



# 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. 1Q21 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 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.



**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



# Contents



I. Strategical Overview

**II. Governance Approach**

III. Investment Case

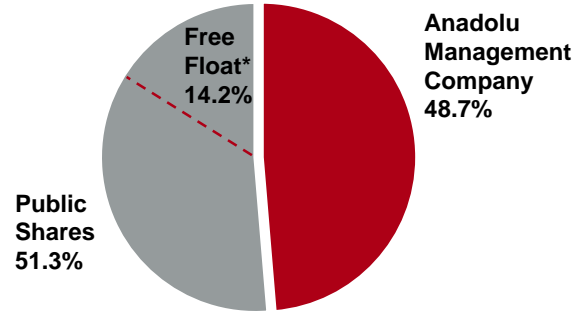
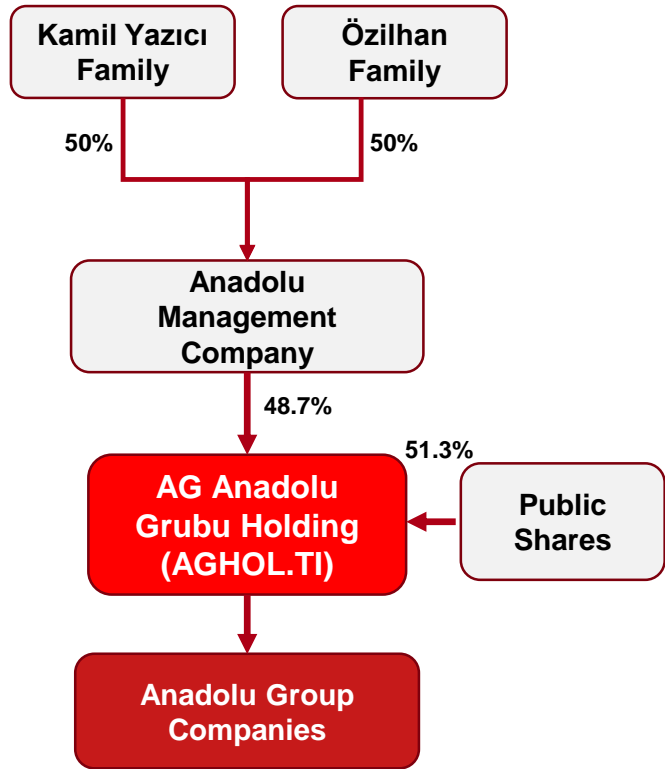
IV. 1Q21 Financial Highlights

V. Segmental Operational and Financial Summary

VI. Financial Summary



# 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.

# Contents



I. Strategical Overview

II. Governance Approach

**III. Investment Case**

IV. 1Q21 Financial Highlights

V. Segmental Operational and Financial Summary

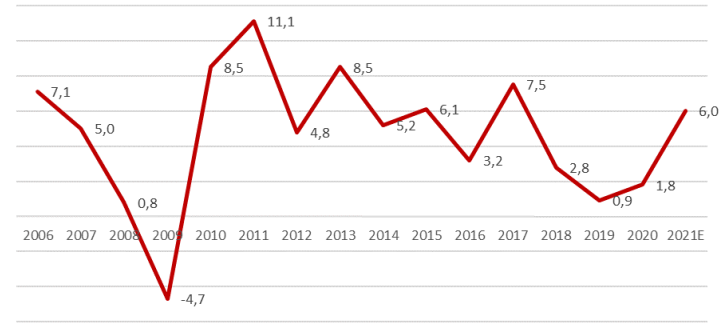
VI. Financial Summary

# Investment Case - I

## ✓ Dominant consumer play

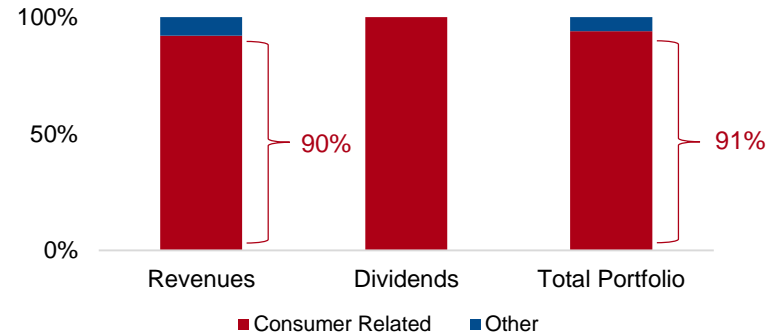
- Extensive range of consumer-products coverage benefiting from a resilient sector mix.
- Young and dynamic population with an average age of around 30.
- Domestic know-how driving international growth.
- Far-reaching distribution network (through beer, soft drinks and automotive operations) and wide-range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

Annual GDP Growth (%)



Source: IMF Expectations

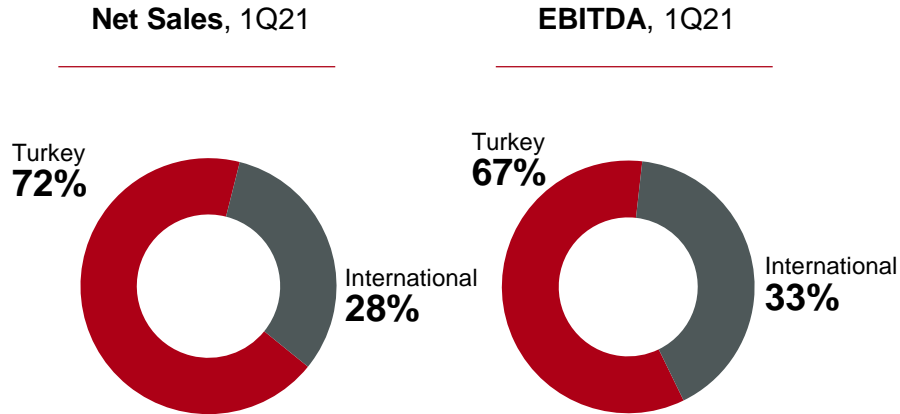
Share of Consumer Related Segments



# Investment Case - II

## ✓ Balanced Geographical Risk

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



## ✓ 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.

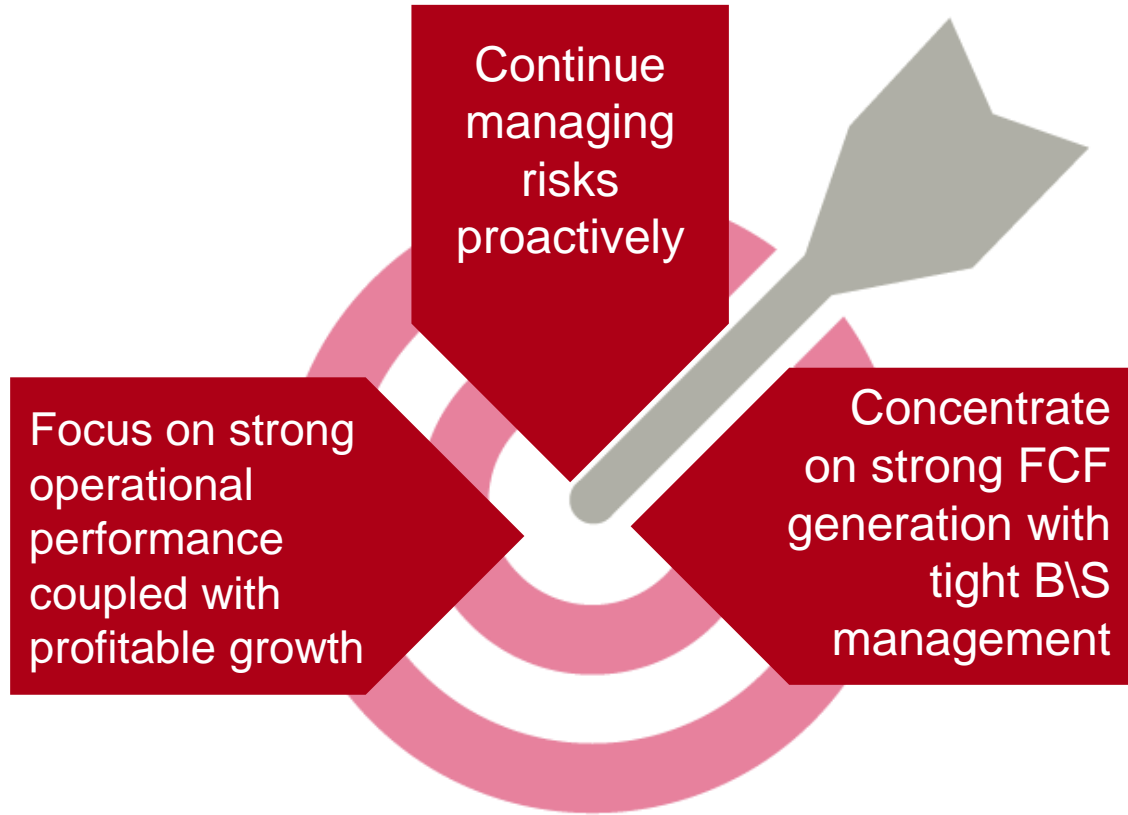


## ✓ Well-governed portfolio play

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?



# Contents



I. Strategical Overview

II. Governance Approach

III. Investment Case

**IV. 1Q21 Financial Highlights**

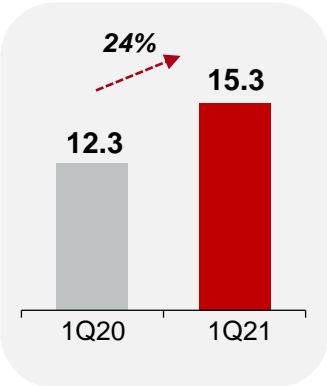
V. Segmental Operational and Financial Summary

VI. Financial Summary

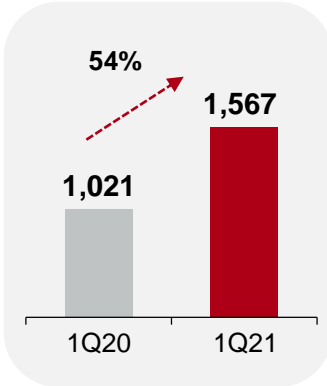


# Key Financial Figures – 1Q21

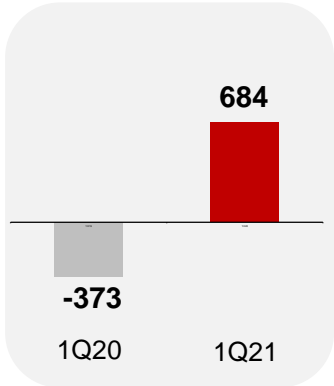
## Net Sales (TL bn)



## EBITDA (TL mn)



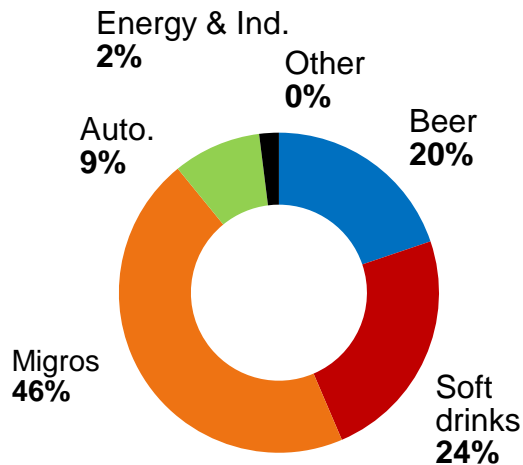
## Net Income\* (TL mn)



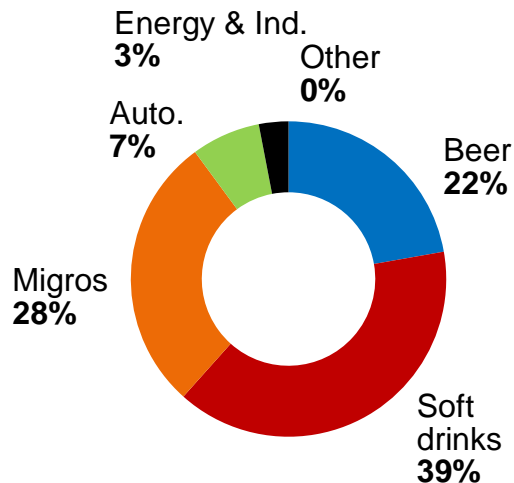
\* Adj. net income would be TL 97 mn in 1Q21 excluding TL 588 mn one-off profit related to the sale of AND Anadolu Gayrimenkul Yatırımları A.Ş. and Migros Macedonia operations.

# Segmental Sales and EBITDA Breakdown

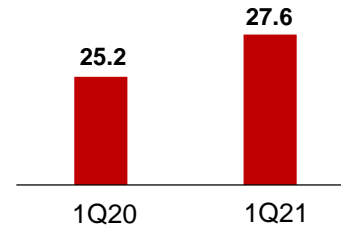
## Net Sales



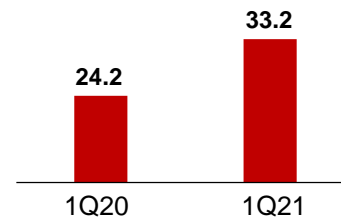
## EBITDA



## Share of Int. Sales (%)



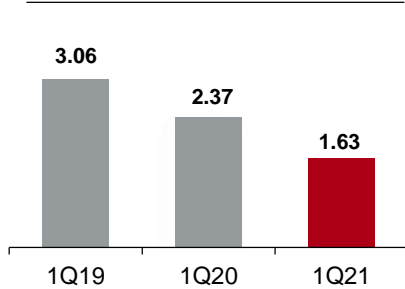
## Share of Int. EBITDA (%)



- Share of international revenues increased to 27.6% thanks particularly to strong performance of soft drinks' international operations.
- Share of int. EBITDA increased from 24.2% to 33.2% in 1Q21 on the back of strong performance of Soft Drinks and Beer Segments in international countries.

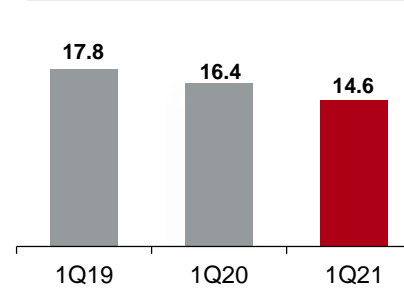
# Financial Priorities I: Deleveraging on track

**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)**



- The share of FX debt at the Holding-only level after the derivatives and cash at hand ;
  - 2018: 83%,
  - 2019: 41%
  - 2020: 8%
  - 1Q21: 7%

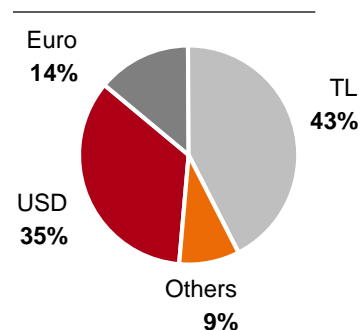
# Financial Priorities II: Deleveraging on track

1Q21 (TL mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA*
Beer	7,105	3,184	3,920	2.0
Soft Drinks	6,306	4,624	1,682	0.5
Migros	5,939	2,345	3,594	1.5
Automotive	1,163	385	777	1.2
Energy & Industry	1,950	156	1,795	5.9
Other (incl. Holding)	3,390	482	2,907	n.m.
<i>  Holding-only</i>	<i>3,390</i>	<i>419</i>	<i>2,971</i>	<i>n.m.</i>
Consolidated	25,793	11,176	14,616	1.6
Consolidated (€ mn)	2,636	1,144	1,494	1.6

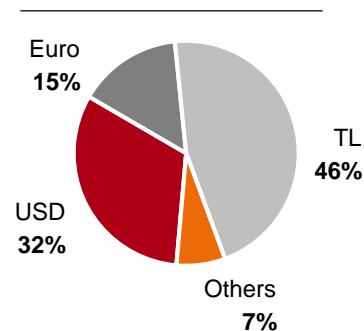
FY2020 (TL mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA*
Beer	6,034	3,864	2,169	1.1
Soft Drinks	6,160	4,684	1,477	0.5
Migros	6,772	3,237	3,536	1.5
Automotive	1,340	459	881	1.4
Energy & Industry	2,491	348	2,143	7.1
Other (incl. Holding)	3,068	335	2,733	n.m.
<i>  Holding-only</i>	<i>3,068</i>	<i>288</i>	<i>2,780</i>	<i>n.m.</i>
Consolidated	25,797	12,927	12,870	1.5
Consolidated (€ mn)	2,864	1,435	1,429	1.5

\*Including IFRS16, excl. hedging instruments

Breakdown of Gross Debt\* (1Q21)



Breakdown of Gross Debt\* (2020)



# Financial risk metrics

Low debt ratios despite TL depr.

- ✓ Net debt /EBITDA at 1.6x as end of 1Q21 vs. 2.4x as end of 1Q20 and 3.1x as end of 1Q19

LT maturity debt

- ✓ Average consolidated debt maturity of 19 months

Holding-only Cash and Debt

- ✓ Cash TL 419 mn
- ✓ Gross debt TL 3.4 bn, 64% Euro
- ✓ Net debt at TL 3.0 bn
- ✓ LT (National) credit rating (TR) AAA, ST (National) credit rating (TR) A1+

Natural hedge in place

- ✓ Share of International sales at 28%, EBITDA at 33%
- ✓ 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**

# Contents



I. Strategical Overview

II. Governance Approach

III. Investment Case

IV. 1Q21 Financial Highlights

**V. Segmental Operational and Financial Summary**

VI. Financial Summary

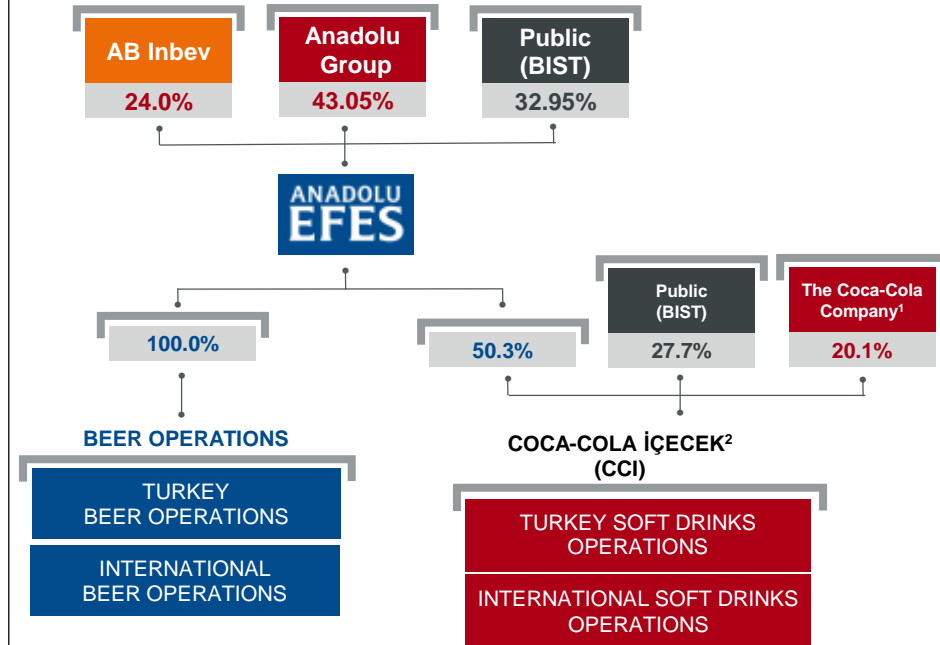
A total beverage company serving more than

**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%**

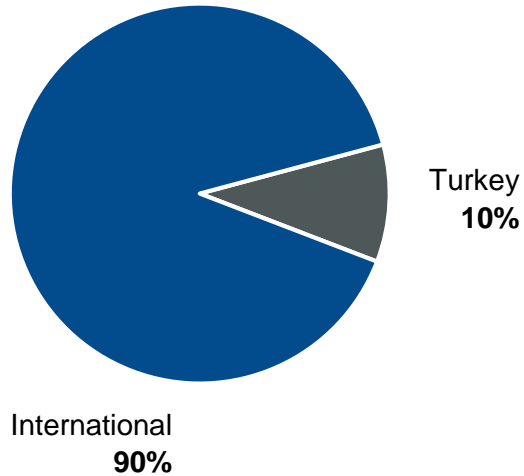
Leader in the Turkish market

Market Leadership in Russia & Ukraine

Strongly positioned in CIS countries

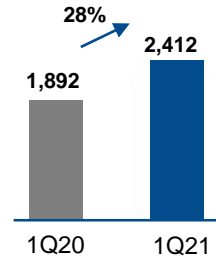
Leader in Kazakhstan, Moldova, Georgia

## Volume Breakdown (1Q21)

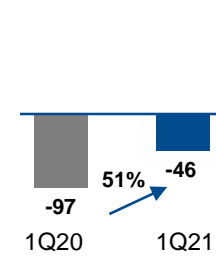


## Beer Segment Performance

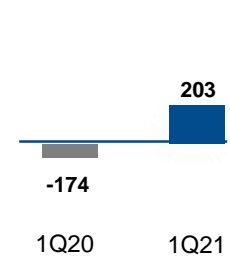
Net Sales (TL mn)



EBITDA (BNRI) (TL mn)



Net Income (TL mn)



- Beer Group sales volume posted a robust performance in the quarter, delivering 4.3% growth year-on-year and reached 7.3 mhl
- Strong performance in Russia and CIS countries
- Net profitability was boosted by the net FX-gain recorded from the repatriated cash from EBI to Anadolu Efes, dividends received from CCI which was related to 2019 profits as well as the income from the sale of the ex-Lüleburgaz brewery land



**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>

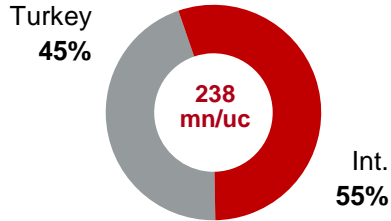
Quoted in BIST Corporate Governance and Sustainability Indexes

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

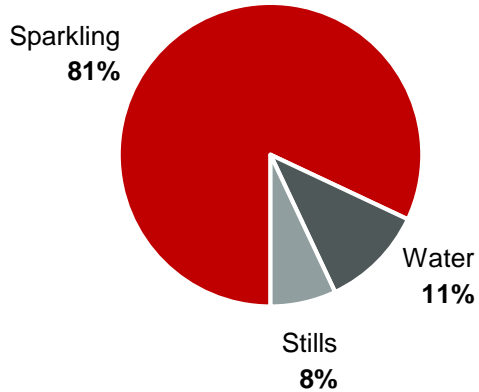
Honored with the Climate Leadership Award by CDP Turkey in performance and transparency categories three times



## Soft Drinks Sales Volume (1Q21)

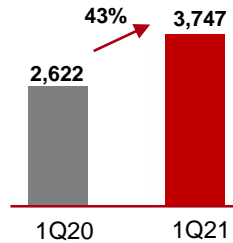


## Category Breakdown (1Q21)

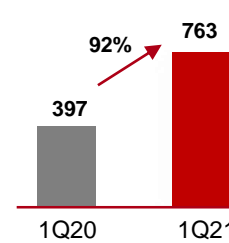


## Soft Drinks Segment Performance

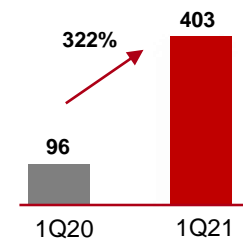
### Net Sales (TL mn)



### EBITDA (TL mn)



### Net Income (TL mn)



- Robust growth in the first three months of 2021, in all markets CCI achieved sales volume growth in 1Q21 vs. 1Q20.
- SKU prioritization, revisiting opex items, and continued discipline in revenue growth management.
- FCF of TL 116 mn in 1Q21 vs. TL 19 mn in 1Q20, thanks to higher operating profitability and continued tight net working capital management.



The pioneer of organized retail in Turkey

**17.2%**  
share in modern FMCG

**9.2%**  
share in total FMCG

A total of  
**2,330** stores  
covering app.

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

Active Loyalty Card holders

**14 mn**, reaching  
**8 mn** active households  
in Turkey

**FY2020** revenues:

**TL 28.8 bn**

**FY2020** EBITDA:

**TL 2.4 bn**

with EBITDA margin

**8.2%**

Divestiture of North Macedonia & Kazakhstan Operations:

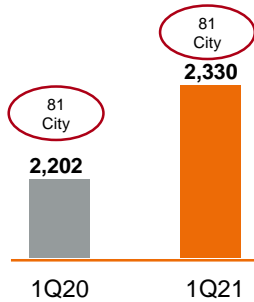
North Macedonia: Preliminary sales agreement, 28 Supermarkets, 1 shopping mall

Kazakhstan: Exited retail business, 1 shopping mall

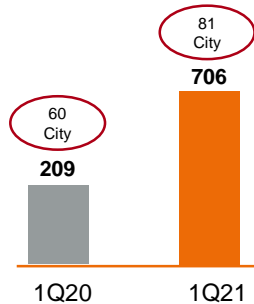
The only food retailer listed in BIST Sustainability Index for 7 years in a row

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

## Number of Stores

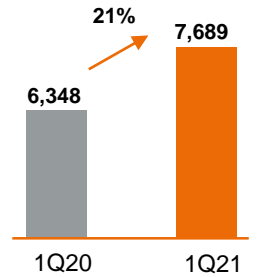


## Online Service Stores

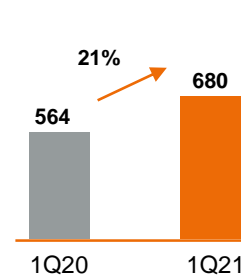


## Migros Performance

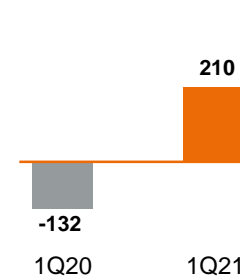
### Net Sales (TL mn)



### EBITDA (TL mn)



### Net Income (TL mn)



- Accelerated sales performance in online channels
- Elevated home consumption
- Gross Euro debt decreased to € 34 mn as end of 1Q21, gross FX debt is nil as of April 2021.
- Net debt to EBITDA down to 1.5x in 1Q21
- One-off income from divested Macedonia operations in the quarter

## 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%**



**FY2020** market share in passenger cars:  
**2.2%**

Garenta Pro  
fleet size  
**830**

Garenta Day & Moov  
fleet size **1,530**



**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

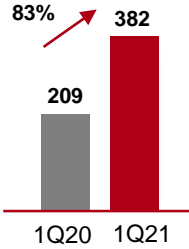
**21,000 m<sup>2</sup>**  
Production, factory, office areas

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

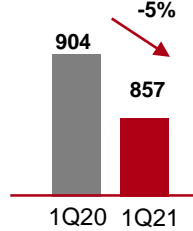
Production capacity of  
**20,000**  
units in one shift



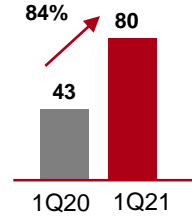
Anadolu Isuzu Net Sales (TL mn)



Çelik Motor Net Sales (TL mn)

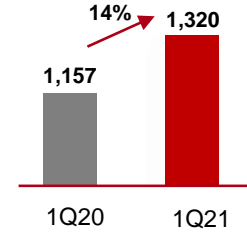


Anadolu Motor Net Sales (TL mn)

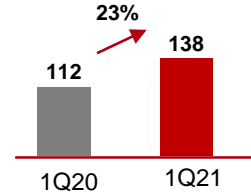


Automotive Segment Performance

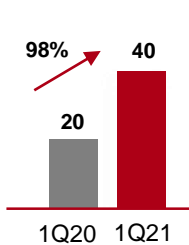
Net Sales (TL mn)



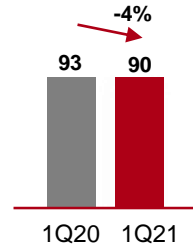
EBITDA (TL mn)



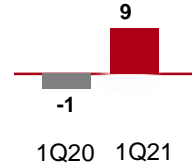
Anadolu Isuzu EBITDA (TL mn)



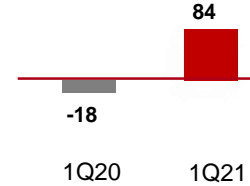
Çelik Motor EBITDA (TL mn)



Anadolu Motor EBITDA (TL mn)



Net Income (TL mn)



- Domestic sales of Anadolu Isuzu increased by 127% YoY in 1Q21 which is higher than commercial vehicle market growth.
- Çelik Motor fleet size down to only 1.4K as end of 1Q21.



## 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)



**FABER-CASTELL**  
since 1761



**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**

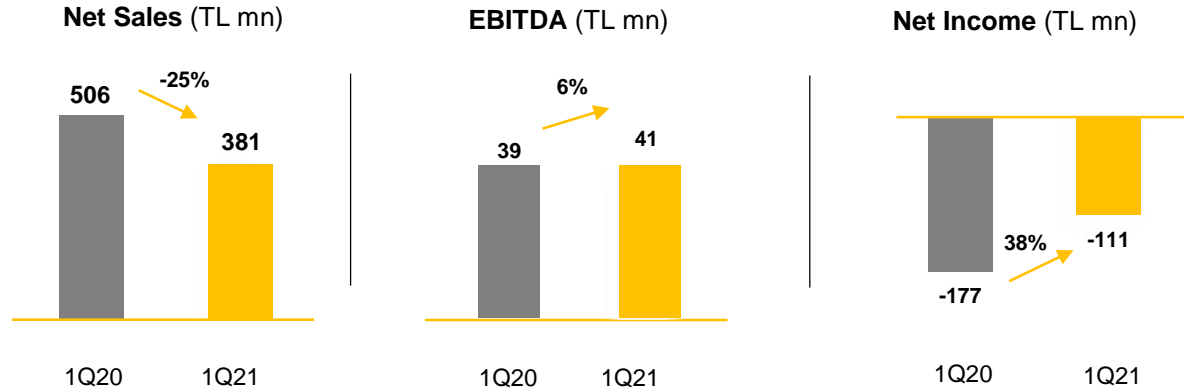
Undertaken jointly with the Doğan and Doğuş Groups

Annual Electricity Output:

**418 mn kWh**



## Energy & Industry Segment Performance



- Segment constituents: Adel, McDonalds, Energy and Real Estate company
- Measures taken such as closure of restaurants and schools have an adverse affect specially on McDonald's and Adel.
- 100% of the electricity produced at GUE sold to Georgia
- Sale of our real estate company AND Anadolu Gayrimenkul Yatırımları A.Ş. was completed

# 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.

4  
2  
8

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.





# Contents



I. Strategical Overview

II. Governance Approach

III. Investment Case

IV. 1Q21 Financial Highlights

V. Segmental Operational and Financial Summary

**VI. Financial Summary**

# Segmental Financial Data – 1Q21

<i>TL mn</i>	Net Sales	Yearly Change	Gross Profit	Yearly Change	EBITDA	Yearly Change	Net Profit	Yearly Change
<b>Beer</b>	2.412	27%	693	36%	-48	-51%	203	<i>n.m.</i>
<b>Soft Drinks</b>	3.747	43%	1.267	54%	763	92%	403	322%
<b>Migros</b>	7.689	21%	2.122	25%	680	21%	210	<i>n.m.</i>
<b>Automotive</b>	1.320	14%	220	30%	138	23%	84	<i>n.m.</i>
<b>Energy and Industry</b>	381	-25%	67	-8%	41	6%	-111	37%
<b>Other</b>	40	6%	33	9%	1	-84%	450	<i>n.m.</i>
<b>Consolidated</b>	15.348	24%	4.365	34%	1.567	53%	684	<i>n.m.</i>

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



## Disclaimer Statement:

AG Anadolu Grubu Holding has prepared this document for the sole purpose of providing information which may include forward looking projections and statements about the Company. All opinions and estimates contained in this document constitute Company's judgement as of the date of this document and are subject to change without notice. The company does not accept any liability whatsoever for any direct or consequential loss arising from any use of this document or contents. This document cannot be copied, disclosed or distributed to any person other than the person to whom the document and/or information delivered or sent by AG Anadolu Grubu Holding.