

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. 9M21 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

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.

ANADOLU

In Affiliation with
JOHNS HOPKINS MEDICINE

2005
Anadolu Medical Center was established.



2017
Anadolu Grubu Holding companies merged under one roof.

MİGROS

2015
Migros stakes were acquired.

2021

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
since 1773



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



Contents



I. Strategical Overview

II. Governance Approach

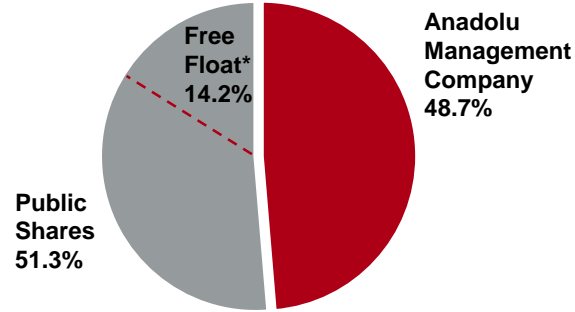
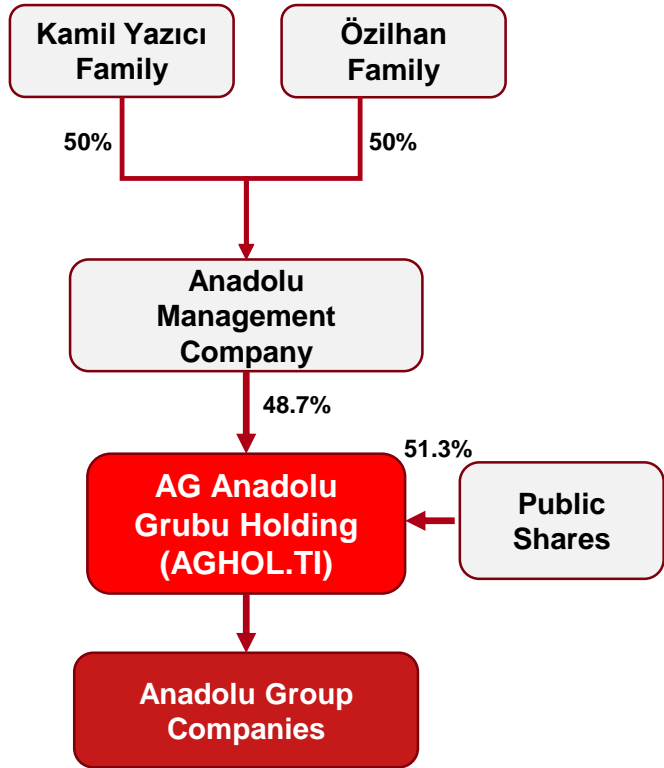
III. Investment Case

IV. 9M21 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%
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.

Contents



I. Strategical Overview

II. Governance Approach

III. Investment Case

IV. 9M21 Financial Highlights

V. Segmental Operational and Financial Summary

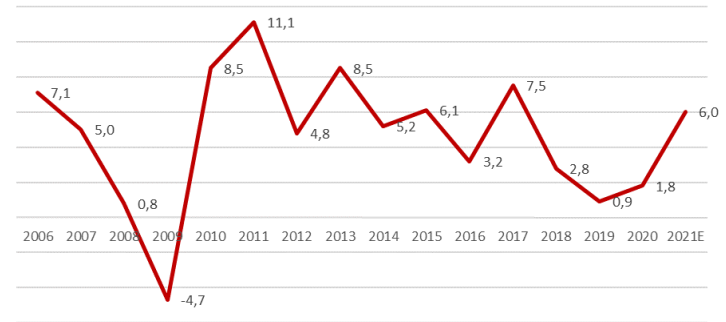
VI. Financial Summary

Investment Case - I

✓ Dominant consumer play

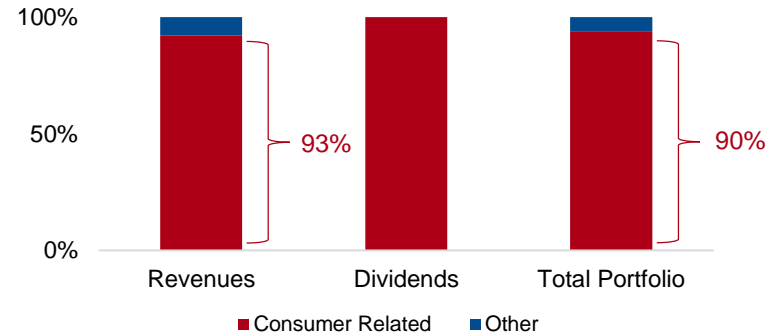
- Extensive range of consumer-products coverage benefiting from a resilient sector mix.
- Young and dynamic population with an average age of around 30.
- Domestic know-how driving international growth.
- Far-reaching distribution network (through beer, soft drinks and automotive operations) and wide-range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

Annual GDP Growth (%)



Source: IMF Expectations

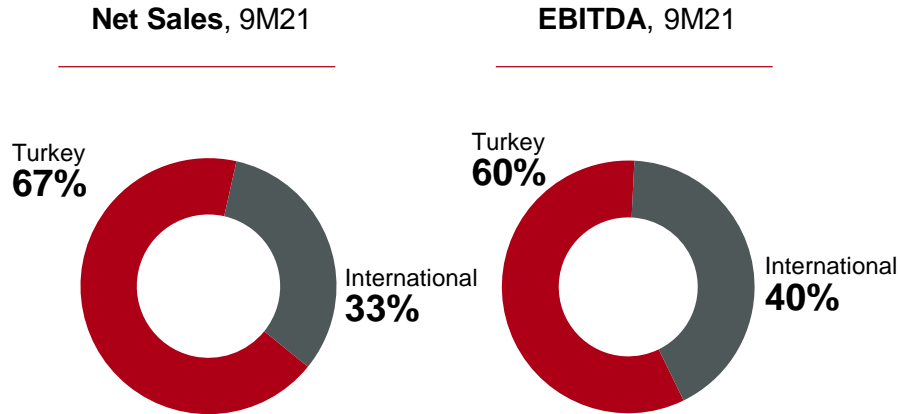
Share of Consumer Related Segments



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.



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	9M21
Net debt/ EBITDA	3.1x	2.1x	1.5x	1.2x
FCF	TL 1.6 bn	TL3.6 bn	TL 5.5 bn	TL 6.0 bn
Solo Net Debt FX Protection	16%	53%	87%	100%
EBITDA Margin	10.9%	13.5%	13.5%	13.7%
EBITDA Growth	23.3%	28.1%	21.4%	31.6%
Net Income (TL mn)	-1.217	-297	-280	1.184

AND Office Building sale

Migros real estate sales

MOOV sale

Anadolu Efes real estate sales

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

Contents



I. Strategical Overview

II. Governance Approach

III. Investment Case

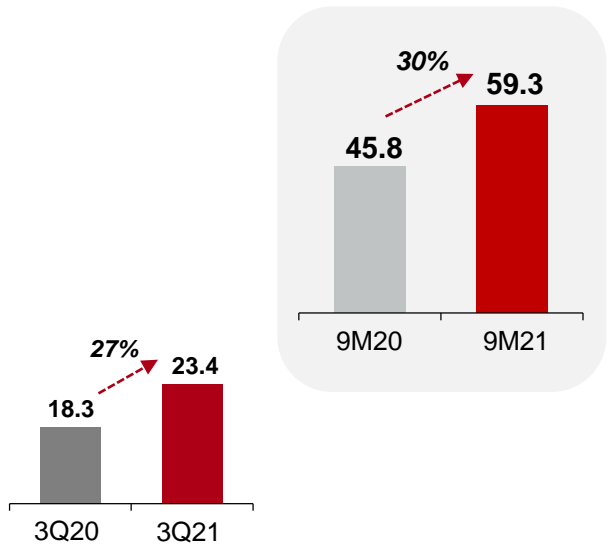
IV. 9M21 Financial Highlights

V. Segmental Operational and Financial Summary

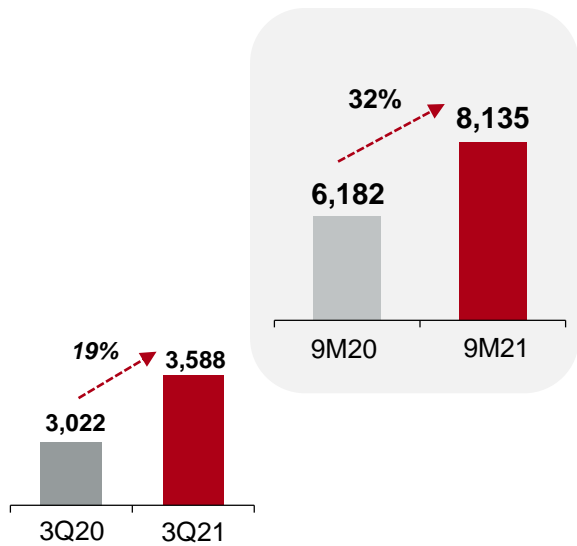
VI. Financial Summary

Key Financial Indicators – 3Q21 & 9M21

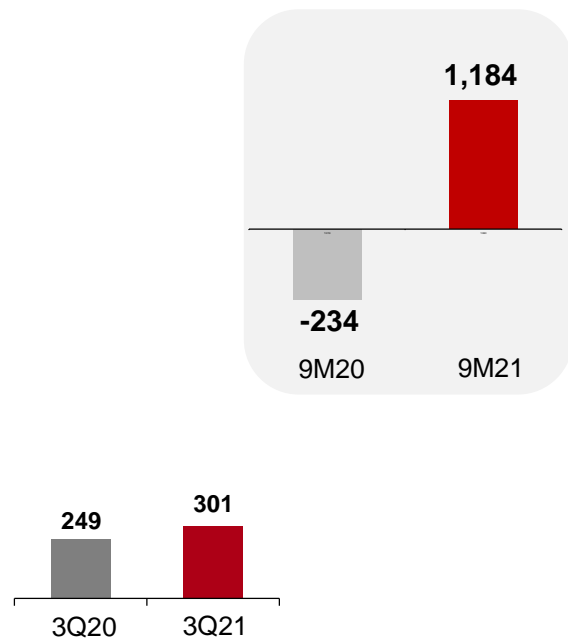
Net Sales (TL bn)



EBITDA (TL mn)



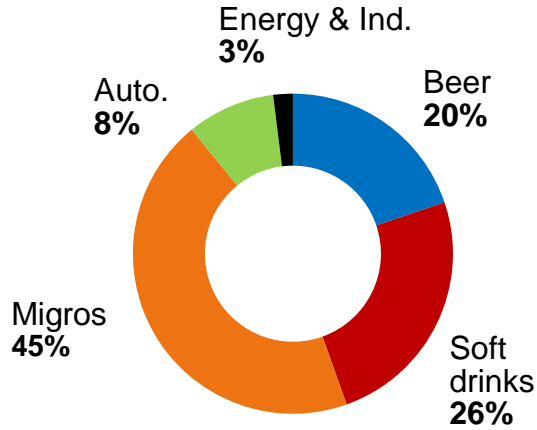
Net Income* (TL mn)



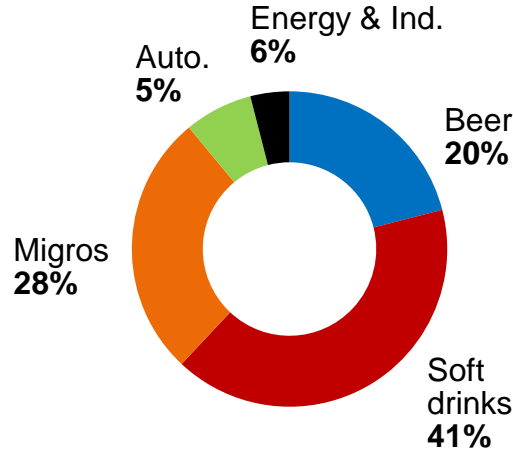
* Adjusted net income of TL 596 mn in 9M21, excludes TL 588 mn one-off profit related to the sale of subsidiaries AND Anadolu Gayrimenkul Yatırımları A.Ş. and Migros Macedonia operations.

Segmental Sales and EBITDA Breakdown

Net Sales

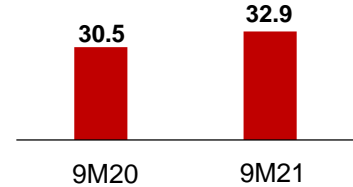


EBITDA

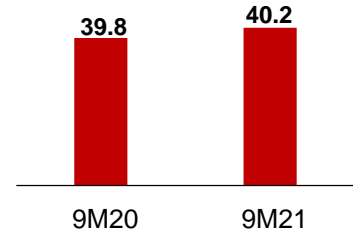


- Share of int. revenues increased to 32.9% in 9M21 thanks particularly to strong performance of Soft Drinks' international operations.
- Share of int. EBITDA increased from 39.8% in 9M20 to 40.2% in 9M21 on the back of strong performance on Soft Drinks Segment in international countries.

Share of Int. Sales (%)

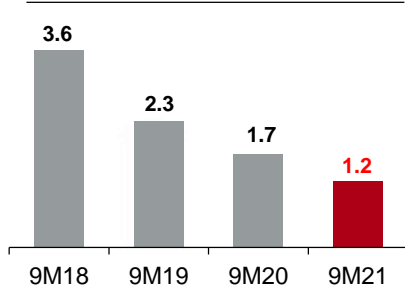


Share of Int. EBITDA (%)



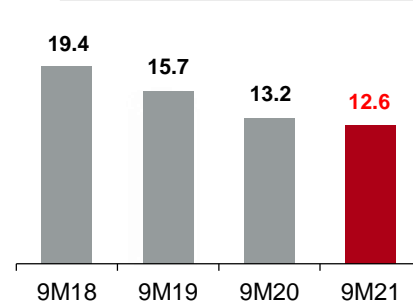
Financial Priorities I: Deleveraging on track

Consolidated
Net Debt / EBITDA (x)

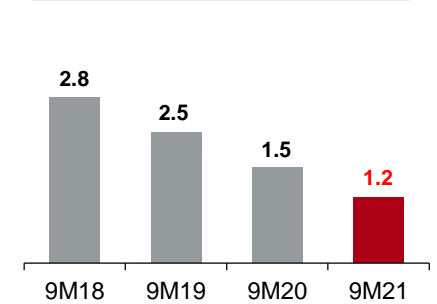


- Significant improvement in indebtedness ratios due to:
 - Operational performance,
 - FCF generation
 - Balance sheet management, risk mitigation tools
 - Idle asset sales

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
- 100% of FX debt at the Holding-only level is protected

*incl. IFRS16

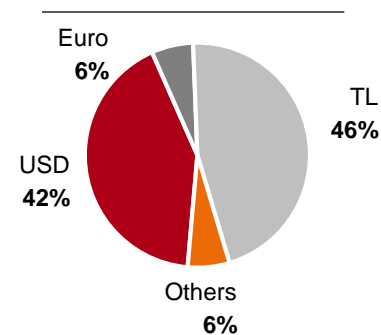
Financial Priorities II: Deleveraging on track

As of end-9M21 (TL mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA*
Beer	8,223	4,708	3,515	1.7
Soft Drinks	6,372	4,634	1,739	0.4
Migros	5,940	3,202	2,738	1.0
Automotive	1,090	760	330	0.6
Energy & Industry	1,839	173	1,666	3.0
Other (incl. Holding)	3,192	493	2,699	n.m.
<i> Holding-only</i>	<i> 3,191</i>	<i> 431</i>	<i> 2,760</i>	<i> n.m.</i>
Consolidated	26,594	13,970	12,623	1.2
Consolidated (€ mn)	2,584	1,357	1,226	1.2

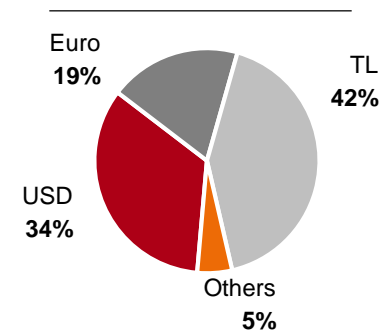
As of end-9M20 (TL mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA*
Beer	6,159	3,781	2,378	1.3
Soft Drinks	6,382	4,832	1,550	0.5
Migros	6,485	3,267	3,218	1.5
Automotive	1,497	396	1,101	1.9
Energy & Industry	2,591	179	2,412	19.3
Other (incl. Holding)	3,013	426	2,587	n.m.
<i> Holding-only</i>	<i> 3,013</i>	<i> 370</i>	<i> 2,643</i>	<i> n.m.</i>
Consolidated	26,058	12,882	13,176	1.7
Consolidated (€ mn)	2,899	1,411	1,488	1.7

*Including IFRS16, excl. hedging instruments

Breakdown of Gross Debt* (9M21)



Breakdown of Gross Debt* (9M20)



Financial risk metrics

Low debt ratios despite TL depr.

- ✓ Net debt /EBITDA at 1.2x as end of 9M21 vs. 3.6x as end of 9M18 and 2.3x as end of 9M19 and 1.7x as end of 9M20

LT maturity debt

- ✓ Average consolidated debt maturity of 30 months

Holding-only Cash and Debt

- ✓ Cash TL 431 mn
- ✓ Gross debt TL 3.2 bn, 31% Euro
- ✓ Net debt at TL 2.8 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 40%
- ✓ 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. 9M21 Financial Highlights

V. Segmental Operational and Financial Summary

VI. Financial Summary

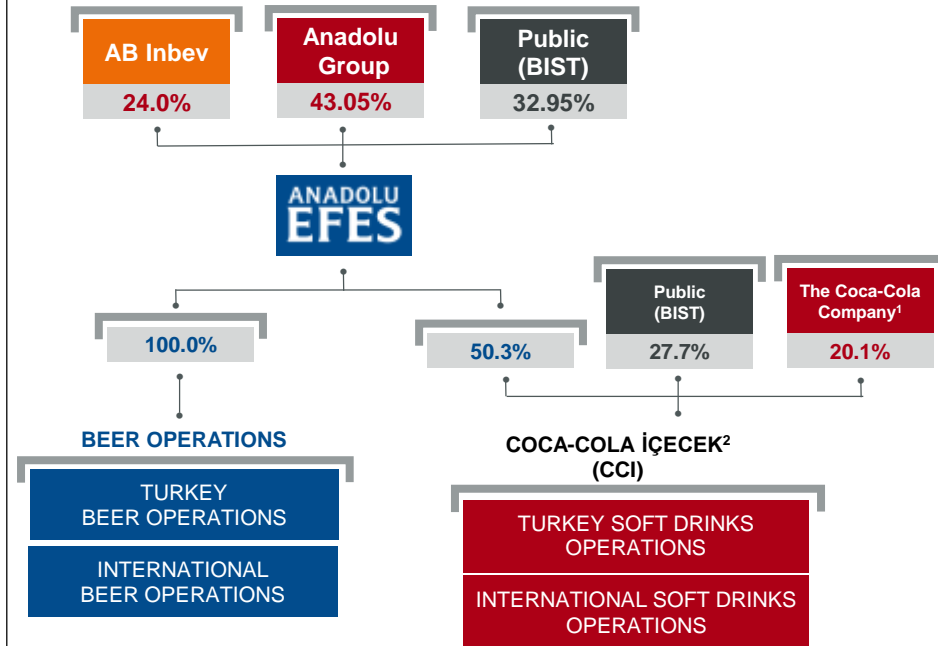
A total beverage company serving more than

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



5th
largest
in Europe

10th
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%

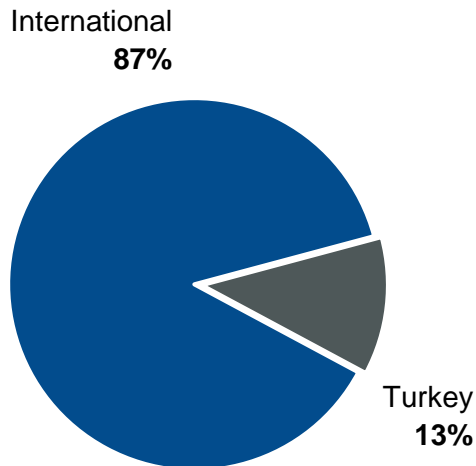
Leader in the Turkish market

Market Leadership in Russia & Ukraine

Strongly positioned in CIS countries

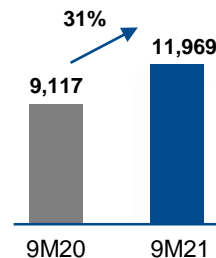
Leader in Kazakhstan, Moldova, Georgia

Volume Breakdown (9M21)

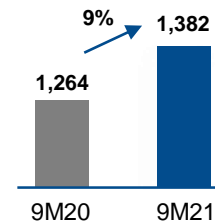


Beer Segment Performance

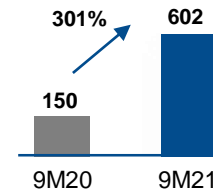
Net Sales (TL mn)



EBITDA (BNRI) (TL mn)



Net Income (TL mn)



- The volume growth was attributable to the strong performance achieved in international beer operations, 9M21 beer group volumes marked a YoY increase of 4.3% reaching 29.2 mhl.
- The strong topline performance in international beer operations was assisted by higher volumes as well as better pricing.
- Increase in raw material and commodity prices had a negative impact on gross profitability.
- FCF in 9M21 reached TL 1.5 bn vs. TL 687 mn 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

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

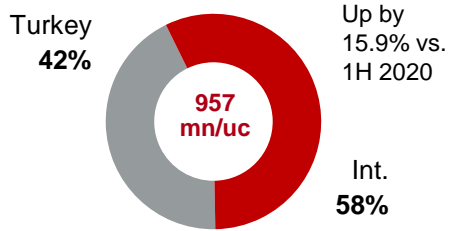
TURKEY 66%	#1
PAKISTAN 51%	#1
KAZAKHSTAN 52%	#1
AZERBAIJAN 85%	#1
KYRGYZSTAN 70%	#1
IRAQ 42%	#2
JORDAN 22%	#2

Quoted in BIST Corporate Governance
and Sustainability Indexes

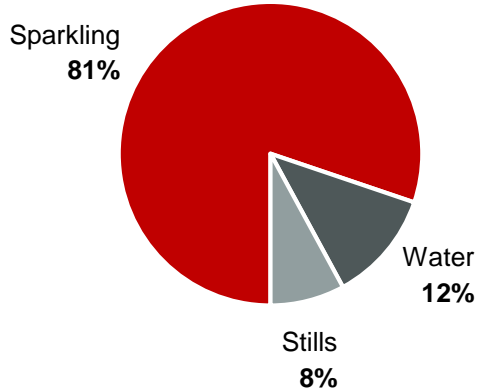
The first & only Turkish company
to be quoted in the UNGC
Compact 100 Index

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

Soft Drinks Sales Volume (9M21)

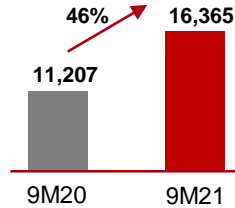


Category Breakdown (3Q21)

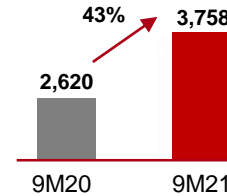


Soft Drinks Segment Performance

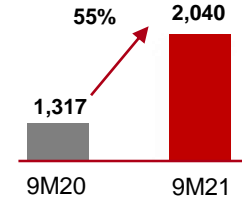
Net Sales (TL mn)



EBITDA (TL mn)



Net Income (TL mn)



- Business benefited from the increased mobility and eased restrictions as vaccinations gathered pace in most the key markets during 3Q.
- Turkey operation had a very successful quarter, achieving the highest summer season sales.
- Hedged the majority the commodity needs for 2021, pressure of high commodity prices cost base was limited.
- FCF increased reached TL 2.5 bn in 9M21 vs TL 1.9 mn in 9M20; Disciplined CapEx management and tight working capital management, along with strong profitability resulted in solid cash generation.



The pioneer of organized retail
in Turkey

17.1%
share in modern FMCG

8.9%
share in total FMCG

A total of
2,484 stores
covering app.

1.6 mn m²

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:

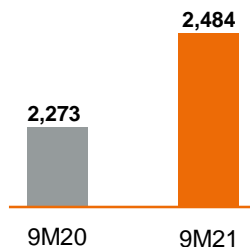
North Macedonia: Preliminary sales agreement,
28 Supermarkets, 1 shopping mall

Kazakhstan: Exited retail business, 1 shopping
mall

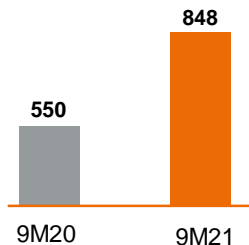
The only food retailer listed in BIST
Sustainability Index for 7 years in a row

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

Number of Stores

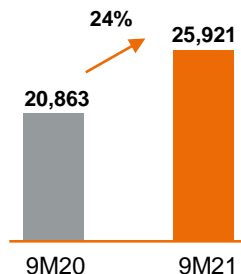


Online Service Stores

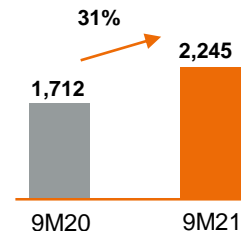


Migros Performance

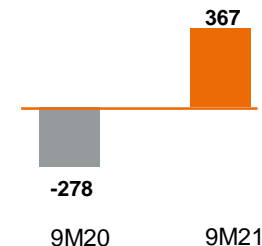
Net Sales (TL mn)



EBITDA (TL mn)



Net Income (TL mn)



- Strong recovery in large stores and continuing sales growth momentum in online operations.
- Solid performance of our stores located in touristic areas mostly in Southern Turkey
- Online share to total sales at 14.5% in 9M21 (w/o tobacco and alcohol)
- Net debt to EBITDA ratio and the balance sheet continued to improve in 3Q 2021.
- The Company has a net cash position as of the end of 3Q 2021 (without IFRS 16 impact).
- The company revised its top-line growth guidance from 18-20% to 23% for 2021YE

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

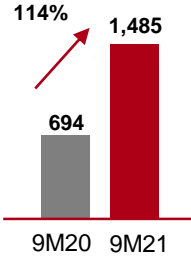
21,000 m²
Production, factory, office areas

More than
400,000
gas and diesel engines manufactured

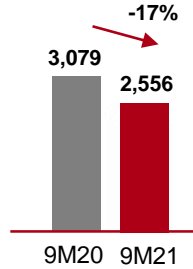
Production capacity of
20,000
units in one shift



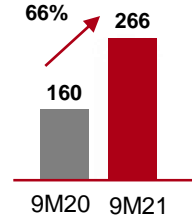
Anadolu Isuzu Net Sales (TL mn)



Çelik Motor Net Sales (TL mn)

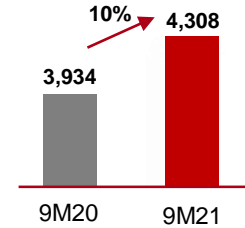


Anadolu Motor Net Sales (TL mn)

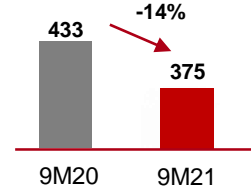


Automotive Segment Performance

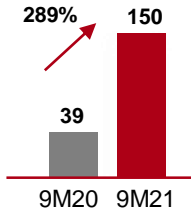
Net Sales (TL mn)



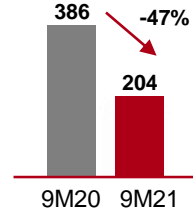
EBITDA (TL mn)



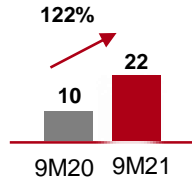
Anadolu Isuzu EBITDA (TL mn)



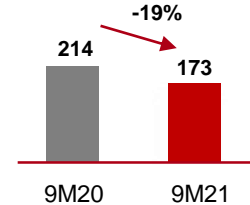
Çelik Motor EBITDA (TL mn)



Anadolu Motor EBITDA (TL mn)



Net Income (TL mn)



- Solid domestic and export sales performance of Anadolu Isuzu during the year
- Strong demand for Honda marine motors and diesel engines, Anadolu Motor EBITDA more than doubled
- Limited contraction at the top-line of Çelik Motor despite the lack second hand sales vs. last year.



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 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



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

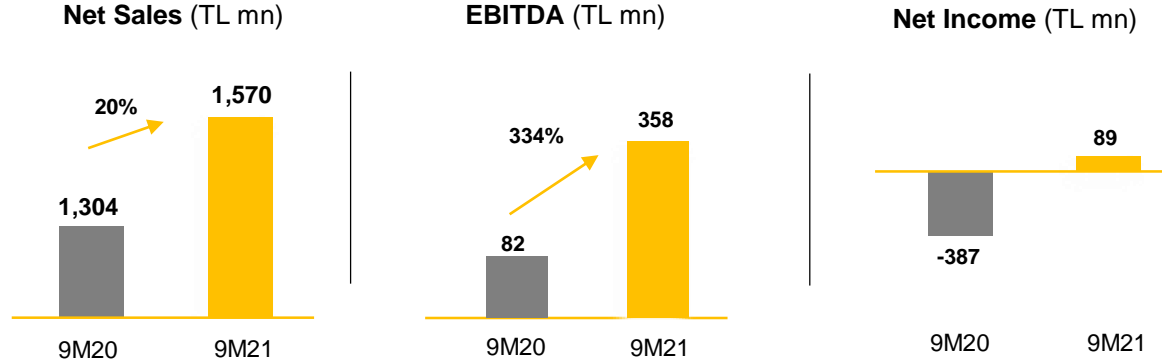
Undertaken jointly with the Doğan and Doğuş Groups

Annual Electricity Output:

418 mn kWh



Energy & Industry Segment Performance



- Segment constituents: Adel, McDonalds, Energy and Real Estate
- Increase activity in stationary business as schools have resumed to face to face classes
- McDonald's operations on a strong rebound as the restrictions regarding the pandemic ease.
- 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^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.

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. 9M21 Financial Highlights

V. Segmental Operational and Financial Summary

VI. Financial Summary

Segmental Financial Data – 9M21

<i>TL mn</i>	Net Sales	<i>Yearly Change</i>	Gross Profit	<i>Yearly Change</i>	EBITDA	<i>Yearly Change</i>	Net Profit	<i>Yearly Change</i>
Beer	11.969	31%	4.455	24%	1.380	9%	602	301%
Soft Drinks	16.365	46%	5.784	47%	3.758	43%	2.040	55%
Migros	25.921	24%	6.333	27%	2.245	31%	367	<i>n.m.</i>
Automotive	4.308	10%	665	6%	375	-13%	173	-19%
Energy and Industry	1.570	20%	457	200%	358	334%	89	<i>n.m.</i>
Other	130	10%	96	6%	4	-76%	206	<i>n.m.</i>
Consolidated	59.312	30%	17.636	32%	8.135	32%	1.184	<i>n.m.</i>

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



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