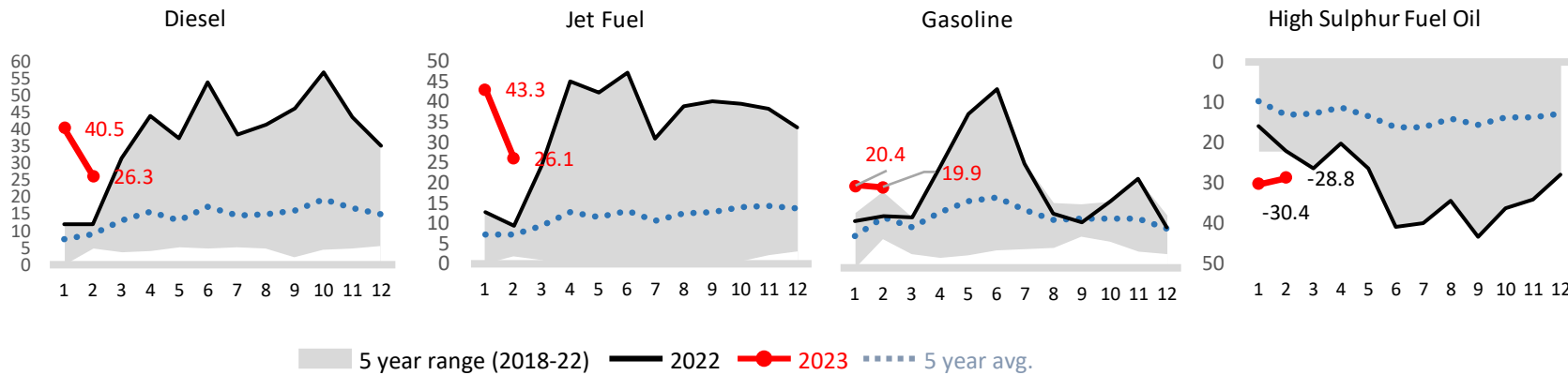
### Competitive Advantages

- **Underpenetrated market with growing oil demand and diesel deficit** – ~7 million tons of diesel deficit in 2022
- **2<sup>nd</sup> largest LPG market in Europe, 10<sup>th</sup> globally; 2<sup>nd</sup> 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

### Brent Crude Oil & LPG Prices

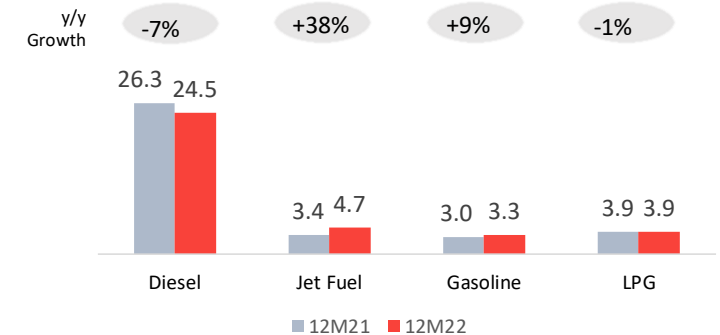


### Crack Margins



### Latest Growth Trends

#### Sales Units, Domestic Market Million Tons



# Business Update

## Automotive

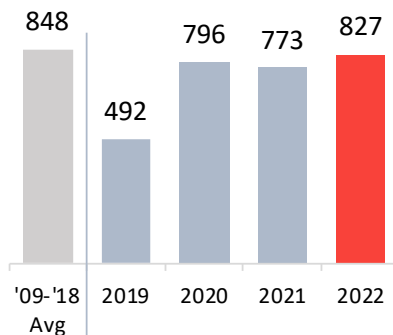
### Competitive Advantages

- **Underpenetrated domestic market with strong growth potential**
- **Strong local supply** with low cost production capabilities
- **High export volume** ensuring resilience vs domestic demand volatility
- **4<sup>th</sup> largest tractor market globally** with 48% of 2mn tractor park >24 years indicating high replacement potential

### Domestic Market Dynamics

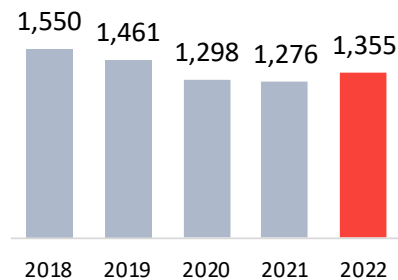
#### Sales

Thousand Units



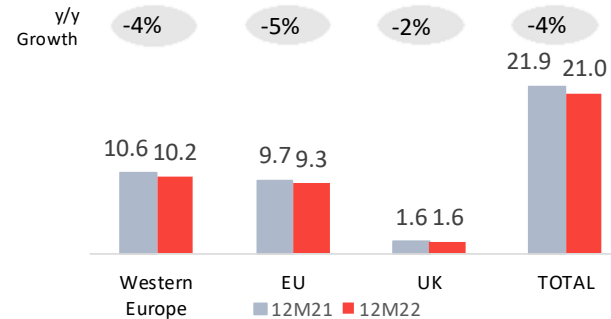
#### Production

Thousand Units



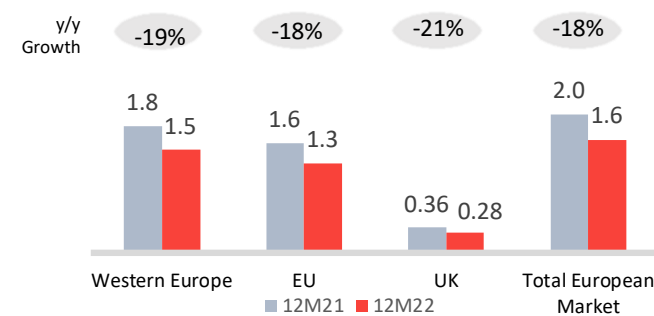
### European Passenger Car Market

Million Units



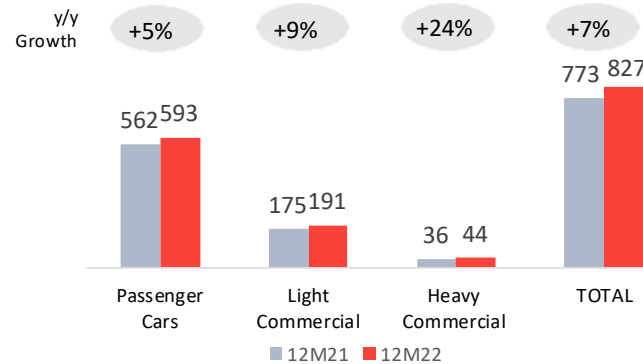
### European Light Commercial Vehicles Market

Million Units



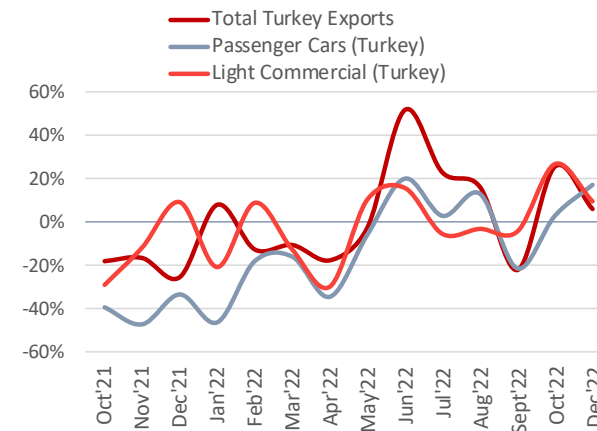
### Sales Volume

Thousand Units



### Monthly Growth Trend

y/y





# Business Update

## Consumer Durables

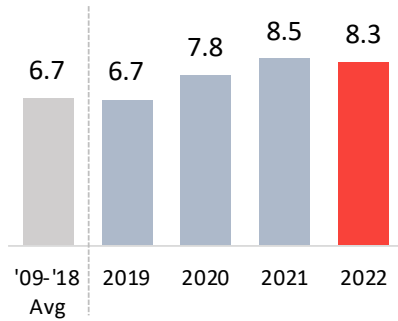
### Competitive Advantages

- **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

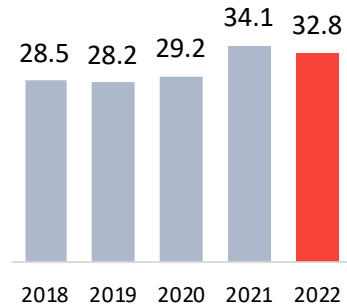
#### Sales

Thousand Units



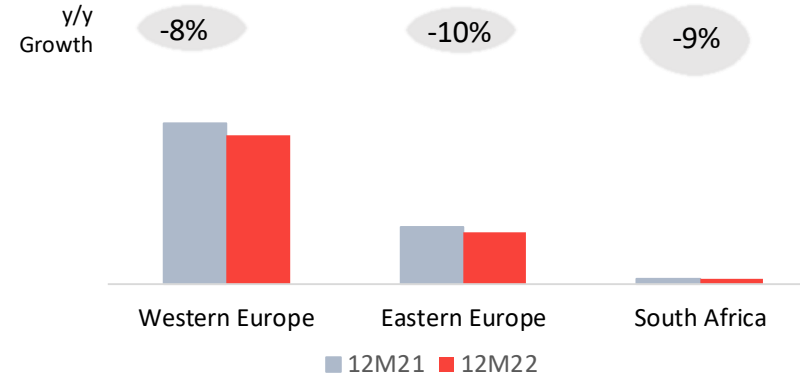
#### Production

Thousand Units



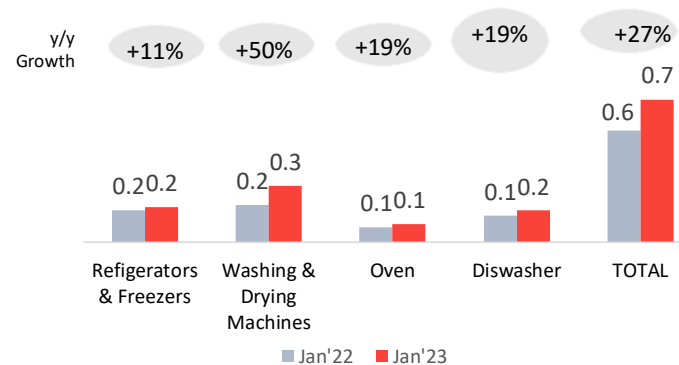
### International Market

Thousand Units



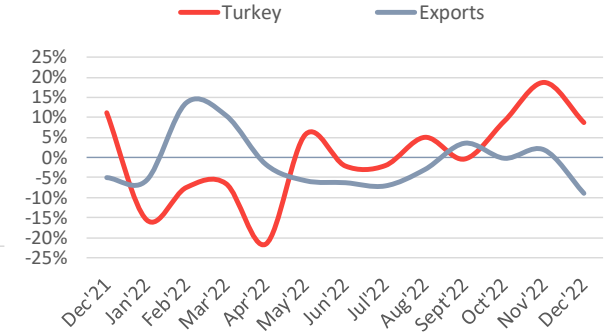
### Sales Volume

Thousand Units



### Monthly Growth Trend

y/y



# Business Update

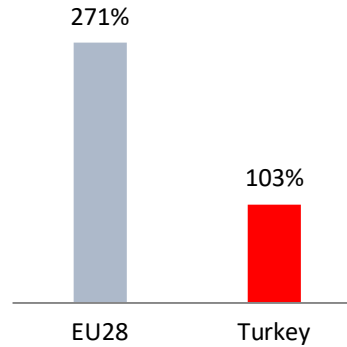
## Finance

### Competitive Advantages

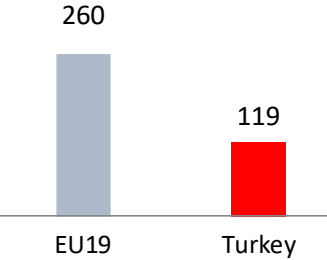
- Experience dating back 79 years
- Innovative service and branch network
- Pioneer in digital solutions
- Customer focused growth strategy
- Strong and diversified funding base
- Meeting all of the financial needs of its customers under one roof

### Low Penetration Levels Providing an Opportunity for Rapid Growth

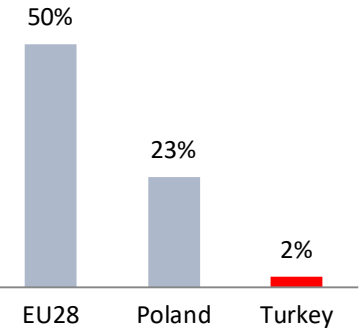
Loans + Deposits / GDP



Branches per million inhabitants

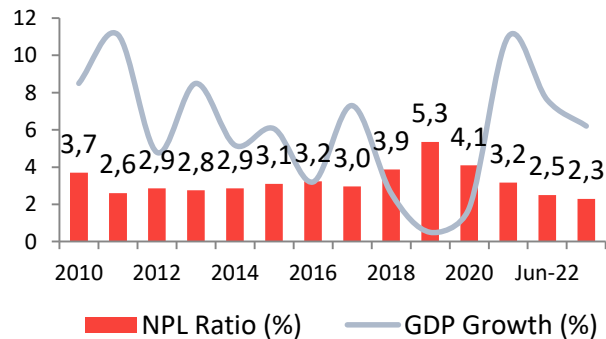


Mortgages / GDP

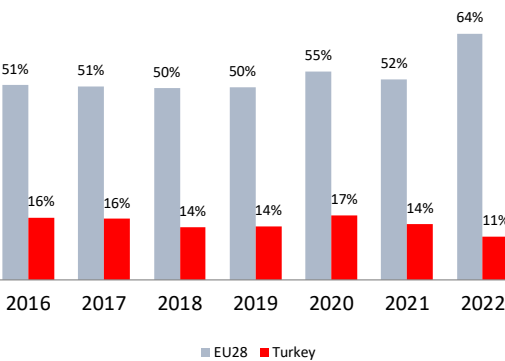


### Growing, Healthy and Profitable Banking Sector

Asset Quality

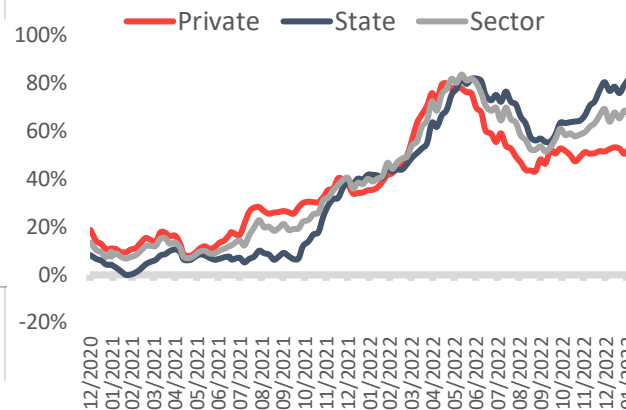


Household Liabilities to GDP



TL Lending Growth

13 Weeks Annualized



	2M23	ytd	y/y
<b>Loans</b>	7.9	4.5%	55.9%
+ TL	5.4	6.6%	84.8%
+ FC (USD)	0.1	-0.6%	-16.5%
<b>Customer Deposits</b>	9.4	5.8%	70.1%
+ TL	5.3	10.7%	131.2%
+ FC (USD)	0.2	-0.6%	-8.7%

# Business Update

## Other Lines of Businesses -- Main Companies

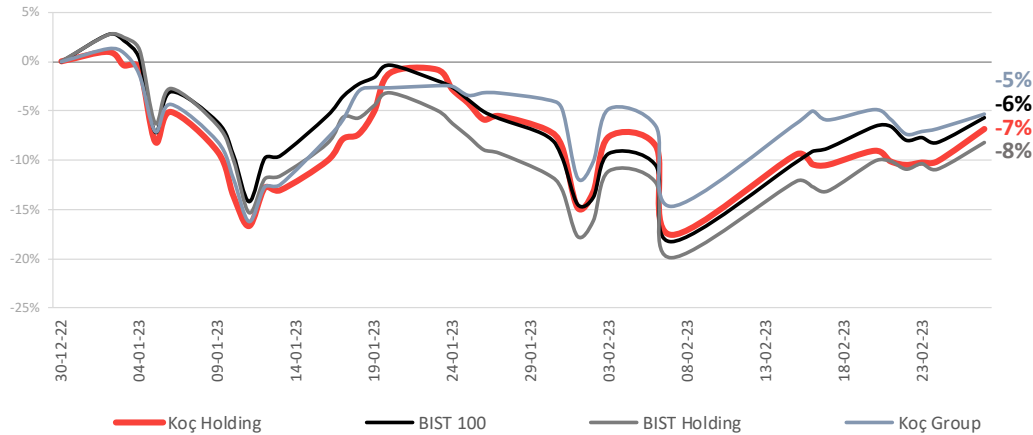
Company	Sector	Key Messages
<b>Tat Gıda</b>	Food	<ul style="list-style-type: none"> <li>Leader in tomato products, ketchup and canned pickles categories</li> <li>KH distribution company Düzey performs logistics for Tat Gıda products as well as some external leading brands</li> <li>Strong focus on end-to-end efficiency</li> </ul>
<b>Koçtaş</b>	DIY Retailing	<ul style="list-style-type: none"> <li>Leader in Do-it-Yourself market in Turkey with 45 Koçtaş &amp; 297 Koçtaş Fix stores</li> <li>JV structure with Kingfisher, a leading European DIY company with over 1,500 stores in 8 countries</li> <li>Focus on ensuring omni-channel shopping experience with continuous developments in digital channels and capabilities</li> </ul>
<b>Zer</b>	Central Procurement	<ul style="list-style-type: none"> <li>Strategic and operational procurement via access to a large pool of suppliers</li> <li>Start of expansion to clients outside of the Koç Group since 2016</li> <li>Initiatives to enhance digital channels and e-trade platform for SMEs</li> </ul>
<b>Setur</b>	Duty Free, Tourism, Marinas	<ul style="list-style-type: none"> <li>A range of tourism related services (incl. ticket sales, tours, events)</li> <li>Duty-free sales operations at 50 shops in airports, land border gates and seaports</li> <li>Setur Marinas is the leader in Turkey with 20% market share and 10 marinas</li> <li>Special emphasis on corporate tourism. Focus on process automation and CRM integration</li> </ul>
<b>KoçSistem</b>	IT	<ul style="list-style-type: none"> <li>Leading player in the IT sector with large-scale projects and data centers</li> <li>Provider of innovative services such as IoT platforms and business solutions</li> <li>Preferred partner of Koç Group companies, also with c.50% of revenues from external companies</li> <li>Owns KoçDigital which leverages advanced analytics and internet of thing solutions</li> </ul>
<b>Inventram</b>	Innovation	<ul style="list-style-type: none"> <li>Evaluation and investment into start-ups, innovative products and ideas</li> <li>80% owned by Koç Holding and 20% by Koç University</li> <li>Facilitation of suitable project integration into Koç Group companies</li> </ul>
<b>Token</b>	Financial Technologies	<ul style="list-style-type: none"> <li>Leader in cash register POS segment</li> <li>Launched the new generation digital meal card, "TokenFlex"</li> <li>Token Payment Services and Electronic Money (PSEM) aims to provide end-to-end solutions in e-commerce to enterprises and marketplaces. Received e-money license from the CBRT.</li> </ul>
<b>Wat</b>	Innovative Motor Company	<ul style="list-style-type: none"> <li>Production &amp; sale of engines, engine components, power transmission equipment and servo systems</li> <li>WAT, Opet, Otokoç and Entek established WAT Mobility to operate in the field of electric vehicle charging stations. The company targets rapid expansion throughout Turkey in charging stations.</li> </ul>

# Historical NAV Discount

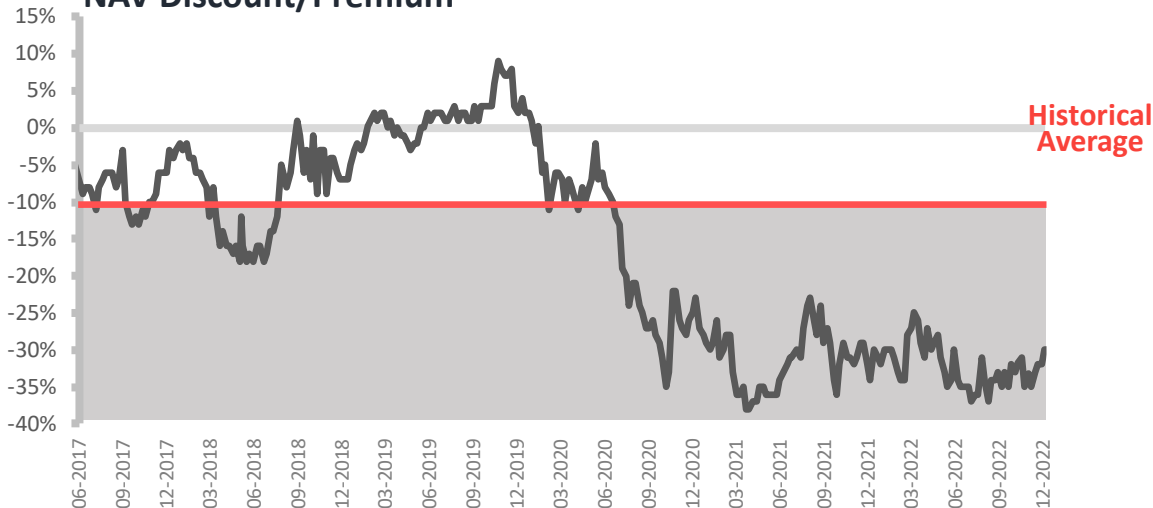
## Unwarranted NAV Discount Given Strong Fundamentals

### Relative Share Performance of Koç Holding vs. Koç Group<sup>1</sup>

Rebased at 2021YE



### NAV Discount/Premium<sup>2</sup>



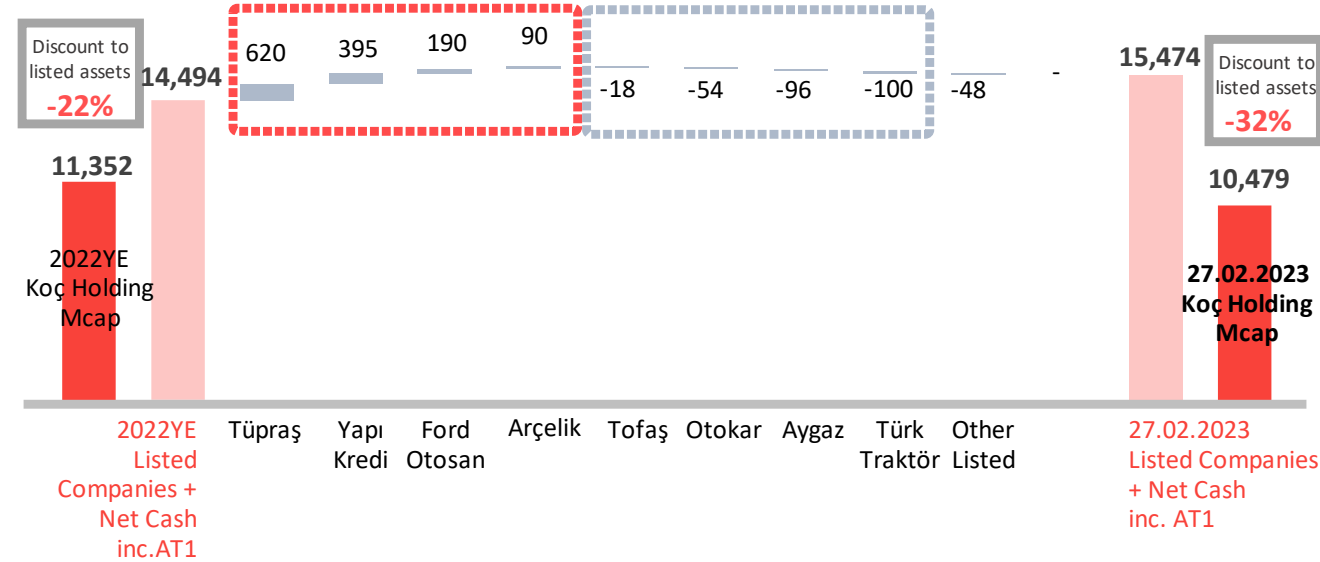
<sup>1</sup> Koç Group's data is excluding Koç Holding.

<sup>2</sup> Data based on Yapı Kredi Invest calculations. Calculation based on listed companies' Mcap as of the calculation date + Net Cash including AT-1 announced in quarterly Koç Holding Earnings Presentations + unlisted companies internal valuation by Yapı Kredi Invest

Note: Koç Holding initiated its first Share Buyback Program in July 2021. Total size of the Program: 5% of free float, 1.4% of capital. Total buyback since the initiation: ~890K shares (0.035% of capital)

### Effective Ownership Adjusted Mcap Changes of the Listed Portfolio Companies

USD Million



### NAV Discount widened to historical levels due to:

- Turkey sell-off, proxy status
- High correlation between Turkey risk premium and foreign ownership of Koç Holding

# Agenda



# Energy

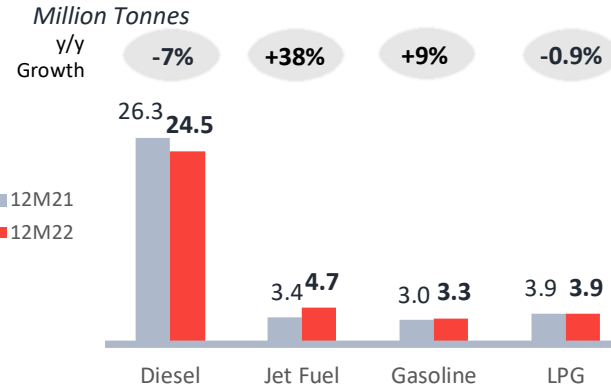
## Robust Net Refining Margins Boosted Bottom-Line

### 2022 Highlights

- + Resilient domestic demand
- + Robust crack margins and wider differentials
- + Higher capacity utilization
- Sharp hikes in energy costs

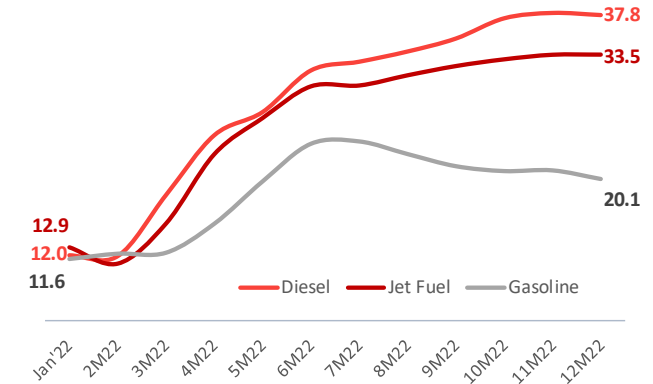
Contribution to Consolidated Net Income: **TL 19,028mn, +1036% y/y**

### Domestic Market Sales Volume



### Crack Margins

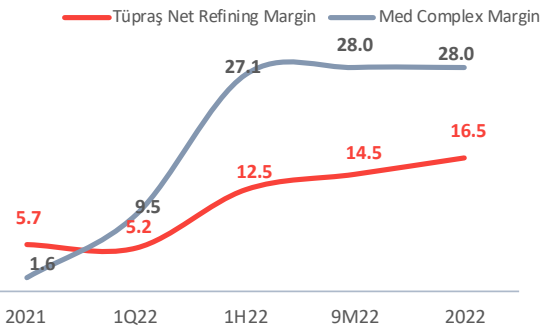
USD/bbl, Monthly



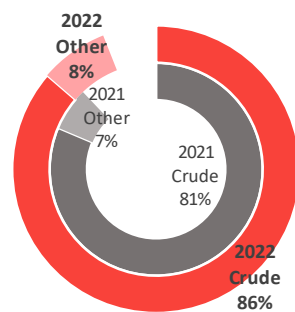
### Tüpraş

#### Refining Margins

USD/Bbl



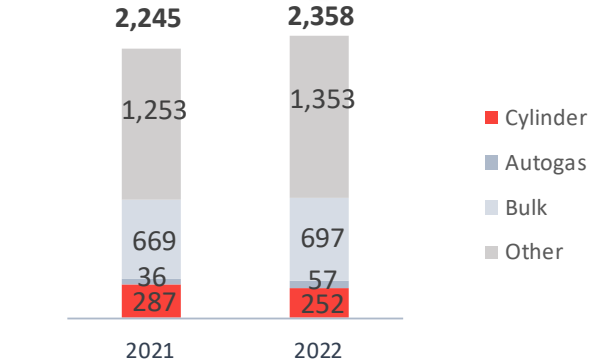
#### Capacity Utilization



### Aygaz Sales Volume

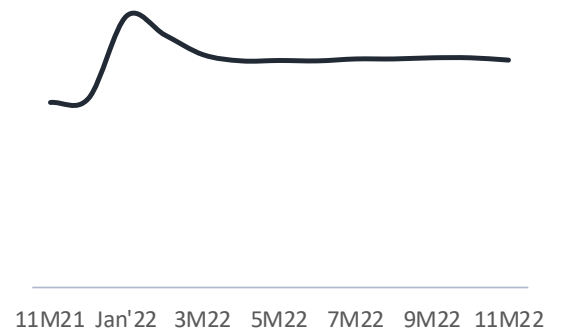
Thousand Tonnes

y/y Growth



### Opet -- #3 in White Products

Market Share

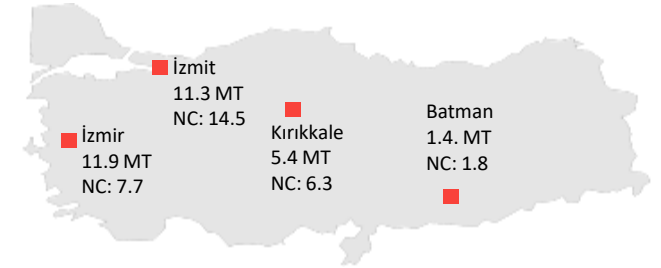


# Energy Companies

## Tüpraş -- Turkey's Largest Refining Capacity

(TL thousands)	2021	2022	y/y
<b>Sales Volume</b> (mn, tons)	<b>27.7</b>	<b>29.6</b>	<b>7%</b>
Domestic	21.7	23.6	9%
Exports	6.0	6.0	0%
<b>Total Production</b> (mn, tons)	<b>25.0</b>	<b>26.1</b>	<b>4%</b>
<b>Capacity Utilisation</b>	<b>87.9%</b>	<b>94.0%</b>	<b>6.1 pp</b>
<b>Revenues</b>	<b>152,492</b>	<b>481,765</b>	<b>216%</b>
<b>EBITDA</b>	<b>14,067</b>	<b>55,587</b>	<b>295%</b>
EBITDA Margin	9.2%	11.5%	2.3 pp
<b>Net Income</b>	<b>3,495</b>	<b>41,045</b>	<b>n.m.</b>
<b>Net Refining Margin (\$/bbl)</b>	<b>5.7</b>	<b>16.5</b>	<b>10.8</b>
Med Complex Margin (\$/bbl)	1.6	28.2	26.6
Net Debt / EBITDA	0.9	-0.3	n.m.
<b>Mcap (TL bn) <sup>1</sup></b>	<b>42.4</b>	<b>154.9</b>	<b>266%</b>

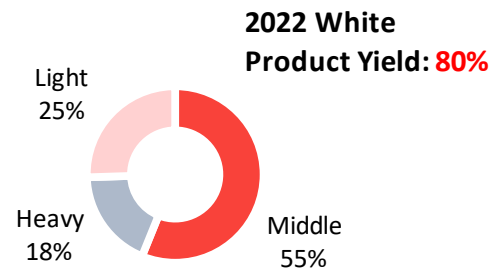
- **7<sup>th</sup> largest refinery in Europe** and 30<sup>th</sup> largest globally
- **Wide range of crude oil processing capacity** (30 MT via 4 well-positioned refineries)
- **One of the most complex refineries globally** (Nelson Complexity index of avg. 9.5; İzmit 14.5)
- ~57% of Turkey's total storage capacity together with Opet
- **Access to cheaper sources of crude oil** with ability to use heavier and sour crudes
- Operational flexibility
- Energy efficiency programs
- Large scale capex finalised



### Diversified Supply Base

- >10 different sources
- Main sources constitute Iraq, Turkey, Russia, Kazakhstan, S. Arabia, Nigeria, Libya

### Focus on Higher Margin Products



### Initiatives / Developments

- **2022:** Entek shares transferred to Tüpraş from Koç Holding through partial demerger & from Aygaz through transfer of shares to shareholders. Entek is a company that fits perfectly well with Tüpraş's strategic goals with its current installed renewable capacity and growth plans.
- **2021:** Announced Strategic Transition Plan to be Carbon Neutral by 2050
- **2019:** Residuum Upgrade Project (RUP) maintenance completed in order to better position for IMO 2020
- **2018:** Major maintenance schedule completed, trading office opened in London
- **2015:** RUP ( with ~US\$ 3bn capex) is fully operational (raising complexity, capacity utilization, white product yield and profitability)

# Energy Companies

## Aygaz -- Market Leader in LPG

(TL thousands)	2021	2022	y/y
<b>Sales Volume</b> (k, tons)	<b>2,245</b>	<b>2,358</b>	<b>5%</b>
Auto	669	697	4%
Cylinder	287	252	-12%
Wholesale, Bulk & Exports	1,289	1,410	9%
<b>Revenues</b>	<b>15,893</b>	<b>37,507</b>	<b>136%</b>
<b>EBITDA</b>	<b>705</b>	<b>537</b>	<b>-24%</b>
EBITDA margin	4.4%	1.4%	-3.0 pp
<b>Net Income</b>	<b>670</b>	<b>4,733</b>	<b>606%</b>
Net Debt / EBITDA	1.0	2.0	1.0
<b>Mcap</b> (TL bn) <sup>1</sup>	7.8	17.9	130%

- **Generic brand in Turkey for LPG** with 26% market share in LPG market
  - 22% market share in autogas
  - 42% market share in cylinder LPG
- **Fully integrated LPG services**
- Serves 100k homes with cylinder LPG daily
- More than 1mn vehicles use Aygaz autogas daily
- **Synergies with Koç Group energy companies**

### Sector Dynamics

- **Autogas:** CAGR of ~1% over the last 3 years
  - ~35% of c.14 mn cars in Turkey run on LPG, largest fleet globally
  - Price advantage vs. gasoline
- **Cylinder gas:** Slightly declining demand over the last years
  - Continuing natural gas grid conversion and urbanization
  - Rising LPG prices pressuring demand

### Wide Distribution Network

- ~2,200 cylinder LPG dealers
- >1,800 autogas stations



**AYGAZ**



### High Logistics Competency

- Largest fleet operator
  - Reduces costs
  - Provides flexibility in sourcing and inventory management
- Over 1 MT filling capacity
- Direct import to 5 different locations

### Initiatives / Developments

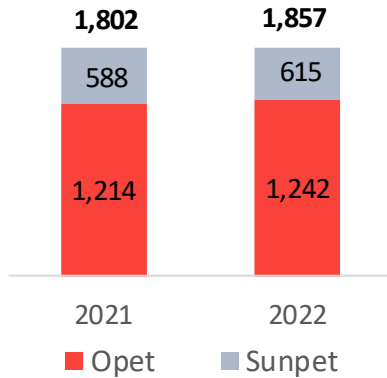
- **2021**
  - ✓ Aykargo was renamed as Sendeo and 45% of the shares was transferred to Koç Holding from Aygaz.
  - ✓ Aygaz teamed up with United LPG, subsidiary of United Enterprises from Bangladesh, in order to operate in the LPG market in Bangladesh
- **2020**
  - ✓ Aykargo founded to keep up with the e-commerce and cargo distribution businesses.



# Energy Companies

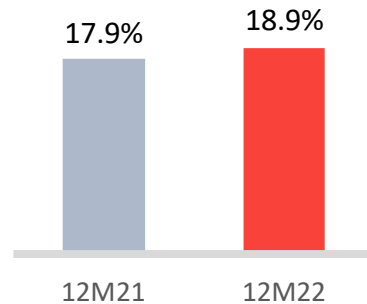
## Opet

### Station Numbers



### White Product Market Share

Opet Position #3



- **Third biggest distribution company** by volume
- **Unrivalled leader in customer satisfaction** in its sector for 10 years
- 1.1 million m<sup>3</sup> storage capacity via 5 terminals
- **JV with THY** on jet fuel distribution
- **JV with Fuchs<sup>1</sup>** on production and marketing of mineral oils
- 41.7% owned by Tüpraş and 8.3% by other Koç



## Entek

### Energy Sector Dynamics

- **Increasing focus on renewable energy**  
Breakdown of installed capacity by fuel type: hydro 30%, natural gas 24%, imported and domestic coal-fired 21%, wind 11%, solar 9%, other renewable and thermal 4%
- Electricity consumption in 2022 in Turkey was 1.3% lower y/y and was registered as 328.7 TW hours.

- **Focus on strengthening renewable energy portfolio**
- **442 MW total installed capacity: 8 hydro power plants (264 MW), 1 natural gas (112 MW), 1 wind (66 MW)**
- Made a preliminary license application for a total of 22 projects and a capacity of **1,461.5 MW**, with the commitment to establish a storage facility
- **2018:** Acquired 2 hydro power plants with 178 MW installed capacity for TL 1.3bn
- **2017:** Acquired 3 hydro plants with 24 MW installed capacity



White products market share is based on EMRA (Energy Market Regulatory Authority of Turkey) data  
<sup>1</sup> German lubricant producer; World's largest independent manufacturer of lubricants, operates in more than 40 countries

<sup>2</sup> State-owned electricity wholesale company

# Automotive

## Solid Export Contracts and Favorable Product Mix

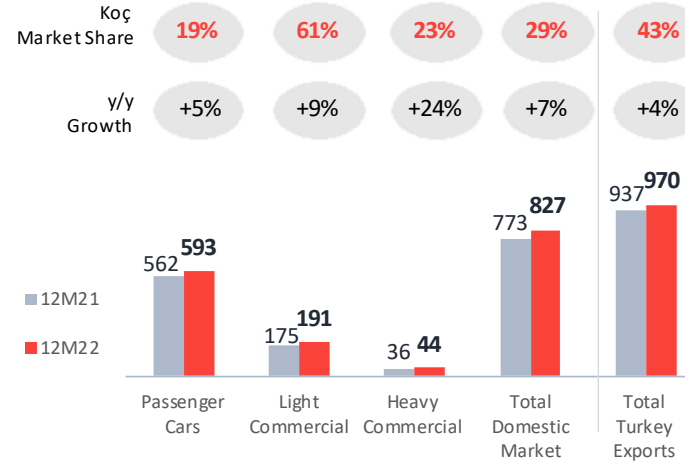
### 2022 Highlights

- + Favorable product mix
- + Recovery in domestic demand
- + Solid export contracts
- + Opex control and pricing discipline
- Supply chain and logistics related issues

Contribution to Consolidated Net Income: **TL 16,341mn, +133% y/y**

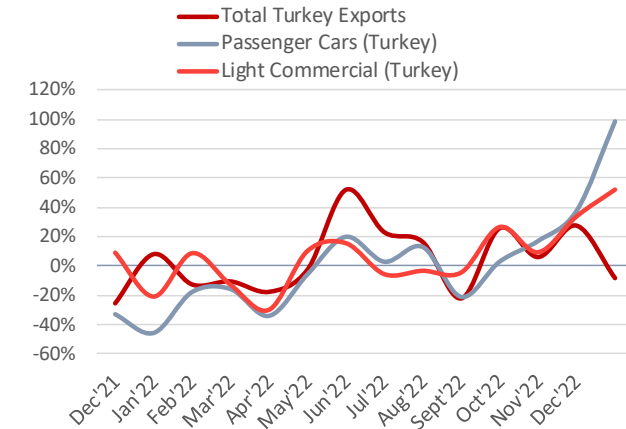
### Sales Volume

Thousand Units



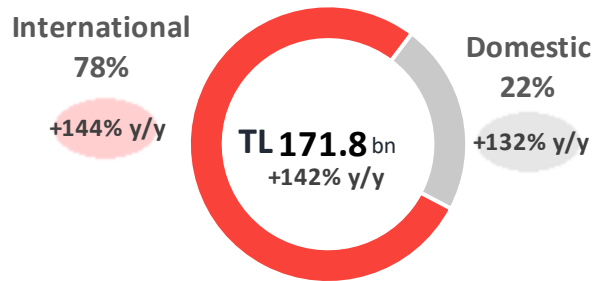
### Monthly Growth Trend

y/y



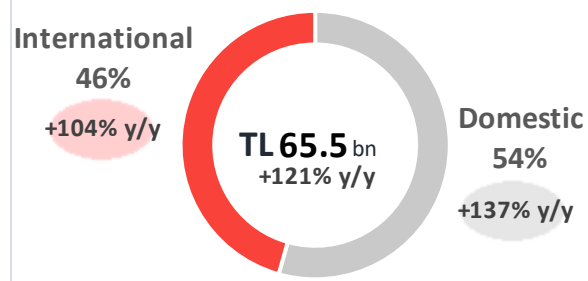
### Ford Otosan

Revenues  
TL Billion



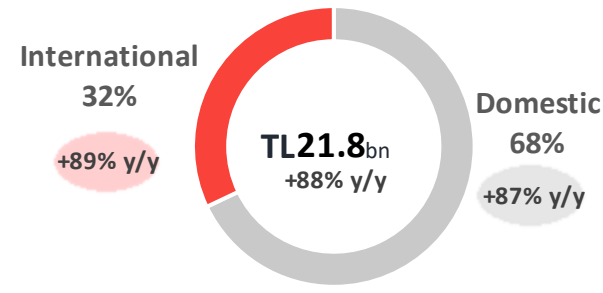
### Tofaş

Revenues  
TL Billion



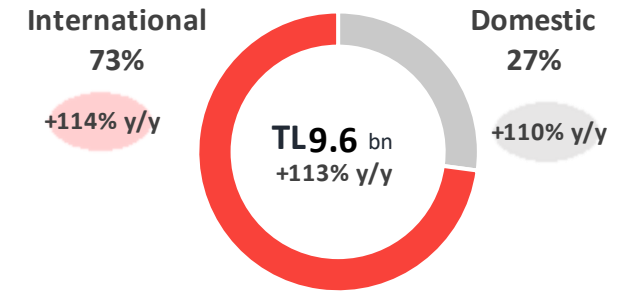
### TürkTraktör

Revenues  
TL Billion



### Otokar

Revenues  
TL Billion



# Automotive Companies

## Ford Otosan -- Turkey's Leader in Commercial Vehicles with Strong R&D Power

(TL thousands)	2021	2022	y/y
<b>Total Unit Sales</b> (000 k) <sup>1</sup>	<b>361.6</b>	<b>475.7</b>	<b>32%</b>
Domestic	73.1	84.9	16%
PC	10.3	8.2	-21%
LCV	21.3	22.1	4%
MCV	16.5	18.9	15%
Trucks	7.3	9.0	23%
Exports	288.5	390.8	35%
<b>Total Production</b> (000 k)	<b>348.0</b>	<b>374.0</b>	<b>7%</b>
<b>Revenues</b>	<b>71,101</b>	<b>171,797</b>	<b>142%</b>
Domestic	16,586	38,530	132%
Exports	54,515	133,267	144%
% of Exports	76.7%	77.6%	0.9 pp
<b>EBITDA</b>	<b>10,492</b>	<b>21,035</b>	<b>100%</b>
EBITDA margin	14.8%	12.2%	-2.5 pp
<b>Net Income</b>	<b>8,801</b>	<b>18,614</b>	<b>111%</b>
Net Debt / EBITDA	n.m.	1.3	n.m.
<b>Mcip</b> (TL bn) <sup>2</sup>	<b>83.8</b>	<b>170.5</b>	<b>103%</b>

Gölcük Plant is the only  
Ford plant included in  
WEF Global Lighthouse Network

- Europe's largest commercial vehicle manufacturer – **3/4 of Ford's CV** sales produced by Ford Otosan
- Ford Motor Co. committed to invest at least \$30 billion in electrification through 2025**, more than twice what the company had previously committed to EVs, and in AVs to \$7 billion, as Ford's commercial vehicle range in Europe to be 100% zero-emissions capable by 2024 and 2/3<sup>rd</sup> of sales expected to be all-electric or plug-in hybrid by 2030.
- Ford Otosan is manufacturing E-Transit, Ford's first all-electric commercial van** as well as next-generation Custom Family with plug-in hybrid and all-electric variants in 1H23. **Volkswagen AG's next-generation 1-ton commercial vehicle will be built by Ford Otosan** as part of Ford-VW strategic alliance. **Ford Otosan will invest EUR 1,390 million over the course of the next 5 years**, increase the 1-ton commercial vehicle production capacity to 405K units, replacing the current 180K units capacity for the similar product, and produce with an 11-year planned life cycle.
- Ford Trucks signed the Transition To Zero-Emission Road Freight Transport statement**, committing to be Carbon-Neutral by 2050, implying that by 2040 all new trucks sold must be fossil free.
- Strong positioning in Ford universe:** Lead manufacturing plant of Ford Transit globally, Single source of Custom & Courier, Center of excellence for Ford Trucks
- EUR denominated '**cost-plus**' export agreements with volume guarantees

### Initiatives / Developments

- 2022:** Transfer of Ford Romania SA shares has been completed after the first installment of EUR 406 million was paid by Ford Otosan Netherlands BV using the emission premium payment made to Ford Otosan Netherlands BV. Within the scope of the agreements signed for Courier, Puma and EcoSport models, the total annual production capacity of Craiova Plant will increase to 272K, and depending on the production plan, the Next Generation Courier and Puma production may rise up to 100K and 189K units, respectively. The total annual engine production capacity is determined to be 350K units. With respect to supply agreements, Ford Otosan is planning to incur EUR 490 million within next three years for capital expenditures and engineering expenditures for the production of the next generation Courier, which will start in 2023.
- 2020:** TL20.5bn incentive to be used in product diversification & expansion investments for the new generation commercial vehicle and battery assembly
- 2019:** Completion of Ford Transit facelift, Launch of Custom plug-in hybrid (PHEV) – a first in its segment
- 2018:** Completion of facelift of Ford Custom and Ford Courier, Capacity increase of 15k to 455k, F-Max heavy truck with IP rights 100% owned by Ford Otosan is launched in Oct'18 in Turkey and in 2019 globally
- 2017:** Capacity increase from 415K up to 440k completed
- 2011-2014:** US\$1.4bn investment to increase capacity and renew entire product portfolio

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

1 Ford Otosan Analyst Presentation wholesale figures

3 Source: 27 June 2019 dated release announcement by Ford Motor Company

2 Mcip increase correspond to 2022 YTD performance

4 Source: 10 June 2020 dated release announcement by Ford Motor Company

# Automotive Companies

## Tofaş -- Defensive Portfolio with Take-or-Pay Contracts

(TL thousands)	2021	2022	y/y
<b>Total Unit Sales</b> (000 k)	<b>237</b>	<b>271</b>	<b>14%</b>
Domestic	124.6	149.7	20%
PC	76.4	100.6	32%
LCV	44.6	45.4	2%
MCV	3.6	3.7	4%
Exports	112.5	121.5	8%
<b>Total Production</b> (000 k)	<b>228.5</b>	<b>263.7</b>	<b>15%</b>
<b>Revenues</b>	<b>29,684</b>	<b>65,545</b>	<b>121%</b>
Domestic	15,041	35,642	137%
Exports	14,643	29,903	104%
% of Exports	49%	46%	-3.7 pp
<b>EBITDA</b>	<b>5,794</b>	<b>11,270</b>	<b>95%</b>
EBITDA margin	19.5%	17.2%	-2.3 pp
<b>Net Income</b>	<b>3,281</b>	<b>8,562</b>	<b>161%</b>
Net Debt / EBITDA	0.1	n.m.	n.m.
<b>Mcap</b> (TL bn) <sup>1</sup>	<b>37.9</b>	<b>72.8</b>	<b>92%</b>

**“Gold” level in World Class Manufacturing since 2013<sup>2</sup>**

- Only company producing both passenger & commercial vehicles
- Stellantis plans to invest more than EUR 30bn through 2025 on electrifying its vehicle lineup. They intend to become the market leader in low emission vehicles (either battery or hybrid electric), targeting over 70% of sales in Europe and over 40% in the United States to be LEV by 2030. The total cost of owning an EV is aimed to be made equal to that of a gasoline-powered model by 2026. All 14 of the Group’s brands are committed to offering best-in-class fully electrified solutions.
- Intellectual and industrial property rights for MiniCargo, New Doblo as well as its PC models (Egea/Tipo)
- Export contracts with “cost-plus” and “take-or-pay” clauses ensure sustainable profitability
- Consumer financing activities via its fully owned subsidiary, Koç Fiat Kredi
- Major markets: Italy, France & Spain (~50% of export units)

### Initiatives / Developments

- **2022:** Crossover and hybrid versions of Egea were launched
- **2019**
  - ✓ Extension of MCV contract for three years until the end of 2024
  - ✓ Facelift investment decision for the Egea / Tipo passenger car family for US\$ 225mn by YE20 (the projects size has been expanded from 2023 till YE24 with additional 150k units)
- **2017:** Capacity expansion by 50k units for Egea/Tipo branded PCs is completed; production capacity reached 450k units
- **2016-19:** Fiat Egea is the best selling passenger car in the domestic market
- **2011-2016:** US\$ 1bn investment to produce 1.3 mn passenger cars by 2023. Start of serial production for different models as of YE15 and 1H16

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

<sup>1</sup> Mcap increase correspond to 2022 YTD performance

<sup>2</sup> In 2019, Tofaş Bursa plant achieved the highest score with 81 points in World Class Manufacturing (WCM) among 400 plants within FCA universe

# Automotive Companies

## TürkTraktör -- Largest Tractor Manufacturer in Turkey

(TL thousands)	2021	2022	y/y
<b>SECTOR</b>			
Tractor Unit Sales (000 k)	82.5	86.3	5%
Domestic	64.1	66.9	4%
Exports	18.4	19.3	5%
Total Production (000 k)	72.7	67.2	-8%
<b>TÜRKTRAKTÖR</b>			
Tractor Unit Sales (000 k)	48.8	44.5	-9%
Domestic	32.6	27.4	-16%
Exports	16.2	17.1	6%
Total Production (000 k)	48.6	44.6	-8%
Revenues	11,644	21,835	88%
Domestic	7,929	14,831	87%
Exports	3,715	7,004	89%
% of Exports	32%	32%	0.2 pp
EBITDA	1,733	3,406	97%
EBITDA margin	14.9%	15.6%	0.7 pp
Net Income	1,322	2,971	125%
Net Debt / EBITDA	n.m.	0.20	n.m.
Mcap (TL bn) <sup>1</sup>	11.0	27.7	151%

Diversified product range

The first R&D center in its sector

- **Market leader for the last 16 consecutive years.** Covers 66% of total Turkish tractor production, 88% of total exports
- **Largest tractor producer** with 50k capacity
- **JV structure with CNH Industrial:** The only design and production center for certain products globally
- **Widest sales and after sales network**
- **First in Turkey in utilizing flexible manufacturing lines** with automatic manufacturing units and complex control systems
- **State of the art manufacturing processes** with the first robotized paint shop in the Turkish tractor sector
- Exports to more than 130 countries with US & Europe being major ones

### Initiatives / Developments

- **2020:** Production of New Holland and Case branded Tractor Loader Backhoe (TLB) started in Ankara plant
- **2019:** Erenler Factory obtained the **Silver award** in World Class Manufacturing standards in its fifth year Ministry of Industry accredited R&D, Design and Innovation Office opened in İstanbul as an R&D Center
- **2017:** Introduction of TürkTraktör Finance, a first in the Turkish agriculture to enable farmers a practical and easy loan experience at the dealers, with the motto “all financial transactions under one roof”
- **2015:** Movement of the paint shop and assembly line of all product groups to Erenler was completed (currently component manufacturing in Ankara, assembly in Erenler)
- **2014:** Erenler plant was opened, capacity increased by 15K to 50k units
- **2013:** Entered a new business line, the construction equipment market, as being Turkey distributor of Case and New Holland brands

# Automotive Companies

## Otokar -- A leading land systems and bus manufacturer

(TL thousands)	2021	2022	y/y
<b>Revenues</b>	<b>4,509</b>	<b>9,604</b>	<b>113%</b>
% of International	72.5%	72.9%	0.4 pp
<b>EBITDA</b>	<b>913</b>	<b>1,244</b>	<b>36%</b>
EBITDA margin	20.2%	13.0%	-7.3 pp
<b>Net Income</b>	<b>1,042</b>	<b>1,239</b>	<b>19%</b>
Net Debt / EBITDA	2.0	4.5	2.5
<b>Mcap</b> (TL bn) <sup>1</sup>	8.8	21.6	147%

The most popular bus brand in Turkey  
in its segments

- **Leading supplier and exporter of land platforms**
- **Products with Otokar IP rights** used on 5 continents and >75 countries
- **Market leader in passenger bus** segments it operates with ~33% market share

### Initiatives / Developments

#### 2022

- ✓ The electric bus range was expanded with the addition of two new models: the articulated electric Kent and e-Centro.
- ✓ Otokar's new electric buses were promoted in Turkey and in European countries, including France, Poland, Italy and Germany.
- ✓ The 400th Navigo bus to operate in Tunisia was delivered.
- ✓ High volumes of vehicles were exported to the European market as well as other countries, including Azerbaijan, Georgia, Tunisia and Israel.
- ✓ Otokar received orders for Vectio, Kent and CNG powered Kent buses as part of the framework agreements signed with Consip S.p.A. and Autolinee Toscane S.p.A.
- ✓ Otokar won the tender opened by the Municipality of Mogoșoaia, Romania to deliver 12 electric e-Kent buses.

#### 2021

- ✓ Won the EBRD tender at ~\$ 23mn for diesel type buses for Greater Amman Municipality (GAM), deliveries to be completed within 2022.
- ✓ Won İstanbul Municipality bus tender for 100 units at TL 606mn, delivery to be completed within 2022
- ✓ Won and delivered Ankara Municipality bus tender
- ✓ Produced diesel versions of COBRA II MRAP and AKREP II
- ✓ Signed a partnership agreement with Europe's leading company Milrem Robotics for autonomy development and application for unmanned and robotic operations of military vehicles

#### 2020

- ✓ A total of \$ 135mn export contract signed covering armored vehicle deliveries until end of 2022
- ✓ Signed EUR 18.7mn export contract with Municipal Development Fund of Georgia covering 175 busses, completed in 2021.
- ✓ Won and delivered İzmir Municipality bus tender for 364 units for ~TL 570mn, completed in 2021
- ✓ Collaboration and supply contract was signed with IVECO

# Automotive Companies

## Otokoç -- Turkey's leading automotive retailing and car rental company

(TL thousands)	2021	2022	y/y
Revenues	4,423	8,040	82%
EBITDA	896	1,567	75%
EBITDA margin	20.3%	19.5%	-0.8 pp
Net Income	1,601	4,428	177%

- **Sales and post-sales activities** with a total of 419 points in 9 countries: Turkey, Kazakhstan, Azerbaijan, N. Iraq, Hungary, Georgia, N. Cyprus, Ukraine and Greece
- >30% share in Ford & Fiat CV sales; 9% share in total auto market
- **Rent-a-car & operational leasing via > 55k vehicles** (Avis, Budget)
- Leading position in car rental in Greece, Azerbaijan, Kazakhstan and N. Iraq

**Leader in second hand vehicle sales**  
among corporate brands with sales of  
around 27,000 units

### Initiatives / Developments

- **Dec'17:** Acquired the licensee Company of Avis, Budget and Payless brands in Greece together with Avis Budget Group for EUR 81mn which has a car park over >30k vehicles



# Consumer Durables

Strong Revenues, yet Higher Costs due to Global Challenges Reflected on Margins

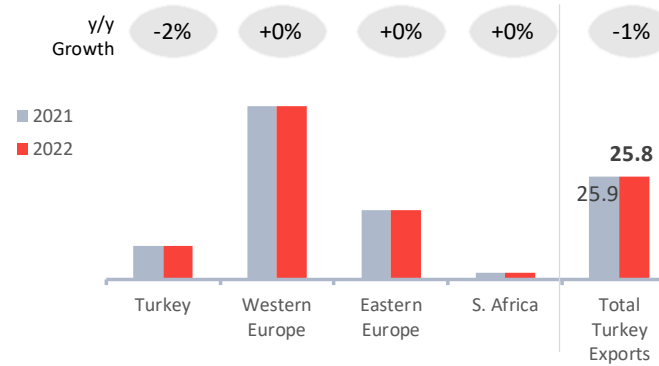
## 2022 Highlights

- + Strong revenue growth with disciplined pricing
- + Contribution of newly acquired operations
- Softness in demand both in domestic and international markets
- Higher costs despite some easing in the fourth quarter

Contribution to Consolidated Net Income: **TL 2,170mn, +66% y/y**

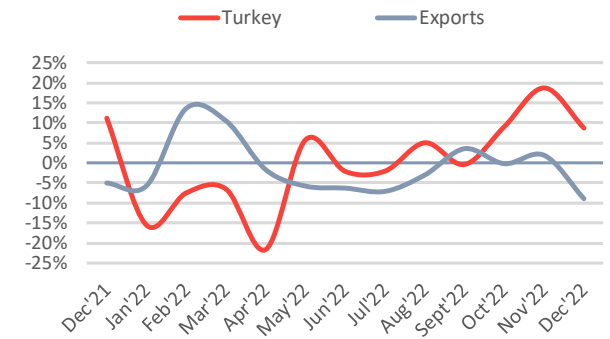
## Sales Volumes Across Markets

Million Units



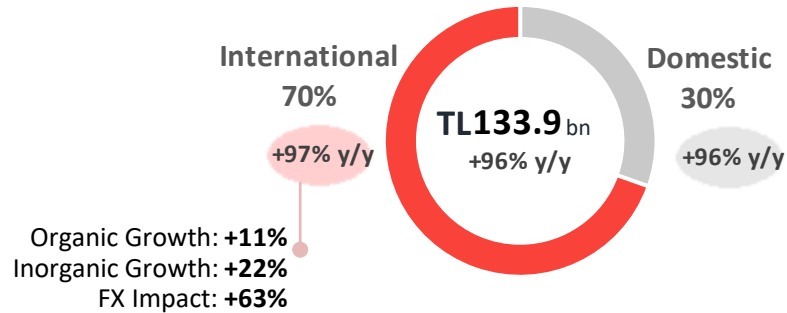
## Monthly Growth Trend

y/y



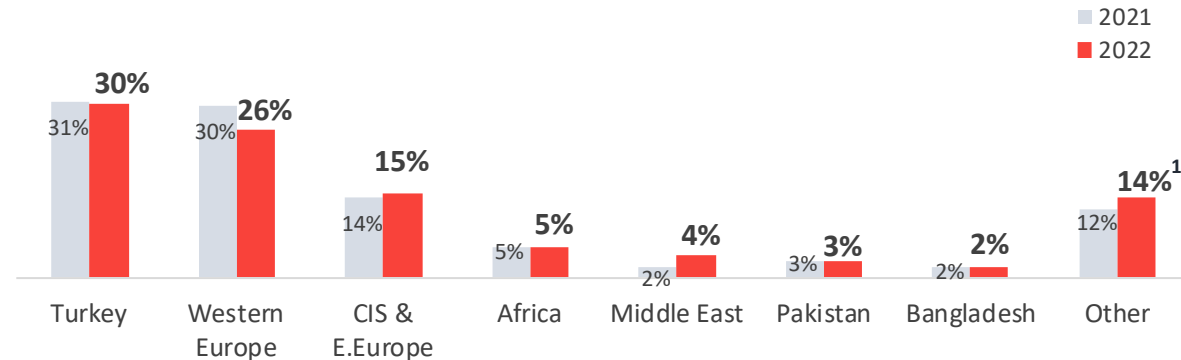
## Arçelik

Total Revenues  
TL Billion



## Regional Breakdown of Revenues

TL Billion



White Goods Manufacturing Association data used for Turkish market; retail panel data used for international markets  
1 Revenue from Arçelik-Hitachi Home Appliances is shown in Other



# Consumer Durables Companies

## Arçelik -- Truly Global with Sales to Over 100 Countries Worldwide

(TL thousands)	2021	2022	y/y
<b>Revenues</b>	<b>68,184</b>	<b>133,916</b>	<b>96%</b>
Domestic	20,789	40,765	96%
Exports	47,396	93,151	97%
% of Exports	70%	70%	0.0 pp
White Goods	53,110	105,589	99%
Electronics	5,578	9,211	65%
Other (mainly A/C)	3,621	7,396	104%
<b>EBITDA</b>	<b>7,206</b>	<b>11,986</b>	<b>66%</b>
EBITDA margin	10.6%	9.0%	-1.6 pp
<b>Net Income</b>	<b>3,065</b>	<b>4,325</b>	<b>41%</b>
Net Debt / EBITDA	2.0	2.7	0.7
Working Capital / Sales	26%	26%	0.2 pp
<b>Mcap (TL bn) <sup>1</sup></b>	<b>33.8</b>	<b>68.5</b>	<b>103%</b>

Romania plant and Eskişehir plant  
included in  
**Global Lighthouse Network**

The **first and only Turkish company**  
in the Top 200 List of  
World Intellectual Property Organization

- **Domestic leader** (~ 50% m. share in white goods, ~50% in Acs, ~23% in TVs)
- **Leading positions in key international markets.** Beko as the flagship brand
- **Extensive & exclusive dealer network** (~3,000 dealers, 600+ after-sales points)
- **Production in low-cost regions, proximity to key markets and economies of scale**
- Proven track record of inorganic growth
- **Production centers in 9 countries<sup>2</sup>:** Turkey, S. Africa, Romania, Russia, Pakistan, Thailand, Bangladesh, India, China

### Initiatives / Developments

- **Jan'23:** Announcement of a new business partnership between Arçelik & Whirlpool in Europe and acquisition of Whirlpool's MENA subsidiaries. A new company named 'Beko Europe' with a total of 24 million annual production capacity to be established in Netherlands.
- **Aug'22:** Took over all shares of Indesit International JSC and Whirlpool RUS LLC that operate in Russia, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, Armenia, Georgia, Azerbaijan, Kazakhstan, Belarus and Mongolia. In addition; the license to use "Indesit" and "Hotpoint" brands in these countries has been granted and acquired companies for 20 years with the option to extend up to a total of 40 years.
- **Jul'21:** Established a JV with Hitachi GLS (Arçelik 60%) to operate in the global home appliances market outside the Japanese market and a total amount of c.USD 350mn was paid for the transaction.
- **May'21:** Purchase of Whirlpool Global Holdings manufacturing Whirlpool branded refrigeration units and washing machines for Whirlpool's European subsidiaries in Turkey has been completed with at a transaction value of EUR 78.8mn.
- **Mar'19:** Acquisition of Singer in Bangladesh for US\$ 75mn (2<sup>nd</sup> largest WG player in Bangladesh with a wide distribution network; #2 in refrigerator, #1 in washing machine & AC)
- **May'17:** JV agreement with Voltas (part of the Tata Group) in India with equity of US\$ 100mn. Refrigerator production facility opened in YE19. Other domestic appliances started to be imported to India with ~TL 110mn of revenues in 2019
- **May'17:** Greenfield investment for a new washing machine plant, in Romania (EUR 105mn capex) commenced production in 1Q19 in addition to the existing refrigerator plant
- **Jun'16:** Acquisition of Dawlance in Pakistan for US\$ 258mn, the white goods market leader in Pakistan (#1 in cooling & MW; #2 in AC & laundry)
- **1Q'16:** New refrigerator plant in Thailand becomes operational (US\$ 100mn capex). Creation of sales network for neighboring countries
- **Jul'11:** Acquisition of Defy in South Africa for US\$ 230mn. Defy is the market leader in South Africa

### Sector Positioning

Turkey	<b>1<sup>st</sup></b> Ranking	UK	<b>1<sup>st</sup></b> Ranking
Romania	<b>1<sup>st</sup></b> Ranking	South Africa	<b>1<sup>st</sup></b> Ranking

Beko; Among top-three players in Europe

Arçelik as a Group; second largest White goods company in Europe

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

<sup>1</sup> Mcap increase correspond to 2022 YTD performance

<sup>2</sup> Refrigerator plant in India became operational in YE19; increasing the number of countries of production to 9

# Finance

## Strong Top-Line Performance Supported by Continued Improvement in Margin and Fees

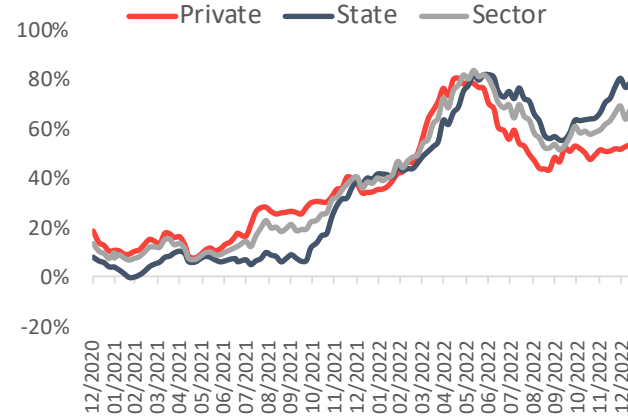
### 2022 Highlights

- + Focus on market share gain in small ticket TL loans & deposits
- + Strong fee performance on the back of higher transaction volumes
- + Ongoing strength in liquidity and solvency ratios during the times of volatility
- /+ Increased Net CoR due to conservative provisioning, yet NPL inflows remained limited throughout the year

Contribution to Consolidated Net Income: TL 31,659mn, +589% y/y

### TL Lending Growth

13 Weeks Annualized



### Sector's Loans & Deposits

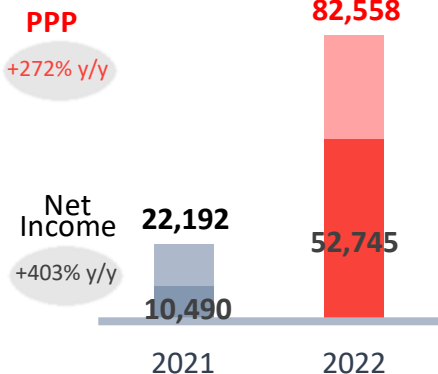
TL, USD Billion

	2022	qtd	y/y
<b>Loans</b>	<b>7.6</b>	<b>11%</b>	<b>11%</b>
+ TL	5.1	17%	17%
+ FC (USD)	0.1	-1%	-1%
<b>Customer Deposits</b>	<b>8.9</b>	<b>10%</b>	<b>10%</b>
+ TL	4.8	28%	28%
+ FC (USD)	0.2	-7%	-7%

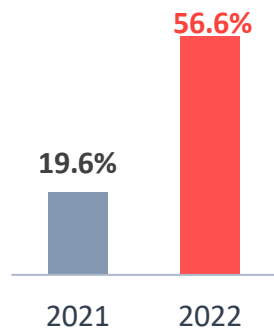
### Yapı Kredi

#### Pre-Provision Profit<sup>1</sup> (PPP)

TL Million

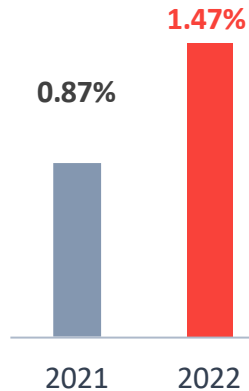


#### ROTE

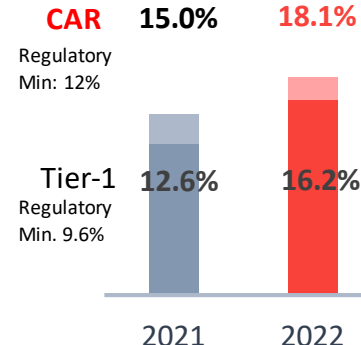


#### Net Cost of Risk<sup>4</sup>

exc. Currency Hedge, Cumulative



#### Solvency Ratios<sup>1</sup>



#### Selected Balance Sheet Figures

TL Billion

	2022	q/q	y/y
<b>Loans<sup>2</sup></b>	<b>543.6</b>	<b>7%</b>	<b>45%</b>
+ TL	342.5	15%	76%
+ FC (USD)	10.9	-8%	-28%
<b>Customer Deposits</b>	<b>617.3</b>	<b>13%</b>	<b>68%</b>
+ TL	292.7	29%	169%
+ FC (USD)	17.5	-3%	-19%
<b>Demand/Total Deposits</b>	<b>39%</b>	<b>2pp</b>	<b>-2pp</b>
<b>Loans/(Total Deposits+TL Bonds)</b>	<b>87%</b>	<b>-2pp</b>	<b>-9pp</b>
<b>NPL Ratio<sup>3</sup></b>	<b>3.4%</b>	<b>0.0pp</b>	<b>-1.3pp</b>
<b>Provisions / Gross Loans</b>	<b>5.5%</b>	<b>0.1pp</b>	<b>-1.3pp</b>

Sector figures are based on BRSA weekly data. YKB figures are based on consolidated BRSA financials, unless otherwise is noted.

PPP excludes expected credit loss (ECL) collection income and trading income to hedge FC ECL. ROTE indicates Return on Average Tangible Equity. CoR= (Total Expected Credit Loss- Collections-FC ECL hedge)/Total Gross Loans

1 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 Reported CoR- 2021: 2.14%, 1Q22: 1.63%, 1H22: 2.15%, 9M22: 1.96%, 2022: 2.34%

# Agenda



# Appendix - Our ESG Journey

## We are committed to be carbon neutral by 2050

### ✓ The Koç Group Carbon Transition Roadmap

**27%**

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

**49%**

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

### ✓ Commitment to Science Based Targets Initiative (SBTi)

Arçelik has committed to the Science-Based Targets Initiative to make its Net-Zero 2050 target compatible with the new standard.

Ford Otosan has committed to Science-Based Targets Initiative to set both near-term and net-zero targets.

Yapı Kredi joined the Science Based Targets Initiative to become the first Turkish company to commit to reducing its emissions in line with the requirements of “Business Ambition for 1.5°C.”

### ✓ UN Women Generation Equality Forum

Aygaz, Arçelik, Ford Otosan, Koçfinans, Tofaş, Tüpraş, TürkTraktör and Yapı Kredi are committed to ensure equal opportunities for women and girls in technology and innovation for five years.

### ✓ Koç Holding joined the supporters of the CEO Water Mandate initiative by the UN Global Compact.

#### Sustainability Indicators

One of the first signatories of  
**UN Global Compact** and **UN WEPS**



The first company from Turkey to be a signatory of  
the International Business Council's  
**Stakeholder Capitalism Metrics**

Became supporter of  
**Task Force on Climate-Related  
Financial Disclosures (TCFD)**



BBB rating in the  
**MSCI Sustainability Index**



Included in  
**FTSE4Good Emerging Markets Index**



Included in  
**BIST Sustainability Index**



**Highest ESG score on Refinitiv**  
among global industrial holding companies

# 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
- **Assets:** TL 26.6 bn<sup>1</sup>



#### Education

- The Koç School (1988)
- Koç University (1993)
- Koç Primary Schools (1998-2008): 17 schools across Turkey

#### Healthcare

- Semahat Arsel Nursing Education and Research Center (SANERC, 1992)
- VKV American Hospital (1995)
- Koç University School of Nursing (1999)
- Koç University School of Medicine (2010)
- Koç University Hospital (2014)

#### 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)

<sup>1</sup> Market value reached as per 31 December 2022  
Further information can be obtained from [www.vkv.org.tr](http://www.vkv.org.tr)

# Our ESG Journey

## Initiatives for Social Advancement

**Our projects' commonalities are unity, synergy and leadership established through our companies, employees and dealers**

### 'For My Country' project

Since 2006:

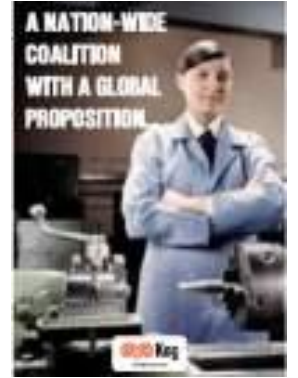
- >1 mn tree saplings planted in 7 'For My Country' forests
- 18k children embraced environmental awareness
- 84k units of blood donated
- 126k individuals participated in the 'Right Approach To Disability' training programs
- 'I Support Gender Equality For My Country' program launched to create gender-sensitive workplaces



### Vocational Education: A Crucial Matter for the Nation

Since 2006:

- 8k students in 81 provinces and 264 schools have been provided with active scholarships
- Coaching support for students was provided by 579 Koç Group employees in 76 provinces



### Istanbul Biennial

- Largest contemporary art platform in Turkey
- One of the four most important biennials in the world
- Sponsorship between 2007-2026
- Organized by the Istanbul Foundation for Culture and Arts (İKSİ)



### Koç Sports Fest

- Since 2006: 38 cities over 14 years and a total of 120 festivals were organized in 41 universities
- Main sponsor for the Turkey University Sports Federation since 2009
- Most prestigious sports event held among universities with the largest participation of any sports organization
- More than 26k athletes in 63 different branches of sport from nearly 200 universities are hosted





# Appendix



# Appendix - 2023 Expectations of the Listed Group Companies

<b>TÜPRAŞ</b>	<b>2022A</b>	<b>2023E</b>
Net Margin (\$/bbl)	16.5	11.0-12.0
CUR	92%	85-90%
Production (mn tons)	26.0	~24-25
Sales (mn tons)	29.3	~28-29
Capex (\$ mn)	173	~350

<b>TOFAŞ</b>	<b>2022A</b>	<b>2023E</b>
<b>Sector ('000)</b>		
Total TR LV Sales	783	775-825
<b>Tofaş ('000)</b>		
Retail Sales	150	155-165
Exports	121	70-80
Production	264	215-235
Capex (€ mn)	46	100
PBT Margin	13.1%	>12%

<b>TÜRKTRAKTÖR</b>	<b>2022A</b>	<b>2023E</b>
<b>Sector ('000)</b>		
Total TR Tractor Sales	67	57-63
<b>TürkTraktör ('000)</b>		
Domestic sales	28.2	27-31
Exports	17.1	17.25-19.25
Capex (TL mn)	675	1,000-1,300

<b>AYGAZ</b>	<b>2022A</b>	<b>2023E</b>
<b>Aygaz Volume ('000)</b>		
Cylinder	252	245-255
Autogas	697	700-730
<b>Market Share</b>		
Cylinder	41.5%	41%-43%
Autogas	22.6%	22%-23%

<b>FORD OTOSAN</b>	<b>2022A</b>	<b>2023E</b>
<b>Sector ('000)</b>		
Total TR Sales	822	800-850
<b>Ford Otosan ('000)</b>		
Retail Sales	85	90-100
Exports	391	550-570
+ Turkey	298	355-365
+ Romania	2H: 93	195-205
Production	466	630-660
+ Turkey	374	430-450
+ Romania	2H: 92	200-210
Capex (€ mn)	818	1,000-1,050
General	52	90-100
Product related	766	910-950

<b>YKB</b>	<b>2022A</b>	<b>2023E</b>
<b>Volumes</b>		
TL Loans growth	84%	<40%
FX Loan growth (USD)	-25%	Reduction
<b>NIM</b>	9,1%	>5%
<b>Fee growth</b>	96%	>60%
<b>Cost growth</b>	~100%	<100%
<b>CoR</b>	147bps%	~100bps
<b>RoTE</b>	57.0%	High Twenties
<b>Inflation Accounting RoTE</b>	Mid-teens	Mid-to-low teens

<b>ARÇELİK</b>	<b>2022A</b>	<b>2023E</b>
Revenue	96%	~45%
Turkey (in TL)	96%	~45%
International (in FX)	18%	~6%
EBITDA Margin	9.0%	~10%
Capex (€ mn)	220	~300
Working Capital / Sales	21%	23-25%



# Group's 2022 Financial Performance

## Robust y/y Performance at all Segments

### Financial Performance

TL Million

	Energy	Automotive	Consumer Durables	Finance	Other	TOTAL
<b>Combined Revenues<sup>1</sup></b>	<b>713,727</b>	<b>312,873</b>	<b>153,713</b>	<b>168,699</b>	<b>56,527</b>	<b>1,405,539</b>
<i>Change (y/y)</i>	211%	125%	100%	129%	123%	<b>158%</b>
<b>Segment Share in Total</b>	51%	22%	11%	12%	4%	
<b>Combined Operating Profit<sup>2</sup></b>	<b>58,850</b>	<b>39,274</b>	<b>9,174</b>	<b>69,108</b>	<b>2,199</b>	<b>178,605</b>
<i>Change (y/y)</i>	265%	116%	79%	412%	150%	<b>232%</b>
<b>Segment Share in Total</b>	33%	22%	5%	39%	1%	
<b>Combined Profit Before Tax</b>	<b>40,883</b>	<b>33,820</b>	<b>4,389</b>	<b>69,197</b>	<b>2,507</b>	<b>150,795</b>
<i>Change (y/y)</i>	930%	106%	20%	413%	71%	<b>287%</b>
<b>Combined Net Income</b>	<b>42,187</b>	<b>36,236</b>	<b>4,796</b>	<b>52,481</b>	<b>2,047</b>	<b>137,746</b>
<i>Change (y/y)</i>	762%	127%	50%	418%	69%	<b>289%</b>
<b>Consolidated Net Income<sup>3</sup></b>	<b>19,028</b>	<b>16,341</b>	<b>2,170</b>	<b>31,659</b>	<b>607</b>	<b>69,806</b>
<i>Change (y/y)</i>	1036%	133%	66%	589%	1%	<b>359%</b>

<sup>1</sup> Before revenue eliminations

<sup>2</sup> Excluding FX gains/losses and credit finance income/charges on trade receivables and payables (Combined operating profit reported in 2022 financial report is TL 170,540 mn)

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

# Appendix - Consolidated Key Financial Figures

## Consolidated Main Financial Indicators

TL Million

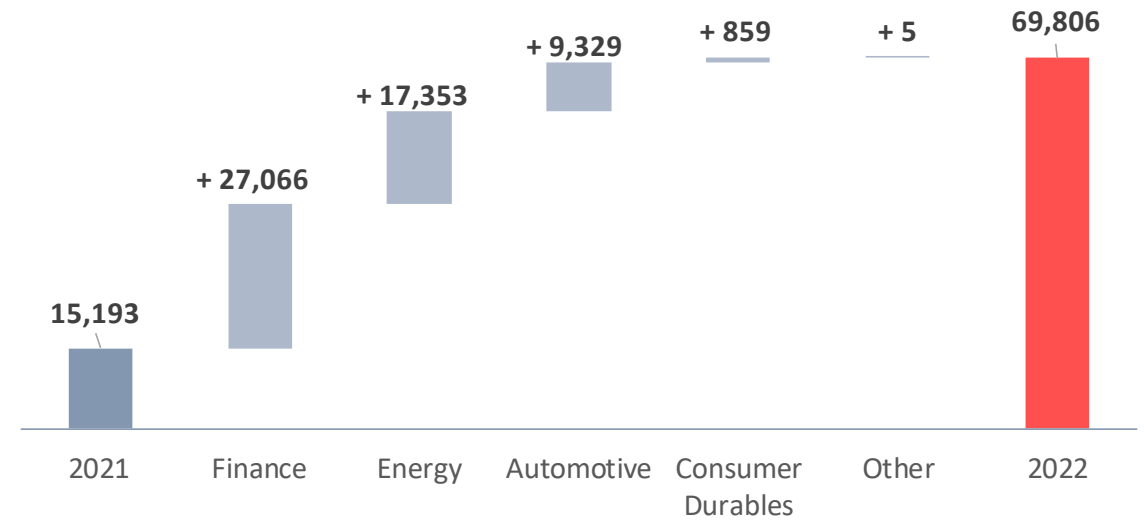
	2021	2022	y/y
Revenues	346,689	901,857	160%
Gross Profit	80,064	226,835	183%
Operating Profit	34,675	149,346	331%
Profit Before Tax	29,129	134,137	360%
Net Income Before Non-controlling Interest	26,185	7,136	-73%
Non-controlling Interest	10,992	48,414	340%
Net Income After Non-controlling Interest	15,193	69,806	359%

	2021	2022	ytd
Total Assets	1,020,553	1,582,594	55%
Total Equity	121,105	247,198	104%
Shareholders' Equity	63,641	149,353	135%

## Consolidated Net Income

TL Million



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

# Appendix - Unlisted Companies

## Unlisted Summary Financials

TL Million

	Koç Holding Direct Share	Revenues			Operating Profit <sup>1</sup>			EBITDA			Book Value (SHE)		
		2021	2022	y/y	2021	2022	y/y	2021	2022	y/y	2021	2022	y/y
Arçelik LG Klima	5.00%	2,105	4,757	126%	126	387	208%	146	411	181%	528	619	17%
Bilkom	70.00%	5,443	11,191	106%	178	327	83%	182	333	83%	283	420	49%
Düzy	32.23%	2,679	5,028	88%	65	112	73%	83	131	59%	51	77	50%
Entek	--	1,760	7,529	328%	299	1,270	324%	365	1,365	274%	1,200	3,263	172%
Koç Finansman	50.00%	800	1,555	94%	176	269	53%	183	277	52%	616	707	15%
KoçSistem	41.11%	3,112	5,713	84%	113	251	122%	203	397	96%	176	287	63%
Koçtaş	37.22%	2,838	5,765	103%	190	592	211%	328	751	129%	302	542	79%
Marina / Ayvalık	4.44%	10	18	71%	3	3	-9%	4	4	-6%	22	119	430%
Marina / Tek-Art Kalamış	33.82%	113	244	115%	23	61	166%	30	70	132%	336	476	42%
Opet	--	56,007	179,988	221%	2,586	3,184	23%	3,018	3,726	23%	4,978	6,648	34%
Otokoç Otomotiv	96.32%	19,262	42,556	121%	2,691	6,796	153%	3,724	8,754	135%	4,426	9,332	111%
Ram Dış Ticaret	39.74%	5,044	11,369	125%	56	115	105%	57	116	104%	61	109	80%
RMK Marine	43.17%	276	601	118%	35	67	95%	39	73	85%	125	206	65%
Sendeo	45.00%	5	163	2912%	-97	-473	n.m.	-91	-447	391%	48	281	489%
Setur	24.11%	1,460	4,454	205%	68	317	367%	101	357	252%	336	393	17%
Token	54.44%	331	920	178%	143	232	63%	156	254	63%	317	477	50%
Wat <sup>2</sup>	--	837	1,707	104%	--	129	n.m.	--	148	n.m.	--	464	n.m.
Zer	39.54%	6,537	15,507	137%	292	615	111%	299	625	109%	410	741	81%

Financials for unlisted companies disclosed semi-annually

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

<sup>2</sup> Koç Holding owns 55% of Koç Investments B.V. that is the sole owner of WAT.

# Appendix - Shareholding Structures

## Koç Holding

Koç Family: 63.7%<sup>1</sup>  
Free Float: 26.7%  
Vehbi Koç Foundation: 7.3%  
Koç Pension Fund: 2%  
Share Buyback: 0.04%

## Energy

### Tüpraş

EYAŞ: 46.4%  
KH: 6.35%, Other: 0.48%  
Free float: 46.68%

KH: 42.07%

### EYAŞ

KH : 77%  
Aygaz: 20%  
Opet: 3%

### Aygaz

KH: 41%  
Other Koç: 10.5%  
Liquid Pet. Co.: 24.5%  
Free float: 24%

### Opet

Tüpraş: 41.7%  
Other Koç: 8.3%  
Öztürk Group: 50%

KH: 19.75%<sup>4</sup>

## Automotive

### Ford Otosan

KH: 39%  
Ford Motor Co.<sup>2</sup>: 41%  
Other Koç: 2%  
Free float: 18%

### Tofaş

KH: 38%  
FCA<sup>3</sup>: 38%  
Free float: 24%

### TürkTraktör

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

### Otokar

KH: 45%  
Ünver Hold.: 25%  
Other Koç: 3%  
Free float: 27%

### Otokoç

KH: 96.3%  
Other Koç: 3.7%

## Consumer Durables

### Arçelik

KH: 41%  
Other Koç: 17%  
Burla Group: 18%  
Free float: 14.96%  
Share Buyback: 10.19%

## Finance

### Yapı Kredi Bank

KH: 27.02%  
KFS: 40.95%  
Free float: 32%

KH: 61.6%<sup>5</sup>

### Koç Financial Services (KFS)

KH: 84.53%  
Other Koç: 15.47%

### Koç Finansman

KH: 50%  
Other Koç: 50%

## Other

### Tat Gıda

KH: 44%  
Other Koç: 10%  
Sumitomo & Kagome: 5%  
Free float: 41%

### Koçtaş

KH: 37%  
Kingfisher: 50%  
Other Koç: 13%

### Setur

KH: 24%  
Other Koç: 76%

### Zer

KH: 40%  
Other Koç: 60%  
Other: 0.3%

# Contact Koç Holding Investor Relations

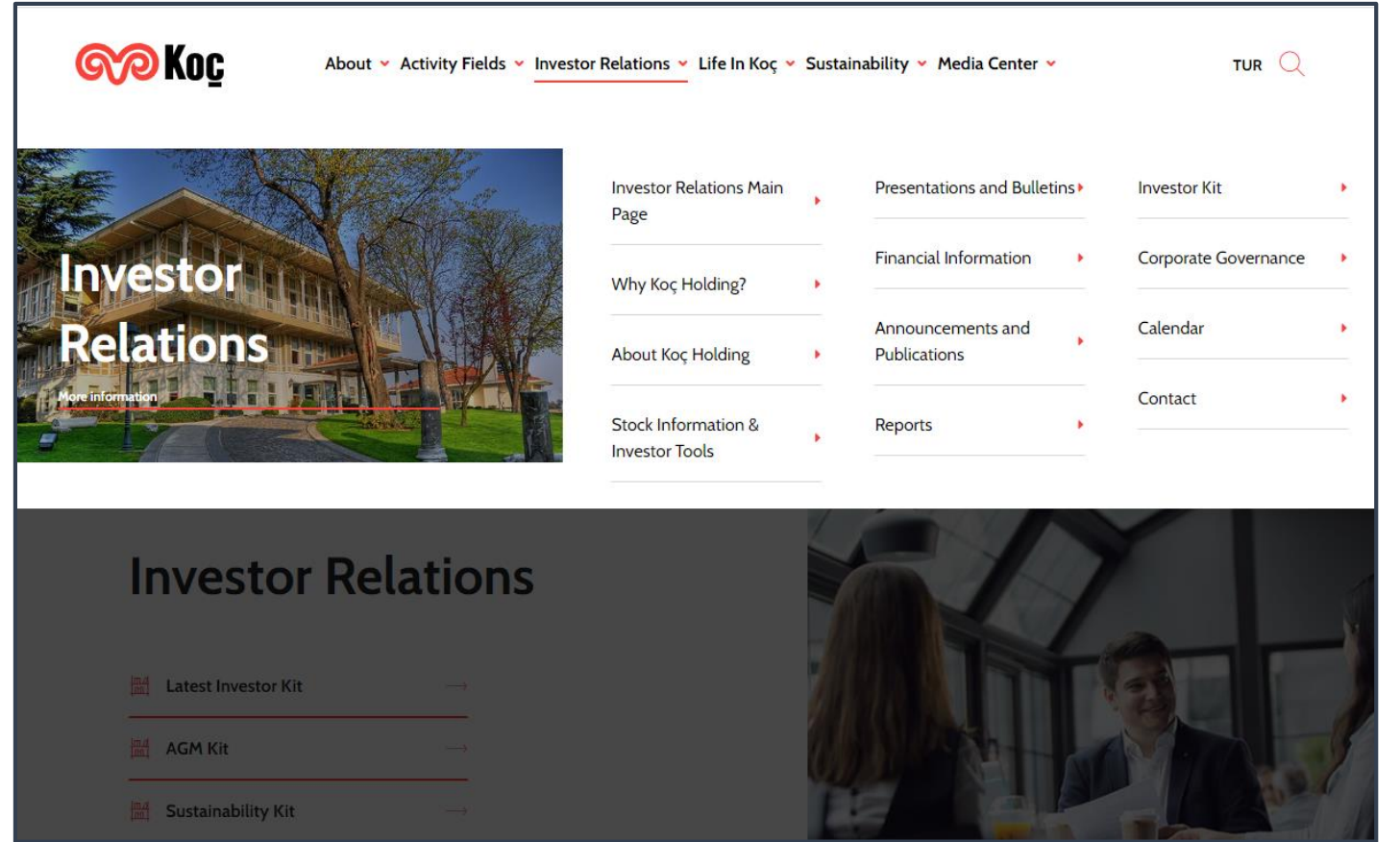
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