



Date : 4 March 2011

From : Koç Holding A.Ş. Investor Relations
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Subject : Organizational change

Mr. Ömer Bozer, President of Tourism, Food and Retail Group at Koç Holding has announced his decision to retire.

Consequently, the following changes will take place in Koç Holding's organization structure, effective as of the 2010 Ordinary General Assembly Meeting:

- Mr. İ. Tamer Haşimoğlu, President of Strategic Planning has been appointed as the President of Tourism, Food and Retail Group
- Strategic Planning Group will report to Ahmet F. Ashaboğlu, CFO.

We hereby declare that our above statement is in conformity with the principles included in the Capital Market Board's Communiqué, Serial VIII No. 54, that it exactly reflects the entire information we received; that the information complies with our records, books and documents; that we have endeavored to obtain the correct and complete information relative to this subject and that we are responsible for the declarations made in this regard.