



AG ANADOLU GRUBU HOLDING

**Investor
Presentation**

March 2022

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. FY2021 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, Uzbekistan, Moldova, Pakistan, Russia, Syria, Tajikistan, Turkmenistan, Ukraine, Jordan

80.000+

Employment

86

Production facilities

8

Sectors

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

100+

Countries exported to

Turnover of TL

82,7 bn in
FY2021

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 Caucasia Energy was established.



1979
Anadolu Foundation was established.



2009
Anadolu Etap was established.

ANADOLU ISUZU

1983
A licensing agreement was made with ISUZU Motors.

MİGROS

2015
Migros stakes were acquired.



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



2017
Anadolu Grubu Holding companies merged under one roof.

ANADOLUTM
In Affiliation with
JOHNS HOPKINS MEDICINE

2005
Anadolu Medical Center was established.



2018
TOGG was established.

2022

Different sectors and companies with prominent int. partners

Beer



- **Anadolu Efes (P)** (Turkey, Russia, Kazakhstan, Georgia, Moldova, Ukraine)

International Partners

ABInBev

Soft Drinks



- **Coca-Cola İçecek (P)** (Turkey, Pakistan, Kazakhstan, Iraq, Azerbaijan, Jordan, Turkmenistan, Kyrgyzstan, Tajikistan, Syria, Uzbekistan)

International Partners

Coca-Cola

Migros



- **Migros (P)** (Turkey, Kazakhstan)

Automotive



- **Anadolu Isuzu (P)**
- **Çelik Motor**
- **Anadolu Motor**

International Partners

ISUZU **KIA**
KOHLER **HONDA**
IN POWER, SINCE 1923. **MARINE**
HONDA

Energy & Industry



- **Adel Kalemcilik (P)**
- **McDonald's**
- **Aslancık Electricity**
- **Anadolu Kafkasya**

International Partners

FABER-CASTELL **McDonald's**

Others



- **Anadolu Etap**
- **Anadolu Foundation**
- **Anadolu Medical Center**
- **A. Efes Sports Club**

(P) Listed companies

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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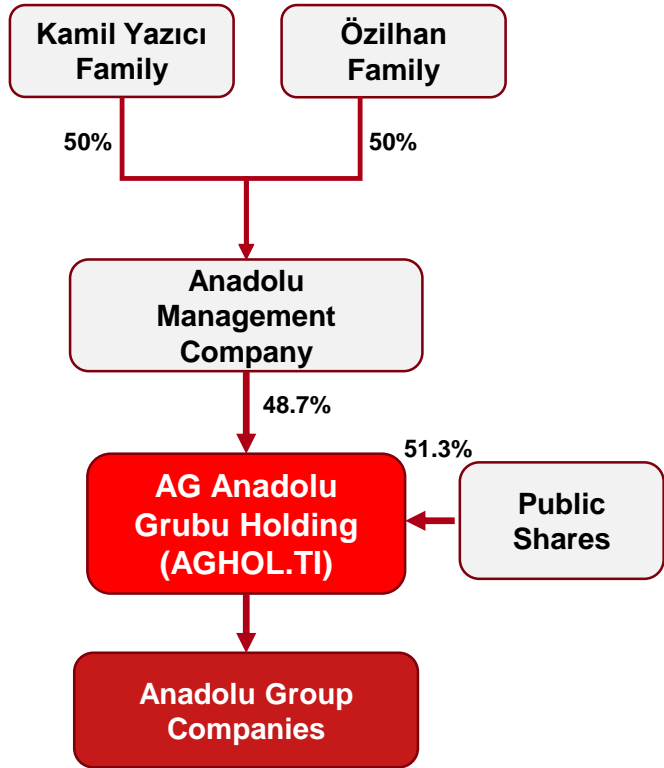
III. Investment Case

IV. FY2021 Financial Highlights

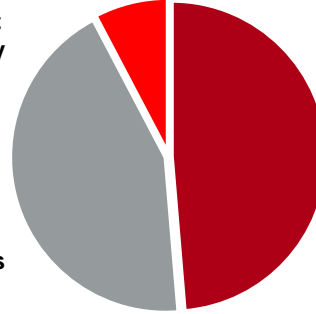
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VI. Financial Summary

Shareholding Structure



Azimet
Portföy
7,7%



Anadolu
Management
Company
48.7%

Public
Shares
43,6%

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%
Total	243.535	100%

- 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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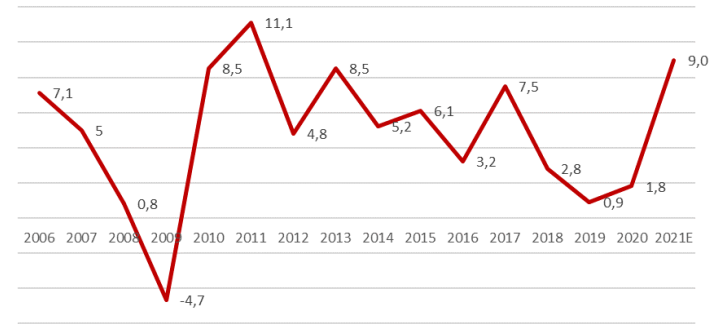
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Investment Case - I

✓ Dominant consumer play

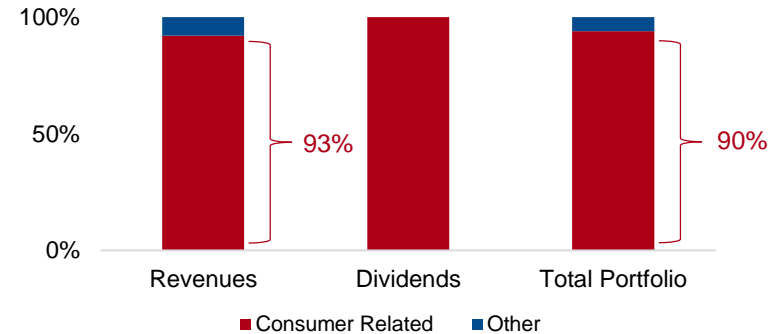
- Extensive range of consumer-products coverage benefiting from a resilient sector mix.
- Young and dynamic population with an average age of around 30.
- Domestic know-how driving international growth.
- Far-reaching distribution network (through beer, soft drinks and automotive operations) and wide-range 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

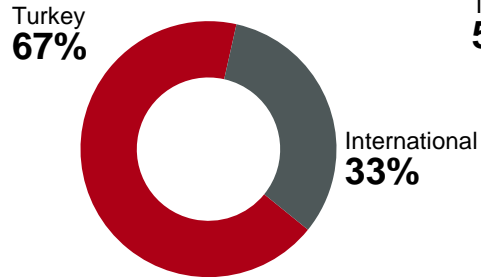


Investment Case - II

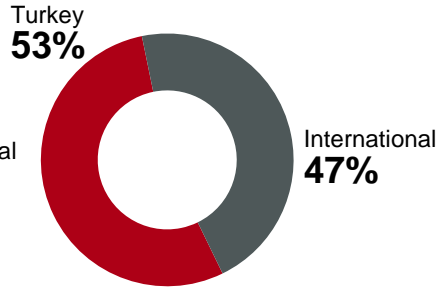
✓ Balanced Geographical Risk

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

Net Sales, FY2021



EBITDA, FY2021



✓ 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

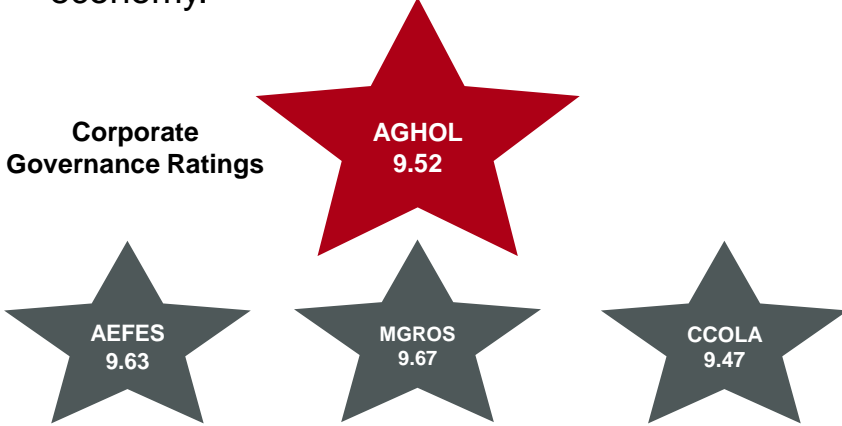
✓ Efficient portfolio management

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.



Solid Track Record

What did we say?

Focus and grow with our core business lines

Tight B/S Management

Net debt/ EBITDA

Strong FCF

Balance sheet optimization

Solo Net Debt FX Protection

Improve profitability

EBITDA Margin

EBITDA Growth

Net Income (TL mn)

Asset optimization

How we are doing

CCI Uzbekistan acquisition, Migros On-line

	2018	2019	2020	2021
Net debt/ EBITDA	3.1x	2.1x	1.5x	1.7x*
FCF	TL 1.6 bn	TL3.6 bn	TL 5.5 bn	TL 6.7 bn
Solo Net Debt FX Protection	16%	53%	87%	~90%
EBITDA Margin	10.9%	13.5%	13.5%	13.4%
EBITDA Growth	23.3%	28.1%	21.4%	32.9%
Net Income (TL mn)	-1.217	-297	-280	1.291

AND Office Building sale

Migros real estate sales

MOOV sale

Anadolu Efes real estate sales

*Netdebt/EBITDA ratio is at 1.3x when calculated excluding the acquisition of CCI Uzbekistan.

What's on the agenda?

- Focus on changes in consumer trends and strengthen our market positioning
- Focus on strong operational performance coupled with profitable growth
- Continue managing risks proactively
- Concentrate on strong FCF generation with tight B\S management
- Optimize our cost structure through active use of operational hedges

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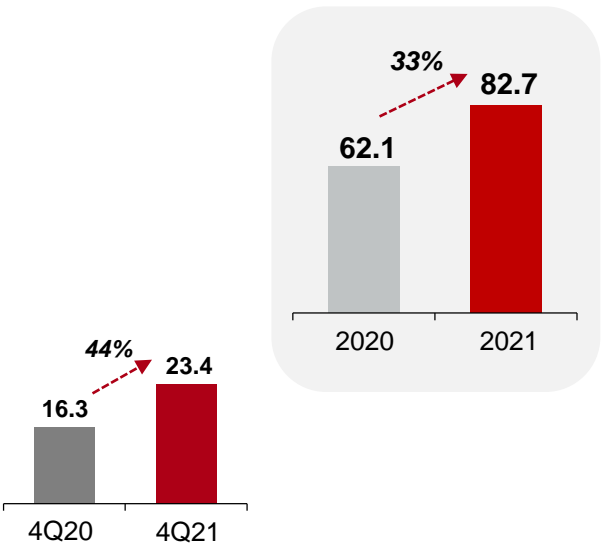
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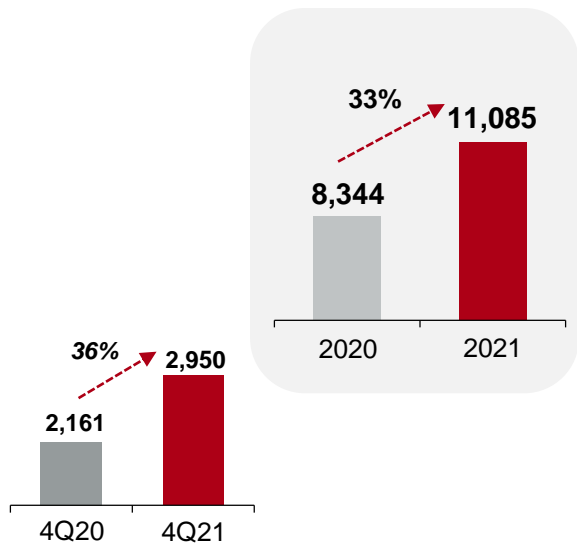
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Key Financial Indicators – 4Q21 & 2021

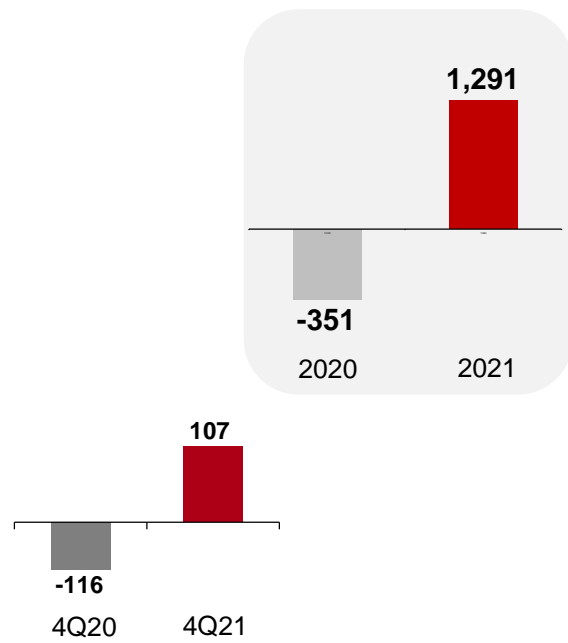
Net Sales (TL bn)



EBITDA (TL mn)



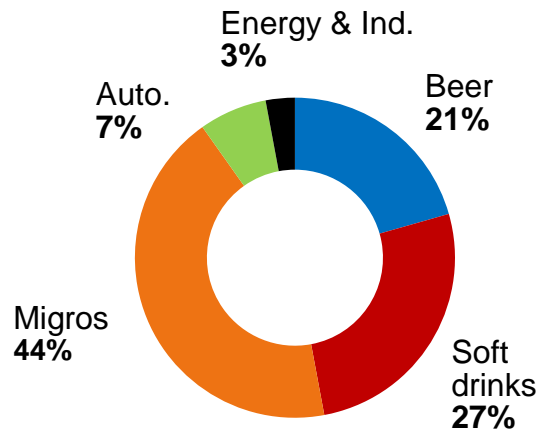
Net Income attributable to parent* (TL mn)



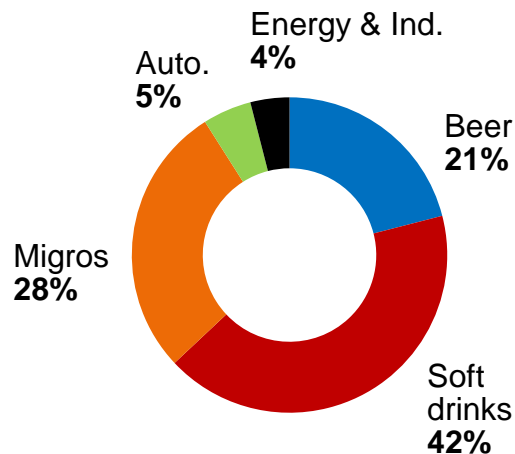
* Adjusted net profit attributable to parent of TL 707 mn in FY 2021 excludes one-off profit/loss related to the sale of subsidiaries AND Anadolu Gayrimenkul Yatırımları A.Ş., Migros Macedonia operations and 75% of Moov and provision of Competition Authority's monetary fine which was paid in February 2022

Segmental Sales and EBITDA Breakdown

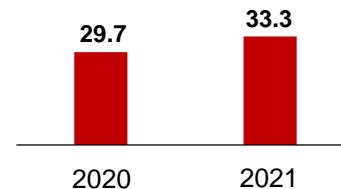
Net Sales



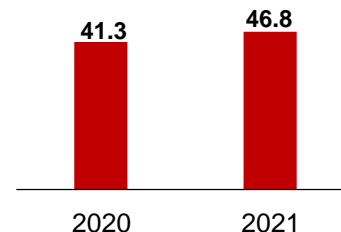
EBITDA



Share of Int. Sales (%)



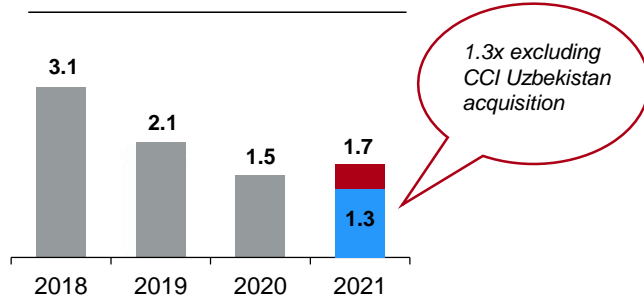
Share of Int. EBITDA (%)



- Share of international revenues increased to 33.3% in 2021 thanks particularly to strong performance of soft drinks' international operations and FX moves.
- Share of int. EBITDA increased from 41.3% in 2020 to 46.8% in 2021 on the back of strong performance of Soft Drinks Segment in international countries and FX

Financial Priorities I: Deleveraging on track

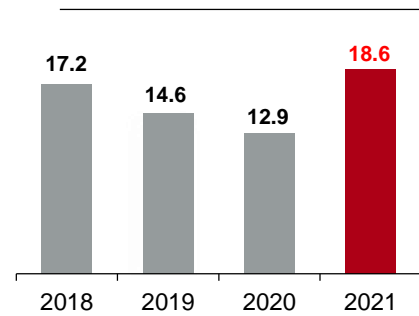
Consolidated
Net Debt / EBITDA (x)



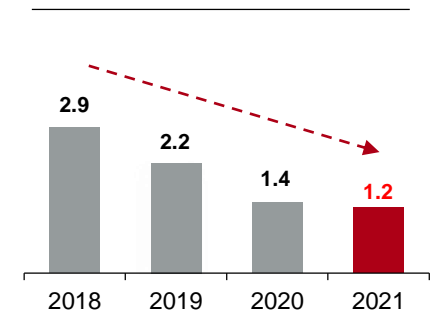
➤ Significant improvement in indebtedness ratios thanks to;

- Operational performance,
- FCF generation
- Balance sheet management, risk mitigation tools
- Idle asset sales

Consolidated
Net Debt* (TL bn)



Consolidated
Net Debt (Euro bn)



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

*incl. IFRS16

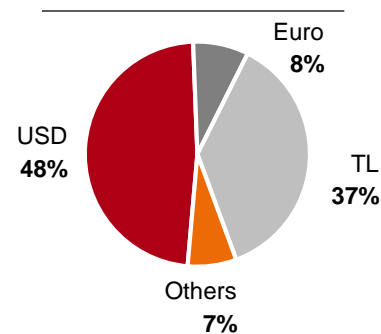
Financial Priorities II: Deleveraging on track

FY2021 (TL mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA*
Beer	11,885	6,119	5,766	2.5
Soft Drinks	9,391	4,215	5,176	1.1
Migros	6,080	3,635	2,445	0.8
Automotive	1,150	806	344	0.6
Energy & Industry	2,295	497	1,798	4.1
Other (incl. Holding)	4,122	1,022	3,100	n.m.
<i> Holding-only</i>	<i>4,121</i>	<i>901</i>	<i>3,220</i>	<i>n.m.</i>
Consolidated	34,863	16,294	18,569	1.7
Consolidated (€ mn)	2,307	1,078	1,229	1.7

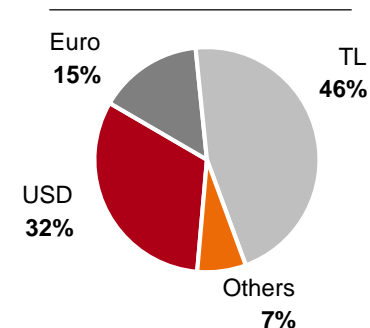
FY2020 (TL mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA*
Beer	6,034	3,880	2,154	1.1
Soft Drinks	6,160	4,684	1,477	0.5
Migros	6,772	3,237	3,536	1.5
Automotive	1,340	459	881	1.4
Energy & Industry	2,491	348	2,143	7.1
Other (incl. Holding)	3,068	335	2,733	n.m.
<i> Holding-only</i>	<i>3,068</i>	<i>288</i>	<i>2,780</i>	<i>n.m.</i>
Consolidated	25,797	12,942	12,854	1.5
Consolidated (€ mn)	2,864	1,437	1,427	1.5

*Including IFRS16, excl. hedging instruments

Breakdown of Gross Debt* (2021)



Breakdown of Gross Debt* (2020)



Financial risk metrics

Low debt ratios despite TL depr.

- ✓ Net debt /EBITDA at 1.7x as end of FY2021 vs. 1.5x as end of FY2020 and 2.1x as end of FY2019 and 3.1x as end of FY2018

LT maturity debt

- ✓ Average consolidated debt maturity of 34 months

Holding-only Cash and Debt

- ✓ Cash TL 901 mn
- ✓ Gross debt TL 4.1 bn
- ✓ Net debt at TL 3.2 bn
- ✓ LT (National) credit rating (TR) AAA, ST (National) credit rating (TR) A1+

Natural hedge in place

- ✓ Share of International sales at 33%, EBITDA at 47%
- ✓ Benefiting from successful geographical diversification

Deleveraging in progress

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

Financial Priorities

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

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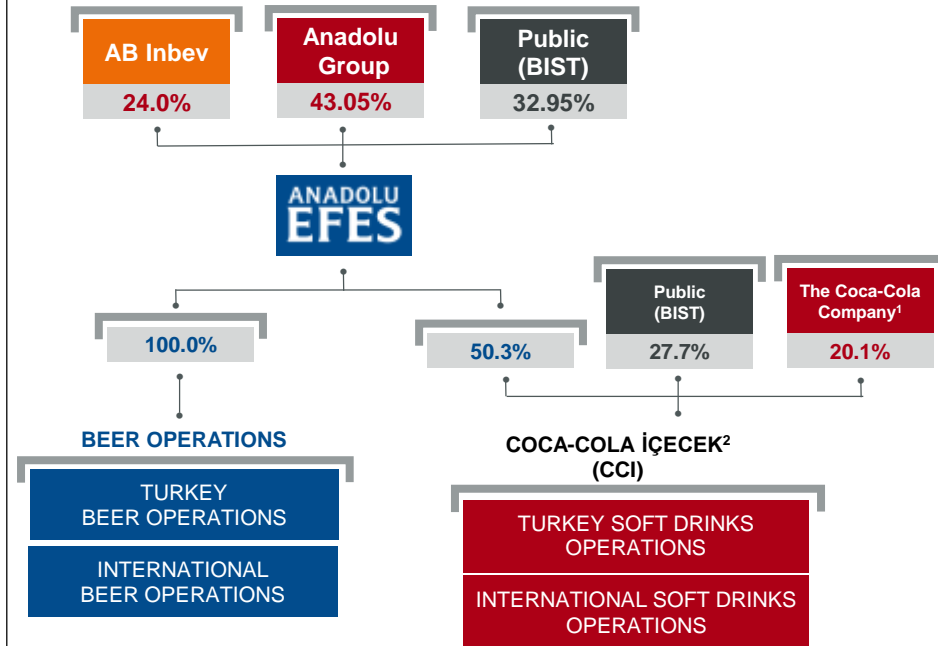
A total beverage company serving more than

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



5th
largest
in Europe

9th
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
53.5 mhl
beer,

399 k
tons malt
production
capacity

FY2021 revenues:
TL17.4 bn

FY2021 EBITDA:
TL 2.4 bn
with EBITDA margin
13.6%

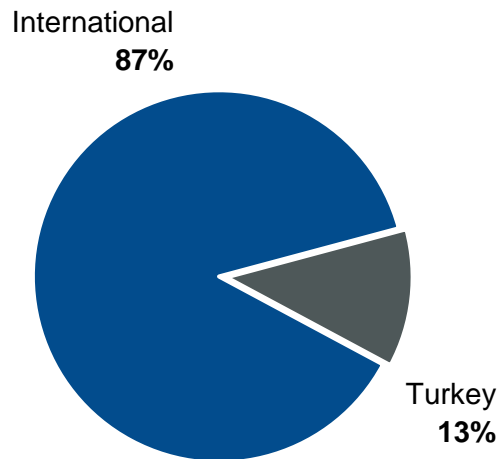
Leader in the Turkish market

Market Leadership in Russia

Strongly positioned in CIS countries

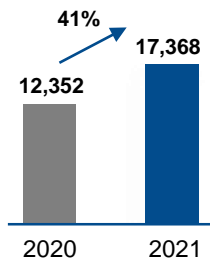
Leader in Kazakhstan, Moldova, Georgia

Volume Breakdown (2021)

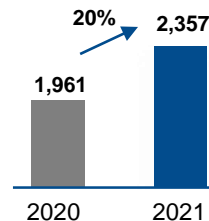


Beer Segment Performance

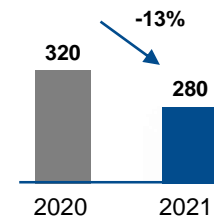
Net Sales (TL mn)



EBITDA (BNRI) (TL mn)



Net Income (TL mn)



- Another successful performance in International Beer Operations with volumes up by 4.6% in 2021 driven by strong performance in global brands, non-alcohol and premium segments
- Turkey beer total sales volume up 5.2% in 2021 supported by double-digit growth in export volumes to China and MENA countries
- Increases in input costs negatively impacted margins
- Solid top-line growth, strong working capital management, prudent capex resulted with a strong TL 1,8 bn FCF more than doubling its level a year ago



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

2021 sales volume
1.4 bn u/c

A total of

26
plants in
11

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

FY2021 revenues:
TL 21.9 bn

FY2021 EBITDA:
TL 4.7 bn

Strong market positions in Sparkling

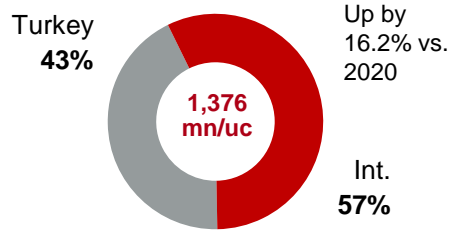
TURKEY 66%	#1
PAKISTAN 50%	#1
KAZAKHSTAN 51%	#1
AZERBAIJAN 73%	#1
KYRGYZSTAN 65%	#1
IRAQ 39%	#2
JORDAN 19%	#2
UZBEKISTAN 52%	#1

Quoted in BIST Corporate Governance and Sustainability Indexes

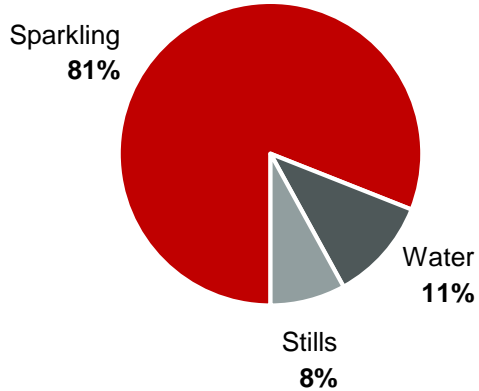
The first & only Turkish company
to be quoted in the UNGC
Compact 100 Index

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

Soft Drinks Sales Volume (2021)

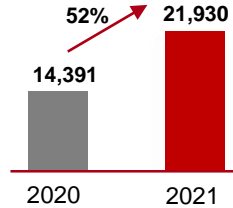


Category Breakdown (2021)

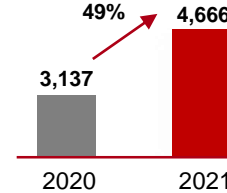


Soft Drinks Segment Performance

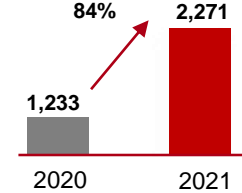
Net Sales (TL mn)



EBITDA (TL mn)



Net Income (TL mn)



- Broad-based volume growth among all operations
- Channel mix improving with vaccinations, increased mobility, and partial recovery in tourism (on-premise 29.5% in 4Q21, 21.0% in 4Q20)
- Despite ongoing commodity price pressures, flattish gross margin thanks to timely price adjustments, hedges, and improvement in package mix.
- Strong top-line growth, profitability combined with tight balance sheet management led to over TL 2bn FCF.



The pioneer of organized retail
in Turkey

17.1%
share in modern FMCG

8.9%
share in total FMCG

A total of
2,565 stores
covering app.

1.7 mn m²

Active Loyalty Card holders

14.3 mn active cards

9 mn loyal households

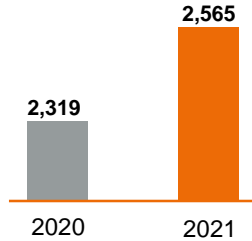
FY2021 revenues:
TL 36.3 bn

FY2021 EBITDA:
TL 3.1 bn
with EBITDA margin
8.4%

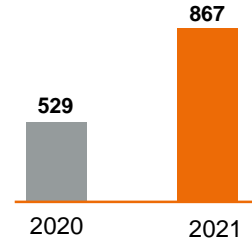
The only food retailer listed in BIST
Sustainability Index for 7 years in a row

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

Number of Stores

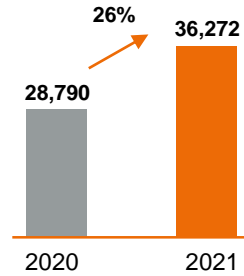


Online Service Stores

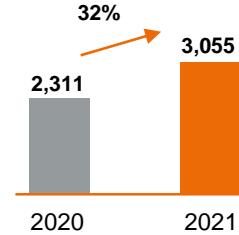


Migros Performance

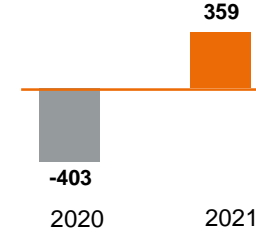
Net Sales (TL mn)



EBITDA (TL mn)



Net Income (TL mn)



- Solid top-line growth in FY 2021 driven by on-line business, store expansion, inflation
- Resilient sales growth in online operations; online share in total sales reached 15.5%
- Accelerated store expansion; 307 new stores in 2021
- Net debt to EBITDA down to 0.8x in 2021YE vs. 1.5x in 2020YE with IFRS 16
- Net cash position of TL 660 mn w/o IFRS 16 as of 2021YE
- No hard currency exposure
- Positive bottom-line performance

ÇELİK MOTOR

Distribution of Kia-branded vehicles and operational leasing activities

FY2021 revenues:
TL 4.3 bn

Leasing and serv. sales: **7%**

Second-hand Sales: **26%**

Car and spare parts sales: **67%**

FY2021 market share in passenger cars:
2.7%



ikinciyeini.com:

the leading **second-hand automotive e-commerce** platform in Turkey **sold over 128K** cars since establishment. 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 **35**
years

FY2021 revenues:
TL 2.7 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

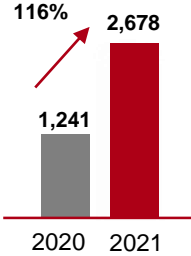
21,000 m²
Production, factory, office areas

More than
400,000
gas and diesel engines manufactured

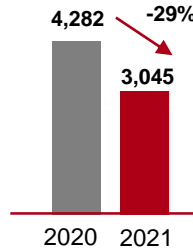
Production capacity of
20,000
units in one shift



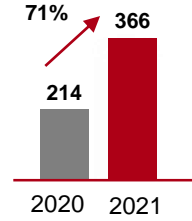
Anadolu Isuzu Net Sales (TL mn)



Çelik Motor Net Sales (TL mn)

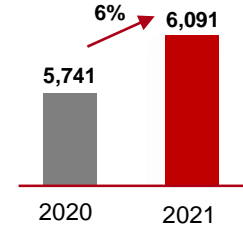


Anadolu Motor Net Sales (TL mn)

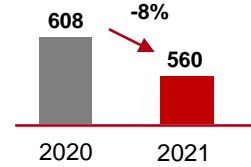


Automotive Segment Performance

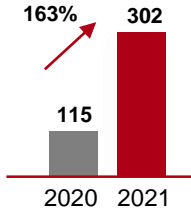
Net Sales (TL mn)



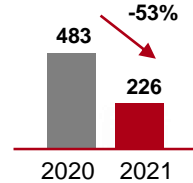
EBITDA (TL mn)



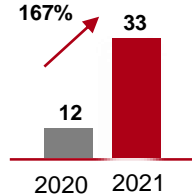
Anadolu Isuzu EBITDA (TL mn)



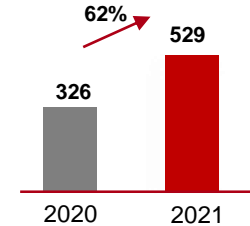
Çelik Motor EBITDA (TL mn)



Anadolu Motor EBITDA (TL mn)



Net Income (TL mn)



- Solid Anadolu Isuzu results across the board with solid top-line growth, margins, FCF, bottom-line
- Anadolu Motor EBITDA almost tripled
- Excluding the auto rental business, auto segment revenues and EBITDA up by 49% and 88% respectively in 2021.
- Sale of Moov shares in 4Q positively impacted the bottom-line



ADEL KALEMCİLİK

Leader

of the Turkish
Stationery Sector

4.500

Product varieties in
Stationery and Toy

50

Export Countries

FY2021
revenues:

TL 486 mn

Newest

Production Plant in Europe

36.000 m²

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)



FABER-CASTELL
since 1761



~**250**
restaurants

Around
7,000
employees

Serving more than
100 mn
customers
in Turkey
annually

FY2021
revenues:
TL 1.4 bn

Operating in
Turkey since
1986

Under Anadolu
Grubu
umbrella since
2005

Turkish
suppliers
provide
98%
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

FY2021 revenues:
TL 128 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

FY2021

revenues:

TL 166 mn

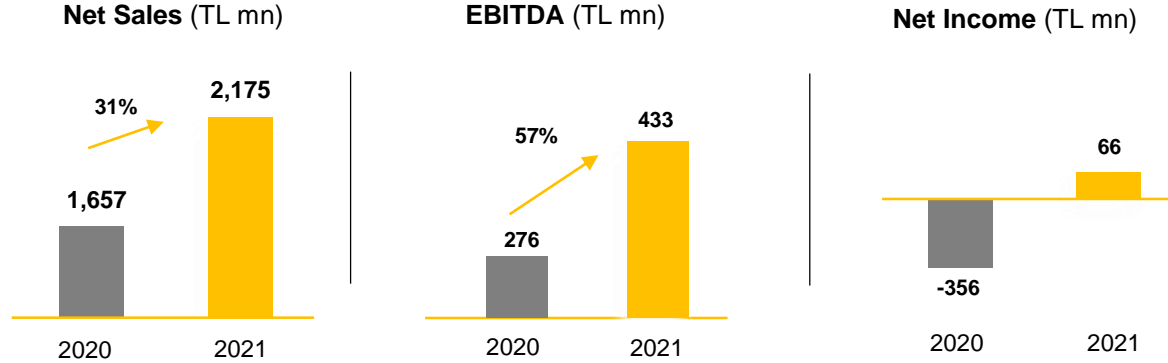
Undertaken jointly with the Doğan and Doğuş Groups

Annual Electricity Output:

418 mn kWh



Energy & Industry Segment Performance



- Segment constituents: Adel, McDonald's, Energy and Real Estate
- Strong McDonald's operational performance with removal of restrictions, delivery business
- Solid results at GUE, 100% of the electricity produced sold to Georgia
- Adel results on a recovery as schools re-opened with face-to-face classes in 2H
- Sharp turnaround at the bottom-line in 2021, segment reported net income of TL 66mn in 2021 vs. 356mn TL loss in 2020

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^H

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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V. Segmental Operational and Financial Summary

VI. Financial Summary

Segmental Financial Data – FY2021

<i>TL mn</i>	Net Sales	Yearly Change	Gross Profit	Yearly Change	EBITDA	Yearly Change	Net Profit	Yearly Change
Beer	17.368	41%	6.435	32%	2.349	20%	280	-12%
Soft Drinks	21.930	52%	7.717	52%	4.666	49%	2.271	84%
Migros	36.272	26%	8.755	29%	3.055	32%	359	<i>n.m.</i>
Automotive	6.091	6%	1.039	10%	560	-8%	529	62%
Energy and Industry	2.175	31%	580	59%	433	57%	66	<i>n.m.</i>
Other	185	18%	146	24%	-5	75%	129	<i>n.m.</i>
Consolidated	82.741	33%	24.548	36%	11.085	33%	1.291	<i>n.m.</i>

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



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