



KOÇ HOLDING

2023

EARNINGS PRESENTATION

15 MARCH 2024

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 2023 year-end 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. In addition to these, in accordance with CMB's resolution dated 07.03.2024, given that the 2023 interim financial results announced so far were presented without the application of inflation accounting, in order to enable investors and analysts to conduct a full-fledged analysis, supplementary historical information for selected key performance indicators used in prior periods' investor presentations were provided. Such supplementary information is subject to the same responsibility terms as our financial reports, and is made available only for this period, and contains unaudited financial information prepared for management reporting purposes.

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 Holding Key Indicators

Highlights on Main Sectors

Selected Unlisted Companies

Historical NAV

Agenda



Koç Holding Key Indicators

Highlights on Main Sectors

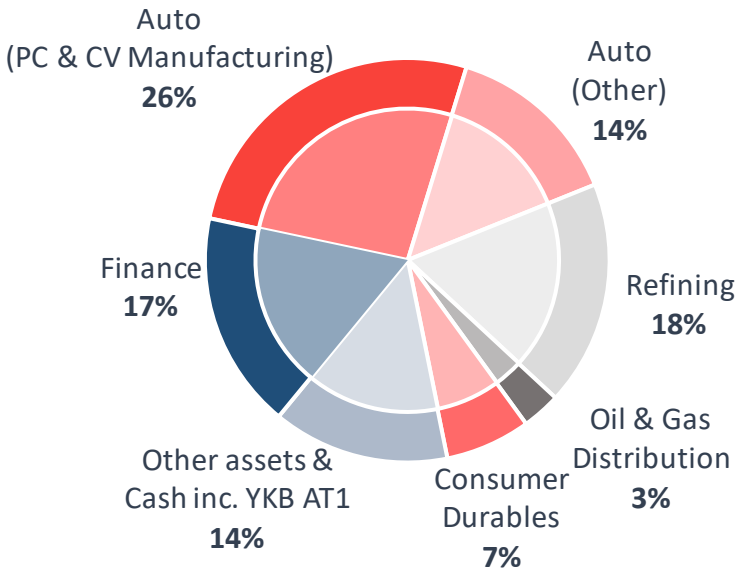
Selected Unlisted Companies

Historical NAV

Focus on Sustainability and Resilience

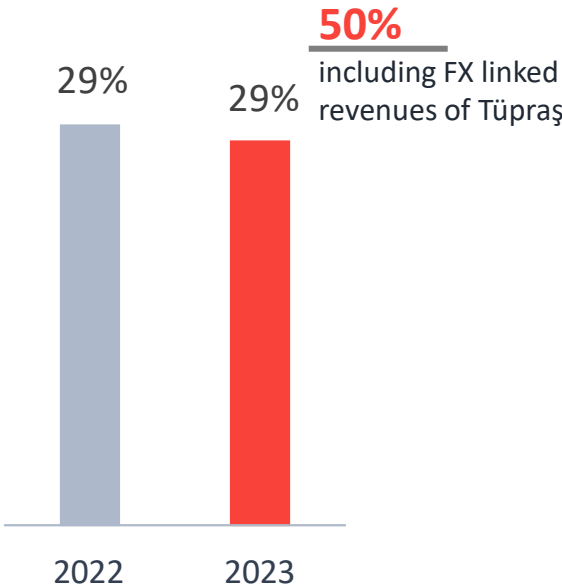
Sectoral & Geographical Diversification

Net Asset Value Breakdown by Sector¹



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

International Revenues / Total Combined Revenues



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

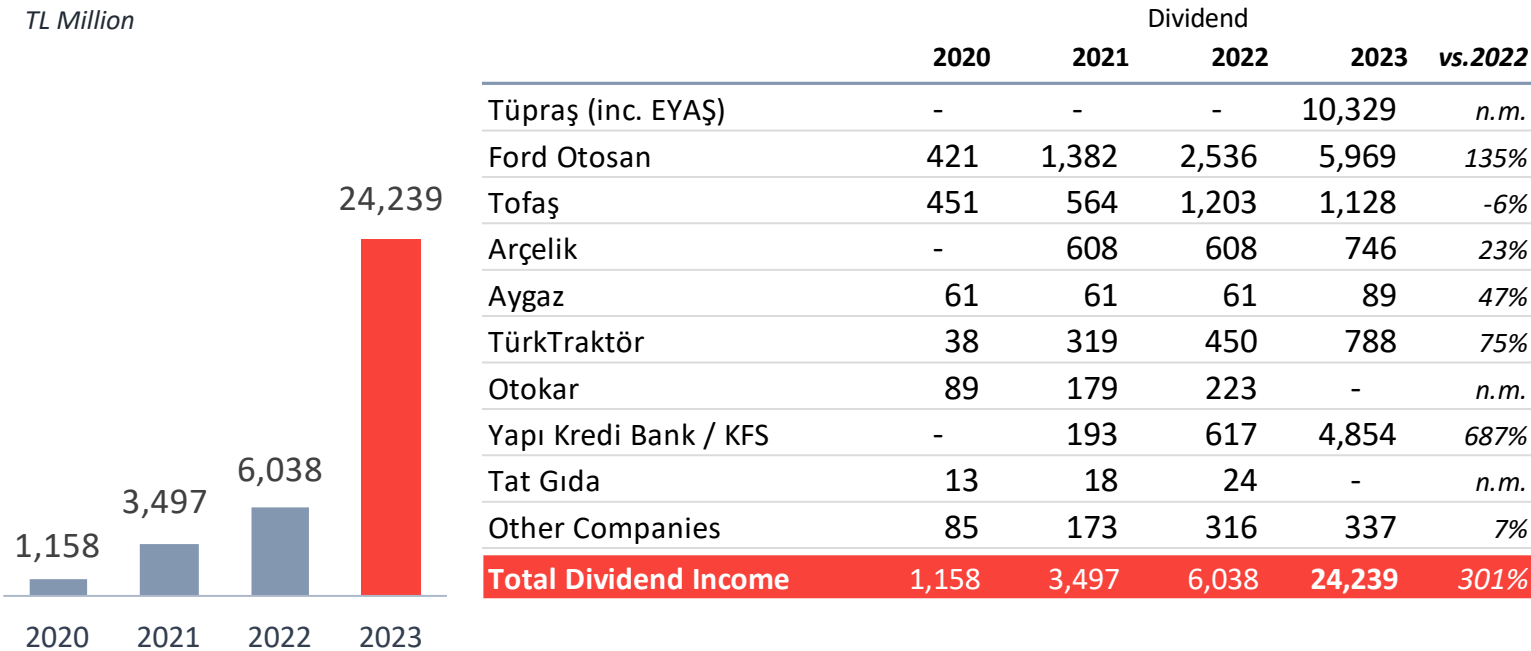
¹ NAV based on company calculation. ~90% of NAV comes from listed assets (31 December 2023 Mcap of each, weighted with effective ownership). Other assets includes net cash including YKB AT1 and other assets.

Focus on Sustainability and Resilience

Business Model Ensures Sustainability of Dividend Income

Dividend Income¹

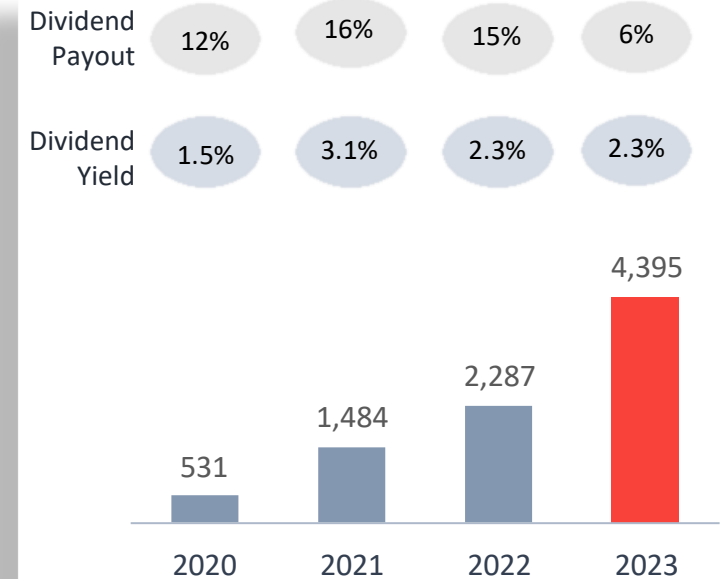
TL Million



- In 2023 :
 - Majority of dividend income from portfolio companies **with FX or FX linked revenues**
 - **Tüpraş reinstated dividends** after three years
 - YKB dividends were capped with BRSA's **15% payout** limit in 2023 (vs. 10% in previous years)

Dividend Payments¹

TL Million



- **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

Focus on Sustainability and Resilience

Solid Liquidity Enhanced

Net Cash Bridge

TL Million

As of 31 December 2022:

= USD 74mn

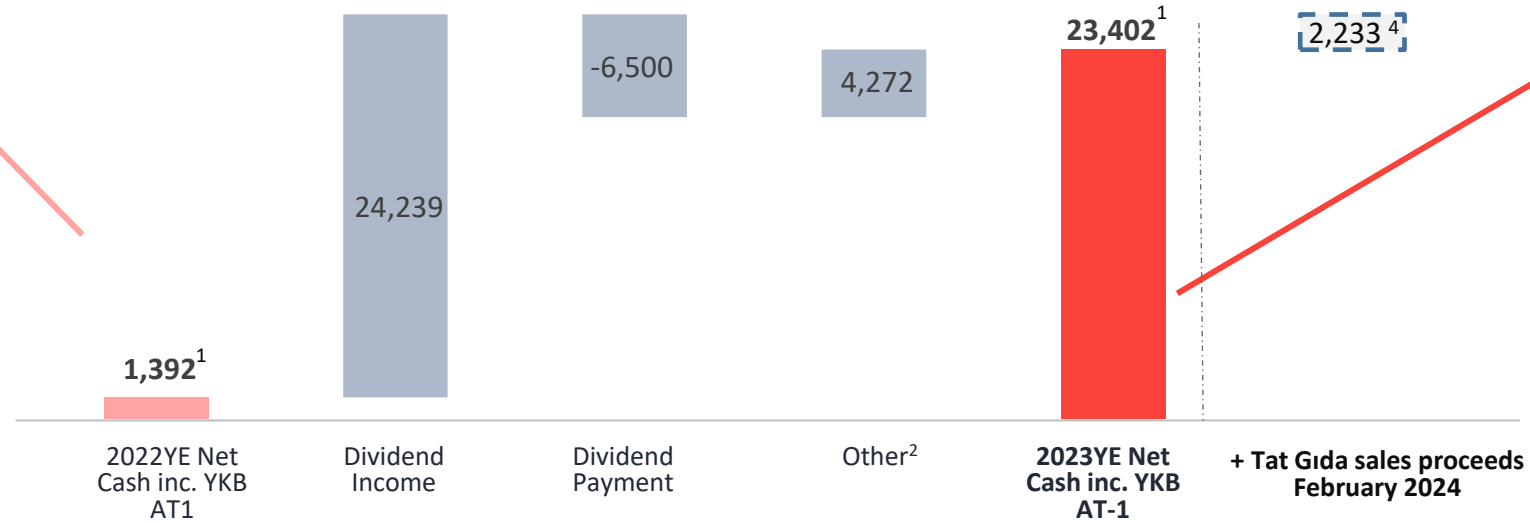
Net cash including
YKB AT1 as of 2022YE

+ USD 1.5bn

Gross cash including
YKB AT1 as of 2022YE

- USD 1.4bn

Total debt -- 2 Eurobonds³



As of 31 December 2023:

= USD 795mn⁴

Net cash including
YKB AT1 as of Dec'23

+ USD 1.56bn

Gross cash including
YKB AT1 as of Dec'23

- USD 0.75bn

Total debt -- 1 Eurobond³

¹ USD net cash amounts are converted to TL in the Net Cash Bridge, using the USDTRY currency rates of 18.6983 for 31 December 2022 and 29.4382 for 31 December 2023.

² Other includes management fees, OPEX, currency conversion impacts, net financial income/expense and other. Also includes proceeds from the sale of 6.81% of YKB shares via ABB and capital contribution to MAALT via rights issue.

³ Issued in Mar'19: USD 750mn (face value), 6 yrs, 6.5% coupon. In March 2023, paid down the Eurobond issued in Mar'16: USD 750 mn (total buyback: USD 71.5 mn)

⁴ Major inflows after 29 December 2023: proceeds from the sale of 43.65% of Tat Gıda shares and 6 founder's redeemed share certificates held by Koç Holding (TL 2,233mn)

Key Metrics

Fundamentals Remain Intact on the Back of Prudent Management

Strong Cash Position

USD 795mn

Solo
Net Cash

+ USD 1.3bn

Gross cash



+ USD 213mn

YKB AT-1
Investment¹

- USD 750mn

Total Debt
1 Eurobond²

Solid Liquidity

1.3x

Current Ratio
on Combined Basis³

Sustainable Leverage

0.2x

Net Financial Debt / EBITDA
on Combined Basis³

FX Position

+USD 743mn

Solo
FX Position

+ USD 780mn

Consolidated FX position
after natural hedge⁴

+ USD 796mn

Consolidated FX position
after natural hedge weighted by
effective ownership

¹ YKB AT1 was called in January 2024

² Issued in Mar'19: USD 750 mn (face value), 6 yrs, 6.5% coupon

³ Excluding finance segment

⁴ Net FX position at +780 mn US\$ (excluding US\$ 0.5 bn of loans designating as hedging instruments (mainly Arçelik) and US\$ 1.6 bn of natural hedge due to FX linked pricing of Tüpraş and Aygaz inventory)

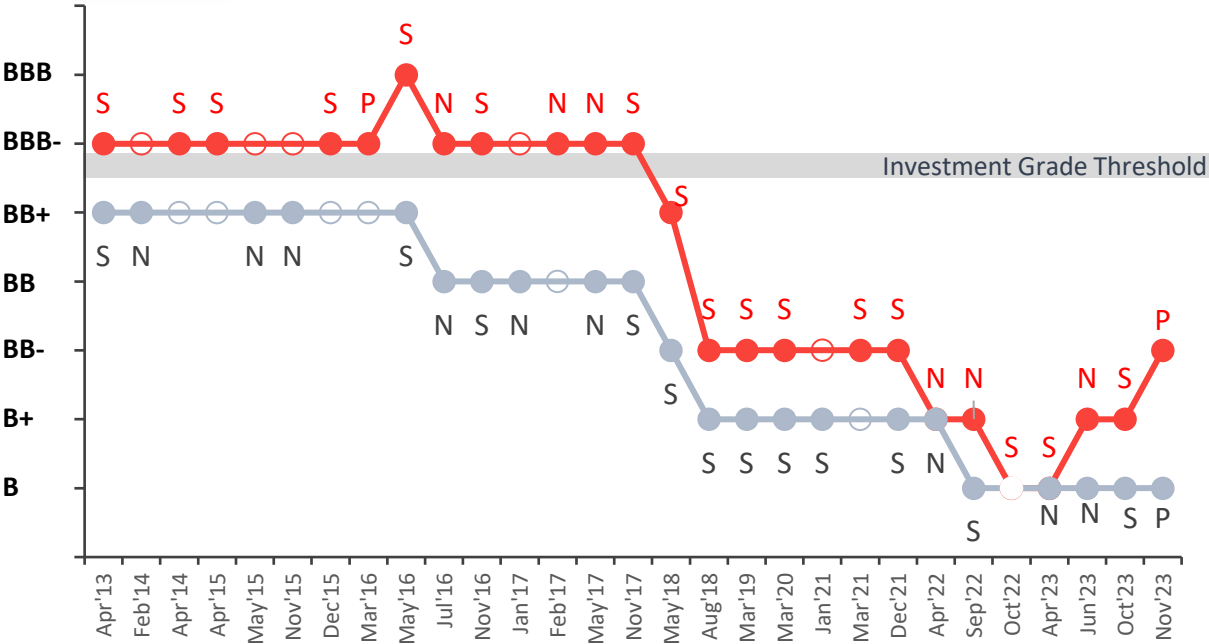
All figures as of 31 December 2023, unless otherwise stated

Key Metrics

Credit Ratings

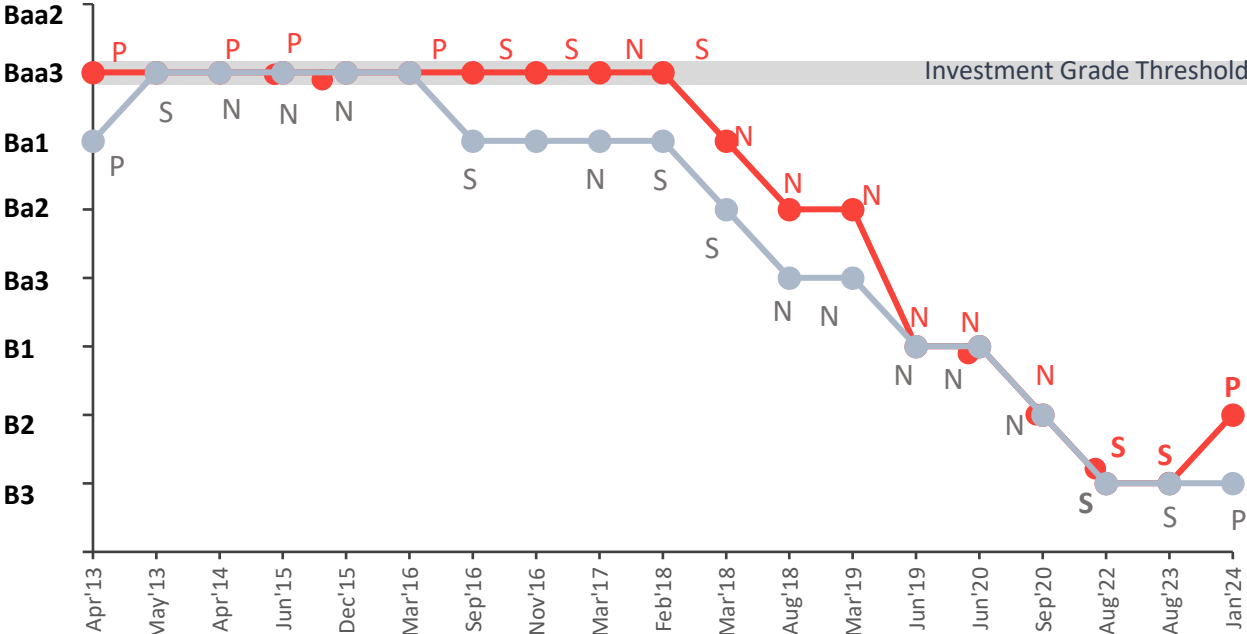
Standard & Poors (S&P)

BB-
Two notches above sovereign



Moody's

B2
One notch above sovereign



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

Agenda



Koç Holding Key Indicators

Highlights on Main Sectors

Selected Unlisted Companies

Historical NAV

Energy

Strong Net Refining Margin in 2023

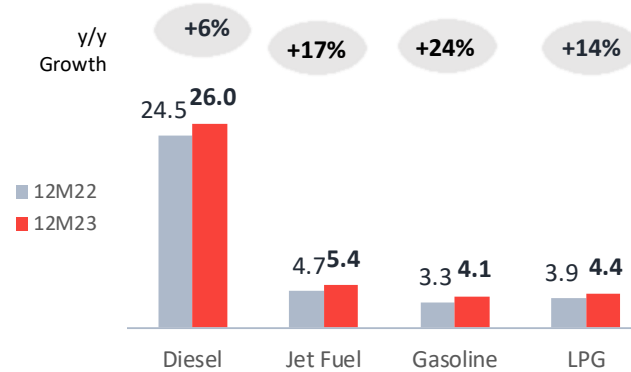
2023 Highlights

- + Above historic average crack margins
- + Wider differentials, against narrowing on a q/q basis
- + Lower energy costs
- + Strong domestic demand
- Extensive maintenances in the first half of the year

Contribution to Consolidated Net Income: **TL 26,261 mn (-18% y/y)**

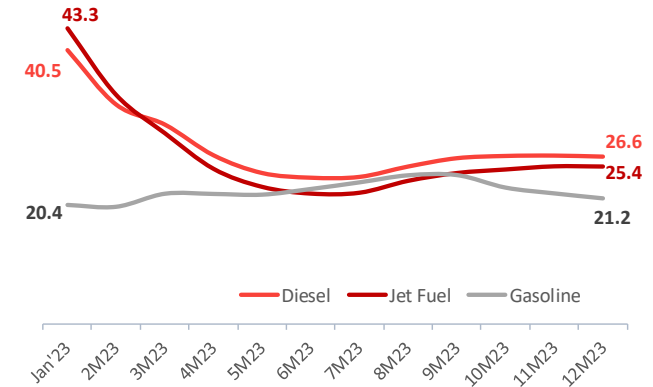
Domestic Market Sales Volume

Million Tonnes



Crack Margins

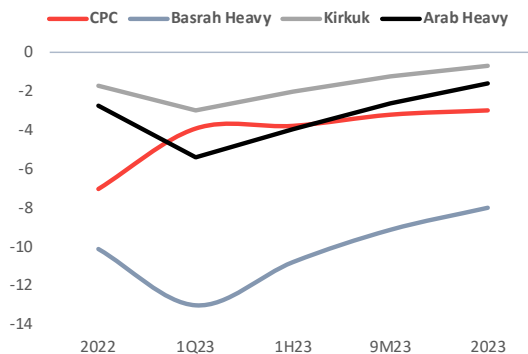
USD/bbl, Monthly Cumulative



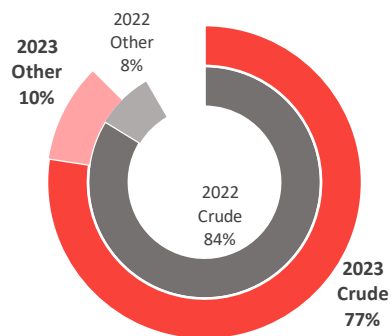
Tüpraş

Heavy Crude Price Differentials

USD/bbl

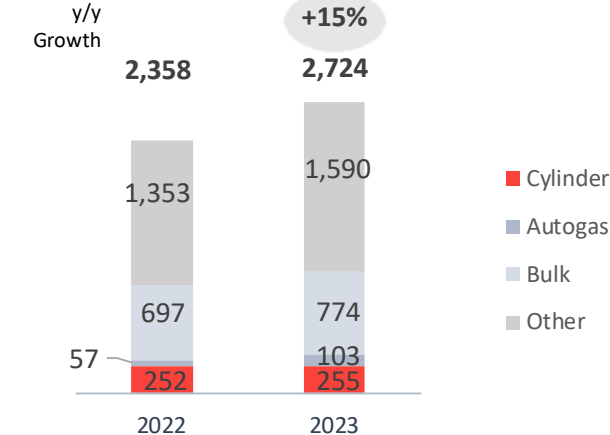


Capacity Utilization



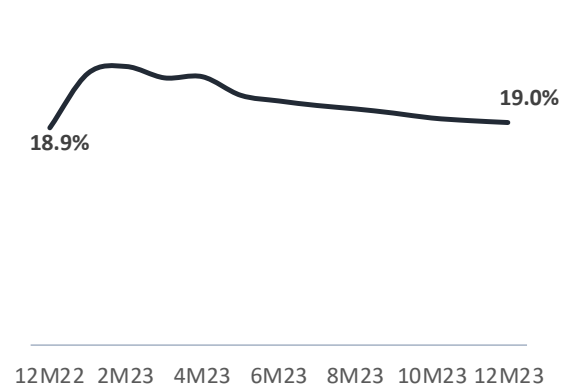
Aygaz Sales Volume

Thousand Tonnes



Opet -- #3 in White Products

Market Share



Automotive

Robust domestic market performance with recovery in export markets

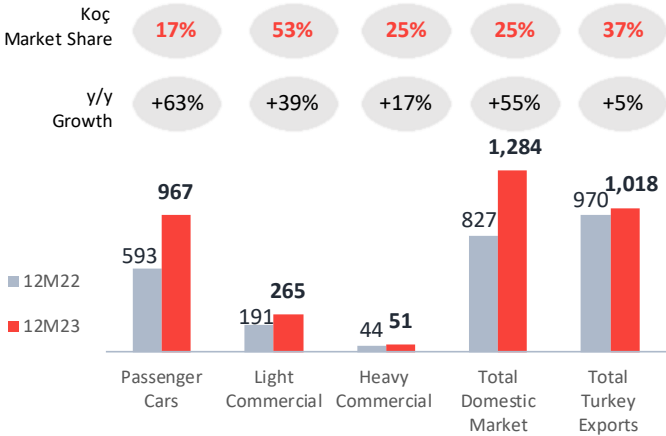
2023 Highlights

- + Record high domestic market
- + Recovery in export markets
- + Solid export contracts
- + Opex control and pricing discipline

Contribution to Consolidated Net Income: **TL 35,147mn (+42% y/y)**

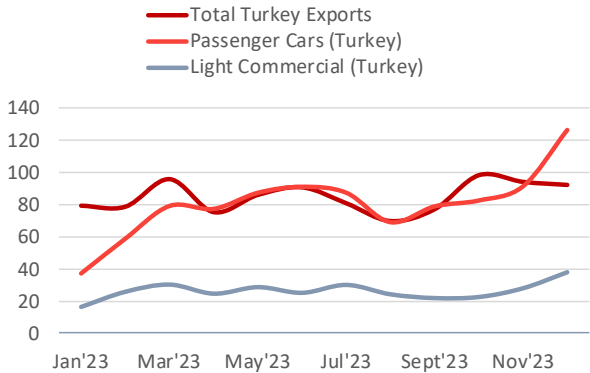
Sales Volume

Thousand Units

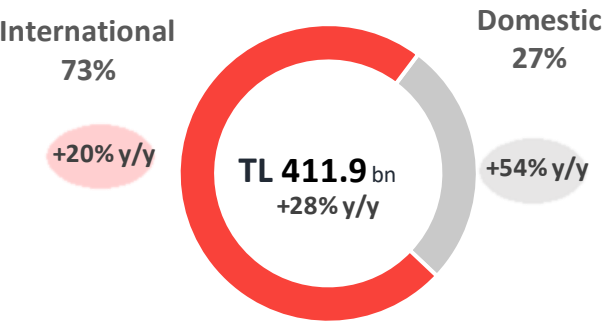


Monthly Trend

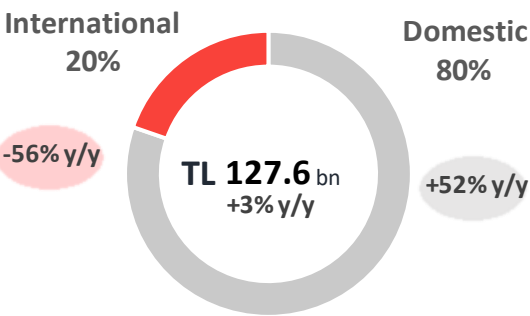
Thousand Units



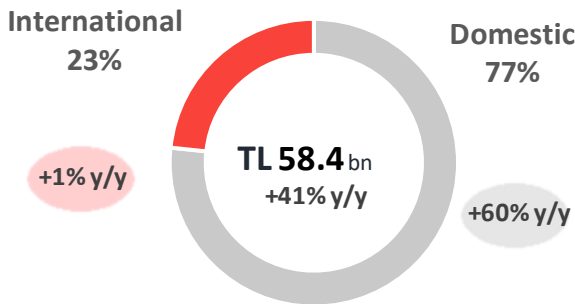
Ford Otosan Revenues



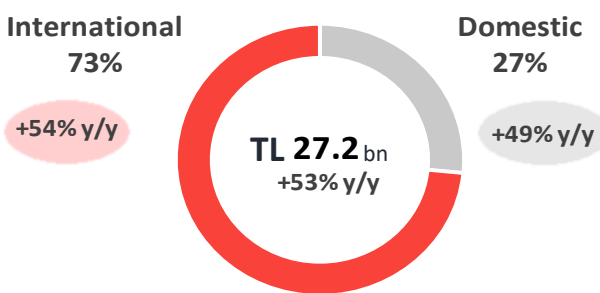
Tofaş Revenues



TürkTraktör Revenues



Otokar Revenues



Consumer Durables

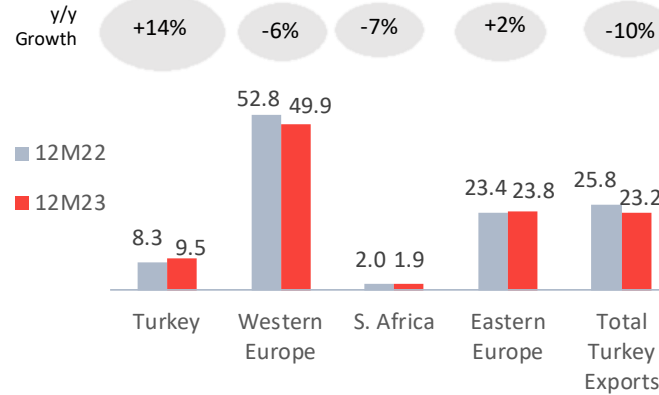
Solid Domestic Market, yet Softness in International Markets

2023 Highlights

- + Stellar Turkey revenues
- + Eased raw material costs
- Softness in demand in main international markets
- Higher financial expenses

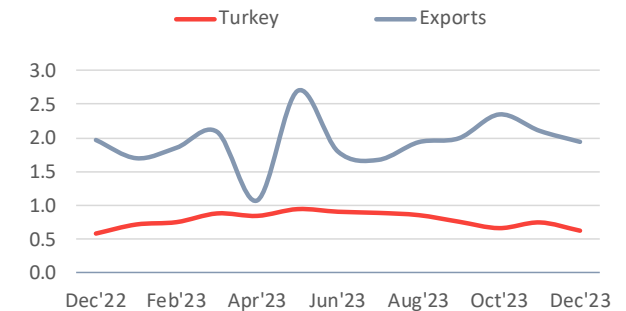
Contribution to Consolidated Net Income: **TL 3,962mn (+32% y/y)**

Sales Volumes Across Markets

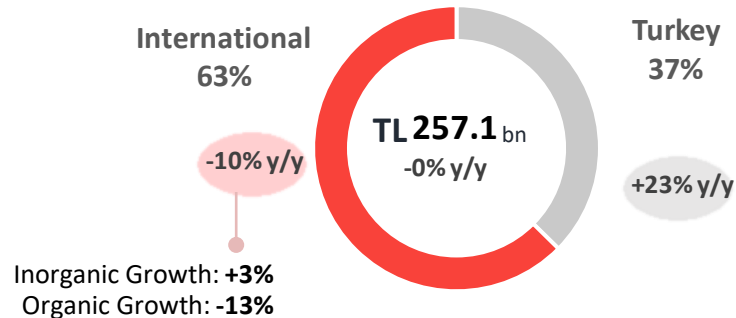


Monthly Trend

Million Units

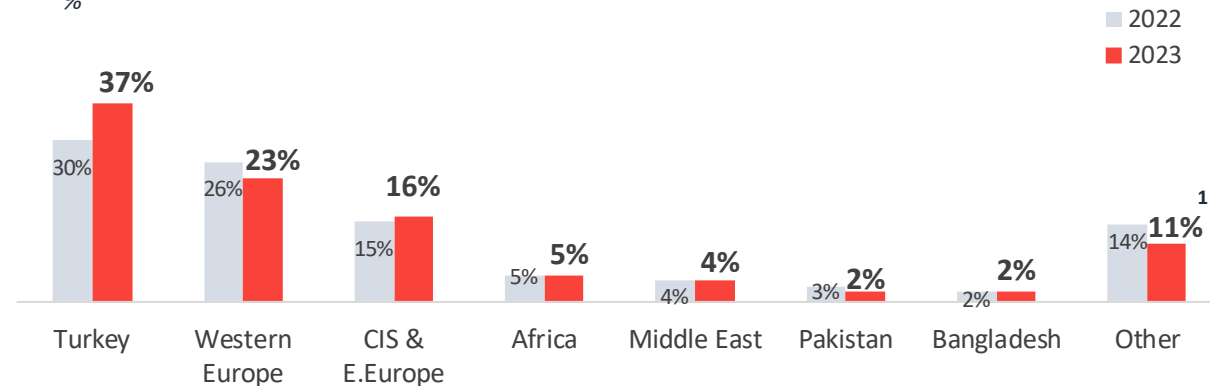


Arçelik Revenues



Regional Breakdown of Revenues

%



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

¹ Revenue from Arçelik-Hitachi Home Appliances is shown in Other

Finance

Well Managed Revenue Performance with a Focus on Preserving Fundamentals

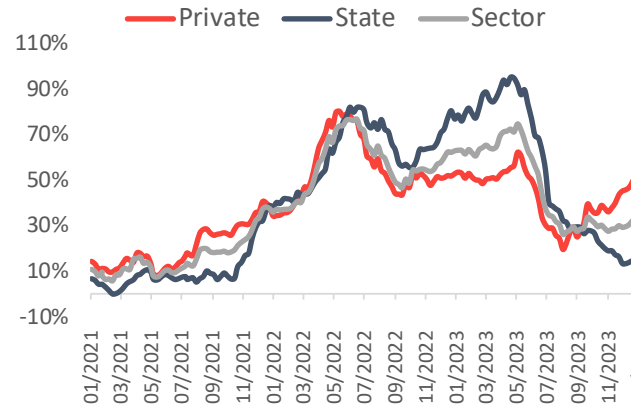
2023 Highlights

- + Core revenue generation, despite increasing trend in deposit costs
- + Substantial growth in net fee & commission income
- + Strength in collections supporting the CoR
- + Ongoing strength in liquidity and solvency ratios
- Higher operating costs, including inflation pass-through impact

Contribution to Consolidated Net Income: **TL 10,150mn (-46% y/y)**

TL Lending Growth

13 Weeks Annualized



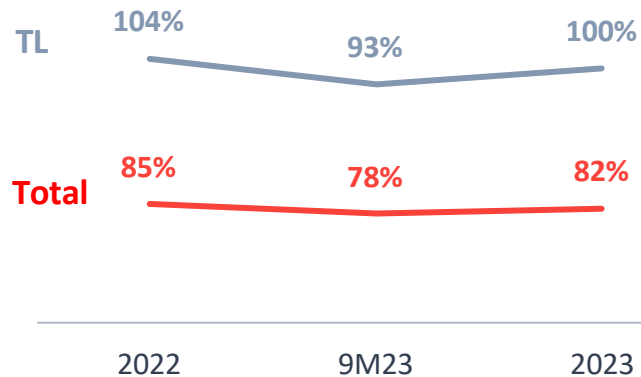
Sector's Loans & Deposits

TL Billion, USD Billion

	2023	y/y
Loans	11,630	54%
+ TL	7,853	54%
+ FC (USD)	129	-3%
Customer Deposits	14,843	67%
+ TL	8,883	86%
+ FC (USD)	203	-7%

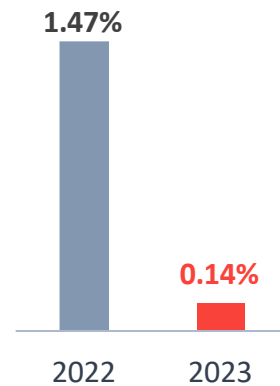
Yapı Kredi

Loans / (Total Deposits + TL Bonds)
%

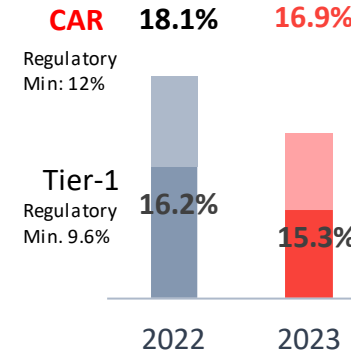


Net Cost of Risk⁴

exc. Currency Hedge, Cumulative



Solvency Ratios¹



Selected Balance Sheet Figures

TL Billion, USD Billion

	2023	q/q	ytd
Loans²	890.0	16%	52%
+ TL	619.0	19%	57%
+ FC (USD)	9.0	1%	-9%
Customer Deposits	1,076.0	9%	55%
+ TL	617.0	10%	64%
+ FC (USD)	16.0	1%	-8%
Demand/Total Deposits	42%	2pp	1pp
NPL Ratio³	3.0%	-0.4pp	-0.4pp
Provisions / Gross Loans	4.4%	-0.8pp	-1.5pp

Sector figures are based on BRSA weekly data. YKB figures are based on consolidated BRSA financials as banks are exempt from inflation accounting for 2023. 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.
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 CoR= (Total Expected Credit Loss- Collections-FC ECL hedge)/Total Gross Loans. Reported CoR- 1Q22: 1.63%, 1H22: 2.15%, 9M22: 1.96%, 2022: 2.34%, 1Q23: 0.65%, 1H23: 1.66%, 9M23: 1.31%, 2023: 1.01%

Group's 2023 Financial Performance

Varying Performances at Different Segments

Financial Performance

TL Million

	Energy	Automotive	Consumer Durables	Finance	Other	TOTAL
Combined Revenues¹	1,051,742	739,103	297,189	388,576	116,697	2,593,307
<i>Change (y/y)</i>	-22%	25%	2%	22%	9%	-2%
Segment Share in Total	41%	29%	11%	15%	4%	
Combined Operating Profit²	94,467	70,000	13,262	95,956⁴	190	273,875
<i>Change (y/y)</i>	-5%	51%	37%	-23%	278%	-2%
Segment Share in Total	34%	26%	5%	35%	0%	
Monetary Gain / (Loss)	-6,112	25,028	9,021	-48,410	-6,544	-27,017
<i>Change (y/y)</i>	-131%	34%	27%	7%	-161%	-200%
Combined Profit Before Tax	61,054	88,395	8,098	49,534⁴	-805	206,276
<i>Change (y/y)</i>	-23%	67%	3%	-33%	71%	-2%
Combined Net Income	58,535	82,263	9,095	18,025⁴	-2,043	165,875
<i>Change (y/y)</i>	-17%	59%	22%	-42%	56%	6%
Consolidated Net Income³	26,261	35,147	3,962	10,150⁴	-3,290	72,230
<i>Change (y/y)</i>	-18%	42%	32%	-46%	44%	-1%
Segment Share in Total	36%	49%	5%	14%	-5%	

¹ Before revenue eliminations

² Excluding FX gains/losses and credit finance income/charges on trade receivables and payables (Combined operating profit reported in 2023 financial report is TL 259,100 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

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Value within Unlisted Companies

Key Metrics of Unlisted Companies

Summary Financials

TL Million

	Revenues		EBITDA ¹		Book Value ²	
	2023	y/y	2023	y/y	2023	y/y
Arçelik LG Klima	10,319	8%	903	40%	1,262	-10%
Bilkom	27,307	29%	949	123%	1,286	58%
Divan	3,267	27%	533	83%	3,265	6%
Düzy	11,729	24%	450	82%	202	34%
Entek	7,953	-44%	1,623	-39%	13,947	14%
Koç Finansman	3,997	56%	727	59%	1,202	3%
KoçSistem	12,808	19%	857	34%	2,323	56%
Koçtaş	12,604	16%	799	170%	1,582	6%
Marina / Ayvalık	49	44%	1	-91%	168	-26%
Marina / Tek-Art Kalamış	605	32%	243	79%	2,270	0%
Opet	277,853	-18%	5,649	124%	20,534	12%
Otokoç Otomotiv	111,260	40%	13,582	26%	31,446	23%
Ram Dış Ticaret	19,146	-12%	218	43%	232	12%
RMK Marine	1,223	4%	144	-8%	522	-3%
Sendeo	957	225%	-946	16%	786	35%
Setur	12,553	40%	1,200	103%	2,647	20%
Token	3,595	110%	-63	-121%	1,266	19%
Wat	2,459	-26%	190	-32%	632	-42%
Zer	27,921	-5%	1,147	1%	2,916	-1%

An integrated player in the electricity market

- ~77% of Entek's 492MW total installed capacity is zero carbon electricity (ZCE)

Third biggest distribution company by volume

- 19% market share in white products and 28.4% in black products as of the end of 2023

Leading automotive retailing & car leasing company

- #1 in second-hand car sales
- Book value increased to TL 31.4bn, 23% y/y growth

Leading payment system platform provider

- Sales of new generation gas station outdoor payment terminals
- Payment and electronic money company

Player in electric vehicle charging stations

- ✓ WAT, Opet, Otokoç and Entek established **WAT Mobility**.
- ✓ The company targets rapid expansion throughout Turkey in charging stations.

- ✓ Koç Medical owns "Koç Yaşa Çok Yaşa" that set out with the idea of producing solutions for health needs with a blend of technology.

- ✓ Koç Medical also owns Bıçakçılar, a medical device company providing disposable and therapy medical devices, as well as operating room solutions.

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

Agenda



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Highlights on Main Sectors

Selected Unlisted Companies

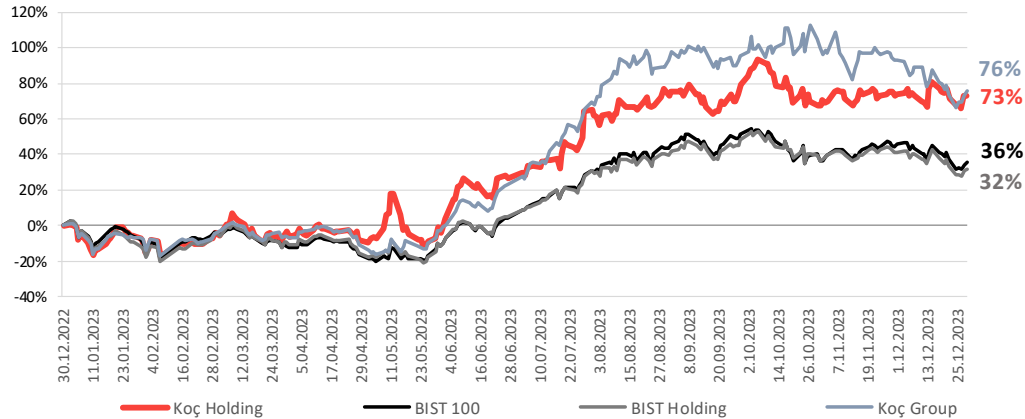
Historical NAV

Historical NAV Discount

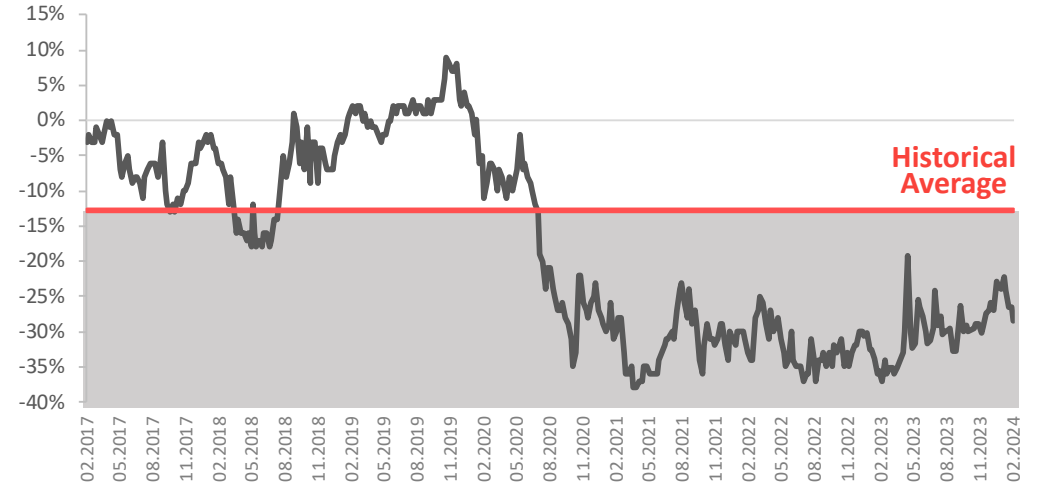
Unwarranted NAV Discount Given Strong Fundamentals

Relative Share Performance of Koç Holding vs. Koç Group¹

Rebased at 2022YE

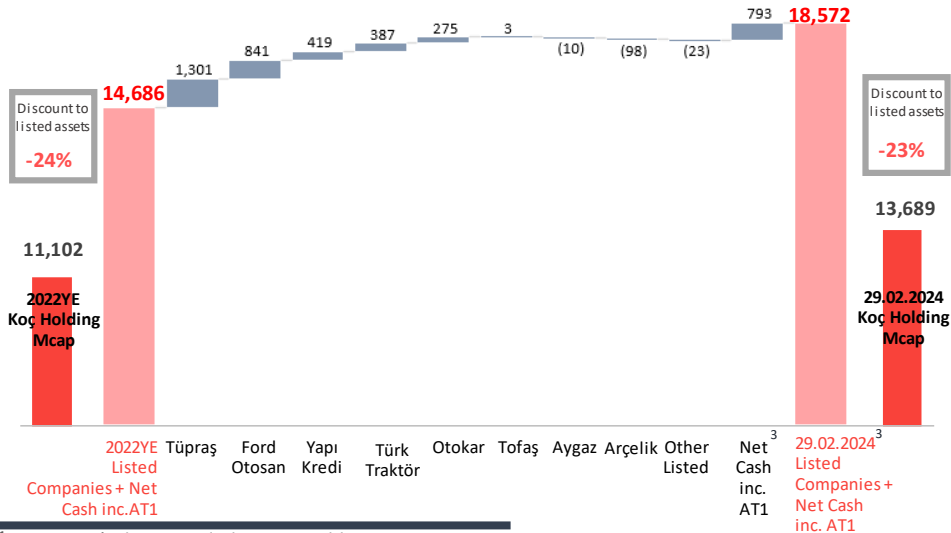


NAV Discount/Premium²

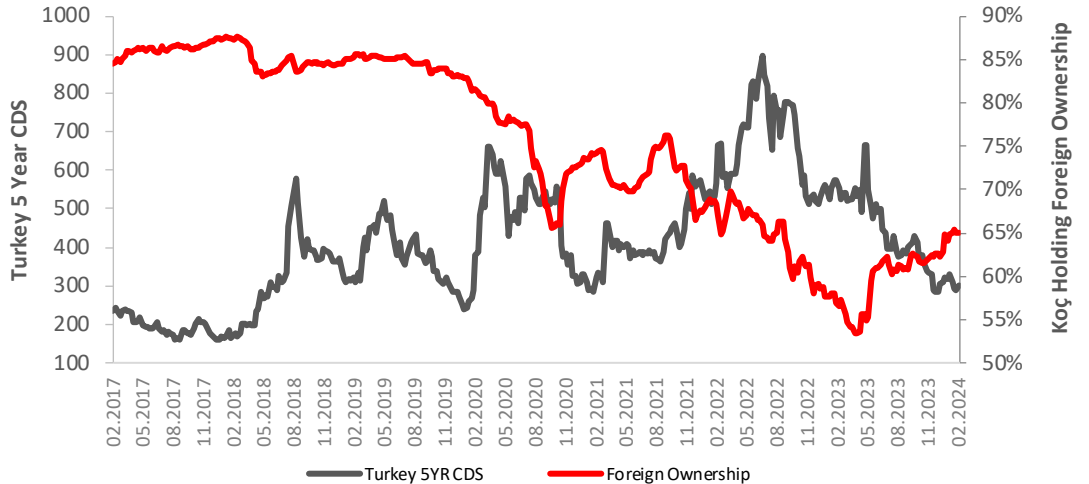


Effective Ownership Adjusted Mcap Changes of the Listed Portfolio Companies

USD Million



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 including AT-1 announced in quarterly Koç Holding Earnings Presentations + unlisted companies' internal valuation by Yapı Kredi Invest

³ Change in Net Cash inc. AT1 represents the change between 2022YE (USD 74 mn) and 2023YE (USD 795 mn). 2023YE net cash position was adjusted with the proceeds from Tat Gıda share sale (USD 72.4 mn)

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



Q&A

Appendix - Consolidated Key Financial Figures

Consolidated Main Financial Indicators

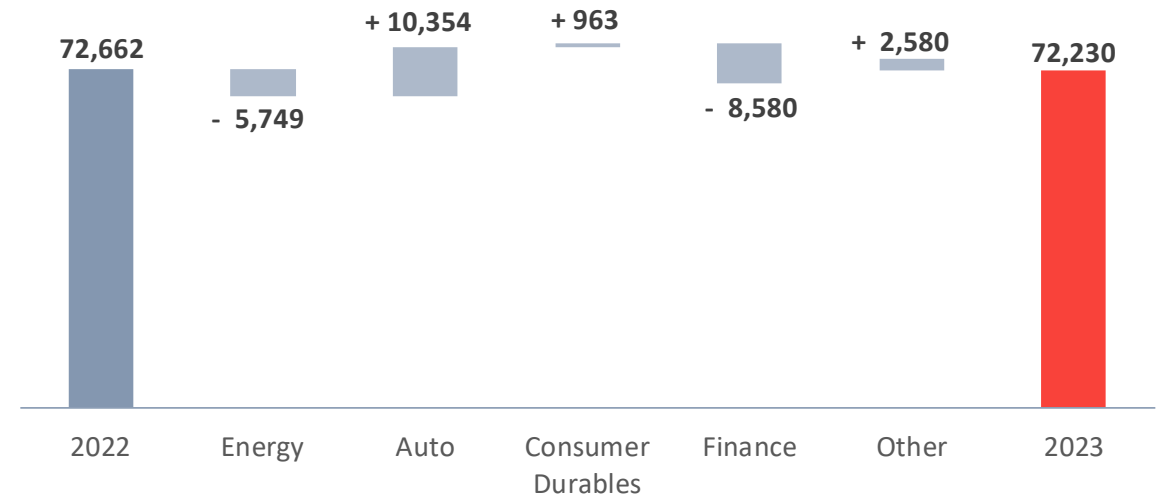
TL Million

	2022	2023	y/y
Revenues	1,715,942	1,604,647	-6%
Gross Profit	404,943	376,647	-7%
Operating Profit	240,476	222,656	-8%
Profit Before Tax	183,566	152,695	-17%
Net Income Before Non-controlling Interest	129,576	117,733	-9%
Non-controlling Interest	56,914	45,503	-20%
Net Income After Non-controlling Interest	72,662	72,230	-1%

	2022	2023	y/y
Total Assets	2,817,316	2,858,965	1%
Total Equity	609,933	674,272	11%
Shareholders' Equity	365,745	404,729	11%

Consolidated Net Income

TL Million



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

Appendix - Group's 2023 Financial Performance without IAS 29

Financial Performance

TL Million

	Energy	Automotive	Consumer Durables	Finance	Other	TOTAL
Combined Revenues¹	869,717	598,248	238,211	311,473	96,926	2,114,575
<i>Change (y/y)</i>	22%	91%	55%	85%	71%	50%
Segment Share in Total	41%	28%	11%	15%	5%	
Combined Operating Profit²	85,537	81,868	17,059	92,060	3,919	280,442
<i>Change (y/y)</i>	72%	105%	74%	33%	91%	64%
Segment Share in Total	31%	29%	6%	33%	1%	
Combined Profit Before Tax	67,970	79,632	5,385	85,852	12,026	250,865
<i>Change (y/y)</i>	66%	135%	23%	24%	379%	66%
Combined Net Income	58,316	78,523	4,797	71,135	9,522	222,293
<i>Change (y/y)</i>	38%	117%	0%	36%	365%	61%
Consolidated Net Income³	25,874	34,833	2,861	41,588	7,070	112,226
<i>Change (y/y)</i>	36%	113%	32%	31%	1063%	61%
Segment Share in Total	23%	31%	3%	37%	6%	

¹ Before revenue eliminations

² Including FX gains/losses and credit finance income/charges on trade receivables and payables

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

Appendix - 2024 Expectations of the Listed Group Companies

TÜPRAŞ

	2023A	2024E
Net Refining Margin (\$/bbl)	16.0	-
Crack Margin (\$/bbl)	-	~14
CUR	87.5%	85-90%
Production (mn tons)	24.0	~26
Sales (mn tons)	29.0	~30
Capex (\$ mn)	354	~500

TOFAŞ

	2023A	2024E
Sector ('000)		
Total TR LV Sales	1,233	800-1,000
Tofaş ('000)		
Retail Sales	200	160-180
Exports	60	60-70
Production	239	180-210
Capex (€ mn)	49	200
PBT Margin	14.4%	>10%

TÜRKTRAKTÖR

	2023A	2024E
Sector ('000)		
Total TR Tractor Sales	78	60-68
TürkTraktör ('000)		
Domestic sales	34.6	31-35
Exports	16.0	14-15.5
Capex (\$mn)	73	80-90

AYGAZ

	2023A	2024E
Aygaz Volume ('000)		
Cylinder	255	240-250
Autogas	774	770-800
Market Share		
Cylinder	41.1%	41%-43%
Autogas	22.0%	21.5%-22.5%

FORD OTOSAN

	2023A	2024E
Sector ('000)		
Total TR Sales	1,278	800-900
Ford Otosan ('000)		
Retail Sales	114	100-110
Exports	492	560-610
+ Turkey	312	350-380
+ Romania	180	210-230
Production	590	650-700
+ Turkey	399	400-430
+ Romania	191	250-270
Capex (€ mn)	900	900-1000
General	96	170-190
Product related	804	730-810

YKB ¹

	2023A	2024E
Volumes		
TL Loans growth	57%	real loan growth
FX Loan growth (USD)	-9%	low single digit increase
NIM	5.4%	>4.5%
Core Revenue Margin	8.2%	>8%
Fee growth	142%	>80%
Cost growth	106%	<80%
CoR	14bps	~100bps

ARÇELİK

	2023A	2024E
Revenue		
Turkey (in TL)	23%	Flattish
International (in FX)	-10%	c.2%
EBITDA Margin	7.8%	c.8%
Capex (€ mn)	314	c.300
Working Capital / Sales	24.2%	<25%

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

Appendix - Our ESG Journey

Committed to be carbon neutral by 2050

The Koç Group Carbon Transition Roadmap: 11% reduction in 2022 vs. 2017 baseline year

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

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, Tofaş and TürkTraktör have 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.”

Global Leader at UN Women Generation Equality Forum

Koç Holding is one of the Action Coalition Leaders on Technology and Innovation of the UN Women Generation Equality together with its Group companies Aygaz, Arçelik, Ford Otosan, Koçfinans, Tofaş, Tüpraş, TürkTraktör and Yapı Kredi. Koç Group Companies are signatories of UN Women Empowerment Principles (UN WEPs)

International Platforms

- ✓ United Nations Global Compact
- ✓ CEO Water Mandate
- ✓ CFO Coalition For the SDGs
- ✓ WEF - Stakeholder Capitalism Metrics, Center for Nature and Climate, CEO Action Group for the European Green Deal
- ✓ TCFD
- ✓ Science-Based Targets Initiative



Sustainability Indices & Ratings

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

SUSTAINALYTICS
a Morningstar company



Appendix - Shareholding Structures

Koç Holding

Koç Family: 63.8%¹
Free Float: 26.6%
Vehbi Koç Foundation: 7.3%
Koç Pension Fund: 2.3%
Share Buyback: 0.04%

Energy

Tüpraş

EYAŞ: 46.4%
KH: 6.35%, Other: 0.47%
Free float: 46.78%

KH: 42.07%⁴

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%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: 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: 16%
Burla Group: 18%
Free float: 14.96%
Share Buyback: 10.19%

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: 15.47%

Koç Finansman

KH: 50%
Other Koç: 50%

Other

Tat Gıda⁵

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%

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