



KOÇ HOLDING

2025

EARNINGS PRESENTATION

11 FEBRUARY 2026

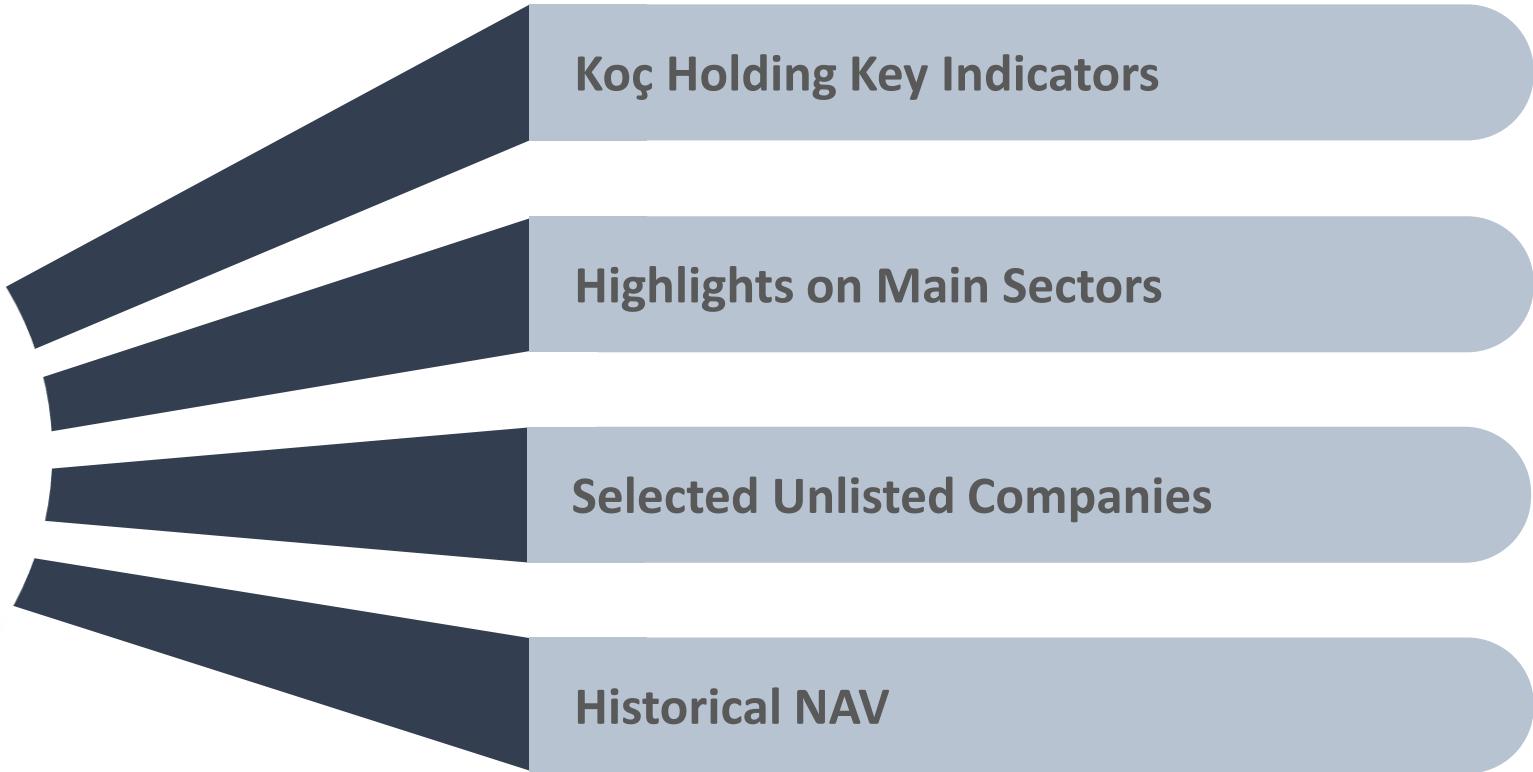
Disclaimer

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 audited 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



Agenda



Koç Holding Key Indicators

Highlights on Main Sectors

Selected Unlisted Companies

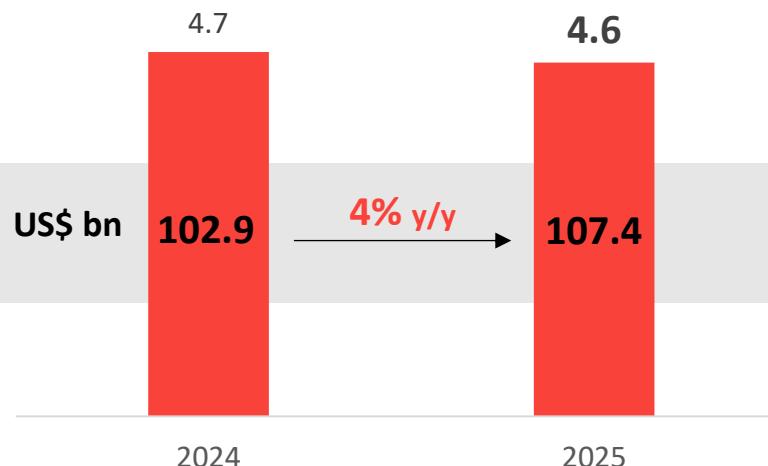
Historical NAV

Koç Group 2025 Financial Performance

Solid Execution And Financial Discipline

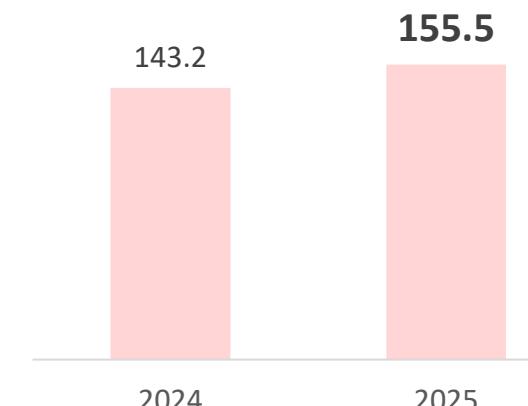
Combined Revenue

TL trillion



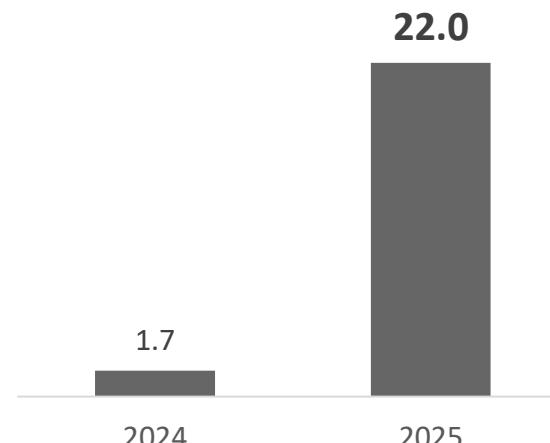
Combined Operating Profit¹

TL billion

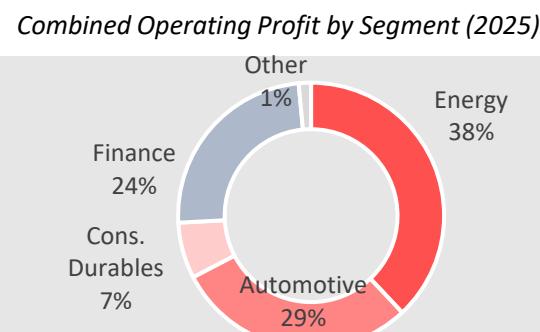


Consolidated Net Income

TL billion



Largest industrial and services group in Turkey



US\$ 16.1bn

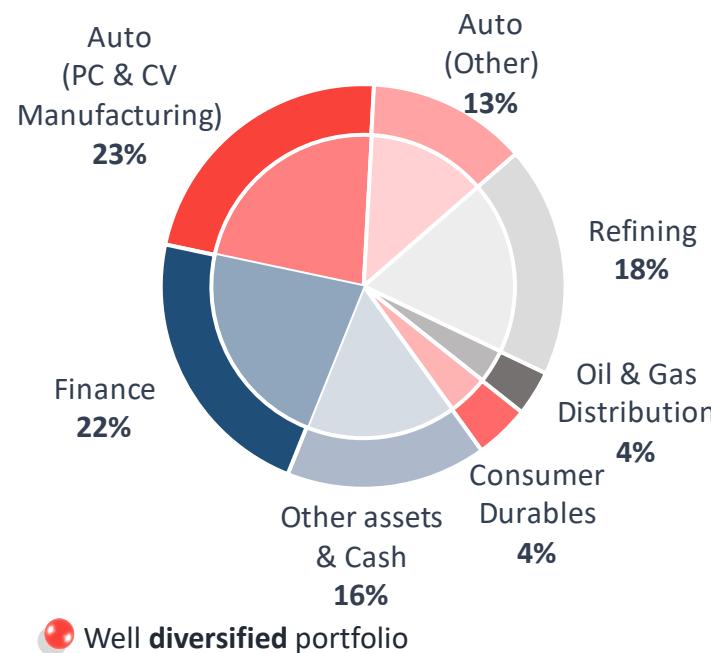
Combined investments in 2021 - 2025

¹ Excluding FX gains/losses and credit finance income/charges on trade receivables and payables (Combined operating profit reported in 2025 financial report is TL 152.2bn compared to TL 132.1bn in 2024)

Focus on Resilience

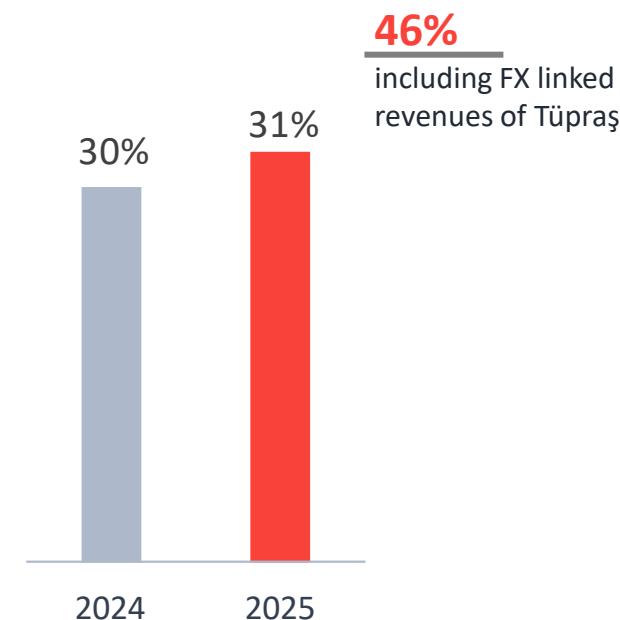
Sectoral & Geographical Diversification

Net Asset Value Breakdown by Sector¹



- Resilience against sectoral cyclicity and volatility

International Revenues / Total Combined Revenues



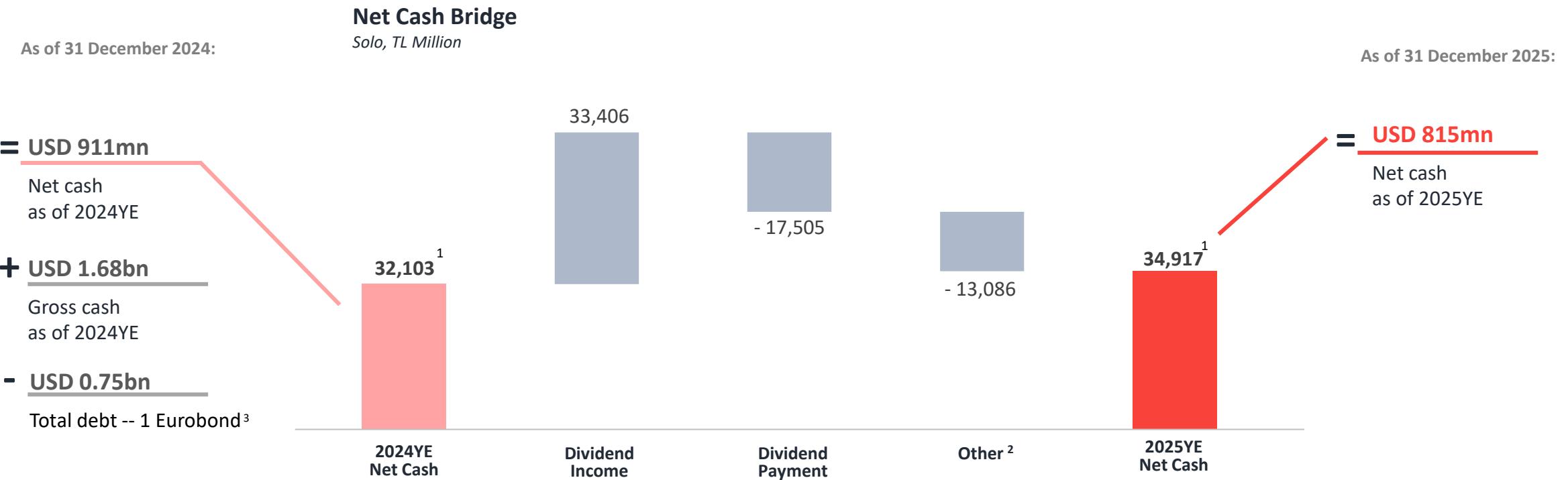
- Largest exporting group in Turkey:
~ 7% of Turkey's total exports²

¹ NAV based on company calculation. ~90% of NAV comes from listed assets (31 December 2025 Mcap of each, weighted with effective ownership).

² Based on 2024 data

Focus on Resilience

Solid Liquidity



¹ USD net cash amounts are converted to TL in the Net Cash Bridge, using the USDTRY currency rates of 35.2233 for 31 December 2024 and 42.8623 for 31 December 2025. Net cash figures includes USD 25mn of Ford Otosan's Eurobond.

² Other includes mainly management fees, OPEX, currency conversion impacts, net financial income/expense, capital injunction to subsidiaries and 7.1% Arçelik shares purchase. ³ In March 2025, paid down the USD750 mn Eurobond Dividend announcements after 31 December 2025: Tüpraş (KH Share: TL1,038 mn, to be received in 1Q26 upon AGM approval)

Key Metrics

Fundamentals Remain Intact On The Back Of Prudent Management

Strong Cash Position

USD 815mn

Solo
Net Cash



Solid Liquidity

1.2x

Current Ratio
on Combined Basis¹

FX Position

+USD 526mn

Solo
long FX Position

- USD 45mn

Consolidated short FX position
after natural hedge²

+ USD 128mn

Consolidated long FX position
after natural hedge weighted by
effective ownership

Sustainable Leverage

1.2x

Net Financial Debt / EBITDA
on Combined Basis¹

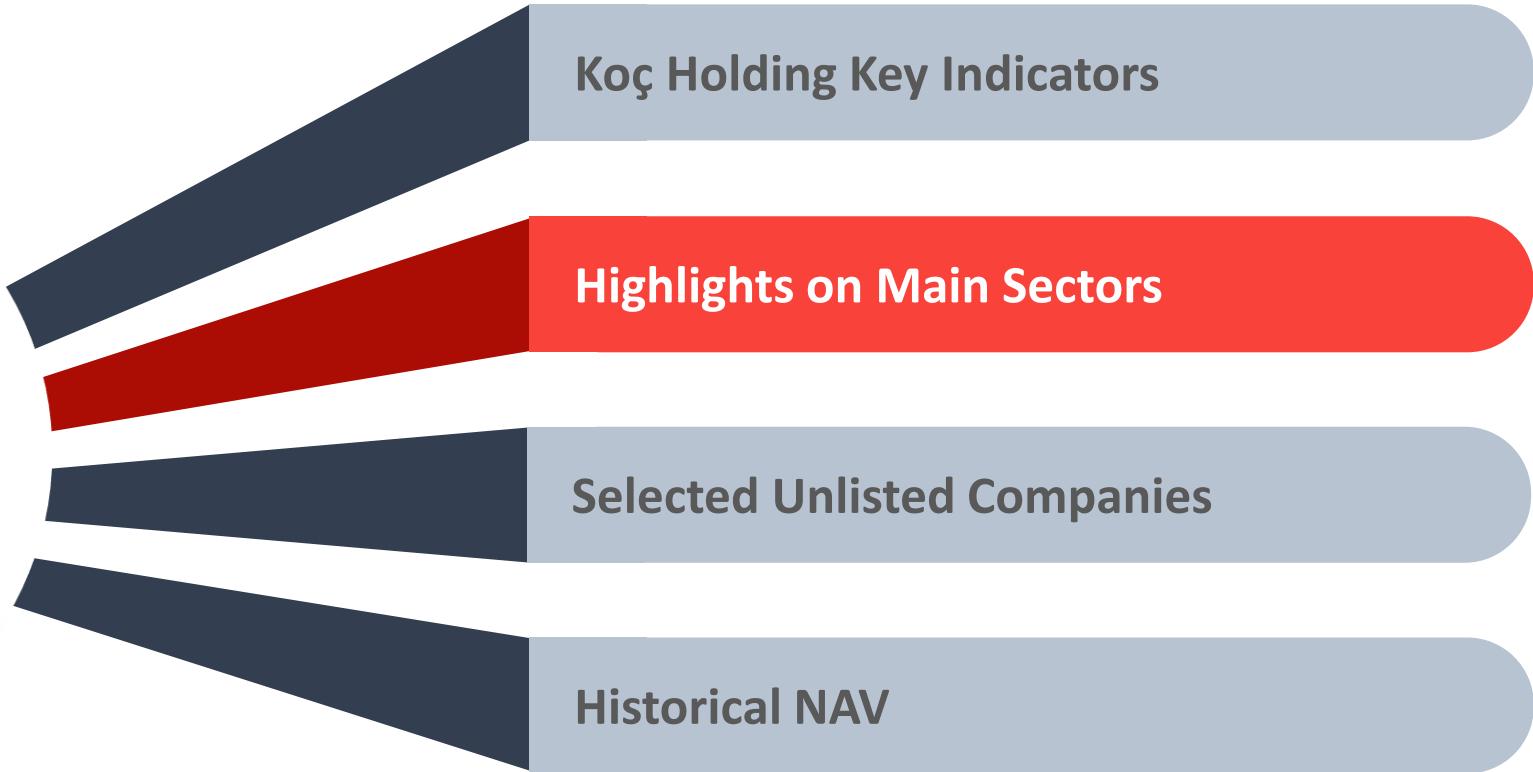
To further enhance liquidity:

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

¹ Excluding finance segment

² Net FX position at -45 mn US\$ (including US\$ 1.6 bn of loans designating as hedging instruments and US\$ 1.4 bn of natural hedge due to FX linked pricing of Tüpraş and Aygaz inventory)

Agenda



Energy

Capturing Strong Margins Through High Utilization

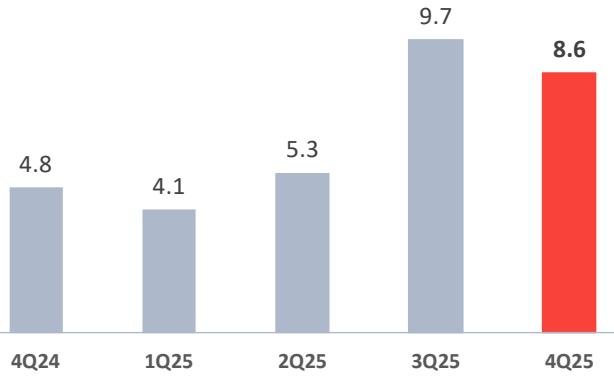
2025 Highlights

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

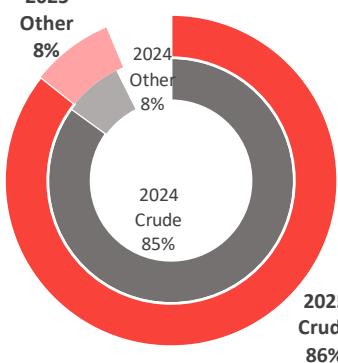
Contribution to Consolidated Net Income: **TL13,441 mn (46% y/y)**

Tüpraş

Net Refining Margin
(\$/bbl)

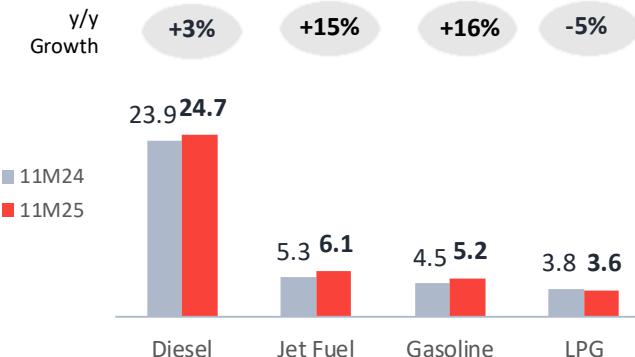


Capacity Utilization
%



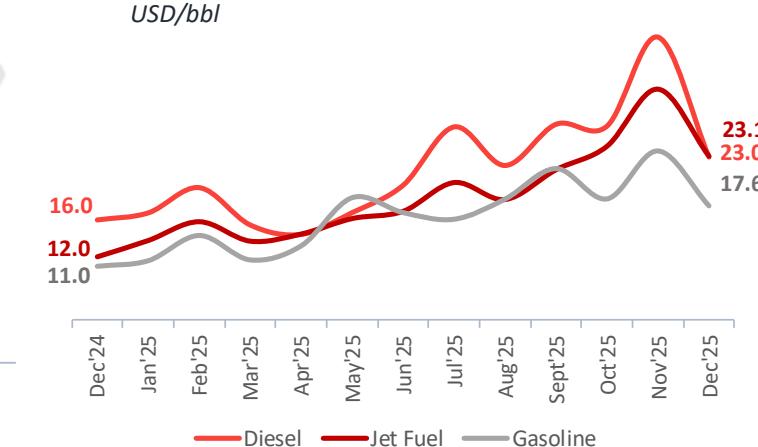
Domestic Market Sales Volume

Million Tonnes



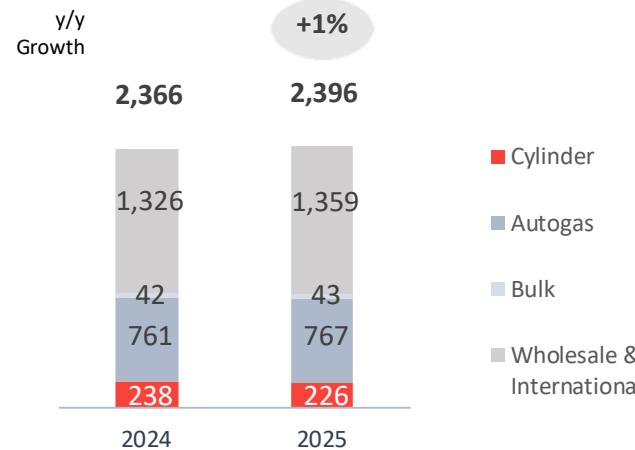
Crack Margins

USD/bbl



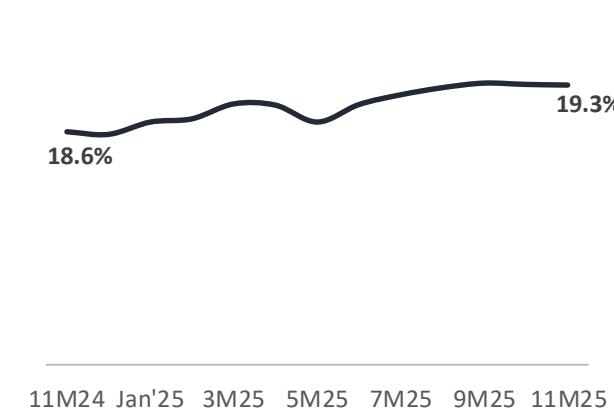
Aygaz Sales Volume

Thousand Tonnes



Opet -- #2 in White Products

Market Share



Energy Market Regulatory Authority data used for sectoral indicators

Automotive

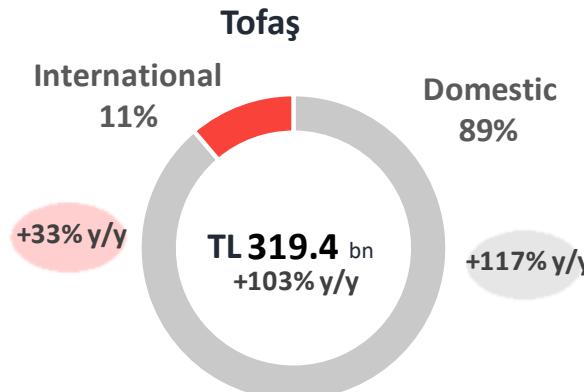
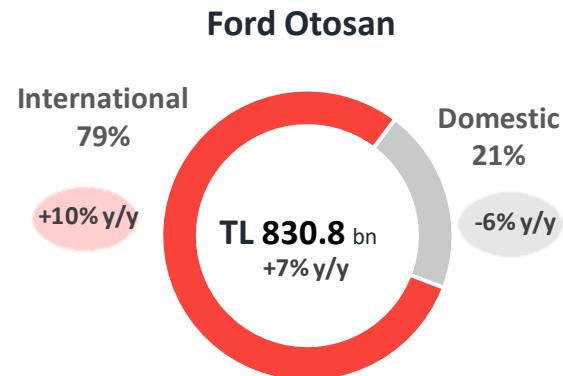
Robust Domestic Market With Heightened Competition

2025 Highlights

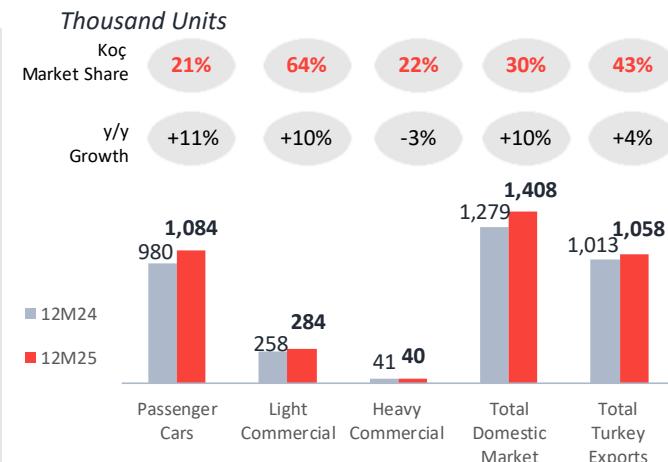
- + Record domestic market size (exceeding 1 mn for 3 consecutive years)
- + Strong export performance
- + Solid export contracts with JV partners
- + Stronger market positioning and scale
- + - Strong EV demand growing the market, squeezing margins
- Intense competitive pricing environment
- Higher COGS amid inflationary pressure

Contribution to Consolidated Net Income: **TL 17,747mn (-5% y/y)**

Revenue Breakdown (2025)



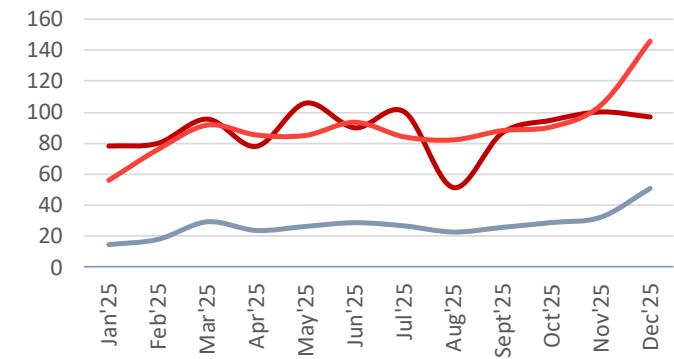
Sales Volume



Monthly Trend

Thousand Units

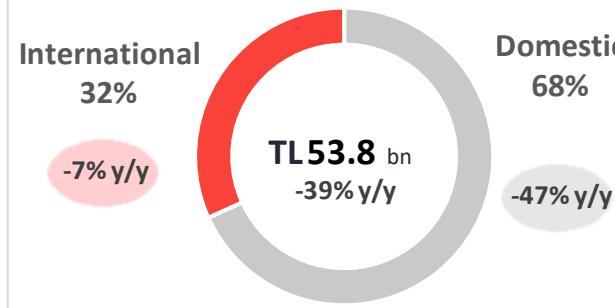
- Total Turkey Exports
- Passenger Cars (Turkey)
- Light Commercial (Turkey)



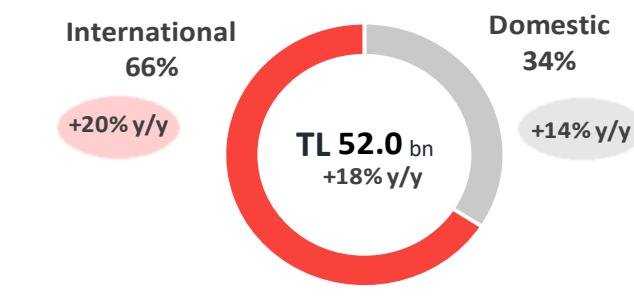
Revenue figures denote 12-month 2025 performance and the comparisons are to 12-month 2024.

Automotive Distributors' and Mobility Association (ADMA), Heavy Commercial Vehicles Association (TAID) and TURKSTAT data used for sectoral indicators

TürkTraktör



Otokar



Consumer Durables

A Year Of Steady Progress Amid Challenging Market Conditions

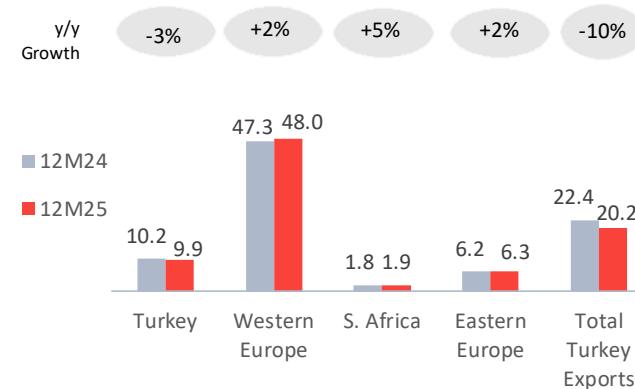
2025 Highlights

- + Favorable EUR/USD parity
- + Easing raw material costs
- + Synergy and cost savings following Whirlpool transaction
- + - Modest domestic demand supported by discounts and promotions
- Weak demand in international markets
- Unfavorable price and product mix in Turkey
- Intensified competition in Europe

Negative Contribution to Consolidated Net Income: **-TL 4,443mn (n.m.)**

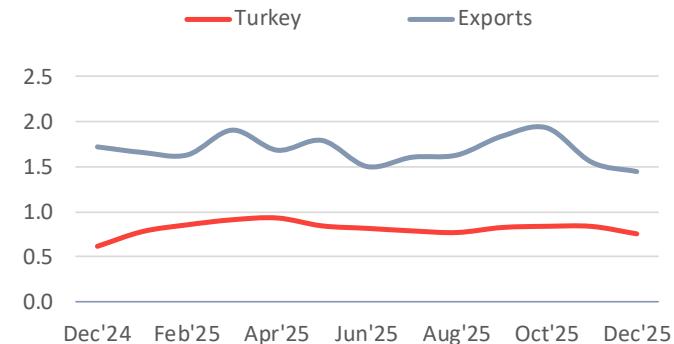
Sales Volumes Across Markets¹

Million Units



Monthly Trend

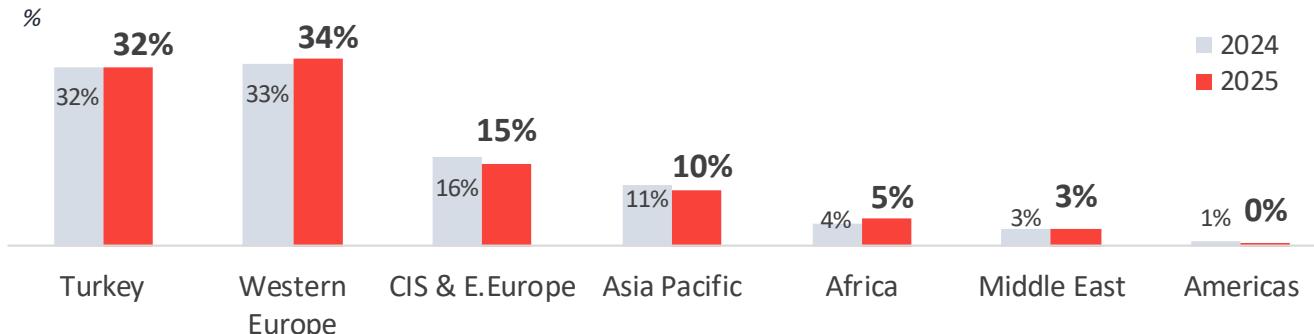
Million Units



Arçelik Revenue (2025)



Regional Breakdown of Arçelik Revenue



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

¹ Western Europe and South Africa market data as of 11M, Eastern Europe market data as of 10M, while Turkey market data as of 12M

Finance

Solid Core Banking Revenue Streams Support Profitability

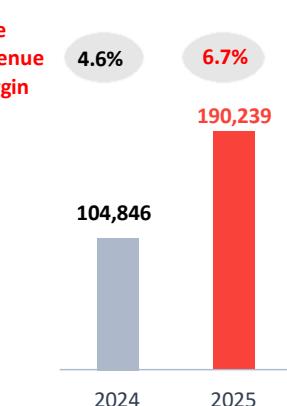
2025 Highlights

- + Robust core revenue margin powered by NIM & fee performance
- + Selective lending strategies continue to pay off
- + Optimizing cost of funding through strength in customer base
- + Sound asset quality amid higher NPL inflows
- + Resilient capital buffers intact

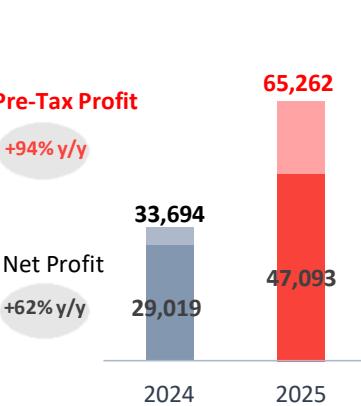
Negative Contribution to Consolidated Net Income: **-TL 589mn (97% y/y)**

Yapi Kredi

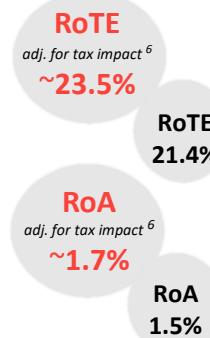
Core Revenues
TL million



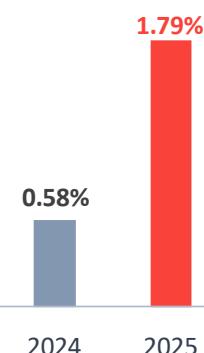
Profit
TL million



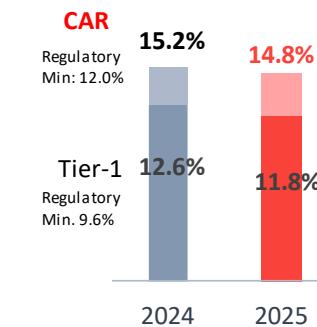
Profitability
Cumulative



Cost of Risk⁴
Cumulative



Solvency Ratios¹



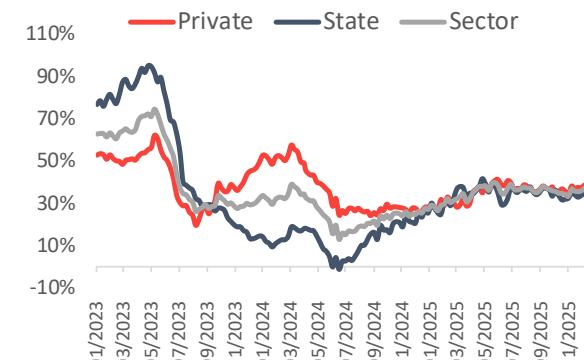
Sector's Loans & Deposits

TL Billion, USD Billion

	2025	q/q	y/y
Loans	23,051	10%	44%
+ TL	14,500	12%	44%
+ FC (USD)	200	3%	19%
Customer Deposits	26,849	8%	44%
+ TL	16,232	5%	35%
+ FC (USD)	248	7%	32%

TL Lending Growth

13 Weeks Annualized



Selected Balance Sheet Figures

TL Billion, USD Billion

	2025	q/q	y/y
Loans²	1,663	8%	45%
+ TL	1,055	10%	43%
+ FC (USD)	15	2%	23%
Customer Deposits	1,780	9%	44%
+ TL	971	8%	33%
+ FC (USD)	19	7%	31%
Demand/Total Deposits	45%	1pp	2pp
NPL Ratio³	3.4%	0.4pp	0.7pp
Total Coverage⁵	3.7%	0.2pp	0.1pp

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. Adjusted for the one-off impact from tax regulation change.⁶ Adjusted for the one-off impact from tax regulation change.

Koç Group 2025 Financial Performance

Performance Varies Across Segments

Financial Performance

TL Million

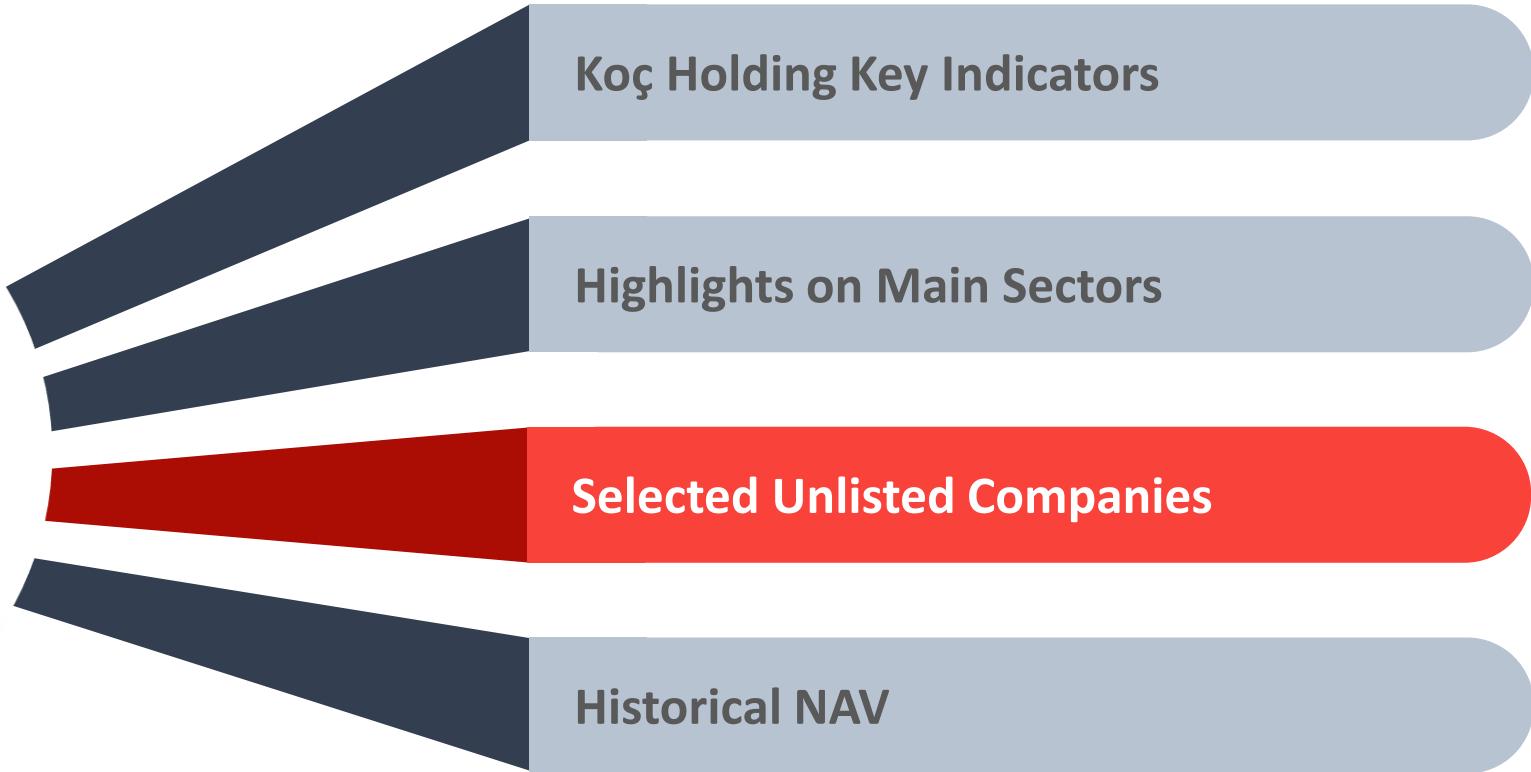
	Energy	Automotive	Consumer Durables	Finance	Other	TOTAL
Combined Revenues¹	1,419,042	1,444,986	597,907	923,792	217,750	4,603,477
<i>Change (y/y)</i>	-16%	14%	-6%	-1%	0.02%	-3%
Segment Share in Total	31%	31%	13%	20%	5%	
Combined Operating Profit²	59,076	45,655	10,587	37,862⁴	2,329	155,509
<i>Change (y/y)</i>	-0.02%	15%	-40%	50%	49%	9%
Segment Share in Total	38%	29%	7%	24%	1%	
Monetary Gain / (Loss)	-1,375	29,053	14,845	-18,043	-5,619	18,861
<i>Change (y/y)</i>	90%	-31%	-28%	64%	61%	n.m.
Combined Profit / (Loss) Before Tax	51,316	51,833	-4,940	21,760⁴	4,545	124,514
<i>Change (y/y)</i>	10%	-9%	-137%	n.m.	n.m.	60%
Combined Net Income / (Loss)	32,253	43,912	-10,944	-1,360⁴	-1,910	61,951
<i>Change (y/y)</i>	48%	-24%	-246%	96%	67%	80%
Consolidated Net Income / (Loss)³	13,441	17,747	-4,443	-589⁴	-4,155	22,001
<i>Change (y/y)</i>	46%	-5%	n.m.	97%	38%	1187%

¹ Before revenue eliminations ² Excluding FX gains/losses and credit finance income/charges on trade receivables and payables (Combined operating profit reported in 2025 financial report is TL 152,195 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

Agenda



Value within Unlisted Companies

Key Metrics of Unlisted Companies

Summary Financials

TL Million

	Revenues		EBITDA ¹		Book Value ²	
	2025	y/y	2025	y/y	2025	y/y
Arçelik LG Klima	19,117	-5%	2,160	-10%	2,681	2%
Bilkom	50,085	2%	2,309	-5%	2,272	-2%
Divan	6,530	-1%	813	-19%	6,109	-0.02%
Entek	10,024	-29%	1,577	-41%	26,310	0.3%
Koç Finansman	15,280	46%	2,269	58%	3,333	55%
KoçSistem	21,876	-1%	1,747	13%	5,584	12%
Koçtaş	14,309	-28%	-28	-93%	1,712	-50%
Marina Business	2,230	2%	1,061	-4%	11,833	191%
Opet	457,914	-4%	13,324	31%	38,758	-0.5%
Otokoç Otomotiv	176,113	-8%	19,949	26%	50,493	-2%
Setur	27,279	-2%	2,086	-24%	6,229	5%
Token	21,501	67%	1,644	51%	4,013	31%
Zer	46,912	-10%	1,670	-20%	5,578	4%

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

Entek: An integrated player in the electricity market

- ~77% of Entek's 490MW total installed capacity is zero carbon electricity
- In 2025, 1.0 TWh of zero carbon electricity was sold
- 178.5 Mwe solar power plant construction in Romania began in Q4 2025

Koç Finansman: Growing player in integrated financing solutions

- Leading company with total assets of TL55.5 bn
- Loan portfolio increased by 79% y/y to TL49 bn in 2025
- TL1.5 bn net income in 2025 with a 52% y/y growth

Marina Business: Leader in the Turkish marina operations sector

- With a total of 12 marinas, hold a 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

- 19.3% market share in white products (Nov 2025)
- 15% of the fuel stations have EV chargers installed

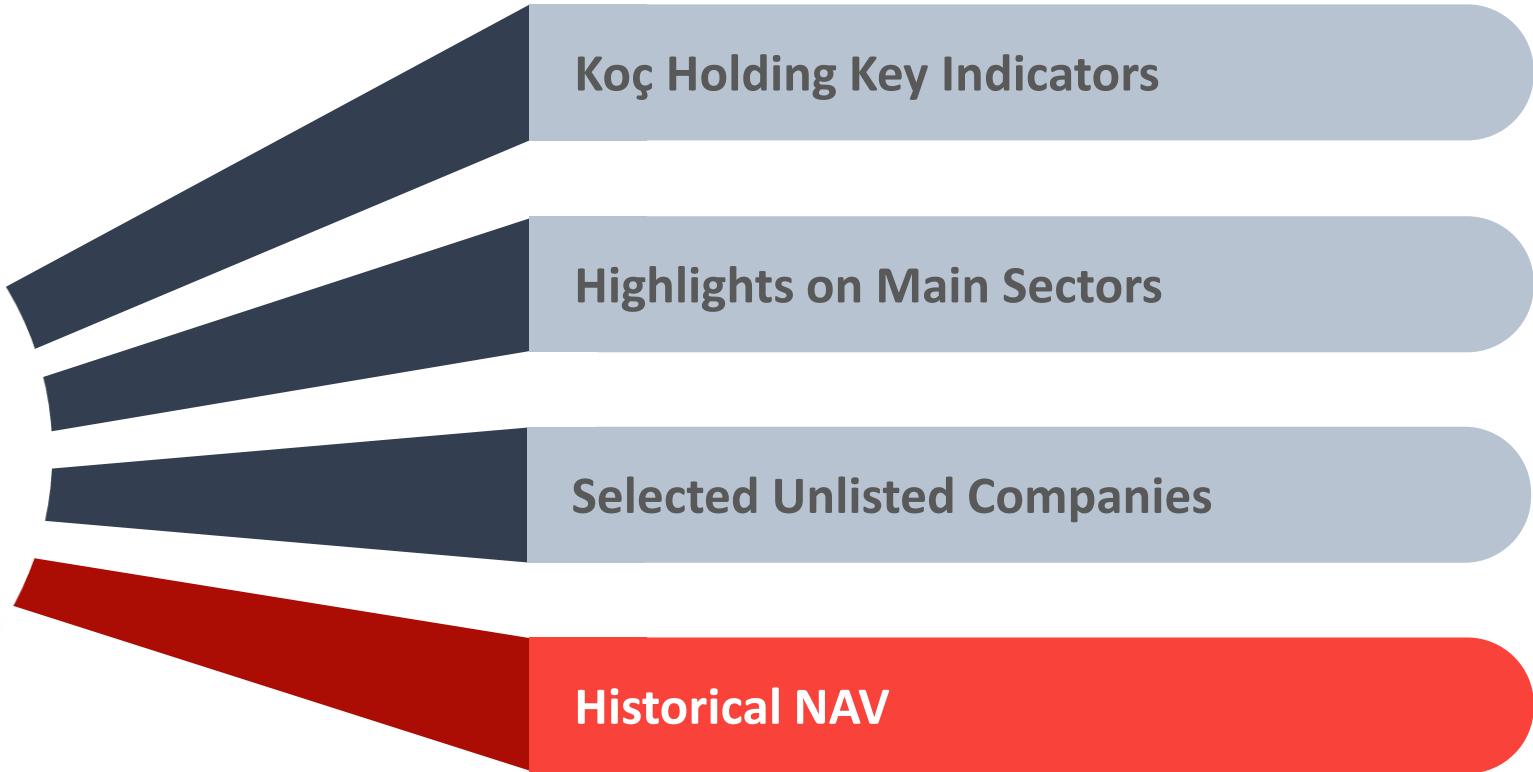
Otokoç: Leading automotive retailing & car leasing company

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

Token: Leading payment system platform provider

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

Agenda

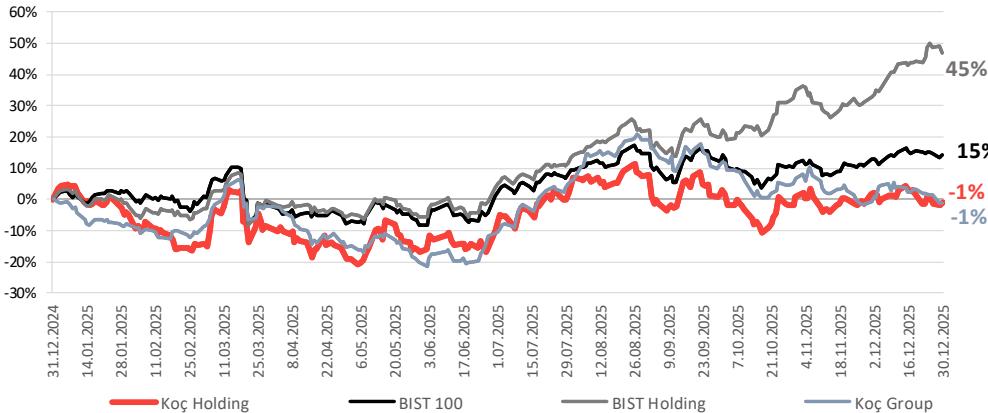


Historical NAV Discount

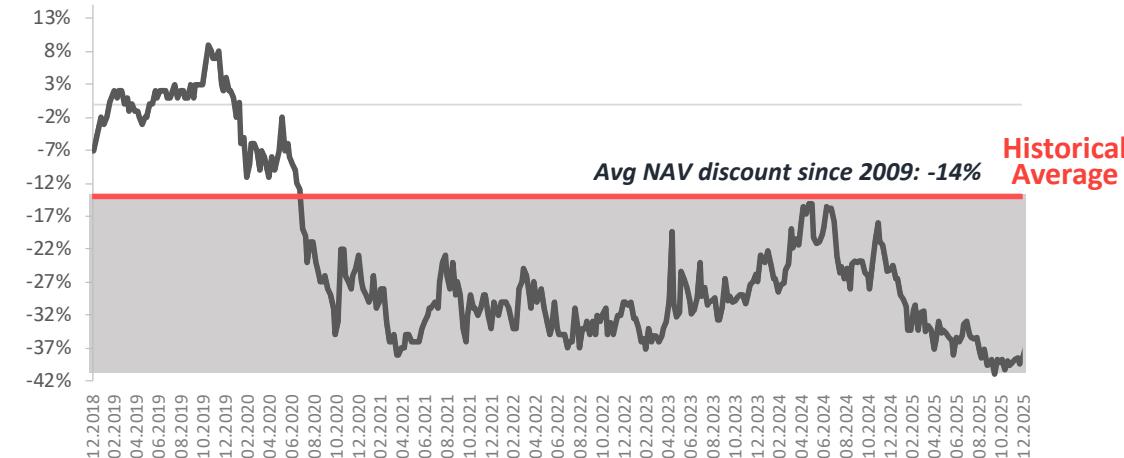
NAV Discount Highly Correlated With Sentiment

Relative Share Performance of Koç Holding vs. Koç Group¹

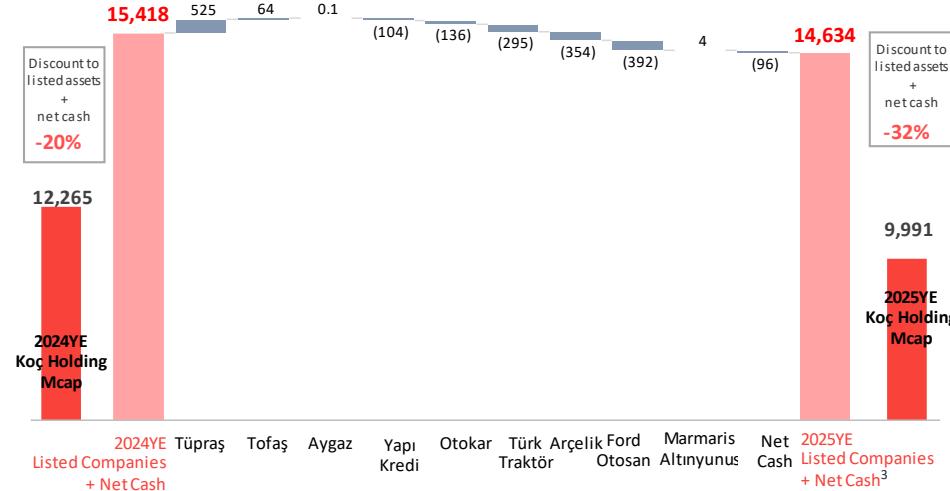
Rebased at 2024YE



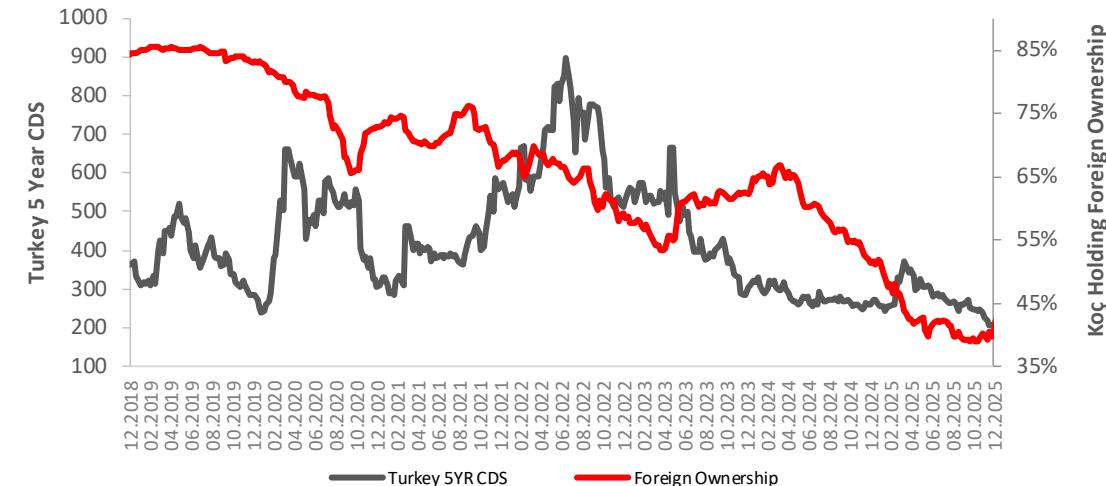
NAV Discount/Premium²



Effective Ownership Adjusted Mcap Changes of the Listed Portfolio Companies



Koç Holding Foreign Ownership vs. Turkey CDS



¹ Koç Group's data is excluding Koç Holding.

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

³ Change in Net Cash represents the change between 204YE (USD 911mn) and 2025YE (USD 815mn).

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



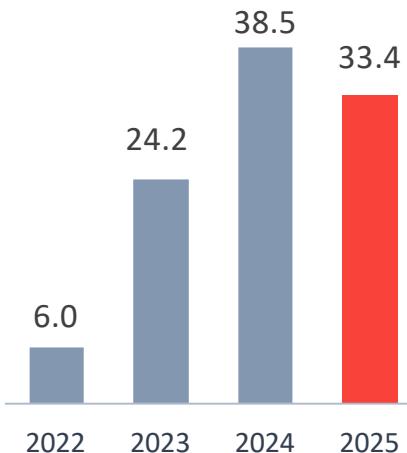
Q&A

Appendix - Focus on Resilience

Business Model Ensures Sustainability of Dividend Income

Dividend Income¹

TL Billion



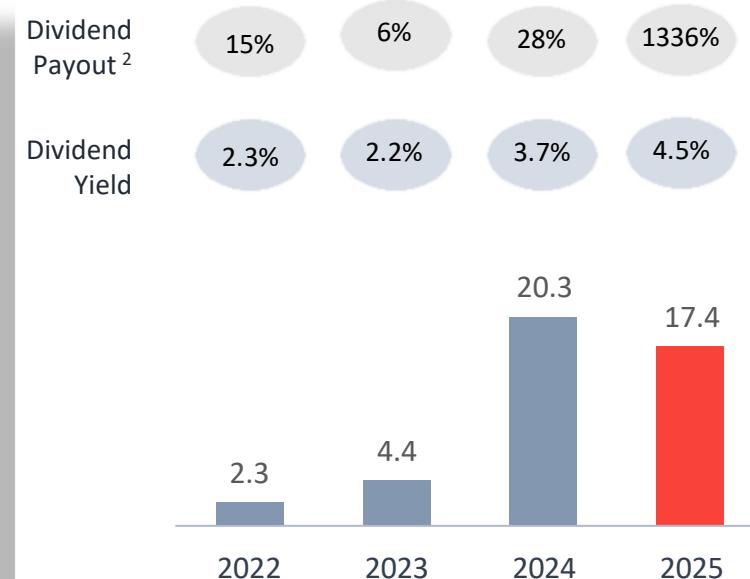
	Dividend			
	2022	2023	2024	2025
Tüpraş (inc. EYAŞ)	-	10.3	16.5	15.3
Ford Otosan	2.5	6.0	7.8	10.5
Tofaş	1.2	1.1	3.8	2.3
Arçelik	0.6	0.7	-	-
Aygaz	0.1	0.1	0.6	1.1
TürkTraktör	0.5	0.8	3.4	1.8
Otokar	0.2	-	0.3	-
Yapı Kredi Bank / KFS	0.6	4.9	5.5	-
Other Companies	0.3	0.3	0.8	2.4
Total Dividend Income	6.0	24.2	38.5	33.4

In 2025 :

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

Dividend Payments¹

TL Billion



Flexibility in dividend payments

Dividend payment decision based on

- dividend income
- investment opportunities
- net cash position

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

² Dividend payment including usufruct shareholders of TL17.5bn; of which TL 1.3bn paid from the last year taxable earnings and the remaining TL 16.2bn paid from the retained earnings in the TFRS financial statements
Dividend announcements after 31 December 2025: Tüpraş (KH Share: TL1,038 mn, subject to Tüpraş AGM approval)

Appendix - Consolidated Key Financial Figures

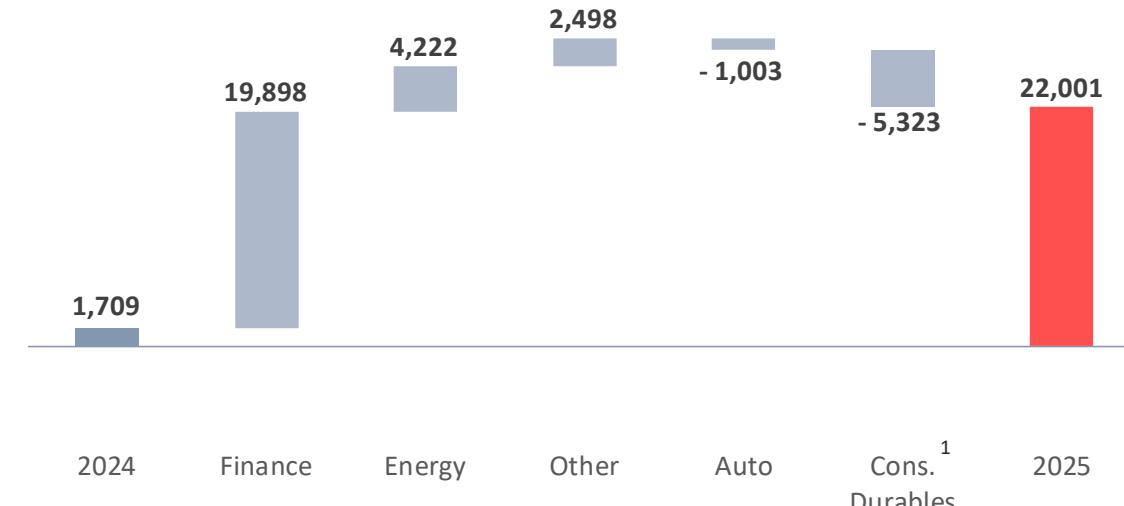
Consolidated Main Financial Indicators

TL Million

	2024	2025	y/y
Revenues	3,033,955	2,757,295	-9%
Gross Profit	429,110	469,354	9%
Operating Profit	114,356	117,608	3%
Profit Before Tax	34,964	87,714	151%
Net Income Before Non-controlling Interest	-6,922	34,628	600%
Non-controlling Interest	-8,631	12,627	246%
Net Income After Non-controlling Interest	1,709	22,001	1187%

Consolidated Net Income

TL Million



	2024	2025	y/y
Total Assets	5,115,459	5,317,600	4%
Total Equity	1,123,921	1,092,573	-3%
Shareholders' Equity	691,939	677,349	-2%

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

¹ Includes high base-year impact on consolidated net income, amounting to TL 3.1bn net gain, regarding restructuring provisions and bargain purchase gain following Arçelik's Whirlpool EMEA & MENA acquisitions.

Appendix - 2026 Guidance of the Listed Group Companies

TÜPRAŞ	2025A	2026E
Tüptaş Net Refining Margin (\$/bbl)	7.0	6.0-7.0
CUR	94%	95-100%
Production (mn tons)	26.9	~29
Sales (mn tons)	29.4	~30
Capex (\$ mn)	476	~700

TOFAŞ	2025A	2026E
Sector ('000)		
Total TR LV Sales (PC+LCV)	1,368	1,300-1,400
Tofaş ('000)		
Retail Sales ³	360	350-370
Exports	47	65-75
Production	132	140-150
Capex (€ mn)	154	250
PBT Margin	2.8%	2026E: 3-4% 2028E: 5-7%

TÜRKTRAKTÖR	2025A	2026E
Sector ('000)		
Total TR Tractor Sales	40	27-33
TürkTraktör ('000)		
Domestic sales	16.0	11.5 - 14.5
Exports	11.0	11.0 - 13.5
Capex (\$mn)	84	75 - 100

AYGAZ	2025A	2026E
Aygaz Volume ('000)		
Cylinder	226	200-220
Autogas	767	750-790
Market Share ²		
Cylinder	41.6%	41.5%-42.5%
Autogas	23.3%	23.0%-24.0%

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

YKB ¹	2025A	2026E
Volumes		
TL Loans growth	43%	+30%
FC Loan growth	23%	Low-single digit
NIM		
Fee growth	2.2%	≥ 100bps improvement
Cost growth	50%	~ Inflation
CoR	53%	≤ 35%
RoTE	167bps	150 - 175bps
	~23.5%*	High-Mid Twenties

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

¹ YKB figures are based on consolidated BRSA financials as banks are exempt from inflation accounting * Adjusted for the one-off impact from tax regulation change. Reported RoTE:21.4%

² Aygaz 2025 market share according to EMRA LPG sector November report in January- November'25 period

³ Tofaş 2025 total domestic retail sales reflect full-year sales of Stellantis-Türkiye, while the transaction was closed at the end of Apr'25.

Appendix - Our ESG Journey

- ✓ Committed to be carbon neutral by 2050

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

20% by 2030

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

49% by 2040

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

- ✓ International Platforms

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

* Operating as part of ISSB as of 2024



Science Based Targets Initiative (SBTi) – Group Company Updates

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

- ✓ Global Leader at UN Women Generation Equality Forum

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

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

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



- ✓ Sustainability Indices & Ratings

**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

2026 Sustainability
Yearbook member

SUSTAINALYTICS
a Morningstar company

MSCI



CDP
A-score in 2024 CDP
Climate Change and Water
Security programs, Supplier
Engagement Assessment
Global A List



FTSE4Good

Koc
2025 Earnings Presentation

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

EYAŞ
 KH: 77%
 Aygaz: 20%
 Opet: 3%

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

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

Automotive

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

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

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

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

Otokoç
 KH: 99.8%
 Other Koç: 0.2%

Consumer Durables

Arçelik
 KH: 49%
 Other Koç: 15%
 Burla Group: 18%
 Free float: 14.96%
 Share Buyback: 2.9%
 Other: 0.65%

Finance

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

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

Koç Finansman
 KH: 50%
 Other Koç: 50%

Other

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

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

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

As of 31 December 2025

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

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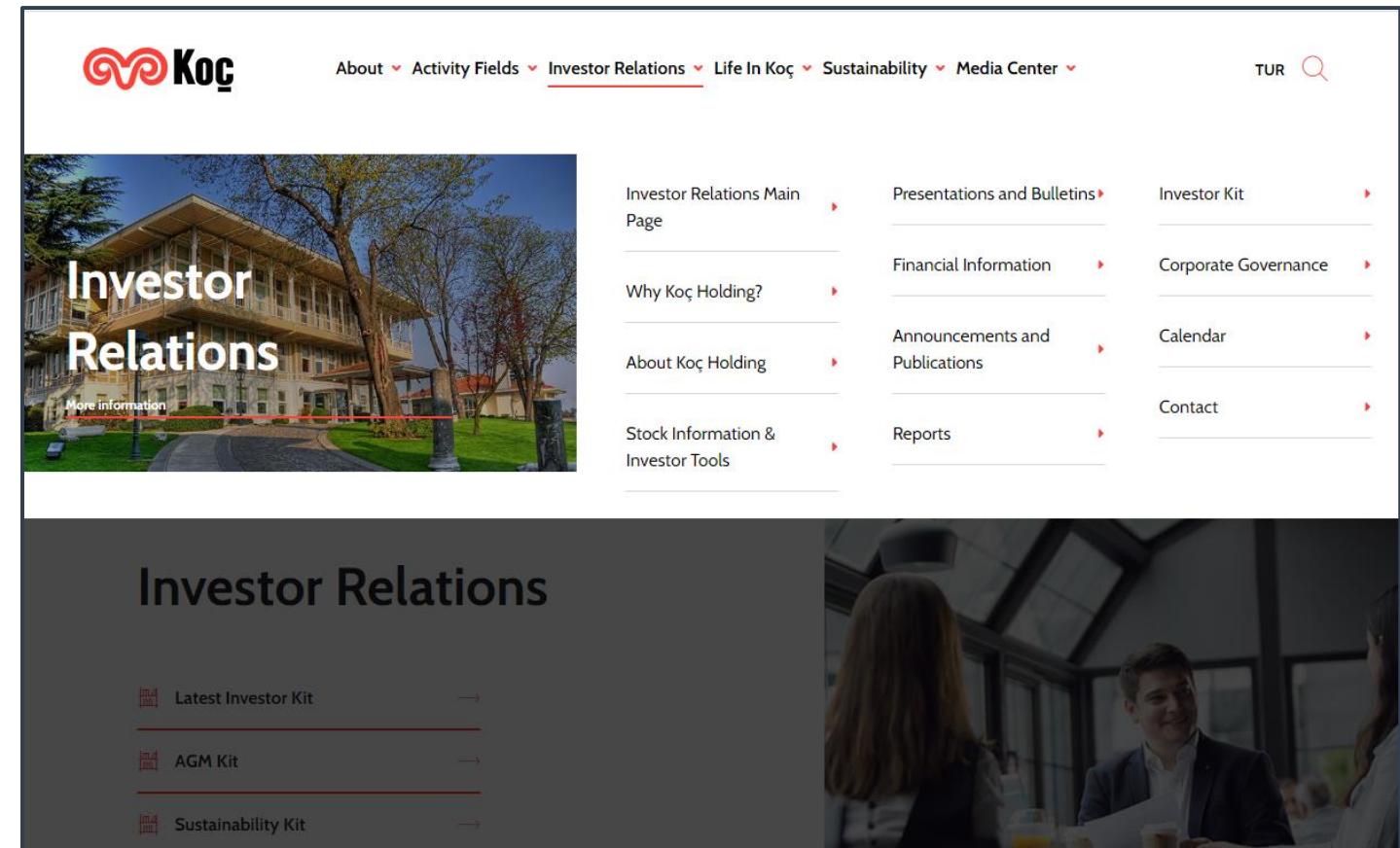
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Visit our website at: www.koc.com.tr/investor-relations



The screenshot displays the Koç Holding Investor Relations website. The header includes the Koç logo, a navigation menu with 'Investor Relations' underlined, and a language selector for 'TUR' with a search icon. The main content features a large image of a modern building with the text 'Investor Relations' overlaid and a 'More information' button. The right sidebar contains a list of links for various investor-related topics. A dark overlay image of people in a meeting is visible at the bottom of the page.