

KOÇ HOLDİNG A.Ş.
BOARD DIVERSITY POLICY

Koç Holding aims to offer equal opportunity and to maintain diversity and inclusion at all levels, in light of its “Lead. Together” strategy, Women’s Empowerment Principles, and Koç Group Code of Ethics. It believes that, ensuring diversity in business, especially in the decision-making mechanisms, will contribute directly to the company’s performance. It therefore attaches importance to maintaining diversity at Board level, alongside knowledge and expertise.

Koç Holding Board Diversity Policy aims to contribute to the effective management of the company’s operations, in particular to the fundamental operations of the Board of Directors. In this respect, the process of nomination to board membership is managed in a manner that brings the principles of diversity and inclusion to the fore.

The policy that is aimed to be implemented sustainably in respect of the representation of female Board Members at Koç Holding’s Board of Directors is as follows:

- Nomination and election process for Koç Holding Board of Directors Members is carried out in accordance with the respective regulations, Turkish Commercial Code and Capital Markets Law being in particular, and with the respective provisions in the company’s Articles of Association.
- In the course of nomination for the Board of Directors, it is aimed to maintain diversity in terms of age, gender, race, nationality and ethnicity among the candidates who possess necessary knowledge, expertise, and capability that their duty requires in accordance with the company’s culture, asset size and scope of operations, and who possess the characteristics to preserve the interests of all stakeholders.
- In this respect, in the course of nomination for the Board of Directors, among the candidates with similar characteristics in terms of knowledge, expertise, and capability, it is sought to give priority to female candidates and **it is principally aimed to keep the ratio of the number of female Board Members within Koç Holding’s Board of Directors at least 30% at all times.**
- Board of Directors annually reviews the progress attained to reach this target and discloses the results to the public. The target may be revised if deemed necessary.

This Policy has become effective by virtue of the Company’s Board Resolution, dated 01.03.2021.