

OUR STRATEGY

BE ACTIVE IN THOSE SECTORS WHERE WE CAN CREATE DIFFERENTIATION AND HAVE A COMPETITIVE ADVANTAGE

EXECUTION POWER

We combine our strong management philosophy and international partnerships with our superior competitive advantages to pursue long-term strategies.

MINIMIZE SECTOR AND GEOGRAPHIC RISKS THROUGH A DIVERSIFIED PORTFOLIO STRUCTURE

RISK MANAGEMENT

Our robust balance sheet and diversified portfolio structure minimize sectoral and geographical risks. We are focused on efficiency and sustainable profitability.

MAKE THE MOST OUT OF OUR BRAND STRENGTHS AND TECHNOLOGICAL COMPETENCE

SUSTAINABLE GROWTH

With the highest R&D expenditures in Turkey, we combine innovation with an extensive product range and enhance our competitiveness by offering our customers outstanding service quality.

DERIVE MAXIMUM BENEFITS FROM ECONOMIES OF SCALE BY BEING THE MARKET LEADER OR A CLOSE SECOND IN EVERY BUSINESS WE OPERATE

LEADERSHIP

We are leaders in sectors with high growth potential and low penetration levels with the strong brands we have created.

MAIN COMPETITIVE ADVANTAGES

- WE LEAD IN SECTORS WITH HIGH GROWTH POTENTIAL
- WE CONTROL THE LARGEST DISTRIBUTION NETWORK AND THE MOST EXTENSIVE CUSTOMER DATABASE IN TURKEY
- OUR POWERFUL BRANDS COMMAND STRONG RECOGNITION
- WE PROVIDE THE HIGHEST QUALITY SERVICE BEFORE, DURING AND AFTER SALES
- WE STAND AS A SYMBOL OF TRUST AND ACHIEVEMENT
- WE HAVE LEADING POSITIONS IN GLOBAL MARKETS AND STRONG INTERNATIONAL PARTNERSHIPS

SECTORS	SHARE IN COMBINED SALES	SHARE IN COMBINED OPERATING PROFIT	COMPANIES / INTERNATIONAL PARTNERSHIPS	MARKET POSITION
ENERGY	53%	7%		
Refinery			Tüpraş ⁽¹⁾	Sole & Leader
Fuel Distribution			Opet	2 nd - 19%
LPG Distribution			Aygaz ⁽¹⁾	Leader - 29%
Power Generation			AES Entek / AES Corporation	
Natural Gas			Aygaz Doğal Gaz	
Other			Akpa, Demir Export	
AUTOMOTIVE	20%	25%		
Automotive			Ford Otosan ⁽¹⁾ / Ford Motor Co. Tofaş ⁽¹⁾ / Fiat Auto S.p.A.	Leader - 25%
Passenger Cars				Leader - 17%
Commercial Vehicles				Leader - 47%
Farm Tractors			TürkTraktör ⁽¹⁾ / Case New Holland	Leader - 49%
Defense Industry	Otokar ⁽¹⁾	Leader		
CONSUMER DURABLES	10%	17%		
White Goods & Consumer Electronics			Arçelik ⁽¹⁾	Leader
Air Conditioner	Arçelik LG Klima / LG Electronics	Leader		
FINANCE	11%	49%		
Banking			Yapı Kredi Bankası ⁽¹⁾ / UniCredit	4 th (2), Leader ⁽³⁾ - 21%
Leasing			Yapı Kredi Leasing ⁽¹⁾	Leader - 15%
B-Type Investment Trust			Yapı Kredi Yatırım Ortaklığı ⁽¹⁾	2 nd
Real Estate Investment Trust			Yapı Kredi Koray ⁽¹⁾	
Factoring			Yapı Kredi Faktoring	Leader - 17%
Brokerage			Yapı Kredi Yatırım Menkul Değerler	3 rd
Asset Management			Yapı Kredi Portföy Yönetimi	2 nd
Consumer Finance			KoçFinans	Leader
OTHER LINES OF BUSINESS	6%	2%		
Food Production			Tat Gıda ⁽¹⁾ / Kagome, Sumitomo	Leader ⁽⁴⁾
Food Product Distribution			Düzey	
DIY Retailing			Koçtaş / B&Q	Leader
Tourism			Setur, Divan, Mares ⁽¹⁾	
Marina Operations			Setur Marinaları	Leader
IT	Koç Sistem, Bilkom			
Ship & Yacht Construction	RMK Marine			

⁽¹⁾Publicly traded companies.

⁽²⁾Private sector asset size. ⁽³⁾Credit card balances. ⁽⁴⁾Tomato paste, tomato products, ketchup, premium pasta and pasteurized milk.