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Combined Investments of 16,1 Billion USD from Koç Holding Over the Past Five Years

KOÇ HOLDING MADE COMBINED INVESTMENTS OF 3,7 BILLION US DOLLARS IN 2025

Koç Holding invested 3,7 billion US dollars (USD) on a combined basis in 2025, while its total combined investments over the last five years reached 16,1 billion USD. Koç Holding CEO Levent Çakıroğlu stated, "As an organisation operating in over 60 countries, we navigate the challenging conditions affecting international competition with our strong balance sheet, disciplined liquidity management, balanced portfolio and competent human resources. In 2025, we completed significant mergers, acquisitions and new investments. As we will be proudly celebrating our centennial in 2026, we will continue to move forward with resolution towards our long-term strategic goals, trusting in our country's future."

Koç Holding announced its 2025 financial results. The Group made combined investments of 3,7 billion US dollars (USD) in 2025, with a total of 16,1 billion US dollars in combined investments over the last five years. The conglomerate posted a total of 64,3 billion US dollars in consolidated revenue in 2025.

Assessing the financial results of 2025, **Koç Holding CEO Levent Çakıroğlu** declared, "We are leaving behind a year in which we deeply felt global uncertainties due to geopolitical disruptions. As an organisation operating in over 60 countries, we are navigating the challenging conditions affecting international competition with our strong balance sheet, disciplined liquidity management, balanced portfolio and skilled human resource. As we will be proudly celebrating our centennial in 2026, we will continue to move forward with resolution towards our long-term strategic goals, trusting in our country's future. As a Group founded and developed with the Republic, we will continue to contribute to our country's social and economic blossoming in our second century as well."

Levent Çakıroğlu: "We completed significant mergers, acquisitions and new investments."

Expressing that Koç Group completed significant mergers, acquisitions and new investments in 2025, Çakıroğlu continued, "We have had a successful year thanks to our long-term perspective and global growth vision. Following the acquisition by **Tofaş** of Stellantis' Turkey shares, a commercial vehicle project has been implemented, and another one is ongoing. **Otokar's** agreement with Daimler Buses to produce Mercedes-Benz Conecto buses, **Ford Otosan's** launch of Ford and VW commercial vehicles at its Turkish factories, the brand's launch of Romania's first three new fully electric vehicle projects at its Craiova factory, and its truck collaboration project signed with Iveco all demonstrated our Group's strength in the automotive sector. Meanwhile, **Arçelik** continues to move forward on its path as Europe's number one. **Tüpraş** pursues its efforts to become Turkey's leading Sustainable Aviation Fuel

(SAF) producer, in line with its goal of leading the carbon transition in the energy sector. Setur Marinas continues to successfully implement its marina chain strategy with the Fenerbahçe Kalamış Yacht Marina whose operating rights it has acquired, and two new marinas it has purchased in Göcek.” **Çakıroğlu** underlined that in the second half of the year, **Yapı Kredi** secured a syndicated loan of 1.274 billion US dollars with the participation of 54 banks from 24 countries, adding, “This achievement once again confirms the trust of international markets in the Turkish banking sector and in our country's economy.”

“The level we have achieved through our Digital Transformation Programme is a source of pride both for our country and for Koç Group”

Noting that the transformative impact of artificial intelligence at its current level has become salient in many areas this year, **Çakıroğlu** indicated, “The level we have reached thanks to our Digital Transformation Programme we have been steadily pursuing for 10 years, is a source of pride for both our country and Koç Group. The progress we have made in digital transformation is also our most important strength in our artificial intelligence transformation journey. **Ford Otosan's Yeniköy Factory's** project aiming at integrating quantum computing technology into production planning and optimisation processes, as well as **Tüpraş's İzmit Refinery's** digital supply chain transformation efforts have been recognized by and inducted into the Global Lighthouse Network managed by the World Economic Forum (WEF). This is another milestone showcasing how far we have come in our artificial intelligence transformation journey. This also brings the number of our production facilities to be acknowledged and presented as examples by the WEF, to six”.

“We hold a strong position in international sustainability indexes”

Highlighting the conglomerate's commercial and digital transformation successes as well as its strong positioning in international sustainability indexes, **Çakıroğlu** affirmed “As Koç Holding, we are resolutely advancing towards our sustainability goals with a realistic approach. This year, Arçelik and Yapı Kredi, two of our Group companies, were included in the Global A List of the Climate Change and Water Security programmes of the CDP, the world's only independent environmental reporting platform. Meanwhile, Entek Elektrik was included in the Water Security programme. Furthermore, Tüpraş was evaluated for the leadership category in the Climate Change and Water Security programmes, while Entek was assessed for the Climate Change programme, and Ford Otosan, for the Water Security programme.”