

## 2002-2009: Making a Difference with Sustainable, Rapid and Profitable Growth

### Our Goals

1 Strong and sustainable growth in revenues

### Our Achievements

We outperformed our growth targets through our efficiency focused growth strategy and portfolio restructuring.

**23%**

Average compound revenue growth p.a., USD terms

**17%**

Average compound international sales growth p.a., USD terms

2 Continuous increase in profitability and margins

We continuously increased our profitability and margins through a growth strategy focused on effective cost management and higher productivity.

**38<sup>(1)</sup>%**

Average compound operating profit growth p.a. USD terms

**68%**

Average compound net income growth p.a. USD terms

3 Higher return on investment and shareholder value maximization

We focused on generating higher returns on larger investments and maximization of profitability and shareholder value through a more focused growth approach and a proactive divestiture policy.

**\$ 3.0<sup>(2)</sup> billion**

Proceeds through proactive disposals

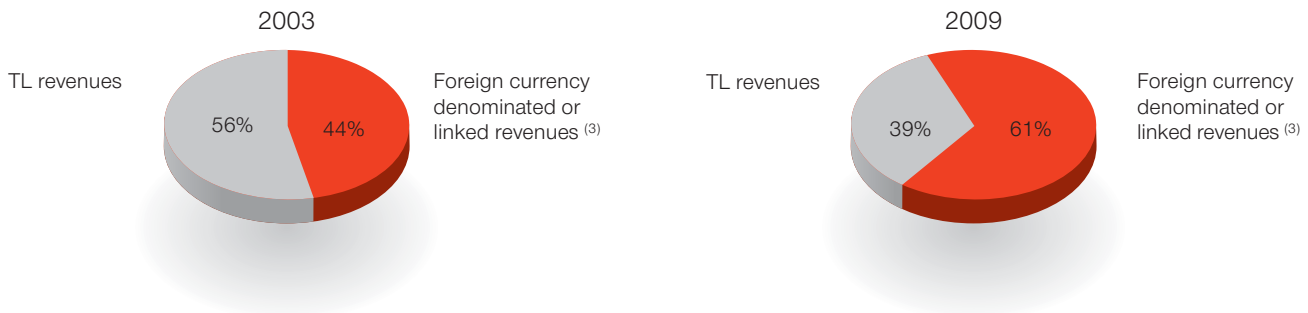
**\$ 6.6 billion**

Acquisitions in core sectors

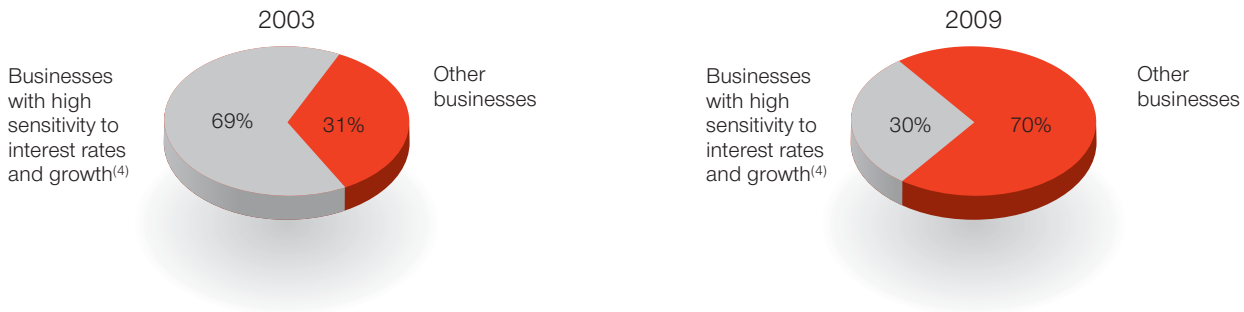
4 Stronger resilience and optimum portfolio diversification

We increased the resilience of our portfolio against the volatility in foreign exchange and interest rates by increasing the share of foreign currency denominated or linked revenues and significantly decreasing the share of the sectors that are most sensitive to domestic interest rate volatility and growth.

### Revenues



### Operating Profit



(1) Pre-2007 figures have been adjusted as per CMB's new reporting format  
 (2) Koç Group share  
 (3) Foreign currency linked revenues: Domestic revenues of the energy business  
 (4) Businesses with high sensitivity to interest rates and growth: Consumer durables and automotive