KOÇ HOLDING

1H 2026 EARNINGS PRESENTATION

August 5, 2026

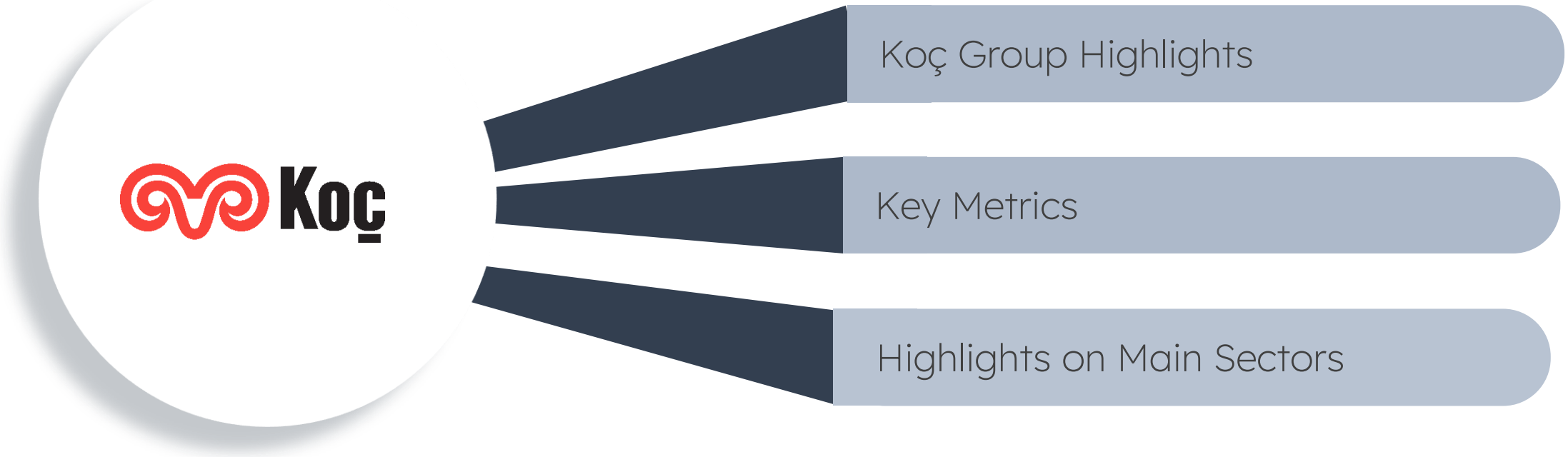
Disclaimer

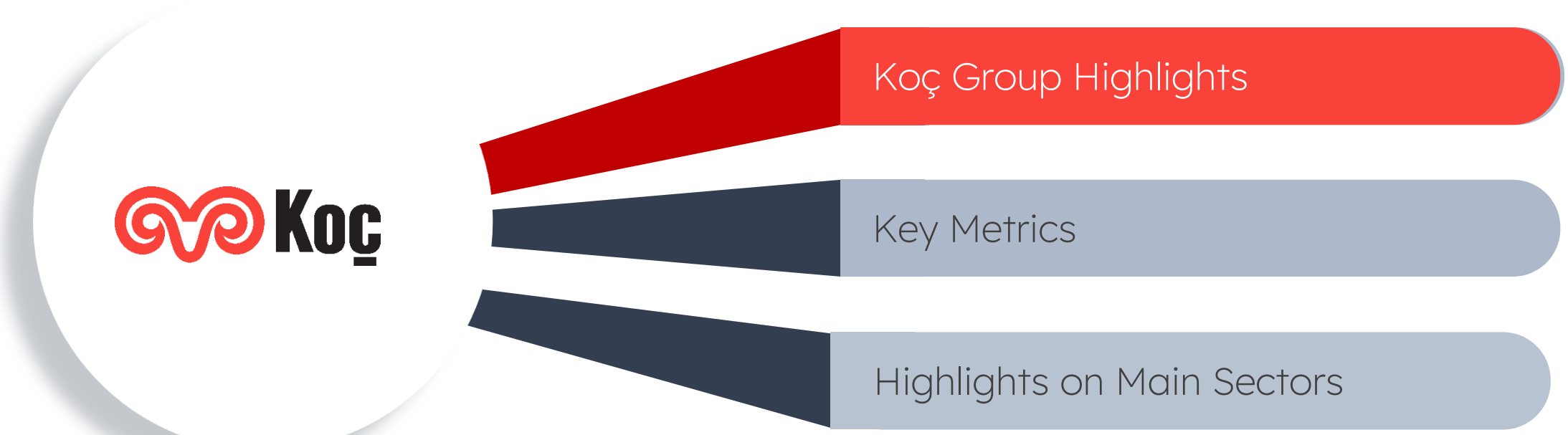
With the Capital Markets Board of Turkey's Bulletin dated 28.12.2023 numbered 2023/81, CMB announced that issuers and capital market institutions shall prepare their annual financial statements ending on 31.12.2023 or later, in accordance with IAS 29 inflationary accounting provisions.

Accordingly, this presentation on financial results contain the Company's reviewed 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.

Agenda


Koç Group Highlights
Key Metrics
Highlights on Main Sectors


Koç Group Highlights
Key Metrics
Highlights on Main Sectors

Koç Group: 1H 2026 Highlights

Strong Results In A Challenging Environment

Solid financial performance alongside continued investments

7.2%

Combined Revenue Growth in 1H26 (YoY)

TL 20.3bn

Consolidated Net Income in 1H26 (↑147% YoY)

US$ 1.7bn

Combined Investment in 1H26 (1H25: US$1.8 bn)

Strong liquidity and balance sheet discipline

~ US$ 1bn

Koç Holding-only Net Cash (Jun'26-end)

1.1x

Net Financial Debt / EBITDA on Combined Basis[1]

1.25x

Current Ratio on Combined Basis[1]

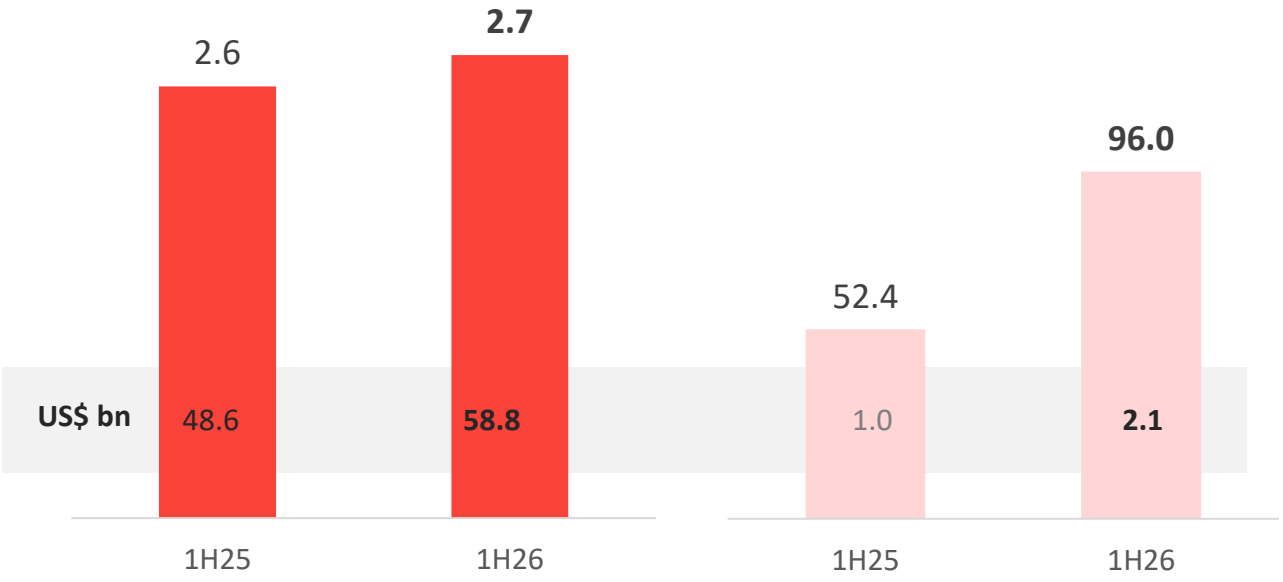
[1] Excluding finance segment

Koç Group: Financial Performance

Solid Results Driven by Portfolio Diversification and Disciplined Execution

COMBINED

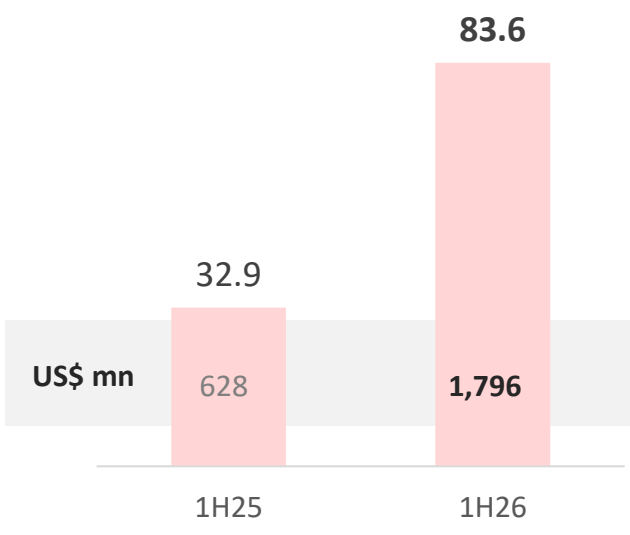
Revenue
TL trillion



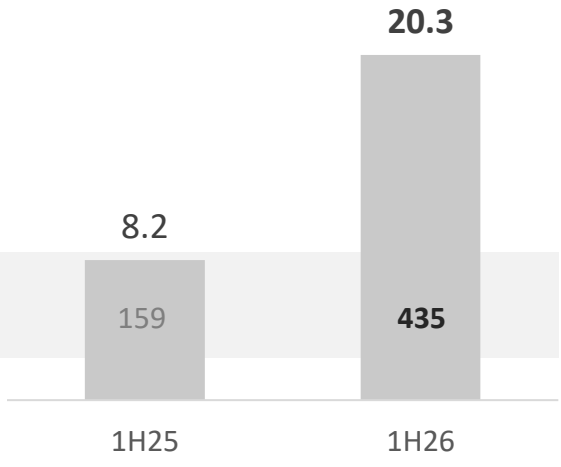
Profit Before tax
TL billion

CONSOLIDATED

Profit Before tax
TL billion



Net Income
TL billion



Largest Industrial and services group in Turkey

Fortune Global 500 The **only** Turkish company in the list

Koç Group: 1H 2026 Highlights

Notable Strategic Actions Enhancing Focus, Scale and Efficiency

KOÇ HOLDING

- Monetization of 2.1% stake in Tüpraş ($210 mn)
- Sale of 50% stake in Koçfinans to Ford Otosan
- Healthcare Group established
- Acquisition of remaining 20% in Kemer Medical

PORTFOLIO COMPANIES

Arçelik

- Sale of 47% stake in Koçfinans to Ford Otosan
- Divestment[1] of 60% stake in Arçelik Hitachi H.A. ($261 mn)
- Acquisition of remaining 25% stake in Beko Europe (€71.5 mn)
- Sale of 2.9% treasury shares to Whirlpool (€43.1 mn)
- Signing of a protocol to monetizate non-core land assets (Jul'26)

Otokar

- Acquisition of Automecanica in Romania (€81.7 mn)

FORD OTOSAN

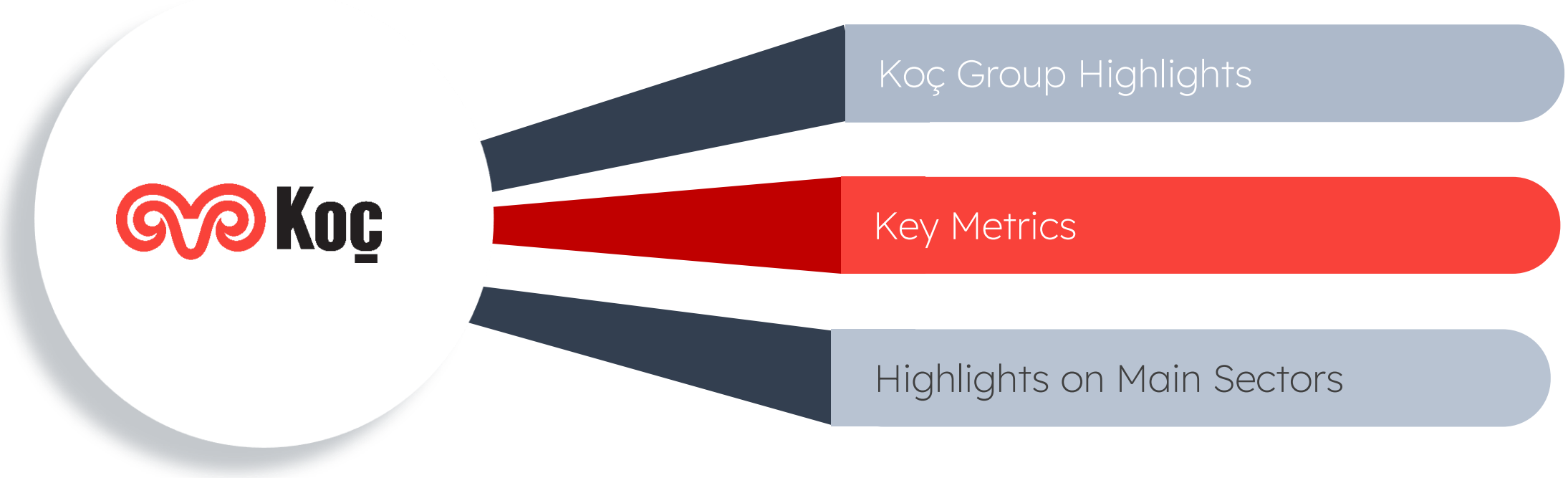
- Acquisition of 100% of Koçfinans ($131 mn)

In July:

YapıKredi

- Yapı Kredi's strategic move in its asset mng. subsidiary[1]

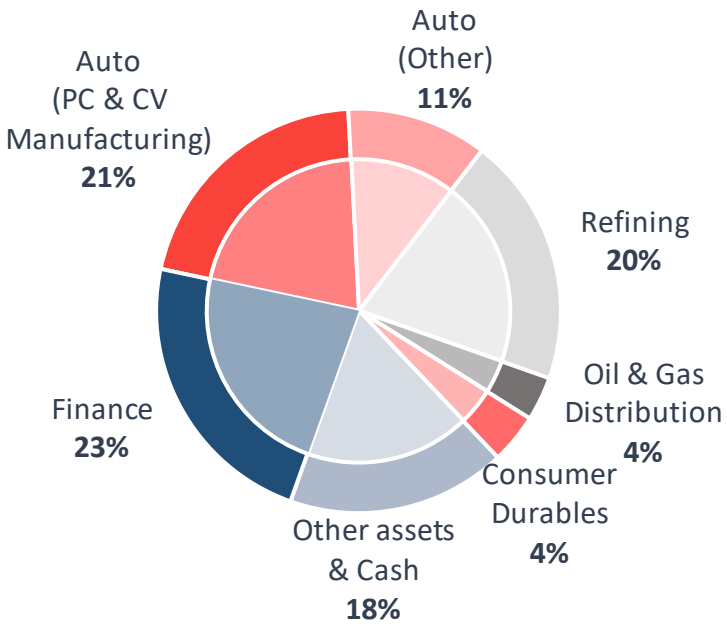
[1] Subject to regulatory approvals and closing


Koç Group Highlights
Key Metrics
Highlights on Main Sectors

Key Metrics

Diversification Across Sectors And Geographies Underpins Resilience

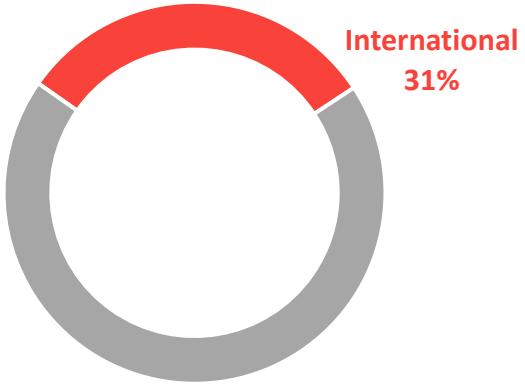
Net Asset Value Breakdown by Sector[1]



- Well **diversified** portfolio
- **Resilience** against sectoral cyclicality and volatility

Combined Revenue Breakdown

1H 2026



~ 50%

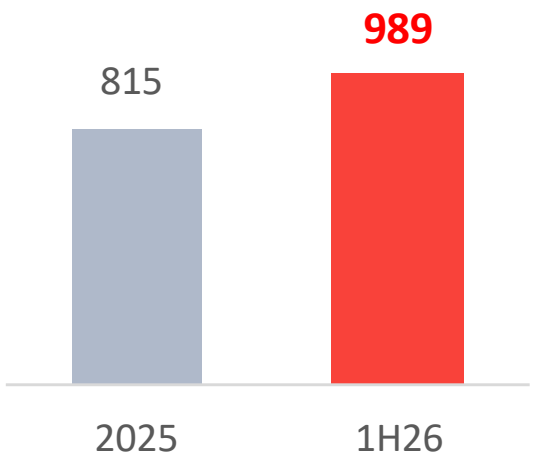
hard currency based revenues

- Turkey's **largest** exporter: **~ 8%** of Turkey's total exports[2]

[1] NAV based on company calculation. ~90% of NAV comes from listed assets (30 June 2026 Mcap of each, weighted with effective ownership).
[2] Based on 2025 data

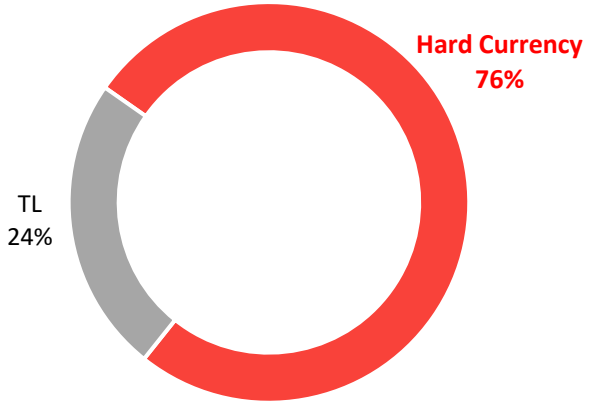
Key Metrics
Robust Liquidity

Net Cash Position
Koç Holding-only, US$ million; as at 30 June 2026



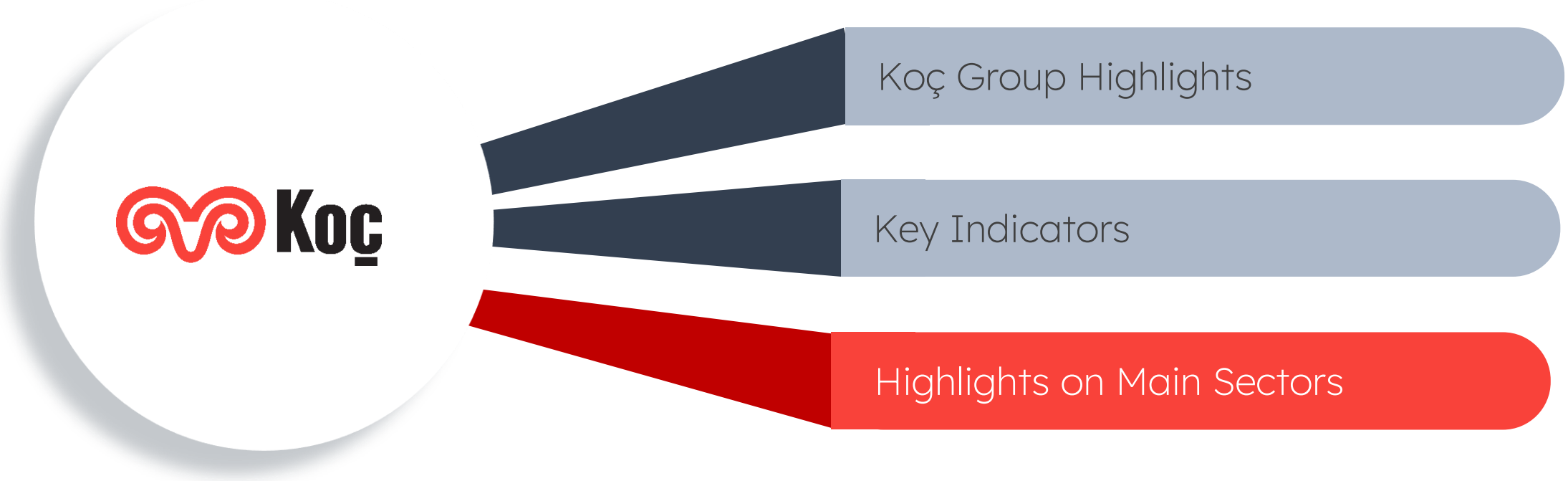
Koç Holding-only **gross** cash (*club loan first installment due in Apr'28*) **US$ 1.6bn**

Cash Breakdown
30 June 2026



- Koç Holding-only long fx position: US$ 612mn
- Consolidated short fx position after natural hedge & hedging instruments: US$ 278mn[2]

[1] USD net cash amounts are converted to TL with the USD/TRY currency rates of 42.8623 for 31 Dec 2025 and 46.5551 for 30 Jun 2026. Net cash figures include US$ 25mn of Ford Otosan's Eurobond.
[2] Includes US$1.6 bn of loans designating as hedging instruments and US$2.1 bn of natural hedge due to hard currency indexed pricing of Tüpraş and Aygaz inventory.


Koç Group Highlights
Key Indicators
Highlights on Main Sectors

Energy

Robust Refining Margin Underpinned Bottom-Line

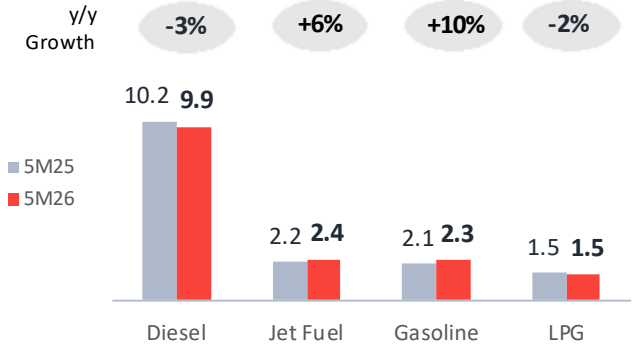
1H26 Highlights

- + Crack margins at record highs
- + High-capacity utilization
- + Successful crude and product slate optimization
- + Solid domestic sales volume growth
- + Increased white product yields
- − Narrower differentials

Contribution to Consolidated Net Income: TL 20,711mn (+324% y/y)

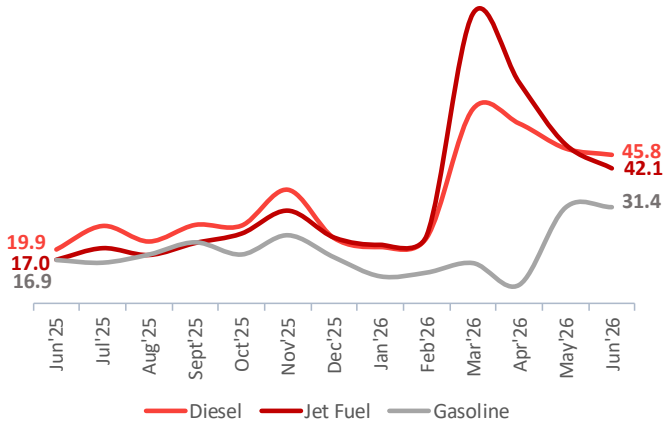
Domestic Market Sales Volume

Million Tonnes



Crack Margins

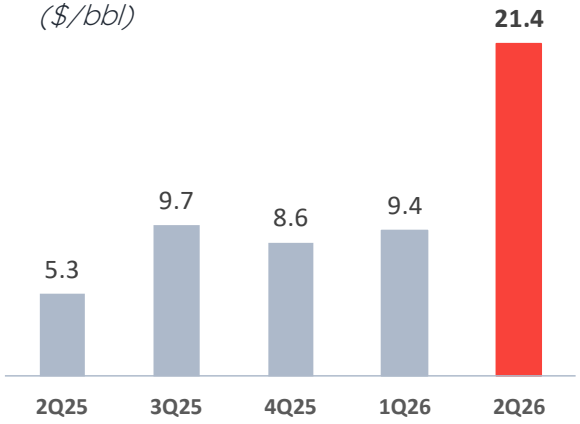
USD/bbl



Tüpraş

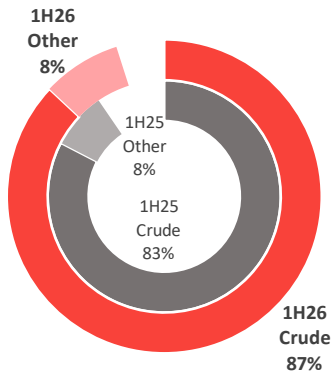
Net Refining Margin

($/bbl)



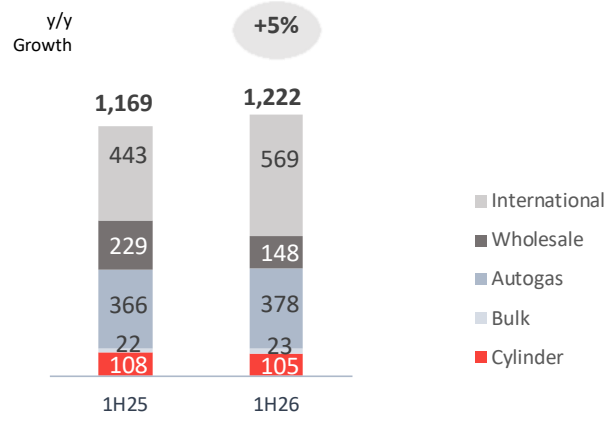
Capacity Utilization

%



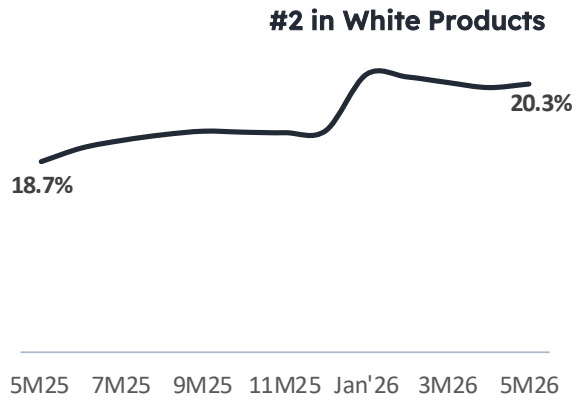
Aygaz Sales Volume

Thousand Tonnes



Opet

Market Share



Energy Market Regulatory Authority data used for sectoral indicators

Automotive

Navigating Demand Headwinds in a Competitive Market

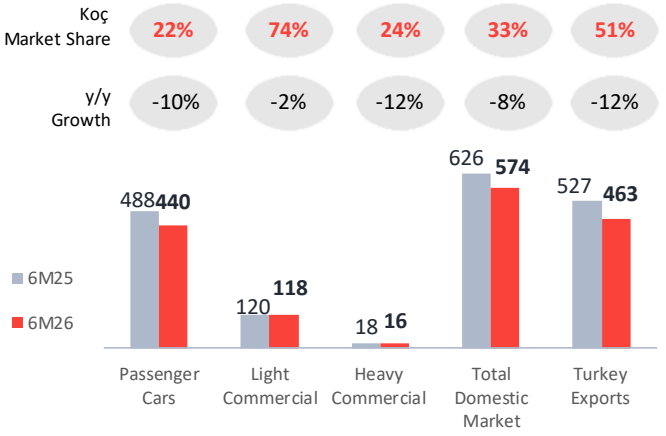
1H26 Highlights

- \+ Strong domestic market position
- \+ − Resillient export volume; strong TL acting as a headwind
- − Constrained pricing & competitive environment amid soft demand
- − Widening gap btw €/TL appreciation and inflation
- − COGS pressure amid rising raw material prices and inflation

Contribution to Consolidated Net Income: TL 3,444mn (-60% y/y)

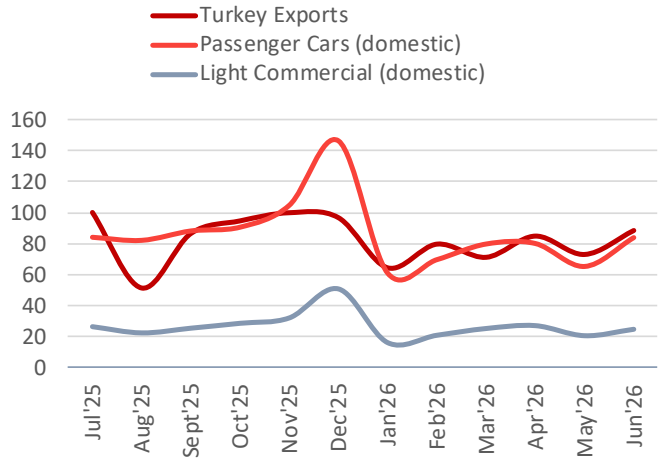
Sales Volume

Thousand Units



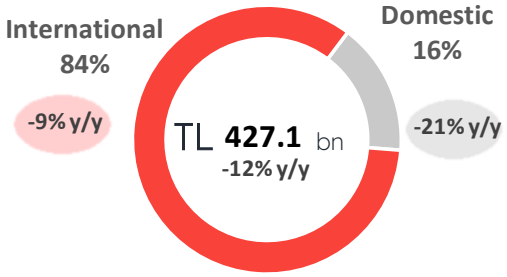
Monthly Trend

Thousand Units

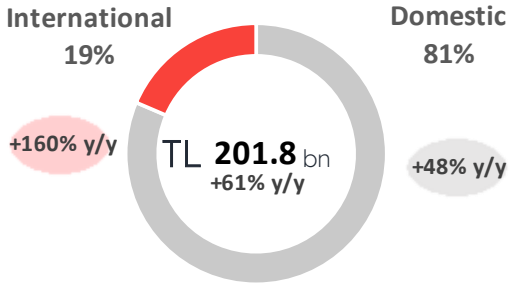


Revenue Breakdown (1H26)

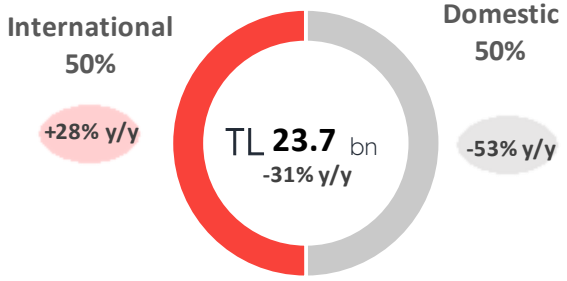
Ford Otosan



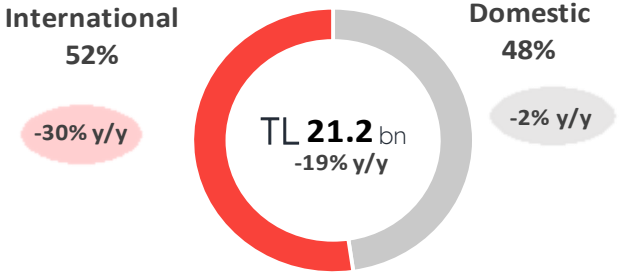
Tofaş



TürkTraktör



Otokar



Revenue figures denote 6-month 2026 performance and the comparisons are to 6-month 2025.
Automotive Distributors' and Mobility Association (ADMA), Heavy Commercial Vehicles Association (TAID) and TURKSTAT data used for sectoral indicators

Consumer Durables

Margin Resilience Despite Weak Demand

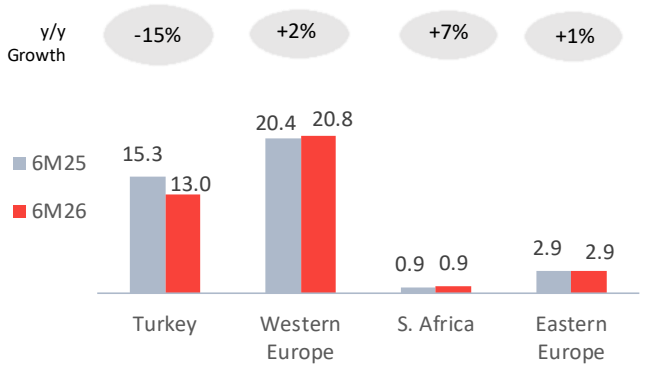
1H26 Highlights

- \+ Margin expansion through procurement savings & improvement projects
- \+ Favorable EUR/USD tailwind
- \+ Bottom-line recovery; positive contribution from recent strategic actions
- \+ Share gains and market leadership preserved amid weak demand
- − Unfavorable product mix
- − Pricing pressure; intensifying competition
- − Seasonal working capital build-up kept leverage elevated

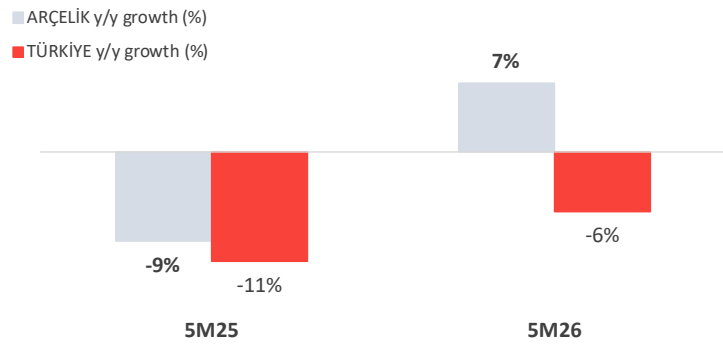
Contribution to Consolidated Net Income: TL 421mn (n.m.)

Sales Volumes Across Markets[1]

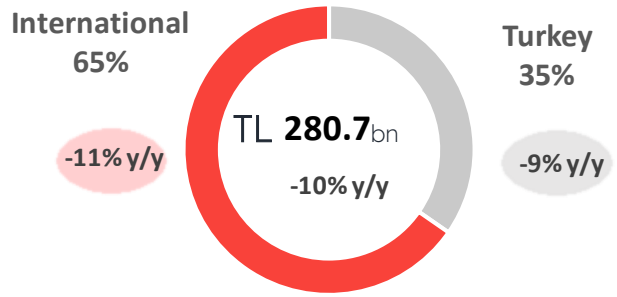
Million Units



MDA6 Market

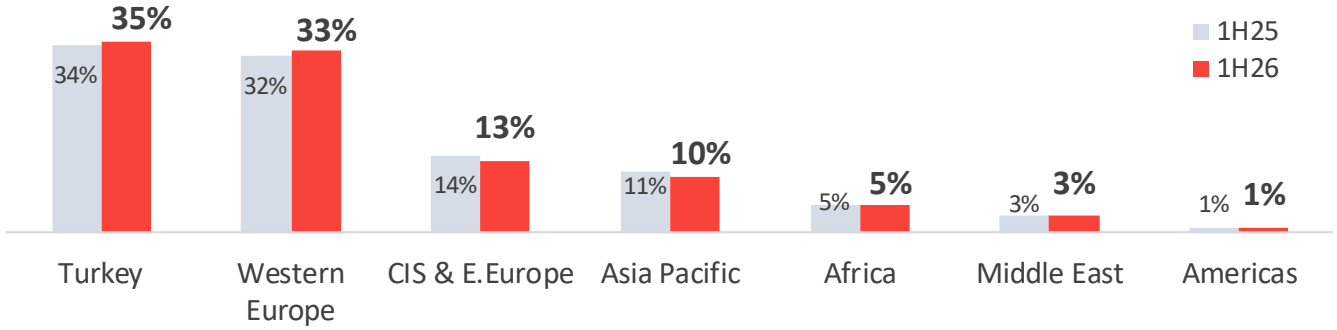


Arçelik Revenue (1H26)



Regional Breakdown of Arçelik Revenue

%



White Goods Manufacturing Association (TURKBESD) data used for Turkish market; retail panel data used for international markets.
MDA6 is data based on TURKBESD reflects wholesales volume for the given periods. MDA6 includes refrigerators, freezers, washing machines, tumble dryers, dishwashers and cooking appliances.
[1] Western Europe, South Africa market and Eastern Europe market data as of 5M, while Turkey market data as of 6M

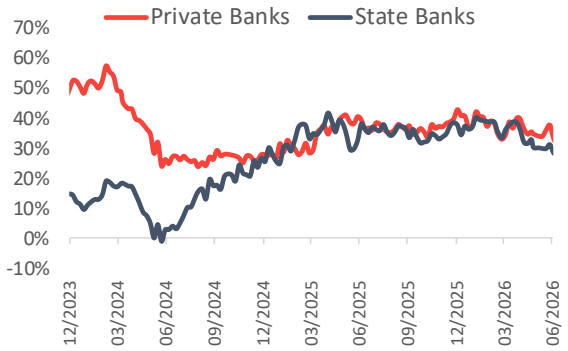
Finance
Solid Financial Fundamentals Maintained

1H26 Highlights

+ Effective spread management supported margins
+ Core revenues remained resilient despite the macro backdrop
+ Capital buffers remained solid, supported by internal capital generation
+ Asset quality pressures sustain on macro; coverage remained robust
+ Strategic move in asset management subsidiary; ~70bps for CET-1
− Tighter financial conditions weighed on quarterly earnings momentum

Contribution to Consolidated Net Income: TL 2,221mn (13x y/y)

TL Lending Growth
13 Weeks Annualized

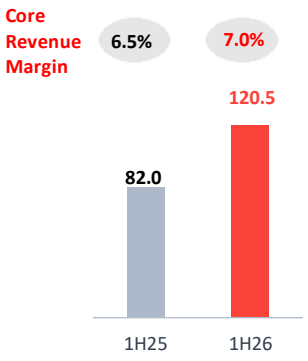


Sector's Loans & Deposits
TL Billion, USD Billion

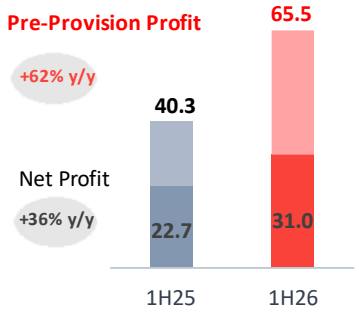
	1H26	q/q	ytd	y/y
Loans	**26,537**	**8%**	**16%**	**36%**
+ TL	16,956	9%	18%	43%
+ FC (USD)	207	2%	3%	8%
Customer Deposits	**30,269**	**8%**	**11%**	**31%**
+ TL	18,833	13%	13%	31%
+ FC (USD)	247	-3%	-1%	11%

Yapı Kredi

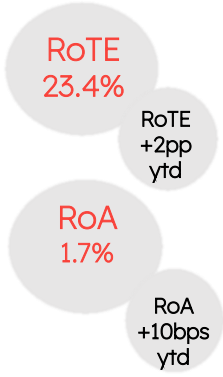
Core Revenues
TL Billion



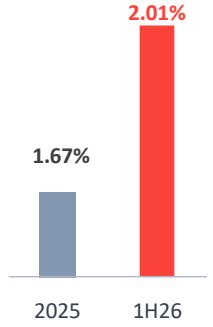
Profit
TL Billion



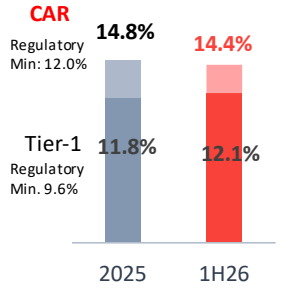
Profitability
Cumulative



Cost of Risk[4]
Cumulative



Solvency Ratios[1]



Selected Balance Sheet Figures
TL Billion, USD Billion

	1H26	q/q	ytd	y/y
Loans[2]	**1,909**	**8%**	**15%**	**36%**
+ TL	1,218	9%	15%	40%
+ FC (USD)	16	0%	5%	10%
Customer Deposits	**1,990**	**6%**	**9%**	**29%**
+ TL	1,052	10%	10%	26%
+ FC (USD)	21	-3%	-2%	13%
Demand/Total Deposits	**48%**	**-2.1pp**	**0.3pp**	**-0.9pp**
NPL Ratio[3]	**4.1%**	**0.3pp**	**0.5pp**	**0.9pp**
Total Coverage[4]	**4.0%**	**0.1pp**	**0.2pp**	**0.4pp**

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. 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. Core Revenues = NII + swap costs + net fee income. [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] 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 Selected Unlisted Companies

Summary Financials of Selected Unlisted Companies

TL Million

	Revenues		EBITDA[1]		Book Value[2]	
	1H26	y/y	1H26	y/y	1H26	y/y
Arçelik LG Klima	12,169	-21%	1,355	-11%	3,449	4%
Bilkom	13,781	-55%	1,039	-19%	1,859	-23%
Divan	3,611	-5%	312	-12%	7,026	-1%
Entek	3,742	-33%	302	-73%	31,173	-2%
Kemer Medical Center	1,825	-21%	-828	n.m.	5,866	-20%
Koç Finansman	10,150	46%	1,725	86%	4,313	70%
KoçSistem	14,966	14%	670	-21%	6,621	8%
Koçtaş	7,439	-8%	-509	-23%	893	-68%
Marina Business	1,686	26%	861	36%	25,229	67%
Opet	279,067	17%	8,261	10%	45,385	6%
Otokoç Otomotiv	84,709	-1%	8,528	-13%	55,406	-7%
Setur	14,106	8%	796	4%	7,685	7%
Token	11,210	8%	1,076	20%	4,021	8%
Zer	24,717	-12%	965	-0.4%	5,440	5%

- 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

Effective owhership adjusted book value of total Koç Holding's unlisted companies in total: ~TL 117 billion (~$ 2.5bn)

Entek: An integrated player in the electricity market

- 490MW total installed capacity (77% zero carbon electricity)
- Construction of Entek's first overseas renewable energy investment remains on track

KoçSistem: New generation technologic solutions provider

- Leading provider of cloud, cybersecurity, AI and digital transformation solutions
- Owns two major subsidiaries: Koç Digital and Koç Bilgi ve Savunma (Koç Information and Defence Technologies)

Marina and Shipyard Businesses: Leader in the Turkish marina operations sector

- 13 locations, ~24% market share in Turkey based on total capacity
- Commercial and naval vessel and super yacht building projects

Opet: Second largest distribution company by volume

- 20.3% market share in white products (May 2026)
- 17% of the fuel stations have EV chargers installed

Otokoç: Leading automotive retailing & car leasing company

- #1 in second-hand car market
- Operations in 9 countries

Token: Leading payment system platform provider

- New generation payment solutions, from physical payment devices to online payments
- Leading position in Turkey; operations in Romania and Azerbaijan

Koç Group: 1H 2026 Financial Performance

Solid Results Driven by Portfolio Diversification

Financial Performance

TL Million

	Energy	Automotive	Consumer Durables	Finance	Other	TOTAL
Combined Revenues[1]	**1,019,497**	**769,776**	**309,723**	**517,754**	**118,558**	**2,735,308**
Change (y/y)	*31%*	*1%*	*-14%*	*-2%*	*-2%*	***7%***
Segment Share in Total	*37%*	*28%*	*11%*	*19%*	*4%*	
Combined Operating Profit[2]	**70,601**	**7,730**	**9,358**	**30,428**[4]	**-3,720**	**114,397**
Change (y/y)	*134%*	*-67%*	*84%*	*32%*	*n.m.*	***39%***
Segment Share in Total	*62%*	*7%*	*8%*	*27%*	*n.m.*	
Monetary Gain / (Loss)	**-3,167**	**22,355**	**10,984**	**-11,397**	**-2,961**	**15,814**
Change (y/y)	*-152%*	*18%*	*6%*	*13%*	*59%*	***106%***
Combined Profit / (Loss) Before Tax	**64,231**	**11,558**	**3,406**	**20,264**[4]	**-3,445**	**96,014**
Change (y/y)	*201%*	*-53%*	*n.m.*	*78%*	*-410%*	***83%***
Combined Net Income / (Loss)	**49,324**	**11,104**	**154**	**3,797**[4]	**-6,521**	**57,858**
Change (y/y)	*273%*	*-47%*	*n.m.*	*1780%*	*-414%*	***121%***
Consolidated Net Income / (Loss)[3]	**20,711**	**3,444**	**421**	**2,221**[4]	**-6,491**	**20,306**
Change (y/y)	*324%*	*-60%*	*n.m.*	*1176%*	*-186%*	***147%***

[1] Before revenue eliminations [2] Excluding FX gains/losses and credit finance income/charges on trade receivables and payables (Combined operating profit reported in 1H 2026 financial report is TL 106,375 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

Q&A

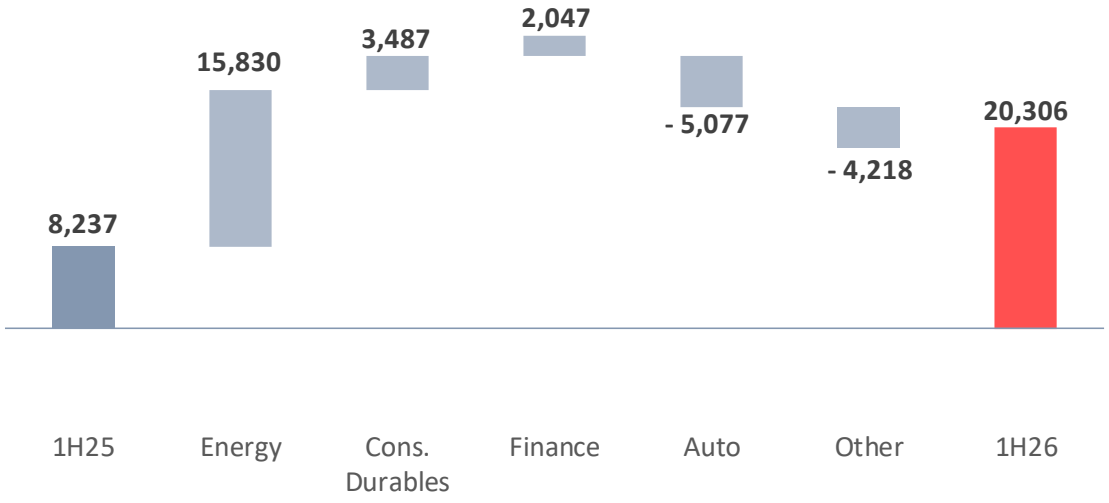
Appendix
Consolidated Key Financial Figures

Consolidated Main Financial Indicators
TL Million

	1H25	1H26	y/y
Revenue	1,555,468	1,693,964	*8.9%*
Gross Profit	266,601	306,610	*15.0%*
Operating Profit	61,729	95,971	*55.5%*
Profit Before Tax	32,898	83,637	*154.2%*
Net Profit Before Non-controlling Interest	12,589	46,868	*272.3%*
Non-controlling Interest	4,352	26,562	*510.3%*
Net Profit After Non-controlling Interest	8,237	20,306	*146.5%*

	31.12.2025	30.06.2026	y/y
Total Assets	6,261,897	6,233,515	*-0.5%*
Total Equity	1,286,591	1,291,998	*0.4%*
Shareholders' Equity	797,632	792,639	*-0.6%*

Consolidated Net Income
TL Million



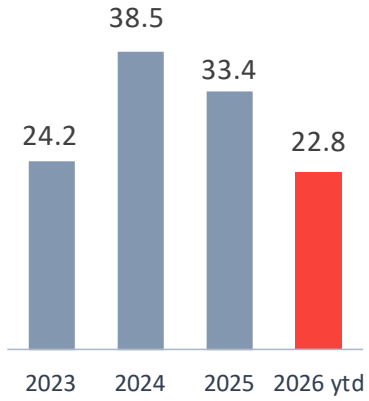
Note: Consolidated net income indicates Koç Holding share after the share of JV partners and non-controlling interests

Appendix

Business Model Ensures Sustainability of Dividend Income

Dividend Income[1]

TL Billion

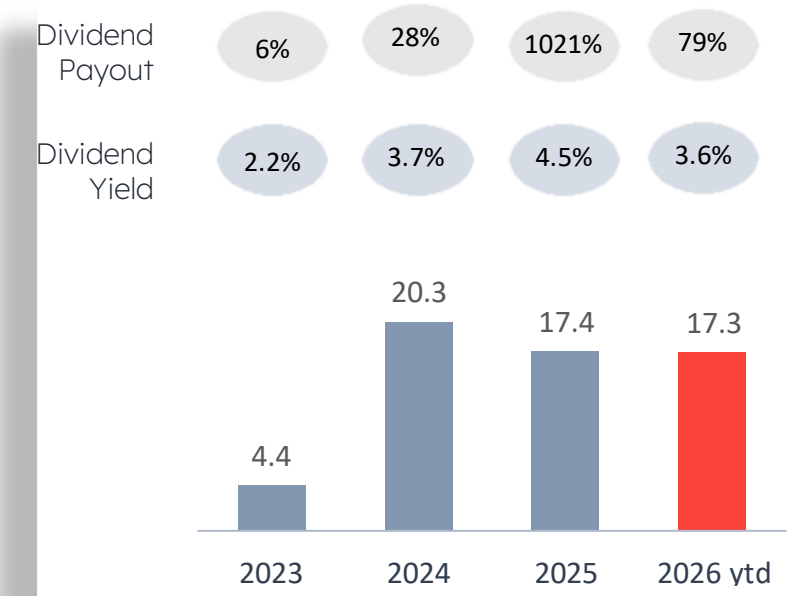


	Dividend			
	2023	**2024**	**2025**	**2026 ytd**
Tüpraş (inc. EYAŞ)	10.3	16.5	15.3	9.9
Ford Otosan	6.0	7.8	10.5	4.9
Tofaş	1.1	3.8	2.3	3.8
Arçelik	0.7	-	-	-
Aygaz	0.1	0.6	1.1	1.1
TürkTraktör	0.8	3.4	1.8	-
Otokar	-	0.3	-	-
Yapı Kredi Bank / KFS	4.9	5.5	-	-
Other Companies	0.3	0.8	2.4	3.1
Total Dividend Income	24.2	38.5	33.4	**22.8**

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

Dividend Payments[1]

TL Billion



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

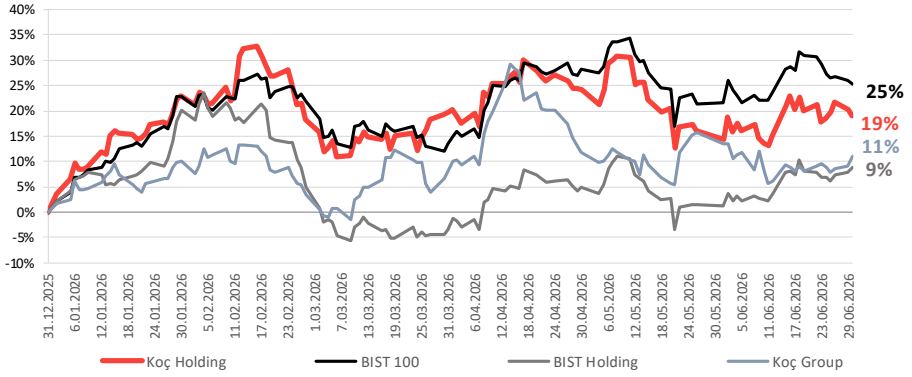
[1] Dividends in nominal terms (not adjusted for inflation accounting), dividend payment excluding usufruct shareholders

Appendix

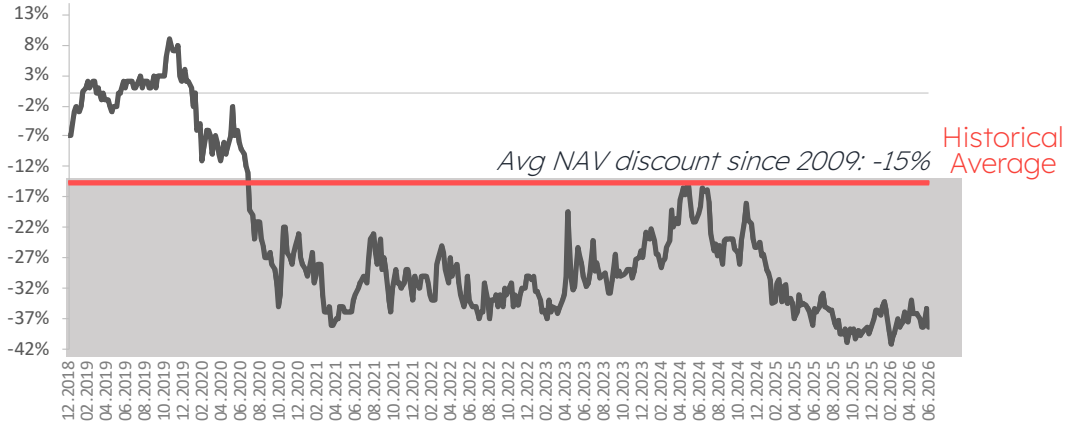
Relative Share Performance & NAV Discount Analysis

Relative Share Performance of Koç Holding vs. Koç Group[1]

Rebased at 2025YE



NAV Discount/Premium[2]

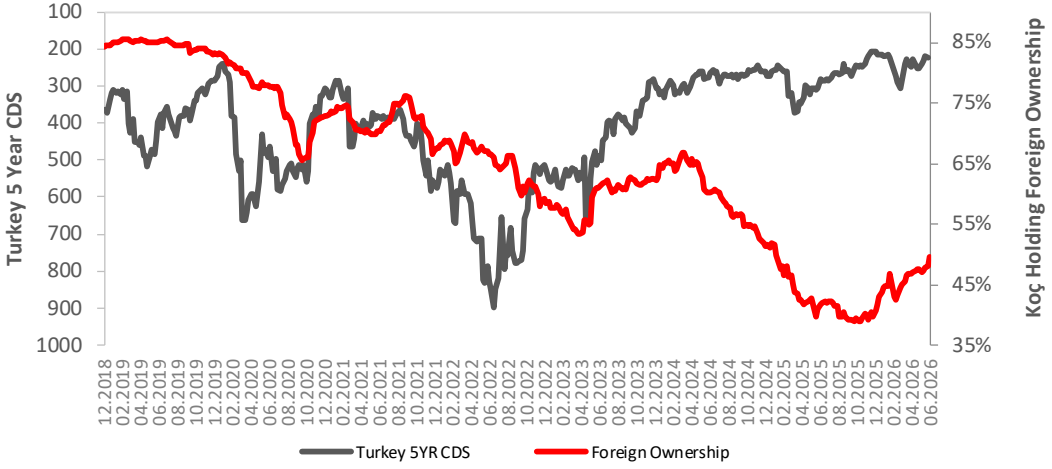


Effective Ownership Adjusted Mcap Changes of the Listed Portfolio Companies

USD Million

	Value to Koç Holding	
Listed Companies	**31.12.2025**	**30.06.2026**
Yapı Kredi	3,916	3,992
Tüpraş	3,351	3,764
Ford Otosan	2,835	2,462
Tofaş	1,014	1,244
Arçelik	773	700
Otokar	645	459
Aygaz	395	410
TürkTraktör	455	353
M.Altınyunus	109	139
Koç Holding Net Cash	**815**	**989**
Koç Holding Mcap	**9,631**	**10,536**
Koç Holding Discount to Listed Assets	**-29%**	**-22%**
Koç Holding Discount to Listed Assets + Net Cash	**-33%**	**-27%**

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

Appendix
2026 Guidance of the Listed Group Companies

TÜPRAŞ	2025A	2026E	2026E - Aug'26
Tüpraş Net Refining Margin ($/bbl)	7.0	6.0-7.0	**13-15**
CUR	94%	95-100%	95-100%
Production (mn tons)	26.9	~29	~29
Sales (mn tons)	29.4	~30	~30
Capex ($ mn)	476	~700	~700

TOFAŞ	2025A	2026E	2026E - May'26	2026E - Jul'26
Sector ('000)				
Total TR LV Sales (PC+LCV)	1,368	1,300-1,400	**1,200-1,300**	**1,100-1,200**
Tofaş ('000)				
Retail Sales [3]	360	350-370	**320-350**	**300-320**
Exports	47	65-75	**70-80**	**75-85**
Production	132	140-150	**145-155**	145-155
Capex (€ mn)	154	250	250	250
PBT Margin	2.8%	2026E: 3-4% 2028E: 5-7%	2026E: 3-4% 2028E: 5-7%	2026E: 3-4% 2028E: 5-7%

TÜRKTRAKTÖR	2025A	2026E	2026E - Apr'26	2026E - Aug'26
Sector ('000)				
Total TR Tractor Sales	40	27-33	**20-26**	**21-26**
TürkTraktör ('000)				
Domestic sales	16.0	11.5 - 14.5	**8 - 10**	**8.5 - 10**
Exports	11.0	11.0 - 13.5	11.0 - 13.5	11.0 - 13.5
Capex ($mn)	84	75 - 100	**60-70**	60-70

AYGAZ	2025A	2026E	2026E - Aug'26
Aygaz Volume ('000 tons)			
Cylinder	226	200-220	200-220
Autogas	767	750-790	750-790
Market Share			
Cylinder	41.4%	41.5%-42.5%	41.5%-42.5%
Autogas	23.4%	23.0%-24.0%	**23.5%-24.5%**

FORD OTOSAN	2025A	2026E	2026E - May'26	2026E - Aug'26
Sector ('000)				
Total TR Sales	1,408	1,300-1,400	1,300-1,400	**1,200-1,300**
Ford Otosan ('000)				
Retail Domestic Volume	117	90-100	90-100	**75-85**
Exports	603	580-630	580-630	580-630
+ Turkey	400	390-420	390-420	390-420
+ Romania	203	190-210	190-210	190-210
Wholesale Volume	725	670-730	670-730	**655-715**
Production	700	690-740	690-740	690-740
+ Turkey	452	460-490	460-490	460-490
+ Romania	248	230-250	230-250	230-250
Capex (€ mn)	410	300-400	300-400	300-400
+ General	125	80-100	80-100	80-100
+ Product related	285	220-300	220-300	220-300
Revenue Growth	7%	High Single Digit	**Flat**	**Mid to High Single Digit Decline**
Adj. EBITDA Margin	8.0%	7% - 8%	7% - 8%	**6% - 7%**

YKB [1]	2025A	2026E
Volumes		
TL Loans growth	43%	+30%
FC Loan growth	23%	Low-single digit
NIM	2.2%	≥ 100bps improvement
Fee growth	50%	~ Inflation
Cost growth	53%	≤ 35%
CoR[1]	167bps	150 - 175bps
RoTE	21.4%	High-Mid Twenties

ARÇELİK	2025A	2026E	2026E - Apr'26	2026E - Jul'26
Revenue				
Turkey (in TL)	-6.6%	Flattish	Flattish	**Single digit decline**
International (in FX)	-0.1%	+ Low single digit	**Flattish**	**Single digit decline**
EBITDA Margin	5.9%	6.25% - 6.50%	6.25% - 6.50%	6.25% - 6.50%
Capex (€ mn)	205	~ 250	~ 250	~ 250
Working Capital / Sales	21.8%	~ 22%	~ 22%	~ 22%

[1] YKB figures are based on consolidated BRSA financials. Banks are exempt from inflation accounting. Downside risk to CoR guidance as of end of July'26

Appendix
Our ESG Journey

Committed to be carbon neutral by 2050

The Koç Group Carbon Transition Roadmap:
16% reduction in 2025 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
- WEF – Centre for Nature and Climate, Water Futures Community, Leaders for European Growth and Competitiveness.

Science Based Targets Initiative (SBTi) – Group Companies

- **Arçelik and Ford Otosan** received SBTi approval for 1.5°C-aligned near-term and net-zero targets.
- **Yapı Kredi** obtained SBTi verification in 2024 for operational and financed emissions targets.
- **Yapı Kredi** is the only private Tier-I bank in Türkiye with SBTi-verified, most comprehensive loan portfolio targets.

Sustainability Indices & Ratings

Dow Jones Sustainability Indices
Powered by the S&P Global CSA

2026 Sustainability Yearbook member

CDP

A- score in 2025 CDP Climate Change and Water Security programs, Supplier Engagement Assessment Global A List

Appendix
Shareholding Structures

Koç Holding

Koç Family: 63.48%[1]
Free Float: 26.85%
Vehbi Koç Foundation: 7.29%
Koç Pension Fund: 2.35%
Share Buyback: 0.04%

Energy

Tüpraş
EYAŞ: 46.4%
KH: 4.27%, Other Koç: 0.46%
Other : 0.02%, Free float: 48.85%

KH: 40.00% [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%
FCA[3]: 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: 49%
Other Koç: 15%
Burla Group: 18%
Free float: 17.86 % [5]
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 [6]
KH: 50%
Other Koç: 50%

Other

Marmaris Altınyunus
KH: 60%
Other Koç: 20.8%
Other: 0.2%
Free float: 19%

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%

- As of 30 June 2026

[1] Family Danışmanlık (family-owned investment vehicle) 43.75%, Koç Family Members 18.33%, Rahmi M. Koç ve Mahdumları Maden İnşaat Turizm Ulaştırma Yatırım ve Ticaret A.Ş. 1.40% [2] Ford Deutschland GmbH: 100% owned by Ford Motor Company [3] Stellantis owns 100% of FCA Italy SpA [4] Effective stake indirectly through subsidiaries [5] Includes Whirlpool EMEA Holdings LLC's 2.9% stake [6] Ford Otosan acquired 100% stake in Koçfinans in July'26.

Contact Us

Koç Holding Investor Relations

Koç Holding IR Website

Annual Report 2025

Sustainability

Vehbi Koç Foundation

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