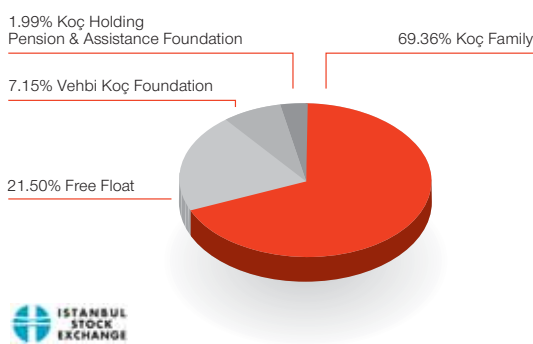


## Creating Shareholder Value

## Making a Difference by Placing Shareholder Value Creation at the Core of our Strategy

Koç Holding and its 14 publicly traded subsidiaries comprise 13% of the total market capitalization of the Istanbul Stock Exchange as of 2009-end. As the leading conglomerate in Turkey, Koç Holding works tirelessly to increase shareholder value and customer satisfaction by implementing international standards in corporate governance, investor relations and corporate social responsibility.

## Shareholder Structure



## Stock Information

- Koç Holding shares are traded on the Istanbul Stock Exchange National Market with the symbol "KCHOL".
- Reuters Code: KCHOL.IS
- Bloomberg Code: KCHOL.TI
- Date of initial public offering: 10 January 1986
- Share of foreign ownership in free float: 61% (As of 31 December 2009)

## Koç Holding's Value Added to its Investors

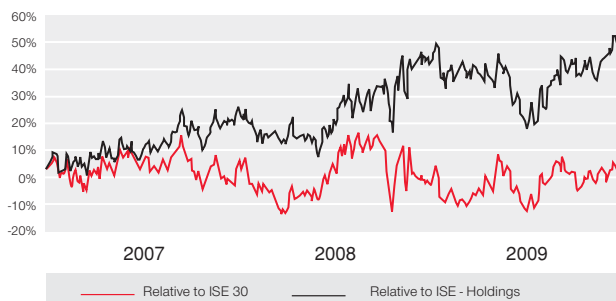
- As the largest conglomerate in Turkey, Koç Holding is named as the best proxy to invest in Turkey's high growth potential on the ISE
- Strategies focused on sustainable profitability and increasing shareholder value
- Strong net cash position and solid financial structure
- High growth potential and advantages of economies of scale
- Portfolio structure that is resistant to economic volatility and risks
- Superior and sustainable improvement in operating performance

02  
03

## Koç Holding's Value Added to its Group Companies

- Reliability, strong reputation and powerful brand management based on over 80 years of experience
- Embracing universal standards with Koç Group vision and objectives in the way we do business, ethical standards, environmental policies and work environment
- Guidance in defining long-term strategies and exchange of best practices throughout the Group
- Financing opportunities to facilitate companies to make investments that will augment their international competitiveness
- Comprehensive customer information and database facilitating strong CRM capabilities
- Benefits of economies of scale and a wide distribution network
- Performance management system focused on creating shareholder value

## Share Price Performance



## Premium/Discount to Net Asset Value\*

	2005	2006	2007	2008	2009
Koç Holding	+5%	+1%	-15%	-22%	-16%
Peer Group Average	-29%	-25%	-31%	-42%	-46%

\*Yearly average

Majority of Koç Holding's Net Asset Value (NAV) is composed of listed companies. However, as a strong testimony of the value it creates for its shareholders, Koç Holding's average discount to NAV has consistently been the lowest among the holding companies in Turkey.

### Why Koç Holding?

As the largest conglomerate in Turkey, Koç Holding is named as the best proxy to the growing Turkish market.