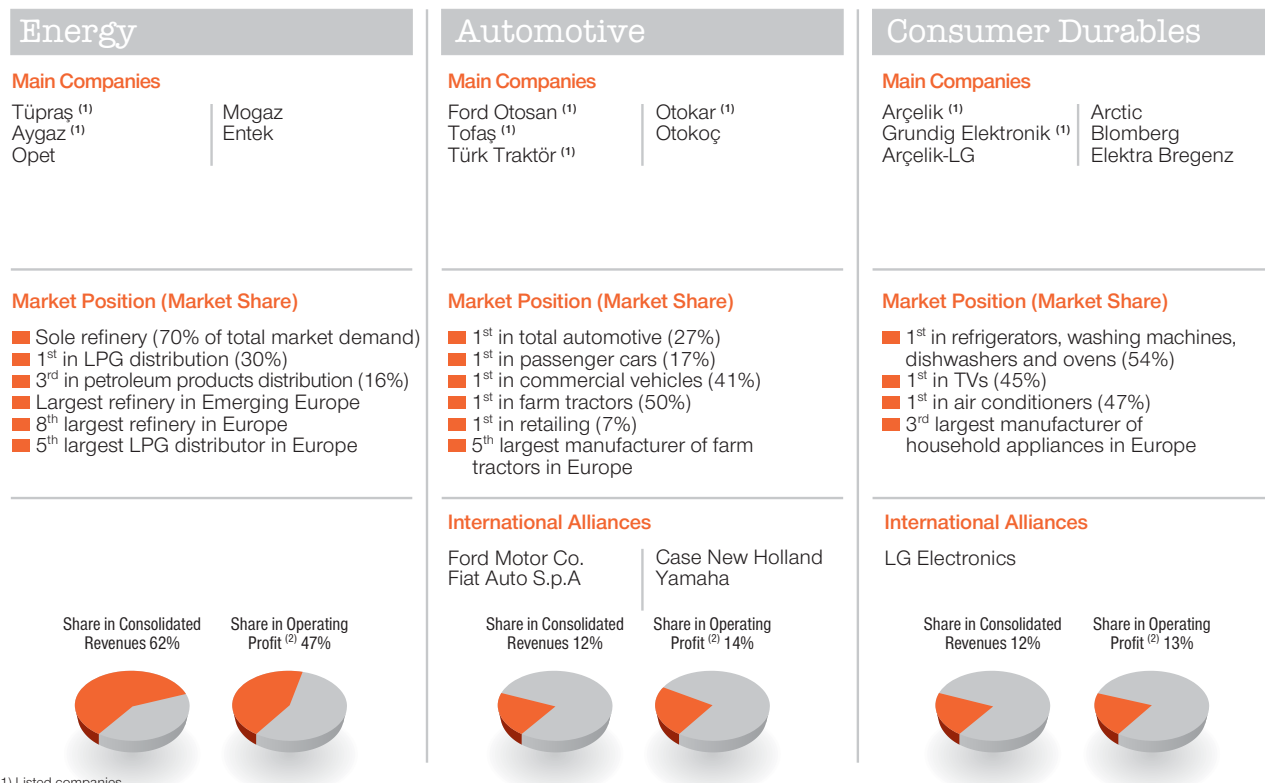


## Strategic Principles

- Focus on those sectors where we can create a differential competitive advantage
- Grow in sectors where we can leverage our strong brands and technological prowess
- Derive maximum benefits from economies of scale by being the market leader or a close second in every business we operate
- Achieve the optimum portfolio diversification, where we can balance out and minimize sector and geography-specific risks



(1) Listed companies

(2) Excluding one-off capital gains from the sale of subsidiaries

## Koç Holding A.Ş. Key Performance Indicators

	2008 <sup>(3)</sup>	2007 <sup>(4)</sup>	2008 <sup>(3)</sup>	2007 <sup>(4)</sup>	2008	2007	Change (%)		
	(USD millions)		(EUR millions)		(YTL millions)		USD	EUR	YTL
<b>Revenues</b>	43,028	35,960	29,344	26,320	55,631	46,802	20	11	19
Non-Finance Sectors	38,516	31,825	26,267	23,293	49,798	41,420	21	13	20
Finance Sector	4,512	4,136	3,077	3,027	5,834	5,383	9	2	8
<b>Operating Profit</b>	3,895	2,762	2,656	2,021	5,036	3,594	41	31	40
Non-Finance Sectors	3,237	2,211	2,208	1,618	4,185	2,877	46	36	45
Finance Sector	658	551	449	403	851	717	19	11	19
<b>Profit Before Tax From Continuing Operations</b>	2,383	3,125	1,625	2,287	3,081	4,067	-24	-29	-24
<b>Net Income</b>	1,994	2,988	1,360	2,187	2,578	3,889	-33	-38	-34
Minority Interest	429	1,224	292	896	554	1,593	-65	-67	-65
Attributable to equity holders of the parent	1,565	1,764	1,067	1,291	2,024	2,295	-11	-17	-12
<b>Total Assets</b>	42,908	51,264	30,311	34,912	64,890	59,707	-16	-13	9
<b>Total Equity</b>	10,667	12,929	7,535	8,805	16,132	15,058	-17	-14	7
Minority Interest	4,220	6,187	2,981	4,214	3,382	7,206	-32	-29	-11
Shareholders' Equity	6,447	6,742	4,554	4,591	9,749	7,852	-4	-1	24

(3) Convenience translation with 2008 average exchange rates (YTL 1.8958=EUR 1 and YTL 1.2929=USD 1) for income statement items (including net income) and 2008 year-end exchange rates (YTL 2.1408=EUR 1 and YTL 1.5123=USD 1) for balance sheet items.

(4) Convenience translation with 2007 average exchange rates (YTL 1.7782=EUR 1 and YTL 1.3015=USD 1) for income statement items (including net income) and 2007 year-end exchange rates (YTL 1.7102=EUR 1 and YTL 1.1647=USD 1) for balance sheet items.

## Main Competitive Advantages

- We stand as a symbol of trust and achievement and our powerful brands command strong recognition
- We have leading positions in sectors with high growth potential and low penetration levels
- We control Turkey's largest distribution network and customer database, facilitating strong CRM capabilities
- We provide the highest quality sales and after-sales service
- We occupy leadership positions in global markets and have long-standing international partnerships

### Finance

#### Main Companies

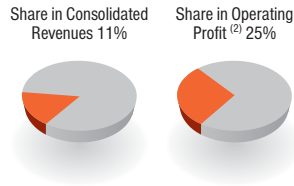
Koç Finansal Hizmetler	Yapı Kredi Yatırım Ortaklığı <sup>(1)</sup>
Yapı Kredi Bankası <sup>(1)</sup>	Yapı Kredi Faktoring
Yapı Kredi Sigorta <sup>(1)</sup>	Yapı Kredi Portföy Yönetimi
Yapı Kredi Emeklilik	Yapı Kredi Koray <sup>(1)</sup>
Yapı Kredi Finansal Kiralama <sup>(1)</sup>	UniCredit Menkul Değerler
Yapı Kredi Yatırım Menkul Değerler	Koç Tüketici Finansmanı (Koçfinans)

#### Market Position (Market Share)

- 4<sup>th</sup> in banking (total assets among private banks)
- 1<sup>st</sup> in credit cards (22%)
- 1<sup>st</sup> in insurance (22% in health insurance, total premium production)
- 1<sup>st</sup> in factoring (20%)
- 2<sup>nd</sup> in leasing (15%)
- 2<sup>nd</sup> in asset management (19%)
- 3<sup>rd</sup> in pension funds (15%)

#### International Alliances

UniCredit



### Other

#### Main Companies

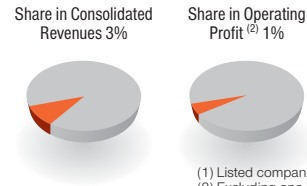
Koçtaş	Mares <sup>(1)</sup>
Tat <sup>(1)</sup>	Palmira
Düzye	Setur Marinaları
Koç Sistem	RMK Marine
Koç.net	Demir Export
Setur	

#### Market Position (Market Share)

- 1<sup>st</sup> in DIY retailing
- 1<sup>st</sup> in tomato products (30%)
- 1<sup>st</sup> in marina capacity

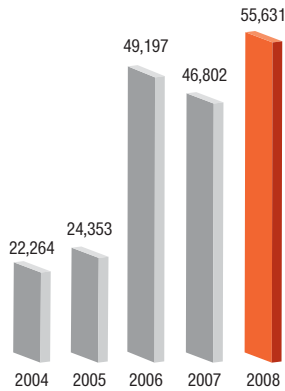
#### International Alliances

B&Q | Kaneka Seeds  
Kagome Sumitomo



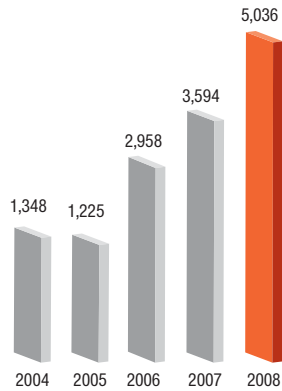
(1) Listed companies  
(2) Excluding one-off capital gains from the sale of subsidiaries

#### Consolidated Revenues (YTL millions)



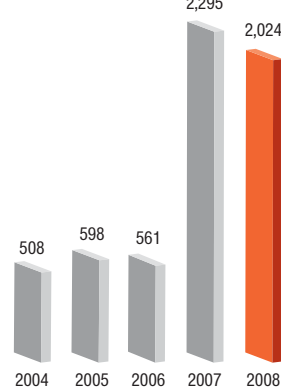
**26%** average compound revenue growth p.a. in the last four years

#### Operating Profit<sup>(3)</sup> (YTL millions)



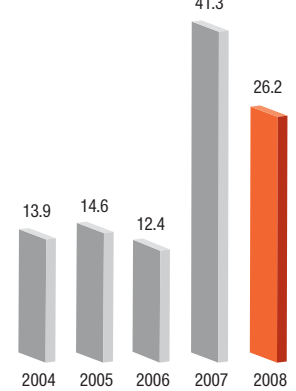
**39%** average compound operating profit growth p.a. in the last four years

#### Net Income<sup>(4)</sup> (YTL millions)



**41%** average compound net income growth p.a. in the last four years

#### Return on Equity<sup>(5)</sup> (%)



**12** points increase in Return on Equity in the last four years

(3) Pre-2007 figures have been adjusted as per CMB's new reporting format  
(4) Net income attributable to equity holders of the parent  
(5) Return on Equity = Net Income ÷ (Shareholders' Equity - Net Income)