



# ANADOLU GROUP

## OUR FOUNDING PHILOSOPHY



**COLLECTIVE MIND**

## OUR VALUES



**WE ALWAYS FOCUS  
ON HUMAN**



**WE MANAGE OUR BUSINESS  
WITH A FAIR AND EGALITARIAN APPROACH**



**WE LEAD INNOVATION  
WITH OUR ENTREPRENEURIAL SPIRIT**



**WE STRIVE TO PRODUCE VALUE  
IN A SUSTAINABLE MANNER**



## I. Strategical Overview

II. Governance Approach

III. Investment Case

IV. 1H21 Financial Highlights

V. Segmental Operational and Financial Summary

VI. Financial Summary

# Strong roots and extensive coverage

Founded

**1950**

**19**

Countries

Turkey, Germany, Azerbaijan, Belarus, Georgia, Netherlands, Iraq, Kazakhstan, Kyrgyzstan, Turkish Republic of Northern Cyprus, Macedonia, Moldova, Pakistan, Russia, Syria, Tajikistan, Turkmenistan, Ukraine, Jordan

**~80.000**

Employees

**66**

Production facilities

**9**

Sectors

Beer, soft drink, retail, agriculture, automotive, stationary, quick-service restaurants, real estate, energy

**80+**

Countries exported to

Turnover of TL

**62,1** bn in  
FY2020

**6**

companies

Quoted on Borsa Istanbul  
(BIST) incl. the Holding  
company

**4**

companies listed on  
BIST Corporate  
Governance index

**8**

Companies published  
Sustainability reports

# Well-structured track

Establishment

# 1950

ÇELİK MOTOR

**1960**  
Çelik Motor was established.



**2005**  
McDonald's licensing agreement was received.



**1965**  
Anadolu Motor was established.



**2007**  
Stakes were acquired in Aslancik Electricity.



**1969**  
Anadolu Efes was established.



AEH Sigorta Acenteligi A.Ş.

**2008**  
AEH Insurance Agency was established.



**1969**  
Adel Kalemcilik was established.



**2008**  
AES Electricity Wholesale was established.



**1976**  
Anadolu Efes Sports Club was established.



**2009**  
Anatolian Caucasias Energy was established.



**1979**  
Anadolu Foundation was established.



**2009**  
Anadolu Etap was established.

**ANADOLU ISUZU**

**1983**  
A licensing agreement was made with ISUZU Motors.



**2011**  
AND Gayrimenkul was established.



**1984**  
Efestur was established.



**1993**  
Efes Invest was set up to conduct Coca-Cola production and distribution operations.

**MİGROS**

**2015**  
Migros stakes were acquired.

**ANADOLU**

In Affiliation with  
JOHNS HOPKINS MEDICINE

**2005**  
Anadolu Medical Center was established.



**2017**  
Anadolu Grubu Holding companies merged under one roof.

# 2021

# Different sectors and companies with prominent int. partners



## Beer Group

Anadolu Efes



## Soft Drinks

Coca-Cola İçecek



## Migros Group

Migros



## Automotive Group

Anadolu Isuzu  
Çelik Motor  
Anadolu Motor



## Agribusiness, Energy & Industry

Anadolu Etap  
Anadolu Kafkasya  
AES Elektrik  
Aslancık Elektrik  
Adel Kalemcilik  
McDonald's



## Other Companies

AEH Insurance Company



## Social Organizations

Anadolu Foundation  
Anadolu Medical Center  
Anadolu Efes Sports Club



ABInBev



Coca-Cola



ISUZU



KIA



KOHLER  
IN POWER. SINCE 1920.



HONDA  
MARINE  
HONDA



FABER-CASTELL  
1817



McDonald's



JOHNS HOPKINS  
MEDICINE

# In summary

Global player  
with strong  
local presence



Expertise in  
branded  
consumer  
products



Partnership  
culture with  
global brands



Strong  
ownership ties  
coupled with  
high corporate  
governance  
standards



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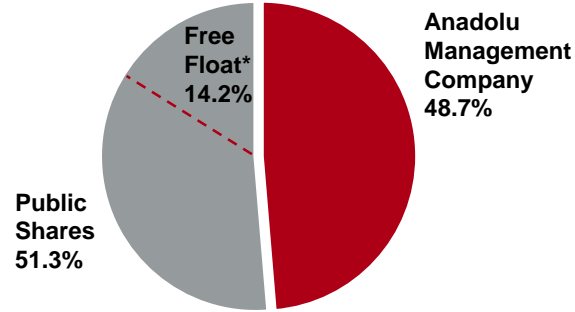
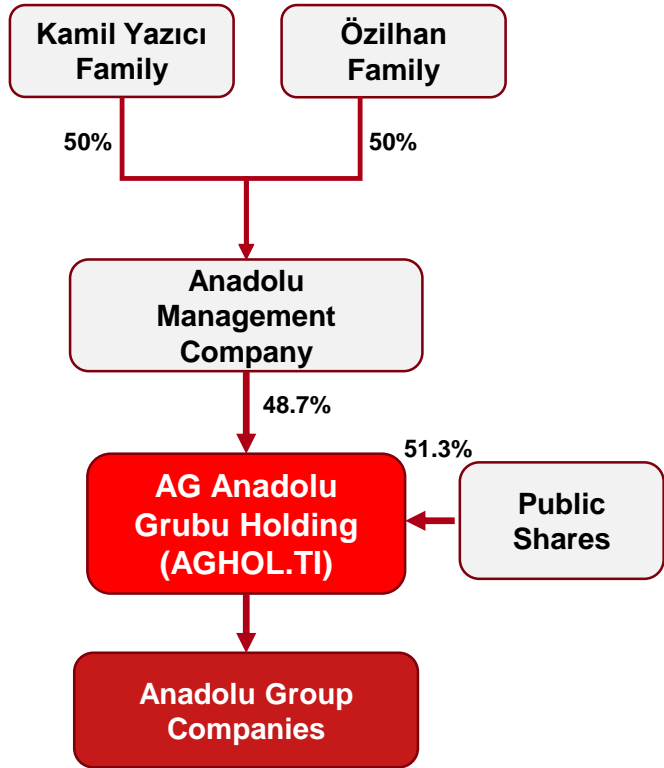
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# Shareholding Structure



Type of Shares	Share in Paid-in Capital (TL)	Share in Paid-in Capital (%)
A-type (Bearer)	194.828	80%
B-type (Registered)	48.707	20%
<b>Total</b>	<b>243.535</b>	<b>100%</b>

- Equal shareholding and equal representation by the founding Kamil Yazıcı and Özilhan Families is designed in Anadolu Management Company (AMC).
- The families' aligned interests due to equal rights through AMC ensures sustainable value creation.
- Almost all wealth of the families' is invested in Anadolu Group
- 47% of free float held by international investors.
- Anadolu Management Company holds total of B-type shares and some portion of A-type shares. The portion of A-type shares that does not belong to Anadolu Management Company are held by individual family shareholders and free float.

\*Free float is presented based on non-family held public shares.

# Corporate Governance

- **Families' joint control is in effect through all legal aspects;**
  - Kamil Yazıcı Family and Özilhan Family's joint control and equal representation at the board of every company in Anadolu Group is established through a family constitution (including a JV agreement and internal procedures).
- **Families only assume board level responsibility;**
  - On the board of AGHOL, there are 4 board members-quota for Kamil Yazıcı Family and 4 board-members quota for Özilhan Family. There are additional 4 independent board members as required by CMB legislations.
  - Strong professional/independent view is enabled via having the majority of the seats at the boards of the subsidiaries from professionals/independents,
  - There is only a limited quota for family members for employment in Group companies.
- **Professional top management is secured;**
  - Professional operational management is required for all key positions (Holding CEO, BU&Function Presidents and all GMs).
  - The highly experienced and recognized top management with broad vision ensures the sustainability of the Group and focuses on the shareholder value creation.
  - The management is incentivised through certain KPI's, including ST targets mainly concentrated on net income, FCF and long-term targets based on shareholder value creation linked to Equity Value and stock performance.

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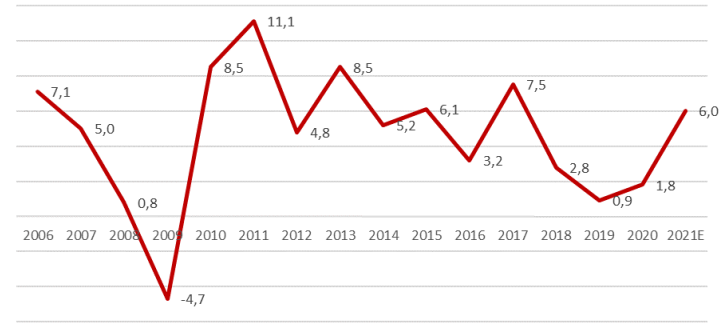
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# Investment Case - I

## ✓ Dominant consumer play

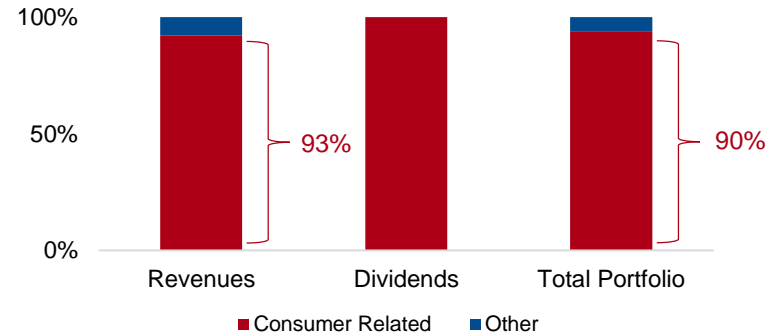
- Extensive range of consumer-products coverage benefiting from a resilient sector mix.
- Young and dynamic population with an average age of around 30.
- Domestic know-how driving international growth.
- Far-reaching distribution network (through beer, soft drinks and automotive operations) and wide-range customer database analytics (through Migros) to enhance productivity, business gains and create competitive advantage.

Annual GDP Growth (%)



Source: IMF Expectations

Share of Consumer Related Segments

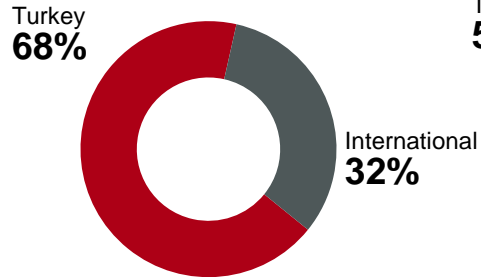


# Investment Case - II

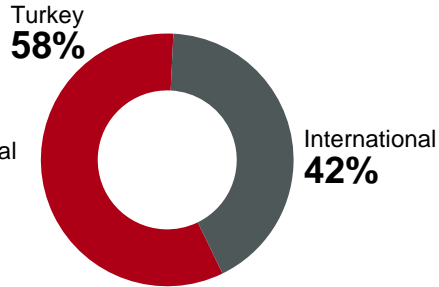
## ✓ Balanced Geographical Risk

Geographical diversity ensures protection from macroeconomic and political imbalances in the operating region.

Net Sales, 1H21



EBITDA, 1H21



## ✓ Accumulated Knowhow in Partnership with Global Companies

The Group's long-dated experience in its operations coupled with the know-how from the global partner companies enhances operational excellence.



# Investment Case - III

## ✓ Efficient portfolio management

The Group completed the sale of various non-core assets in recent years; yet still continuously keeps a close eye on opportunities, with the aim of maximizing portfolio efficiency. Migros acquisition was one of the biggest transactions in the Group history.

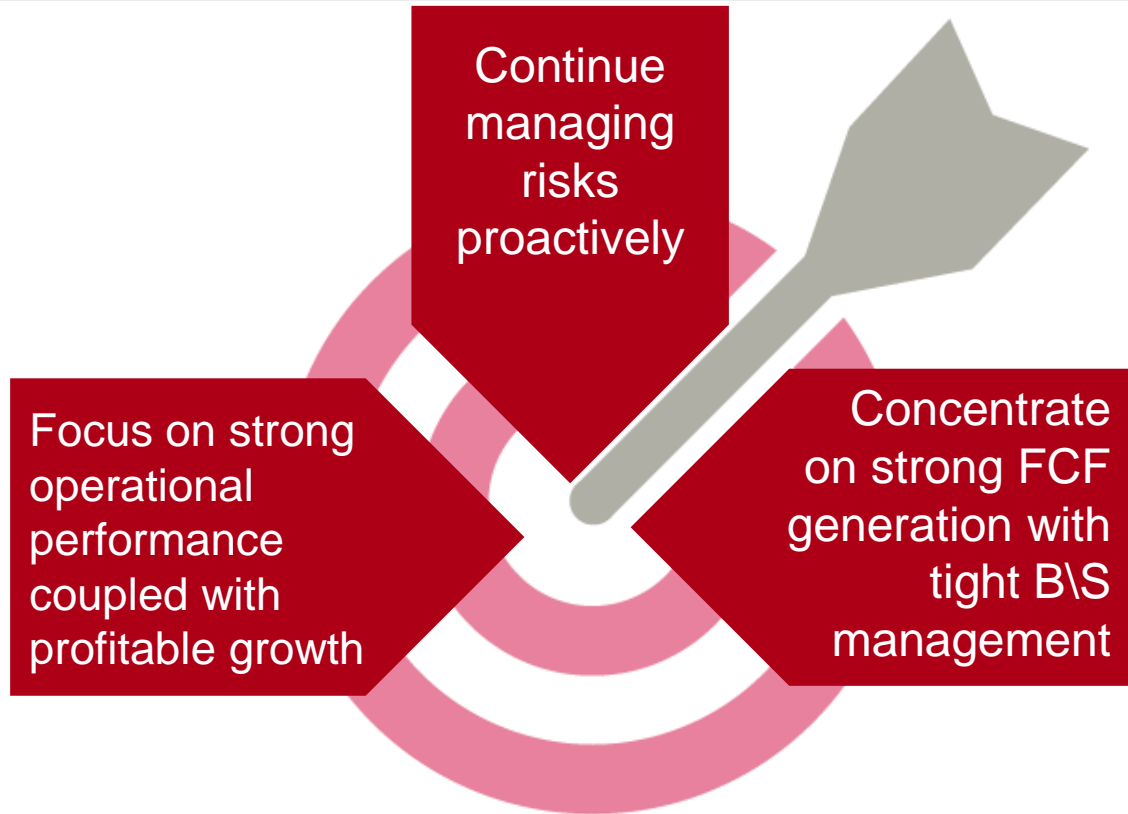


## ✓ Well-governed portfolio play

Access to various number of sectors, ranging from industrial to retail and services, which are well managed and professionally run; as such, a well-governed proxy to Turkey’s high growth economy.



# What's on the agenda?



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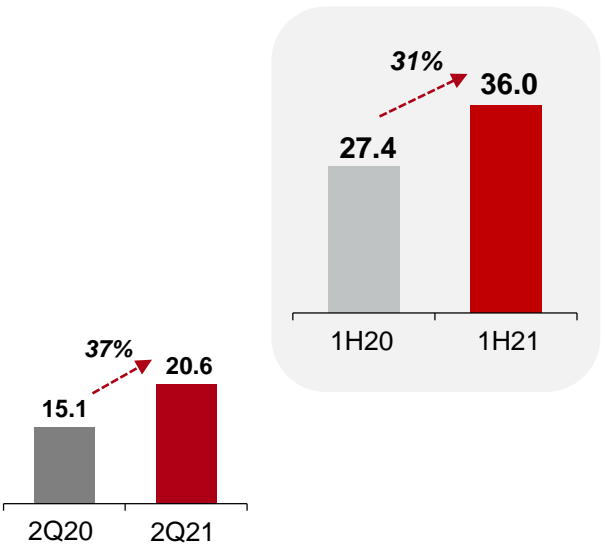
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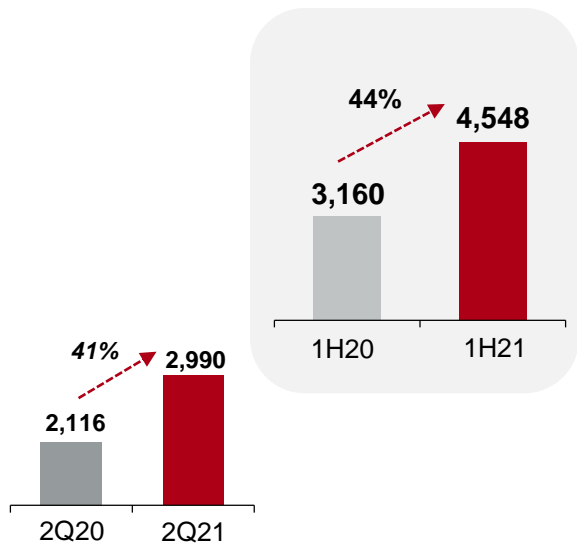


# Key Financial Indicators – 2Q21 & 1H21

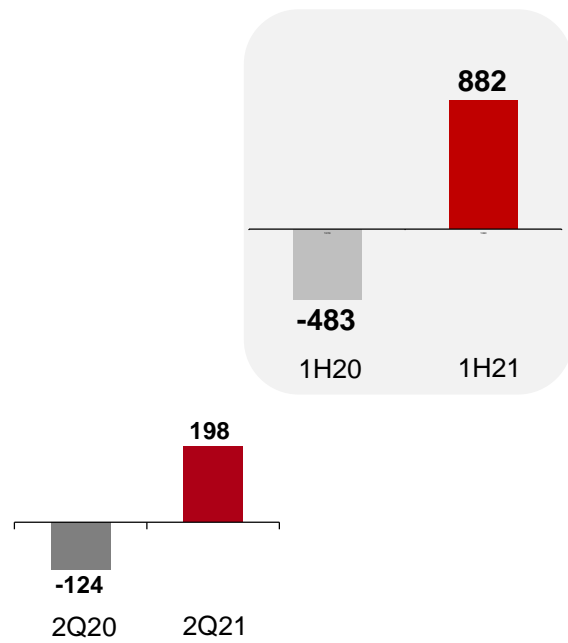
## Net Sales (TL bn)



## EBITDA (TL mn)



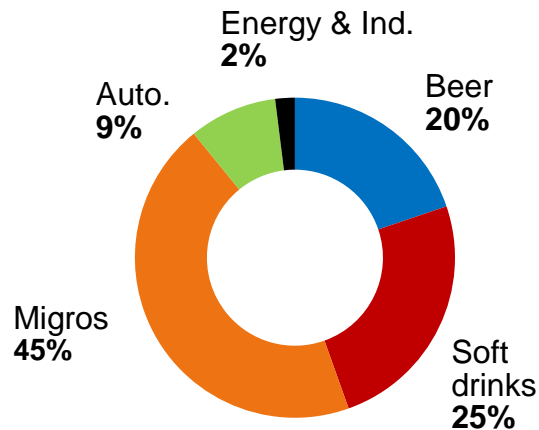
## Net Income\* (TL mn)



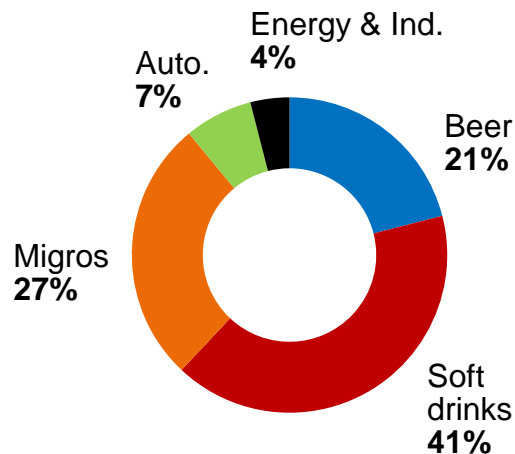
\* Adjusted net income of TL 294 mn in 1H21, excludes TL 588 mn one-off profit related to the sale of subsidiaries AND Anadolu Gayrimenkul Yatırımları A.Ş. and Migros Macedonia operations.

# Segmental Sales and EBITDA Breakdown

## Net Sales

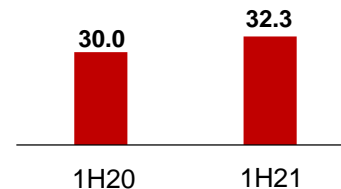


## EBITDA

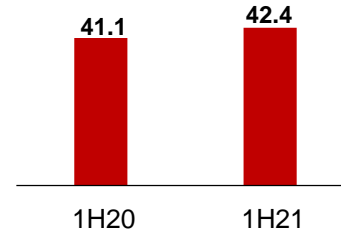


- Share of int. revenues increased to 32.3% in 1H21 thanks particularly to strong performance of Soft Drinks' international operations.
- Share of int. EBITDA increased from 41.1% in 1H20 to 42.4% in 1H21 on the back of strong performance on Soft Drinks Segment in international countries.

## Share of Int. Sales (%)

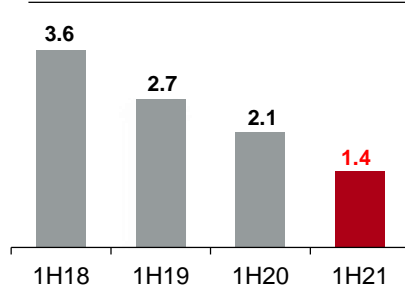


## Share of Int. EBITDA (%)



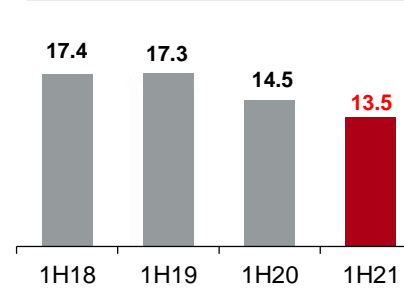
# Financial Priorities I: Deleveraging on track

**Consolidated**  
**Net Debt / EBITDA (x)**



- Significant improvement in indebtedness ratios due to;
  - Operational performance,
  - FCF generation
  - Balance sheet management, risk mitigation tools

**Consolidated**  
**Net Debt (TL bn)**



- Despite sharply weaker TL, significant decline in indebtedness of the Holding during the last couple of years
- 100% of FX debt at the Holding-only level is protected

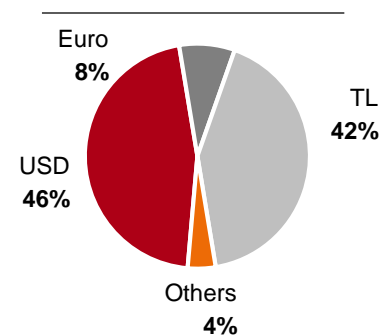
# Financial Priorities II: Deleveraging on track

As of end-1H21 (TL mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA*
Beer	11,119	7,337	3,782	1.9
Soft Drinks	6,481	4,870	1,611	0.4
Migros	5,791	2,468	3,323	1.3
Automotive	1,222	507	716	1.1
Energy & Industry	1,908	148	1,760	4.2
Other (incl. Holding)	3,495	1,135	2,360	n.m.
<i> Holding-only</i>	3,468	1,078	2,391	n.m.
Consolidated	29,956	16,465	13,491	1.4
Consolidated (€ mn)	2,896	1,595	1,301	1.4

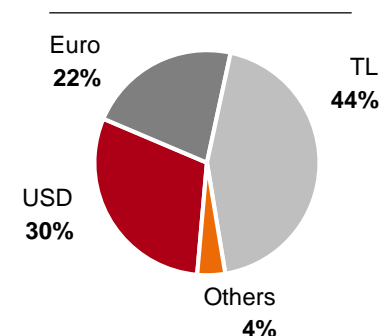
As of end-1H20 (TL mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA*
Beer	5,675	3,661	2,014	1.2
Soft Drinks	5,832	3,305	2,526	1.1
Migros	6,673	2,991	3,682	1.6
Automotive	1,752	391	1,361	3.0
Energy & Industry	2,382	125	2,257	14.5
Other (incl. Holding)	3,280	553	2,727	n.m.
<i> Holding-only</i>	3,241	505	2,735	n.m.
Consolidated	25,521	10,683	14,494	2.1
Consolidated (€ mn)	3,314	1,387	1,882	2.1

\*Including IFRS16, excl. hedging instruments

Breakdown of Gross Debt\* (1H21)



Breakdown of Gross Debt\* (1H20)



# Financial risk metrics

Low debt ratios despite TL depr.

- ✓ Net debt /EBITDA at 1.4x as end of 1H21 vs. 2.7x as end of 1H19 and 2.1x as end of 1H20

LT maturity debt

- ✓ Average consolidated debt maturity of 20 months

Holding-only Cash and Debt

- ✓ Cash TL 1.1 bn
- ✓ Gross debt TL 3.5 bn, 39% Euro
- ✓ Net debt at TL 2.4 bn
- ✓ LT (National) credit rating (TR) AAA, ST (National) credit rating (TR) A1+

Natural hedge in place

- ✓ Share of International sales at 32%, EBITDA at 42%
- ✓ Benefiting from successful geographical diversification

Deleveraging in progress

- ✓ Evaluation of idle assets
- ✓ Efficient use of assets
- ✓ Focus on FCF

# Financial Priorities

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-  **Profitability & Efficiency Improvements**
-  **Tight B/S Management**
-  **Proactive Risk Management**
-  **FCF Generation**
-  **Deleveraging**

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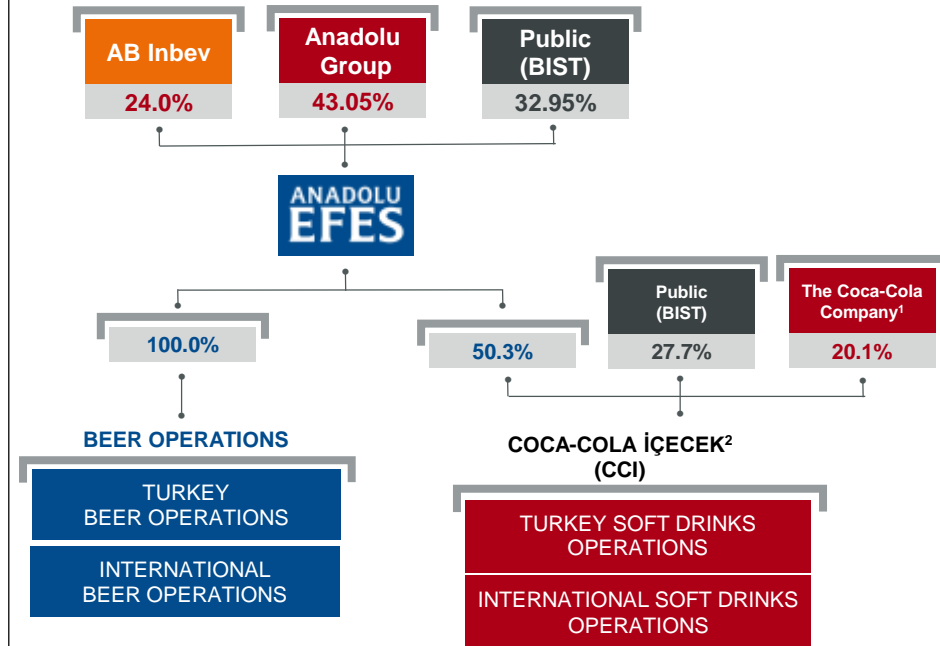
A total beverage company serving more than

**690 mn** consumers in **16** countries

- ❑ A world class brand portfolio, balanced between beer and soft drink operations
- ❑ Operating in countries with significant growth potential indicated by low per capita consumption levels
- ❑ Through an experienced and financially strong organization
- ❑ Having world's largest brewer ABI Inbev in beer and soft drinks giant TCCC in soft drinks arm as partners
- ❑ Operating structure in Russia & Ukraine through collaboration of ABI Inbev and Anadolu Efes

First Turkish signatory company of UGC CEO Water Mandate  
Quoted in BIST Corporate Governance and Sustainability Indexes

## Ownership Structure



(1) Through The Coca-Cola Export Corporation  
(2) 2.0% held by Özgörkey Holding





**5<sup>th</sup>**  
largest  
in Europe

**10<sup>th</sup>**  
largest  
In the World  
In terms  
of sales  
volume

Exports  
to more than  
**70**  
countries

**21**  
Breweries

**6**  
Malt complexes

**1**  
Hops processing  
facility

**1**  
Preform Plant

in **6**  
countries:  
**Turkey**  
**Russia**  
**Kazakhstan**  
**Ukraine**  
**Georgia**  
**Moldova**

Annual  
**54.3 mhl**  
beer,

**383 k**  
tons malt  
production  
capacity

FY2020 revenues:  
**TL12.4 bn**

FY2020 EBITDA:  
**TL 2.0 bn**  
with EBITDA margin  
**15.9%**

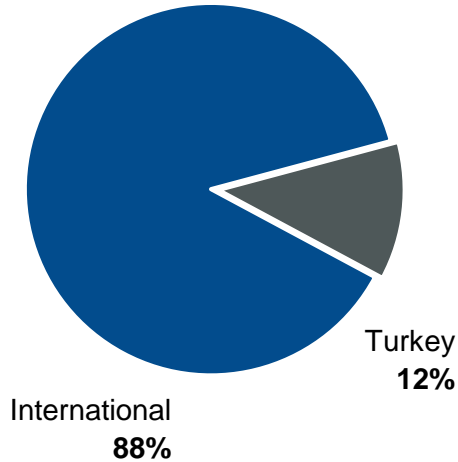
Leader in the Turkish market

Market Leadership in Russia & Ukraine

Strongly positioned in CIS countries

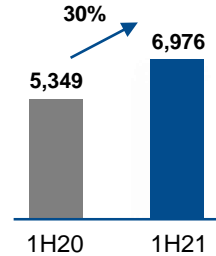
Leader in Kazakhstan, Moldova, Georgia

## Volume Breakdown (1H21)

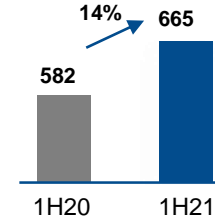


## Beer Segment Performance

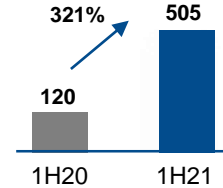
Net Sales (TL mn)



EBITDA (BNRI) (TL mn)



Net Income (TL mn)



- Despite Covid-19 restrictions, respectable beer volume growth in 1H21 mostly driven by the Turkish operations
- Turkey volumes increased by 22.0% year-on-year in 2Q21 (11.3% in 1H21) outperforming expectations
- Some pressure on margins due to commodity prices, the excise increase in Russia, high base of last year.
- Free cash flow in 1H21 reached TL 1,084 mn versus TL 243 mn a year ago on strong performance regarding payables and drop in capex.



**Among top 10**

largest bottler  
In Coca-Cola system

**~920 thousand**  
sales points

Serving **406 mn**  
people

Annual production  
capacity

**1.7 bn u/c**

2020 sales volume

**1.2 bn u/c**

A total of

**26**  
plants in  
**10**

countries:  
Turkey, Pakistan,  
Kazakhstan,  
Azerbaijan,  
Turkmenistan,  
Kyrgyzstan, Iraq  
Jordan, Tajikistan,  
Syria

**FY2020** revenues:  
**TL 14.4 bn**

**FY2020** EBITDA:  
**TL 3.1 bn**

Strong market positions in Sparkling

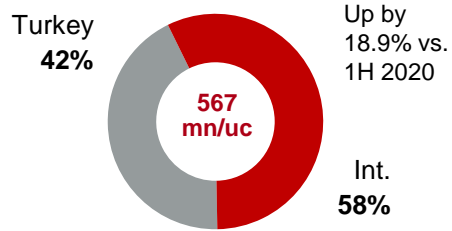
<b>TURKEY</b> <b>66%</b>	<b>#1</b>
<b>PAKISTAN</b> <b>51%</b>	<b>#1</b>
<b>KAZAKHSTAN</b> <b>52%</b>	<b>#1</b>
<b>AZERBAIJAN</b> <b>85%</b>	<b>#1</b>
<b>KYRGYZSTAN</b> <b>70%</b>	<b>#1</b>
<b>IRAQ</b> <b>42%</b>	<b>#2</b>
<b>JORDAN</b> <b>22%</b>	<b>#2</b>

Quoted in BIST Corporate Governance  
and Sustainability Indexes

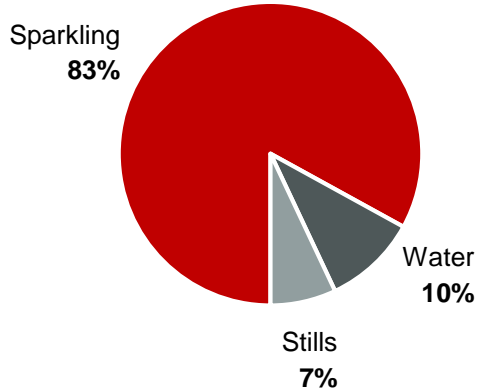
The first & only Turkish company  
to be quoted in the UNGC  
Compact 100 Index

Honored with the Climate Leadership  
Award by CDP Turkey in performance and  
transparency categories three times

## Soft Drinks Sales Volume (1H21)

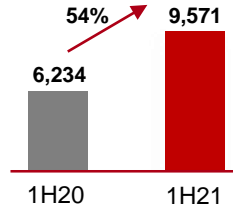


## Category Breakdown (1H21)

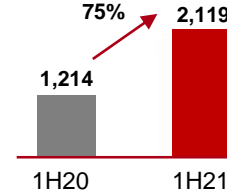


## Soft Drinks Segment Performance

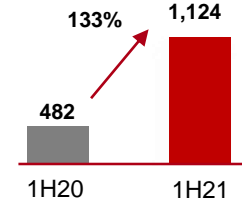
Net Sales (TL mn)



EBITDA (TL mn)



Net Income (TL mn)



- Solid performance in both Turkey and International markets
- Margins continue to improve on price adjustments, positive category mix, contained input cost pressures on hedging initiatives and disciplined opex
- FCF of TL 839 mn in 1H21 vs TL 625 mn a year ago on solid improvement in operational performance and discipline in the working capital management
- 133% increase at the bottom-line thanks to higher operating profit and FX gains due to net long position
- Volume and revenue guidance revised higher (volume 4-6% growth to high single digits, Revenue growth low teens to high teens to low to mid-twenties)



The pioneer of organized retail  
in Turkey

**16.7%**  
share in modern FMCG

**8.9%**  
share in total FMCG

A total of  
**2,405** stores  
covering app.

**1.6 mn** m<sup>2</sup>

Active Loyalty Card holders

**14.3 mn** active cards

**9 mn** loyal households

**FY2020** revenues:

**TL 28.8 bn**

**FY2020** EBITDA:

**TL 2.4 bn**

with EBITDA margin

**8.2%**

Divestiture of North Macedonia &  
Kazakhstan Operations:

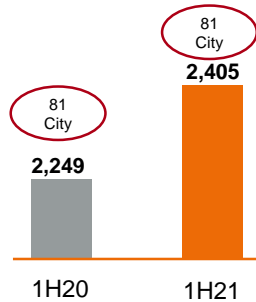
North Macedonia: Preliminary sales agreement,  
28 Supermarkets, 1 shopping mall

Kazakhstan: Exited retail business, 1 shopping  
mall

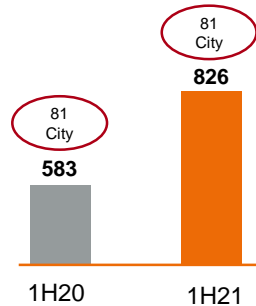
The only food retailer listed in BIST  
Sustainability Index for 7 years in a row

Turkey's biggest integrated meat-processing  
plant 62,000 tons production capacity

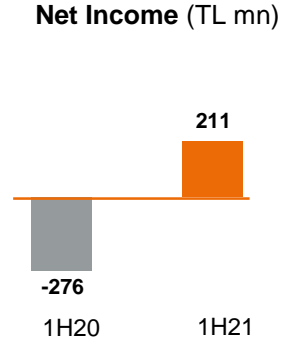
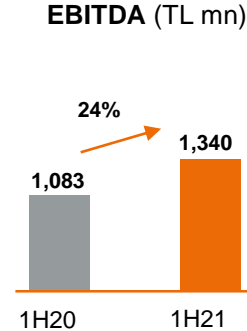
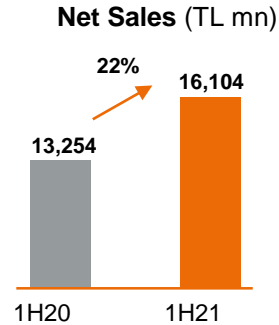
## Number of Stores



## Online Service Stores



## Migros Performance



- Healthy top-line growth in the first half of the year
- Strong performance in street stores & online business
- 176 new store openings in the first seven months of 2021
- No hard currency exposure and significant reduction in total TL debt
- Net debt to EBITDA down to 1.3x in 1H21 vs. 1.6x in 1H20
- EBITDA growth at 24% yoy, EBITDA margin improved to 8.3% in 1H21 (*EBITDA: 5.6% adjusted for IFRS 16 change*)

## ÇELİK MOTOR

Distribution of Kia-branded vehicles and operational leasing activities

**FY2020** revenues:  
**TL 4.3 bn**

Leasing and serv. sales: **5%**

Second-hand Sales: **49%**

Car and spare parts sales: **46%**



**1H21** market share in passenger cars:  
**3.2%**

Garenta Pro  
fleet size  
**125**

Garenta Day & Moov  
fleet size **1,090**



**ikinciye.com:**  
the leading **second-hand automotive e-commerce** platform in Turkey **sold over 16.000** cars in 2020. With app. **400k members**, the platform daily brings together more than **100 cars** with their new owners.



**MOOV by Garenta** gives drivers the freedom and convenience of renting a vehicle only when they need one and paying only for the time that they actually drive it.



## ANADOLU ISUZU

More than  
**170 k**  
vehicles produced  
in **34**  
years

FY2020 revenues:  
**TL 1.2 bn**

Exports to around  
**60** countries



The first Japanese automotive partnership in Turkey, with Isuzu and Itochu

Turkey's one and only pick-up locally manufactured, recently refreshed with its new generation 1.9lt motor and new face- D-MAX

Patent Leader **R&D** in its segment awarded by its designs

6-16t trucks market leader

One and only IMM (Isuzu Manufacturing Management) Certificate, for bus segment, owner across Europe

## ANADOLU MOTOR

Production, import and distribution of wide-range of industrial engines

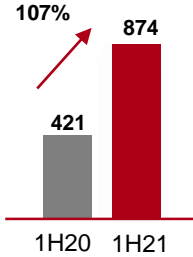
**21,000 m<sup>2</sup>**  
Production, factory, office areas

More than  
**400,000**  
gas and diesel engines manufactured

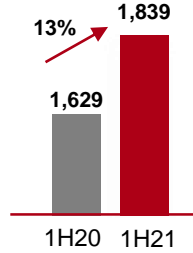
Production capacity of  
**20,000**  
units in one shift



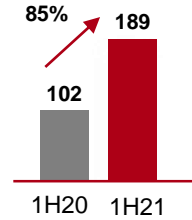
Anadolu Isuzu Net Sales (TL mn)



Çelik Motor Net Sales (TL mn)

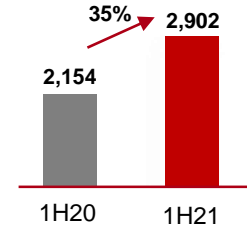


Anadolu Motor Net Sales (TL mn)

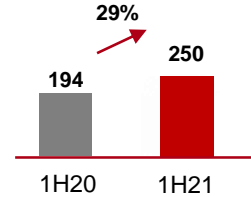


Automotive Segment Performance

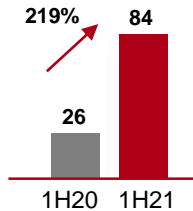
Net Sales (TL mn)



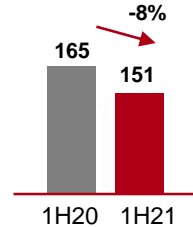
EBITDA (TL mn)



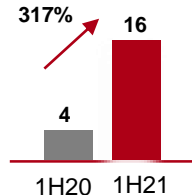
Anadolu Isuzu EBITDA (TL mn)



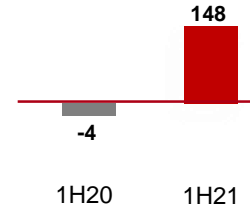
Çelik Motor EBITDA (TL mn)



Anadolu Motor EBITDA (TL mn)



Net Income (TL mn)



- Solid domestic and export sales performance of Anadolu Isuzu
- Strong demand for Honda marine motors and diesel engines, Anadolu Motor EBITDA more than tripled
- Çelik Motor fleet optimization; fleet size down to 1.2K as of end-1H21 vs. 5.4K as of end-1H20



## ADEL KALEMCİLİK

**Leader**  
of the Turkish  
Stationery Sector

**4.500**  
Product varieties in  
Stationery and Toy

**50**  
Export Countries

FY2020  
revenues:  
**TL 391 mn**

**Newest**  
Production Plant in Europe  
**36.000** m<sup>2</sup>  
**300** mn pcs/year

**Unique Ability**  
to produce around **1000**  
different products requiring  
different production techniques

**Environmental**  
**60%** of natural gas need  
provided from waste wood dust

**1995**  
Partnership with Faber-Castell

**2015**  
Introduction of World Class  
Toy Brands in Turkey

**2018**  
Licensed toy and stationery  
producer for Turkish Radio and  
Television Association (TRT)





**247**  
restaurants

Around  
**6,000**  
employees

Serving more than  
**100 mn**  
customers  
in Turkey  
annually

FY2020  
revenues:  
**TL 770 mn**

Operating in  
Turkey since  
**1986**

Under Anadolu  
Grubu  
umbrella since  
**2005**

Turkish  
suppliers  
provide  
**95%**  
of the  
**450**  
items used in  
McDonald's  
restaurants

McDonald's Turkey won  
**24** awards in 2019  
including  
"Circle of Excellence"

## Paravani HEPP\*

The first energy project undertaken by a Turkish company in Georgia since October 2014

**90 MW**

installed capacity

Annual electricity output:

**410 mn kWh**

**100%**

of the electricity produced is sold to Georgia

**FY2020** revenues:  
**TL 96 mn**



\*Sale of 13.51% portion of our shares in Anadolu Kafkasya for an amount of USD 10 mn was completed in 2018; sale of another 14.19% portion for an amount of USD 10.5 mn was finalized in November 2019. Effective shareholding in Anadolu Kafkasya is 61,49%

## Aslancik HEPP

The first investment of Anadolu Group in the energy sector

Installed capacity:

**120 MW**

**FY2020**

revenues:

**TL 155 mn**

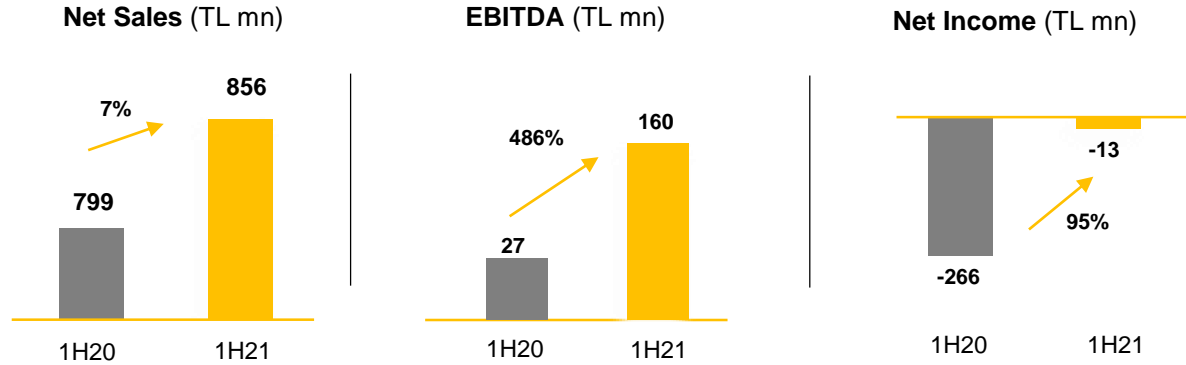
Undertaken jointly with the Doğan and Doğuş Groups

Annual Electricity Output:

**418 mn kWh**



## Energy & Industry Segment Performance



- Segment constituents: Adel, McDonalds, Energy and Real Estate
- Segment profitability was under pressure due to Covid-19, restrictions mainly related to QSR business.
- McDonald's operations on a strong rebound starting in the first half of the year
- Solid Margins on the energy segment. 100% of the electricity produced at GUE sold to Georgia

# Other - Agriculture



**8**  
farms  
**30,000**  
da land  
**1**  
packing  
house

**240,000**  
tons fruit  
processed  
in **3**  
production plants  
in **2020**

The largest fruit  
grower and fruit  
juice producer  
in Turkey

**5 mn**  
Fruit trees

Launched the first  
fruit brand of Turkey  
in Dec. 2015: **Doal**  
Created a new natural  
sugar category with **Doal**  
**Meyveden Şeker** in 2017



# Social Organizations



ANADOLU VAKFI

Projects mainly focusing on education and health

**30,000+** Scholarships

**42,000 +** hours  
Mentoring Support

**50+**  
educational institutions,  
hospitals built

Social Entrepreneurship  
Seminars for **~166,000**  
teachers

**637,000**  
free of charge health  
services provided

Book and Materials  
Support for **55,000 +**  
disadvantaged students

## ANADOLU<sup>H</sup>

In Affiliation with  
JOHNS HOPKINS MEDICINE

Strategic partnership with **Johns  
Hopkins Medicine International**

**657,000** free health care provided to  
more than **50,000** patients

The center employs state-of-the-art  
technology in its **urologic-  
oncology, bone marrow  
transplant**, and **breast-health**  
units in the provision of services that  
focus largely on **oncology-related**  
issues.



**1**  
Koraç Cup  
**1996**

**11**  
Turkish  
Cups  
and

**12**  
Presidential  
Cups

**14**  
Turkish League  
Championships



### Gold Awards

3 Euroleague  
Devotion Marketing  
Awards, 1 EuroLeague  
One Team CSR Award

### Silver Award

1 EuroLeague  
Devotion Marketing  
Award

# FROM ANADOLU TO THE FUTURE

“From Anadolu to the Future” brand which represents the future-oriented sustainability vision of Anadolu Group is created.

Anadolu Group Sustainability Report 2019 is published with GRI formal confirmation.

AG Anadolu Grubu Holding is listed in BIST Sustainability Index.

428  
Projects and Applications

## Alignment of the Projects and Applications of Anadolu Group with the United Nations Sustainable Development Goals (2015-2019)

428 projects/applications are related to one or more Sustainable Development Goals.





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I. Strategical Overview

II. Governance Approach

III. Investment Case

IV. 1H21 Financial Highlights

V. Segmental Operational and Financial Summary

**VI. Financial Summary**

# Segmental Financial Data – 1H21

<i>TL mn</i>	Net Sales	Yearly Change	Gross Profit	Yearly Change	EBITDA	Yearly Change	Net Profit	Yearly Change
<b>Beer</b>	6.976	30%	2.516	28%	664	14%	505	321%
<b>Soft Drinks</b>	9.571	54%	3.356	64%	2.119	75%	1.124	133%
<b>Migros</b>	16.104	22%	3.924	23%	1.340	24%	211	<i>n.m.</i>
<b>Automotive</b>	2.902	35%	446	44%	250	29%	148	<i>n.m.</i>
<b>Energy and Industry</b>	856	7%	222	202%	160	486%	-13	95%
<b>Other</b>	91	23%	66	12%	3	-66%	334	<i>n.m.</i>
<b>Consolidated</b>	35.951	31%	10.472	37%	4.548	44%	882	<i>n.m.</i>

# The star that links Anatolia to the world and the world to Anatolia



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