

KOÇ HOLDING MADE COMBINED INVESTMENTS OF 2.6 BILLION USD IN THE FIRST 9 MONTHS OF THE YEAR

- Koç Holding posted a total of 47,1 billion USD in consolidated revenue in the first 9 months of 2025.
- Making combined investments of approximately 2,6 billion USD in the first 9 months of the year, Koç Holding's combined investments reached 15,7 billion USD over the last 5 years.
- Koç Holding CEO Levent Çakıroğlu stated, "As Turkey's largest industrial and services group, we generate more than 7 per cent of our country's exports, operating overseas with more than 130 production facilities and sales and marketing companies. We are proud to have climbed three more places in the Fortune Global 500, the list of the world's largest companies, ranking 191st and being the only company representing our country again this year."

Koç Holding posted its financial results for the first nine months of 2025. The Group generated a total consolidated revenue of 47,1 billion USD in the first nine months of the year and made combined investments of approximately 2,6 billion USD in the same period. The corporation has thus reached combined investments of 15,7 billion USD over the last five years.

Commenting on the topic, Koç Holding CEO Levent Çakıroğlu observed, "As Turkey's largest industrial and services group, we generate more than 7 per cent of our country's exports, operating overseas with more than 130 production facilities and sales and marketing companies. We are proud to have climbed three more places in the Fortune Global 500, the list of the world's largest companies, ranking 191st and being the only company representing our country again this year."

Levent Çakıroğlu: "Thanks to our balanced portfolio structure and prudent financial management approach, we maintained our solid balance sheet in this period as well, in spite of challenges."

Noting that uncertainties persist in the global economy, Çakıroğlu said, "Thanks to our balanced portfolio structure and prudent financial management approach, we pursued our investments in this period despite challenges, maintaining our solid balance sheet. We continued to achieve sustainable revenue growth through the geographical diversity provided by our ongoing operations in 61 countries, including Turkey. We further increased our liquidity by accessing new financing sources. We deem the \$600 million credit agreement signed with reputable institutions in international financial markets to be a sign of trust in our country and our Group."

Reporting on the significant developments in Koç Group companies in the third quarter of 2025, Çakıroğlu drew attention to the corporation's strong investments in the automotive sector, affirming: "TOFAŞ and Stellantis had recently signed an agreement for the K0 light commercial vehicle model. TOFAŞ increased the investment budget of the vehicle targeted to be produced in 1 million units, raising it to 386 million Euros. Furthermore, **Otokar**, the leader in the Turkish bus market for 16 years, will be manufacturing Mercedes-Benz Conecto city buses for Daimler Buses at its factory in Sakarya, starting September 2026. Our international partnerships and agreements in the automotive sector will enhance the production capacities and competitive strength of our companies. With our investments focusing on technology and innovation, we will continue to carry forward our country and our Group in the global value chains of the future."

Indicating that **Yapı Kredi** added another successful international transaction to its portfolio in 2025, Çakıroğlu declared, "Our bank successfully issued an additional 600 million USD in debt instruments eligible for inclusion in core capital."

Levent Çakıroğlu: "The number of our Group's production facilities recognised as exemplary by the World Economic Forum has risen to 5."

Expressing that Koç Group continues to set an example on a global scale with its advanced production facilities that pioneer digital transformation, innovation and R&D activities, Çakıroğlu elaborated, "**Tüpraş**, Turkey's largest industrial organisation, has been inducted into the World Economic Forum (WEF) Global Lighthouse Network for its digital supply chain transformation activities at the İzmit Refinery. This brings the number of our Group's production facilities recognised as exemplary by the WEF to five."

Levent Çakıroğlu: "We work to make arts and culture accessible to everyone."

Çakıroğlu emphasized that aside its commercial successes, Koç Group continues its efforts incessantly to also contribute to Turkey's social development and to making arts and culture accessible to everyone, sharing, "As Koç Holding, we steam ahead with our investments in arts and culture, from our sponsorship of the 2007–2036 Istanbul Biennial to the cultural institutions operating under the Vehbi Koç Foundation and the work carried out by our Group companies in the field. The 18th Istanbul Biennial, organised by the Istanbul Foundation for Culture and Arts, is drawing great attention and welcoming hundreds of thousands of visitors free of charge thanks to our support."

Levent Çakıroğlu: "We will support start-ups developing innovative solutions in the field of climate technologies."

Pointing out that Koç Holding continues to advance towards its 2050 carbon neutrality target with resolve, Çakıroğlu commented that the Group has prioritised the use of technology to create solutions to climate issues, continuing: "Through the Koç Climate Technologies Acceleration Programme launched in collaboration with the Koç University Entrepreneurship Research Centre (KWORKS), we aim to support start-ups that develop innovative solutions in the field of climate technologies."