

Koç Holding

2025 Financial Highlights

Dear Investment Community,

2025 was marked by heightened uncertainty and volatility, shaped by ongoing geopolitical conflicts and shifts in global trade policies. Despite these headwinds, global economic activity remained broadly resilient.

In this challenging environment, our strong operational discipline and balanced approach supported healthy financial performance. We generated TL 22.0bn consolidated net income in 2025; significantly higher result compared to last year's TL 1.7bn. Automotive segment remained the largest contributor with TL 17.7bn, followed by the energy segment with TL 13.4bn. Financial services segment delivered a notable year-on-year improvement while the consumer durables segment continued to face pressure amid soft demand and tight liquidity conditions. Zooming into the fourth quarter of 2025, we recorded a consolidated net income of TL 7.0bn compared to TL 8.0bn net loss in the same period last year.

Main highlights from our leading companies were as follows:

- **Tüpraş'** delivered robust operational and financial results—maintaining high utilization and capturing margin opportunities—while advancing its strategic transformation.
- **Autos** segment remains the highest contributor to consolidated net income. Despite solid volume growth, profitability in this segment is slightly lower compared to last year, mainly due to an intense competitive pricing environment, composition of sales and higher COGS amid inflationary pressures.
- **Arçelik** faced headwinds in 2025, with performance pressured by subdued demand, a challenging market environment and intensifying competitive dynamics. With disciplined execution, Arçelik delivered notable margin improvements while strengthening its balance sheet.
- **Yapı Kredi** maintained solid operational momentum, supported by disciplined asset-liability management, prudent deposit pricing strategies, a broad customer base and an extensive franchise network. The bank's core banking revenue growth supported profitability.

FINANCIAL PERFORMANCE

(TL million)

	Energy	Automotive	Consumer Durables	Finance	Other	TOTAL
Combined Revenues ¹	1,419,042	1,444,986	597,907	923,792	217,750	4,603,477
Change (y/y)	-16%	14%	-6%	-1%	0.02%	-3%
Segment Share in Total	31%	31%	13%	20%	5%	
Combined Operating Profit ²	59,076	45,655	10,587	37,862 ⁴	2,329	155,509
Change (y/y)	-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
Change (y/y)	90%	-31%	-28%	64%	61%	n.m.
Combined Profit / (Loss) Before Tax	51,316	51,833	-4,940	21,760 ⁴	4,545	124,514
Change (y/y)	10%	-9%	-137%	n.m.	n.m.	60%
Combined Net Income / (Loss)	32,253	43,912	-10,944	-1,360 ⁴	-1,910	61,951
Change (y/y)	48%	-24%	-246%	96%	67%	80%
Consolidated Net Income / (Loss) ³	13,441	17,747	-4,443	-589 ⁴	-4,155	22,001
Change (y/y)	46%	-5%	n.m.	97%	38%	1187%

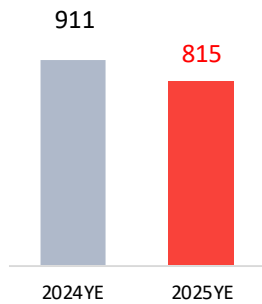
¹ Before revenue eliminations ² Excluding FX gains/losses and credit finance income/charges on trade receivables and payables (Combined operating profit reported in 2025 financial report is TL 152,195 mn)

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

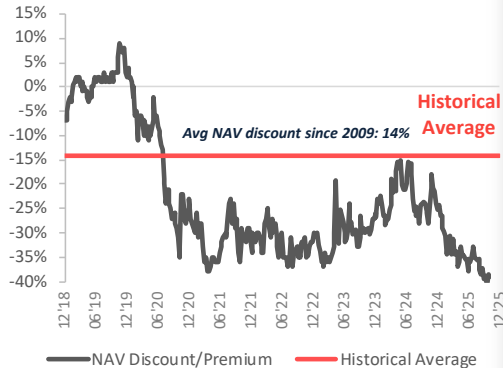
⁴ Yapı Kredi's contribution to finance segment results may differ from the Bank's IFRS results, mainly due to purchase price allocation (PPA) adjustments regarding Koç Holding's additional share purchase transaction in February 2020

NET CASH

(USD million)



NAV DISCOUNT / PREMIUM



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