

AG Anadolu Grubu Holding
Annual Report 2022



ANADOLU GROUP

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Anadolu Group in Brief

Undertaking strategic investments in beer, soft drinks, retail and agriculture, Anadolu Group's operations embrace a broad range of sectors that also include automotive, stationery and energy.

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

1950

Founded

Established by Yazıcı and Özilhan families

19

Countries

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

7

Sectors

Beer, soft drink, retail, agriculture, automotive, stationery, energy

80,000+

Employees

86

Production facilities

6

R&D centers

100+

Countries exported to

Anadolu Group operates with the vision of being “The star that links Anatolia to the world and the world to Anatolia” and maintains its activities in 7 sectors (beer, soft drink, retail, agriculture, automotive, stationery and energy) and in 19 countries with approximately 80 companies, 86 production facilities, 6 R&D centers and more than 80,000 employees. The Group, which was founded by Yazıcı and Özilhan families in 1950, is a driving force of Turkish economy with its financial assets, its strong production capacity and the projects it is involved with. It acts in accordance with its mission of being a multinational and entrepreneurial group through its partnerships with leading brands and companies of the world such as AB InBev, The Coca-Cola Company, Faber-Castell, Isuzu, Kia, Honda, Honda Marine, Kohler, Johns Hopkins Medicine. With assets worth TRL 182.2 billion in value in 2022, the Group booked a total turnover of TRL 178.0 billion on its operations.

Anadolu Group manages its environmental, social and corporate governance activities in the strategic areas “future” of Nature, Business and People, with the sustainability strategy “From Anadolu to the Future”. Within the context of its social responsibility, the Group is involved in several areas like agriculture, education, health, sports, culture, arts and tourism and also contributes to the society through its social organizations; Anadolu Foundation, Anadolu Medical Center and Anadolu Efes Sports Club.

Anadolu Group strives to produce value in sustainable manner and consistently achieves a rapid and healthy growth through its commitment to a culture of partnership with global brands and international companies, its expertise in branded consumer products, its experience and strength as regional player in a broad geography and its understanding of strong corporate governance.

As of year-end 2022

TRL **178.0** billion
Turnover

6

Companies

Quoted on Borsa İstanbul (BIST)
(including the holding company)





ANADOLU GROUP

OUR FOUNDING PHILOSOPHY

COLLECTIVE MIND



The business philosophy of our Group stems from the collective mind of our founders and it is based on a culture of cooperation and collective decision-making. The diversity of our employees and our stakeholders strengthens our collective mind. We enrich our collective mind by embracing different ideas and competencies and combining them with our experience from the past. We conduct our business with collective mind, we decide together and we build our future together with our collective mind.

OUR VALUES

WE ALWAYS FOCUS ON HUMAN



In the foundations of our management perspective and stakeholder relations, there is always a human-oriented approach. We respect our people, esteem and support their ideas. We invest in the development of our employees and recognize their needs to provide a desirable working environment for them. We always prioritize quality and endeavour to present our people the best in every area.

WE MANAGE OUR BUSINESS WITH A FAIR AND EGALITARIAN APPROACH



Our group is formed by reliable, honest, ethical and responsible individuals. Our companies adopt a fair and egalitarian approach in all their activities, decisions and implementations in and out of their organizations. We do not allow discrimination on any subject. We are transparent and accountable in all our actions. We take possession and responsibility of our business.

WE LEAD INNOVATION WITH OUR ENTREPRENEURIAL SPIRIT



With an innovative and entrepreneurial spirit, we always support innovation and embrace change. We work with passion and excitement to grow and develop our business. We encourage our employees to be creative and empower them to experiment. We endeavor to keep up with change and be a pioneer in new developments. With a visionary perspective, we make future-oriented investments.

WE STRIVE TO PRODUCE VALUE IN A SUSTAINABLE MANNER



In all our operations, we strive to produce value in a sustainable manner for our world and our stakeholders. In addition to the economic value we produce, we are always involved in activities that will create positive impact on social and environmental areas. Our principal mission is to fulfil our responsibility to carry our people and our society forward and leave a better world to the future generations.

Milestones

Anadolu Group was founded in 1950 by the Yazıcı and Özilhan families.



1950

ÇELİK MOTOR

1960
Çelik Motor was established.



1965
Anadolu Motor was established.

ANADOLU
EFES

1969
Anadolu Efes was established.



1969
Adel Kalemcilik was established.



1976
Anadolu Efes Sports Club was established.



2007
Stakes were acquired in Aslancık Electricity.



2008
AEH Insurance Agency was established.

AES

2008
AES Electricity Wholesale was established.



2009
Anatolian Caucasia Energy was established.



ANADOLU FOUNDATION

1979

Anadolu Foundation was established.

ANADOLU ISUZU

1983

A licensing agreement was made with ISUZU Motors.



1993

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

ANADOLU[®]
In Affiliation with
JOHNS HOPKINS MEDICINE

2005

Anadolu Medical Center was established.



ANADOLU ETAP

2009

Anadolu Etap was established.
(Demerged as Anadolu Etap Tarım and Anadolu Etap İçecek in 2022.)

MIGROS

2015

Migros stakes were acquired.



ANADOLU GROUP

2017

Anadolu Group holding companies merged under one roof.

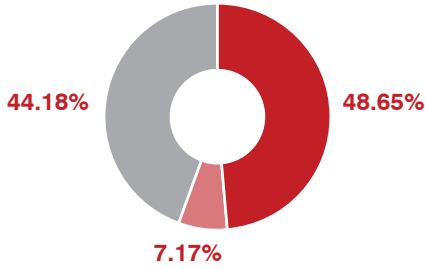


2018

Anadolu Group becomes a founding partner in newly-established Türkiye's Automobile Joint Venture Group (Togg)

2022

Capital and Shareholding Structure



- AG Sınai Yatırım ve Yönetim A.Ş.
- Azimut Portföy SKY Serbest Özel Fon (*)
- Other(**)

BIST code:	AGHOL.IS
2022-end market cap.	TRL 26.9 billion

AG Anadolu Grubu Holding Shareholding Structure (31 December 2022)

	Paid-in Capital (TRL thousand)	Share (%)
AG Sınai Yatırım ve Yönetim A.Ş.	118,474	48.65
Azimut Portföy SKY Serbest Özel Fon (*)	17,461	7.17
Other (**)	107,600	44.18
Share Capital (historical value)	243,535	100.00
Inflation Adjustments on Capital	65,771	
Total share capital	309,306	

Class	# shares	% shareholding	Board candidate designation rights
A (bearer)	194,827,614	80.00	-
B (registered)	48,706,904	20.00	6
	243,534,518	100.0	

(*) Süleyman Kamil Yazıcı and his family members are the Qualified Investors of Azimut Portföy SKY Serbest Özel Fon and the shares of the fund have been allocated only to these mentioned individuals as predetermined.

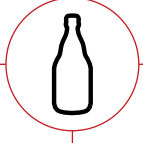
(**) Publicly-traded shares and shares held individually by members of the Özilhan and Yazıcı families.

AG Sınai Yatırım ve Yönetim A.Ş. is a management company in which İzzet Türkan Özilhan Yönetim ve Danışmanlık A.Ş. and Kamil Yazıcı Yönetim ve Danışma A.Ş. each control 50% stakes. It was set up to manage the owners' interests in AGHOL and its subsidiaries.

AGHOL's common shares are divided into two classes as A and B with each class of shares having equal voting rights on all matters except for the privilege to nominate 6 of the 12 members of the Board of Directors recognized for Class B. Class B consists of registered shares and are owned by AG Sınai Yatırım ve Yönetim A.Ş. Class A shares are all bearer type shares and consist of (1) the shares that belong to AG Sınai Yatırım ve Yönetim A.Ş., (2) the shares that belong to the Yazıcı families and the Özilhan family, and (3) the shares that make up the company's free float.

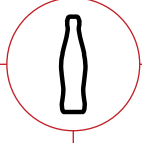
AG Sınai Yatırım ve Yönetim A.Ş. is indirectly managed by S. Kamil Yazıcı family and İzzet Özilhan family on the basis of equal representation and equal management principle.

Our Business Lines



Beer

Anadolu Efes



Soft Drink

Coca-Cola İçecek



Migros

Migros



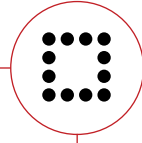
Automotive

Anadolu Isuzu
Çelik Motor
Anadolu Motor



Agribusiness, Energy & Industry

Anadolu Etap
Anadolu Kafkasya
AES Electricity
Aslancık Electricity
Adel Kalemcilik



Others

AEH Insurance Agency



Social Organizations

Anadolu Foundation
Anadolu Medical Center
Anadolu Efes Sports Club

International Business Partners

Anadolu Group continues to produce value in all of the territories in which it has operations through its partnerships with leading global brands and its joint ventures with multinational companies.



Key Financial Indicators

2022 YEAR-END FINANCIAL PERFORMANCE:

Total sales

TRL 178.0 billion, up 118.7%

EBITDA

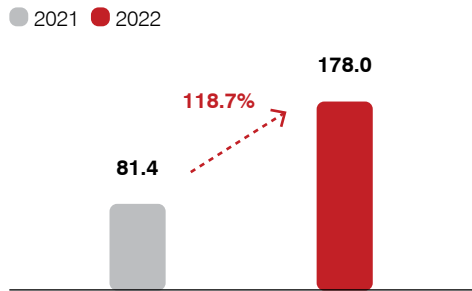
TRL 25.3 billion, up 132.7%

Net profit of the parent company

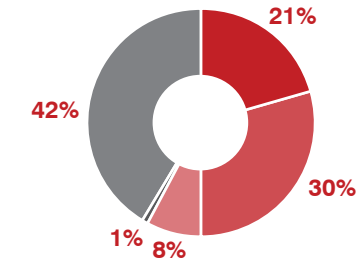
TRL 3.8 billion

(TRL million)	Consolidated		
	2021	2022	Change
Net Sales	81,368	177,978	118.7%
EBITDA	10,864	25,279	132.7%
Pre-tax Profit	4,925	12,685	157.6%
Net Profit (*)	1,291	3,801	194.5%
Total Assets	112,292	182,204	62.3%
Total Shareholders' Equity	39,323	60,692	54.3%
Parent Company Equity	8,988	14,514	61.5%
Net Debt	18,569	17,151	-7.6%
Total Liabilities/Total Equity	1.86	2.00	
Short-Term Liabilities/Long-Term Liabilities	1.48	1.78	
Net debt/EBITDA	1.7	0.7	
EBITDA Margin	13.4%	14.2%	
PBT Margin	6.1%	7.1%	
Net Profit Margin (Parent Company)	1.6%	2.1%	

Net Sales (TRL billion)

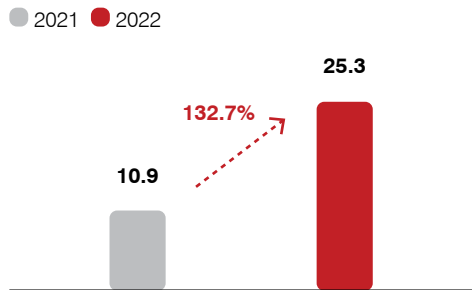


Net Sales Breakdown (*)

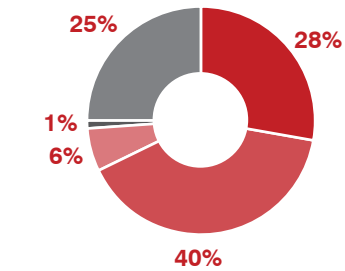


- Beer
- Soft Drinks
- Automotive
- Energy and Industry
- Migros

EBITDA (TRL billion)

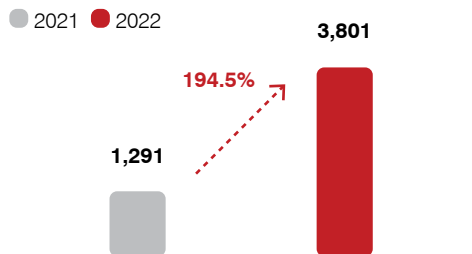


EBITDA Breakdown (*)

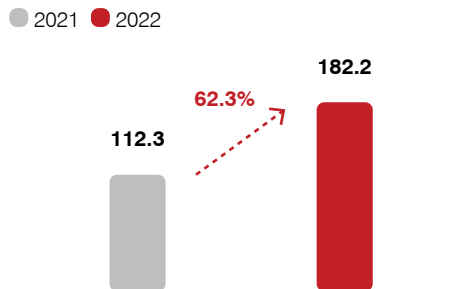


- Beer
- Soft Drinks
- Automotive
- Energy and Industry
- Migros

Net Profit (TRL million)



Total Assets (TRL billion)



(*) Sum of segmental percentages may exceed 100% due to eliminations.

Chairman's Message



We must highlight a development model based on sustainable production that can generate value for the economy, environment and social welfare and divert our investments in this direction. We are in the midst of a period, in which we should all work together to create benefits and add value for our common future. In this sense, each of us bears significant responsibility in our professional and personal lives.

We continued our strong and healthy growth with steady performances in all our sectors.

Esteemed Stakeholders,

While preparing our annual report, we were devastated by earthquakes in the southeast region of our country. First of all, I would like to wish god's mercy on those who lost their lives, give my condolences to their relatives and hope for the speedy recovery of all the injured. In most of the recent disasters in our country and especially during the pandemic period, we have observed the significance of cooperation. In such situations, the state, the civil society organizations, the companies and the society should be united in cooperation and the efforts should be coordinated proficiently. With our companies and social organizations, we were mobilized to do our part. We are involved in many different support action and campaigns. We are pursuing the needs of the region and coordinating our efforts in cooperation with responsible organizations. Because of the huge scale of the disaster, lots more of efforts will be needed for a long time for the recuperation of the region. While the subject of earthquakes in our country should be thoroughly reviewed and permanent solutions should be searched for, we, as the stakeholders of the society, will do our best to fulfill our duty of corporate citizenship.

Especially in the last three years, our world is passing through periods in which unexpected developments shape the markets, the effects of the pandemic increase uncertainties and significant changes appear in many different areas like supply chains, business models and

operational structures. A surge of social, economic and political events had an impact with global aspects on the business world, particularly on energy, food and raw material markets. These negative developments further deepened the effects of two years of pandemic on the economy and led to record amounts of inflation. In this difficult environment, Türkiye is able to preserve its place among the 20 biggest economies of the world according to International Monetary Fund. But high inflation maintains its negative impact on our lives and economies. In the light of these inflation levels, which are expected to continue in 2023 and the uncertainties revolving around the forthcoming election period, we are entering a year through which we should be taking prudent and mindful steps.

As Anadolu Group, we are one of the holdings that are able to maintain the most solid stance against the countercyclical fluctuations with our highly capable workforce, strong infrastructure and our companies' ability to adapt rapidly to changing conditions. This year, we continued our strong and healthy growth with steady performances in all our sectors. Generating value in all our operations, focusing on the needs of our stakeholders and making the investments that will support our growth in the long term, will continue to be our priorities. An efficient financial management, which targets operational profitability and strong cash flow, is always significant for us. Our companies diverted their investments towards their digitalization and sustainability

goals along with the innovations that will enable them to serve their consumers better. With the "From Anadolu to the Future" sustainability strategy and the goals we announced this year, we are investing in the future of nature, people and business. With our companies, brands and social organizations that provide the best in their own areas, we move towards the future in a strong manner.

We should always aim at being a pioneer with our people, our competence and our capacity, focusing on development, innovation and growth, being in the high-ranks in the future of our businesses and our country. We are a big family that can always fulfill our responsibilities and have the capability to come out stronger from tough periods. We will continue to work in the most efficient manner and strive to produce value for all of us with the strength we derive from our values and from each other.

On behalf of Anadolu Group, I would like to express my gratitude to all our stakeholders, who believed in us, confided in us and contributed to us.



Tuncay Özilhan
Chairman

CEO's Assessment



As Anadolu Group, we recorded consolidated sales of TRL 178.0 bn which is 119% higher compared to 2021. Main contributors to the increase of our sales were soft drink, beer, Migros and automotive operations.

We will carry our sustainability works forward as we announced our “From Anadolu to the Future” sustainability strategy and our goals for a better future.

Esteemed Stakeholders,

During the preparation of our annual report, the earthquakes in the southeastern region of our country had a deep impact on all of our lives. I would like to present my get-well wishes to all our stakeholders affected by the disaster. I wish for mercy on those who lost their lives, give my condolences to their relatives and wish for the quick recovery of the injured. As soon as the news of the disaster arrived, All Anadolu Group companies focused on their stakeholders. Our group companies and social companies instantly took action to support our people and help the regions that were devastated by the disaster. In addition to all the donations in kind and in cash, our companies are involved in lots of support projects and campaigns with the help their voluntary employees and stakeholders. It will take time to heal the wounds of this disaster. Meanwhile, we will maintain our support to the region. I wish such disasters and sorrows would never happen again.

We left behind another year that we maintained our strong and consistent performance with our approximately 80 companies, 86 production facilities, 6 R&D centers and more than 80,000 employees in 19 countries. In all the 7 sectors we are

operating in, we invest in our brands, in innovations that will enable us to provide the better for our consumers, in digitalization and in projects that will add value to our future. We continue to take prudent steps toward our goals thanks to the effective financial and operational strategies we employ. We will carry our sustainability works forward as we announced our “From Anadolu to the Future” sustainability strategy and our goals for a better future. We will focus on the future of nature, business and people in all our operations. We became a participant of UN Global Compact as AG Anadolu Grubu Holding. We were ranked first in the “Investment Holding Companies” category among the best performing 100 publicly traded companies in the Refinitiv Diversity and Inclusion Index, which evaluates more than 12 thousand companies worldwide. We were listed among The 20 Most Admired Companies of Türkiye for the second consecutive time. It has also been a significant development for both our Group and our country that Togg, in which we have a 23% share and we consider as an important asset among our Group’s investments, came out of the production line. We continue to work together for our common future, become more motivated with new success stories and begin the new year with new expectations and targets.

Honored Stakeholders,

As Anadolu Group, we recorded consolidated sales of TRL 178.0 bn which is 119% higher compared to 2021. Main contributors to the increase of our sales were soft drink, beer, Migros and automotive operations. Our consolidated EBITDA improved by 133% to TRL 25.3, implying a margin of 14.2% as a result of better operational profitability in 2022. On the balance sheet side, our consolidated assets increased by 62% and exceeded TRL 182.2 bn. Despite foreign currency appreciation against TRL, our consolidated net debt decreased in TRL terms and we generated a strong free cash flow.

Our Group companies continued to embrace significant achievements this year.

Anadolu Efes continued to bring many innovations to the brewing industry with its consumer-oriented approach. It continued its sustainability journey in 2022 without slowing down, which it placed at the center of its business processes. It has implemented new projects that created positive impact on both environment and society for a better planet. With the vision of adapting to the spirit of the time, it successfully continued its digital transformation process. 2022 will

CEO's Assessment

We continue to work together for our common future, become more motivated with new success stories and begin the new year with new expectations and targets.

mainly be marked as “taking responsibility” for **Coca-Cola İçecek (CCI)**. It proudly announced its Sustainability Commitments for 2030 focusing on six environmental and social pillars as packaging, water, climate, human rights, diversity and inclusion and community development on all these topics. It also issued the largest sustainability-linked bond in Türkiye and the first in the beverage industry across Europe, Middle East, Africa (EMEA). Many awards crowned these efforts such as ESG Bond Deal of the Year by the Bonds, Loans & Sukuk Türkiye Awards and Best Business Awards. Continuing to grow with more than 2,800 stores, online channels and more than 60 thousand employees, **Migros** united all its online operations under the roof of “Migros One” and entered a new business line with Migros Food. MoneyPay received its license from the Central Bank of the Republic of Türkiye as an electronic money institution. Migros put its name on the BIST Sustainability 25 Index, which was published by Borsa İstanbul for the first time this year, as the only representative from its sector. It was named the “Most Admired” company of the organized retail sector for the 19th consecutive year. Migros took its place among the “Climate Leaders” for the 4th time and the “Water Leaders” for the 2nd time with the CDP reporting.

In total of our companies operating in the automotive sector, we achieved a growth of 132% and we continue our innovative studies steadily. **Anadolu Isuzu** introduced its electric mini pickup truck model Big.e, designed and produced entirely in its production facilities and will bring vitality to the cities in the last kilometer transportation, in Germany. It has further strengthened its experience in the electric bus field with the new CitiVolt, which features all-electric driving and zero emissions. It made a strong entry into the German market, that has high standards in transportation, and has been the first Turkish company to export buses in high volumes. It started to obtain 55% of the electricity it needs in production from renewable energy, with the solar power plant installed on the roof of its production facilities. Transforming with the change of logo and corporate identity, **Kia Türkiye** made a strong start to the year with the launch of New Sportage model. In addition to the all-electric model EV6, which received the “2022 Car of the Year” award globally, the New Niro with its hybrid and electric models, was launched in our country. Our brand achieved the highest market share of all time at the end of November 2022. Serving with 76 branches in 37 different cities and a large fleet of vehicles, **Garenta**

continues to offer a safe and easy rental model to its users with its high-quality car rental service. It managed to achieve a customer satisfaction rate of 9.7 out of 10 thanks to its service approach that does not compromise on quality. **ikinciye.com** has renewed its website and mobile application and started to offer its services with a more user-friendly and innovative approach. Serving with vendors in 20 locations as of the end of 2022, it continues to work hard to meet the needs and expectations of its users with the auction model it has introduced to the sector and its various campaigns. **Anadolu Motor** strengthened its commercial relations while expanding its production network. Already a distributor of Honda Marine, it became a distributor of the Oxe Diesel brand. Taking part in exhibitions out abroad and in our country, it launched Stage 5 engines at the EIMA fair in Italy.

We also consistently maintain our activities in our Agribusiness, Energy and Industry Group companies. **Anadolu Etap** changed its organizational structure and was divided to two different companies operating in agribusiness and soft-drinks sectors. **Anadolu Etap İçecek** reached an all-time record in fruit processing by reaching over 340 tons. It generates 70% of its revenues

from exports. **Anadolu Etap Tarım**, the biggest fruit grower company in Türkiye, maintains its operations in 7 farms on 30,000 decares of land and more than 3 million fruit trees and generates more than 50% of its sales from exports. Its MİÇÖ project, which has been supporting the uninterrupted education of children of seasonal nomadic workers, has touched over 2,000 children. Aslancık and Paravani Hydroelectric Power Plants, our renewable energy investments in the **energy sector**, are continuing their activities successfully. Increasing its effectiveness in the market by further improving its service quality and the benefit it adds to the sector, **Adel Kalemcilik** saw the positive effects of the regional authorized dealership system it implemented last year and continues to lead its sector in a rapidly changing new world. In addition, Adel Kalemcilik received 11 national and international awards in total with the 1500Kelime.com Platform, which is implemented in the field of Quality Education and contributes to the mental development of children by improving their vocabulary.

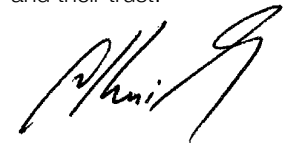
We continue to create value for our society with our social organizations. **Anadolu Foundation** has provided scholarship support for more than 30,000 young people to date. It also helps its scholars prepare

for the future with Anadolu Academy Learning and Development Programs. My Dear Teacher Program, which was prepared in line with the “Education Vision” of the Ministry of National Education, has reached more than 190,000 teachers in 55 provinces. It has provided more than 700,000 free health services to nearly 60,000 people in need with its Free Healthcare Services Program. Mahmut-Dudu Yazıcı Anatolian High School in Nevşehir, the latest example of our Foundation’s contribution works for the society, has been completed within the year and was handed over to the Ministry of Education. **Anadolu Medical Center** and registered its world class healthcare with several renewed accreditations without compromising on high quality. It was registered for the sixth time with accreditations like ESMO (European Society for Medical Oncology) and JCI (Joint Commission International), which is considered as the gold standard in global healthcare services. Furthermore, It maintains its success in the field of health tourism. **Anadolu Efes Sports Club** have had its name written in gold letters once again as being a “Ground-Breaking Team” by becoming the champion two years in a row in the Turkish Airlines EuroLeague, the most prestigious organization of European basketball. Anadolu Efes was also selected

as the “Europe’s Best Marketing Club” for the fifth time in the Turkish Airlines EuroLeague Devotion Marketing Awards among all the clubs competing in the EuroLeague and EuroCup.

Esteemed Stakeholders,

These significant accomplishments give inspiration to all of us. In 2023, we will continue to add value in every field in which we operate. While leaving behind another year in our success story, I would like to thank all of our stakeholders for their support and their trust.



Hurşit Zorlu
CEO

Board of Directors



Tuncay Özilhan
Chairman



Kamil Süleyman Yazıcı
Vice Chairman



Talip Altuğ Aksoy
Board Member



Dr. Yılmaz Argüden
Board Member



Rasih Engin Akçakoca
Board Member



Ali Galip Yorgancıoğlu
Independent Board Member



Beliz Çevik Chappuie
Board Member



Tuğban İzzet Aksoy
Board Member



Mustafa Ali Yazıcı
Board Member



Uğur Bayar
Independent Board Member



İzzet Karaca
Independent Board Member



Dr. Mehmet Ercan Kumcu
Independent Board Member

Board of Directors

Tuncay Özilhan **Chairman**

Tuncay Özilhan was born in Kayseri. He studied in Saint-Joseph High School, then graduated from the Faculty of Economics of İstanbul University. He received his MBA degree from Long Island University in the United States. He started his career in 1977 as General Director of Erciyas Brewery and has undertaken responsibilities such as Coordinator of the Beer Group and General Coordinator of Anadolu Group. Tuncay Özilhan acted as the CEO of Anadolu Group from 1984 to February 2017. He is the Chairman of Anadolu Group since May 2007. He has also been serving as Chairman of Anadolu Foundation as well as various Group companies.

Özilhan served as the Chairman of TÜSiAD (Turkish Industry and Business Association) from 2001 to 2003 and he is currently Chairman of its High Advisory Council. His other responsibilities include; Member of The Board at the Foreign Economic Relations Board (DEİK), Honorary Consul for the Republic of Estonia and President of Anadolu Efes Sports Club. He also served as Chairman of the Turkish – Russian Business Council at DEİK. Tuncay Özilhan holds Ministerial Medal by the Ministry Foreign Affairs of the Republic of Estonia and “The Order of the Rising Sun, Gold and Silver Star”, constituting one of the most important orders awarded by Japanese government.

Kamil Süleyman Yazıcı **Vice Chairman**

Kamil Yazıcı graduated from New York Military Academy as lieutenant captain (96'), holds a BA degree from Emory University's Goizueta Business School (00'), an MBA degree from American Institute of Business and Economics (05') and has completed the GMP program at the Harvard Business School (17'). Starting his career in Anadolu Group in year 2000, Yazıcı completed the orientation program at the holding later continuing his career in Anadolu Efes' Russian beer operations where he assumed the roles of Supply Chain Director and Business Development Director during 2008-2011. In 2011 Yazıcı was appointed as General Manager of Efes Vitanta in Moldova and resumed this role until 2014. In 2014 he was appointed as Market Development Director, a position held until 2017. Since 2017 Yazıcı has been serving as Board Member and Vice-Chairman on Anadolu Group Holding and subsidiary boards. In addition, Yazıcı serves as Board Member for TAİK (Türkiye-U.S. Business Council), TOGG (Turkish National Auto Initiative), HBS Alumnus (Harvard Business School's Alumni Board) and KYDAS (the Kamil Yazıcı Family Trust).

Talip Altuğ Aksoy **Board Member**

Talip Altuğ Aksoy received his bachelor's degree in economics from Oglethorpe University in USA. He began his career as Finance Assistant Specialist at Anadolu Group in 1995 and was appointed as a Finance Specialist in 1996. Aksoy worked as Human Resources and Treasury Specialist from 1998 to 2000. He served as Director of Sales and Marketing at Efes Invest from 2000 to 2003 and was appointed as the Director of Trade and Export at Efes Beer Group in January 2003. Continuing his career at Anadolu Group as the Director of Purchasing and Logistics between 2006- 2008, Aksoy was appointed as Director of Supply Chain of Efes Beer Group in June 2008. In November 2011, he was appointed as Efes Türkiye Managing Director and served in this position until January 2017. Aksoy still continues to serve as a Board Member in various Anadolu Group companies.

Beliz Çevik Chappuie **Board Member**

Beliz Çevik Chappuie received her bachelor's degree in environmental engineering from İstanbul Technical University and MBA degree from Indiana University with a concentration in finance. She began her career as finance program evaluator in Office of State Audits and Evaluations in 2001 and still serves as an Chief of Audit Services in California Public Employees' Retirement System. With over 20 years of experience in investment and finance, Beliz Çevik Chappuie holds Certified Public Accountant and Certified Information Systems Auditor licences.

Tuğban İzzet Aksoy **Board Member**

Tuğban İzzet Aksoy graduated from the Management and International Finance Department of the University of Oglethorpe in the USA, following his education at the Austrian High School. He began his professional career as an Assistant Expert in the Financial Affairs Directorate at Anadolu Endüstri Holding, in 1996. In December 1998 he was appointed as a Senior Broker at the Alternatifbank Treasury Department. Following five years in this role, Aksoy took on the role of Corporate Finance and Risk Manager at the Treasury and Risk Management Department of Anadolu Endüstri Holding A.Ş. in June 2003. In April 2008, he became Assistant Coordinator at Business Development Directorate, and between 2009-April 2019, he worked as Anadolu Group Energy Sector Coordinator. He continues to serve as Board Member in various Anadolu Group companies. Aksoy, who has participated in professional training and seminars in his field, is member of energy groups of TÜSİAD and TOBB. He is also the executive board member of the Turkish Jockey Club. Aksoy has been serving as an honorary consul of Georgia since 2016 and also holds Georgian Government Medal of Honor.

Mustafa Ali Yazıcı **Board Member**

Mustafa Ali Yazıcı graduated from Galatasaray High School in Istanbul and received his bachelor's degree in finance from Georgetown University in Washington D.C. After working at Morgan Stanley's London office as a financial analyst, he served as managing director of a firm specializing in e-commerce from 2005 to 2010. He served as managing director of Cloudturk, a firm that he co-founded, which specializes in cloud computing and fintech industries from 2011-2017. Since 2017, he has been serving as a board member of Anadolu Group and its subsidiary companies.

Dr. Yılmaz Argüden **Board Member**

Dr. Yılmaz Argüden is a leading strategist, advisor, and board member of major public and private institutions, and NGOs. He is the Founder and Chairman of ARGE Consulting, a globally recognized management consulting firm based in Istanbul. ARGE Consulting has served as the B20 Knowledge Partner (Governance & Sustainability), as EFQM Certified Advisory Organization, and International Integrated Reporting Council's Licensed Training Partner. ARGE Consulting is the first Turkish signatory of the UN Global Compact and has been recognized at the European Parliament as one of the best three companies "Shaping the Future" with its commitment to corporate social responsibility. He is also the Chairman of Rothschild & Co. investment bank in Türkiye and served on the boards

of more than 70 companies in different jurisdictions. He is an author of numerous books and a columnist focusing on business, strategy, and governance issues. He has served as an adjunct Professor of Business Strategy at the Boğaziçi University, Koç University, and the Military Academy. He is a renowned governance expert who served as the Chairman of the Governance Committee of the Business at OECD and as a member of the IFC's Corporate Governance Advisory Board. He is also the Chairman of the Trustees of the Argüden Governance Academy. As a social entrepreneur he has founded and led numerous NGOs and initiated the National Quality Movement. As the elected Global Chairman, he represented the National Networks on the Board of the UN Global Compact, the world's largest sustainability platform. He has a B.S. degree in Industrial Engineering from the Boğaziçi University, where he received both the Top Academic Achievement Award and the President's Prize for Student Leadership. He received his PhD in policy analysis from the RAND Graduate School with General Distinction. He was a playmaker for the high school and university basketball teams that won the National Championships and later served as the Vice-Chairman of Turkish Basketball Federation. He is an Eisenhower, Fulbright, NATO, and TÜBİTAK fellow; and a recipient of numerous leadership, distinguished citizenship, and career awards. He was selected as a Global Leader for Tomorrow, by the World Economic Forum for his commitment to improve the state of the world.

Board of Directors

Rasih Engin Akçakoca **Board Member**

R. Engin Akçakoca received his undergraduate degree from Middle East Technical University in Management and started his career in banking in 1974. He assumed Deputy General Manager position in Koç-Amerikan Bank during 1986 and 1991 and General Manager position in Koçbank A.Ş. during 1991 and 2000. He was appointed as the Chairman of the Banking Regulation and Supervision Agency and the Savings Deposit Insurance Fund in 2001 responsible for a large-scale banking sector restructuring program held in Türkiye. Akçakoca has been working as a consultant since 2004 and holds board member positions in various Anadolu Group companies.

Ali Galip Yorgancıoğlu **Independent Board Member**

A. Galip Yorgancıoğlu graduated from Galatasaray High School and then studied at the Faculty of Business Administration at Boğaziçi University. He started his professional life at Phillip Morris as Marketing Manager of Marlboro Cigarettes. Later on, he worked as South East European Marketing Director at Diageo, Türkiye and Eurasia Marketing Director at Coca-Cola, and then as Türkiye General Manager at Burger King. In April 2004, he started to work as CEO of Mey İçki, which was founded after Tekel Alcoholic Beverages section was privatized in December 2003. He continued to work as CEO of Mey İçki / Diageo Türkiye until his retirement on 30 September 2017. Yorgancıoğlu complies with all of the independent member requirements, defined in the Capital Markets Board (CMB) Corporate Governance Principles.

Uğur Bayar **Independent Board Member**

Uğur Bayar graduated from New York State University, Department of Mathematics & Statistics with a BSc. degree. Bayar started his career at Citibank Türkiye in 1987 and served in various roles in the treasury department until he started public service in 1992. He served as the Vice President in Public Partnership Administration between 1992-1997 and President at Prime Ministry Privatization Administration of Türkiye between 1997-2002. During this time, he also assumed the Chairman of the Board at Erdemir and Petrol Ofisi, and the Board Memberships at Turkish Airlines and Türk Telekom. He joined Credit Suisse Türkiye in 2004 and served as the country CEO and Head of Investment Banking until 2017. Bayar is currently serving as a Board Member at; Anadolu Efes, Anadolu Grubu, Coca-Cola İçecek and Tekfen Teknoloji Yatırım.

Bayar has also served as the Chairman of the Board of WWF Türkiye (World Wildlife Foundation) between 2010-2022.

Bayar fulfils all requirements of the independent member criteria specified in the CMB's Corporate Governance Principles.

İzzet Karaca **Independent Board Member**

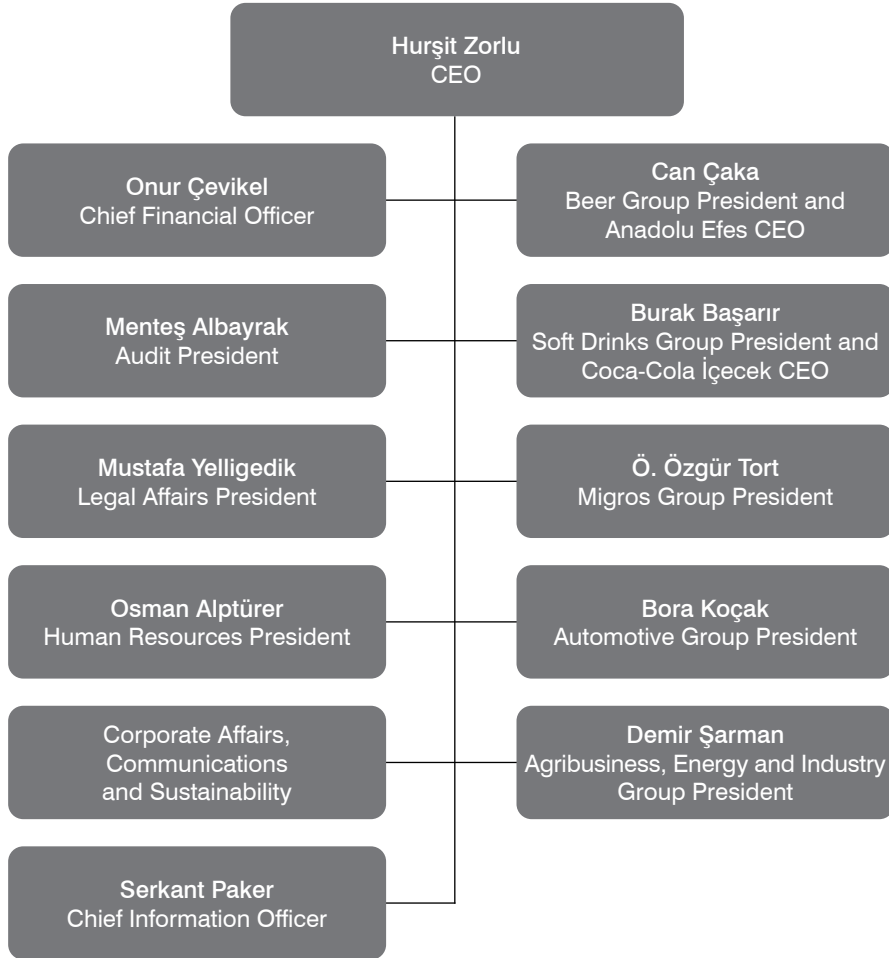
İzzet Karaca graduated from Boğaziçi University Industrial Engineering Department in 1977. Having started his professional career in 1977 at Koç Research and Development Centre, he held Industrial Engineer and IT Manager position until 1985. Between 1985-1988, Karaca worked as Systems and Organization Director at Ford Otosan. Since 1988, he held several positions at Unilever in Germany, Türkiye and Baltic States including Internal Audit Group Manager, Logistics Manager, Commercial

Director and Managing Director. In addition, between 2011- 2013, İzzet Karaca served as the Chairman at YASED (International Investors Association). After serving as Executive Chairman at Unilever Türkiye and Unilever NAMET RUB (North Africa, Middle East, Russia, Ukraine and Belarus) and being a member of the Unilever CEO Forum, Karaca retired at December 2013. In 2015, he published his first book called "The New CEO is... You".

Dr. Mehmet Ercan Kumcu **Independent Board Member**

Mehmet Ercan Kumcu graduated from Boğaziçi University Department of Economics and received his doctorate degree from Boston College, Department of Economics. He was a university lecturer in Boston College, Eastern Michigan University and State University of New York giving lectures about macroeconomics, theory of money, international economics and finance. Prior to his career at the Central Bank of Türkiye, he worked as a guest researcher, general secretary and finally as Vice President between 1988-1993. Dr. Kumcu worked both as the Vice Chairman and later as the Chairman of Tekfenbank (Eurobank Tekfen) between 1995-2008. Dr. Kumcu gives lectures at Kadir Has University and he has published many articles. He is the author of the books "İstikrar Arayışları" (In Pursuit of Stability) "Krizleri Nasıl Çıkardık?" (How Did We Create Crises) (with Mahfi Eçilmez), "Ekonomi Politikası: Teori ve Türkiye Uygulaması" (Economic Policy: Theory and Practice in Türkiye) (with Mahfi Eçilmez), "Kadın Matematikçiler" (Female Mathematicians) and "Krizler, Para ve İktisatçılar" (Crises, Money and Economists). Kumcu complies with all of the independent member requirements, defined in the Capital Markets Board (CMB) Corporate Governance Principles.

Organization Chart



Senior Management



Hurşit Zorlu
CEO



Onur Çevikel
Chief Financial Officer



Menteş Albayrak
Audit President



Can Çaka
Beer Group President and Anadolu Efes CEO



Burak Başarır
Soft Drinks Group President and
Coca-Cola İçecek CEO



Ö. Özgür Tort
Migros Group President



Mustafa Yelligedik
Legal Affairs President



Osman Alptürer
Human Resources President



Serkant Paker
Chief Information Officer



Bora Koçak
Automotive Group President



Demir Şarman
Agribusiness, Energy & Industry Group
President

Senior Management

Hurşit Zorlu **CEO**

Hurşit Zorlu holds a BCs degree in Economics from Istanbul University. Prior to joining Anadolu Group as a Marketing Specialist at the Efes Beverage Group in 1984, he held various positions in Toz Metal and Turkish Airlines. During his career at Efes Beverage Group, he held various positions including Assistant Marketing Manager, Assistant Project Development Manager, Project Development Manager and Business Development & Investor Relations Director respectively. Zorlu held the position of Chief Financial Officer (CFO) at Efes Beverage Group between 2000-2008 and the position of CFO at Anadolu Group between 2008-2013. In January 2013, Zorlu was appointed as Deputy CEO and as of February 2017 he was appointed as CEO of Anadolu Group. Hurşit Zorlu, a Board Member of various Anadolu Group companies, is also the Chairman of the Sustainability Committee of the Group and leads the works within the scope of sustainability strategy "From Anadolu to the Future". Zorlu is a board member of DEİK Outbound Investment Business Council, Board Member of the Turkish Investor Relations Society (TÜYİD) and served as the 8th term Chairman of the Corporate Governance Association of Türkiye (TKYD) between 2015-2017.

Onur Çevikel **Chief Financial Officer**

Onur Çevikel graduated from Istanbul University Business Administration (English) faculty in 1993. His career started at Ermenegildo Zegna Giyim Sanayi ve Ticaret A.Ş. as Finance Specialist. He joined Anadolu Group in 1995 as a Finance Specialist at Efes Beer Group. Çevikel continued his career holding positions such as Finance Manager at Coca-Cola Kuban Bottlers, Finance Manager at Coca-Cola Rostov Bottlers, Finance Director at Efes Russia, Operations Director at Efes Russia. Following the announcement of the strategic alliance with SABMiller Plc. in 2011, he was appointed as Integration Director leading the integration team coordinating the integration activities in Russia. He served as Anadolu Efes Chief Financial Officer between January 2013 - December 2018. Çevikel has been serving as Anadolu Group Chief Financial Officer since January 2019. Çevikel is also a member of Anadolu Group Sustainability Committee.

Menteş Albayrak **Audit President**

After finishing Kadıköy Anatolian High School in 1991, Mentеш Albayrak graduated from Economics department at Istanbul University in 1995. In 2007, he received his post graduate degree, Executive (MBA) from Sabancı University. He started to work in Anadolu Endüstri Holding in 1995. He served in various Anadolu Group companies and assumed finance and audit roles between 1995-2018. Starting from 2018, he has been working as Audit President of Anadolu Group. In his professional field; Albayrak acted as Board Member and Vice President of Türkiye Internal Audit Institute (TİDE) between 2010-2016. He also acted as the Chairman of the Board role at Türkiye Internal Audit Institute (TİDE) between 2016-2018. Additionally, he was a member of Public Affairs Committee of European Confederation of Internal Auditors (ECIIA) between 2014-2016. He serves as a member of Anadolu Group Sustainability Committee, Board Member and Vice President at TEİD (Turkish Ethics and Reputation Society)

Mustafa Yelligedik **Legal Affairs President**

Mustafa Yelligedik graduated from Darüşşafaka High School in 1990 and from Ankara University Faculty of Law in 1994. He also completed Sports Law Program at Kadir Has University Faculty of Law in 2006 and the General Management Program at Bled School of Management in Slovenia in 2008. He began his career in Anadolu Group at Efes Beverage Group as a lawyer in 1997. Afterwards, he worked at Anadolu Endüstri Holding A.Ş. as a lawyer, Legal Affairs Manager, Assistant Legal Affairs Coordinator and Legal Affairs Coordinator, respectively. Mustafa Yelligedik has been Anadolu Group Legal Affairs President since 1 February 2018. Yelligedik is also a member of Anadolu Group Sustainability Committee.

Osman Alptürer **Human Resources President**

Osman Alptürer completed Moda High School in 1984. He graduated from Marmara University Economics Department in 1989 and obtained Postgraduate Diploma in Economics from University of Surrey, UK in 1992. He began his career in Anadolu Group as an operation specialist at Efestur Turizm İşletmeleri A.Ş. in 1994 and continued his career in Anadolu Group, Efestur, Anadolu Endüstri Holding A.Ş., Honda Türkiye and Efes Beverage Group, respectively. Osman Alptürer currently holds Anadolu Group Human Resources President position. Alptürer is also a member of Anadolu Group Sustainability Committee.

Serkant Paker **Chief Information Officer**

Serkant Paker graduated from the Electronics and Telecommunication Engineering Department of Istanbul Technical University in 1995 and started his career in Hürriyet Gazetecilik A.Ş. as Technical Supervisor in 1997. Between 1998 and 2014, he worked at Coca-Cola İçecek A.Ş. as Information Systems and Technologies Specialist, Business Systems Group Project Leader, Business Systems Infrastructure & Technology Manager and Business Solutions Group Manager respectively. In March 2014, he was appointed as Anadolu Efes Information Systems Director and in October 2014, was appointed as Anadolu Efes Business Solutions Technologies Director. In July 2015, he was appointed as Anadolu Group Chief Information Officer (CIO). Serkant Paker worked both as Anadolu Efes Business Solutions Technologies Director and Anadolu Group Chief Information Officer (CIO) between July 2015 and November 2017. Since November 2017 he has been working as Anadolu Group Chief Information Officer (CIO). Paker is also a member of Anadolu Group Sustainability Committee.

Senior Management

Can Çaka **Beer Group President and Anadolu Efes** **CEO**

Can Çaka received bachelor of science degree from the Electrical and Electronic Engineering Department of Middle East Technical University and MBA degree from the Administrative Sciences Department of the same university. He started his career as a business analyst and systems engineer in 1994 and has worked at various companies and was involved in various projects. He joined Anadolu Efes in 1997 and worked as an Associate at International Beer Division until 2000, Finance and Administrative Affairs Manager at Efes Ukraine between 2000-2001, Efes Beer Group Strategy and Business Development Manager between 2001 and 2005, Efes Beer Group Strategy and Business Development Director between 2005 and 2008 and Chief Financial Officer of Anadolu Efes between 2008 -2012. Çaka worked as Chief Financial Officer of Anadolu Group between 2013 and 2018. He was appointed as Beer Group President and Anadolu Efes CEO as of January 1st, 2019. Can Çaka is a member of Anadolu Group Sustainability Committee. Çaka, who is working with infrangible energy to support the efforts for development that promotes economic opportunity and efforts to combat climate crisis in line with UN's sustainable development goals, is a volunteer member of the UN Global Compact Türkiye and Sustainable Development Association's Board.

Burak Başarr **Soft Drinks Group President and** **Coca-Cola İçecek CEO**

Burak Başarr holds a BA in business administration and a minor in computer sciences from American River College. He studied management at California State University of Sacramento and received a BSc degree in business administration from Middle East Technical University in 1995. Başarr joined Coca-Cola İçecek (CCI) in 1998 and assumed increasing managerial responsibilities in finance and commercial functions. He was assigned as CFO in 2005 and has played an integral role during CCI's IPO process and effectively managed the merger of Efes Invest with CCI. Başarr led the largest operation of CCI in terms of volume and sales as the Türkiye Region President between 2010 and 2013. He was appointed as CEO in January 2014. Başarr is a member of Anadolu Group Sustainability Committee, the Turkish Industry and Business Association (TÜSİAD) and Türkiye-US Business Council (TAIK).

Ö. Özgür Tort **Migros Group President**

Ö. Özgür Tort, PhD joined the Business Development Department of Migros in 1996 and went on to lead, in chronological order, Project Management, International Investments Coordination and Customer Relationship Management (CRM). In 2002 he was posted as Chief Operations Officer of Ramstore retail operations in Russia where he stayed for the next four years before returning to Migros Türkiye as Chief Human Resources Officer in 2006. In 2008 Dr. Ö. Özgür Tort was appointed as Chief Executive Officer of Migros and has served in this role ever since. In addition, since 2013 Dr. Ö. Özgür Tort has been a board member of the Consumer Goods Forum (CGF), a global organization formed by the world's leading retailers and manufacturers. Between 2019 – 2021, he took over as the Co-Chairman (retail) of the CGF. On the national level, Dr. Ö. Özgür Tort is the Vice Co-Chairman of Food Retailers Association (GPD) and board member of the Turkish Federation of Shopping Centers and Retailers (TAMPF). In 2020, Tort became a board member of both GS1 Global and GS1 Türkiye. Tort graduated from Istanbul Technical University with a BSc in Industrial Engineering and in addition holds an MS degree in Engineering Management from Missouri University of Science and Technology. He received his doctorate degree in Engineering Management from Marmara University.

Bora Koçak
Automotive Group President

Bora Koçak graduated from the Turkish Naval Academy, Department of Mechanical Engineering. In the following years after his graduation, Koçak received education in the Advanced Management Program at Harvard Business School. He served as Chief Technician Officer in the technical management positions at the Naval Forces between 1989 – 1996 and later started working in the automotive industry. As of 1996, he gained experience in Çelik Motor as Chief Trainer, After-Sales Services Chief and After-Sales Services Manager. He became KIA Product Manager and then KIA-HondaLada Product Manager between 1999 – 2005. He served as the General Manager of Citroen Baylas Otomotiv between 2005-2008. He was the General Manager (Türkiye) of Mazda Motor Europe from 2008 to 2010. Appointed as the General Manager of Çelik Motor in April 2010, Bora Koçak continued his duty until July 2016. Since August 2016, Bora Koçak holds the office of President for Anadolu Group, Automotive Group. Bora Koçak is a member of Anadolu Group Sustainability Committee, the vice president and board member of MESS and board member of TISK.

Demir Şarman
Agribusiness, Energy and Industry Group President

Demir Şarman, started his career in 1993 as a Financial Audit Specialist at Arthur Andersen Türkiye and joined Anadolu Group's Beverage Division (Anadolu Efes) in 1997 as a Financial Controller. Between 1997-2009, Şarman held various positions at Anadolu Efes including CFO of Efes International and Group's Strategy and Business Development Director. Şarman served as the Chief Executive Officer of Anadolu Etap since its incorporation until June 2019.

Demir Şarman, who assumed the responsibilities of Anadolu Group energy companies in April 2019, was appointed as Anadolu Group Agribusiness, Energy and Industry Group President in July 2019. Şarman also maintains his duty as the responsible of Anadolu Group Corporate Affairs, Communications and Sustainability Presidency as of December 2022.*

Şarman, who is a member of Anadolu Group Sustainability Committee, is responsible from its coordination, manages the efforts within Anadolu Group sustainability strategy "From Anadolu to the Future".

Besides carrying out his duties as the Chairman of the Federation of Food and Drink Industry Associations of Türkiye (TGDF) and Vice President of the International Fruit and Vegetable Juice Association (IFU), Şarman also performs his duties as the member of the Private Sector Advisory Committee of the Food and Agriculture Organization of the United Nations (FAO). Demir Şarman graduated from Middle East Technical University, Department of Economics in 1993. He has an MBA degree from University of Chicago and is also a Certified Public Accountant.

* Kaan Ünver left the Group and Demir Şarman was assigned to manage the unit as of December 2022.

Operational Assessment

Beer



Anadolu Efes supplies more than a hundred international and local beer brands to about 400 million consumers in 6 countries.



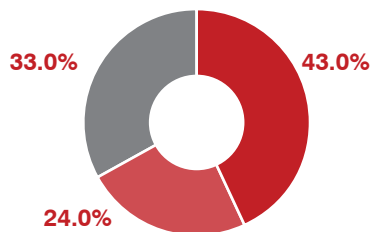
Operational Assessment

Beer



Anadolu Efes

Shareholding Structure



- AG Anadolu Grubu Holding
- AB InBev Harmony Ltd
- Free Float

Founded	1969
BIST code:	AEFES.IS
2022-end market cap.	TRL 40.1 billion

2022 market shares & rankings**

Türkiye	52%	1 st
Russia	29%	1 st
Kazakhstan	46%	1 st
Georgia	44%	1 st
Moldova	64%	1 st

* Türkiye-Kazakhstan Nielsen

** Russia-Moldova Company estimates
Georgia Retail Audit

With twenty-one breweries, six malteries, one hop processing, and one preform manufacturing plant, Anadolu Efes conducts its alcoholic beverages market operations in six countries: Türkiye, Russia, Ukraine* Kazakhstan, Georgia, and Moldova. The company supplies more than a hundred domestic and international beer brands to consumers.

The beers that Anadolu Efes brews are enjoyed by many hundreds of millions of people across the world, nearly 400 million alone of whom live in the region in which its export markets are located. Starting out initially with two breweries in Türkiye, Anadolu Efes quickly established itself as the leader of the Turkish market. An important turning-point in Anadolu Efes' history occurred in the 1990s when the company decided to expand its operations abroad. Anadolu Efes' international operations are the responsibility of Efes Breweries International NV (EBI), a wholly-owned subsidiary based in Holland. Anadolu Efes also controls a majority stake in Coca-Cola İçecek A.Ş. (CCI), which is responsible for Coca-Cola operations in Türkiye and some other countries.

As measured by sales volume, Anadolu Efes is Türkiye's biggest, the world's ninth*

biggest, and Europe's fifth biggest beer producer. As of end-2022 the company had annual brewing and malting capacities of 52.2 million hectoliters and 403 thousand tons respectively. Although Anadolu Efes' beer production operations in Ukraine were suspended in February 2022, limited production resumed at the company's Chernihiv plant at the beginning of October. Largely because of that suspension, Anadolu Efes' beer operations registered total sales of 34.0 million hectoliters, or 10.4% less than the previous year. With the exception of its Ukrainian beer operations, total beer group sales in 2022 exceeded expectations and remained at about their 2021 level.

Aware of its standing as one of biggest assets Türkiye has created, Anadolu Efes gives maximum attention to its social responsibilities and has made a point of behaving as a good corporate citizen ever since the day it was founded. Anadolu Efes contributes to social sustainability by supporting local development through the creation of viable models in the areas of agriculture and tourism on the one hand and by supporting social and cultural wellbeing through its activities in such areas as theater, cinema, and sport on the other.

Despite the global challenges that confronted it in 2022, Anadolu Efes maintained its leading position in all of its markets, continued to invest in branding and innovation, and strengthened its bonds with consumers. Additional momentum was gained in the

Europe's 5th and the world's 9th* biggest brewer from the standpoint of total sales volume, Anadolu Efes is also the enduring leader of the Turkish market.

premium and non-alcoholic categories while the product portfolio was also enriched with new introductions in the craft and flavored beer segments.

Beer Operations in Türkiye

Anadolu Efes' Turkish beer operations commenced in 1969 at two breweries, one in İstanbul and the other in İzmir. Today the company is Türkiye's leading beer producer with three breweries in Ankara, İzmir, and Adana; two malteries in Afyon and Konya; and one hop processing plant in Bilecik. As the Turkish brewing industry's leader for almost half a century, Anadolu Efes is the maker of Efes Pilsen, the beer brand that comes first to consumers' minds in Türkiye. Anadolu Efes' annual production capacity in Türkiye is 6.9 million hectoliters of beer and 115 thousand tons of malt.

Despite a decline in consumer confidence, Anadolu Efes' Turkish beer operations in 2022 registered some of their most successful results in years thanks to a twelve-month recovery in outdoor sales, a favorable tourism season, and the very strong performance of the company's newly-launched "Bremen 1827" brand. Benefitting also from the support of strong exports, Anadolu Efes Turkish beer operations registered total sales of 5.7 million hectoliters, 15.6% more than the previous year and significantly above pre-pandemic-levels. Turkish-market sales in 2022 contributed a 17% share of Anadolu Efes total sales worldwide.

International Beer Operations

Anadolu Efes' Russian operations began with the onset of production at the Moscow-Efes Brewery in 1999. The performance of the operations was augmented by the acquisition of the Krasny Vostok beer group (at the time Russia's 7th biggest brewer) in 2006 and by a strategic collaboration with SABMiller that it entered into in 2012. As a result of the acquisition of SABMiller by Anheuser-Busch

Inbev (AB InBev) in 2017, the latter company now controls a 24% stake in Anadolu Efes. In the first quarter of 2018, Anadolu Efes' Russian operations and AB InBev's Russian and Ukrainian operations were all brought together under the single control of AB InBev Efes BV. Conducting its operations in Russia with eleven breweries and four malteries located in Kaluga, Kazan, Novosibirsk, Ufa, Ulyanovsk, Vladivostok, Klin, Volzhskiy, Omsk, Saransk, and Ivanovo, Anadolu Efes remains the leader of the country's beer market especially as measured by value. Anadolu Efes' Russian beer operations make the biggest contribution to the company's international beer operations from the standpoint of sales volume. They have annual production capacities of 31.7 million hectoliters of beer and 288 thousand tons of malt.

Having been brought under the control of AB InBev, the company's Ukrainian operations* have an annual beer production capacity of 7.9 million hectoliters at three breweries (Chernihiv, Kharkiv, Mykolaiv).

The second biggest market in Anadolu Efes' international beer operations after Russia is Kazakhstan, which is also one of the most important for the company. Anadolu Efes first entered the Kazakhstani market when it acquired a newly-privatized brewery in Karaganda in 1996. The company expanded its operations in the country with the opening of a new brewery in Almaty in 2003. Today Anadolu Efes remains the country's market leader with both breweries still in operation. Anadolu Efes' annual production capacity in Kazakhstan is 2.6 million hectoliters of beer.

Anadolu Efes has also been conducting beer operations in Moldova ever since entering the country in 2003 with its acquisition of a brewery in the city of Chisinau. Today the company is the largest player of the Moldovan market with an annual production capacity of 1.6 million hectoliters of beer and soft drinks.

Anadolu Efes entered the Georgian market in 2008 when it acquired Lomisi, the country's leading local brewery at the time. Continuing its operations at its brewery in Natakhtari, Anadolu Efes is the market leader in the country with an annual production capacity of 1.5 million hectoliters.

Owing to the suspension of its beer operations in Ukraine in 2022, Anadolu Efes' international beer operations were down by 14.2% year-on and amounted to 28.3 million hectoliters. When the impact of the suspension of Ukrainian operations is accounted for however, the overall year-on contraction in total international sales was only 2.7%.

Anadolu Efes' Russian operations got off to a strong start in the first quarter of the year and continued to perform well in the second and third despite pricing issues. For the year as a whole, there was a twelve-month deterioration in performance owing to fourth-quarter market contraction and competition. However although our Russian sales were down year-on, the decline remained in the middle of the single-digit range and was pretty much in line with expectations. Moreover Anadolu Efes' focus on value-creation enabled the company to gain market share in Russia's premium beer segment as well as in terms of total value of sales. Our Ukrainian sales were down year-on owing to an eight-month suspension of operations. Sales-volume growth in CIS countries continued to gain momentum and averaged in the mid single-digit range for the year as a whole. Operations in Kazakhstan, Georgia, and Moldova continued to gain market share throughout the year thanks to successful new brand and product launches. In Kazakhstan, our operations outperformed the market; in Georgia, we registered the best performance in a decade owing to strong momentum in both the beers and the soft drinks categories; in Moldova we captured the leadership of the craft and premium beer segments.

* Anadolu Efes Ukrainian operations were suspended at its three plants in that country as of 24 February 2022. The Chernigiv plant restarted to operate partially in October 2023.

Operational Assessment

Soft Drinks



With 30 bottling plants in 11 countries and an annual bottling capacity of 1.6 billion unit cases, CCI is one of the biggest bottlers in the Coca-Cola system as measured by total sales volume.



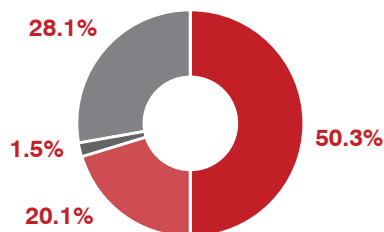
Operational Assessment

Soft Drinks



Coca-Cola İçecek (CCI)

Shareholding Structure



- Anadolu Efes
- TCCC
- Özgörkey Holding
- Free Float

Founded	1969
BIST code:	CCOLA.IS
2022-end market cap.	TRL 52.0 billion

2022 sparkling beverages market shares & rankings

Country	Market Share	Ranking
Türkiye	66%	1 st
Pakistan	52.4%	1 st
Kazakhstan	49.6%	1 st
Iraq	34.3%	2 nd
Uzbekistan	45.6%	1 st
Azerbaijan	72.4%	1 st
Jordan	15.6%	2 nd
Turkmenistan	41%	1 st
Tajikistan	65.7%	1 st
Kyrgyzstan	54.1%	1 st
Syria	-	-

Source: Nielsen / GlobalData (formerly known as Canadean) / CCI Internal System Data Source Details; TR/KZ: Nielsen Retail Panel, YTD Oct'22; PK/IQ/UZ/AZ/KG/JO/TJ/TM

GlobalData Industry Estimates & CCI Internal Volume Best Estimate for FY'202



Anadolu Efes controls a 50.3% stake in Coca-Cola İçecek (CCI), which is primarily responsible for carrying out domestic and international soft drinks operations. The company engages in the production, sale, and distribution of sparkling and still (non-sparkling) beverages bearing The Coca-Cola Company (TCCC) brand in 11 countries: Türkiye, Pakistan, Kazakhstan, Iraq, Uzbekistan, Azerbaijan, Kyrgyzstan, Jordan, Tajikistan, Turkmenistan and Syria. With an aggregate 1.9 billion unit-case bottling capacity at 30 bottling plants, CCI is one of the biggest bottlers in the Coca-Cola System.

Besides supplying 430 million consumers with sparkling beverages, CCI also offers a broad portfolio of still beverages consisting of fruit juices, water, energy and sports drinks, and iced teas. The company employs nearly 10,000 people in the conduct of its operations.

Thanks to CCI's diversified brand portfolio, strong management, agile business model, and proactive marketing and dynamic revenue-growth management initiatives, the increase in sales in 2022 surpassed projections the company announced at the beginning of the year.

2022 was a challenging year in a great many respects. Political volatilities in many of the company's biggest markets such as mass protests in Kazakhstan in January and Russia's invasion of Ukraine in February together with extreme weather events such as disastrous floods in Pakistan battered consumer confidence and adversely affected long-established supply chains. A post-pandemic release of pent-up demand, commodity-procurement restrictions, and disruptions in global supply chains led to worldwide inflation at levels not witnessed in many years and to huge surges in fast-moving consumer goods prices while also weakening consumer buying power. In such an environment, CCI's revenue-growth management abilities enabled the company both to maintain at-home occasion consumption levels but also to benefit from strong momentum in on-site consumption, especially during the tourism season. The company rose to the challenges posed by inflationary pressures and volatile market conditions and kept pace with rapidly changing consumer dynamics.

CCI's consolidated sales were up by 14.6% in 2022 and reached 1,577 million unit cases.

CCI's reported-basis consolidated sales grew by 14.6% in 2022, significantly above the company's projections for the year, and reached 1,577 million unit cases. On a proforma basis, consolidated sales growth was 8.4%. The company's Central Asian, Pakistani, and Turkish operations contributed substantially to this successful performance. Benefitting from growth opportunities, enhanced market-access practices, and higher penetration, CCI's international operations increased by 23.2% on a reported basis and were the primary engines of the company's growth last year. On a proforma basis, international sales were up by 12.2%. Although CCI's 2022 sales in Türkiye had been expected to perform in parallel with those of the previous year, in fact they did better and grew by 2.8% despite inflationary pressures on consumers' disposable income.

On a reported basis, the sparkling beverages category grew by 15.5% in 2022, due mainly to a solid 17.9% rate of growth in the Coca-Cola brand. This category's 8.3% proforma-basis growth is likewise indicative of healthy performance given that it was achieved despite the base effects created by a 15.9% rate of growth in 2021. In the still beverages category, sales were up by 18.7% on a reported basis. This growth is attributable mainly to iced teas, whose performance remained strong, to new product launches and their successful execution, and to energy drinks, sales of which more than doubled last year. Sales in the water category were up by 4.5% last year. This growth was largely nourished by a focus on higher value-adding smaller-sized container formats, which accounted for a 26.4% share of total water sales in 2022.

Türkiye

Despite a significant uptick in inflation and a cautious outlook as to its impact on household income at the beginning of the year, CCI's

sales in Türkiye nevertheless increased by 2.8% in 2022. The principle contributors to this growth were resilient demand in sparkling beverages, strong demand in still beverages, successful performance in both iced teas and energy drinks, and sales volumes that exceeded expectations. Growth in the on-site consumption channel was up by 20% last year.

While sparkling beverages in 2022 performed rather much as they did in 2021, the still beverages category increased by 13.8% in line with product portfolio normalization throughout the year. Iced tea sales were up by 36.1%; energy drink sales increased by more than 60%, largely as a result of the introduction of new Monster Energy flavors and the launch of the Predator Energy brand. Water sales were up by 8.8% despite having to rise above the high base of the previous year's double-digit rate of growth. The contributions that small-container format sales make to total sales continued to grow: last year they were up by 280 basis points and accounted for 31.7% of all water sales.

International

International operations in 2022 were up by 23.2% and 12.2% on a reported and proforma basis respectively.

Sales in Pakistan were up by 13.1% last year, largely as a result of an expanding non-alcoholic beverages market and successfully conducted regional plans and improvements in operational performance. Sales in the non-alcoholic beverages category increased by 12.9% despite macroeconomic difficulties, disastrous floods, and inflation-fueled price rises: Coca-Cola and Fanta sales were up by 15.1% and 11.1% respectively. Sales of Coca-Cola Zero, though modest by comparison with sugared brands, were nonetheless up a solid 58.2% in 2022. Still beverage sales more than doubled, a performance which they achieved



after having already risen by 59.6% the previous year. Water sales increased by 8.4% in 2022 (2021: 17.0%).

With sales up by 32.1% year-on, Uzbekistan was the fastest-growing among all of CCI's international operations in 2022. This growth was driven by improved product accessibility and visibility as a result of new investments in marketing infrastructure and point-of-sale coolers. Focused marketing campaigns and point-of-sale activities not only drew the attention of existing customers but attracted new ones to CCI's brands as well.

Kazakhstan sales were up 16.0% in 2022 having previously increased by 14.6% the year before. Sales in the sparkling beverages category grew by 19.8% overall thanks in part to strong Coca-Cola sales (up 19.8%) but especially to 27.5% growth in Fanta, whose new flavor launches combined with across-the-board increased demand for flavored carbonated drinks made it CCI's best performer in this category. Having increased by 38.1% in 2021, growth in the still beverages category was a much more modest 10.2% in 2022. Iced teas did respectably well with sales up by 10.5%; in the energy drinks subcategory however, sales increased by 160.6%, largely due to the launch of CCI's new Predator brand. Water sales were down by 6.9% year-on.

Operational Assessment

Migros Group



Migros sells affordably-priced quality goods through stores and online channels that give it access to customers in all 81 of Türkiye's provinces.



Operational Assessment

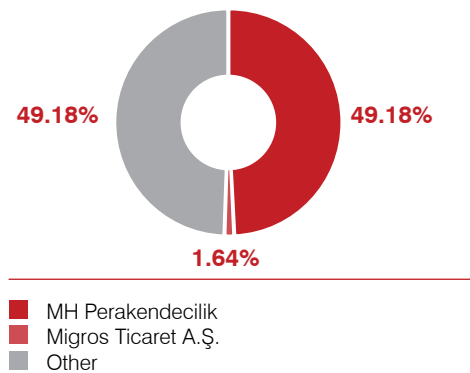
Migros Group



MIGROS

Migros

Shareholding Structure



Founded	1954
BIST code:	MGROS.IS
2022-end market cap.	TRL 26.5 billion

An active member of the Turkish retailing industry for 68 years, Migros today is a huge ecosystem consisting of 60 thousand employees, 20 thousand producers, 3 thousand suppliers, and millions of customers who purchase from among tens of thousands of different products on offer in more than 2,900 stores and through an array of online channels.

In 2022 Migros achieved all of the consolidated sales growth, new store opening, and investment-outlay targets which it had set for the year and registered a generally strong operational performance overall. The growth in Migros' consolidated sales was supported especially by the continued success of online operations, strong multichannel competencies, effective pricing strategies, and adoption of a more competitive stance. Despite the challenges posed by soaring global energy prices, the increase in sales revenues helped the company to keep its operational costs under control.

During 2022 Migros continued to invest both in its stores and in its online operations. Last year the company opened 367 new stores—slightly better than one a day on

average—bringing the total number to 2,908. There is now at least one Migros store in all 81 of Türkiye's provinces. On the online channels side, 843 stores supply goods to a Migros Virtual Market service network that is accessible to customers everywhere in the country. Migros Hemen's service network is supplied by 377 stores and is now similarly accessible to customers. Macroonline serves customers through a chain of 84 stores in 10 provinces while TazeDirekt is now serving customers in 5 provinces. Agreements with other online shopping platforms give even more shoppers the benefit of Migros Virtual Market convenient-ordering and fast-delivery service excellence in a wide range of products.

New business lines and new subsidiaries

2022 went on record as a year in which Migros focused on developing new business lines in order to enlarge its ecosystem and increase the value it offers customers. In June the company's new online food ordering platform Migros Yemek became operational. The hub of an expanding network of restaurants offering an extensive menu of affordably-priced wholesome meal options, Migros Yemek's service network grew rapidly and encompassed 17 cities as of end-2022. In 2023 the company plans to further expand the accessibility of Migros Yemek participating restaurants with the introduction of "Migros-supplied delivery" service. To more effectively coordinate and manage its online operations,

Migros' CDP reports of its climate-change mitigation and water-conservation efforts have qualified it as a Climate Leader four times and as a Water Leader twice.

all of its online brands—Migros Virtual Market, Migros Hemen, Migros Ekstra, Migros Yemek, TazeDirekt, and Macroonline—can now be accessed through a single app as well as from each of their websites.

In line with its strategic objectives, in April last year Migros upped its stake in Paket Lojistik ve Teknoloji A.Ş. (Paket Taxi), a courier and package-delivery service, from 25% to 75%. The company's Moneypay Ödeme ve Elektronik Para Hizmetleri A.Ş. (Moneypay) fintech subsidiary received a Turkish Central Bank e-money license and has begun expanding its service portfolio with an array of “buy now / pay later” options while also making Migros customers' lives easier with utility-bill payment, money transfer, and similar services.

In October, Migen Enerji ve Elektrikli Araç Şarj Hizmetleri A.Ş. was set up as a wholly-owned Migros subsidiary and missioned with operating a network of EV recharging stations. The company has applied to the Energy Market Regulatory Authority to obtain a recharging network operator's license.

Strong cash flow generation

With its strong cashflow creation abilities further enhanced by the extinction of its EUR-denominated debt in 2021 as it embarked upon the new year, Migros has covered all of its prior-year losses and achieved a much more robust balance sheet structure. The company's shareholders' equity is growing steadily stronger.

On 30 June 2022, JCR Eurasia Rating (JCR-ER), an affiliate of JCR, one of the world's leading credit rating firms, increased Migros' long-term national credit rating to “AAA (tr)”, the highest the agency assigns to any company. It also assigned Migros a “J1+ (tr)” short-term national rating, a “BB” long-term international rating, and a “J3 (outlook stable)” short-term international rating.

Value-focused service

Migros fully supported the Ministry of Treasury & Finance's anti-inflation campaign and programs by cutting prices on thousands of products, particularly those in the basic household necessities group. The company continues to regularly offer new discounts on about a thousand items in biweekly “Migroskop” campaigns of its own.

Blending its 68 years of retailing experience with cutting-edge digital technologies in its never-ending efforts to supply shoppers not just with products and services but with genuine value, Migros develops new business models through new digital-transformation ventures. In 2021 for example the company set up 7/24 vending machines outside some of its stores. In 2022 it opened its first all self-service vending machine outlet in Istanbul's Kadıköy district giving customers everyday, all-day access to a selection of product and hot food items. The company's Migros Deniz Market operation serving Göcek's thriving yacht-tourism industry along Türkiye's western Mediterranean coast offers seagoing drone delivery services and cloud-based food services. Migros Up, a co-innovation platform launched in 2021 to give Migros specialists and external entrepreneurs access to one another, continues to support Türkiye's entrepreneurial ecosystem.

Migros' efforts to keep its customers supplied with quality, service, and value continues to earn the appreciation of consumers and the attention of business circles. In Capital magazine's 2022 survey, Migros once again headed that business journal's “Türkiye's Most Admired Retailers” list, this time for the 19th year in a row.

As a company that gives importance to thinking globally and acting locally, in 2022 Migros added seafood to its localization focus by procuring fresh fish directly from wholesale markets and fishing vessels and selling

them to customers all over the country. This practice has resulted in a fivefold increase in the variety of affordably-priced fresh seafood available to shoppers in the company's stores.

A comprehensive focus on sustainability.

Migros focuses on sustainability in the conduct of all of its operations. Even while rapidly expanding its physical store and online footprint, the company has committed itself to reducing its overall carbon emissions by 42% by 2030. Migros has also set itself targets of reducing water consumption and food-loss rates by 10% and 50% respectively and of increasing the percentage of women with management responsibilities by 35% by 2027.

Migros' publicly-traded shares have been included in the Istanbul stock exchange's BIST Sustainability Index every year since the index's launch in 2014. It was the first—and remains the only—retailer in the index. Migros is also the retailing industry's only representative in the exchange's BIST Sustainability 25 Index launched last year. Migros' Carbon Disclosure Project 2022 reports of its climate-change mitigation and water-conservation efforts again qualified the company as both a Climate Leader and a Water Leader for the fourth and second times respectively. Migros has formally signed the United Nations Global Compact committing itself to bring all of its operations into compliance with all ten UNGC principles concerning human rights, labor practices, environmental protection, and anticorruption.

In addition to its ongoing investments in digital transformation and innovation, Migros also strives to reduce energy costs through investments in energy conservation and alternative green energy resources. The company intends to make this an even higher-priority issue in the period ahead.

Operational Assessment

Automotive Group



Anadolu Group's automotive segment collaborates with world-leading names Isuzu, Kia, Kohler, Honda, and Honda Marine.



Operational Assessment

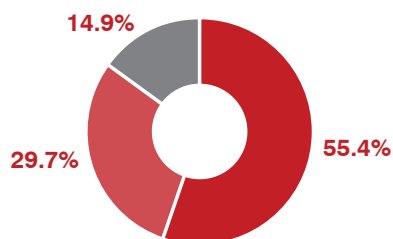
Automotive Group



ANADOLU ISUZU

Anadolu Isuzu

Shareholding Structure



- AG Anadolu Grubu Holding
- Isuzu&Itochu
- Other

Founded	1980
BIST code:	ASUZU.IS
2022-end market cap.	TRL 19.4 billion

Focusing on the commercial vehicle segment of the automotive market, Anadolu Isuzu offers a strong product line, provides effective after-sales services, and is the hub of an extensive dealership and service network. One of Türkiye's leading manufacturers of trucks, light trucks, midibuses and buses, Anadolu Isuzu remains a strong performer in export markets as well.

Anadolu Isuzu's journey of sustainable growth began in 1965 with its initial production of light trucks and motorcycles. The company continued to make Skoda light trucks until 1986. Anadolu Isuzu acquired its current name when it entered into a licensing agreement with Isuzu Motors Ltd in 1983. Turning out its first commercial vehicles under this agreement in 1984, since then Anadolu Isuzu has been steadily expanding its operations and product range as a publicly-traded company in which Anadolu Group, Isuzu Motors Ltd and Itochu control stakes.

Conducting its production operations in Kocaeli in a 300 thousand m² plant with a single-shift production capacity of 19 thousand vehicles a year, Anadolu Isuzu's truck and bus manufacturing operations hold

Isuzu Monozukiri (IM) certification of superior production and quality management.

R&D and innovation competencies are also crucial elements that underpin Anadolu Isuzu's success in commercial vehicle manufacturing. Anadolu Isuzu keeps a close watch on emerging and fast-changing consumer trends and customer expectations. Developing technologies, designs, and practices whose intellectual property rights are entirely its own, the company develops products that are exactly what customers want.

By further strengthening its home market position through effective and proactive marketing and sales campaigns, Anadolu Isuzu achieved above-market growth in the highly-competitive truck and midibus segments and boosted market share in both. As of end-2022, Anadolu Isuzu controlled a 21% share of Türkiye's midibus market segment and 7.3%, 10.7%, and 2.7% market shares in the truck, pickup, and light truck segments respectively.

Serving customers through 31 sales point and 90 authorized service outlets in Türkiye, Anadolu Isuzu has also entered into 35 distributorship agreements encompassing 45 countries. Having contracted in 2020 due to the global pandemic, exports began to recover in 2021, and in 2022 reached their second-highest level since their 2019 all-time high.

In 2022 Anadolu Isuzu's sales to its home market increased by 162% and its export sales by 94%. The rise in the company's net sales

Reaching customers in Türkiye through 31 dealerships and 90 authorized services, Anadolu Isuzu is also the hub of an international network embracing 35 distributorships in 45 countries.

during the same twelve-month period was 134%.

In 2022 Anadolu Isuzu accounted for a 10.2% share of all the buses and midibuses exported from Türkiye. In the midibus category, Anadolu Isuzu ranked first among all of the country's automotives manufacturers, a distinction which the company has enjoyed now for 19 years in a row. Global markets felt the strong effects of the post-pandemic process of and rising tensions in Ukraine in 2021 and 2022, as supply chains were disrupted and costs increased. Despite the challenges facing the sector, Anadolu Isuzu successfully met its export targets in 2022, exporting 1,078 units and generating EUR 124 million in export turnover. In 2022, the top twelve countries accounted for 90% of Anadolu Isuzu's total export sales while France, Israel, and Spain ranked highest on the measure of overall export turnover. In the twelve months to December 2022, Anadolu Isuzu manufactured and exported a total of 21,000 commercial vehicles from Türkiye to the rest of the world.

Anadolu Isuzu successful performance was recognized in 2022 by:

- An Automotive Industry Association (OSD) award citing it as the "OSD member with the highest increase in exports on the basis of value"
- An Uludağ Automotive Industry Exporters' Association award for "Outstanding success in achieving major goals"
- A "Motor vehicle manufacturing & submanufacturing sector award in the "Large-scale organization" category at the 15th edition of the Kocaeli Chamber of Industry's "Sectoral performance" awards.

Anadolu Isuzu has also received the "Gold 2023" award for its Big.e model and the "Winner 2023" award for its all-electric Isuzu NovoCiti VOLT model in the 2023 round of German Design Awards, one of the world's

most prestigious award series in the field of design.

As is well attested to by sales performance, Anadolu Isuzu's D-Max, a strong representative of the company's brand that has raised the bar in the pickup segment, has racked up significant success in the Turkish market.

Focused on incorporating innovative technologies and new features into its products and services, Anadolu Isuzu continues to raise the after-sales service standards of its sector to new levels with its investments in technology. Through the Technology Center, Anadolu Isuzu provides remote technical and online-training system support specially developed to train not just its own home-market authorized service providers but also its distributors in many different parts of the world. The "ProEye" online support service provided by the Anadolu Isuzu Technology Center enables the company to come to the aid of service providers and customers whenever they are in need and to instantly respond to problems wherever they may be.

Continuing to focus on digitalization and Industry 4.0 practices, Anadolu Isuzu's Smart Factory project takes production-quality standards to new levels. This project employs "3D Digital Twin" technology to manage the complex production-flow and greater production-space requirements dictated by the variability and diversity of "Tailor-Made Manufacturing" and "Internet of Things" technologies so as to ensure that operators have full access to all information about customized-production operations.

Anadolu Isuzu adheres to an environmental policy which states that the company consistently strives to protect the environment by constantly improving the environmental performance of its production operations, products, and services; by preventing environmental pollution at source in ways

that do not impair natural assets but do comply with the requirements of laws and regulations, and by approaching and dealing with environmental-management issues systematically and sustainably. Anadolu Isuzu has published its fourth GRI (Global Reporting Initiative)-compliant sustainability report setting out what it is doing to fulfill its mission of leaving a more livable world for future generations. Anadolu Isuzu plays a leading role in the field of corporate sustainability by participating in many international platforms and making significant commitments to them.

Thanks to the completion of the installation of a solar power plant at Çayırova, Anadolu Isuzu is now sourcing 55% of the electricity that it uses in the conduct of its production operations from renewable sources.

A pioneer in automotives industry innovation, Anadolu Isuzu, added the CitiVolt electric bus to its lineup in 2022. This move is in line with the company's goal of further expanding its range of electric vehicle offerings with the addition of new models. Anadolu Isuzu unveiled Big.e, an all-electric light commercial vehicle that brings the company's experience and expertise in commercial vehicle production to the field of micro mobility, at the Hannover IAA Transportation fair. The ecofriendly Big.e is also a testament to Anadolu Isuzu's strength and ambition in the world's rapidly growing micro-mobility sector. Conceived, designed, and produced entirely by Anadolu Isuzu to meet the urban transportation needs of big cities, the Big.e attracted great attention at its unveiling.

One of Anadolu Isuzu's constant objectives is to ensure the sustainability and continuous development of a healthy and safe workplace environment. Having committed itself to a "people first" approach, Anadolu Isuzu focuses on providing its employees with decent working conditions regardless of their language, religion, race, or gender.

Operational Assessment Automotive Group

ÇELİK MOTOR



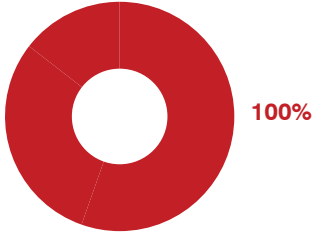
Garenta

ikinciyeini.com



Çelik Motor

Shareholding Structure



AG Anadolu Grubu Holding

Founded 1960

In 2022 ikinciyeini.com website and mobile app were given an overhaul to make them more user-friendly. The digital-platform capabilities and innovative services provided by ikinciyeini.com were brought to the real world and are accessible from all of the company's dealerships.

Kia

The sales-performance momentum that Kia demonstrated in 2021 continued in 2022 as well. Türkiye's passenger car & light commercial vehicle market grew by 6.2%, with a total of 783,283 vehicles of all makes and models being sold. Supplying the market with 20,367 units of its own, Kia not only increased its own total sales by 22.8% last year but also succeeded in boosting its 2021 all-time high market share from 2.25% to 2.60%. In the automobile market, Kia outperformed the sector by selling 18,462 cars, 21.1% more than in 2021, while also raising its market share from 2.71% to 3.12%.

In keeping with the company's "Plan S" strategy, Kia intends to bring fourteen new EVs to market by 2027. Seeing hybrids as an important bridge in the electrification of the motor vehicle industry, Kia has made them

a key element of its Turkish-market strategy. Having previously unveiled its hybrid Sorento and mild hybrid Ceed vehicles in 2021, Kia introduced its new Sportage, EV6, and Niro models in 2022.

Rapidly adapting itself to trending changes in customer wishes and behavior, Kia continued to provide existing and potential customers with access to its services through the deployment of new digital channels and technologies. Focused on ensuring customer satisfaction sustainability, in 2022 Kia increased its customer demand rate by 50% as compared with the previous year.

In line with its goal of being the automotives brand that delivers the most benefit to customer, Kia has provided users of its Kia Fan loyalty-program app with more than 365 discount codes for more than 170 different products.

ikinciyeini.com

The benchmark name in Türkiye's second-hand car market, ikinciyeini.com continues to distinguish itself with its innovative service approaches while also striving to better respond to vehicle buyers' needs and expectations through the online vehicle auction and sales campaign models and practices that it develops. In 2022 the ikinciyeini.com website and mobile app were given an overhaul to make them more user-friendly. The digital-platform capabilities and

Thanks to a service and business model that focuses entirely on delivering a quality customer experience, Garenta enjoys a customer satisfaction rating of 9.7 out of 10.

innovative services provided by ikinciyei.com have been brought to the real world and are accessible from all of the company's dealerships, through which ikinciyei.com provides an alternative way for owners to sell their vehicle for cash immediately.

Every vehicle put on sale through ikinciyei.com has come with a certified appraiser's report since the website's launch in 2013. Over the years, ikinciyei.com has continued to expand the scope of its services with new selling, buying, delivery, financing, and payment options. Carwizz, an AI-based app specially created for ikinciyei.com, makes it easy to determine what a vehicle's market value is likely to be. Carwizz users enter such information as the vehicle's make, model, year, mileage, replaced components etc, on the basis of which the app makes a best-estimate guess of the vehicle's average price at that moment.

Making itself the leading brand in Türkiye's second-hand vehicle sector by innovatively demolishing conventional wisdoms, ikinciyei.com has hosted the sale of 135 thousand vehicles worth a total of TRL 14 billion since its website became operational.

ikinciyei.com strives to provide everyone who wants to buy or sell a vehicle with service of the highest quality as it pursues its goal of helping ever more would-be owners find the vehicle of their dreams.

Garenta

Enjoying a reputation as Türkiye's most innovative and best-quality vehicle-leasing brand offering drivers a reliable and convenient car-rental model, Garenta

conducts its operations with an extensive fleet of vehicles through 80 dealerships in 37 of the country's provinces and 21 of its airports. Thanks to a service and business model that focuses entirely on delivering a quality customer experience, Garenta enjoys a customer satisfaction rating of 9.7 out of 10 according to customer satisfaction survey.

Garenta awards & recognitions in 2022

- "Most admired vehicle-rental brand" in a customer experience survey conducted by Turkcell Global Bilgi and Fast Company
- "Most reputable car-rental brand" in the eighth round of "The ONE" series of integrated marketing awards handed out by Marketing Türkiye and Akademetre.
- "Most successful car-rental brand" (Crystal) award in the sixth round of Achievement in Customer Excellence Awards handed out by sikayetvar.com, Türkiye's leading third-party online customer complaint channel.

Since embarking upon rapid expansion of its dealership network in 2019 while also investing increasingly more in digital transformation, Garenta-owned vehicles

are now being leased a combined total of 1.5 million hours a year. As a result of the company's focus on strengthening its presence in the digital realm, the percentage of Garenta-owned vehicles rented online is significantly above the industry's average. Garenta offers customers a wide range of choices with a fleet consisting of 99 models across 24 different makes.

Garenta controls about a 10% share of the short-term vehicle-rental market in Türkiye. 85% of the vehicles in the company's fleet are a year old or less.

Garenta strives to:

- Pursue its expansion strategy with no loss of momentum
- Interact with customers in new locations and in new ways
- Consolidate its digital transformation
- Continue to carry out trailblazing projects in its sector
- Through a customer-focused approach, ensure unconditional customer satisfaction and create an exceptional customer experience for everyone renting a vehicle.

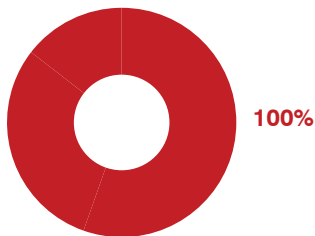
Operational Assessment

Automotive Group



Anadolu Motor

Shareholding Structure



AG Anadolu Grubu Holding

Founded 1965

Türkiye's only domestic manufacturer of single-cylinder air-cooled diesel engines, Anadolu Motor also acts as the Turkish distributor for Honda power equipment and Honda Marine outboard motors.

Türkiye's only domestic manufacturer of single-cylinder air-cooled diesel engines, Anadolu Motor has more than half a century of engine production and marketing experience. The company also acts as the Turkish distributor for Honda power equipment and Honda Marine outboard motors.

Besides manufacturing and importing its Antor line of diesel engines, in the power equipment category Anadolu Motor also sells a range of tiller machines, water pumps, generators, brush cutters, and lawn mowers under its Antrac brand.

The company additionally acts as a distributor for:

- Kohler-Lombardini diesel engines for use in industrial applications
- Honda Power Equipment for use in gardening, grounds maintenance, and industrial applications

- Honda Marine outboard motors and Honda 4XC Design by Ranieri motor boats
- OXE Marine outboard diesel engines.

Focused on satisfying customer expectations at the highest level by entering into partnerships with leading global brands in line with market dynamics, in 2022 Anadolu Motor began representing Sweden-based OXE Marine, makers of the world's first high-performance diesel outboard engine.

In the R&D center at its Şekerpınar plant where it conducts its manufacturing operations, Anadolu Motor develops efficiency and environment-focused technologies conforming to global standards. In the last quarter of 2022, a diesel engine being developed at the center successfully passed European Stage V non-road emission standards.

Besides offering an extensive portfolio of products with the aim of exceeding customer expectations, Anadolu Motor also serves its customers through an extensive, country-wide network of dealerships and spare parts and service-providers.

Another of Anadolu Motor's goals is to be a leading domestic and international producer of industrial engines and applications.

Besides offering an extensive portfolio of products with the aim of exceeding customer expectations, Anadolu Motor also serves its customers through an extensive, country-wide network of dealerships and spare parts and service-providers.



Operational Assessment

Agribusiness, Energy & Industry Group



One of the best-recognized names in stationery supplies and a beloved national tradition, Adel Kalemcilik is the biggest manufacturer of stationery products in Türkiye and its region.

Adhering to sustainable agriculture principles, Anadolu Etap invests in the future of agriculture.

Anadolu Group has operations in the energy sector since 2010.



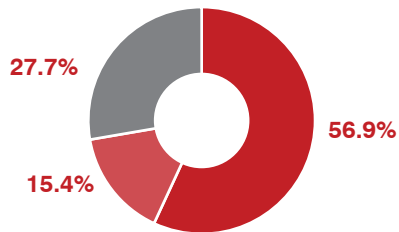
Operational Assessment

Agribusiness, Energy & Industry Group



Adel Kalemcilik

Shareholding Structure



- AG Anadolu Grubu Holding
- Faber-Castell AG
- Free Float

Founded	1969
BIST code:	ADEL.IS
2022-end market cap.	TRL 2.6 billion

One of the best-recognized names in stationery supplies and a beloved national tradition, Adel Kalemcilik's journey in Türkiye began with the opening of its factory in Kartal outside İstanbul in 1969. The well-known superior quality of Adel-manufactured writing implements and stationery supplies has made them an important and indispensable part of the education of many successive generations.

Since its inception, Adel Kalemcilik has been working in tandem with Faber-Castell, the world's oldest maker of pens, pencils, and other office supplies. Since the strengthening of that partnership in 1995, the company has been continuing to undertake value-adding investments in Türkiye without letup.

Adel Kalemcilik is the biggest manufacturer (as measured by production volume and product range) in Türkiye and its surrounding region in every category other than paper. The company exports goods to more than 40 countries.

Relocated in its manufacturing plant in Çayırova-İstanbul in 2015, Adel Kalemcilik makes blacklead pencils, coloring and copying pencils, ballpoint pens, mechanical pencils and leads, fineliners, highlighters, markers, oil pastels, crayons, watercolors, erasers, finger paints, modelling compounds, gouaches, and more at its plant located on an area of 36 thousand m² in Çayırova.

With its well-established past and experience, Adel Kalemcilik today markets and sells a catalog of close to 3,800 items consisting not only of Faber-Castell, Graf von Faber-Castell, Adel, Atlas, Max, Panfix, and Citizen brand stationery supplies manufactured in or imported into Türkiye but also both Adel-branded and the world's leading licensed-brand toys.



In keeping with its “We will never sell anything that we wouldn’t let our own kids use” principle, Adel Kalemcilik has an average of 10 thousand product safety and 30 thousand product quality tests carried out every year.

In the conduct of all of its operations since the day it was founded, Adel Kalemcilik has also been striving to be beneficial to its stakeholders and to society at large and to support sustainable projects whose aims are the same. Under its Goodness Tree Corporate Social Responsibility Program, whose core value is “goodness”, Adel Kalemcilik undertakes a large number of projects whose priority is to deal with quality-education and climate-action issues in line with United Nations 2030 Sustainable Development Goals.



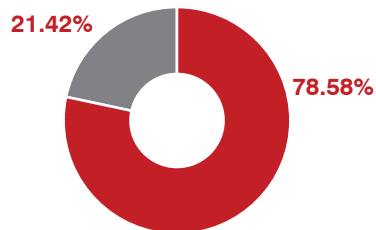
Operational Assessment

Agribusiness, Energy & Industry Group



Anadolu Etap

Shareholding Structure



■ Anadolu Efes Biracılık ve Malt Sanayi A.Ş.
■ Özgörkey Holding

Founded 2010

Türkiye's's biggest fresh-fruit grower and fruit-juice concentrate producer, Anadolu Etap underwent a demerger in 2022 in which its beverage and agribusiness operations were separated and assigned to two different companies: Anadolu Etap İçecek (beverages) and Anadolu Etap Tarım (agribusiness).

Conducting its operations at three plants in Türkiye, in 2022 Anadolu Etap İçecek broke an all-time record by processing more than 340 thousand tons of fruit. 70% of the company's sales revenues are earned in its export markets. With more than 50% of its sales revenues coming from export markets as well, Anadolu Etap Tarım is Türkiye's biggest fresh-fruit grower and for many years the trailblazing leader of the country's agriculture and agribusiness sectors with 8 farms and a total of 30 thousand deceres of arable land, with 5 million fruit trees and one packing house. As signatory of the United Nations Global Compact, the company conduct its operations economically, environmentally, and socially compatible with United Nations 2030 Sustainable Development Goals.

During 2022 Anadolu Etap processed a total of 400 thousand tons of fruit at its plants and packing house. The company exports its products to more than 65 countries across a broad market network extending particularly from Europe, the Middle East, Russia and India to the USA, Latin America, and Japan. In addition to what is harvested from its own plantations, Anadolu Etap also procures fruits from nearly 4,000 villages and nearly 70 thousand farmers in Türkiye. Continuing its efforts to promote Sustainable Agriculture Principles and Industry 4.0 and Agriculture 4.0 practices in Türkiye, Anadolu Etap has had its R&D centers at its Mersin Fruit Juice Plant and Balıkesir Tahirova Farm certified by the Ministry of Industry and Technology.

Conducting its operations with more than 5,000 people in the fulfillment of its "Healthy Fruits For Healthy Generations" mission, Anadolu Etap has an extensive product portfolio of fruit concentrates and purees as well as more than a hundred varieties of fresh fruit. In addition to growing fresh fruit, Anadolu Etap also puts its fresh-fruit expertise to work at three highly-automated factories in which it produces high-quality fruit juice concentrates and purees that appeal to market demand and also conform to international standards and food-safety standards. Anadolu Etap's fruit-processing capacity and its portfolio of domestic and international customers make the company

Serving customers and consumers in its home market and across a broad region from the United States to the Far East, Anadolu Etap is Türkiye's biggest fresh-fruit grower and fruit-juice concentrate producer and continues to expand its market presence by delivering product and service quality that conforms to the highest international standards.

the leader of its sector in Türkiye. Anadolu Etap conducts its farming operations with an awareness of the sustainable-agriculture principles of respecting people, nature, and the soil and of being mindful of end-to-end product traceability. The company holds certifications of compliance with international quality and food-safety standards.

Inspired by its vision of spearheading the growth and development of farming and agri-industry, Anadolu Etap has undertaken USD 350 million in sector-related investments since 2010. Such investments not only result in the sustainable production of high-quality, safe food but also promote social progress by supporting local and regional development. Recognizing its responsibility to create social value, the company carries out sustainable programs to support the improvement of the agricultural workforce, social gender equality, equality in educational opportunity, and rural development by increasing women's participation in the formal economy and by encouraging and supporting school enrolment. Through the AgroAkademi project that it launched in 2012, Anadolu Etap has provided sustainable-agricultural education to 875 farmers, 75% of whom are women; through the MiÇO (Children of Seasonal Agricultural Workers) program that it has been conducting since 2015, the company has undertaken projects that have provided



educational and schooling resources to 2,000 children whose parents worked on its farms. Carrying out projects to ensure that water and all other natural resources are used productively and efficiently in all of its operations, Anadolu Etap also protects biodiversity and endangered wildlife species in regions where its farms are located.

Recognizing social, economic, and environmental sustainability as being the most important value in the conduct of all of its operations, in 2014 Anadolu Etap became the first company in its sector to put together a set of Sustainable Agriculture Principles and to incorporate those principle into its business plans. A signatory of the United

Nations Global Compact and respectful of everyone, the environment, and the planet, Anadolu Etap Tarım conducts all of its production operations so as to ensure that they are end-to-end traceable and safe. Having successfully passed 600 different tests and analyses, Anadolu Etap grown fruits have been awarded both "Global GAP" and national "Good Agricultural Practices" certifications.

Operational Assessment

Agribusiness, Energy & Industry Group



Paravani Hydroelectric Power Plant, Georgia

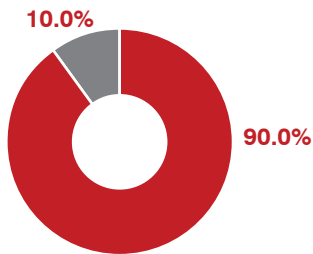


Aslancik Hydroelectric Power Plant, Giresun



Georgia Urban Enerji

Shareholding Structure



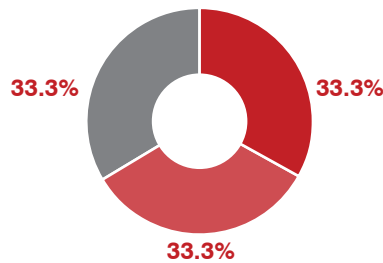
■ Anadolu Kafkasya Enerji Yatırımları
■ EBRD

Founded 1999



Aslancik Elektrik Üretim

Shareholding Structure

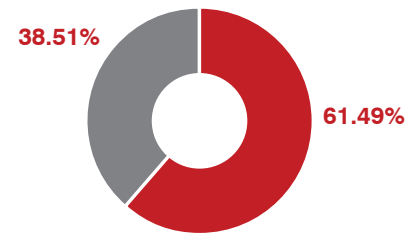


■ AG Anadolu Grubu Holding
■ Doğuş Group
■ Doğan Group

Founded 1999

Anadolu Kafkasya Enerji Yatırımları

Shareholding Structure



■ AG Anadolu Grubu Holding
■ Paravani Energy B.V.

Founded 2009

In 2022 the Aslancık and Paravani hydroelectric power plants generated 325 GWh and 354 GWh of electricity, respectively.

Anadolu Group continues its energy-industry operations with a portfolio of sustainable renewable energy investments that create value and respect environmental and social values.

The hydroelectric-power operations in the group's energy-industry portfolio are managed in Türkiye by Aslancık Elektrik Üretim A.Ş. (Aslancık HPP) and by Georgia Urban Enerji Ltd (Paravani HPP) in Georgia. The group has also plans to develop a wind farm project (Taba LLC) in the Shida Kartli region in Georgia as a subsidiary of Anadolu Kafkasya Enerji Yatırımları A.Ş.

Anadolu Group's first investment in the energy sector was the 120 MW installed-capacity Aslancık Dam & Hydroelectric Power Plant, a joint venture with Doğan Group and Doğu Group. The plant became operational in March 2014. Located on Harşit Çayı, a river in the province of Giresun, the Aslancık HPP generated 325 GWh of electricity in 2022, all of which was sold under Türkiye's Renewable Energy Source Support Mechanism (YEKDEM).

The Paravani HPP investment in Georgia has an installed capacity of 90 MW and represents the first cross-border investment involving the tapping of a neighboring country's natural resources to meet Türkiye's and Georgia's energy requirements ever realized in the history of the Turkish Republic. Located on the Paravani river in Georgia about 25 kilometers from the border with Türkiye, Paravani HPP generated 354 GWh of electricity in 2022, all of which was sold to the Georgian grid.

Taba LLC in Georgia (Ricoti Windfarm project) is in development phase to build a 20 MW wind farm in Georgia.

Operational Assessment
Other Companies - Insurance

Other Companies

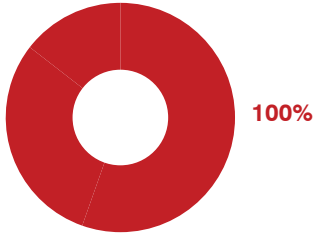


Among the corporate agencies working with Anadolu and Allianz insurance firms in Türkiye, AEH has consistently ranked among the top three from the standpoint of both portfolio and technical profitability for many years.



AEH Insurance Agency

Shareholding Structure



■ AG Anadolu Grubu Holding

Founded 2008

AEH Insurance Agency acts as an agent for many insurance companies. Among the corporate agencies working with Anadolu and Allianz insurance firms in Türkiye, AEH has consistently ranked among the top three from the standpoint of both portfolio and technical profitability for many years.

AEH has agency relationships with Anadolu Sigorta, Allianz Sigorta, Ak Sigorta, HDI Sigorta, AXA Sigorta, Anadolu Hayat Emeklilik, Generali Sigorta, Gulf Sigorta, Eureka Sigorta, VHV Sigorta, Corpus Sigorta, Fiba Emeklilik, Türkiye Sigorta, Quick Sigorta and AgeSA Hayat ve Emeklilik companies.

Anadolu Group and Social Responsibility



In keeping with its social responsibility approach, Anadolu Group makes meaningful contributions to society through Anadolu Foundation, Anadolu Medical Center, and Anadolu Efes Sports Club.



Anadolu Group and Social Responsibility

Anadolu Foundation has given out more than 30 thousand educational scholarships and financed the construction of more than fifty schools, dormitories, gymnasiums and other social facilities.



ANADOLU VAKFI

Anadolu Foundation

Established in 1979 by the Yazıcı and Özilhan families, the founders of Anadolu Group, in order to give something of what they had gained back to their country, Anadolu Foundation undertakes substantive investments in health and education.

“We share what we gain from the land with the people who dwell in the land.”

Chartered in 1979, for more than 40 years Anadolu Foundation has been contributing to Türkiye’s sociocultural development through the education and healthcare services that it provides in recognition of its founders’ desire to share what has been gained from the country with its people and to constantly do so even better. Keeping its fingers on the pulse of society and its eyes on the national agenda, the foundation seeks to constantly improve its operations in line with the needs of the day.

Striving to ensure equal opportunity in education, it has provided scholarship support to more than 30 thousand young people in Türkiye to date.

Through the activities of Anadolu Foundation Academy, it also contributes to the acquisition and development of personal and professional skills among young people.

Through its “My Dear Teacher” project, it provides training and development programs for those who teach youngsters.

Through its ongoing “Free Healthcare Services” project, it has provided nearly 720 thousand instances of free healthcare service to more than 59 thousand needy patients.

For more than 40 years, Anadolu Foundation has been investing in the future of Türkiye through maximally beneficial social-impact projects which focus on the social development of people and society and which improve the quality of life. To date, these projects have resulted in the endowment of over 50 schools, dormitories, gymnasiums, hospitals, and clinics.

ANADOLU⁺

In Affiliation with
JOHNS HOPKINS MEDICINE



Anadolu Medical Center

Anadolu Medical Center (AMC), one of the many socially-beneficial institutions that Anadolu Foundation has bestowed on our country, was founded in 2005. Staffed by a team of medical specialists and equipped with state-of-the-art medical technologies, the hospital has been providing world-class diagnostic, treatment, and healthcare services to thousands of patients in Türkiye and from abroad ever since. An ongoing strategic partnership with Johns Hopkins Medicine (JHM), widely regarded as one of the world's premier medical institutions, supports AMC's vision of being a top-notch healthcare services provider.

Missioned with providing medical services which conform to the highest international standards and also improve quality of life, AMC gives its patients access to the best and most comprehensive healthcare resources available to modern medicine today. In addition to its strategic partnership with JHM, the internationally recognized accreditations and certificates of quality with which AMC has been awarded distinguish it among its peers. Among these are Joint Commission International accreditation, globally regarded as the gold standard of medical service providers, Organization of European Cancer Institutes accreditation, European Society for Medical Oncology, and Planetree International Person-Centered-Care "Gold" certification.

Anadolu Medical Center is one of three hospitals worldwide recently awarded the International Accreditation System for Interventional Oncology Services (IASIOS) seal, an accreditation system that is also supported by the European Cancer Organization.

A frequently consulted oncological referral clinic, Anadolu Medical Center (AMC) is one of Türkiye's leading providers of healthcare services. It is particularly experienced in bone marrow transplants: its bone marrow

transplantation clinic has performed over 3,000 bone marrow transplants since it first opened in 2010. The hospital's cancer care services have been expanded with the addition of a breast cancer clinic in 2015 and a urological oncology clinic in 2017.

AMC's oncology department has an outstanding feature that supports its multidisciplinary approach to healthcare: specialist tumor boards. These boards review and discuss the treatment of every patient diagnosed with cancer. They are responsible for reviewing and planning both general and specific treatment approaches. As required by Organization of European Cancer Institutes (OEIC) standards, the meetings of these boards are attended by representatives of every medical specialty that may be involved in the patient's care. This ensures that the best possible course of action that is in the patient's best interests is decided on. There are currently eleven AMC tumor boards, each specialized in the treatment of a particular type of cancer.

AMC is a healthcare center that employs expert staff and is equipped with state-of-the-art technological resources. It provides healthcare services to patients from all over the world and in every medical discipline, with particular specialization in oncology,

Anadolu Group and Social Responsibility



cardiology, gynecology and IVF, neurology, surgical and non-surgical intervention, diagnosis, and medical imaging. AMC is at the forefront of medical innovation. The hospital's MedTech resources include:

- Da Vinci XI and Accuray Cyberknife M6 Robotic-assisted surgery units
- Discovery RT Tomographic CT scanner, Radixact, Varian Edge, Flash CT, 3 Tesla MRI scanner, and MR TRUS Fusion Medical imaging
- Hybrid operating rooms equipped with neuromonitoring, neuroendoscopy, O-arm CT, fluorescent filter microscope, and neuronavigation
- ERCP, endoscopic ultrasonography, Fibroscan, Endobronchial Ultrasonography (EBUS), and CTC diagnostic & treatment procedures.

In its ninth year of life, the "Pink Basketball" campaign conducted jointly by Anadolu Medical Center and Anadolu Efes Sports Club continued to foster public awareness of the importance of early diagnosis in breast cancer.

AMC has once again been accredited by Joint Commission International (JCI), the global gold standard for quality in healthcare. AMC's JCI accreditation was renewed for the sixth time after undergoing evaluation by a team of JCI surveyors.

Radiographer Mustafa Şikoğlu and Senior Radiographer Serhat Sert were honored at the 2022 AMC Bi-Fikir Festival for their "Protect the babies" project. Their project placed first in the "New discoveries" category and was a runner-up in the "People are our priority" category. The project defines a new protocol developed by Şikoğlu and Sert to reduce the risk of exposure to radiation for newborn babies.

AMC's Integrated Oncology and Palliative Care Program was accredited for the sixth time by the European Society for Medical Oncology (ESMO) in recognition of its focus on oncological sciences and its multidisciplinary approach to cancer treatment.

Anadolu Medical Center hosted an in-person and virtual meeting on "Nursing for Global Health" as part of the 12-18 May Nursing Week. The hybrid meeting was attended by nurses from all over Türkiye as well as by international guests.

The ophthalmology clinic at AMC's Ataşehir outpatient facility is equipped with the latest PLEXR plasma energy and IPL (Intense Pulsed Light) technologies that allow for the performance of many procedures that improve the quality of patients' lives.

AMC continues to invest in new technologies, most recently adding a fibroscanner and a HOLEP laser to its medical device inventory. HOLEP is a

method that is increasingly being used to treat benign prostate enlargement. The HOLEP laser procedure uses a laser to cut the prostate, which results in a much faster recovery and a lower risk of bleeding than open prostate surgery. AMC is one of only a few healthcare facilities in Türkiye that can perform endobronchial ultrasound (EBUS) procedures. EBUS is a minimally invasive method that uses ultrasound to diagnose lung cancer with a low risk of complications. It can also be used to stage lung cancer, which helps doctors determine the extent of the disease and plan the best course of treatment. EBUS can be performed in a single session, which saves time for both patients and medical personnel.

AMC hosted its sixth Oncological Sciences Symposium on 14 May 2022. The symposium, titled "Current Approaches & Case Discussions in Prostate Cancer", brought together domestic and international specialists to explore the latest developments in prostate cancer diagnosis and treatment.

Last year AMC showcased its da Vinci XI surgical robot, which brings advanced space technologies into the operating theater. A robot simulator was exhibited at the hospital on 16-20 May. Visitors were able to sit at the console and, assisted by 3D images, move the arms of the robot and operate the device.



Anadolu Efes Sports Club

Anadolu Efes Sports Club (Anadolu Efes) is a socially-beneficial Anadolu Group undertaking that has played a tremendous role in promoting basketball and gaining widespread acceptance of it as a popular sport in Türkiye. Originally founded in 1976 and headed by Tuncay Özilhan, the club continues to represent Turkish basketball and sport at top national and international events.

Positioning itself as much more than just a sports club from the very outset, Anadolu Efes' successful corporate social responsibility projects, communication, sustainable management practices, and marketing activities as well as its athletic achievements continue to attract worldwide attention and admiration.

With a reputation for being the author of many firsts in the world of Turkish sport, Anadolu Efes is a five-time recipient of the EuroLeague Devotion Marketing Gold award in recognition of its outstanding work off the courts and has also received the Silver award twice. Not only has Anadolu Efes won more Gold awards in this category than any other team, it also takes pride in being the only Turkish sports club to have received any EuroLeague Gold Devotion Marketing Award.

Giving at least as much attention to corporate social responsibility projects as it does to competing successfully on the courts, Anadolu Efes has received Gold twice in EuroLeague's "One Team" CSR awards program and is again the only Turkish team ever to have done so.



Never failing to acknowledge and express its appreciation for the support of its partners in the successes it achieves, Anadolu Efes contributes to the economic viability of amateur and professional basketball in Türkiye by means of marketing and communication packages specially tailored according to each supporting partner's needs. Anadolu Efes Sports Club's partners include leading names in such diverse sectors as retailing, food & drink, fashion, personal care, sportswear, health, transportation, automotives, radio, services, hygiene, education, supplementary food, betting and media.

Anadolu Efes has brought home more trophies than any other Turkish basketball team. As of January 2023 its museum contained

- 2 EuroLeague championships,
- 1 Korac Cup,
- 15 Turkish Basketball League championships,
- 12 Turkish Cup championships,
- 13 President's Cup championships,
- 2 General Directorate of Youth and Sports Cup championships.

Evidence of Anadolu Efes' successful efforts to nurture new generations of basketball players is also to be found in its museum, which houses

- 1 Youth League championship,
- 4 U20 Team championships,
- 20 Turkish U18 championships,

- 18 Turkish U16 championships,
- 15 Turkish U14 championships.

Acknowledged as the feeder club of countless players who have gone on to pursue national and international careers in basketball, Anadolu Efes recognizes the vital importance of a good education and thus takes pains to ensure that its young athletes do not neglect their formal studies. It does this by arranging training and away-game schedules around school calendars so that their academic progress is not interrupted by their participation in sports. Anadolu Efes believes that being a good athlete is important but knows that being a well-rounded individual is even more important and acts accordingly.

Creating social value in many different ways through the social responsibility projects that it carries out, Anadolu Efes uses basketball as a metaphor in the EuroLeague One Team CSR projects. Through the same One Team projects it also contributes to the social wellbeing and development of players who take part in them.

Every year the Anadolu Efes Sports Club also undertakes a variety of other social responsibility projects such as Pink Ball On The Court campaign carried out in partnership with the Anadolu Medical Center that draws public attention to the importance of early diagnosis in breast cancer and another Bring a Book campaign that encourages people to donate books to be given to needy students.

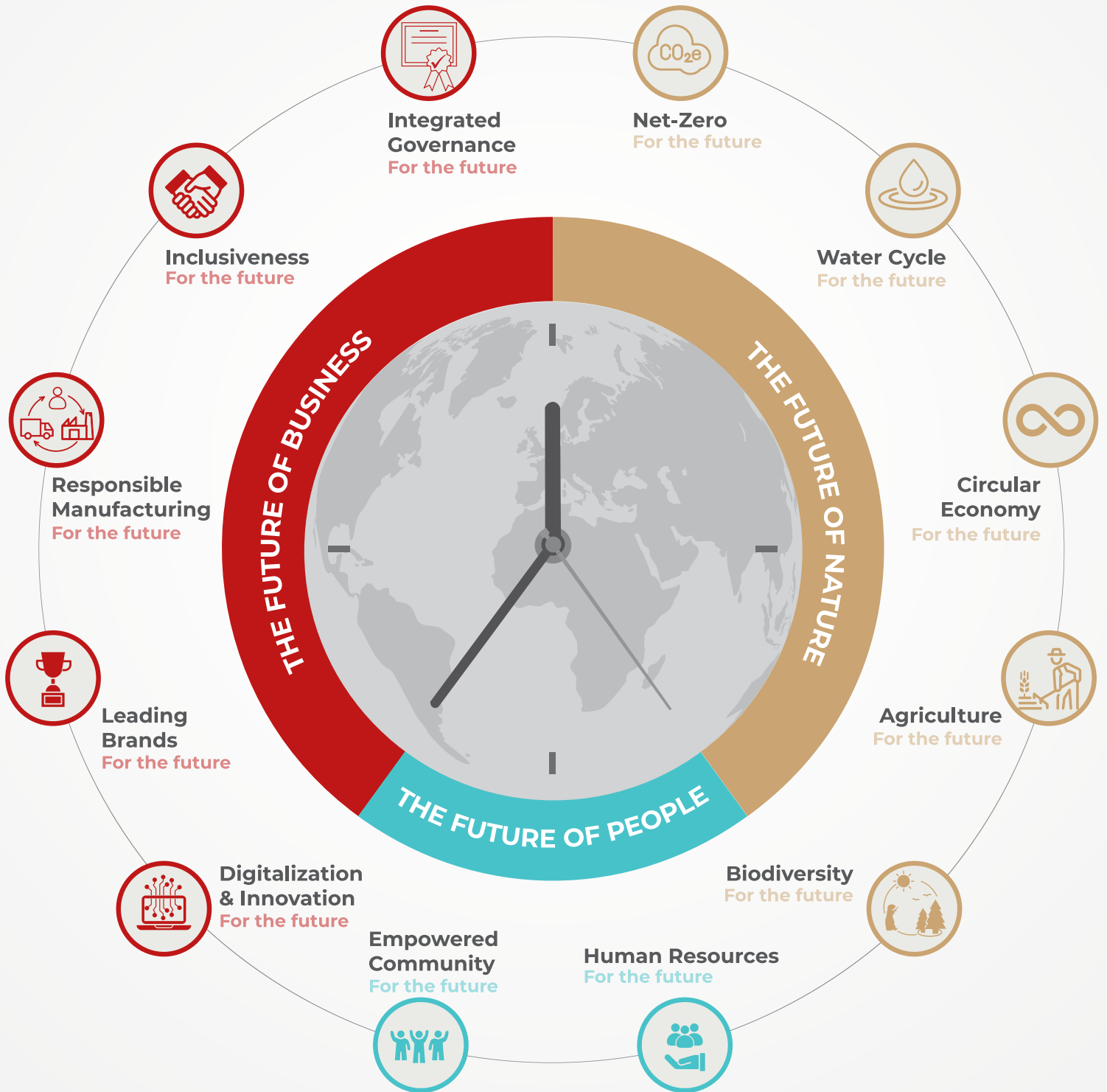
From Anadolu to the Future

Anadolu Group

Sustainability Strategy

Act today for a better future

We act today for the future of **nature,
business and **people**.**



Anadolu Group Sustainability Strategy

Our sustainability strategy: From Anadolu to the Future

The right time to build a better future is today.

Sustainability transformation is realizing that transformation is 'a present-day activity'. It takes creating new habits, aiming positive change and taking action, knowing that the smallest act can change the world when we come together. Thus, we consciously stand among the pioneers of change, act today for a better future.

We are connected to our roots, we work in harmony and we build bridges between Anatolia and the world.

We connect deeper with the land we live on, with the business we do, and with the communities that we share a purpose with.

Owing to our ability to think globally and act locally, we build bridges between Anatolia and the world, planting seeds of goodness today for our common future.

We are a part of the collective movement. We act today better for a sustainable future.

We are aware that the sustainability transformation has become indispensable all over the world. We truly know that the ultimate key to build a better future for our world and communities is "sustainability". We acknowledge the fast-changing expectations and needs that come along with the dynamics of the new century and the new world rising.

Foreseeing this global shift, we are eager to create shared value environmentally, socially and in terms of governance in all the regions where we have been operating since many years. We move forward with new and enhanced goals. We bring sustainability-focused strategic transformation into action. As we transform, we consciously aim that every piece of land, every piece of work and every single life we touch transform, heal and strengthen with us. Through our strategy "From Anadolu to the Future", we build a sustainable future in every region we operate today. We act today for the future of nature, business and people, in order to build a better tomorrow.

[Click on the image to watch the Sustainability Strategy video From Anadolu to the Future.](#)



Our Goals

THE FUTURE OF NATURE

By 2030, reducing greenhouse gas emissions in scope 1 and 2 by **50%** compared to 2020, working with the vision of becoming a **net-zero** company by 2050

Anadolu Efes:

- Achieving net-zero in all operations by 2030
- Reducing the carbon footprint by 100% of electricity needs from renewable energy sources

Coca-Cola İçecek:

- Run its manufacturing sites on 100% renewable electricity and make them carbon-neutral by 2030
- Reduce its total absolute GHG emissions by 13% by 2030 and emissions per liter of product by 50% by 2030 compared to 2015 while growing the business

Migros:

In line with Science Based Targets Initiative (SBTi)

- 42% absolute reduction in its scope 1 and scope 2 carbon emissions by 2030 compared to 2020
- Making improvements which reduce the carbon footprint of the purchased goods by starting an initiative with its suppliers to reduce scope 3 carbon emissions

Anadolu Isuzu:

- In accordance with the Science Based Targets Initiative (SBTi) methodology, until 2030; reducing greenhouse gas emissions in scope 1 and scope 2 by at least 4.2% annually, while reducing greenhouse gas emissions in the relevant categories by at least 2.5% annually in scope 3

THE FUTURE OF BUSINESS

To be traceable in **50%** of operations by 2030 and **100%*** by 2050

*Limited to private label products for Migros.

THE FUTURE OF PEOPLE

Aim to increase the rate of women executives to **35%** by 2030 and **50%** by 2050

Anadolu Group Sustainability Strategy

Strategic Pillars & Focus Areas

The Future of Nature

We act today for the future of nature.

The right time to take action for the future of nature is today. Thus, we consciously aim to nourish lives in every country and field in which we operate. We are deeply aware that the continuity of our business depends on the gifts that nature offers us. We know that the most fundamental relationship between humanity and nature is the constant exchange of resources. We plant seeds that nourish our world today, we carry the love and respect we have for nature to our work. We protect “The Future of Nature”, preserving all living things with whom we share the planet; the continuity of our business and the welfare of the communities we are connected to. We embrace international pledges, particularly the United Nations Sustainable Development Goals and the European Green Deal.

We provide tangible solutions for the future of nature:

We combat climate change. We encourage low carbon manufacturing, embracing the **net-zero for the future** principle. We responsibly source the raw materials we use, water in particular and reintroduce the wastes resulting from our operations into the economy. We preserve the **water cycle for the future**, working consciously to provide uninterrupted flow for our common future, providing solutions for reducing and reusing water. We embrace the principle of **circular economy for the future** as we reduce, recycle and re-use waste instead of linear consumption in our waste management processes. We consciously support **agriculture for the future**. We actively take steps to transform agriculture, knowing that it is the true pioneer of a sustainable world today and tomorrow. We encourage the suppliers in our value chain to adopt restorative and regenerative agricultural practices, ensuring that the agricultural products that have a significant share in our portfolio are manufactured with innovative and purposeful methods. We

protect **biodiversity for the future**. We consciously conduct projects that preserve the diversity of all ecosystems and life forms, reducing the impacts of our operations for a better, more sustainable world today.

The Future of Business

We act today for the future of business.

The right time to take action for the future of business is today. We consciously operate in a wide geography. As one of the major driving forces of the Turkish economy, establishing partnerships with global brands and multinational companies, we are aware of the scope of our impact.

We provide tangible solutions to build a better future for business:

We make responsible and purposeful investments that provide benefits in environmental, social and governance areas to secure “the Future of Business” and to meet the expectations of business partners, suppliers, customers, investors and public institutions. We own the principle of **digitalization and innovation for the future** as we move forward by seeing opportunities. Following tech developments closely, we passionately integrate them into our business. We prioritize R&D and innovation studies. We lead digital transformation and support entrepreneurship. We believe in creating shared value and making a difference. Embracing the principle of creating **leading brands for the future**, we meet the fast-changing needs of our customers with customer-oriented solutions and with our leading consumer products.

In every single work we do, we intend that the only trace we leave for tomorrow is the value we create. Owning the principle of **responsible manufacturing for the future**, we prioritize environmental and social standards throughout the supply chain, ensuring that the products and services we offer meet the international quality standards. We acknowledge that being inclusive moves

us all forward. Standing by the principle of **inclusiveness for the future**, we empower all our stakeholders, including the vulnerable segments along the value chain, increasing welfare and creating shared value. Embracing the principle of **integrated governance for the future**, we acknowledge environmental, social and governance risks and opportunities while managing our portfolio and making conscious investment decisions for a better future.

The Future of People

We act today for the future of people.

The right time to take action to build a better future for the people is today. Thus, we consciously place our human-oriented governance approach at the core of our relations with all our stakeholders, employees in particular and the communities we are connected to.

We provide tangible solutions to build a better future for the people:

For “the Future of People”, we get stronger together. As we embrace the principle of **human resources for the future**, we provide equal and fair working conditions through our people-oriented corporate culture. We support our employees in their growth and transformation, encouraging creative expression. We encourage new talents to join us. Standing by the principle of **empowered community for the future**, we conduct social investment programs for various stakeholder groups as we have been doing since many years. First and foremost, we utilize all our experience for creating shared value environmentally, socially and in terms of governance. With our core strategy “From Anadolu to the Future”, we conduct purpose-oriented projects in which our priorities and the needs of our stakeholders intersect. Our goal is to create higher shared value with purpose-oriented collaborations, products and services, aiming for the betterment of every single life we touch today.

Sustainability management

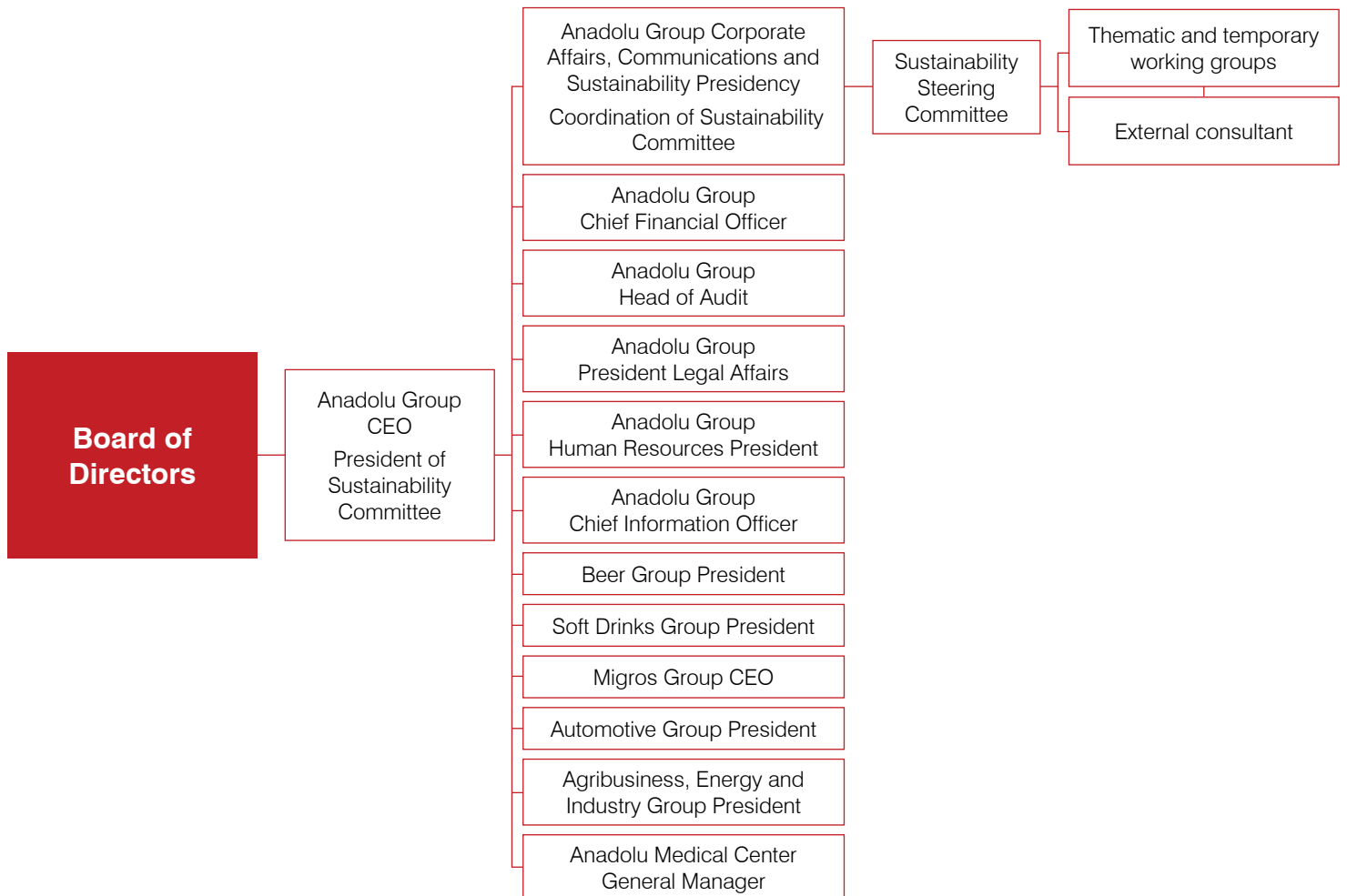
Sustainability management at Anadolu Group falls under the responsibility of the Sustainability Committee and, reporting to it, the Sustainability Steering Committee. The Sustainability Committee's purpose is to determine the sustainability strategy of the Group with regard to environmental, social and governance; to ensure coordination between the Group companies; and monitor and supervise the policies, goals and

practices regarding sustainability by reporting them to the Board of Directors. During the reporting period the Anadolu Group Sustainability Committee convened twice. The Sustainability Steering Committee, whose members are approved by the Sustainability Committee, is responsible for monitoring and aligning group companies' performance in the fulfilment of sustainability goals in line with the "From Anadolu to the Future" strategy.

The Sustainability Committee may also authorize thematic and temporary working groups tailored to the needs to perform duties set forth by the Committee.

You can find AG Anadolu Grubu Holding Duties and Working Principles of the Sustainability Committee [here](#).

Sustainability Committee



Anadolu Group Sustainability Strategy

Material Issues

In 2020, we conducted a comprehensive and participatory stakeholder analysis process to identify the priority sustainability issues warranting Anadolu Group's focus. Using an online questionnaire, we reached our internal stakeholders (employees) and strategic external stakeholders (representatives from suppliers, business partners, investors, analysts, nongovernmental organizations, public institutions, media, universities and international organizations) to identify stakeholder priorities.

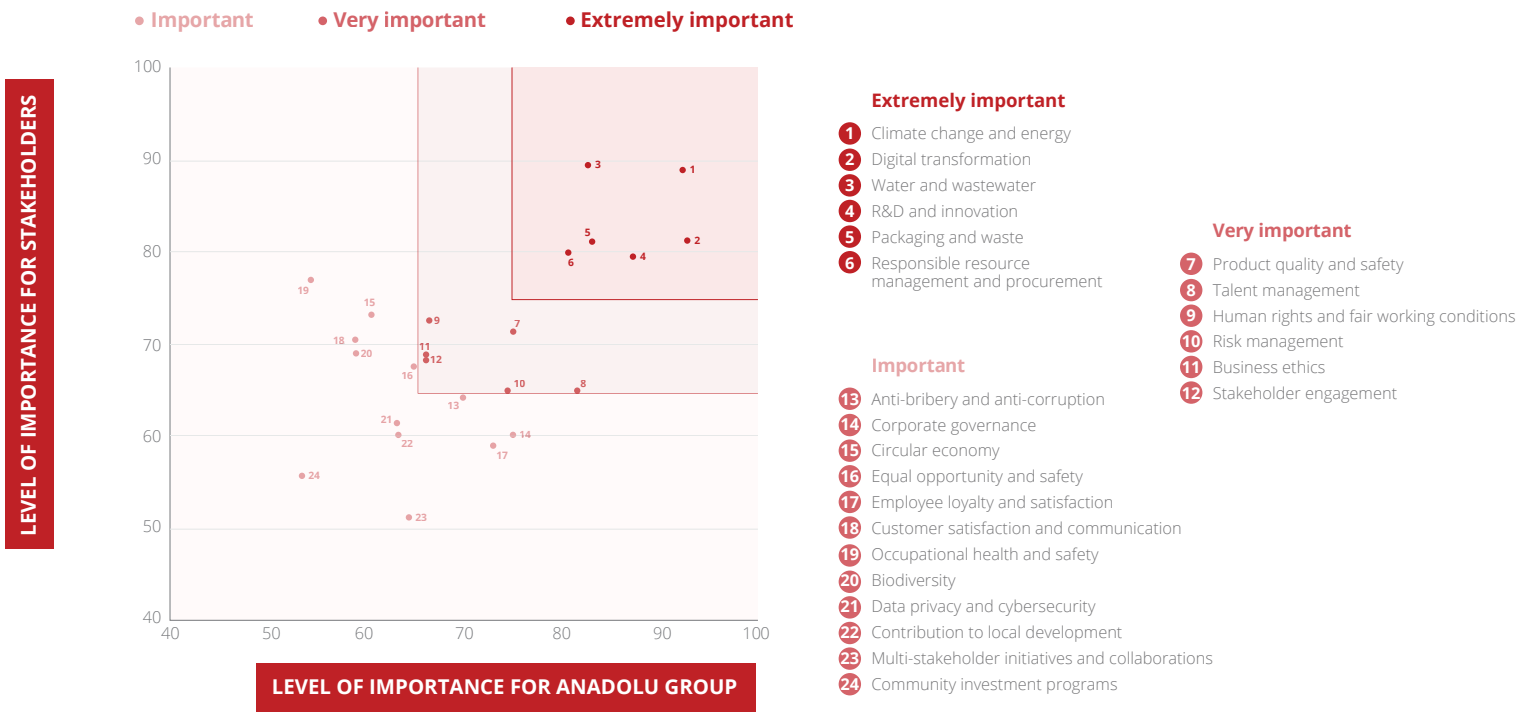
We reviewed, in 2021, our Group's sustainability priorities while developing the sustainability strategy, From Anadolu to the Future. We reevaluated our priorities in light of the COVID-19 pandemic and the ensuing

























global developments. We carried out the following in this process:

We analyzed the trends in Türkiye and the world through a literature review. Within this scope, we assessed striking global and local agenda items through an in-depth study of the World Economic Forum's global risk predictions, sector-based priority maps defined by the Sustainability Accounting Standards Board (SASB), the Sustainable Development Goals and the 11th Development Plan.

We organized one-on-one meetings with Anadolu Group CEO, Group Presidents and CEOs of Group companies. We evaluated our focal subject areas in line with our business strategy.

We drew upon the impact analysis methodology, which is recommended by the SASB for determining priority areas, allowing us to address each area in terms of its impacts and opportunities. We evaluated the significant risks and opportunities in finance, law, innovation and competition. Following the materiality analysis, we identified top-priority and high-priority issues. Climate change and energy ranked high in top-priority issues given the global and local developments. Responsible resource management and purchasing became a top priority as COVID-19 brought disruptions to the supply chain. As talent deficit gained importance in the global and local agendas, talent management climbed up the high-priority list.



LEVEL OF IMPORTANCE	PRIORITY TOPIC	RELATED SDG	MANAGEMENT	RELEVANT SECTION
Top Priority	Top Priority Climate change and energy		Risks arising from climate change affect the industries in which we operate at different levels. We focus on energy efficiency and strive to minimize greenhouse gas emissions to contribute to the fight against the climate crisis and mitigate the risks.	The Future of Nature – Net-Zero for the Future 
	Digital transformation	 	Having integrated technology and digitalization into our business processes, we have made our business more efficient and maintained our competitive edge with digital transformation. We are investing in digital technologies in our own business processes and activities.	The Future of Business Digitalization and Innovation for the Future 
	Water and wastewater	 	We aim to maintain the continuity of our business by managing water resources in the most efficient way possible. We strive to minimize water consumption and wastewater and improve the quality of water emissions.	The Future of Nature – Water Cycle for the Future 
	R&D and innovation	 	We invest in R&D and innovation for the sustainable transformation of our business models. We carry out innovative projects for product, process and operation development, which will sustain our global success and increase end-user satisfaction. We support an entrepreneurship ecosystem both within and outside our company.	The Future of Business – Digitalization and Innovation for the Future 
	Packaging and waste		To fight against waste, one of the most significant environmental concerns, we strive to reduce our waste production at the source as much as possible. We also apply recycling techniques and provide the necessary human, technology and financing resources to dispose of waste in an eco-friendly manner.	The Future of Nature – Circular Economy for the Future 
	Responsible resource management and procurement	 	We aim to strengthen our stakeholders while managing a large value chain in the industries in which we operate. Furthermore, we prioritize transparency and environmental responsibility in our procurements and strive to raise supplier standards.	The Future of Business – Responsible Manufacturing for the Future 
	Product quality and safety		By maintaining high standards in the value chain, we ensure that our customers always receive safe, high-quality products and services.	The Future of Business – Responsible Manufacturing for the Future 
	Talent management	 	We aim to recruit new-generation talents to Anadolu Group companies, retain the talents we have and develop personal-development and career-planning practices.	The Future of People – Human Resources for the Future 
	Human rights and fair working conditions	 	We protect employee rights and prevent discrimination throughout our value chain, providing an equal and fair work environment.	The Future of People – Human Resources for the Future 
	High Priority	Risk management		To ensure the sustainability of our business, we identify financial and non-financial risks on a domestic and global scale in advance, take necessary measures and seize new opportunities.
Business ethics			We establish business relationships based on principles of ethics and transparency with all stakeholders, particularly employees.	The Future of Business – Integrated Governance for the Future 
Stakeholder dialog			We continuously seek opinions and feedback from our stakeholders on a range of topics through various communication platforms.	From Anadolu to the Future Stakeholder Communication

Anadolu Group Sustainability Strategy

Anadolu Group strive to constantly improve their sustainability performance.



Listed in the BIST Sustainability Index & Corporate Governance Index.

MiGROS

Turkish retailing industry's only representative in the BIST Sustainability 25 Index.



Ranked 1# in terms of environmental performance and 2# in social performance among "Investment Holding Companies" in the global in the Refinitiv system, is part of the London Stock Exchange Group.



Included in the FTSE4Good Emerging Indexes







Included in UNGC 100 Index, MSCI Global Sustainability Index and ECPI Index. As the first and still only Turkish company listed on the UNGC 100 Index since it began in 2013.



Ranked #1 in the "Investment Holding Companies" in the Refinitiv Diversity & Inclusion Index.

MiGROS

Included in the Bloomberg Gender-Equality Index

<p>ANADOLU ISUZU </p> <p>Listed in the Women-Friendly Companies Stock Index, compiled by İş Asset Management.</p>	<p>ANADOLU* EFES  MiGROS ANADOLU ISUZU</p> <p>Report their carbon emissions annually to the Carbon Disclosure Project (CDP) on their performance in the mitigation of climate change.</p>
<p>ANADOLU EFES*</p> <p>Improved CDP Türkiye Climate Change Program score by two points from C to B.</p>	<p></p> <p>Maintained CDP Türkiye Climate Change Program ranking at “B” while outperformed global and sectoral averages.</p>
<p>MiGROS</p> <p>Named four times in the CDP Türkiye Climate Leadership list.</p>	<p> MiGROS</p> <p>Numbered among leading companies reporting to the CDP Water Program twice.</p>
<p>ANADOLU ISUZU</p> <p>Ranked #1 among Türkiye's commercial vehicle manufacturers with an “A-” score in the CDP Türkiye Climate Change Program.</p>	<p>Examples of Anadolu Group good applications related to the group’s “From Anadolu to the Future” sustainability strategy are provided in the Anadolu Group 2021 Sustainability Report. An analysis of the group’s contributions towards the realization of Sustainable Development Goals is presented in the 2015-2021 SDG Alignment Report.</p>

*Anadolu Efes Türkiye

Human Resources at Anadolu Group



Anadolu Group seeks to be an organization that goes beyond fulfilling the requirements of just being a preferred employer in today's world. Anadolu Group believes that success can only be achieved through a joint and united effort, which advances along the same path towards the same goal and is guided by the "Collective Mind" approach that is inherent in the group's DNA. Therefore, team spirit and teamwork are highly valued in Anadolu Group.

As an employer of more than 80,000 employees-in 19 countries and 7 different sectors, Anadolu Group embraces diversity in its human resources policies and practices in the light of its strong values and deep-rooted corporate culture and is being empowered by this synergy. The "AG Code of Business Ethics and Non- Compliance Notification " policy provides guidance for all group companies and must be referred to whenever they deal with such matters. Whenever recruiting, hiring, or interacting with personnel, there is to be absolutely no discrimination whatsoever based on such considerations as age, gender, race, religion, language, ethnicity, sexual orientation, creed, (marital, social, or economic) status, disability, political opinion, trade union membership or participation in trade union activities, pregnancy, or military service obligations.

Anadolu Group is aware that the digitalization of its human resources processes is of enormous strategic importance to its ability to adapt more easily to the rapid changes taking place in today's world. The "AG People First" digital human resources platform, which has been created as an important first step in this direction, is used to manage employee center, external hiring, performance, backup and development processes.

The Bi-Fikir ("An Idea") innovation program that enables group employees in Türkiye and abroad to share their ideas, completed its eighth year in 2022. Bi-Fikir is an important initiative for Group employees as a platform in which they can make their dreams turn into reality within Anadolu Group, which values creativity and innovation for creating new business lines and making new business ideas more applicable. Of the 43,341 innovation suggestions submitted by employees between 2015 and 2022, the 8,881 ideas that were implemented generated benefits amounting to TRL 860 million in value. Nearly one in five of the suggestions submitted by Anadolu Group employees were made use of during this six-year period. Employee-submitted ideas continue to be used to inform the group's innovation efforts. Bi-Fikir KAP ("Plan Your Career At Anadolu Group") has been supporting the innovative ideas of university students seeking to turn their dreams into reality since 2018. Under the Bi-Fikir KAP program, 907 project submissions were made by 174 universities and 294 departments during the last four years. Projects judged to be feasible are included in the group's Innovation Camp & Mentoring program and the projects themselves are carried out in group companies. Those who submit Bi-Fikir KAP projects that are deemed to be successful are given an opportunity to pursue a career in the group.

Conducting its operations in 19 countries with more than 80,000 employees, Anadolu Group regards diversity as an essential element of its strong values and deep-rooted corporate culture.

AG Academy is a platform, which has been providing employees in Anadolu Group's Turkish operations with training and development opportunities ever since its launch in 2015. Leaders Touch, a senior management development program that also began in 2015, was reorganized and has been continuing as the Development Dialogues Program since 2019. Working together with some of the world's leading universities, employees' development and progression are supported by online tools, classroom training and webinars. Another way in which employee development is supported throughout the group is the Open Vacancies system. Every time a position becomes vacant, it is initially announced through this system only within the group so as to give existing employees a head start in submitting applications. This system further enriches on-the-job learning and thus makes it possible to offer employees a more diversified career map.

In 2016 Anadolu Group launched its CYO (Chief Young Officer) program, a traineeship scheme designed to attract young talent to the group. Targeting university students, the program gives them opportunities to gain work experience in group companies and those who are successful are given preference when recruiting for position vacancies once they have graduated. So

far, 105 students have taken part in Anadolu Group's CYO program. Both the CYO Program and various other programs being conducted by Anadolu Group companies result in the recruitment of many new graduates every year.

Emphasis is placed on the equal participation of every employee in the workforce. According to a survey conducted by Capital magazine, Anadolu Group companies are ranked among Turkish firms employing the most women in management-level positions for so many years. Female employees are provided with flexible work schedule opportunities to allow them to balance their personal and working lives before and after giving birth. 33% of the people on Anadolu Group companies' payrolls are female and 67% are male. Anadolu Group employees are provided with private medical insurance and dialup healthcare service with optional coverage for their family members. In talent acquisition and management processes, the evaluations are made with attention to position-related experience, knowledge, competency criterias and organizational needs.

Anadolu Group's management approach is rooted in the collective mind of four successive generations of people representing 41 national backgrounds.

Adept at doing business in the midst of a geographically and culturally diverse landscape, Anadolu Group conducts its operations with nearly 80 companies, 86 production facilities, and 6 R&D centers in 19 countries. Believing in the importance of ensuring the continuity of its in-house culture of working globally, the group therefore conducts its operations with an eye on ensuring that all employees individually regard themselves and behave as value ambassadors for the group. Adherence to the principles of diversity and equality of opportunity at every level and the maintenance of a demographic structure that successfully embraces different generations are two outstanding qualities that will enable Anadolu Group to advance confidently into the future.

Corporate Governance Principles Compliance Report 2022

AG Anadolu Grubu Holding A.Ş. (“the Company”) has espoused it as a key management principle to comply with the Corporate Governance Principles (“the Principles”) published by the Capital Markets Board of Türkiye (“CMB”). All of our Company’s activities are carried out in conformity with the said Principles, as well as all applicable regulations and directives.

A crucial step has been taken in terms of consummating our corporate governance practices as a result of the merger realized at the level of holding companies at Anadolu Group by year-end 2017. Within the frame of simplification and transparency with respect to control and organization, increased clarity with respect to joint control and representation of shareholder families and improved sustainability with respect to governance and structures, the Group carried on its operations with a strong corporate structure in 2022.

The activities carried out for many years at our Company to increase the level of corporate governance compliance were first subjected to corporate governance rating in 2010. In the light of the findings therefrom and our own evaluations, the infrastructure and harmonization work necessary to achieve alignment with additional considerations have been our constant agenda items, making up as an important component of our management systems. Assigned a corporate governance rating of 8.04 on 8 November 2010 as a result of the assessment by SAHA Kurumsal Yönetim ve Kredi Derecelendirme A.Ş. (SAHA), our Company consistently increased its score in the years that followed in view of the importance we attach to corporate governance principles, our willingness to maintain it as a continuous and dynamic process, and the improvements carried out since the assignment of our previous rating score. Hence, our corporate governance rating was most recently updated as 9.57 (on a scale of 10) as of 7 July 2022.


The breakdown of our corporate governance rating on the basis of subsections is presented below:

Subsections	Weight	Rating
Shareholders	25%	92.85
Public Disclosure and Transparency	25%	98.10
Stakeholders	15%	99.48
Board of Directors	35%	94.36
Total		95.68

The present Corporate Governance Report provides information about the Company’s practices in relation to each heading incorporated in the Corporate Governance Principles; explanations and grounds for unimplemented principles, if any; conflicts of interest resulting from failure to achieve full compliance with these principles, if applicable, and whether there are any plans for future changes in the Company’s administrative practices within the frame of these principles.

Based on the operating year covering the period from 1 January 2022 through 31 December 2022, our Company complied with the Corporate Governance Principles, save for some non-compulsory principles, whereas there are no conflicts of interest arising from the non-implemented points summarized below:

- A donations and grants policy has not been established due to the fact that some individual donations in small amounts are made each year at the Company. Shareholders are provided information about the amount of these donations during the ordinary general assembly within the frame of a dedicated agenda item.
- Our Company, which espouses the corporate governance principle of constituting 25% of its Board of Directors of women members, currently has 1 female member on its Board of Directors. We are planning to maintain our sensitive attitude towards this topic and to work with women Board of Directors members in the future.
- Pursuant to Article 4.6.6 of the "Corporate Governance Principles", remunerations and all other benefits provided to the Board of Directors members and senior executives are publicly disclosed in the annual report. The said disclosure is not on the basis of individuals, but is differentiated on the basis of the entire Board of Directors and senior management.




Uğur Bayar
Corporate Governance Committee Chairman



İzzet Karaca
Corporate Governance Committee Member



Dr. Yılmaz Argüden
Corporate Governance Committee Member



Mehmet Çolakoğlu, CFA
Corporate Governance Committee Member

Corporate Governance Compliance Report

Corporate Governance Compliance Report	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
1.1. FACILITATING THE EXERCISE OF SHAREHOLDER RIGHTS						
1.1.2- Up-to-date information and disclosures which may affect the exercise of shareholder rights are available to investors at the corporate website.	X					
1.2. RIGHT TO OBTAIN AND REVIEW INFORMATION						
1.2.1 - Management did not enter into any transaction that would complicate the conduct of special audit.	X					
1.3. GENERAL ASSEMBLY						
1.3.2 - The company ensures the clarity of the General Assembly agenda, and that an item on the agenda does not cover multiple topics.	X					
1.3.7- Insiders with privileged information have informed the board of directors about transactions conducted on their behalf within the scope of the company's activities in order for these transactions to be presented at the General Shareholders' Meeting.	X					
1.3.8 - Members of the board of directors who are concerned with specific agenda items, auditors, and other related persons, as well as the officers who are responsible for the preparation of the financial statements were present at the General Shareholders' Meeting.	X					
1.3.10 - The agenda of the General Shareholders' Meeting included a separate item detailing the amounts and beneficiaries of all donations and contributions.	X					
1.3.11 - The General Shareholders' Meeting was held open to the public, including the stakeholders, without having the right to speak.		X				According to the related provisions of the internal directive on general assembly, guests who are perceived necessary and suitable can attend the general assembly meeting.
1.4. VOTING RIGHTS						
1.4.1 - There is no restriction preventing shareholders from exercising their shareholder rights.	X					
1.4.2 - The company does not have shares that carry privileged voting rights.	X					Our company's common shares are divided into two classes as A and B with each class of shares having equal voting rights on all matters except for the privilege to nominate 6 of the 12 members of the Board of Directors recognized for Class B. All shares have the same voting rights and there are no privileges regarding voting rights.

Corporate Governance Compliance Report	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
1.4.3-The company withholds from exercising its voting rights at the General Shareholders' Meeting of any company with which it has cross-ownership, in case such cross-ownership provides management control.	X					
1.5. MINORITY RIGHTS						
1.5.1 - The company pays maximum diligence to the exercise of minority rights.	X					
1.5.2 - The Articles of Association extend the use of minority rights to those who own less than one twentieth of the outstanding shares, and expand the scope of the minority rights.			X			Minority rights are not recognized for shareholders who hold an amount less than one-twentieth of the share capital and our Company has adopted exactly the rate foreseen in the legislation for listed companies.
1.6. DIVIDEND RIGHT						
1.6.1 - The dividend policy approved by the General Shareholders' Meeting is posted on the company website.	X					
1.6.2 - The dividend distribution policy comprises the minimum information to ensure that the shareholders can have an opinion on the procedure and principles of dividend distributions in the future.	X					
1.6.3 - The reasons for retaining earnings, and their allocations, are stated in the relevant agenda item.					X	Dividend distribution has been made during the period.
1.6.4 - The board reviewed whether the dividend policy balances the benefits of the shareholders and those of the company.	X					
1.7. TRANSFER OF SHARES						
1.7.1 - There are no restrictions preventing shares from being transferred.	X					
2.1. CORPORATE WEBSITE						
2.1.1. - The company website includes all elements listed in Corporate Governance Principle 2.1.1.	X					
2.1.2 - The shareholding structure (names, privileges, number and ratio of shares, and beneficial owners of more than 5% of the issued share capital) is updated on the website at least every 6 months.	X					
2.1.4 - The company website is prepared in other selected foreign languages, in a way to present exactly the same information with the Turkish content.	X					
2.2. ANNUAL REPORT						
2.2.1 - The board of directors ensures that the annual report represents a true and complete view of the company's activities.	X					

Corporate Governance Compliance Report

Corporate Governance Compliance Report	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
2.2.2 - The annual report includes all elements listed in Corporate Governance Principle 2.2.2.	X					
3.1. CORPORATION'S POLICY ON STAKEHOLDERS						
3.1.1- The rights of the stakeholders are protected pursuant to the relevant regulations, contracts and within the framework of bona fides principles.	X					
3.1.3 - Policies or procedures addressing stakeholders' rights are published on the company's website.	X					
3.1.4 - A whistleblowing programme is in place for reporting legal and ethical issues.	X					
3.1.5 - The company addresses conflicts of interest among stakeholders in a balanced manner.	X					
3.2. SUPPORTING THE PARTICIPATION OF THE STAKEHOLDERS IN THE CORPORATION'S MANAGEMENT						
3.2.1 - The Articles of Association, or the internal regulations (terms of reference/manuals), regulate the participation of employees in management.		X				Employee Satisfaction and Engagement Survey, designed to support employee participation in management, is a vehicle for employees to express their needs and improvement demands about the organization and is administered once every year. In addition, our employees can share their value-added projects with the management via "Bi Fikir" system developed by Anadolu Group HR Department.
3.2.2 - Surveys/other research techniques, consultation, interviews, observation method etc. were conducted to obtain opinions from stakeholders on decisions that significantly affect them.	X					
3.3. HUMAN RESOURCES POLICY						
3.3.1 - The company has adopted an employment policy ensuring equal opportunities, and a succession plan for all key managerial positions.	X					
3.3.2 - Recruitment criteria are documented.	X					
3.3.3 - The company has a policy on human resources development, and organises trainings for employees.	X					
3.3.4 - Meetings have been organised to inform employees on the financial status of the company, remuneration, career planning, education and health.	X					

Corporate Governance Compliance Report	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
3.3.5 - Employees, or their representatives, were notified of decisions impacting them. The opinion of the related trade unions was also taken.	X					
3.3.6 - Job descriptions and performance criteria have been prepared for all employees, announced to them and taken into account to determine employee remuneration.	X					
3.3.7 - Measures (procedures, trainings, raising awareness, goals, monitoring, complaint mechanisms) have been taken to prevent discrimination, and to protect employees against any physical, mental, and emotional mistreatment.	X					
3.3.8 - The company ensures freedom of association and supports the right for collective bargaining.	X					
3.3.9 - A safe working environment for employees is maintained.	X					
3.4. RELATIONS WITH CUSTOMERS AND SUPPLIERS						
3.4.1-The company measured its customer satisfaction, and operated to ensure full customer satisfaction.					X	Anadolu Grubu Holding provides Holding services to Group companies
3.4.2 - Customers are notified of any delays in handling their requests.					X	Anadolu Grubu Holding provides Holding services to Group companies
3.4.3 - The company complied with the quality standards with respect to its products and services.					X	Anadolu Grubu Holding provides Holding services to Group companies
3.4.4 - The company has in place adequate controls to protect the confidentiality of sensitive information and business secrets of its customers and suppliers.	X					
3.5. ETHICAL RULES AND SOCIAL RESPONSIBILITY						
3.5.1 - The board of the corporation has adopted a code of ethics, disclosed on the corporate website.	X					
3.5.2-The company has been mindful of its social responsibility and has adopted measures to prevent corruption and bribery.	X					
4.1. ROLE OF THE BOARD OF DIRECTORS						
4.1.1 - The board of directors has ensured strategy and risks do not threaten the long-term interests of the company, and that effective risk management is in place.	X					
4.1.2 - The agenda and minutes of board meetings indicate that the board of directors discussed and approved strategy, ensured resources were adequately allocated, and monitored company and management performance.	X					

Corporate Governance Compliance Report

Corporate Governance Compliance Report	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
4.2. ACTIVITIES OF THE BOARD OF DIRECTORS						
4.2.1-The board of directors documented its meetings and reported its activities to the shareholders.	X					
4.2.2 - Duties and authorities of the members of the board of directors are disclosed in the annual report.	X					
4.2.3-The board has ensured the company has an internal control framework adequate for its activities, size and complexity.	X					
4.2.4 - Information on the functioning and effectiveness of the internal control system is provided in the annual report.	X					
4.2.5 - The roles of the Chairman and Chief Executive Officer are separated and defined.	X					
4.2.7-The board of directors ensures that the Investor Relations department and the corporate governance committee work effectively. The board works closely with them when communicating and settling disputes with shareholders.	X					
4.2.8 - The company has subscribed to a Directors and Officers liability insurance covering more than 25% of the capital.	X					
4.3. STRUCTURE OF THE BOARD OF DIRECTORS						
4.3.9 - The board of directors has approved the policy on its own composition, setting a minimal target of 25% for female directors. The board annually evaluates its composition and nominates directors so as to be compliant with the policy.		X				Our Company has adopted the principle of constituting at least 25% of the total number of board members as women. Our Holding has currently 1 woman board member and our policy regarding Board Diversity clearly states that we aimed to keep the ratio of the number of female board members within Anadolu Group Board of Directors at least 25%.
4.3.10 - At least one member of the audit committee has 5 years of experience in audit/accounting and finance.	X					
4.4. BOARD MEETING PROCEDURES						
4.4.1-Each board member attend the majority of the board meetings in person or via an electronic board meeting system	X					
4.4.2 - The board has formally approved a minimum time by which information and documents relevant to the agenda items should be supplied to all board members.	X					

Corporate Governance Compliance Report	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
4.4.3 - The opinions of board members that could not attend the meeting, but did submit their opinion in written format, were presented to other members.	X					
4.4.4 - Each member of the board has one vote.	X					
4.4.5 - The board has a charter/written internal rules defining the meeting procedures of the board.	X					
4.4.6 - Board minutes document that all items on the agenda are discussed, and board resolutions include director's dissenting opinions if any.	X					
4.4.7-There are limits to external commitments of board members. Shareholders are informed of board members' external commitments at the General Shareholders' Meeting.		X				There are no limits to external commitments of board members. We are acting in accordance with the provisions of TCC and CMB. Shareholders are informed of board members' external commitments at the General Shareholders' Meeting.
4.5. BOARD COMMITTEES						
4.5.5 - Board members serve in only one of the Board's committees.	X					
4.5.6 - Committees have invited persons to the meetings as deemed necessary to obtain their views.	X					
4.5.7 - If external consultancy services are used, the independence of the provider is stated in the annual report.					X	No advisory service has been received.
4.5.8 - Minutes of all committee meetings are kept and reported to board members.	X					
4.6. FINANCIAL RIGHTS						
4.6.1-The board of directors has conducted a board performance evaluation to review whether it has discharged all its responsibilities effectively.			X			No specific study was conducted at board level regarding performance evaluation.
4.6.4-The company did not extend any loans to its board directors or executives, nor extended their lending period or enhanced the amount of those loans, or improve conditions thereon, and did not extend loans under a personal credit title by third parties or provided guarantees such as surety in favour of them.	X					
4.6.5 - The individual remuneration of board members and executives is disclosed in the annual report.		X				Total benefits of the top management are provided in the annual report but not disclosed individually.

Corporate Governance Information Form

1. SHAREHOLDERS	
1.1. Facilitating the Exercise of Shareholders Rights	
The number of investor meetings (conference, seminar/etc.) organised by the company during the year	Investor Relations and Executive management participated in 70 investor meetings including the conference calls, number of investors met reached over 160. Two webcasts were held in 2022, sharing the 2021 year-end and 2022 first half financial results.
1.2. Right to Obtain and Examine Information	
The number of special audit request(s)	0
The number of special audit requests that were accepted at the General Shareholders' Meeting	0
1.3. General Assembly	
Link to the PDP announcement that demonstrates the information requested by Principle 1.3.1. (a-d)	https://www.kap.org.tr/en/Bildirim/1016041
Whether the company provides materials for the General Shareholders' Meeting in English and Turkish at the same time	Provided both in Turkish and English.
The links to the PDP announcements associated with the transactions that are not approved by the majority of independent directors or by unanimous votes of present board members in the context of Principle 1.3.9	No such transaction has taken place.
The links to the PDP announcements associated with related party transactions in the context of Article 9 of the Communiqué on Corporate Governance (II-17.1)	No such transaction has taken place.
The links to the PDP announcements associated with common and continuous transactions in the context of Article 10 of the Communiqué on Corporate Governance (II- 17.1)	No such transaction has taken place.
The name of the section on the corporate website that demonstrates the donation policy of the company	There is no donation policy as our company only makes negligible amounts of donations every year.
The relevant link to the PDP with minute of the General Shareholders' Meeting where the donation policy has been approved	None.
The number of the provisions of the articles of association that discuss the participation of stakeholders to the General Shareholders' Meeting	None.
Identified stakeholder groups that participated in the General Shareholders' Meeting, if any	Independent auditors, rating agencies, and company employees have attended as observers under the cognizance of the company to the General Shareholders' Meeting.

1.4. Voting Rights	
Whether the shares of the company have differential voting rights	No
In case that there are voting privileges, indicate the owner and percentage of the voting majority of shares.	None.
The percentage of ownership of the largest shareholder	48.65%
1.5. Minority Rights	
Whether the scope of minority rights enlarged (in terms of content or the ratio) in the articles of the association	No
If yes, specify the relevant provision of the articles of association.	None.
1.6. Dividend Right	
The name of the section on the corporate website that describes the dividend distribution policy	Specified in the "Dividend Distribution Policy" under "Corporate Governance" subtitle of Investor Relations section at www.anadolugrubu.com.tr
Minutes of the relevant agenda item in case the board of directors proposed to the general assembly not to distribute dividends, the reason for such proposal and information as to use of the dividend.	The Board of Directors did not make any such proposal.
PDP link to the related general shareholder meeting minutes in case the board of directors proposed to the general assembly not to distribute dividends	The Board of Directors did not make any such proposal.

General Assembly Meetings

General Meeting Date	The number of information requests received by the company regarding the clarification of the agenda of the General Shareholders' Meeting	Shareholder participation rate to the General Shareholders' Meeting	Percentage of shares directly present at the GSM	Percentage of shares represented by proxy	Specify the name of the page of the corporate website that contains the General Shareholders' Meeting minutes, and also indicates for each resolution the voting levels for or against	Specify the name of the page of the corporate website that contains all questions asked in the general assembly meeting and all responses to them	The number of the relevant item or paragraph of General Shareholders' Meeting minutes in relation to related party transactions	The number of declarations by insiders received by the board of directors	The link to the related PDP general shareholder meeting notification
28/04/2022	0	87.3%	1.9%	85.4%	Investor Relations / Corporate Governance /General Assembly	Investor Relations / Corporate Governance / General Assembly	Article 12.	0	https://www.kap.org.tr/en/Bildirim/1016041

Corporate Governance Information Form

2. DISCLOSURE AND TRANSPARENCY	
2.1. Corporate Website	
Specify the name of the sections of the website providing the information requested by the Principle 2.1.1.	The Investor Relations section in corporate website www.anadolugrubu.com.tr is updated continuously as required by CMB Corporate Governance Principals.
If applicable, specify the name of the sections of the website providing the list of shareholders (ultimate beneficiaries) who directly or indirectly own more than 5% of the shares.	Specified in the "Ownership Structure" under "Shareholders and Investor Relations" subtitle title of Investor Relations section at www.anadolugrubu.com.tr
List of languages for which the website is available	Both in Turkish and English
2.2. Annual Report	
The page numbers and/or name of the sections in the Annual Report that demonstrate the information requested by principle 2.2.2.	
a) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the duties of the members of the board of directors and executives conducted out of the company and declarations on independence of board members	"Structure and Composition of the Board of Directors" section under "Additional Information related to Corporate Governance" in the Annual Report and declarations on independence of board members are on Other Information section of the Annual Report.
b) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on committees formed within the board structure	"Number, Structure and Independence of Board of Directors Committees" section under "Additional Information related to Corporate Governance" in the Annual Report.
c) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the number of board meetings in a year and the attendance of the members to these meetings	"Operating Principles of the Board of Directors" section under "Corporate Governance Information Form" in the Annual Report.
ç) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on amendments in the legislation which may significantly affect the activities of the corporation	None.
d) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on significant lawsuits filed against the corporation and the possible results thereof	Explained under "Other Information" section of the Annual Report.
e) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the conflicts of interest of the corporation among the institutions that it purchases services on matters such as investment consulting and rating and the measures taken by the corporation in order to avoid from these conflicts of interest	None.
f) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the cross ownership subsidiaries that the direct contribution to the capital exceeds 5%	None.
g) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on social rights and professional training of the employees and activities of corporate social responsibility in respect of the corporate activities that arises social and environmental results	"Human Resources at Anadolu Group" and "Sustainability at Anadolu Group" sections in the Annual Report.

3. STAKEHOLDERS	
3.1. Corporation's Policy on Stakeholders	
The name of the section on the corporate website that demonstrates the employee remedy or severance policy	Specified in the "Indemnity Policy" under "Corporate Governance" subtitle title of Investor Relations section at www.anadolugrubu.com.tr
The number of definitive convictions the company was subject to in relation to breach of employee rights	None.
The position of the person responsible for the alert mechanism (i.e. whistleblowing mechanism)	Necessary mechanisms are formed for employees to carry unethical processes to the Audit Committee. The Audit Committee oversees that the management has established a system and regularly monitors compliance to the Company's code of business conduct and ethical rules. The Committee monitors whether the management makes fraud risk assessments and gives code of business conduct and ethics trainings to Company employees. Additionally, there is an Ethical Committee for Anadolu Group employees
The contact detail of the company alert mechanism	Head of Human Resources is also the Head of Ethical Committee.
3.2. Supporting the Participation of the Stakeholders in the Corporation's Management	
Name of the section on the corporate website that demonstrates the internal regulation addressing the participation of employees on management bodies	Employee Satisfaction and Loyalty Survey creates a platform for the employees every year to express their opinions and ideas for improvement. Also the system called "Bi Fikir" is created by Anadolu Group Human Resources Department for value added ideas of employees to be shared with the executive management. All these are in the internal communication platform "AGenda"
Corporate bodies where employees are actually represented	None.
3.3. Human Resources Policy	
The role of the board on developing and ensuring that the company has a succession plan for the key management positions	Organizational development meetings are arranged every year in order to identify and confirm the backup strategy for the key management positions of the Group and also the determination of the action plans as well. Succession plans of some positions in the Group are objectively evaluated for short/mid and long terms and appointments are carried through the assessment and approval of the Board of Directors.
The name of the section on the corporate website that demonstrates the human resource policy covering equal opportunities and hiring principles. Also provide a summary of relevant parts of the human resource policy.	Anadolu Group Human Resources policy is developed with the leadership of Human Resources Department and contribution of all Group companies. Within the context of this policy, starting from the hiring stage, it is important for the employees to have the same standards for education, compensation and career opportunities.
Whether the company provides an employee stock ownership programme	There isn't an employee stock ownership programme.
The name of the section on the corporate website that demonstrates the human resource policy covering discrimination and mistreatments and the measures to prevent them. Also provide a summary of relevant parts of the human resource policy.	Specified in the "Working Principles" under "Corporate Governance" subtitle of Investor Relations section at www.anadolugrubu.com.tr
The number of definitive convictions the company is subject to in relation to health and safety measures	None.

Corporate Governance Information Form

3.5. Ethical Rules and Social Responsibility	
The name of the section on the corporate website that demonstrates the code of ethics	Specified in the “Working Principles” under “Corporate Governance” subtitle of Investor Relations section at www.anadolugrubu.com.tr
The name of the section on the company website that demonstrates the corporate social responsibility report. If such a report does not exist, provide the information about any measures taken on environmental, social and corporate governance issues.	Specified in the “Anadolu Group and Social Responsibility” section of Annual Report.
Any measures combating any kind of corruption including embezzlement and bribery	Accepting or offering bribes and corruption is forbidden at AGHOL under any circumstances and there is zero tolerance on these issues. This prohibition includes all the activities of AGHOL. All Employees and third persons acting on behalf of AGHOL are obligated to follow the anti-bribery and anticorruption rules and the relevant national and international law and regulations
4. BOARD OF DIRECTORS-I	
4.2. Activity of the Board of Directors	
Date of the last board evaluation conducted	None.
Whether the board evaluation was externally facilitated	No
Whether all board members released from their duties at the GSM	Yes
Name(s) of the board member(s) with specific delegated duties and authorities, and descriptions of such duties	There has been no delegation.
Number of reports presented by internal auditors to the audit committee or any relevant committee to the board	4
Specify the name of the section or page number of the annual report that provides the summary of the review of the effectiveness of internal controls	Risk Management and Internal Control Mechanism section of the Annual Report.
Name of the Chairman	Tuncay Özilhan
Name of the CEO	Hurşit Zorlu
If the CEO and Chairman functions are combined: provide the link to the relevant PDP announcement providing the rationale for such combined roles	Not combined
Link to the PDP notification stating that any damage that may be caused by the members of the board of directors during the discharge of their duties is insured for an amount exceeding 25% of the company's capital	https://www.kap.org.tr/en/Bildirim/1108331
The name of the section on the corporate website that demonstrates current diversity policy targeting women directors	AG Anadolu Grubu Holding Board Diversity Policy is specified under “Policies and Procedures” section under subtitle of Sustainability section at www.anadolugrubu.com.tr
The number and ratio of female directors within the Board of Directors	1, 8%

Composition of Board of Directors

Name, Surname of Board Member	Whether Executive Director Or Not	Whether Independent Director Or Not	The First Election Date To Board	Link To PDP Notification That Includes The Independency Declaration	Whether the Independent Director Considered By The Nomination Committee	Whether She/ He is the Director Who Ceased to Satisfy The Independence or Not	Whether The Director Has At Least 5 Years' Experience On Audit, Accounting And/Or Finance Or Not
Tuncay Özilhan	Non-executive	Not independent director	26/12/ 2017		-	-	Yes
Kamilhan Süleyman Yazıcı	Non-executive	Not independent director	26/12/ 2017		-	-	Yes
Beliz Çevik Chappuie	Non-executive	Not independent director	28/04/ 2022		-	-	Yes
Talip Altuğ Aksoy	Non-executive	Not independent director	26/12/ 2017		-	-	Yes
Tuğban İzzet Aksoy	Non-executive	Not independent director	6/5/2019		-	-	Yes
Mustafa Ali Yazıcı	Non-executive	Not independent director	26/12/ 2017		-	-	Yes
Dr. Yılmaz Argüden	Non-executive	Not independent director	26/12/ 2017		-	-	Yes
Rasih Engin Akçakoca	Non-executive	Not independent director	6/5/2019		-	-	Yes
Ali Galip Yorgancıoğlu	Non-executive	Independent director	26/12/ 2017	https://www.kap.org.tr/en/Bildirim/1016041	Considered	No	Yes
Uğur Bayar	Non-executive	Independent director	26/12/ 2017	https://www.kap.org.tr/en/Bildirim/1016041	Considered	No	Yes
İzzet Karaca	Non-executive	Independent director	20/11/ 2020	https://www.kap.org.tr/en/Bildirim/1016041	Considered	No	Yes
Dr. Mehmet Ercan Kumcu	Non-executive	Independent director	24/04/ 2018	https://www.kap.org.tr/en/Bildirim/1016041	Considered	No	Yes

Corporate Governance Information Form

4. BOARD OF DIRECTORS-II	
4.4. Meeting Procedures of the Board of Directors	
Number of physical or electronic board meetings in the reporting period	11 meetings have been done physically. Prior to the board decisions taken on dates other than the dates of these meetings, the directors have been informed and the issues have been discussed as necessary.
Director average attendance rate at board meetings	98%
Whether the board uses an electronic portal to support its work or not	Yes
Number of minimum days ahead of the board meeting to provide information to directors, as per the board charter	Information to directors is provided around 3 to 5 days ahead of the board meeting to ensure smooth flow of information among members.
The name of the section on the corporate website that demonstrates information about the board charter	Specified in the article of 11 the "Articles of Association" under "Corporate Governance" subtitle title of Investor Relations section at www.anadolugrubu.com.tr
Number of maximum external commitments for board members as per the policy covering the number of external duties held by directors	None.
4.5. Board Committees	
Page numbers or section names of the annual report where information about the board committees are presented	"Number, Structure and Independence of Board of Directors Committees" section under "Corporate Governance" in the Annual Report.
Link(s) to the PDP announcement(s) with the board committee charters	https://www.kap.org.tr/en/Bildirim/657773

Composition of Board Committees-I

Names Of The Board Committees	Name Of Committees Defined As "Other" In The First Column	Name-Surname of Committee Members	Whether Committee Chairman Or Not	Whether Board Member Or Not
Corporate Governance Committee		Uğur Bayar	Yes	Board member
Corporate Governance Committee		İzzet Karaca	No	Board member
Corporate Governance Committee		Dr. Yılmaz Argüden	No	Board member
Corporate Governance Committee		Mehmet Çolakoğlu	No	Not board member
Audit Committee		Dr. Mehmet Ercan Kumcu	Yes	Board member
Audit Committee		Ali Galip Yorgancıoğlu	No	Board member
Committee of Early Detection of Risk		İzzet Karaca	Yes	Board member
Committee of Early Detection of Risk		Rasih Engin Akçakoca	No	Board member
Committee of Early Detection of Risk		Talip Altuğ Aksoy	No	Board member

4. BOARD OF DIRECTORS-III

4.5. Board Committees-II

Specify where the activities of the audit committee are presented in your annual report or website (Page number or section name in the annual report/website)	“Board of Directors” Assessment of the Operating Principles and Efficiency of the Committees under the Board of Directors” section under “Additional Information related to Corporate Governance” in the Annual Report.
Specify where the activities of the corporate governance committee are presented in your annual report or website (Page number or section name in the annual report/website)	“Board of Directors” Assessment of the Operating Principles and Efficiency of the Committees under the Board of Directors” section under “Additional Information related to Corporate Governance” in the Annual Report.
Specify where the activities of the nomination committee are presented in your annual report or website (Page number or section name in the annual report/website)	The functions of the Nomination committee, which is not present, are being fulfilled by the Corporate Governance Committee.
Specify where the activities of the early detection of risk committee are presented in your annual report or website (Page number or section name in the annual report/website)	“Board of Directors” Assessment of the Operating Principles and Efficiency of the Committees under the Board of Directors” section under “Additional Information related to Corporate Governance” in the Annual Report.
Specify where the activities of the remuneration committee are presented in your annual report or website (Page number or section name in the annual report/website)	The functions of the Remuneration committee, which is not present, are being fulfilled by the Corporate Governance Committee.
4.6. Financial Rights	
Specify where the operational and financial targets and their achievement are presented in your annual report (Page number or section name in the annual report)	Specified in Chairman’s Message and CEO’s Assessment in Annual Report.
Specify the section of website where remuneration policy for executive and non-executive directors are presented.	Specified in the “Compensation Principles” under “Corporate Governance” subtitle title of Investor Relations section at www.anadolugrubu.com.tr
Specify where the individual remuneration for board members and senior executives are presented in your annual report (Page number or section name in the annual report)	Specified in note 32.3 Related Party Transactions in Financial Statements.

Composition of Board Committees-II

Names Of The Board Committees	Name of committees defined as "Other" in the first column	The Percentage Of Non-executive Directors	The Percentage Of Independent Directors In The Committee	The Number Of Meetings Held In Person	The Number Of Reports On Its Activities Submitted To The Board
Corporate Governance Committee		100%	25%	4	4
Audit Committee		100%	100%	4	4
Committee of Early Detection of Risk		100%	33%	6	6

Sustainability Principles Compliance Framework

The publicly-disclosed 2022 annual and 2021 sustainability reports as well as corporate website content comply with the principles set out in SPK Sustainability Principles Compliance Framework. The 2021 sustainability report contains comparative figures for 2021 and previous years. Anadolu Group's 2022 sustainability report, which will be published in 2023, will contain data for 2022. Anadolu Group has committed to expanding the scope and content of its sustainability reporting and will continue its efforts to achieve full compliance with SPK-mandated principles.

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (Page number should also be indicated)/LINK
		YES	NO	PARTIAL	NOT RELEVANT		
	A. General Principles						
	A1. Strategy, Policy and Targets						
A1.1	Material environmental, social and corporate governance (ESG) issues, risks and opportunities have been determined by the Company's board of directors.	X				In order to identify the material issues that Anadolu Group should concentrate on in terms of sustainability, a comprehensive and inclusive stakeholder analysis process was carried out in 2020. While identifying stakeholder priorities, employees, who are internal stakeholders, and suppliers, business partners, investors, analysts, non-governmental organizations, public institutions, media, universities and representatives from international organizations, who are strategic external stakeholders, were reached through an online questionnaire. Anadolu Group sets its goals in line with these priorities. Furthermore, the Board of Directors identifies material ESG issues, risks and opportunities and establishes relevant ESG policies accordingly. In terms of the effective implementation of these policies, internal guidelines, work procedures etc. can be developed. The Board of Directors takes decisions concerning these policies and publicly discloses them.	Sustainability Report 2021, page 39, 94 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf AG Anadolu Grubu Holding A.Ş. Duties and Working Principles of the Sustainability Committee https://www.anadolugrubu.com.tr/upload/Docs/AG_Anadolu_Group_Holding_Duties_and_Working_Principles_of_the_Sustainability_Committee.pdf
	Material environmental, social and corporate governance (ESG) issues, risks and opportunities have been determined by the Company's board of directors.	X				Anadolu Group conducts its sustainability management practices in compliance with its policies and procedures. The Board Diversity Policy is publicly available on the website. The Board of Directors takes decisions concerning these policies and publicly discloses them.	AG Anadolu Grubu Holding A.Ş. Duties and Working Principles of the Sustainability Committee, page 3 https://www.anadolugrubu.com.tr/upload/Docs/AG_Anadolu_Group_Holding_Duties_and_Working_Principles_of_the_Sustainability_Committee.pdf Website, Policies in ESG https://www.anadolugrubu.com.tr/Page/1/378/policies--_procedures
A1.2	ESG Policies (i.e., Environmental Policy, Energy Policy, Human Rights and Labor Policy etc.) have been established and publicly disclosed by the Company's board of directors.	X				Within the framework of the sustainability report, the company has announced its short and long-term goals in line with its ESG policies under the strategy "From Anadolu to the Future".	Sustainability Report 2021, page 36, 37 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf

	COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (Page number should also be indicated)/LINK
	YES	NO	PARTIAL	NOT RELEVANT		
A2. Application/Monitoring						
A2.1	The committees and/or departments responsible for the execution of ESG policies and top-level executives in the Company related to ESG issues, their duties have been identified, and they are publicly disclosed.	X			At Anadolu Group, sustainability management is carried out through the Sustainability Committee and its affiliated Sustainability Steering Committee. The Sustainability Committee strives to determine the Group's sustainability strategy in terms of environmental, social and corporate governance, to ensure coordination among Group companies, to monitor and audit the policies, goals and practices in terms of sustainability by reporting them to the Board of Directors. Established with the approval of the Sustainability Committee, the Sustainability Steering Committee works to align the Group companies in line with its strategy "From Anadolu to the Future", to monitor the target-oriented performance of the companies, and to identify risks and opportunities in ESG issues. Duties and Working Principles of the Sustainability Committee are publicly shared in the report.	Sustainability Report 2021, page 38, 39 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
	The responsible committee/unit reported the activities carried out within the scope of the policies to the Board of Directors at least once a year.	X			The Committee meets at least twice a year. The meetings are held with the participation of at least half the number of Committee members. The Committee is responsible for reporting the decisions to the Board of Directors via the President of the Committee. The responsible committee/unit reports to the Board of Directors at least once a year within the scope of the policies and in any case within the maximum periods specified in the relevant regulations of the Board for the disclosure of the annual reports to the public.	AG Anadolu Grubu Holding A.Ş. Duties and Working Principles of the Sustainability Committee, page 4 https://www.anadolugrubu.com.tr/upload/Docs/AG_Anadolu_Group_Holding_Duties_and_Working_Principles_of_the_Sustainability_Committee.pdf Annual Report 2022, Sustainability Management, page 73
A2.2	In line with ESG targets, implementation and action plans were developed and disclosed to the public.	X			"From Anadolu to the Future", which is the company's sustainability strategy, has been shared on its website and in the 2021 Sustainability Report. Thus, implementation and action plans in line with ESG targets were created and publicly disclosed.	Sustainability Report 2021, page 28-37 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf Website, Sustainability Menu https://www.anadolugrubu.com.tr/Page/1/381/from-anadolu-to-the-future Annual Report 2022, MD&A, page 112

Sustainability Principles Compliance Framework

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (Page number should also be indicated)/LINK
		YES	NO	PARTIAL	NOT RELEVANT		
A2.3	ESG Key Performance Indicators (KPI) and the level of achievement of these indicators were disclosed to the public on a yearly basis.	X				Progress in environmental investment, energy intensity regarding emission reductions, carbon emission, greenhouse gas intensity, water intensity, waste management, innovation, R&D investments, equal wage rate for equal work, and OHS issues within Anadolu Group are disclosed.	Sustainability Report 2021, page 50-59, 73, 78, 100, 109, 119, 135-142 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf Website, Sustainability Menu https://www.anadolugrubu.com.tr/Page/1/381/from-anadolu-to-the-future
A2.4	Activities to improve the sustainability performance of business processes or products and services have been disclosed to the public.	X				Its performance on the related topics is covered under the heading "The Future of Business" in the 2021 Sustainability Report. The company discloses that it supports entrepreneurship by pioneering technological development with a sustainable business approach. It contributes to the responsible value chain through responsible product and service development. It offers experiences that make a difference through customer-oriented solutions and announces that it has adopted a development model that includes stakeholders. It also strengthens its corporate governance approach through effective risk management.	Sustainability Report 2021, page 74-101 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
A3. Reporting							
A3.1	In the Company's annual reports, information regarding sustainability performance, targets and actions should be disclosed in an understandable, accurate and sufficient manner.	X				AG Anadolu Grubu Holding, Anadolu Efes, Coca-Cola İçecek and Migros are listed in the BIST Sustainability Index. Furthermore, the company follows GRI standards while reporting. In the 2021 Sustainability Report, a pivot table is shared in which the 3-year trend and target base years can be easily observed. Besides, Anadolu Efes Türkiye, Coca-Cola İçecek, Migros and Anadolu Isuzu, which are among the Group companies, have made disclosures within the scope of CDP. In the CDP reports, all risk, opportunity, strategic approach, corporate governance and scenario analyzes regarding the goals are shared transparently. Coca-Cola İçecek has also obtained an assurance statement regarding greenhouse gas emission calculations.	Sustainability Report 2021, page 134-142 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf Annual Report 2022, Sustainability at Anadolu Group, page 68-77

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (Page number should also be indicated)/LINK
		YES	NO	PARTIAL	NOT RELEVANT		
A3.2	Information on which of the Company's activities are related to the United Nations (UN) 2030 Sustainable Development Goals (SDGs) has been disclosed to the public by the Company.	X				<p>In the 2021 Sustainability Report, material issues, and activities shared in the topics regarding material issues, and the relevant Sustainable Development Goals (SDGs) that are referenced in sustainability efforts are revealed.</p> <p>Focus areas in the strategic framework called "From Anadolu to the Future" were also matched with the SDGs they serve. Moreover, there is a detailed SDG alignment study in the "From Anadolu to the Future: Anadolu Group Sustainable Development Goals Alignment Report" published on the corporate website.</p> <p>Information on how the activities relate to the UN 2030 Sustainable Development Goals is provided in detail in the Alignment Report.</p>	<p>Sustainability Report 2021, page 44-45, 50, 72, 104</p> <p>https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf</p> <p>Website, Sustainability Menu</p> <p>https://www.anadolugrubu.com.tr/Page/1/377/sustainable-development-goals-alignment-reports</p>
A3.3	Lawsuits filed and/or concluded against ESG issues, which are important in terms of ESG policies and/or will significantly affect activities, have been disclosed to the public.	X				<p>Of the lawsuits filed against and/or concluded to the company, those deemed necessary/important are disclosed on the Public Disclosure Platform.</p>	<p>Annual Report 2022, page 263</p>
A4. Verification							
A4.1	The Company's ESG Key Performance metrics have been verified by an independent third party and publicly disclosed.	X				<p>Anadolu Efes, Coca-Cola İçecek and Migros, which are group companies, had their carbon emissions, which they consider as key performance indicators in ESG, verified by third parties and publicly disclosed them.</p>	<p>Anadolu Efes Sustainability Report 2021, page 102-108</p> <p>https://www.anadoluefes.com/Upload/Docs/Anadolu%20Efes%202021%20Sustainability%20Report_EN.pdf</p> <p>CCI Integrated Annual Report 2021, page 182-184</p> <p>https://www.cci.com.tr/Portals/3/CCI_Integrated_Report_2021.pdf</p> <p>Migros Integrated Report 2021, page 188-192</p> <p>https://migroskurumsaltr.blob.core.windows.net/migroskurumsaltr/migros-integrated-report-2021-637939880552430601.pdf?v4</p>

Sustainability Principles Compliance Framework

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (Page number should also be indicated)/LINK
		YES	NO	PARTIAL	NOT RELEVANT		
	B. Environmental Principles						
B1	The Company has publicly disclosed its policies and practices, action plans, environmental management systems (known by the ISO 14001 standard) and programs in the field of environmental management.	X				The company holds the ISO 14001 certification. In the 2021 Sustainability Report, it disclosed the material issues and action plan in detail within the framework of "From Anadolu to the Future".	<p>AG Anadolu Grubu Holding A.Ş. Environmental Policy https://www.anadolugrubu.com.tr/Upload/Docs/AG%20Anadolu%20Group%20Holding_Environmental%20Policy.pdf</p> <p>AG Anadolu Grubu Holding A.Ş. Environmental Management System - 14001:2015 https://www.anadolugrubu.com.tr/Upload/Docs/EMS%20728653%20-%201.pdf</p> <p>AG Anadolu Grubu Holding A.Ş. Environmental Management System Framework https://www.anadolugrubu.com.tr/Upload/Docs/AG_Anadolu_Group_Holding_Environmental_Management_System_Framework.pdf</p> <p>Sustainability Report 2021, page 50, 51 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf</p>
B2	The scope of the report, reporting period, reporting date, and the limitations regarding the reporting conditions were disclosed to the public regarding the environmental reports prepared regarding information on environmental management.	X				It includes the consolidated sustainability performance data of AG Anadolu Grubu Holding and all Group companies in Türkiye and abroad for the operating year from January 1, 2021 to December 31, 2021.	<p>Sustainability Report 2021, page 4 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf</p>
B3	Given in A2.1.						
B4	Environmental targets included in the reward criteria within the scope of performance incentive systems on the basis based on (such as members of the Board of Directors, managers, and employees) have been disclosed to the public.	X				Sustainability Committee strives to determine the Group's sustainability strategy in terms of environmental, social and corporate governance, to ensure coordination among Group companies, to monitor and audit the policies, goals and practices in terms of sustainability by reporting them to the Board of Directors.	<p>AG Anadolu Grubu Holding A.Ş. Duties and Working Principles of the Sustainability Committee, page 2 https://www.anadolugrubu.com.tr/upload/Docs/AG_Anadolu_Group_Holding_Duties_and_Working_Principles_of_the_Sustainability_Committee.pdf</p>

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (Page number should also be indicated)/LINK
		YES	NO	PARTIAL	NOT RELEVANT		
B5	It has been disclosed to the public that the way of material environmental issues integration into business objectives and strategies.	X				The company adheres to its environmental, social and economic priorities, focus areas and road map in terms of sustainability within the framework of "From Anadolu to the Future". It monitors and analyzes the environmental impacts that may occur as a result of its operations and pursues its activities in line with the goal of minimizing these impacts. Environmental management strategy, our focus areas and management processes are provided in detail in Anadolu Group Environmental Policy.	Sustainability Report 2021, page 30-31 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf AG Anadolu Grubu Holding A.Ş. Environmental Policy https://www.anadolugrubu.com.tr/Upload/Docs/AG%20Anadolu%20Group%20Holding_Environmental%20Policy.pdf
B6	Given in A2.4.						
B7	It has been publicly disclosed how environmental issues are managed and integrated into business objectives and strategies throughout the Company's value chain; including the operational process, suppliers and customers.	X				The company expects all its product and service suppliers to comply with the Code of Ethics and incorporates the Code of Ethics in its contracts. Within the scope of the Code of Business Ethics and the Non-Compliance Notification Regulation, AG Anadolu Grubu Holding require its suppliers to sign a commitment to comply with the relevant principles. Thus, a declaration of will is obtained from each supplier regarding compliance with ethical principles. In the Supplier Assessment and Selection Criteria covered in the Procurement Procedure of AG Anadolu Grubu Holding, the expectations from the suppliers in this context are specified under the "Environmental Responsibility" heading within the scope of Compliance with the Codes of Business Ethics. Additionally, customers and suppliers are communicated through various channels throughout the year.	Sustainability Report 2021, page 91 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf AG Anadolu Grubu Holding A.Ş. Code of Business Ethics and Non Compliance Notification Regulation https://www.anadolugrubu.com.tr/Upload/Docs/ag_anadolu_group_holding_code_of_business_and_non_compliance_notification_regulation.pdf
B8	Whether relevant organizations and non-governmental organizations on the environment are involved in the policy-making processes and the collaborations with these institutions and organizations were disclosed to the public.	X				Multi-stakeholder initiatives and collaborations are among the company's material issues. AG Anadolu Grubu Holding is a signatory of the UN Global Compact. It has joined the Business Plastic Initiative (IPG), which was established in collaboration with UN Global Compact Türkiye, the Business Council for Sustainable Development Türkiye and TÜSİAD to take the fight against plastic pollution one-step further. A joint study that serves as a guide for the business community in Türkiye for SDG reporting has been realized in cooperation with the Business For Goals Platform (B4G). A project has been carried out with the Hatay Nature Conservation Foundation for the contribution to the conservation of Anatolian ground squirrels (<i>Spermophilus xanthopyrnus</i>), which are classified in the near-endangered category on the International Union for Conservation of Nature (IUCN) red list.	Website, Sustainability Menu https://www.anadolugrubu.com.tr/Page/1/412/collaborations Sustainability Report 2021, page 40, 66, 67, 132 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf

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		YES	NO	PARTIAL	NOT RELEVANT		
B9	Environmental indicators (Greenhouse gas emissions (Scope-1 (Direct), Scope-2 (Energy indirect), Scope-3 (Other indirect), air quality, energy management, water and wastewater management, waste management, biodiversity impacts) information about the impacts of the Company has been disclosed to the public on a comparable basis periodically.	X				Information on environmental indicators is provided in the report (see Performance Indicators). Since the company is not a manufacturer, it has no contribution to the air quality.	Sustainability Report 2021, page 52, 53, 55, 58-59, 66-67, 139-142 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
B10	Details of the standard, protocol, methodology, and base year used to collect and calculate data have been publicly disclosed.	X				Carbon emission measurement is based on the GHG protocol. Besides, the WRI Aqueduct tool is employed to measure water risks.	Sustainability Report 2021, page 55, 140 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
B11	In comparison with previous years, the increase or decrease of environmental indicators for the reporting year has been disclosed to the public.	X				The environmental sustainability performance increase is presented as a minimum 3-year trend. On an annual basis, the status is described within the scope of the targets (see Performance Indicators).	Sustainability Report 2021, page 139-143 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
B12	Short and long-term targets have been determined to reduce the Company's environmental impacts, and the progress of these targets and the targets determined in previous years has been disclosed to the public.	X				Short and long-term targets have been set to reduce environmental impacts. Furthermore, in the "Developments in 2021" section, savings, reductions and other ESG-related positive impacts regarding environmental goals are shared.	Sustainability Report 2021, page 22, 23, 36 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
B13	A strategy to combat the climate crisis has been created and the planned actions have been publicly announced.	X				The company's Sustainability Report, prepared in compliance with GRI standards, includes its targets regarding the climate crisis. Moreover, the Company has stated that it will reduce its emissions gradually, and disclosed to work with the vision of 50% reduction for 2030 and to become a net zero company by 2050.	Sustainability Report 2021, page 30, 36, 50 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (Page number should also be indicated)/LINK
		YES	NO	PARTIAL	NOT RELEVANT		
B14	Programs or procedures have been established and disclosed to the public in order to prevent or minimize the potential negative impact of products and/or services on the environment.	X				In the 2021 Sustainability Report, efforts regarding this issue are disclosed under the heading "The Future of Nature".	Sustainability Report 2021, page 48, 69 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
	Actions have been taken to reduce greenhouse gas emissions of third parties (i.e., suppliers, subcontractors, dealers, etc.) and these actions have been disclosed to the public.	X				Efforts regarding this issue are disclosed under the heading "The Future of Business" in the 2021 Sustainability Report. The company prioritizes the compliance of its suppliers with the environmental and social standards set, and supports their development in environmental, social and governance areas. It also aims to set standards in the supply chain and increase the proportion of responsible products and services.	Sustainability Report 2021, page 87 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
B15	The environmental benefits and cost savings of initiatives and projects aimed at reducing environmental impacts have been disclosed to the public.	X				The company shared the results of its efforts to reduce environmental impacts under the heading "Developments in 2021" in the 2021 Sustainability Report.	Sustainability Report 2021, page 22-23 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
B16	Energy consumption (natural gas, diesel, gasoline, LPG, coal, electricity, heating, cooling, etc.) data are publicly disclosed as Scope-1 and Scope-2.	X				Scope 1 and Scope 2 emissions are disclosed in the Environmental Performance Indicators in the 2021 Sustainability Report prepared in compliance with GRI standards.	Sustainability Report 2021, page 140 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
B17	Public disclosure was made about the electricity, heat, steam and cooling produced in the reporting year.	X				In the 2021 Sustainability Report, the company has publicly disclosed the information on energy generated.	Sustainability Report 2021, page 139 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
B18	Actions on increasing the use of renewable energy and transition to zero or low carbon electricity have been made and publicly announced.	X				The company has shared its efforts and goals in this area under the heading "The Future of Nature" in the 2021 Sustainability Report.	Sustainability Report 2021, page 50 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf Annual Report 2022, MD&A, page 112

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		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (Page number should also be indicated)/LINK
		YES	NO	PARTIAL	NOT RELEVANT		
B19	Renewable energy production and consumption data is publicly disclosed.	X				The company has disclosed its data on renewable energy generation, usage and sales in the Performance Indicators tables.	Sustainability Report 2021, page 139 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
B20	Energy efficiency projects have been carried out and the amount of energy consumption and emission reduction achieved through energy efficiency projects has been disclosed to the public.	X				The company has disclosed its efforts in this area in detail under the heading “The Future of Nature” in the 2021 Sustainability Report, which is prepared in compliance with GRI standards, and throughout the report.	Sustainability Report 2021, page 50, 52 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
B21	Water consumption, and if any amounts of water drawn, recycled and discharged from underground or above ground, sources and procedures are publicly disclosed.	X				The company has disclosed the relevant information in the Performance Indicators tables in the 2021 Sustainability Report, which was prepared in compliance with GRI standards.	Sustainability Report 2021, page 141 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
B22	It has been publicly disclosed whether the Company’s operations or activities are included in any carbon pricing system (Emissions Trading System, Cap & Trade or Carbon Tax).		X			The Company is not involved in any carbon pricing system.	-
B23	Information on carbon credits gained or purchased during the reporting period has been disclosed to the public.		X			No carbon credits have been purchased.	-
B24	If carbon pricing is applied within the Company, the details are disclosed to the public.		X			Carbon pricing is not implemented.	-

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		YES	NO	PARTIAL	NOT RELEVANT		
B25	The platforms where the Company discloses its environmental information are publicly disclosed.	X				The company discloses its environmental data throughout its GRI-compliant Sustainability Report. Group companies Anadolu Efes, Coca-Cola İçecek, Migros and Anadolu Isuzu respond to the Climate Change Program of the Carbon Disclosure Project (CDP).	Sustainability Report 2021, page 139-142 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf Annual Report 2022, Sustainability at Anadolu Group, page 68-77
	C. Social Principles						
	C1. Human Rights and Employees Rights						
C1.1	The Corporate Human Rights and Employee Rights Policy has been established in a way to cover the Universal Declaration of Human Rights, ILO Conventions ratified by Türkiye and other relevant legislation, those responsible for the execution of the policy have been determined and both the policy and responsible departments from the policies have been disclosed to the public.	X				The Company has created the Human Rights and Employee Rights policy within the scope of the Code of Business Ethics and the Non-Compliance Notification Regulation. It is also a signatory of UNGC.	AG Anadolu Grubu Holding A.Ş. Code of Business Ethics and Non Compliance Notification Regulation, page 3 https://www.anadolugrubu.com.tr/Upload/Docs/ag_anadolu_group_holding_code_of_business_and_non_compliance_notification_regulation.pdf Website, Sustainability Menu https://www.anadolugrubu.com.tr/Page/1/377/sustainable-development-goals-alignment-reports
C1.2	Considering the effects of supply and value chain; fair workforce, improvement of labor standards, women's employment, and inclusion issues (gender, race, religion, language, marital status, ethnic identity, sexual orientation, gender identity, family responsibilities, union activities, political opinion, disability, social and cultural differences, etc., such as non-discrimination) are included in the Company's policy on employee rights.	X				In the 2021 Sustainability Report, under the heading "The Future of Business", it has been disclosed that there will be no discrimination in recruitment processes. The Company adopts the principle of not discriminating against in terms of their age, sex, race, religion, language, ethnic origin, sexual orientation, belief, marital, social or economic status, disability, political opinion, participation in union activities and membership in unions, pregnancy or military service status, during their recruitment stage and employment term. It is also a signatory of UNGC.	Sustainability Report 2021, page 105 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf AG Anadolu Grubu Holding A.Ş. Equal Opportunity Policy https://www.anadolugrubu.com.tr/Upload/Docs/AG_Anadolu_Grubu_Holding_Equal_Opportunity_Policy.pdf Website, Sustainability Menu https://www.anadolugrubu.com.tr/Page/1/377/sustainable-development-goals-alignment-reports

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		YES	NO	PARTIAL	NOT RELEVANT		
C1.3	Measures taken along the value chain regarding the observance of certain economic, environmental, social factors (low-income groups, women, etc.) or minority rights/equality of opportunity have been publicly disclosed.	X				The company has shared information on the rights of vulnerable groups or minorities under the heading "The Future of People". In this context, the Holding has an Equal Opportunity Policy.	Sustainability Report 2021, page 104-105, 122 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
C1.4	Developments regarding preventive and corrective practices against discrimination, inequality, human rights violations, forced and child labor have been disclosed publicly.	X				The Company shares its working principles regarding ethical issues. It also details its progress in this regard under the heading "The Future of People" in the 2021 Sustainability Report. It maintains its human resources practices and processes within the framework of AG Anadolu Grubu Holding Equal Opportunity Policy. It is also a signatory of UNGC.	Sustainability Report 2021, page 104-105 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf AG Anadolu Grubu Holding A.Ş. Equal Opportunity Policy https://www.anadolugrubu.com.tr/Upload/Docs/AG_Anadolu_Grubu_Holding_Equal_Opportunity_Policy.pdf Website, Sustainability Menu https://www.anadolugrubu.com.tr/Page/1/412/collaborations

	COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (Page number should also be indicated)/LINK
	YES	NO	PARTIAL	NOT RELEVANT		
	X				Information on investment in employees, employee rights and satisfaction are disclosed in the 2022 Annual Report and 2021 Sustainability Report under the heading "The Future of People". The Company supports the development of employees who play a key role in achieving its strategic goals. It contributes to the acquisition of new competencies that will support existing talents in adapting to the necessities of the time. The employees are offered benefits such as private health insurance services in which they can involve their families, and gift certificates.	Annual Report 2022, Human Resources at Anadolu Group, page 78-79 Sustainability Report 2021, page 104, 109 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
C1.5	X				The Company's non-compliance solution processes are disclosed in detail in the AG Anadolu Grubu Holding Code of Business Ethics and the Non-Compliance Notification Regulation. Besides, non-compliance with ethical principles can be reported to Anadolu Group Ethics Line through various channels. All notifications can be reported to the Ethics Committee anonymously, if desired, through various communication channels, including e-mail address anadolugrubu@etikhat.com , phone line +90 (212) 401 3066 and website http://www.anadolugrubuetikhat.com . Information on this process is available in the 2021 Sustainability Report.	Sustainability Report 2021, page 99 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf AG Anadolu Grubu Holding A.Ş. Code of Business Ethics and Non Compliance Notification Regulation https://www.anadolugrubu.com.tr/Upload/Docs/ag_anadolu_group_holding_code_of_business_and_non_compliance_notification_regulation.pdf
	X				Employee engagement and satisfaction are among the priorities of the company. Programs carried out in this context are covered under the heading "Employee Engagement and Volunteering".	Sustainability Report 2021, page 116 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf AG Anadolu Grubu Holding A.Ş. Code of Business Ethics and Non Compliance Notification Regulation https://www.anadolugrubu.com.tr/Upload/Docs/ag_anadolu_group_holding_code_of_business_and_non_compliance_notification_regulation.pdf

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		YES	NO	PARTIAL	NOT RELEVANT		
C1.6	Occupational health and safety policies have been established and disclosed publicly.	X				The Company has an Occupational Health and Safety Policy. It also holds ISO 45001 certification.	Sustainability Report 2021, page 119 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf AG Anadolu Grubu Holding A.Ş. Occupational Health and Safety Policy https://www.anadolugrubu.com.tr/Upload/Docs/2022/ag_anadolu_group_holding_occupational_health_and_safety_policy.pdf AG Anadolu Grubu Holding A.Ş. ISO 45001 Certificate https://www.anadolugrubu.com.tr/Upload/Docs/OHS%20728655%20-%20I.pdf
	Occupational health and safety policies have been established and disclosed publicly.	X				The company has disclosed the relevant information in the Occupational Health and Safety Policy and in the Performance Indicators tables in the 2021 Sustainability Report prepared in compliance with GRI standards.	AG Anadolu Grubu Holding A.Ş. Occupational Health and Safety Policy https://www.anadolugrubu.com.tr/Upload/Docs/2022/ag_anadolu_group_holding_occupational_health_and_safety_policy.pdf Sustainability Report 2021, page 138 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
C1.7	Personal data protection and data security policies have been established and disclosed publicly.	X				The company has publicly disclosed its policy on the protection and security of personal data. It carries out the required efforts in this context. Detailed information is shared in the 2021 Sustainability Report and on the website.	AG Anadolu Grubu Holding A.Ş. Personal Data Protection and Processing Policy https://www.anadolugrubu.com.tr/Upload/Docs/AG-anadolu-grubu-holding-as-kisisel-verilerin-korunmasi-ve-islenmesi-politikasi.pdf Sustainability Report 2021, page 101 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
C1.8	Ethics policy has been established and disclosed publicly.	X				The company discloses its ethical rules in the Code of Business Ethics and Non-Compliance Notification Regulation and publicly shares it on its website.	AG Anadolu Grubu Holding A.Ş. Code of Business Ethics and Non-Compliance Notification Regulation https://www.anadolugrubu.com.tr/Upload/Docs/ag_anadolu_group_holding_code_of_business_and_non-compliance_notification_regulation.pdf

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		YES	NO	PARTIAL	NOT RELEVANT		
C1.9							
C1.10	Informative meetings and training programs have been organized for employees on ESG policies and activities.	X				<p>The company contributed to this issue with the “From Anadolu to the Future Sustainable Development Goals Training Program”, which was covered in the 2021 Sustainability Report. It is designed to disseminate the SDGs and guide those who are willing to integrate the Global Goals into their business processes. Furthermore, the Sustainability Committee is responsible for ensuring that all employees of the Holding and its companies are informed in line with the Holding’s sustainability policy and goal, and to ensure that employees embrace these policies. The Sustainability Committee also identifies the training needs on the Environmental Management System, considering the relevant regulations. The Human Resources unit conducts training sessions on environmental awareness and risks in general and on Environmental Management System aspects.</p>	<p>Sustainability Report 2021, page 113 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf AG Anadolu Grubu Holding A.Ş. Duties and Working Principles of the Sustainability Committee https://www.anadolugrubu.com.tr/upload/Docs/AG_Anadolu_Group_Holding_Duties_and_Working_Principles_of_the_Sustainability_Committee.pdf AG Anadolu Grubu Holding A.Ş. Environmental Management System Framework, page 2 https://www.anadolugrubu.com.tr/Upload/Docs/AG_Anadolu_Group_Holding_Environmental_Management_System_Framework.pdf</p>
	C2. Stakeholders, International Standards and Initiatives						
C2.1	The customer satisfaction policy regarding the management and resolution of customer complaints has been prepared and disclosed publicly.	X				<p>AG Anadolu Grubu Holding A.Ş. is engaged in investments. Besides, Customer Satisfaction is among high priorities of the company. It also benefits from the innovations that digitalization has brought about in order to boost customer satisfaction.</p>	<p>Sustainability Report 2021, page 41, 73 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf Migros Integrated Report 2021 https://migroskurumsalstr.blob.core.windows.net/migroskurumsalstr/migros-integrated-report-2021-637939880552430601.pdf?v4</p>

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		YES	NO	PARTIAL	NOT RELEVANT		
C2.2	Information about the communication with stakeholders (which stakeholder, subject and frequency) is publicly disclosed.	X				Communication with stakeholders is shared in detail in the "Stakeholder Communication" section of the 2021 Sustainability Report.	Sustainability Report 2021, page 46 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf
C2.3	International reporting standards adopted in reporting are explained.	X				The 2021 Sustainability Report has been prepared in compliance with the GRI Standards and the World Economic Forum Stakeholder Capitalism Metrics. The report discloses its economic, social and environmental performance as well as its contribution to the United Nations Sustainable Development Goals. Anadolu Group, in cooperation with the Business for Goals Platform, has signed a joint study that will serve as a guideline for Sustainable Development Goals reporting.	Sustainability Report 2021, page 5, 44-45 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf Website, Sustainability Menu https://www.anadolugrubu.com.tr/sayfa/1/382/hedefler-icin-is-dunyasi
C2.4	Principles adopted in relation to sustainability, international organizations, committees and principles of which the Company is a signatory or member are disclosed publicly.	X				AG Anadolu Grubu Holding A.Ş. and Group companies Anadolu Efes, Coca-Cola İçecek, Migros, Anadolu Isuzu and Anadolu Etap are signatories of the United Nations Global Compact, the world's largest and only corporate sustainability platform supported by the United Nations.	Website, Sustainability Menu https://www.anadolugrubu.com.tr/Page/1/412/collaborations
C2.5	Improvements were made and studies were carried out to be included in the sustainability indices of Borsa Istanbul and/or international indices providers.	X				Anadolu Group and its companies are listed in several sustainability indexes, primarily BIST. This information is shared in the 2021 Sustainability Report. AG Anadolu Grubu Holding, Anadolu Efes, Coca-Cola İçecek (CCI) and Migros are listed in the BIST Sustainability Index and Corporate Governance Index. Migros is listed in the BIST Sustainability 25 Index. AG Anadolu Grubu Holding A.Ş. is ranked #1 in terms of environmental performance and #2 in terms of social performance among "Investment Holding Companies" in the global arena in the Refinitiv system, a business of the London Stock Exchange Group. Anadolu Efes and CCI are listed in the FTSE4Good Emerging Markets Index. CCI remains as the first and only Turkish company to be listed in the UNGC 100 Index since 2013. It is also listed in the MSCI Global Sustainability Index, the S&P Global Corporate Sustainability Assessment, and the ECPI Emerging Markets Index. AG Anadolu Grubu Holding A.Ş. is ranked #1 in the "Investment Holding Companies" category in the Refinitiv Diversity and Inclusion Index. Migros is listed in the Bloomberg Gender Equality Index. Anadolu Isuzu and Adel Kalemcilik are listed in the "Women-Friendly Companies Stock Index" of İş Asset Management.	Annual Report 2022, Sustainability at Anadolu Group, page 68-77

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		YES	NO	PARTIAL	NOT RELEVANT		
	D. Corporate Governance Principles						
D1	Stakeholders' opinions were consulted in determining the measures and strategies on sustainability.	X				Determining the sustainability strategy of the company, ensuring the coordination between the Group companies, executing, monitoring and supervising the policies, goals and practices in terms of sustainability by reporting them to the Board of Directors, are carried out by the Sustainability Committee. The Sustainability Committee is responsible for informing the employees of the Holding and its companies in line with the sustainability strategy and targets of "From Anadolu to the Future", ensuring that the employees embrace these policies, and ensuring engagement for all stakeholders. In this respect, stakeholders are contacted through questionnaires and their opinions are taken.	Sustainability Report 2021, page 38 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf AG Anadolu Grubu Holding A.Ş. Duties and Working Principles of the Sustainability Committee, page 3 https://www.anadolugrubu.com.tr/upload/Docs/AG_Anadolu_Group_Holding_Duties_and_Working_Principles_of_the_Sustainability_Committee.pdf
D2	Social responsibility projects, awareness activities and trainings have been carried out to raise awareness about sustainability and its importance.	X				In the 2021 Sustainability Report, the projects of 2021 are disclosed in detail under the headings "The Future of Nature", "The Future of Business" and "The Future of People". Furthermore, under the heading "Developments in 2021", actions and charitable expenditures are disclosed.	Sustainability Report 2021, page 22-23, 48-131, 138 https://www.anadolugrubu.com.tr/Upload/Docs/Anadolu_Group_Sustainability_Report_2021.pdf

Management Discussion & Analysis

Anadolu Group increased its sales revenues by 118.7% and its EBITDA by 132.7% ahead of the revenue growth on a consolidated basis in 2022.

Soft Drinks, Beer, Migros and Automotive segments all played an important role in this successful performance. Inflation and exchange rate changes had an impact on these increases, but volume increases, the strength of our brands, positive product and channel breakdown, proactive revenue growth and its efficiency-oriented management were also the main factors in its successful performance.

A review of the performances of its main operations; the soft drinks segment completed the year with a higher sales volume than its initial guidance and successful operational despite cost pressures. The beer segment achieved the highest consolidated EBITDA margin of the last 10 years, despite inflationary pressures in many markets where it operates. Migros closed the year with strong sales revenue performance and cash flow. With this strong performance, Migros has a net cash position as of the end of December. In the Automotive segment, Anadolu Group continued to announce strong results in both domestic and export markets.

At the end of 2022, Anadolu Group's consolidated net debt/EBITDA ratio was 0.7x. Please note that this ratio increased to as high as 3.6x during 2018. Net debt/EBITDA ratios were 2.8x at 2018YE, 2.1x at 2019YE, 1.5x at 2020YE and 1.7x at 2021YE.

As Anadolu Group has announced previously, its leverage ratios continue to decline and stay at reasonable levels and within its targets at the Holding and our Group companies. Successful operational performance, strong FCF generation, tight balance sheet and proactive risk management, utilization of idle assets and lowering short FX positions remain its key priorities.

Long in the vanguard of corporate sustainability in Türkiye, Anadolu Group's efforts on behalf of environmental, social, and corporate governance were all combined into its "From Anadolu to the Future" sustainability strategy in 2022. In line with its "Act today for a better future" vision, it implements its sustainability strategy by focusing on 12 areas in 3 strategic pillars: "The Future Of Nature", "The Future Of Business", "The Future Of People". Within the scope of The Future of Nature pillar, it focuses on "Net-Zero for the future", "Water Cycle for the Future", "Circular Economy for the Future", "Agriculture for the Future" and "Biodiversity for the Future". Within the scope of The Future of Business pillar, it conducts its business by focusing on "Digitalization and Innovation for the Future", "Leading Brands for the Future", "Responsible Manufacturing for the Future", "Inclusiveness for the Future" and "Integrated Governance for the Future". At The Future of People pillar, it focuses on "Human Resources for the Future" and "Empowered Community for the Future" areas.

Anadolu Group put separate goals for each strategic pillar in order to advance to even higher levels. Anadolu Group, which gave its commitment to reduce greenhouse gas emissions in scope 1 and 2 by 50% until 2030 compared to 2020 and to work with the vision of becoming a net-zero company by 2050 within the scope of The Future of Nature pillar, aims to be traceable in 50% of operations by 2030 and 100% by 2050 within the scope of The Future of Business pillar. (Limited to private label products for Migros.) For its The Future of People pillar, it aims to increase the rate of women executives to 35% by 2030 and to 50% by 2050.

Anadolu Group has also formulated action plans for all focus areas in order to achieve its sustainability goals and is now making progress towards realizing them. The percentage of women executives was 32.3% of 31 December 2021; twelve months later it was 33.6%. Anadolu Group's publicly disclosed Board of Directors Diversity Policy aims to keep the ratio of the number of female board members within Anadolu Group Board of Directors at least 25%

Solar power investments are an important item on Anadolu Group's agenda. Solar panels installed on the roofs of Anadolu Isuzu's plant and Migros's Adana distribution center began generating electricity at both locations in September 2022. Other group companies are also planning to install similar systems. Anadolu Group centrally coordinates and monitors all group companies' self-consumption renewable-energy investments.

Anadolu Group continues to reward employees who come up with novel ideas for operational improvements under its Bi-Fikir innovation program, in which sustainability-related ideas are assessed in a separate category. In the eight years since this program was inaugurated, employee-submitted ideas have generated more than TRL 860 million in value for the group.

On 23 September 2022 AG Anadolu Grubu Holding became the United Nations Global Compact signatory, the world's largest and only corporate sustainability initiative backed by the United Nations. By joining UNGC, Anadolu Group has pledged to bring its policies, strategies, and procedures related to human rights, labor conditions, environment, and anti-corruption into compliance with UNGC principles and furthermore to submit an annual communication on progress about what it has done and plans to do.

AG Anadolu Grubu Holding has been listed in the İstanbul stock exchange's BIST Sustainability Index since 1 December 2020. Refinitiv, a London Stock Exchange Group (LSEG) business that rates existing and newly-admitted BIST Sustainability Index companies, ranks AG Anadolu Grubu Holding #1 and #2 in the "Investment Holding Companies" category on the basis of its environmental and social performance respectively.

AG Anadolu Grubu Holding was also listed in the Refinitiv Diversity & Inclusion Index announced on 30 June 2022. This index ranks over 12,000 companies globally and identifies the top 100 publicly-traded companies with the most diverse and inclusive workplaces, as measured by 24 separate metrics across 4 key pillars. AG Anadolu Grubu Holding is one of only four Turkish companies included in the list and it ranks #1 in Refinitiv's "Investment Holding Companies" category.

SAHA Corporate Governance and Credit Rating Services (SAHA Ratings) has assigned AG Anadolu Grubu Holding corporate governance and credit rating scores of 9.57.

Included in national and international sustainability indexes, publicly-traded Anadolu Group companies strive to constantly improve their sustainability performance. A list of these companies and the indexes in which they are tracked is accessible from the accompanying [link](#).

The 2022 Anadolu Group Sustainability Report covering AG Anadolu Grubu Holding and all group companies in Türkiye and abroad, based on their 2021 consolidated sustainability performance data was prepared in compliance with Global Reporting Initiative (GRI) standards and World Economic Forum Stakeholder Capitalism Metrics. The group has also published its fourth SDG Alignment Report covering the years 2015-2021 in which is presented an analysis of 676 selected sustainability-related projects and applications contributing to realization of UN Sustainable Development Goals, specifically SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible Consumption & Production &), SDG 17 (Partnerships for the Goals), SDG 4 (Quality Education), and SDG 13 (Climate Action).

In the upcoming period, global uncertainties, high inflation, global recession concerns, high energy costs and geopolitical tensions will be the most important agenda items, Anadolu Group will follow. It will continue to address challenges with determination and extra caution, add value in every field in which it operates and continues with its investments that will support its long-term growth. Anadolu Group's priorities will continue to be operational efficiency, strong free cash flow, disciplined financial management, digitalization and sustainability efforts.

Additional Information on Corporate Governance

SHAREHOLDERS

1. Shareholder Relations Unit

At the Company, there is the Investor Relations Unit reporting to Onur Çevikel, the Chief Financial Officer. The unit is staffed by the following individuals who hold Capital Markets Board Advanced 3 Level and Corporate Governance Rating licenses.

Mehmet Çolakoğlu, CFA - Corporate Governance and Investor Relations Director

Tel: +90 216 5788559

E-mail: mehmet.colakoglu@anadolugrubu.com.tr

Burak Berki - Investor Relations Manager

Tel: +90 216 5788647

E-mail: burak.berki@anadolugroup.com.tr

As per the requirements of Corporate Governance Principles, Mehmet Çolakoğlu is also assigned as a member of the Corporate Governance Committee.

Investor Relations Unit is responsible primarily for ensuring the communication between the Board of Directors and shareholders, and exercise of shareholders' rights. In this context, Investor Relations Unit is assigned with making the material event disclosures on topics prescribed pursuant to the Capital Market legislation, preparing periodic information sheets about operations in order to keep the investors informed, providing the Company website's content, creating the annual report, fulfilling shareholders' written/verbal information requests and so on.

An annual report on the activities of the Investor Relations Unit is prepared and presented to the Corporate Governance Committee within the first two months of the subsequent year. The report summarizing the investor relations activities during 2022 were submitted in the Corporate Governance Committee's first meeting held on 24 February 2023. In that meeting, detailed information was provided about the action plans for investor relations, which were quickly enforced in the aftermath of the AG Anadolu Grubu Holding reorganization, along with information about our increased activities and the plans for the period ahead.

When necessary, the Corporate Governance Committee provides information to the Board of Directors about the content of the investor relations report during the Board meetings. In addition, feedback is sought from the Board of Directors at relevant times about our corporate governance rating report, our weaknesses and improvement areas regarding corporate governance.

2. Exercise of Shareholders' Right to Information

In line with the Company's Disclosure Policy, special emphasis is placed on conveying all necessary information in a timely and complete manner to all shareholders so as to ensure due exercise of their shareholding rights. Information requests from shareholders are considered within this framework and information is disclosed within the scope of the content made public previously.

During the reporting period, contact was established with domestic and international institutional and individual investors, shareholders and analysts about the Company's operating results, performance and other developments in 2021, and all matters prescribed as per the Capital Market Legislation have been disclosed to the public by way of material event disclosures and press releases.

The up-to-date versions of material event disclosures and the Company presentation summarizing the latest developments concerning the Company are posted on the corporate website, thereby enabling investors to exercise their right to obtain information electronically in the easiest fashion. On the other hand, questions of individual investors who contact us through the contact form available on the Company website are responded to as soon as possible in line with the publicly disclosed information.

The Company's Articles of Association contains no provisions that complicate the conduct of a special audit, and the Company administration avoids any transactions that might complicate the same. The Company acts in accordance with the relevant provisions of the Turkish Commercial Code (TCC) with respect to the exercise of the right to request a special audit. During 2022, the shareholders did not request the appointment of a special auditor.

3. Voting Rights and Minority Rights

There are no implementations complicating the exercise of voting right at the Company; necessary mechanisms are in place that will grant each shareholder, including those abroad, the chance to cast their votes in the easiest and the most convenient fashion within the frame of the TCC's provisions governing electronic general assembly.

There are two share groups, namely Groups A and B, at AG Anadolu Grubu Holding. Save for the privilege granted to Group B to nominate six of the Board of Directors members composed of 12 members, these shares are entitled to same rights.

The Company takes utmost care with respect to exercise of minority shares. In line with the provision of Article 4.3.3 of the Corporate Governance Principles, independent members serving on the Company's Board of Directors are capable of performing their duties without prejudice, hence they contribute to impartial management of the Company and ensure protection of minority rights. While minority rights can be granted to those holding less than one twentieth of the capital by way of the Articles of Association pursuant to the Corporate Governance Principles, the Company's Articles of Association do not contain any provisions broadening the scope of minority rights beyond the limits set forth by the law.

4. Dividend Right

No shareholders are granted any privileges with respect to participating in the Company's profit.

Our Dividend Distribution Policy, which was approved by the Board of Directors decision dated 23 February 2018 and was presented for the information of shareholders at the General Assembly Meeting convened on 26 April 2018, is given below.

“DIVIDEND DISTRIBUTION POLICY

In accordance with the Turkish Commercial Code, Capital Markets Board regulations, tax regulations and other related regulations together with provisions regarding dividend distribution in our Company's Articles of Association;

(i) During the first (5) years following the Merger registered on 27 December 2017; at least, the higher of the below will be paid in cash;

a) 25% of the distributable income based on unconsolidated financial statements of our Company,

b) 50% of the distributable income of our Company for the related period, except for special conditions caused by investment and other funding requirements necessary for the long term growth of the Company as well as extraordinary developments in economic conditions.

(ii) During years, following the 5th year of the Merger registered on 27 December 2017; at least, the higher of the below will be paid in cash;

a) 20% of the distributable income based on unconsolidated financial statements of our Company,

b) 50% of the distributable income of our Company for the related period, except for special conditions caused by investment and other funding requirements necessary for the long-term growth of the Company as well as extraordinary developments in economic conditions.

Nonetheless; in case of the disallowance of cash dividend payments, the prohibition of cash dividend payments, the obligations of the company to pay less or more than the approved amount or to issue shares to take place of cash payment or the evaluation of the distributable dividends as “withdrawal of cash” partially or completely due to tax regulations, by Capital Markets Board or another official institution, administrative or legal regulation for whatever reason; the abovementioned regulations will be in place and according to these circumstances company does not pay dividends in cash or does not pay cash dividends in the amounts specified above.

Our dividend distribution policy is available at our company's website as well as in the corporate governance report section of the annual report.

Additional Information on Corporate Governance

5. Share Transfer

There are two share groups, namely Groups A and B, at AG Anadolu Grubu Holding. Save for the privilege granted to Group B to nominate six of the Board of Directors members composed of 12 members, these shares are entitled to same rights. Group A shares are bearer shares, and Group B shares are registered shares.

Information on the two share groups as of 31 December 2022 is presented in the table below:

Share Groups	Share in Capital (TRL thousand)	Share Ratio (%)	Voting Rights at the Board of Directors
A (Bearer)	194,828	80.00	-
B (Registered)	48,707	20.00	6
Total	243,535	100.00	-

PUBLIC DISCLOSURE AND TRANSPARENCY

1. Annual Reports

The Company's annual reports are prepared in sufficient detail to provide complete and accurate information about the Company's operations to the public, and so as to contain the information mentioned under Section 2, Article 2.2.2 of Corporate Governance Principles, in addition to considerations specified under other sections of Corporate Governance Principles and in the legislation.

STAKEHOLDERS

1. Keeping Stakeholders Informed

A Disclosure Policy was established to keep stakeholders informed. Anadolu Group Human Resources Policy is followed with respect to keeping employees informed. Our Company does not have any material commercial ties with other stakeholder groups such as creditors, customers, suppliers, unions, etc. and hence, the Company did not create a disclosure mechanism targeting these stakeholder groups.

The necessary mechanisms are established for the stakeholders to communicate the Company's practices which are contrary to the legislation or are unethical to the Audit Committee, which is responsible for monitoring whether a system regarding compliance to the Company's code of business conduct and ethical rules is established by the management, and whether this system runs properly. The Audit Committee also oversees that the management monitors the Company's compliance to code of business conduct and code of ethics, makes fraud risk assessments and gives fraud, code of business conduct and code of ethics trainings to employees. Additionally, there is an Ethics Committee to which Anadolu Group employees have access.

The Company implements the provisions of applicable legislation in the utilization of mechanisms such as compensation provided to stakeholders. Pursuant to Article 3.1.2 of Corporate Governance Principles appended to the CMB's Corporate Governance Communiqué no. II-17.1, a Compensation Policy for employees was drawn up and posted on the company website upon being approved by the Board of Directors decision dated 30 September 2015.

“Anadolu Grubu Holding A.Ş. Compensation Policy

The Company implements the provisions of the Labor Law no. 4857 in relation to severance and notice pay. In the event that the Labor Law no 4857 is modified, the provisions of the applicable law that will enter into force will be applied.

Within this framework;

The provisions of the Labor Law no. 4857 and Article 14 of the superseded Labor Law no. 1475 with reference to Provisional Article 6 of the Labor Law no. 4857 are applied in entitlement to severance pay.

Aggregated new job search leave in relation to the notice pay can be applied if and only when the employee shall have made a written request to that effect on the date the notice time is given.”

2. Stakeholder Participation in Management

Models supporting participation of stakeholders and primarily company employees in the Company management are developed in a manner not to hinder the activities of the Company. Relevant actions are summarized below:

Open to shareholders, General Assembly meetings provide an open platform for shareholders to convey their positive or negative opinions about the Company. Furthermore, the contact form on the Company website is also an effective communication mechanism for shareholders.

On the other hand, Employee Satisfaction and Engagement Survey designed to support employee participation in management is a medium for employees to express their desires and improvement demands about the organization for which they work, and is administered once every year. In addition, our employees can share their value adding suggestions with the management via the “Bi Fikir” system developed by the Anadolu Group HR Department.

Employee Loyalty Survey is another instrument for our employees to convey their requests and improvement demands about the organization for which they work, and is administered periodically.

In this respect, from the standpoint of our shareholders and employees, stakeholder feedback is sought in important decisions that have implications for stakeholders.

On another front, being an investment company that is mainly engaged in the administration of its subsidiaries, our Company did not design arrangements for participation of other stakeholder groups in management other than shareholders and employees.

Additional Information on Corporate Governance

3. Human Resources Policy

Our Company espouses the Anadolu Group Human Resources Policy developed under the Human Resources Department's leadership and with the contributions of all Anadolu Group companies.

Anadolu Group;

- Aims to create an HR potential possessing a global perspective and set of skills, without exercising discrimination on the basis of cultural differences;
- Targets to contribute added value to the entire organization by increasing employee motivation and building on their skills;
- Espouses a business culture that constantly pursues the better, working as a team on the basis of knowledge in a business environment built on open communication and mutual trust, and works to put the same into life;
- Does not discriminate on the basis of race, nationality, religion, sex and faith while maintaining any kind of relationship with its employees. The group takes pride in the differences and cultural diversity of its employee body, and regards this diversity as a tool for development;
- Makes it a principle to offer its employees a safe and peaceful working environment and to take due care to protect their health;
- Deems it as its duty to respect and protect the rights employees have by virtue of laws and regulations;
- Attaches great importance to training at every stage and level to gear up the employees for the future, offers it transparently through the systems created, and "invests in human";
- Takes care to provide equality of opportunity in various aspects including training, remuneration and career to employees who join the Anadolu Group family starting immediately from their hiring.

4. Ethical Rules and Social Responsibility

Our Company gives the utmost importance to ethical rules. These values are being implemented for many years within the corporate culture notion of Anadolu Group. Anadolu Group HR Department has made the report titled "Anadolu Group Working Principles" about this topic available for all employees; the document can also be reached at the Company website, under the Corporate Governance tab.

On the other hand, in a bid to consolidate compliance with the capital market legislation and corporate governance practices at Anadolu Group, which enjoys a high level of recognition and reliability in national and international capital markets, Anadolu Group Working Principles - Appendix that has been prepared for the group companies was enforced based on the Company's Board of Directors decision dated 4 June 2009. The said document reminds the group employees of their regulatory obligations with respect to insider trading and also raises a "Black-out Period" practice that bans the trading of related company stock for those who are included in the list of individuals with access to inside information at publicly-floated Group companies.

The Anadolu Group Working Principles - Appendix is posted on the corporate website, under the Corporate Governance tab.

Through the Anadolu Education and Social Assistance Foundation supported by the Anadolu Group companies, our Company contributed to giving more than 50 institutions in the areas of education, healthcare and community to Türkiye to date. The Foundation works to create added value for the development of educators, in particular, and continues to contribute value and social benefit to the society through its "My Dear Teacher" initiative.

Representing one of the most notable projects of the Foundation, Anadolu Medical Center (ASM) began offering services in February 2005 as a general hospital in Gebze, İzmit. Having a strategic partnership with Johns Hopkins Medicine (JHM), one of the leading healthcare institutions in the USA, Anadolu Medical Center provides services in all branches, and is particularly specialized in cardiovascular health, cancer and hematology. In the latest report released by the Ministry of Health, ASM was cited as the "hospital admitting the most foreign patients in Türkiye".

On the other hand, set up in 1976 by our Group in a bid to contribute to advancement of sports in our country and having celebrated its 45th year, Anadolu Efes Sports Club signs its name under major achievements across Europe. Free-of-charge basketball schools organized by Anadolu Efes Basketball Club's expert instructors and coaches offer basketball training and open the door for a bright future for the younger generations.

BOARD OF DIRECTORS

1. Structure and Composition of the Board of Directors

Members of our Board of Directors were elected to serve a term of office of one (1) year based on the resolution adopted in the Extraordinary General Assembly convened on 28 April 2022.

Tuncay Özilhan	Chairman
Kamilhan Süleyman Yazıcı	Vice Chairman
Talip Altuğ Aksoy	Member
Tuğban İzzet Aksoy	Member
Beliz Çevik Chappuie	Member
Mustafa Ali Yazıcı	Member
Dr. Yılmaz Argüden	Member
Rasih Engin Akçakoca	Member
Ali Galip Yorgancıoğlu	Independent Member
Uğur Bayar	Independent Member
İzzet Karaca	Independent Member
Dr. Mehmet Ercan Kumcu	Independent Member

All of the members serving on our Board of Directors are non-executive members. The CEO of the Company is Mehmet Hurşit Zorlu. The resumés of our Board members and CEO, covering the outside positions they hold, are presented in the 2022 Annual Report and posted on the company website. The positions our Board members hold outside the Company are also summarized in the table below:

Board Member	Outside Positions Currently Held
Dr. Yılmaz Argüden	Chairman of the Board of Directors at ARGE Consulting, Chairman of the Board of Directors at Rothschild & Co. Türkiye, Chairman of the Board of Directors at DeFacto, Board of Directors Member at Akkök Holding, Member of Board of Directors at Kocaer Çelik, Member of Board of Directors at Marmara Group, Member of Board of Directors at Migros, Member of Board of Directors at TFI TAB Gıda Yatırımları, Chairman of the Board of Trustees at Argüden Governance Academy, Chairman of the Board of Directors at Business at OECD, Member of the Board of Trustees at Altınbaş University, Member of Board of Directors at the Turkish Basketball Federation
Uğur Bayar	Member of Board of Directors at Tekfen Teknoloji, Member of High Advisory Council at TÜYİD (Turkish Investor Relations Society)
Dr. Mehmet Ercan Kumcu	Tekfen Foundation Deputy Chairman of the Board
Rasih Engin Akçakoca	Partner at KAB Danışmanlık İthalat İhracat Eğitim Ticaret Ltd. Şti., Member of Board of Directors at MNT Sağlık Hizmetleri ve Ticaret A.Ş., Member of Board of Directors at QQB Tashkent

Additional Information on Corporate Governance

2. Operating Principles of the Board of Directors

Articles 9, 10, 11, 12 and 13 of the Company's Articles of Association set out the operating principles of the Board of Directors.

The Board of Directors meets as, when and where necessitated by the Company affairs. The Board of Directors meets upon invitation by the chairman, and in his/her absence, by the vice chairman. The agenda, meeting place and meeting time are set by the individual convening the Board of Directors for a meeting. Any Board member may ask the Chairman in writing to convene the Board, in which case the Chairman shall invite the Company's Board of Directors for a meeting in the shortest time legally possible.

In 2022, Board of Directors of the Company had 11 physical meetings, with the attendance of all members to 9 and 11 members to 2. Prior to the meetings, necessary information was provided to board of directors and required discussions were realized.

Questions posed by Board members in the meetings and reasonable and detailed grounds for dissenting votes, if applicable, in relation to difference in opinions, are entered into the decisions record. Each member on the Board of Directors is entitled to one vote, and there are no weighted votes and/or negative vetoing rights.

Board of Directors decisions passed in relation to the Company's transactions of a material nature with the related parties are carried out with the approval of the majority of independent Board members in line with Corporate Governance Principles. During 2022, no material transactions with related parties requiring the Company's Board of Directors decision were carried out.

Our Company has an officers' liability insurance policy covering the Board members and executives in our Company and in our subsidiaries, in order to provide coverage for any losses that such individuals may cause to the company as a result of their faults during the performance of their duties.

3. Number, Structures and Independence of Board of Directors Committees

The Board of Directors decision concerning the appointment of the new Board of Directors members elected at the General Assembly convened on 28 April 2022 to committees was passed on 29 April 2022.

	Independent member?	Executive member?
Audit Committee		
Dr. Ercan Kumcu - Chairman	Yes	No
Ali Galip Yorgancıoğlu - Member	Yes	No
Corporate Governance Committee		
Uğur Bayar- Chairman	Yes	No
İzzet Karaca- Member	No	No
Dr. Yılmaz Argüden - Member	No	No
Mehmet Çolakoğlu- Member	Not a Board member	Not a Board member
Committee for the Early Detection of Risks		
İzzet Karaca - Chairman	Yes	No
Rasih Engin Akçakoca- Member	No	No
Talip Altuğ Aksoy - Member	No	No

The functions of the Nomination and Remuneration committees, which are currently not present under the Board of Directors, are being fulfilled by the Corporate Governance Committee in accordance with the Corporate Governance Principles.

As per the Corporate Governance Principles, the Board of Directors determines and publicly discloses the duties and operating principles of the committees, as well as the members that will form them.

The Board of Directors' assessment of the operating principles and efficiency of the committees under the Board of Directors is presented at the end of the section titled Additional Information on Corporate Governance (Att. 1).

4. Risk Management and Internal Control Mechanism

The Company is a holding company basically engaged in the administration of its subsidiaries and associates, and has no other operations. In this sense, the Company's day-to-day operations consist of taking investment decisions, making capital call payments for these investments, and management of the cash holdings resulting from dividend collections. The operation of internal control systems for these activities is included within the job description of the Company's Financial Affairs Director. The responsibilities of the Company's Financial Affairs Director in relation to the running of the internal control system are supervised firstly by the Company's CFO and CEO, and ultimately by the Audit Committee.

In the Audit Committee's assessment of the effectiveness of the internal control system and the outcomes of internal control activities, the Audit Report produced by the Audit Department is taken into consideration as one of the most important sources of data, and the Audit Committee shares the suggestions formulated based on the findings in the said Report with the Board of Directors.

In addition to the above, individual internal control systems have been set up in each of the subsidiaries and associates in our investments portfolio, the fundamental principles of which have been determined by our Financial Affairs Department. The individuals in charge of the operation of these systems have been appointed from within the own organizations of the respective companies.

Due to the reasons explained above, Corporate Risk Management Coordination actively works together with the Company's CEO and is supervised by the Committee for Early Detection of Risks for implementing our risk management concept which relies on identifying the existing and potential risk exposure of the Company, developing and monitoring the practices for minimizing the identified risks.

The Company's existing and potential risk exposure is basically classified as follows:

- Financial risks: assets and liabilities risk, credibility, capital/indebtedness relationship, exchange rate risk and other risk factors with a potential direct impact upon the Company's financial condition.
- Operational risks: risk factors which might affect the efficiency of the Company operations, its productivity, profitability, prestige and business continuity in line with the Company's goals and which may be managed through the control environment to be created by the management.
- Strategic Risks: Risk factors arising from the country, geography and the competitive environment in which the Company is active and which might affect the Company's existence and sustainable growth.
- Risk factors which might negatively affect the Company's occupational health and safety and business continuity such as states of emergency and disasters, fire, earthquake and floods, and for which contingency action plans are devised and tested.

In all of the subsidiaries and associates in our portfolio, an individual in charge of the coordination of risk management activities has been appointed, who will be led and supervised by the Company's CEO and Corporate Risk Management Coordinator, and designated as an integral part of risk management activities at all of our subsidiaries and associates within the scope mentioned above. As part of their strategic planning processes, all of our subsidiaries and associates assess financial, operational and strategic risks, identify their respective priority risks, create their risk maps, follow the action plans necessary to manage these risks, and integrate their investment decisions in their strategic business plans. The extensively used SAP and ERP systems enable measurement within this framework and are heavily employed in supporting decision support processes and they increase the efficiency of internal control systems. The financial affairs units of our subsidiaries and associates actively take part in the management of financial risks, and activities on the main headings of assets/liabilities management, capital/debt balance, exchange rate risk and budget/actuals make up a substantial part of risk management systems. There are compulsory policies that must be adhered to for contingencies and disasters, and necessary drills and follow-up actions are in place.

The external audit of our Company has been carried out by the independent audit firm DRT Bağımsız Denetim ve Serbest Muhasebeci Müşavirlik A.Ş. in 2022. The financial audit of our Company, on the other hand, has been conducted by Osman Özen, CPA.

Additional Information on Corporate Governance

5. Strategic Goals of the Company

Our mission is spelled out as contributing in the most effective manner to achievement of their goals by Anadolu Group companies, in the administrations of which we take place by virtue of our shareholding interests, and thus, maximizing the value that can be transferred to our shareholders. The central principles of this mission are as follows:

- Continued growth in the main lines of business,
- Cooperation with international companies,
- Act on a global vision based on local action,
- Experienced management team,
- Flexible and innovative management concept,
- Consumer-oriented approach,
- Capitalizing on extensive distribution network, and
- Cautious approach in terms of financial indebtedness.

AG Anadolu Grubu Holding devises the strategic plans on the basis of subsidiaries. Each year, the said goals and indicators set for each subsidiary are discussed in the budget meetings held at the onset of the year and approved by the boards of directors on which members representing the Company also sit. In a number of ordinary board of directors meetings held during the year, operating results are reviewed in comparison with previous year performances and targeted values.

6. Financial Rights

Pursuant to the resolution adopted in the annual Ordinary General Assembly, the Board of Directors members apart from independent members do not receive any remuneration. On the other hand, based on the resolution adopted in the Extraordinary General Assembly convened on 28 April 2022, each member appointed as independent Board members will be paid an annually net remuneration of TRL 324,000, a level that will ensure preservation of their independence throughout their terms of office. Other than that, there are no remunerations or benefits provided to the Board of Directors.

Remuneration principles of the Company's Board of Directors members and senior executives have been put into writing, and approved and enforced based on the Board of Directors decision dated 26 April 2012. These principles are also accessible on the Company website.

As per Article 4.6.6 of the Corporate Governance Principles, remuneration and all other benefits provided to senior executives, besides Board members, are publicly disclosed in the annual report. The said disclosure makes a differentiation among Board of Directors and senior executives as mentioned in the above paragraph.

The Company did not lend any money, extend any credit, grant an extension or improved terms on any loans or credits extended, allocate a loan under the name personal loan through a third party to any Board of Directors member or senior executive, nor did it grant guarantees in their favor such as suretyship.

APP. 1**Board of Directors' Assessment of the Operating Principles and Efficiency of the Committees under the Board of Directors**

In 2022, the Audit Committee, the Corporate Governance Committee, and the Committee for Early Detection of Risks fulfilled their duties and responsibilities imposed upon them by their respective charters, and operated effectively. As a result of the AG Anadolu Grubu Holding organization, charters of all our committees have been updated and disclosed on KAP on 2 February 2018.

- Responsible for effective implementation of the internal control system along with taking all necessary measures for adequate and transparent conduct of all kinds of internal and independent audits, the Audit Committee conveyed all of its suggestions in all of its responsibility areas, including its opinions and recommendations regarding internal audit and internal control system.
- Set up to monitor the Company's compliance with Corporate Governance Principles, to undertake improvement efforts and to present recommendations to the Board of Directors in this regard, the Corporate Governance Committee has established whether Corporate Governance Principles are being implemented at the Company, grounds for non-implementation, if applicable, and conflicts of interest arising from failure to achieve full compliance with these principles. The Corporate Governance Committee presented improvement suggestions for corporate governance practices to the Board of Directors and supervised the activities of the Investor Relations Unit.
- Carrying out activities to early detect the risks that may endanger the Company's existence, development and survival, to implement necessary measures in relation to identified risks, and to manage the risks, the Committee for Early Detection of Risks has reviewed the Company's risk management systems in accordance with the Corporate Governance Principles and the Charter of the Committee for Early Detection of Risks.

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SUMMARY FINANCIALS

Beer (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Sales Volume (mhl)	8.7	7.1	-18.1%	37.9	34.0	-10.4%
Sales Volume excl. Ukraine (mhl)	7.8	6.9	-11.0%	33.1	33.1	0.0%
Net Sales	5,387	9,675	79.6%	17,356	36,976	113.0%
Gross Profit	1,968	3,914	98.9%	6,423	15,610	143.0%
EBITDA (BNRI)	975	1,945	99.5%	2,357	7,318	210.5%
Net Income	-323	-269	16.6%	280	1,571	461.5%
Net Income (excl. impairment and losses in Ukraine)	-323	-295	8.7%	280	1,912	583.5%
Gross Profit Margin	36.5%	40.5%		37.0%	42.2%	
EBITDA Margin	18.1%	20.1%		13.6%	19.8%	
Net Income Margin	-6.0%	-3.0%		1.6%	5.2%	
Soft Drinks (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Sales Volume (million unit case)	267	285	6.8%	1,376	1,577	14.6%
Net Sales	5,564	12,758	129.3%	21,930	53,530	144.1%
Net Sales (Organic)	-	-	-	21,452	47,651	122.1%
Gross Profit	1,933	3,975	105.6%	7,717	17,374	125.1%
EBITDA	908	1,548	70.5%	4,666	10,097	116.4%
EBITDA (Exc. Other)	923	1,901	105.9%	4,638	10,239	120.8%
Net Income	231	649	180.6%	2,271	4,331	90.7%
Gross Profit Margin	34.7%	31.2%		35.2%	32.5%	
EBITDA Margin	16.3%	12.1%		21.3%	18.9%	
Net Income Margin	4.2%	5.1%		10.4%	8.1%	
Migros (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Net Sales	10,351	24,448	136.2%	36,272	74,502	105.4%
Gross Profit	2,422	5,255	117.0%	8,755	17,800	103.3%
EBITDA	810	1,610	98.9%	3,055	6,286	105.8%
Net Income	-8	1,164	n.m.	359	2,570	616.2%
Gross Profit Margin	23.4%	21.5%		24.1%	23.9%	
EBITDA Margin	7.8%	6.6%		8.4%	8.4%	
Net Income Margin	-0.1%	4.8%		1.0%	3.4%	

Automotive (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Net Sales	1,782	4,841	171.6%	6,091	14,113	131.7%
Gross Profit	374	778	107.8%	1,039	2,600	150.3%
EBITDA	185	438	136.0%	560	1,567	179.7%
Net Income	356	133	-62.5%	529	1,052	98.8%
Gross Profit Margin	21.0%	16.1%		17.1%	18.4%	
EBITDA Margin	10.4%	9.0%		9.2%	11.1%	
Net Income Margin	20.0%	2.8%		8.7%	7.5%	
Energy and Industry (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Net Sales	179	247	37.8%	814	1,141	40.1%
Gross Profit	62	133	114.6%	323	519	60.9%
EBITDA	39	91	134.9%	212	373	75.5%
Net Income	-23	45	n.m.	66	267	306.4%
Gross Profit Margin	34.6%	53.8%		39.6%	45.5%	
EBITDA Margin	21.6%	36.8%		26.1%	32.7%	
Net Income Margin	-12.9%	18.0%		8.1%	23.4%	
Other (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Net Sales	55	87	58.3%	185	323	75.2%
Gross Profit	50	78	n.m.	146	251	71.8%
EBITDA	-9	-24	-161.5%	-5	3	n.m.
Net Income	-78	-194	-150.3%	129	109	-15.2%
Gross Profit Margin	90.9%	90.4%		79.2%	77.6%	
EBITDA Margin	-16.5%	-27.3%		-2.8%	1.0%	
Net Income Margin	-141.5%	-223.9%		69.7%	33.8%	
Consolidated (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Net Sales	22,992	51,348	123.3%	81,368	177,978	118.7%
Gross Profit	6,839	13,918	103.5%	24,279	53,631	120.9%
EBITDA	2,914	5,623	93.0%	10,864	25,279	132.7%
Net Income	211	1,759	733.3%	3,542	10,068	184.3%
Net Income (attributable to parent)	107	521	387.3%	1,291	3,801	194.5%
Net Income* (excl. one-off gains/expenses)	111	510	361.5%	707	3,021	327.3%
Gross Profit Margin	29.7%	27.1%		29.8%	30.1%	
EBITDA Margin	12.7%	11.0%		13.4%	14.2%	
Net Income Margin	0.5%	1.0%		1.6%	2.1%	

* Excludes one-off gains and losses related to the sale of subsidiaries AND Anadolu Gayrimenkul Yatırımları A.Ş. and Migros Macedonia operations in 1Q21, impairment losses in our beer operations in 2022 and gains from McDonald's sale.

Financial Review

MESSAGE FROM CEO MR. HURŞİT ZORLU

The earthquakes that took place in 10 cities of Türkiye and Syria on February 6, causing extraordinary losses and damage in many of our cities and affected us all deeply. First of all, I would like to express my condolences to our country for this great disaster. Immediately after the news of the disaster first came, all Anadolu Group companies focused on reaching their employees in the region. At the same time, our Group companies and non-governmental organizations took action to support our people. Our group companies carry out many aid activities with the support of their volunteer employees and stakeholders, including in-kind and cash donations.

Thanks to our balanced country and sector breakdown, our successful operational performance and right investment decisions, we increased our sales revenues by 118.7% and our EBITDA by 132.7% ahead of the revenue growth on a consolidated basis in 2022. Soft Drinks, Beer, Migros and Automotive segments all played an important role in this successful performance. Inflation and exchange rate changes had an impact on these increases, but volume increases, the strength of our brands, positive product and channel breakdown, proactive revenue growth and our efficiency-oriented management were also the main factors in our successful performance

If we evaluate the performances of our main operations; the soft drinks segment completed the year with a higher sales volume than its initial guidance and successful operational despite cost pressures. The beer segment achieved the highest consolidated EBITDA margin of the last 10 years, despite inflationary pressures in many markets where it operates. Migros closed the year with strong sales revenue performance and cash flow. With this strong performance, Migros has a net cash position as of the end of December. In the Automotive segment, we continued to announce strong results in both domestic and export markets.

At the end of 2022, our consolidated net debt/EBITDA ratio was 0.7x. Please note that this ratio increased to as high as 3.6x during 2018. Net debt/EBITDA ratios were 2.8x at 2018YE, 2.1x at 2019YE, 1.5x at 2020YE and 1.7x at 2021YE.

As we have announced previously, our leverage ratios continue to decline and stay at reasonable levels and within our targets at the Holding and our Group companies. Successful operational performance, strong FCF generation, tight balance sheet and proactive risk management, utilization of idle assets and lowering short FX positions remain our key priorities.

In the upcoming period, global uncertainties, high inflation, global recession concerns, high energy costs and geopolitical tensions will be the most important agenda items we will follow. We will continue to address challenges with determination and extra caution, add value in every field in which we operate and continue with our investments that will support our long-term growth. Our priorities will continue to be operational efficiency, strong free cash flow, disciplined financial management, digitalization and sustainability efforts

In addition, Anadolu Group, reaching millions of people every year with its communication and awareness activities in sustainability, will continue its efforts to be among the pioneers of change with its sustainability strategy in order improve today for a better future.

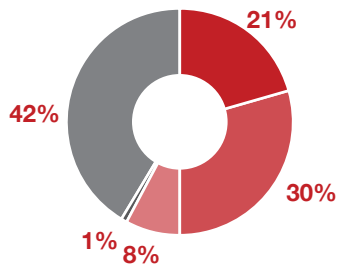
CONSOLIDATED FINANCIAL PERFORMANCE

Consolidated (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Net Sales	22,992	51,348	123.3%	81,368	177,978	118.7%
Gross Profit	6,839	13,918	103.5%	24,279	53,631	120.9%
EBITDA	2,914	5,623	93.0%	10,864	25,279	132.7%
Net Income	211	1,759	733.3%	3,542	10,068	184.3%
Net Income (attributable to parent)	107	521	387.3%	1,291	3,801	194.5%
Net Income* (excl. one-off gains/expenses)	111	510	361.5%	707	3,021	327.3%
Gross Profit Margin	29.7%	27.1%		29.8%	30.1%	
EBITDA Margin	12.7%	11.0%		13.4%	14.2%	
Net Income Margin	0.5%	1.0%		1.6%	2.1%	

* Excludes one-off gains and losses related to the sale of subsidiaries AND Anadolu Gayrimenkul Yatırımları A.Ş. and Migros Macedonia operations in 1Q21, impairment losses in our beer operations in 2022 and gains from McDonald's sale.

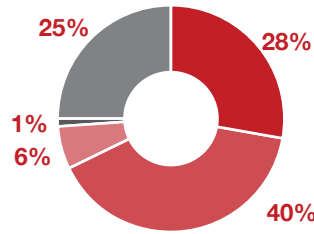
AG Anadolu Grubu Holding (“Anadolu Group”)’s consolidated revenues increased by 118.7% YoY to reach TRL 178.0 billion in 2022. Within our main segments, soft drinks had the strongest performance with a 144.1% revenue growth followed by 113.0% growth in beer and 105.4% growth in Migros. Auto segment revenues grew 131.7% in 2022. On the other hand, Energy and Industry segment’s revenues increased by 40.1% YoY while “Other segment” which has a small share in our total revenue mix increased revenues by 75.2% YoY in 2022.

Net Sales Breakdown (*)



- Beer
- Soft Drinks
- Automotive
- Energy and Industry
- Migros

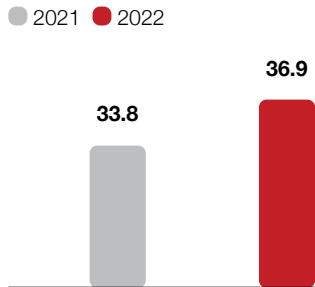
EBITDA Breakdown (*)



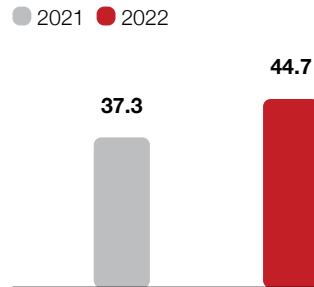
- Beer
- Soft Drinks
- Automotive
- Energy and Industry
- Migros

(*) Sum of segmental percentages may exceed 100% due to eliminations. 12-months trailing net sales breakdown and EBITDA figures.

Share of International Revenues (%)



Share of International EBITDA (%)



Share of international revenues increased to 36.9% in 2022 thanks particularly to strong performance of soft drinks’ international operations and FX moves. Compared to last year EBITDA share outside of Türkiye, on the other hand, reached 44.7% from 37.3% in the same period of last year further supported by strong profitability of our international beer operations.

Consolidated EBITDA increased by 132.7% to TRL 25.3 billion in 2022. With a balance, Soft Drinks, Migros, Beer and Auto segments supported the increase in operational profit and recorded strong EBITDA growth. Soft Drinks, Beer and Migros’ share in total EBITDA were 40%, 28% and 25% respectively in 2022 while auto, energy and industry and other segments had a combined share of 7% in total EBITDA mix during this period.

Financial Review

The group recorded TRL 3.8 billion net profit, implying 194.5% y-o-y increase in 2022. Excluding the one-offs, net profit increased by 327.3% to TRL 3.0 billion. These one offs were related the sale of our real estate company AND Anadolu Gayrimenkul Yatırımları A.Ş. (TRL 460 million), Migros Macedonia operations (TRL 128 million) in 2021, impairment losses in our beer operations in 2022 (TRL 147 million) and McDonalds's sales. (TRL 928 million) in 2022.

Despite unfavorable moves in TRL since the beginning of the year, rise in commodity prices and uncertainties in geopolitics, we have managed to lower leverage ratios on the back of strong operational performance as well as conservative and proactive balance sheet management, positive FCF, utilization of idle assets, efficient and disciplined working capital management. We have managed to generate TRL 12.8 billion FCF in 2022, up 91% compared to the last year.

Focus on financing in local currency, active use of derivative instruments in order to minimize the foreign currency risks on debt and lowering short FX positions have played a key role reducing short FX positions and risks particularly at the Holding and Migros but also on our other Group companies as well and also continue to positively impact the bottom-line performance.

Consolidated net debt to EBITDA was 0.7x at 2022. These ratios were 2.8x at 2018, 2.1x at 2019, 1.5x at 2020 and 1.7x at 2021.

Despite the acquisition of CCI Uzbekistan, net leverage of soft drinks segment remained at historically low levels at 0.6x at 2022. Beer net debt to EBITDA declined to 1.0x at 2022. Auto net debt to EBITDA at was 0.2x at 2022. Lastly, net debt to EBITDA at Energy & Industrial segment was 5.1x at 2022. On the other hand, Migros is in net cash position as of 2022YE.

As of 2022, 41% of our consolidated debt is short term and 59% is long term. Average duration of our debt is 40 months. (2021-end: 34 months, 2020-end: 21 months)

In line with the strategy of deleveraging the businesses through cash flows and focus on our core business, strategic options as always are evaluated for the divestiture or more efficient use our assets. In the upcoming period, global uncertainties, high inflation, global recession concerns, high energy costs and geopolitical tensions will be the most important agenda items we will follow. We will continue to add value in every field in which we operate and continue with our investments that will support our long-term growth. Our priorities will continue to be operational efficiency, positive free cash flow, disciplined financial management, digitalization and sustainability efforts.

In addition to these, Türkiye's Automobile Joint Venture Group ("Togg"), in which our company has a 23% stake, has become ready for mass production with the official opening on October 29. Commercial sales are planned to start in March. Togg is a future technology company that designs electric vehicles, builds a mobility ecosystem around these vehicles, and aims to create a sustainable future by making life easier for the masses thanks to this ecosystem.

Segmental Indebtedness (incl. IFRS16)

FY2022 (TRL million)	Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA
Beer	16,827	9,858	6,969	1.0
Soft Drinks	20,844	14,769	6,075	0.6
Migros	7,455	8,067	-611	-0.1
Automotive	3,019	2,699	320	0.2
Energy & Industry	2,267	361	1,906	5.1
Other (Inc. Holding)	4,087	1,529	2,558	n.m.
<i> Holding-only</i>	<i>4,085</i>	<i>1,425</i>	<i>2,661</i>	<i>n.m.</i>
Consolidated*	54,434	37,282	17,151	0.7
Consolidated (Euro million)*	2,731	1,867	855	0.7

FY2021 (TRL million)	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	8.5
Other (Inc. 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 (Euro million)	2,311	1,078	1,227	1.7

* Consolidated Net debt/EBITDA would have been 0.5x excluding the acquisition of Coca-Cola Bottlers Uzbekistan.

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BEER SEGMENT

Beer (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Sales Volume (mhl)	8.7	7.1	-18.1%	37.9	34.0	-10.4%
Sales Volume excl. Ukraine (mhl)	7.8	6.9	-11.0%	33.1	33.1	0.0%
Net Sales	5,387	9,675	79.6%	17,356	36,976	113.0%
Gross Profit	1,968	3,914	98.9%	6,423	15,610	143.0%
EBITDA (BNRI)	975	1,945	99.5%	2,357	7,318	210.5%
Net Income	-323	-269	16.6%	280	1,571	461.5%
Net Income (excl. impairment and losses in Ukraine)	-323	-295	8.7%	280	1,912	583.5%
<hr/>						
Gross Profit Margin	36.5%	40.5%		37.0%	42.2%	
EBITDA Margin	18.1%	20.1%		13.6%	19.8%	
Net Income Margin	-6.0%	-3.0%		1.6%	5.2%	

Beer group sales volume in 2022 decreased by 10.4% year-on-year reaching 34.0 mhl. Beer group volume excluding Ukraine was 33.1 mhl on reported basis and parallel to its level a year ago. Türkiye beer sales volume significantly outperformed the expectations in the last quarter and grew by 9.6% reaching 1.4 mhl. Türkiye beer operations full year volumes grew by 15.6% and reached 5.7 mhl. International Beer Operation's consolidated sales volume declined by 22.7% in 4Q22, bringing full year volumes to 28.3 mhl; 14.2% below last year. Excluding Ukraine, in 2022, the int. volume decline was limited to 2.7%.

Beer group net sales revenue reached TRL 37.0 billion in 2022 with yearly increase of 113.0%. International beer operation's net sales revenue reached TRL 7.8 billion in 4Q22 with a year-on-year increase of 75.0%. The yearly increase in the revenue/hl of 126.4% was a result of strong pricing and FX moves. Türkiye beer net sales revenue posted a very strong growth of 101.0% in 4Q22 benefiting from solid volume performance together with higher prices. Revenue/hl growth was at 83.5% in the period

Beer group gross profit recorded a growth ahead of revenue performance and expanded by 98.9%; yielding a margin expansion of 392 bps. The margin expansion was primarily attributable to our international operations' performance despite price volatilities and record high escalations in COGS on a yearly basis. As a result, beer group gross profit reached TRL 15.6 billion with a very strong margin expansion of 521 bps to 42.2% in 2022.

As a result, net income was recorded at TRL 1.6 billion in 2022, with a significant increase of 461.5%. Excluding the impact of impairment and losses in Ukraine, net income would have been TRL 1.9 billion in 2022.

Beer Group Free Cash Flow was reported as -TRL 2.0 billion in 4Q22 versus TRL 240 million in 4Q21. The negative swing on cash generation was already expected due to calendarization of some capital expenditures and payables into last quarter of the year together with some early procurement of certain raw materials. Despite this, some payables which were expected to be done in the last quarter of 2022 in Russia is postponed to next year, which led FY cash level to reach to record-high level of TRL 3.7 billion.

SOFT DRINKS

Soft Drinks (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Sales Volume (million unit case)	267	285	6.8%	1,376	1,577	14.6%
Net Sales	5,564	12,758	129.3%	21,930	53,530	144.1%
Net Sales (Organic)	-	-	-	21,452	47,651	122.1%
Gross Profit	1,933	3,975	105.6%	7,717	17,374	125.1%
EBITDA	908	1,548	70.5%	4,666	10,097	116.4%
EBITDA (Exc. Other)	923	1,901	105.9%	4,638	10,239	120.8%
Net Income	231	649	180.6%	2,271	4,331	90.7%
Gross Profit Margin	34.7%	31.2%		35.2%	32.5%	
EBITDA Margin	16.3%	12.1%		21.3%	18.9%	
Net Income Margin	4.2%	5.1%		10.4%	8.1%	

In 2022, consolidated sales volume increased by 14.6%-to-1.6 billion unit cases ("U.C."). Türkiye sales volume declined by 1.5% in 4Q22 while cycling 7.9% growth a year ago. The on-premise channel continued its sound momentum. In 2022, Türkiye registered 2.8% sales volume growth, despite the conservative outlook at the beginning of the year due to accelerating inflation and concerns about affordability. International operations grew 13.0% in 4Q22. This growth was broad-based, and all international operations, excluding Iraq and Jordan, contributed to this performance. In 2022, international operations' reported growth was 23.2%.

In 2022, NSR grew by 144.1%, reaching TRL 53.5 billion. Türkiye recorded 136.6% NSR growth in 4Q22, while NSR per unit case grew by 140.1%. Resilient consumer confidence, timely price adjustments, and better discount management have driven the NSR performance. Türkiye recorded 136.6% NSR growth in 4Q22, while NSR per unit case grew by 140.1%. Resilient consumer confidence, timely price adjustments, and better discount management have driven the NSR performance. In 4Q22, International Operations' NSR increased by 123.8% due to strong volume momentum, dynamic pricing initiatives, and trade promo optimization. In 2022, international operations grew NSR by 157.6%, reaching TRL 34.1 billion.

Gross margin decreased by 359 bps to 31.2% on a consolidated basis in 4Q22 from 34.7% a year ago because of a higher raw material cost base, particularly sugar in Türkiye and packaging materials in international markets. Mounting energy prices and weaker local currencies in 4Q22 also contributed to the gross margin deterioration. Effective price realization, promotion efficiency, timely structured hedges, and pre-buys of raw materials, especially in the first half of the year, helped mitigate the adverse effects of persistent raw material inflation, soft local currencies, and higher energy costs. In Türkiye, the gross margin contracted by 592 bps to 29.2% in 4Q22 mainly due to hedges' phasing out effect, especially in sugar. In International operations, the gross margin was 32.3%, with a 203 bps contraction in 4Q22.

The EBITDA margin was down by 418 bps to 12.1% in 4Q22, bringing the full-year EBITDA margin to 18.9%, with a 242 bps contraction. As highlighted at the end of the first half of 2022, persistent cost inflation, higher than expected energy and transportation costs, caused the margin contraction to be higher than the guided level for the whole year in 2022.

Net profit was TRL 649 million in 4Q22 vs. TRL 231 million in 4Q21 on the back of higher operating profit and deferred tax gains. In 2022, CCI registered TRL 4,331 million net profit with a growth of 90.7% compared to 2021, thanks to strong top-line growth and tight OPEX management.

The free cash flow increased by 22% and reached TRL 2.6 billion in 2022 from TRL 2.1 billion in 2021. Despite the slight deterioration in working capital due to pre-buys, smart capex planning, financial discipline, and absolute growth in profitability contributed to absolute change in free cash flow.

Financial Review

MIGROS

Migros (million TRL)	4Q21	4Q22	Change	2021	2022	Change
Net Sales	10,351	24,448	136.2%	36,272	74,502	105.4%
Gross Profit	2,422	5,255	117.0%	8,755	17,800	103.3%
EBITDA	810	1,610	98.9%	3,055	6,286	105.8%
Net Income	-8	1,164	n.m.	359	2,570	616.2%
Gross Profit Margin	23.4%	21.5%		24.1%	23.9%	
EBITDA Margin	7.8%	6.6%		8.4%	8.4%	
Net Income Margin	-0.1%	4.8%		1.0%	3.4%	

Net sales revenues of Migros increased by 105.4% YoY in 2022 to TRL 74.5 billion. Rising inflation and growing online operations supported the growth at the top-line level in 2022. Migros continued its efforts to improve the omni-channel shopping experience in 2022 as well.

Online sales remained strong in 2022 and its share in total revenues was 15.6% (excluding alcohol, tobacco). Migros is now better equipped to meet a potential sudden increase in demand on the back of higher capacity and wider of coverage of its internet sales. The stores covering online operations increased to 956 in 81 cities as of 2022. Total number of stores increased by 343 to 2,908 in 2022.

Gross profit increased by 103.3% YoY in 2022 to reach TRL 17.8 billion, implying a gross profit margin of 23.9%. Migros also generated TRL 6.3 billion EBITDA in 2022, up by 105.8% YoY, with an EBITDA margin of 8.4% parallel to last year. Migros' EBITDA margin excluding the IFRS 16 changes, increased to 6.4% and EBITDA grew by 142% YoY in 2022.

In line with the plan implemented by the management for deleveraging, Migros has a net cash position as of 2022YE. W/o IFRS 16 Migros has a net cash/EBITDA ratio of 1.1x as of 2022.

The company has no short FX position. The company's total gross debt excluding IFRS 16 declined from TRL 3.0 billion at 2021YE to TRL 2.6 billion at the end of 2022.

Migros recorded a net profit of TRL 2.6 billion in 2022, thanks to strong operational profitability coupled with deferred tax income. Excluding this deferred tax income, net income would have been TRL 1.6 billion. There was a significant increase in net profit especially taking the sales of Migros Macedonia operations amounting to TRL 213 million in the first quarter of last year into account.

AUTOMOTIVE SEGMENT

Automotive (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Net Sales	1,782	4,841	171.6%	6,091	14,113	131.7%
Gross Profit	374	778	107.8%	1,039	2,600	150.3%
EBITDA	185	438	136.0%	560	1,567	179.7%
Net Income	356	133	-62.5%	529	1,052	98.8%
Gross Profit Margin	21.0%	16.1%		17.1%	18.4%	
EBITDA Margin	10.4%	9.0%		9.2%	11.1%	
Net Income Margin	20.0%	2.8%		8.7%	7.5%	

Automotive segment sales revenues increased by 131.7% to TRL 14.1 billion in FY2022. Especially Anadolu Isuzu's successful domestic and international sales performance was particularly effective in the increase in the sales revenues of the segment. While Çelik Motor's revenues rose by 137% in 2022, Anadolu Isuzu increased its total sales revenues by 134% in 2022, Anadolu Motor, which also showed a successful performance during the year increased its sales revenues by 70%.

Çelik Motor constituted 51% of automotive sales revenues, remaining shares were 44% of Anadolu Isuzu and 4% of Anadolu Motor in 2022.

Gross profit margin of the segment increased by 133 bps to 18.4% in 2022. While Çelik Motor and Anadolu Isuzu gross profits were up by 158.2% and 152.1% in 2022 respectively Anadolu Motor gross profit was also up by 105.7% in 2022.

EBITDA of the segment increased by 179.7% to TRL 1.6 billion in 2022. EBITDA margin of Anadolu Isuzu widened by 162 bps to 12.9% in 2022. As such Çelik Motor, Anadolu Isuzu and Anadolu Motor EBITDA's increased by 190.6%, 167.7% and 211.6% respectively in 2022.

Net debt/EBITDA ratio of the segment was at 0.2x at 2022YE further declining from the levels of last year.

In line with our long term strategy, we continue to invest in electric transportation vehicles and believe that this transformation in the sector will be the driving force of our growth in the automotive segment in the long term. In the short to mid-term we aim to continue with our successful performance in truck, bus, minibus, Kia branded vehicle sales and leasing activities under our Garenta brand.

Financial Review

ENERGY & INDUSTRY SEGMENT

Energy and Industry (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Net Sales	179	247	37.8%	814	1,141	40.1%
Gross Profit	62	133	114.6%	323	519	60.9%
EBITDA	39	91	134.9%	212	373	75.5%
Net Income	-23	45	n.m.	66	267	306.4%
Gross Profit Margin	34.6%	53.8%		39.6%	45.5%	
EBITDA Margin	21.6%	36.8%		26.1%	32.7%	
Net Income Margin	-12.9%	18.0%		8.1%	23.4%	

Adel and GUE are included in Energy and Industry segment. The effect of McDonald's, whose sale has been completed as of 30 June 2022, has been eliminated from the financial statements (except Net Income).

Energy and Industry segment reported TRL 1.1 billion in net sales revenues in 2022, up by 40.1% YoY. Adel's net sales increased by 84.2% compared to the previous year and reached TRL 895 million. GUE revenues increased by 92.2% to TRL 245 million. The increase in sales revenues and EBITDA was limited as Kartal Gayrimenkul did not contribute to financials in 2022 while it had an impact in 2021.

Adel and GUE hold 78% and 22% share in total sales of the segment.

Gross profit margin of the segment was 45.5% in 2022. EBITDA was registered at TRL 373 million, up by 75.5% YoY in 2022 on the back of successful operational performance of Adel and GUE.

Net debt/EBITDA ratio of the segment was to 5.1x as of 2022YE. Net debt of the segment was TRL 1.9 billion as of 2022.

OTHER

Other (TRL million)	4Q21	4Q22	Change	2021	2022	Change
Net Sales	55	87	58.3%	185	323	75.2%
Gross Profit	50	78	n.m.	146	251	71.8%
EBITDA	-9	-24	-161.5%	-5	3	n.m.
Net Income	-78	-194	-150.3%	129	109	-15.2%
Gross Profit Margin	90.9%	90.4%		79.2%	77.6%	
EBITDA Margin	-16.5%	-27.3%		-2.8%	1.0%	
Net Income Margin	-141.5%	-223.9%		69.7%	33.8%	

AEH Sigorta A.Ş. and other small scale businesses are consolidated under the other segment. Net sales revenues of the other segment was TRL 323 million in 2022.

Other segment posted net profit of TRL 109 million in 2022. The Group recorded gain on sales of its subsidiary AND Anadolu Gayrimenkul Yatırımları A.Ş. in 1Q21 and McDonald's in 1H22 which had an impact on the bottom-line during these periods.

SUMMARY SEGMENTAL FINANCIAL RESULTS – FY2022

TRL million	Net Sales	Yearly Change	Gross Profit	Yearly Change	EBITDA	Yearly Change	Net Profit	Yearly Change
Beer	36,976	113%	15,610	142%	6,995	198%	1,571	462%
Soft Drinks	53,530	144%	17,374	125%	10,097	116%	4,331	91%
Migros	74,502	105%	17,800	103%	6,286	106%	2,570	616%
Automotive	14,113	132%	2,600	150%	1,567	180%	1,052	99%
Energy and Industry	1,141	40%	519	61%	373	76%	267	306%
Other	323	75%	251	72%	3	n.m.	109	-15%
Consolidated	177,978	119%	53,631	121%	25,279	133%	3,801	194%

Financial Review

AG ANADOLU GRUBU HOLDING A.Ş.

Summary Balance Sheet

TRL million	31.12.2022	31.12.2021
Cash and equivalents	35,542	16,163
Trade receivables	9,091	5,993
Inventories	27,361	11,423
Prepaid expenses	3,048	2,088
Other current assets	5,057	2,384
Current Assets	80,099	38,051
Investments accounted through equity method	1,160	733
Tangible assets	35,440	25,940
Right of use assets	5,212	3,465
Intangible assets	53,452	41,001
- Goodwill	12,965	10,220
- Other intangible assets	40,487	30,781
Other non-current assets	6,841	3,102
Non-Current Assets	102,105	74,241
Total Assets	182,204	112,292
Short term borrowings	11,094	5,087
- Bank Loans	10,504	4,829
- Issued debt instruments	299	256
- Other Short-Term Borrowings	291	0
Short term portion of long term borrowings	10,468	7,982
- Bank Loans	3,833	4,294
- Lease Liabilities	1,528	965
- Issued debt instruments	5,107	2,723
Other financial liabilities	70	0
Trade payables	43,003	23,259
Other current liabilities	13,222	7,228
Current Liabilities	77,857	43,556
Long term borrowings	32,802	21,794
- Bank Loans	4,471	4,680
- Lease Liabilities	4,313	2,952
- Issued debt instruments	24,018	14,162
Deferred tax liability	6,908	5,310
Other non-current liabilities	3,945	2,309
Non-Current Liabilities	43,655	29,413
Total Liabilities	121,512	72,969
Equity	60,692	39,323
Non-controlling interests	46,178	30,335
Equity of the parent	14,514	8,988
Total Liabilities & Equity	182,204	112,292

AG ANADOLU GRUBU HOLDİNG A.Ş.**Summary Income Statement**

TRL million	31.12.2022	31.12.2021
Revenues	177,978	81,368
Cost of sales (-)	(124,347)	(57,090)
Gross Profit	53,631	24,278
Operating expenses (-)	(34,630)	(17,508)
Other operations income/(expense)	(1,935)	(1,028)
Gain/(Loss) from investments accounted through equity method	(300)	(552)
Operating Income/(Loss) (EBIT)	16,766	5,190
Income /(expense) from investment operations	595	1,412
Financial income/(expense)	(4,677)	(1,677)
Income/(Loss) Before Tax from Continuing Operations	12,684	4,925
Tax income/(expense)	(2,669)	(1,409)
Net Income/(Loss) from Continuing Operations	10,015	3,516
Net Income/(Loss) from Discontinued Operations	53	26
Net Income/(Loss)	10,068	3,542
Net Income/(Loss)		
Non-controlling interests	6,267	2,251
Equity holders of the parent	3,801	1,291

Dividend Distribution Table

AG ANADOLU GRUBU HOLDİNG A.Ş. PROFIT DISTRIBUTION TABLE FOR THE YEAR 2022 (TRL)

1.	Paid/Issued Capital		243,534,517.96
2.	Total Reserve Funds (According to Legal Records)		89,843,573.57
According to the Articles of the Association, if there is any privilege in the profit distribution, information related with the mentioned privilege			NONE
		According to CMB	According to Legal Records
3.	Profit for the Fiscal Period	6,470,331,000.00	1,163,447,088.80
4.	Tax Payable (-)	2,669,133,000.00	-
5.	Net Profit for the Fiscal Period (=)	3,801,198,000.00	1,163,447,088.80
6.	Losses for the Previous Years (-)	-	1,115,222,949.40
7.	First Scheme Legal Reserve (-)	-	-
8.	NET DISTRIBUTABLE PROFIT FOR THE FISCAL PERIOD (=)	3,801,198,000.00	48,224,139.40
	Dividend Advance Distributed (-)	-	-
	Dividend Advance Less Net Distributable Current Period Profit	-	-
9.	Donations made during the year (+)	86,433,508.00	
10.	Net Distributable period profit in which the donations are added to the primary dividend	3,887,631,508.00	
11.	Primary Dividend to the Shareholders'	-	
	Cash	12,176,725.90	
	Bonus shares	-	
	Total	12,176,725.90	
12.	Dividend Distributed to the Privileged Shareholders	-	
13.	Other Distributed Profit	-	
	Board Members	-	
	Employees	-	
	People other than shareholders	-	
14.	Dividend Distributed to Founder Shares	-	
15.	Secondary Dividend to the Shareholders'	36,047,413.50	
16.	Second Scheme Legal Reserve Fund	-	
17.	Statutory Reserves	-	
18.	Special Reserve Account	-	
19.	EXCESS RESERVE	3,752,973,860.60	-
20.	Other Sources Proposed to be Distributed	151,775,860.60	151,775,860.60
	Profit for the Previous Year	-	-
	Extraordinary Reserves	151,775,860.60	151,775,860.60
	Other Reserves Distributed According to the Law and Articles of Association	-	-
	Total Dividend to be Distributed	200,000,000.00	200,000,000.00
	Dividend to equity	82.12%	82.12%
	Dividend corresponding to TRL 1 Nominal Value Share	Net (TRL)	Gross (TRL)
	Corporate Resident shareholders	0.8212388	0.8212388
	Real Person	0.7391149	0.8212388

AG ANADOLU GRUBU HOLDİNG A.Ş. PROFIT DISTRIBUTION TABLE

Group	Total Dividend Amount		Total Dividend / Net Distributable Profit	Dividend Corresponding to TRL 1 Nominal Share Value	
	Cash (TRL)	Bonus Share (TRL)		Amount (TRL)	Percentage (%)
NET	A	144,000,000.00	0	0.7391149	73.91%
	B	40,000,000.00	0	0.8212388	82.12%
	Total	184,000,000.00	0	4.84%	

Group	Capital (TRL)	Percentage (%)
A	194,827,614.36	80
B	48,706,903.60	20
Total	243,534,517.96	100

Total Dividend to be Distributed	200,000,000.00
Paid/Issued Capital	243,534,517.96

Statement of Responsibility

PURSUANT TO ARTICLE 9 OF THE SECOND SECTION OF THE CAPITAL MARKETS BOARD COMMUNIQUE ON PRINCIPLES OF FINANCIAL REPORTING IN CAPITAL MARKETS

STATEMENT OF RESPONSIBILITY BY THE BOARD OF DIRECTORS CONCERNING THE APPROVAL AND SUBMISSION OF THE ANNUAL REPORT AND CORPORATE GOVERNANCE COMPLIANCE REPORT (CRF) AND CORPORATE GOVERNANCE INFORMATION FORM (CGIF)

RESOLUTION DATE: 9 March 2023


RESOLUTION NUMBER: 2023/7

Presented in attachment is the Annual Report for the period January-December 2022, which is approved by the Company's Board of Directors and Audit Committee and which has been prepared in accordance with the Capital Markets Board of Türkiye (CMB) Communiqué no. II.14.1 on Principles of Financial Reporting in Capital Markets and with the formats set out in the Turkish Accounting/Financial Reporting Standards (TAS/TFRS) as stipulated by the said Communiqué.

- a) We have examined the Annual Report dated 31 December 2022,
- b) To the best of our knowledge within the framework of our duties and responsibilities at the Company, the Annual Report does not contain any assertion that is untrue insofar as matters of material importance are concerned or any omission that would cause such assertions to be misleading as of the date on which they were made,
- c) To the best of our knowledge within the framework of our duties and responsibilities at the Company, the Annual Report and the Corporate Governance Compliance Report (CRF) and the Corporate Governance Information Form (CGIF) that have been prepared in accordance with the CMB Communiqué no. II-14.1 represent the business performance and evolution, and present a true and fair view of the Company's financial position, along with the major risks and volatilities that it is faced with.


Mehmet Ercan KUMCU
Chairman of the Audit Committee


Ali Galip YORGANCIOLU
Member of the Audit Committee


Onur ÇEVİKEL
CFO


Evren Çankurtaran
Financial Affairs Coordinator

Convenience Translation Into English of

Independent Auditor's Report on the Board of Directors' Annual Report

Originally Issued in Turkish



To the General Assembly of AG Anadolu Grubu Holding A.Ş.

1. Opinion

We have audited the annual report of AG Anadolu Grubu Holding A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group") for the 1 January - 31 December 2022 period.

In our opinion, the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements regarding the Group's position in the Board of Directors' Annual Report are consistent and presented fairly, in all material respects, with the audited full set consolidated financial statements and with the information obtained in the course of independent audit.

2. Basis for Opinion

Our independent audit was conducted in accordance with the Independent Standards on Auditing that are part of the Turkish Standards on Auditing (the "TSA") issued by the Public Oversight Accounting and Auditing Standards Authority ("POA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities in the Audit of the Board of Directors' Annual Report section of our report. We hereby declare that we are independent of the Group in accordance with the Ethical Rules for Independent Auditors (including Independence Standards) (the "Ethical Rules") and the ethical requirements regarding independent audit in regulations issued by POA that are relevant to our audit of the financial statements. We have also fulfilled our other ethical responsibilities in accordance with the Ethical Rules and regulations. We believe that the audit evidence we have obtained during the independent audit provides a sufficient and appropriate basis for our opinion.

3. Our Audit Opinion on the Full Set Consolidated Financial Statements

We expressed an unqualified opinion in the auditor's report dated 2 March 2023 on the full set consolidated financial statements for the 1 January - 31 December 2022 period.

4. Board of Director's Responsibility for the Annual Report

Group management's responsibilities related to the annual report according to Articles 514 and 516 of Turkish Commercial Code ("TCC") No. 6102 and Capital Markets Board's ("CMB") Communiqué Serial II, No:14.1, "Principles of Financial Reporting in Capital Markets" (the "Communiqué") are as follows:

- a) to prepare the annual report within the first three months following the balance sheet date and present it to the general assembly;
- b) to prepare the annual report to reflect the Group's operations in that year and the financial position in a true, complete, straightforward, fair and proper manner in all respects. In this report financial position is assessed in accordance with the financial statements. Also in the report, developments and possible risks which the Group may encounter are clearly indicated. The assessments of the Board of Directors in regards to these matters are also included in the report.
- c) to include the matters below in the annual report:
 - events of particular importance that occurred in the Company after the operating year,
 - the Group's research and development activities,
 - financial benefits such as salaries, bonuses, premiums and allowances, travel, accommodation and representation expenses, benefits in cash and in kind, insurance and similar guarantees paid to members of the Board of Directors and senior management.

When preparing the annual report, the Board of Directors considers secondary legislation arrangements enacted by the Ministry of Trade and other relevant institutions.

5. Independent Auditor's Responsibility in the Audit of the Annual Report

Our aim is to express an opinion and issue a report comprising our opinion within the framework of TCC and Communiqué provisions regarding whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited consolidated financial statements of the Group and with the information we obtained in the course of independent audit.

Our audit was conducted in accordance with the TSAs. These standards require that ethical requirements are complied with and that the independent audit is planned and performed in a way to obtain reasonable assurance of whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited[consolidated] financial statements and with the information obtained in the course of audit.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.



Burak Özpoyraz, SMMM
Partner

Istanbul, 29 May 2023

AG Anadolu Grubu Holding Anonim Şirketi

Convenience Translation into English of Consolidated Financial Statements Together with Independent Auditor's Report For the Period January 1 - December 31, 2022

(Originally issued In Turkish)

CONVENIENCE TRANSLATION INTO ENGLISH OF

INDEPENDENT AUDITOR'S REPORT

ON THE BOARD OF DIRECTORS' ANNUAL REPORT ORIGINALLY ISSUED IN TURKISH



To the General Assembly of AG Anadolu Grubu Holding A.Ş.

A. Audit of the consolidated financial statements

1. Our opinion

We have audited the accompanying consolidated financial statements of AG Anadolu Grubu Holding A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group") which comprise the consolidated statement of financial position as at 31 December 2022, the consolidated statement of profit or loss, the consolidated statement of other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and notes to the consolidated financial statements comprising a summary of significant accounting policies.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Group as at 31 December 2022, and its financial performance and its cash flows for the year then ended in accordance with Turkish Financial Reporting Standards ("TFRS").

2. Basis for opinion

Our audit was conducted in accordance with the Standards on Independent Auditing (the "SIA") that are part of Turkish Standards on Auditing issued by the Public Oversight Accounting and Auditing Standards Authority (the "POA"). Our responsibilities under these standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We hereby declare that we are independent of the Group in accordance with the Ethical Rules for Independent Auditors (including Independence Standards) (the "Ethical Rules") and the ethical requirements regarding independent audit in regulations issued by POA that are relevant to our audit of the financial statements. We have also fulfilled our other ethical responsibilities in accordance with the Ethical Rules and regulations. We believe that the audit evidence we have obtained during the independent audit provides a sufficient and appropriate basis for our opinion.

3. Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Key audit matters were addressed in the context of our independent audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

INDEPENDENT AUDITOR'S REPORT

Key Audit Matters	How the key audit matter was addressed in the audit
<p>Impairment Testing of Goodwill and Intangible Assets with Indefinite Useful Lives</p> <p>The carrying value of bottling rights, license agreements, brands and goodwill which are accounted for under indefinite-life intangible assets amounted to TRY22,240,827 thousand, TRY14,491,399, TRY2,206,796 and TRY12,964,858 thousand, respectively, in the consolidated financial statements as of 31 December 2022. In accordance with TFRS, these indefinite-life intangible assets should be tested for impairment annually.</p> <p>Bottling rights, license agreements, brands and goodwill are material to the consolidated financial statements. In addition, significant judgements and estimates are used in the impairment tests performed by management. These are, for bottling rights, license agreements, brands and goodwill impairment tests; earnings before interest, tax, depreciation and amortization ("EBITDA") growth forecasts, long term growth rates and discount rates and in addition to these, royalty rates used in the relief from royalty method for the brand impairment tests. The outcome of such estimates is very sensitive to changes in market conditions. Therefore, these impairment tests are key matters for our audit.</p> <p>Please refer to notes 2 and 14 of the consolidated financial statements for the relevant disclosures, including the accounting policy and sensitivity analysis.</p>	<p>We performed the following auditing procedures in relation to the impairment tests of indefinite lived intangible assets and goodwill:</p> <ul style="list-style-type: none"> - Evaluating the appropriateness of the Cash Generating Units ("CGUs") determined by management, - Evaluating management forecasts and future plans based on macroeconomic information for each relevant CGU, - Comparing forecasted cash flows for each CGU with its historical financial performance, - Through involvement of our valuation specialists, assessing the reasonableness of key assumptions, including long term growth rates, discount rates and benchmarking these against rates used in the industry, - Testing of the setup of the discounted cash flow models and their mathematical accuracy, - Assessing management's sensitivity analysis for key assumptions, - Testing of the disclosures in the consolidated financial statements in relation to indefinite-life intangible assets and evaluating the adequacy of these disclosures for TFRS' requirements.

Key Audit Matters**How the key audit matter was addressed in the audit****Revenue recognition in retail segment**

Migros Ticaret A.Ş., a subsidiary of the Group, operates in the retail market, had 2,908 stores as of 31 December 2022 and obtained revenue of 74.5 billion TRY in 2022.

In addition to being one of the most important financial statement item for the retail industry and for the consolidated financial statements, revenue is one of the most important criteria for performance measurement and evaluation of the results of strategies applied by management.

“Recognition of revenue obtained from retail sales” was identified as a key audit matter since the transaction volume is high due to the number of stores and revenue is obtained from so many sales points. There is risk in the retail industry due to the amount of data processed by information technology systems.

The relevant explanations, including accounting policies related to revenue recognition, are provided in Note 2.

We performed the following auditing procedures in relation to the recognition of revenue in the financial statements:

- We developed an understanding of sales processes and tested the design, implementation and operating effectiveness of key controls within the revenue recognition process. In this framework, cash obtained from retail sales passing through the cashier system throughout the year was verified using the relevant bank documents on a sample basis and reconciled with the turnover accounted for.
- We evaluated the appropriateness of the Group’s accounting policy for revenue recognition.
- We performed analytical tests to analyse the change in sales. The annual inflation rate used in these reviews was obtained from independent sources and square meters were evaluated by checking maps of selected stores on a sample basis. Product-based and category-based sales and gross margins were compared to prior periods and their consistency was evaluated.
- Since revenue is realized at a large number of sales points, the accuracy of amounts transferred to the cashier system at the end of each day was tested by comparing the end of day reports with the accounting records.

INDEPENDENT AUDITOR'S REPORT

4. Other matters

The consolidated financial statements of the Group for the year ended 31 December 2021 were audited by another firm of auditors whose report, dated 2 March 2022, expressed an unmodified opinion on those statements.

5. Responsibilities of management and those charged with governance for the consolidated financial statements

The Group management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with TFRS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

6. Auditor's responsibilities for the audit of the consolidated financial statements

Responsibilities of independent auditors in an independent audit are as follows:

Our aim is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance expressed as a result of an independent audit conducted in accordance with SIA is a high level of assurance but does not guarantee that a material misstatement will always be detected. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an independent audit conducted in accordance with SIA, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Assess the internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence. We also communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITOR'S REPORT

B. Other responsibilities arising from regulatory requirements

1. No matter has come to our attention that is significant according to subparagraph 4 of Article 402 of Turkish Commercial Code ("TCC") No. 6102 and that causes us to believe that the Company's bookkeeping activities concerning the period from 1 January to 31 December 2022 period are not in compliance with the TCC and provisions of the Company's articles of association related to financial reporting.
2. In accordance with subparagraph 4 of Article 402 of the TCC, the Board of Directors submitted the necessary explanations to us and provided the documents required within the context of our audit.
3. In accordance with subparagraph 4 of Article 398 of the TCC, the auditor's report on the early risk identification system and committee was submitted to the Company's Board of Directors on 2 March 2023.

Additional explanation for convenience translation into English

Turkish Financial Reporting Standards differ from International Financial Reporting Standards ("IFRS") issued by the International Accounting Standards Board with respect to the application of IAS 29 - Financial Reporting in Hyperinflationary Economies by 31 December 2022. Accordingly, the accompanying consolidated financial statements are not intended to present fairly the consolidated financial position and results of operations of the Group in accordance with IFRS.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.



Burak Özpoyraz, SMMM
Partner

Istanbul, 2 March 2023

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AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
AS AT DECEMBER 31, 2022**

(Currency - Thousands of Turkish Lira (TRL) unless otherwise indicated)

(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

ASSETS	Notes	Audited	
		Restated (Note 2)	
		December 31, 2022	December 31, 2021
Cash and Cash Equivalents	5	35.542.343	16.162.782
Financial Investments	6.1	1.740.002	131.552
Trade Receivables		9.091.348	5.992.794
- Due from Related Parties	31.1	43.324	27.562
- Trade Receivables, Third Parties	8.1	9.048.024	5.965.232
Other Receivables		907.673	368.015
- Other Receivables, Due from Related Parties	31.1	494.000	-
- Other Receivables, Third Parties	9.1	413.673	368.015
Derivative Financial Assets	33.2	29.428	526.271
Inventories	10	27.360.804	11.422.692
Prepaid Expenses	18.1	3.048.491	2.087.615
Current Income Tax Assets	29.1	700.262	392.550
Other Current Assets	19.1	1.679.177	966.691
TOTAL CURRENT ASSETS		80.099.528	38.050.962
Financial Investments	6.2	604.080	97.456
Trade Receivables		1.914	-
- Trade Receivables, Third Parties	8.1	1.914	-
Other Receivables		731.997	119.353
- Due from Related Parties	31.1	38.634	12.135
- Other Receivables, Third Parties	9.2	693.363	107.218
Derivative Financial Assets	33.2	18.260	44.652
Investments Accounted Through Equity Method	11	1.160.275	733.456
Property, Plant and Equipment	12	35.439.942	25.939.696
Right of Use Assets	13	5.212.180	3.465.482
Intangible Assets		53.451.468	41.000.915
- Goodwill	14.2	12.964.858	10.219.645
- Other Intangible Assets	14.1	40.486.610	30.781.270
Prepaid Expenses	18.2	811.961	338.440
Deferred Tax Assets	29.2	4.646.557	2.484.060
Other Non-Current Assets	19.2	25.808	17.378
TOTAL NON-CURRENT ASSETS		102.104.442	74.240.888
TOTAL ASSETS		182.203.970	112.291.850

The accompanying notes form an integral part of these consolidated financial statements.

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
AS AT DECEMBER 31, 2022**

(Currency - Thousands of Turkish Lira (TRL) unless otherwise indicated)

(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

LIABILITIES	Notes	Audited	
		Restated (Note 2)	
		December 31, 2022	December 31, 2021
Short-Term Borrowings	7	11.094.131	5.086.719
- Bank Loans		10.503.994	4.829.752
- Lease Liabilities		305	203
- Issued Debt Instruments		299.272	256.764
- Other Short-Term Borrowings		290.560	-
Current Portion of Long-Term Borrowings	7	10.467.447	7.982.287
- Bank Loans		3.833.416	4.294.303
- Lease Liabilities		1.527.517	964.545
- Issued Debt Instruments		5.106.514	2.723.439
Other Financial Liabilities	7	69.875	-
Trade Payables		43.002.510	23.259.360
- Due to Related Parties	31.2	111.076	33.160
- Trade Payables, Third Parties	8.2	42.891.434	23.226.200
Employee Benefit Obligations	16.1	1.412.472	601.964
Other Payables		7.530.678	3.874.865
- Other Payables, Related Parties	31.2	45.264	90.690
- Other Payables, Third Parties	9.3	7.485.414	3.784.175
Derivative Financial Liabilities	33.2	350.825	446.805
Deferred Income	20.1	988.015	442.300
Income Tax Payable	29.1	280.042	258.116
Short-Term Provisions		2.549.550	1.499.392
- Short-Term Provisions for the Employee Benefits	16.2	1.224.428	671.421
- Other Short-Term Provisions	16.3	1.325.122	827.971
Other Current Liabilities	19.3	111.593	104.363
TOTAL CURRENT LIABILITIES		77.857.138	43.556.171
Long-Term Borrowings	7	32.802.191	21.793.953
- Bank Loans		4.470.720	4.680.360
- Lease Liabilities		4.313.244	2.951.582
- Issued Debt Instruments		24.018.227	14.162.011
Trade Payables		120	2.091
- Trade Payables, Third Parties	8.2	120	2.091
Other Payables		40.453	34.008
- Other Payables, Third Parties	9.3	40.453	34.008
Liabilities due to Investments Accounted for Using Equity Method	11	833.745	619.888
Derivative Financial Liabilities	33.2	563.047	708.656
Deferred Income	20.2	145.898	106.326
Long-Term Provisions		2.355.942	832.032
- Long-Term Provisions for the Employee Benefits	16.2	2.355.942	832.032
Deferred Tax Liability	29.2	6.907.713	5.310.379
Other Non-Current Liabilities	19.4	5.576	5.444
TOTAL NON-CURRENT LIABILITIES		43.654.685	29.412.777
TOTAL LIABILITIES		121.511.823	72.968.948
EQUITY			
Equity Attributable to Equity Holders of the Parent		14.514.372	8.988.269
Paid-in Share Capital	21	243.535	243.535
Inflation Adjustments on Capital		65.771	65.771
Share Premium (Discounts)		9.711	97.540
Effects of Business Combinations Under Common Control		(7.145)	(7.145)
Other Comprehensive Income (Loss) Not To Be Reclassified to Profit or Loss		(499.151)	(10.357)
- Revaluation and Remeasurement Gain (Loss)		(499.151)	(10.357)
- Gains (Losses) on Remeasurements Defined Benefit Plans		(524.633)	(44.603)
- Other Revaluation and Remeasurement Gain (Loss)		25.482	34.246
Other Comprehensive Income (Loss) To Be Reclassified to Profit or Loss		5.971.268	3.715.845
- Currency Translation Differences		10.539.924	6.591.208
- Gains (Losses) on Hedge		(4.765.236)	(2.875.363)
- Gains (Losses) on Revaluation and Reclassification		196.580	-
Restricted Reserves Allocated From Net Profit	21	163.809	637.105
Retained Earnings	21	4.765.376	2.955.192
Net Profit or Loss		3.801.198	1.290.783
Non-Controlling Interests		46.177.775	30.334.633
TOTAL EQUITY		60.692.147	39.322.902
TOTAL LIABILITIES AND EQUITY		182.203.970	112.291.850

The accompanying notes form an integral part of these consolidated financial statements.

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ**CONSOLIDATED STATEMENTS OF PROFIT OR LOSS
FOR THE YEAR ENDED DECEMBER 31, 2022**

(Currency - Thousands of Turkish Lira (TRL) unless otherwise indicated)

(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

	Notes	Audited	
		Restated (Note 2)	
		January 1 - December 31, 2022	January 1 - December 31, 2021
Revenue	22	177.978.005	81.368.494
Cost of Sales	22	(124.347.029)	(57.089.726)
GROSS PROFIT (LOSS)		53.630.976	24.278.768
General Administrative Expenses	23	(7.616.560)	(3.629.309)
Marketing Expenses	23	(26.987.277)	(13.865.461)
Research and Development Expenses		(26.238)	(13.157)
Other Operating Income	25.1	5.521.195	1.935.535
Other Operating Expenses	25.2	(7.455.712)	(2.964.982)
Gain (Loss) from Investments Accounted Through Equity Method	11	(300.447)	(551.820)
OPERATING PROFIT (LOSS)		16.765.937	5.189.574
Income from Investing Activities	26.1	1.272.074	1.747.597
Expenses from Investing Activities	26.2	(676.720)	(335.915)
OPERATING PROFIT (LOSS) BEFORE FINANCIAL INCOME (EXPENSE)		17.361.291	6.601.256
Financial Income	27	7.007.768	5.153.859
Financial Expenses	28	(11.684.404)	(6.830.431)
PROFIT (LOSS) BEFORE TAX FROM CONTINUING OPERATIONS		12.684.655	4.924.684
Tax (Expense) Income from Continuing Operations (-)		(2.669.133)	(1.408.811)
- Current Period Tax (Expense) Income	29.3	(2.883.891)	(1.235.549)
- Deferred Tax (Expense) Income	29.3	214.758	(173.262)
NET PROFIT (LOSS) FOR THE PERIOD FROM CONTINUING OPERATIONS		10.015.522	3.515.873
NET PROFIT (LOSS) FOR THE PERIOD FROM DISCONTINUED OPERATIONS	35	52.621	26.056
NET PROFIT (LOSS) FOR THE PERIOD		10.068.143	3.541.929
Attributable to:			
- Non-controlling Interests		6.266.945	2.251.146
- Equity Holders of the Parent		3.801.198	1.290.783
Earnings (Loss) per share (full TRL)	30	15,6085	5,3002
- Earnings (Loss) per share from continuing operations (full TRL)		15,3924	5,1946
- Earnings (Loss) per share from discontinued operations (full TRL)		0,2161	0,1056

The accompanying notes form an integral part of these consolidated financial statements.

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ**CONSOLIDATED STATEMENTS OF OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2022**

(Currency - Thousands of Turkish Lira (TRL) unless otherwise indicated)

(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

	Audited	
	January 1 - December 31, 2022	January 1 - December 31, 2021
NET PROFIT (LOSS)	10.068.143	3.541.929
OTHER COMPREHENSIVE INCOME		
Items Not To Be Reclassified To Profit or Loss	(1.080.256)	(151.916)
- Remeasurement Gain (Loss) from Defined Benefit Plans	(1.390.777)	(66.908)
- Share of Other Comprehensive Income of Associates and Joint Ventures Accounted for Using Equity Method that will not be Reclassified to Profit or Loss	(361)	-
- Other Components of Other Comprehensive Income Not To Be Reclassified to Other Profit or Loss	(11.685)	(135.647)
- Tax Effect of Other Comprehensive Income Not To Be Classified To Profit or Loss	322.567	50.639
- Deferred Tax (Expense) Income	322.567	50.639
Items To Be Reclassified To Profit or Loss	12.820.488	12.949.282
- Exchange Differences on Translation of Foreign Operations	18.411.876	17.692.463
- Gains (Losses) on Financial Assets Measured at Fair Value through Other Comprehensive Income	147.435	-
- Other Comprehensive Income (Loss) on Cash Flow Hedge	133.450	(30.814)
- Other Comprehensive Income (Loss) Related with Hedges of Net Investments in Foreign Operations (Note 32)	(7.465.241)	(5.817.062)
- Tax Effect of Other Comprehensive Income To Be Classified To Profit or Loss	1.592.968	1.104.695
- Deferred Tax (Expense) Income	1.592.968	1.104.695
OTHER COMPREHENSIVE INCOME (LOSS)	11.740.232	12.797.366
TOTAL COMPREHENSIVE INCOME (LOSS)	21.808.375	16.339.295
Attributable to:		
- Non-Controlling Interest	16.240.548	13.050.952
- Equity Holders of the Parent	5.567.827	3.288.343

The accompanying notes form an integral part of these consolidated financial statements.

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED DECEMBER 31, 2022**

(Currency - Thousands of Turkish Lira (TRL) unless otherwise indicated)

(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

	Other Comprehensive Income or Loss Not To Be Reclassified To Profit or Loss						
	Paid-in Capital	Inflation Adjustments on Capital	Share Premium/ Discount	Effects of Business Combinations Under Common Control	Put Option Revaluation Fund Related With Non- Controlling Interests	Profit (Loss) on Remeasurements of Defined Benefit Plans	Other Revaluation and Remeasurement Gain (Loss) ^(*)
Balances as of January 1, 2021	243.535	65.771	597.228	(7.145)	2.916	(28.322)	111.201
Transfers	-	-	-	-	-	-	-
Total Comprehensive Income (Loss)	-	-	-	-	-	(16.281)	(101.735)
Net Profit (Loss)	-	-	-	-	-	-	-
Other Comprehensive Income (Loss)	-	-	-	-	-	(16.281)	(101.735)
Capital Increase	-	-	-	-	-	-	-
Dividends	-	-	(499.688)	-	-	-	-
Acquisition or Disposal of Subsidiary	-	-	-	-	-	-	24.780
Increase (Decrease) Due to Other Changes	-	-	-	-	(2.916)	-	-
Balances as of December 31, 2021	243.535	65.771	97.540	(7.145)	-	(44.603)	34.246
Balances as of January 1, 2022	243.535	65.771	97.540	(7.145)	-	(44.603)	34.246
Transfers	-	-	-	-	-	-	-
Total Comprehensive Income (Loss)	-	-	-	-	-	(480.030)	(8.764)
Net Profit (Loss)	-	-	-	-	-	-	-
Other Comprehensive Income (Loss)	-	-	-	-	-	(480.030)	(8.764)
Capital Increase	-	-	-	-	-	-	-
Dividends	-	-	(87.829)	-	-	-	-
Transactions With Non-Controlling Shareholders	-	-	-	-	-	-	-
Balances as of December 31, 2022	243.535	65.771	9.711	(7.145)	-	(524.633)	25.482

(*) Balances in the other revaluation and remeasurement gain (loss) consists of the increase due to revaluation of the assets used in renting activities.

The accompanying notes form an integral part of these consolidated financial statements.

Other Comprehensive Income or Loss To Be Reclassified To Profit or Loss				Retained Earnings					
Currency Translation Differences	Gain (Loss) on Hedge	Gains (Losses) on Revaluation and Reclassification	Restricted Reserves Allocated from Net Profit	Retained Earnings	Net Profit (Loss)	Attributable to Equity Holders of the Parent	Non-Controlling Interests	Equity	
2.880.137	(1.279.868)	-	638.852	2.885.997	(350.645)	5.759.657	18.435.031	24.194.688	
-	-	-	(1.747)	(348.898)	350.645	-	-	-	
3.711.071	(1.595.495)	-	-	-	1.290.783	3.288.343	13.050.952	16.339.295	
-	-	-	-	-	1.290.783	1.290.783	2.251.146	3.541.929	
3.711.071	(1.595.495)	-	-	-	-	1.997.560	10.799.806	12.797.366	
-	-	-	-	-	-	-	1.079	1.079	
-	-	-	-	429.688	-	(70.000)	(1.107.059)	(1.177.059)	
-	-	-	-	(11.595)	-	13.185	(60.383)	(47.198)	
-	-	-	-	-	-	(2.916)	15.013	12.097	
6.591.208	(2.875.363)	-	637.105	2.955.192	1.290.783	8.988.269	30.334.633	39.322.902	
6.591.208	(2.875.363)	-	637.105	2.955.192	1.290.783	8.988.269	30.334.633	39.322.902	
-	-	-	(473.296)	1.764.079	(1.290.783)	-	-	-	
3.948.716	(1.889.873)	196.580	-	-	3.801.198	5.567.827	16.240.548	21.808.375	
-	-	-	-	-	3.801.198	3.801.198	6.266.945	10.068.143	
3.948.716	(1.889.873)	196.580	-	-	-	1.766.629	9.973.603	11.740.232	
-	-	-	-	-	-	-	3.081	3.081	
-	-	-	-	27.829	-	(60.000)	(993.392)	(1.053.392)	
-	-	-	-	18.276	-	18.276	592.905	611.181	
10.539.924	(4.765.236)	196.580	163.809	4.765.376	3.801.198	14.514.372	46.177.775	60.692.147	

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ

CONSOLIDATED STATEMENTS OF CASH FLOW
FOR THE YEAR ENDED DECEMBER 31, 2022

(Currency - Thousands of Turkish Lira (TRL) unless otherwise indicated)

(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

	Notes	Audited	
		Restated (Note 2)	
		January 1- December 31, 2022	January 1- December 31, 2021
CASH FLOWS FROM OPERATING ACTIVITIES		23.872.223	13.406.157
Profit (Loss)		10.068.143	3.541.929
Net Profit (Loss) for The Period From Continuing Operations		10.015.522	3.515.873
Net Profit (Loss) for The Period From Discontinued Operations		52.621	26.056
Adjustments to Reconcile Profit (Loss)		17.313.015	9.179.405
Adjustments for Depreciation and Amortization Expense	12,13,14,24	5.420.326	3.424.166
Adjustments for Impairment Loss (Reversal of Impairment Loss)		707.570	361.767
- Adjustments for Impairment Loss (Reversal) of Receivables	8,1	16.388	9.006
- Adjustments for Impairment Loss (Reversal) of Inventories	10	187.422	84.476
- Adjustments for Impairment Loss (Reversal of Impairment Loss) of Property, Plant and Equipment	12,26,1,26,2	37.847	268.285
- Adjustments for Impairment Loss (Reversal of Impairment Loss) of Other Intangible Assets	26,2	465.913	-
Adjustments for Provisions		1.563.838	848.920
- Adjustments for (Reversal of) Provisions Related with Employee Benefits		862.857	372.967
- Adjustments for (Reversal of) Warranty Provisions	16,3	60.194	29.986
- Adjustments for (Reversal of) Other Provisions		640.787	445.967
Adjustments for Interest (Income) and Expenses		5.896.900	3.113.003
Adjustments for Unrealized Foreign Exchange Differences		210.162	1.011.596
Adjustments for Fair Value (Gains) Losses on Derivative Financial Instruments		1.344.906	118.163
Adjustments for Undistributed Profits of Investments Accounted for Using Equity Method	11	300.447	551.820
Adjustments for Tax (Income) Expense	29,3	2.669.133	1.408.811
Adjustments for Losses (Gains) Arised From Disposal of Non-Current Assets		(173.578)	(291.925)
- Adjustments for Losses (Gains) on Disposal of Tangible Assets	26,1,26,2	(173.578)	(291.925)
Transfer of Currency Translation Differences Previously Accounted as Other Comprehensive Income	26,1	-	(455.377)
Adjustments for Losses (Gains) on Disposal of Subsidiaries or Joint Operations	26,1	(927.562)	(905.769)
Other Adjustments to Reconcile Profit (Loss)		300.873	(5.770)
Adjustments for Working Capital		2.113.953	2.917.316
Adjustments for Decrease (Increase) in Trade Accounts Receivables		(3.266.669)	(2.762.083)
Adjustments for Decrease (Increase) in Other Operating Receivables		(117.076)	(138.102)
Adjustments for Decrease (Increase) in Inventories		(16.197.287)	(4.203.043)
Adjustments for Increase (Decrease) in Trade Accounts Payables		18.361.519	8.500.163
Adjustments for Increase (Decrease) in Other Operating Payables		4.227.383	2.030.314
Increase (Decrease) in Deferred Income		585.287	80.597
Other Adjustments for Increase (Decrease) in Working Capital		(1.479.204)	(590.530)
- Decrease (Increase) in Other Assets Related with Operations		(1.509.031)	(544.813)
- Increase (Decrease) in Other Liabilities Related with Operations		29.827	(45.717)
Cash Flows from Operations		29.495.111	15.638.650
Interest Paid	25,2	(2.138.132)	(1.116.476)
Interest Received	25,1	397.558	281.637
Payments Related with Provisions for Employee Benefits		(236.739)	(131.603)
Payments Related with Other Provisions		(449.603)	(23.091)
Income Taxes Refund (Paid)		(3.195.972)	(1.242.960)
CASH FLOWS FROM INVESTING ACTIVITIES		(7.850.606)	(6.513.344)
Cash Inflows from Losing Control of Subsidiaries or Other Businesses		909.035	659.030
Cash Flows Used in Obtaining Control of Subsidiaries or Other Businesses		(347.810)	(2.977.958)
Cash Outflows Arising From Purchase of Shares or Capital Increase of Associates and/or Joint Ventures		(516.775)	(522.168)
Proceeds from Sales of Property, Plant, Equipment and Intangible Assets		485.807	571.588
Purchase of Property, Plant, Equipment and Intangible Assets		(7.886.863)	(4.301.666)
Other Cash Inflows (Outflows)		(494.000)	57.830
CASH FLOWS FROM FINANCING ACTIVITIES		1.309.689	(4.937.691)
Payments from Changes in Ownership Interests in Subsidiaries that do not Result in Loss of Control	3	(78.873)	(393.687)
Proceeds from Issuing Shares or Other Equity Instruments		3.081	1.079
Proceeds from Borrowings	7	30.767.717	16.011.856
Repayments of Borrowings	7	(23.910.708)	(16.449.234)
Payments of Lease Liabilities		(1.470.171)	(1.225.868)
Proceeds from Derivative Instruments		181.836	67.150
Payments of Derivative Instruments		(128.596)	(66.986)
Dividends Paid		(1.053.392)	(1.790.673)
Interest Paid		(4.108.407)	(2.496.681)
Interest Received		1.347.500	612.764
Other Inflows (Outflows) of Cash		(240.298)	792.589
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS BEFORE EFFECT OF EXCHANGE RATE CHANGES		17.331.306	1.955.122
Effect of Exchange Rate Changes on Cash and Cash Equivalents		1.951.553	1.336.874
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		19.282.859	3.291.996
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	5	16.149.625	12.857.629
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	5	35.432.484	16.149.625

The accompanying notes form an integral part of these consolidated financial statements.

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AS AT DECEMBER 31, 2022

(Currency - Thousands of Turkish Lira (TRL) unless otherwise indicated)

(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

NOTE 1 - ORGANIZATION AND NATURE OF ACTIVITIES OF THE GROUP

The company is controlled by AG Anadolu Grubu Holding A.Ş., the parent company. AG Anadolu Grubu Holding A.Ş. is controlled by AG Sınai Yatırım ve Yönetim A.Ş. and AG Sınai Yatırım ve Yönetim A.Ş. is a management company, which is ultimately managed by the Özilhan Family and Süleyman Kamil Yazıcı Family in accordance with equal representation and equal management principle and manages AG Anadolu Grubu Holding A.Ş.'s companies.

AG Anadolu Grubu Holding A.Ş. ("Company" or "AGHOL") a certain part of the shares are traded in Borsa İstanbul A.Ş. ("BİST").

The registered office address of the Company is Fatih Sultan Mehmet Mahallesi Balkan Caddesi No:58, Buyaka E Blok Ümraniye, İstanbul, Türkiye.

The consolidated financial statements as of December 31, 2022 are authorized for issue by the Board of Directors on March 2, 2023 and are approved by the Finance President Onur Çevikel and the Financial Control and Reporting Director Evren Cankurtaran on behalf of Board of Directors. General Assembly and specified regulatory bodies have the right to change the financial statements after the consolidated financial statements are issued.

Activities of the Group

The Company and its subsidiaries will be referred as the "Group" for the purpose of the consolidated financial statements.

The Group is organized and primarily managed in six principal segments: Beer, Soft Drinks, Migros, Automotive (including passenger vehicles, commercial vehicles, generator, spare and component parts, motor vehicle renting), Energy&Industry (stationery, production and sale of electricity and real estate) and Other (information technology, trade).

The average number of personnel of the Group for the year ended at December 31, 2022 is 62.922 (December 31, 2021: 63.612).

List of Shareholders

As of December 31, 2022 and 2021 the shareholders and shareholding rates are as follows:

	December 31, 2022		December 31, 2021	
	Paid in Capital	(%)	Paid in Capital	(%)
AG Sınai Yatırım ve Yönetim A.Ş.	118.474	48,65	118.474	48,65
Azimet Portföy SKY Serbest Özel Fon (*)	17.461	7,17	18.772	7,71
Other (**)	107.600	44,18	106.289	43,64
Paid-in share capital - historical	243.535	100,00	243.535	100,00
Inflation adjustment on capital	65.771		65.771	
Total share capital	309.306		309.306	

(*) Süleyman Kamil Yazıcı and his family members are the Qualified Investors of Azimet Portföy SKY Serbest Özel Fon and the shares of the fund have been allocated only to these mentioned individuals as predetermined.

(**) Consists of Özilhan and Yazıcı Family members and public shares.

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ

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(Currency - Thousands of Turkish Lira (TRL) unless otherwise indicated)

(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

NOTE 1 - ORGANIZATION AND NATURE OF ACTIVITIES OF THE GROUP (cont'd)

List of Subsidiaries

The subsidiaries included in consolidation and their shareholding percentages at December 31, 2022 and 2021 are as follows:

	Place of Incorporation	Principal activities	Segment	Effective shareholding and voting rights (%)	
				December 31, 2022	December 31, 2021
Anadolu Isuzu Otomotiv San. ve Tic. A.Ş. (Anadolu Isuzu) ⁽¹⁾	Türkiye	Production and sales of Isuzu branded commercial vehicles	Automotive	55,40	55,40
Anadolu Efes Biracılık ve Malt San. A.Ş. (Anadolu Efes) ^{(1) (2)}	Türkiye	Production, bottling, distribution and sales of beer, carbonated and non-carbonated beverages	Beer	43,05	43,05
Migros Ticaret A.Ş. (Migros) ⁽¹⁾	Türkiye	Sales of food and beverage and durable goods	Migros	50,00	50,00
Coca-Cola İçecek A.Ş. (CCI) ^{(1) (12)}	Türkiye	Production of Coca-Cola products	Soft-drinks	21,64	21,64
Coca-Cola Satış ve Dağıtım A.Ş. (CCSD) ⁽¹²⁾	Türkiye	Distribution and selling of Coca-Cola and Mahmuđiye products	Soft-drinks	21,63	21,63
Çelik Motor Ticaret A.Ş. (Çelik Motor)	Türkiye	Import, distribution and marketing of Kia motor vehicles and motor vehicle renting	Automotive	100,00	100,00
Anadolu Motor Üretim ve Pazarlama A.Ş. (Anadolu Motor)	Türkiye	Production of industrial engines, sale of tractors	Automotive	100,00	100,00
Anadolu Otomotiv Dış Ticaret ve Sanayi A.Ş.	Türkiye	Inactive	Automotive	100,00	100,00
Anadolu Elektronik Aletler Pazarlama ve Ticaret A.Ş. (Anadolu Elektronik)	Türkiye	Inactive	Automotive	51,00	51,00
Adel Kalemcilik Ticaret ve Sanayi A.Ş. (Adel) ⁽¹⁾	Türkiye	Production of writing instruments under Adel, Johann Faber and Faber Castell brand names	Energy&Industry	56,89	56,89
Ülkü Kırtasiye Ticaret ve Sanayi A.Ş. (Ülkü)	Türkiye	Distribution of the products of Adel and other imported stationery products	Energy&Industry	73,17	73,17
Garenta Ulaşım Çözümleri A.Ş. ⁽⁶⁾	Türkiye	Car rental service	Automotive	100,00	100,00
Anadolu Bilişim Hizmetleri A.Ş. (ABH)	Türkiye	IT, internet and e-commerce services	Other	99,38	99,38
Oyex Handels GmbH (Oyex)	Germany	Trading of various materials used in the Group	Other	100,00	100,00
Anadolu Restoran İşletmeleri Limited Şirketi (McDonald's) ⁽⁶⁾	Türkiye	Restaurant management	Energy&Industry	-	100,00
Artı Anadolu Danışmanlık A.Ş. (Artı Anadolu)	Türkiye	Inactive	Other	100,00	100,00
Anadolu Araçlar Ticaret A.Ş. (Anadolu Araçlar)	Türkiye	Import, distribution and marketing of motor vehicles	Automotive	100,00	100,00
AES Elektrik Enerjisi Toptan Satış A.Ş. (AES Elektrik)	Türkiye	Whole sale and retail sale of electricity and/or its capacity	Energy&Industry	100,00	100,00
AEH Sigorta Acenteliđi A.Ş. (AEH Sigorta)	Türkiye	Insurance agency	Other	100,00	100,00
Anadolu Kafkasya Enerji Yatırımları A.Ş. (Anadolu Kafkasya)	Türkiye	Production and transmission of electricity, and establishment and operation of distribution facilities	Energy&Industry	61,49	61,49
Taba LLC	Georgia	Production and sale of electricity (Investment in progress)	Energy&Industry	30,75	30,75
Georgia Urban Enerji Ltd. (GUE)	Georgia	Production and sale of electricity	Energy&Industry	55,34	55,34
AND Ankara Gayrimenkul Yatırımları A.Ş. (AND Ankara Gayrimenkul)	Türkiye	Inactive	Energy&Industry	100,00	100,00
AND Kartal Gayrimenkul Yatırımları A.Ş. (AND Kartal Gayrimenkul)	Türkiye	Purchase, sale and rental of real estate	Energy&Industry	100,00	100,00
Kheledula Enerji Ltd. (Kheledula)	Georgia	Inactive	Energy&Industry	61,49	61,49
MH Perakendecilik ve Ticaret A.Ş. (MH Perakendecilik)	Türkiye	Retailing	Other	100,00	100,00
Ant Sınai ve Tic. Ürünleri Paz. A.Ş.	Türkiye	Purchase and sale of spare parts	Automotive	55,40	55,40
Dijital Platform Gıda Hizmetleri A.Ş. ⁽³⁾	Türkiye	Online food retailing	Migros	50,00	50,00
Moneypay Ödeme ve Elektronik Para Hizmetleri A.Ş. (Moneypay) ⁽³⁾	Türkiye	Services limited by e-money legislation	Migros	40,00	40,00
Mimeda Medya Platform A.Ş. ⁽³⁾	Türkiye	Media	Migros	50,00	50,00
Paket Lojistik ve Teknoloji Lojistik A.Ş. ⁽⁴⁾	Türkiye	Logistics	Migros	37,50	12,50
Migen Enerji ve Elektrikli Araç Şarj Hizmetleri A.Ş. ⁽⁷⁾	Türkiye	Charging service	Migros	50,00	-
Efes Pazarlama ve Dağıtım Ticaret A.Ş. (Ef-Pa) ⁽¹²⁾	Türkiye	Marketing and distribution company of Anadolu Efes	Beer	43,05	43,05

⁽¹⁾ Shares of Anadolu Isuzu, Anadolu Efes, Adel, CCI and Migros are quoted in BİST.

⁽²⁾ The Company has control over Anadolu Efes although the Company holds less than 50 percent of its shares. In concluding to have control over Anadolu Efes, the Company management considers the number of Board members representing AGHOL in the Board of Directors of Anadolu Efes, the Company's participation in policy-making processes, including participation in decisions about dividends or other distributions, the transactions between AGHOL and Anadolu Efes. The managerial personnel of AGHOL provide internal audit services and high level finance, tax, legal and human resources support to Anadolu Efes.

⁽³⁾ The company is a 100% subsidiary of Migros. As of March 31, 2022 started to be accounted for using the full consolidation method.

⁽⁴⁾ Paket Lojistik ve Teknoloji A.Ş. is subsidiary of Migros. As of December 31, 2021 Paket Lojistik ve Teknoloji A.Ş. was accounted under financial investments, as of March 31, 2022, it is presented under investments accounted through equity method, as of June 30, 2022 started to be accounted for using the full consolidation method.

⁽⁵⁾ The shares of Efestur Turizm İşletmeleri A.Ş., which 100% owned by AGHOL, were transferred to Çelik Motor Ticaret A.Ş. on June 17, 2022. On June 30, 2022, the commercial title of Efestur Turizm İşletmeleri A.Ş. was changed as Garenta Ulaşım Çözümleri A.Ş.

⁽⁶⁾ On June 30, 2022, the 100% shares of Anadolu Restoran İşletmeleri Ltd. Şti. were transferred to Boheme Investment GmbH for USD 54.786.040

⁽⁷⁾ The company that Migros established as a 100% subsidiary with the title of "Migen Enerji ve Elektrikli Araç Şarj Hizmetleri A.Ş." was registered by the Istanbul Trade Registry on October 21, 2022. It is not included in the scope of consolidation on the grounds of materiality.

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ

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NOTE 1 - ORGANIZATION AND NATURE OF ACTIVITIES OF THE GROUP (cont'd)

List of Subsidiaries (cont'd)

	Place of Incorporation	Principal activities	Segment	Effective shareholding and voting rights (%)	
				December 31, 2022	December 31, 2021
Efes Breweries International N.V. (EBI) ⁽¹²⁾	The Netherlands	Holding company that facilitates Anadolu Efes' foreign investments in breweries	Beer	43,05	43,05
AB InBev Efes B.V. ⁽¹²⁾	The Netherlands	Investment company	Beer	21,53	21,53
LLC Vostok Solod ^{(9) (12)}	Russia	Production of malt	Beer	21,53	21,53
LLC Bosteels Trade ^{(9) (12)}	Russia	Selling and distribution of beer	Beer	21,53	21,53
Euro-Asien Brauerein Holding GmbH (Euro-Asien) ^{(8) (10) (12)}	Germany	Investment company	Beer	21,53	21,53
JSC AB InBev Efes ^{(8) (12)}	Russia	Production and marketing of beer	Beer	21,53	21,53
LLC Inbev Trade ^{(9) (12)}	Russia	Production of malt	Beer	21,53	21,53
PJSC AB InBev Efes Ukraine ^{(8) (12)}	Ukraine	Production and marketing of beer	Beer	21,25	21,25
Bevmar GmbH ^{(8) (10) (12)}	Germany	Investment company	Beer	21,53	21,53
JSC FE Efes Kazakhstan Brewery (Efes Kazakhstan) ⁽¹²⁾	Kazakhstan	Production and marketing beer	Beer	43,05	43,05
International Beers Trading LLP (IBT) ⁽¹²⁾	Kazakhstan	Marketing of beer	Beer	43,05	43,05
Efes Vitanta Moldova Brewery S.A. (Efes Moldova) ⁽¹²⁾	Moldova	Production of beer and low alcoholic drinks	Beer	41,70	41,70
JSC Lomisi (Efes Georgia) ⁽¹²⁾	Georgia	Production and marketing and of beer and carbonated soft drinks	Beer	43,05	43,05
PJSC Efes Ukraine (Efes Ukraine) ⁽¹²⁾	Ukraine	Production and marketing of beer	Beer	43,02	43,02
Efes Trade BY FLLC (Efes Belarus) ⁽¹²⁾	Belarus	Marketing and distribution of beer	Beer	43,05	43,05
Efes Holland Technical Management Consultancy B.V. (EHTMC) ⁽¹²⁾	The Netherlands	Leasing of intellectual property and similar products	Beer	43,05	43,05
Cypex Co. Ltd. (Cypex) ⁽¹²⁾	Northern Cyprus	Marketing and distribution of beer	Beer	43,05	43,05
Efes Deutschland GmbH (Efes Germany) ⁽¹²⁾	Germany	Marketing and distribution of beer	Beer	43,05	43,05
Blue Hub Ventures B.V. ⁽¹²⁾	The Netherlands	Investment company	Beer	43,05	43,05
Efes Brewery S.R.L. (Romania) ^{(11) (12)}	Romania	Marketing and distribution of beer	Beer	43,05	-
J.V. Coca-Cola Almaty Bottlers LLP (Almaty CC) ⁽¹²⁾	Kazakhstan	Production, distribution and selling of and distribution of Coca Cola products	Soft-drinks	21,64	21,64
Azerbaijan Coca-Cola Bottlers LLC (Azerbaijan CC) ⁽¹²⁾	Azerbaijan	Production, distribution and selling of Coca Cola products	Soft-drinks	21,61	21,61
Coca-Cola Bishkek Bottlers CJSC (Bishkek CC) ⁽¹²⁾	Kyrgyzstan	Production, distribution and selling of Coca Cola products	Soft-drinks	21,64	21,64
CCI International Holland B.V. (CCI Holland) ⁽¹²⁾	The Netherlands	Investment company of CCI	Soft-drinks	21,64	21,64
Sardkar for Beverage Industry Ltd. (SBIL) ⁽¹²⁾	Iraq	Production, distribution and selling of Coca Cola products	Soft-drinks	21,64	21,64
The Coca-Cola Bottling Company of Jordan Ltd. (Jordan CC) ⁽¹²⁾	Jordan	Production, distribution and selling of Coca Cola products	Soft-drinks	21,64	21,64
Coca-Cola Beverages Pakistan Ltd. (CCBPL) ⁽¹²⁾	Pakistan	Production, distribution and selling of Coca Cola products	Soft-drinks	10,75	10,75
Turkmenistan Coca-Cola Bottlers Ltd. (Turkmenistan CC) ⁽¹²⁾	Turkmenistan	Production, distribution and selling of Coca Cola products	Soft-drinks	12,87	12,87
Waha Beverages B.V. ⁽¹²⁾	The Netherlands	Investment company of CCI	Soft-drinks	21,64	21,64
Al Waha for Soft Drinks, Juices, Mineral Water, Plastics, and Plastic Caps Production LLC (Al Waha) ⁽¹²⁾	Iraq	Production, distribution and selling of Coca Cola products	Soft-drinks	21,64	21,64
Coca-Cola Beverages Tajikistan LLC (Coca Cola Tajikistan) ⁽¹²⁾	Tajikistan	Production, distribution and selling of Coca Cola products	Soft-drinks	21,64	21,64
Coca-Cola Bottlers Uzbekistan Ltd. (CCBU) ⁽¹²⁾	Uzbekistan	Production, distribution and selling of Coca Cola products	Soft-drinks	21,64	21,64
Ramstore Kazakhstan LLC (Ramstore Kazakhstan)	Kazakhstan	Shopping center management	Migros	50,00	50,00

⁽⁸⁾ Companies which AB Inbev Efes B.V. directly participates.

⁽⁹⁾ Subsidiary of JSC AB Inbev Efes.

⁽¹⁰⁾ Liquidation process of Euro-Asien and Bevmar initiated with the BOD decision of AB Inbev Efes B.V. dated December 22, 2021.

⁽¹¹⁾ Efes Brewery S.R.L. (Romania) was established on June 6, 2022 by EBI with 100% shareholding.

⁽¹²⁾ Subsidiaries of Anadolu Efes and are fully consolidated in accordance with TFRS as the Company has control over Anadolu Efes.

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(Currency - Thousands of Turkish Lira (TRL) unless otherwise indicated)

(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

NOTE 1 - ORGANIZATION AND NATURE OF ACTIVITIES OF THE GROUP (cont'd)**Joint Ventures**

The joint ventures included in consolidation by equity method and its shareholding percentages at December 31, 2022 and 2021 are as follows:

	Country	Main activities	Effective shareholding and voting rights (%)	
			December 31, 2022	December 31, 2021
Aslancık Elektrik Üretim A.Ş. (Aslancık)	Türkiye	Electricity production	33,33	33,33
LLC Faber-Castell Anadolu	Russia	Inactive	28,44	28,44
AEP Anadolu Etap Penkon Gıda ve Tarım Ürünleri San. ve Tic. A.Ş. (Anadolu Etap)	Türkiye	Production and sale of fruit juice concentrate and puree and sales of fresh fruit	33,83	33,83
Syrian Soft Drink Sales & Dist. LLC (SSDSD)	Syria	Distribution and sales of Coca-Cola products	10,82	10,82
Türkiye'nin Otomobili Girişim Grubu Sanayi ve Ticaret A.Ş. (TOGG)	Türkiye	Development, production and trade of all kinds of electrical motor vehicles	23,00	23,00

Associates

The associates included in consolidation by equity method and its shareholding percentages at December 31, 2022 and 2021 are as follows:

	Country	Main activities	Effective shareholding and voting rights (%)	
			December 31, 2022	December 31, 2021
Getir Araç Dijital Ulaşım Çözümleri Ticaret A.Ş. ^(*)	Türkiye	Hourly car rental service	25,00	25,00
Malty Gıda A.Ş. ^(**)	Türkiye	Distribution and sales of malt bars	10,76	-

^(*) On May 31, 2022, the commercial title of Moov Dijital Ulaşım Çözümleri Ticaret A.Ş. was changed as Getir Araç Dijital Ulaşım Çözümleri Ticaret A.Ş.

^(**) Blue Hub Ventures B.V., the subsidiary of the Group, has participated in Malty Gıda A.Ş. by 28,41% as of June 1, 2022. On August 15, 2022, a capital increase was made, which Blue Hub did not participate in, and as a result, the participation rate of Blue Hub decreased to 25.00%. The Group's final shareholding decreased to 10,76%

NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS**Basis of Preparation of Financial Statements**

The accompanying financial statements are prepared in accordance with the requirements of Capital Markets Board ("CMB") Communiqué Serial II, No: 14.1 "Basis of Financial Reporting in Capital Markets", which was published in the Official Gazette No:28676 on June 13, 2013. The accompanying financial statements are prepared based on the Turkish Accounting Standards and interpretations ("TAS") issued by the Public Oversight Accounting and Auditing Standards Authority ("POA") under Article 5 of the Communiqué.

The consolidated financial statements are presented in accordance with "Announcement regarding with TAS/IFRS Taxonomy" which was published on October 4, 2022 by POA and the format and mandatory information recommended by CMB.

The Group companies, which operate in Türkiye, keep their accounting books and their statutory financial statements in Turkish Lira in accordance with the Generally Accepted Accounting Principles in Türkiye accepted by the Capital Markets Board (CMB), Turkish Commercial Code, Tax Legislation and the Uniform Chart of Accounts issued by the Ministry of Finance. The foreign subsidiaries and joint ventures keep their accounting books and statutory financial statements in their local currencies and in accordance with the rules and regulations of the countries in which they operate.

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ

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(Currency - Thousands of Turkish Lira (TRL) unless otherwise indicated)

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Basis of Preparation of Financial Statements (cont'd)

The consolidated financial statements are based on the statutory financial statements of the Group's subsidiaries and joint ventures and presented in TRL in accordance with the principles CMB Financial Reporting Standards with certain adjustments and reclassifications for the purpose of fair presentation. Such adjustments are primarily related to application of consolidation accounting, accounting of deferred taxes, accounting of employment termination benefits on an actuarial basis and accruals for various expenses. These consolidated financial statements have been prepared on the historical cost basis except for assets used in renting activities and certain financial assets and liabilities. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

As per the announcement published by the Public Oversight, Accounting and Auditing Standards Authority ("POA") on January 20, 2022, it has been stated that entities applying the Turkish Financial Reporting Standards ("TFRS") are not required to make any restatements in their financial statements for 2021 within the scope of TAS 29 "Financial Reporting in High Inflation Economies". As of the preparation date of these consolidated financial statements, no new disclosure has been made by POA within the scope of TAS 29, while preparing the consolidated financial statements as of December 31, 2022, no inflation adjustment was made in accordance with TAS 29.

Functional and Presentation Currency

(a) Functional and presentation currency

The individual financial statements of each Group entity are presented in the currency of the primary economic environment in which the entity operates (its functional currency). The results and financial position of each entity are expressed in TRL, which is the functional currency of the Company, and the presentation currency for the consolidated financial statements.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in the statement of profit or loss, except when recognized in statement of other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges. Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the statement of profit or loss within 'finance income and expenses'. All other foreign exchange gains and losses are presented in the statement of profit or loss within 'Other operating income and expense'.

(c) Group companies

The results and financial position of all the group entities (none of which has the currency of a hyper-inflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) assets and liabilities presented in the statement of financial position are translated at the closing rate at the date of that statement of financial position;
- (ii) income and expenses presented in the statements of profit or loss are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rates prevailing on the dates of the transactions); and
- (iii) all resulting exchange differences are recognized in the statement of other comprehensive income.

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)**Basis of Preparation of Financial Statements (cont'd)****Functional and Presentation Currency (cont'd)**

Functional currency of significant subsidiaries and joint ventures located in foreign countries are as follows:

	Local Currency	December 31, 2022 Functional Currency	December 31, 2021 Functional Currency
Oyex	European Currency (EUR)	EUR	EUR
GUE	Georgian Lari (GEL)	GEL	GEL
Kheledula	Georgian Lari (GEL)	GEL	GEL
Taba	Georgian Lari (GEL)	GEL	GEL
EBI	European Currency (EUR)	USD	USD
JSC AB Inbev Efes	Russian Ruble (RUR)	RUR	RUR
PJSC AB InBev Efes Ukraine	Ukraine Hryvnya (UAH)	UAH	UAH
AB InBev Efes B.V.	European Currency (EUR)	USD	USD
Efes Kazakhstan	Kazakh Tenge (KZT)	KZT	KZT
Efes Moldova	Moldovan Leu (MDL)	MDL	MDL
Efes Georgia	Georgian Lari (GEL)	GEL	GEL
EHTMC	European Currency (EUR)	USD	USD
Efes Germany	European Currency (EUR)	EUR	EUR
Almaty CC	Kazakh Tenge (KZT)	KZT	KZT
Azerbaijan CC	Azerbaijani Manat (AZN)	AZN	AZN
Turkmenistan CC	Turkmenistan Manat (TMT)	TMT	TMT
Bishkek CC	Kyrgyz Som (KGS)	KGS	KGS
TCCBCJ	Jordan Dinar (JOD)	JOD	JOD
SBIL	Iraqi Dinar (IQD)	IQD	IQD
SSDSD	Syrian Pound (SYP)	SYP	SYP
CCBPL	Pakistan Rupee (PKR)	PKR	PKR
CCI Holland	European Currency (EUR)	USD	USD
Waha B.V.	European Currency (EUR)	USD	USD
Al Waha	Iraqi Dinar (IQD)	IQD	IQD
Tajikistan CC	Tajikistani Somoni (TJS)	TJS	TJS
CCBU	Uzbekistani Som (UZS)	UZS	UZS
Ramstore Kazakhstan	Kazakh Tenge (KZT)	KZT	KZT

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Basis of Preparation of Financial Statements (cont'd)

Comparative Information and Restatement of Prior Period Financial Statements

The consolidated financial statements of the Group include comparative financial information to enable the determination of the trends in the financial position and performance. Comparative figures are reclassified, where necessary, to conform to changes in presentation in the current period consolidated financial statements and significant changes are explained.

Reclassifications made in the financial statements as of September 30, 2021:

The transactions related to the identification of the acquisition of LLC Coca-Cola Bottlers Uzbekistan (CCBU) shares and determination of the fair values of the identifiable assets, liabilities and contingent liabilities in the financial statement of the company have been completed within the scope of TFRS 3 "Business Combinations".

The Group has accounted for the aforementioned merger transaction based on the fair values of the assets, liabilities and contingent liabilities at the date of acquisition in the financial statements of CCBU. As of September 30, 2021, the Group recognized "temporary" goodwill amounting to TRL 2.302.469 as the difference between total consideration amounting to TRL 3.032.087 and "temporary" fair value (net book value) of CCBU's assets, liabilities and contingent liabilities amounting to TRL 729.618. When Purchase Price Allocation ("PPA") process completed, the Group has determined that the fair value is CCBU is amounting to TRL 2.549.503 and accordingly goodwill is amounting to TRL 482.584 considering bottling and distribution agreements in other intangible assets and its deferred tax liability are amounting to TRL 2.141.042 and (-) TRL 321.157 (after tax TRL 1.819.855).

The fair values of CCBU's net assets in its financial statements as of the date of acquisition are as follows:

	CCBU Net Book Value	CCBU Fair Value
Cash and cash equivalents	76.944	76.944
Financial investments	93.324	93.324
Trade receivables	7.676	7.676
Inventories	203.348	203.348
Other current assets	219.077	219.077
Property, plant and equipment	291.831	291.831
Other intangible assets	-	2.141.042
Other non-current assets	4.867	4.867
Trade payables	(167.449)	(167.449)
Deferred tax liabilities	-	(321.157)
Net assets/(liabilities)	729.618	2.549.503
Total consideration (including put option)	3.032.087	3.032.087
Net asset/liability consolidated by the Group	(729.618)	(2.549.503)
Goodwill	2.302.469	482.584

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Basis of Preparation of Financial Statements (cont'd)

Comparative Information and Restatement of Prior Period Financial Statements (cont'd)

Reclassifications made in the financial statements as of December 31, 2021:

As of December 31, 2021, as reference to the CCBU purchase stated above, the temporary goodwill presented as TRL 3.410.144 with currency translation differences has been adjusted as TRL 714.746 based on PPA. Accordingly, bottling and distribution agreements including currency translation differences, amounting to TRL 3.171.057 has been reclassified to "Other intangible assets" and its tax effect amounting to TRL 475.659 has been reclassified to "Deferred tax liability" (after tax is TRL 2.695.398). The aforementioned classification has no effect on previous years' losses and net profit for the relevant period.

Anadolu Efes, the subsidiary of the Group, in financial statements dated December 31, 2021, a payable amounting to TRL 72.313 has reclassified from "Trade Payables" to "Other Payables" account. The aforementioned classification has no effect on retained earnings and net profit for the relevant period.

Anadolu Efes, the subsidiary of the Group, in financial statements dated December 31, 2021, a deposit taken amounting to TRL 4.760 has reclassified from "Other Current Liabilities" to "Other Payables" account. The aforementioned classification has no effect on retained earnings and net profit for the relevant period.

Anadolu Efes, the subsidiary of the Group, in financial statements dated December 31, 2021, an accrued expense amounting to TRL 4.549 has reclassified from "Other Current Liabilities" to "Trade Payables" account. The aforementioned classification has no effect on retained earnings and net profit for the relevant period.

Anadolu Efes, the subsidiary of the Group, in financial statements dated December 31, 2021, a lawsuit provision amounting to TRL 3.213 has reclassified from "Other Current Liabilities" to "Other Short Term Provisions" account. The aforementioned classification has no effect on retained earnings and net profit for the relevant period.

Anadolu Efes, a subsidiary of the Group, in financial statements dated December 31, 2021, a deferred income amounting to TRL 4.298 has been reclassified from "Other Current Liabilities" to "Deferred Income" account. The aforementioned classification has no effect on retained earnings and net profit for the relevant period.

Anadolu Efes, a subsidiary of the Group, in financial statements dated December 31, 2021, an advance taken amounting to TRL 9.017 has been reclassified from "Other Current Liabilities" to "Deferred Income" account. The aforementioned classification has no effect on retained earnings and net profit for the relevant period.

Anadolu Efes, a subsidiary of the Group, in financial statements dated December 31, 2021, a payable amounting to TRL 2.377 has been reclassified from "Other Payables" to "Employee Benefit Obligations" account. The aforementioned classification has no effect on retained earnings and net profit for the relevant period.

Anadolu Efes, a subsidiary of the Group, in financial statements dated December 31, 2021, an advance taken amounting to TRL 3.068 has been reclassified from "Other Payables" to "Deferred Income" account. The aforementioned classification has no effect on retained earnings and net profit for the relevant period.

Anadolu Efes, a subsidiary of the Group, in the financial statements dated December 31, 2021 a discount amount of TRL 11.624 has been reclassified from "Sales, Distribution and Marketing Expenses" to the "Revenue" account. The aforementioned classification has no effect on retained earnings and net profit for the relevant period.

Migros, the subsidiary of the Group, has reclassified "interest income from operating activities" amounting to TRL 150.722 from "Other Operating Income" account in the financial statements as of December 31, 2021 to the "Financial Income" account. The aforementioned classification has no effect on previous years' losses and net profits for the relevant period.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Basis of Preparation of Financial Statements (cont'd)

Comparative Information and Restatement of Prior Period Financial Statements (cont'd)

Reclassifications made in the financial statements as of December 31, 2021 (cont'd):

Migros, the subsidiary of the Group, has reclassified "e-commerce marketing expenses" amounting to TRL 34.154 from "Marketing Expenses" account in the financial statements as of December 31, 2021 to the "General Administrative Expenses" account. The aforementioned classification has no effect on previous years' losses and net profits for the relevant period.

Developments in Russia and Ukraine

The Group is closely following the developments in Russia and Ukraine, where the Group has beer operations. The Group has been taken all possible precautions to ensure the safety of its employees. Accordingly, as of February 24, 2022, breweries were shut down and the sales operations were halted in Ukraine and in light of the developments in the region, the brewery facility in Chernihiv, Ukraine restarted production as of October 2022.

The Group has evaluated the possible effects of the developments in Russia and Ukraine on the financial statements and reviewed the estimates and assumptions used in the preparation of the consolidated financial statements. In this context, the Group has performed possible impairment tests for financial assets, inventories, property, plant and equipment, right-of-use assets, deferred tax assets, goodwill and brands in the consolidated financial statements as of December 31, 2022; accordingly impairment on inventory amounting to TRL 134.849, on trade receivables amounting to TRL 639, on property plant and equipment amounting to TRL 69.879 and impairment on intangible assets amounting to TRL 465.913 was recognized in the statement of profit or loss for Ukraine operation (December 31, 2021: None).

New and Amended Turkish Financial Reporting Standards

a) Standards, amendments and interpretations applicable as at December 31, 2022:

Amendment to TFRS 16, 'Leases' - Covid-19 related rent concessions Extension of the practical expedient (effective April 1, 2021); As a result of the coronavirus (COVID-19) pandemic, rent concessions have been granted to lessees. In May 2020, the IASB published an amendment to TFRS 16 that provided an optional practical expedient for lessees from assessing whether a rent concession related to COVID-19 is a lease modification. On March 31, 2021, the IASB published an additional amendment to extend the date of the practical expedient from June 30, 2021 to June 30, 2022. Lessees can elect to account for such rent concessions in the same way as they would if they were not lease modifications. In many cases, this will result in accounting for the concession as variable lease payments in the period(s) in which the event or condition that triggers the reduced payment occurs.

A number of narrow-scope amendments to TFRS 3, TAS 16, TAS 37 and some annual improvements on TFRS 1, TFRS 9, TAS 41 and TFRS 16; effective from annual periods beginning on or after January 1, 2022.

- **Amendments to TFRS 3, 'Business combinations'** ; update a reference in TFRS 3 to the Conceptual Framework for Financial Reporting without changing the accounting requirements for business combinations.
- **Amendments to TAS 16, 'Property, plant and equipment'** ; prohibit a company from deducting from the cost of property, plant and equipment amounts received from selling items produced while the company is preparing the asset for its intended use. Instead, a company will recognise such sales proceeds and related cost in profit or loss.
- **Amendments to TAS 37, 'Provisions, contingent liabilities and contingent assets'** ; specify which costs a company includes when assessing whether a contract will be loss-making.

Annual improvements make minor amendments to TFRS 1, 'First-time Adoption of TFRS', TFRS 9, 'Financial Instruments', TAS 41, 'Agriculture' and the Illustrative Examples accompanying TFRS 16, 'Leases'.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Basis of Preparation of Financial Statements (cont'd)

New and Amended Turkish Financial Reporting Standards (cont'd)

b) Standards, amendments, and interpretations that are issued but not effective as of December 31, 2022:

Narrow scope amendments to TAS 1, Practice statement 2 and TAS 8; effective from annual periods beginning on or after January 1, 2023. The amendments aim to improve accounting policy disclosures and to help users of the financial statements to distinguish between changes in accounting estimates and changes in accounting policies.

Amendment to TAS 12 - Deferred tax related to assets and liabilities arising from a single transaction; effective from annual periods beginning on or after January 1, 2023. These amendments require companies to recognise deferred tax on transactions that, on initial recognition give rise to equal amounts of taxable and deductible temporary differences.

Amendment to TFRS 16 - Leases on sale and leaseback; effective from annual periods beginning on or after January 1, 2024. These amendments include requirements for sale and leaseback transactions in TFRS 16 to explain how an entity accounts for a sale and leaseback after the date of the transaction. Sale and leaseback transactions where some or all the lease payments are variable lease payments that do not depend on an index or rate are most likely to be impacted.

Amendment to TAS 1 - Non current liabilities with covenants; effective from annual periods beginning on or after January 1, 2024. These amendments clarify how conditions with which an entity must comply within twelve months after the reporting period affect the classification of a liability.

TFRS 17, 'Insurance Contracts', as amended in December 2021; effective from annual periods beginning on or after January 1, 2023. This standard replaces TFRS 4, which currently permits a wide variety of practices in accounting for insurance contracts. TFRS 17 will fundamentally change the accounting by all entities that issue insurance contracts and investment contracts with discretionary participation features.

The effects of standards, amendments and interpretations on Group's consolidated financial statements and performance of are being evaluated by Group.

Changes in Accounting Policies, Accounting Estimates and Errors

Changes in accounting policies or accounting errors are applied retrospectively and the consolidated financial statements of the comparative period are restated. If estimated changes in accounting policies are for only one period, changes are applied on the current year but if the estimated changes are for the following periods, changes are applied both on the current and following years prospectively. Except for the subject mentioned in "Comparative Information and Restatement of Prior Period Financial Statements", the Group has not identified any significant accounting error or estimated changes in accounting policies in the current year.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Basis of Consolidation

The principal accounting policies adopted in preparing the consolidated financial statements of the Group are as follows:

Subsidiaries

Subsidiaries are all entities (including structured entities) over which the group has control. The group controls an entity when the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. The consolidation of subsidiary ceases when the Company loses control of the subsidiary.

The consolidated financial statements of the Group include AG Anadolu Grubu Holding A.Ş. and subsidiaries under its control. This control is normally evidenced when the Group owns, either directly or indirectly, more than 50% of the voting rights of a company's share capital and is able to manage the financial and operating policies to benefit from its operations. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including:

- the size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Company, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

The Company holds 43,05% of the shares in Anadolu Efes that is described as a subsidiary. The remaining 24% shares of Anadolu Efes are held by AB Inbev Harmony Ltd ("AB Inbev" - SAB Miller Harmony Ltd on the date the partnership was established), and 32,95% of the shares are publicly held. Yazıcılar Holding, Özilhan Sınai Yatırım A.Ş. and Anadolu Endüstri Holding A.Ş.-(3 holding companies before the merger) are described as Anadolu Efes Control Group ("AECG"). Pursuant to the agreement between AECG and AB Inbev, AECG is granted right to exercise voting rights pertaining to 24% of the shares held by AB Inbev; thus AG Anadolu Grubu Holding A.Ş., as a reflection of this clause to the practice, such voting rights are granted to the Chairman of the Board of Directors of AGHOL that is under joint control of Yazıcı and Özilhan families by proxy in the general assembly of Anadolu Efes. Pursuant to terms and conditions of the agreement, this situation applies as long as the shareholding ratio (of AECG) in Efes is above 35%. From this perspective, AGHOL is able to exercise controlling power on Anadolu Efes together with the shares held by AB Inbev. Likewise, Shareholders Agreement executed with AB Inbev shall be terminated in case AGHOL sells Anadolu Efes shares and its shareholding ratio on Anadolu Efes declines below 35%, and this voting right and right to represent in the general assembly AB Inbev granted to AECG shall no longer exist.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Basis of Consolidation (cont'd)

Subsidiaries (cont'd)

On the other hand;

- The number of Board members representing The Company in the Board of Directors of Anadolu Efes,
- The Company's participation in policy-making processes, including participation in decisions about dividends or other distributions,
- The transactions between The Company and Anadolu Efes and providing internal audit services and high level finance, tax, legal and human resources support to Anadolu Efes by the managerial personnel of The Company are indicators of the Company's control power.

The Group management assessed whether or not the Group has control over Anadolu Efes based on whether the Group has the practical ability to direct the relevant activities of Anadolu Efes unilaterally. In making their judgement, the Group management considered the Group's absolute size of holding in Anadolu Efes and the relative size of and dispersion of the shareholdings owned by the other shareholders. After this assessment, it is concluded that the Group has control over Anadolu Efes.

Anadolu Efes and The Coca Cola Export Corporation (TCCEC) which owns 20,09% shares of CCI, decided to change some of the provisions defined as the "important decisions" in the Association Agreement which is effective from January 1, 2013. As a result of this change, in accordance with the Shareholders' Agreement, TCCEC will have certain protective rights on major decisions. As a result, with effect from January 1, 2013, Anadolu Efes gained control over CCI and started to include CCI and its subsidiaries in consolidation scope.

A joint venture agreement was signed between EBI, the subsidiary of Anadolu Efes and AB Inbev Efes BV with a 50% stake in Anheuser Busch InBev SA/NV (AB InBev). As a result of this partnership agreement EBI has gained control over JSC Sun InBev, PJSC Sun InBev Ukraine and Bevmar GmbH. In addition to that EBI's control over Euro-Asien is continuing. Therefore, since March 29, 2018 EBI, has started to consolidate companies of JSC Sun InBev, PJSC Sun InBev Ukraine and Bevmar GmbH. As of March 29, 2018, Euro-Asien companies, which were previously consolidated with a 100% direct final ratio, continued to be consolidated with a 50% direct ownership to EBI.

"Business Partnership Agreement" related with the management of Migros, in which the Group has indirect 50% share, executed between the Group and Moonlight Capital S.A, the other shareholder of Migros has expired on April 30, 2019, as a result, there is no change in the shareholding rates. In TFRS 10 Consolidated Financial Statements under "Assessing Control" title, it is stated that an investor has rights that are sufficient to give it power when the investor has the practical ability to direct the relevant activities unilaterally. Also, it is stated that an investor holds significantly more voting rights than any other vote holder or organised group of vote holders, and the other shareholdings are numerous and widely dispersed, the investor has power over the investee. Since the related criteria in this standard have been fulfilled as of May 1, 2019, Migros has been accounted under investment accounted through equity method until April 30, 2019 and as of May 1, 2019 Migros has been accounted with full consolidation method.

Non-controlling interests in the net assets of the subsidiaries included in consolidation, appears as a separate item in Group's equity. Non-controlling interest consists of non-controlling amount that already exists as of the first acquisition date and the amounts take place during the changes in the parent company's equity related to non-controlling interest after the first acquisition date. Losses exceeding the shares belonging to non-controlling interest are distributed to the shares of the Group, unless there is a mandatory obligation to compensate the recognized losses and an opportunity to make additional investments to cover the stated losses of the non-controlling interest. The equity and net income attributable to non-controlling shareholders' interests are shown separately in the consolidated balance sheet and statement of profit or loss, respectively.

Transactions with non-controlling interests that do not result in loss of control are accounted under equity. These type of transactions are done among the shareholders. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Basis of Consolidation (cont'd)

Subsidiaries (cont'd)

When the Group loses control, any retained interest in the entity is remeasured to its fair value at the date when the control is lost, with the change in carrying amount recognized in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognized in other comprehensive income in respect of that entity are accounted for as if the group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognized in other comprehensive income are reclassified to profit or loss.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

The potential cash payments related to put options issued by the Group over the equity of subsidiary companies are accounted for as financial liabilities when such options may only be settled other than by exchange of a fixed amount of cash or another financial asset for a fixed number of shares in the subsidiary. The amount that may become payable under the option on exercise is initially recognized at fair value within borrowings with a corresponding charge directly to equity. The charge to equity is recognized separately as written put options over non-controlling interests, adjacent to non-controlling interests in the net assets of consolidated subsidiaries.

Such options are subsequently measured at amortized cost, using the effective interest rate method, in order to accrete the liability up to the amount payable under the option at the date at which it first becomes exercisable. The charge arising is recorded as a financial expense. In the event that the option expires unexercised, the liability is derecognized with a corresponding adjustment to equity.

Investments in Associates

The Group's investments in associates are accounted under the equity method of accounting. Investments in associates are undertakings over which the Group generally has between 20% and 50% of the voting rights and the Group has significant influence and which are not subsidiaries or joint ventures of the Group. The investments in associates are carried in the consolidated balance sheet at cost plus post-acquisition changes in the Group's share of net assets of the associates, less any impairment in value. The statement of profit or loss reflects the Group's share of the results of operations of the associates. The group's investment in associates includes goodwill identified on acquisition.

The Group's investments in associates which the Group has direct interest or indirect interest by its subsidiaries are accounted under the equity method of accounting considering direct or indirect shareholding rate in total. Non-controlling interest is calculated regarding the effective shareholding rate through its subsidiaries.

The investments valued accounted through equity method are carried in the consolidated statement of financial position at cost plus post-acquisition changes in the Group's share of net assets of the associates, less any impairment in value. The consolidated statement of profit or loss reflects the Group's share of the results of operations of the associates. The effect of the amounts that has not reflected to the profit or loss of the associate on the equity of the associate may require an adjustment on the book value of the associate. Group's share in these changes is directly being recorded in Group's equity.

Unrealized gains on transactions between the Group and its associates have been adjusted to the extent of the Group's interest in the associate and unrealized losses have been restated if the transaction does not imply impairment of the transferred asset.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Basis of Consolidation (cont'd)

Investments in the Joint Ventures

Joint ventures are companies in respect of which there are contractual arrangements through which an economic activity is undertaken subject to joint control by the Group and its subsidiaries together with one or more other parties. The Group's interest in joint ventures is accounted for under the equity method of accounting.

The shareholder agreement signed between Anadolu Efes, the subsidiary of Group and Özgörkey Holding A.Ş., which owns 21,42% shares of Anadolu Etap on December 3, 2019 and Anadolu Etap's management structure does not allow any shareholder to control Anadolu Etap on its own. Anadolu Etap, is currently being accounted to Group's financials on equity method and will continue to account by using equity method during the period of validity of the shareholder agreement terms (Note 37).

Under the equity method of accounting, interests in joint ventures are initially recognized at cost and adjusted thereafter to recognize the group's share of the post-acquisition profits or losses and movements in other comprehensive income. When the group's share of losses in a joint venture equals or exceeds its interests in the joint ventures (which includes any long-term interests that, in substance, form part of the group's net investment in the joint ventures), the Group does not recognize further losses, unless it has incurred obligations or made payments on behalf of the joint ventures.

Unrealized gains on transactions between the Group and its joint ventures are eliminated to the extent of the group's interest in the joint ventures. Unrealized losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

Offsetting

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously.

Summary of Significant Accounting Policies

2.1 Revenue

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognizes revenue when it transfers control over a product or service to a customer:

Sale of Goods

Revenues are recognized on an accrual basis at the time deliveries are made, the amount of revenue can be measured reliably and it's probable that the economic benefits associated with the transaction will flow to the Company at the fair value of considerations received or receivable. Net sales represent the invoiced value of goods shipped or services given without value added tax less sales returns and sales discounts.

Revenue recognition:

Group recognizes revenue when the goods or services is transferred to the customer and when performance obligation is fulfilled. Goods is counted to be transferred when the control belongs to the customer.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.1 Revenue (cont'd)

Sale of Goods (cont'd)

Group recognizes revenue based on the following main principles:

- Identification of customer contracts
- Identification of performance obligations
- Determination of transaction price in the contract
- Allocation of price to performance obligations
- Recognition of revenue when the performance obligations are fulfilled

The Group assesses the goods or services promised in a contract with a customer and identify as a performance obligation each promise to transfer to the customer.

The Group considers the terms of the contract and its customary business practices to determine the transaction price. The transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties (for example, some sales taxes).

A customer receives a discount for purchasing a bundle of goods or services if the sum of the stand-alone selling prices of those promised goods or services in the contract exceeds the promised consideration in a contract. Except when the Group has observable evidence that the entire discount relates to only one or more, but not all, performance obligations in a contract, the Group allocates a discount proportionately to all performance obligations in the contract.

For each performance obligation identified, the Group determines at contract inception whether it satisfies the performance obligation over time or satisfies the performance obligation at a point in time. When (or as) a performance obligation is satisfied, the Group recognises as revenue the amount of the transaction price that is allocated to that performance obligation. An asset is transferred when (or as) the customer obtains control of that asset.

Group recognized revenue from its customers only when all of the following criteria are met:

- The parties to the contract have approved the contract (in writing, orally or in accordance with other customary business practices) and are committed to perform their respective obligations,
- Group can identify each party's rights regarding the goods or services to be transferred,
- Group can identify the payment terms for the goods or services to be transferred,
- The contract has commercial substance,
- It is probable that Group will collect the consideration to which it will be entitled in exchange for the goods or services that will be transferred to the customer. In evaluating whether collectability of an amount of consideration is probable, an entity shall consider only the customer's ability and intention to pay that amount of consideration when it is due.

Sale of goods: Revenue from the sale of goods is recognized when all the following conditions are satisfied:

- The Group has transferred to the buyer the significant risks and rewards of ownership of the goods,
- The Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold,
- The amount of revenue can be measured reliably,
- It is probable that the economic benefits associated with the transaction will flow to the entity; and
- The costs incurred or to be incurred in respect of the transaction can be measured reliably

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.1 Revenue (cont'd)

Interest Income

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that discounts the estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount.

Dividend Income

Dividend income from investments is recognized when the shareholders' rights to receive payment have been established.

Rent Income

Rent income from investment properties is recognized on a straight-line basis over the term of the respective lease. When there is significant amount of cost of financing included in the sales, the fair value is determined by discounting all probable future cash flows with the yield rate, which is embedded in the cost of financing. The difference is included in financial statements on accrual basis.

2.2 Inventories

Inventories are valued at the lower of cost and net realizable value after provision for obsolete and slow moving. Overheads that have been incurred in bringing the inventories to their present location and condition are accounted as stated below:

Costs are accounted for weighted average method. Finished goods and semi-finished goods include cost of direct materials, labor and a proportion of manufacturing overheads based on normal operating capacity.

Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs incurred in order to realize sale.

2.3 Property, Plant and Equipment

Property, plant and equipment are carried with their cost after subtracting accumulated depreciation and impairment. Property, plant and equipment are depreciated principally on a straight-line basis. Land is not depreciated as it is deemed to have an indefinite life. The estimated useful lives of assets are as follows:

Land improvements	2-50 years
Buildings	2-50 years
Machinery and equipment	2-20 years
Motor vehicles	3-10 years
Furniture and fixtures	3-20 years
Returnable bottles and cases	5-10 years
Other tangible assets	2-20 years
Leasehold improvements	Lower of lease period or useful life

The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.3 Property, Plant and Equipment (cont'd)

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amounts. The recoverable amount of property, plant and equipment is the greater of net selling price and value in use. In assessing the value in use, the estimated future cash flows are discounted to their present values using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs. The increase in the carrying amount of an asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined (net of amortization or depreciation) had no impairment loss been recognized for the asset in prior years. The increase is recognized in the consolidated statement of profit or loss (Note 26).

The Group management recognizes returnable bottles as property, plant and equipment. The Group sells its products also in non-returnable bottles. For such sales, there is no deposit obligation of the Group.

Expenses for repair and maintenance of property, plant and equipment are normally charged to the statement of profit or loss. They are, however, capitalized and depreciated through the estimated useful life of the property, plant and equipment in exceptional cases if they result in an enlargement or substantial improvement of the respective assets.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognized in profit or loss.

2.4 Assets Used in Renting Activities

In the case of the operating lease business, the economic ownership of the object of the lease remains with the lessor. Assets used in operational lease, which consist of motor vehicles, are carried at fair value in accordance with TAS 16, revaluation model. The fair values of assets used in renting activities are determined using the market value determined by taking into account the valuation of the experts of the company and valuation experts with professional qualifications. In the determination of fair value, "sample comparison approach analysis" method is used. Depreciation is calculated on a pro-rata basis at rates based on the contract periods of assets after deducting the residual value of the assets and accounted to cost of sales account. The depreciable amount of an asset used in operational lease is the cost of the asset less its residual value, which is determined as the expected market value at the end of the leasing period. The residual value represents the net amount which Çelik Motor expects to obtain from an asset at the end of its useful life after deducting the expected costs of disposal.

Residual values are initially recorded based on appraisals and estimates. Realization of the residual values is dependent on Çelik Motor's future ability to market the vehicles under the prevailing market conditions.

Çelik Motor revalues according to residual values the status of its portfolio once a year or more frequently depending on the size and risk profile, and decides whether revaluation is needed. In addition, the vehicles used in the leasing activity which have been transferred to the legal process with the lessor, are periodically tested for impairment. Çelik Motor management assumes that the residual value for the assets used in short-term leasing activities is equal to the vehicle's cost at the purchase date.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.5 Intangible Assets

(i) Goodwill and impairment of goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to each of the Group's cash-generating units (or groups of cash-generating units) that is expected to benefit from the synergies of the combination.

A cash-generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognized directly in profit or loss in the consolidated statement of profit or loss. An impairment loss recognized for goodwill is not reversed in subsequent periods.

On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

(ii) Other intangible assets

Intangible assets acquired separately from a business are capitalized at cost. Intangible assets, excluding development costs, created within the business are not capitalized and expenditure is charged against profits in the period in which it is incurred.

Useful lives of intangible assets are determined as either finite or infinite.

Intangible assets are amortized on a straight line basis over the estimated useful lives. The carrying values of intangible assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

Intangible assets with indefinite useful life formed in the financial statements in accordance with purchase method, are not subject to amortization and the carrying amounts of such intangibles are reviewed for impairment at least annually and whenever there is an indication of possible impairment.

a) Brands

The brands, which belong to International Beer Operations of Anadolu Efes and Migros; which are acquired as part of a business combination, are carried at their fair value and brands are separately carried at cost in the financial statements. The Group expects that the brands will generate cash inflow indefinitely and therefore are not amortized. Brands are reviewed for impairment annually.

b) Bottlers and Distribution Agreements

Bottlers and distribution agreements include,

- i) Bottlers and distribution agreements that are signed with the Coca Cola Company identified in the financial statements of the subsidiaries acquired through change in scope of consolidation in 2013
- ii) "Distribution Agreements" that are signed related with various brands identified in the fair value financial statements of the subsidiaries acquired by EBI in 2012 and 2018

Since the management of Anadolu Efes, the subsidiary of the Group, expects to renew these agreements without any additional costs after expiration, it is decided that there are no definite useful lives of such assets. The intangible assets relating to the bottlers and distribution agreements are therefore not amortized. Bottlers and distribution agreements are tested for impairment annually.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.5 Intangible Assets (cont'd)

c) License Agreements

License agreements includes, the agreements that are signed related with various brands identified in the fair value financial statements of subsidiaries acquired in 2012 and 2018 by EBI in the scope of consolidation. Since the Group management expects to renew these agreements without any additional costs after expiration, it is decided that there are no definite useful lives of such assets. License agreements are treated as cash generating units with indefinite useful life. License agreements are tested for impairment annually. License agreements are treated as cash generating unit with indefinite useful life.

d) Rights

The rights acquired as part of a business combination is carried at their fair value and if they are acquired separately, then they are carried at cost in the financial statements. Rights in the consolidated financial statements comprise mainly water sources usage rights and are amortized on a straight-line basis over 9 to 40 years.

Derecognition of intangible assets

An intangible asset is derecognized on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognized in profit or loss when the asset is derecognized. This difference is recognized in profit or loss when the asset is excluded from the statement of financial position.

2.6 Business Combinations

The acquisition of subsidiaries and businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. Acquisition-related costs are generally recognized in profit or loss as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognized at their fair value, except that:

- Deferred tax assets or liabilities and assets or liabilities related to employee benefit arrangements are recognized and measured in accordance with TAS 12 *Income Taxes* and TAS 19 *Employee Benefits* respectively;
- Liabilities or equity instruments related to share-based payment arrangements of the acquiree or share-based payment arrangements of the Group entered into to replace share-based payment arrangements of the acquiree are measured in accordance with TFRS 2 *Share-Based Payment* at the acquisition date; and
- Assets (or disposal groups) that are classified as held for sale in accordance with TFRS 5 *Non-Current Assets Held for Sale and Discontinued Operations* are measured in accordance with that Standard.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.6 Business Combinations (cont'd)

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. If, after reassessment, the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value of the acquirer's previously held interest in the acquiree (if any), the excess is recognized immediately in profit or loss as a bargain purchase gain.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be initially measured either at fair value or at the non-controlling interests' proportionate share of the recognized amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of non-controlling interests are measured at fair value or, when applicable, on the basis specified in another TFRS.

When the consideration transferred by the Group in a business combination includes assets or liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value and included as part of the consideration transferred in a business combination. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during the 'measurement period' (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.

The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Other contingent considerations are remeasured at fair value and changes are accounted in the statement of profit or loss.

When a business combination is achieved in stages, the Group's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date (i.e. the date when the Group obtains control) and the resulting gain or loss, if any, is recognized in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognized in other comprehensive income are reclassified to profit or loss where such treatment would be appropriate if that interest were disposed of.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period, or additional assets or liabilities are recognized, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognized at that date.

2.7 Impairment of Assets

All assets other than goodwill and intangible assets with indefinite useful lives are tested whether there is an indication of impairment of asset or not for each periods of the balance sheet. If such an indication exists, recoverable amount of that asset is estimated. Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.7 Impairment of Assets (cont'd)

Intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognized immediately in profit or loss.

2.8 Borrowing Costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs shall be recognized as an expense when incurred.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

All other borrowing costs are recognized in profit or loss in the period in which they are incurred.

2.9 Financial Instruments

Financial assets and financial liabilities are recognized in the Group's statement of financial position when the Group becomes a party to the contractual provisions of the instrument. Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition.

Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognized immediately in profit or loss.

Financial assets

All regular way purchases or sales of financial assets are recognized and derecognized on a trade date basis.

The Group classifies its financial assets as (a) Business model used for managing financial assets, (b) financial assets subsequently measured at amortized cost, at fair value through other comprehensive income or at fair value through profit or loss based on the characteristics of contractual cash flows. The Group reclassifies all financial assets effected from the change in the business model it uses for the management of financial assets. The reclassification of financial assets is applied prospectively from the reclassification date. In such cases, no adjustment is made to gains, losses (including any gains or losses of impairment) or interest previously recognized in the financial statements.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.9 Financial Instruments (cont'd)

Classification of financial assets

Debt instruments that meet the following conditions are measured subsequently at amortized cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that meet the following conditions are measured subsequently at fair value through other comprehensive income (FVTOCI):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are measured subsequently at fair value through profit or loss (FVTPL).

Despite the foregoing, the Group may make the following irrevocable election/designation at initial recognition of a financial asset; the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met.

(i) Amortized cost and effective interest method

Interest income on financial assets carried at amortized cost is calculated using the effective interest method. The effective interest method is a method of calculating the amortized cost of a debt instrument and of allocating interest income over the relevant period. This income is calculated by applying the effective interest rate to the gross carrying amount of the financial asset:

- Credit-impaired financial assets when purchased or generated. For such financial assets, the Group applies the effective interest rate on the amortized cost of a financial asset based on the loan from the date of the recognition in the financial statements.
- Non-financial assets that are impaired at the time of acquisition or generation but subsequently become a financial asset that has been impaired. For such financial assets, the Group applies the effective interest rate to the amortized cost of the asset in the subsequent reporting periods.

Interest income is recognized using the effective interest method for debt instruments measured subsequently at amortized cost and at FVTOCI.

(ii) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortized cost or FVTOCI (see (i) above) are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognized in profit or loss to the extent they are not part of a designated hedging relationship (see hedge accounting policy).

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.9 Financial Instruments (cont'd)

Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. Specifically,

- for financial assets measured at amortized cost that are not part of a designated hedging relationship, exchange differences are recognized in profit or loss in the 'other gains and losses' line item;
- for debt instruments measured at FVTOCI that are not part of a designated hedging relationship, exchange differences on the amortized cost of the debt instrument are recognized in profit or loss in the 'other gains and losses' line item. Other exchange differences are recognized in other comprehensive income in the investments revaluation reserve;
- for financial assets measured at FVTPL that are not part of a designated hedging relationship, exchange differences are recognized in profit or loss in the 'other gains and losses' line item; and
- for equity instruments measured at FVTOCI, exchange differences are recognized in other comprehensive income in the investments revaluation reserve.

Impairment of financial assets

The Group recognizes a loss allowance for expected credit losses on investments in debt instruments that are measured at amortized cost or at FVTOCI, lease receivables, trade receivables and contract assets, as well as financial guarantee contracts. No impairment loss is recognized for investments in equity instruments. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group utilizes a simplified approach for trade receivables, contract assets and lease receivables that does not have significant financing component and calculates the allowance for impairment against the lifetime ECL of the related financial assets.

For all other financial instruments, the Group recognizes lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

Derecognition of financial assets

The Group derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.9 Financial Instruments (cont'd)

Derecognition of financial assets (cont'd)

On derecognition of a financial asset measured at amortized cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognized in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

Financial liabilities

Financial liabilities are classified as at FVTPL on initial recognition. On initial recognition of liabilities other than those that are recognized at FVTPL, transaction costs directly attributable to the acquisition or issuance thereof are also recognized in the fair value.

A financial liability is subsequently classified at amortized cost except:

- Financial liabilities at FVTPL: These liabilities including derivative instruments are subsequently measured at fair value.
- Financial liabilities arising if the transfer of the financial asset does not meet the conditions of derecognition from the financial statements or if the ongoing relationship approach is applied: When the Group continues to present an asset based on the ongoing relationship approach, a liability in relation to this is also recognized in the financial statements. The transferred asset and the related liability are measured to reflect the rights and liabilities that the Company continues to hold. The transferred liability is measured in the same manner as the net book value of the transferred asset.
- A contingent consideration recognized in the financial statements by the entity acquired in a business combination where TFRS 3 is applied: After initial recognition, the related contingent consideration is measured as at FVTPL.

The Group does not reclassify any financial liability.

Derecognition of financial liabilities

The Group derecognizes financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognized in profit or loss.

Derivative financial instruments

The Group enters into a variety of derivative financial instruments to manage its exposure to interest rate and foreign exchange rate risks, including foreign exchange forward contracts, options and interest rate swaps. Further details of derivative financial instruments are disclosed in Note 33.

Derivatives are recognized initially at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognized in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.9 Financial Instruments (cont'd)

Derivative financial instruments (cont'd)

A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability. Derivatives are not offset in the financial statements unless the Group has both legal right and intention to offset. A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

2.10 Foreign Currency Transactions

The individual financial statements of each Group entity are presented in the currency of the primary economic environment in which the entity operates (its functional currency). For the purpose of the consolidated financial statements, the results and financial position of each entity are expressed in TRL, which is the functional currency of the Group, and the presentation currency for the consolidated financial statements.

In preparing the financial statements of the Company and its Turkish subsidiaries, transactions in currencies other than TRL (foreign currencies) are recorded at the rates of exchange prevailing on the dates of the transactions. At each balance sheet date, monetary items denominated in foreign currencies are retranslated at the rates prevailing on the balance sheet date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated. The foreign currency income or expenses incurred from the translation of foreign currency denominated transaction or restatement of monetary items is reflected within the statement of income in the related period.

Exchange differences which relate to assets under construction for future productive use, which are included in the cost of those assets where they are regarded as an adjustment to interest costs on foreign currency borrowings are recognized in profit or loss in the period in which they arise.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations are expressed in TRL using exchange rates prevailing on the balance sheet date. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are classified as equity and transferred to the Group's translation reserve. Such exchange differences are recognized in profit or loss in the period in which the foreign operation is disposed of. Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

2.11 Earnings per Share

Earnings per share disclosed in the consolidated statement of income are determined by dividing net income by the weighted average number of shares in existence during the period concerned.

In Türkiye, companies can raise their share capital by distributing shares ("Bonus Shares") to shareholders in their retained earnings. In computing earnings per share, such "bonus share" distributions are assessed as issued shares. Accordingly, the retrospective effect for those share distributions is taken into consideration in determining the weighted-average number of shares outstanding used in this computation.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.12 Events After the Reporting Period

Subsequent events cover all events between the balance sheet date and authorization date of balance sheet for issue even if subsequent event has occurred after any announcement about the profit or any other selected financial information made public. Those matters that do not require adjustment after the balance sheet date are disclosed in the consolidated financial statements in the event that matters affect the financial decisions of the financial statements users.

The Group adjusts the amounts recognized in its consolidated financial statements to reflect the adjusting events after the balance sheet date. If non-adjusting events after the balance sheet date have material influence on the economic decisions of users of the financial statements, they are disclosed in the notes to the consolidated financial statements.

2.13 Provisions, Contingent Liabilities and Contingent Assets

Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Contingent liabilities are assessed continuously to determine whether the possibility of an outflow of resources embodying economic benefits is probable. When the possibility of an outflow of resources embodying economic benefits is probable for the accounts classified as contingent liabilities, provision is provided in the financial statements for related contingent liabilities except for the situations there is not a reliable estimation.

The Group discloses the contingent liabilities that are probable but there is not a reliable estimation for the amount of resources embodying economic benefits.

Assets that result from previous events that cannot be controlled fully by the Group and depend on the realization of one or more uncertain events, is considered as a contingent asset. A contingent asset is not recognized in the financial statements but disclosed when an inflow of economic benefits is probable.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognized as an asset if it is certain that reimbursement will be received and the amount of the receivable can be measured reliably.

2.14 Leases

As a lessee

At inception of a contract, the Group assesses whether a contract is, or contains a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, The Group assess whether:

- a) The contract involved the use of an identified asset - this may be specified explicitly or implicitly.
- b) The asset should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If The supplier has a substantive substitution right, the asset is not identified.
- c) The Group has the right to obtain substantially all of the economic benefits from the use of an asset throughout the period of use; and
- d) The Group has the right to direct use of the asset. The Group concludes to have the right of use, when it is predetermined how and for what purpose the Group will use the asset. The Group has the right to direct use of asset if either:

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.14 Leases (cont'd)

As a lessee (cont'd)

- i. The Group has the right to operate (or to have the right to direct others to operate) the asset over its useful life and the lessor does not have the rights to change the terms to operate or;
- ii. The Group designed the asset (or the specific features) in a way that predetermines how and for what purpose it is used.

At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration the contract to each lease component on the basis of their relative stand-alone prices.

Right of use asset

The right of use asset is initially recognized at cost comprising of:

- a) Amount of the initial measurement of the lease liability;
- b) Any lease payments made at or before the commencement date, less any lease incentives received;
- c) Any initial direct costs incurred by the Group; and

To apply a cost model, the Group measure the right-of-use asset at cost:

- a) Less any accumulated depreciation and any accumulated impairment losses; and
- b) Adjusted for any remeasurement of the lease liability.

The Group applies the straight-line method to depreciate the right of use. If the lease transfers ownership of the underlying asset to the lessee by the end of the lease term or if the cost of the right-of-use asset reflects that the lessee will exercise a purchase option, the Group depreciate the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, The Group depreciate the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Group applies TAS 36 Impairment of Assets Standard to determine whether the right-of-use asset is impaired and to account for any impairment loss identified.

Lease Liability

At the commencement date, The Group measure the lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Group use the lessee's incremental borrowing rate.

At the commencement date, the lease payments included in the measurement of the lease liability comprise the following payments for the right to use the underlying asset during the lease term that are not paid at the commencement date:

- a) Fixed payments, less any lease incentives receivable;
- b) Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- c) The exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- d) Payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate the lease.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.14 Leases (cont'd)

Lease Liability (cont'd)

After the commencement date, the Group measure the lease liability by:

- a) Increasing the carrying amount to reflect interest on the lease liability;
- b) Reducing the carrying amount to reflect the lease payments made; and
- c) Remeasuring the carrying amount to reflect any reassessment or lease modifications, or to reflect revised in- substance fixed lease payments.

The Group as a Lessor

Operating Lease

The Group presents assets subject to operating leases in the balance sheets according to their nature. Lease income from operating leases is recognized in income on a straight-line basis over the lease term. The aggregate cost of incentives provided to lessees is recognized as a reduction of rental income over the lease term on a straight-line basis. Operating leases are amortized based on their cost after deducting their residual values.

TAS 16 "Property, Plant and Equipment", items of property, plant and equipment held for rental that are routinely sold in the ordinary course of business after rental, are transferred to inventory when rental ceases.

Sale and leaseback transaction

A sale and leaseback transaction involves the sale of an asset and the leasing back of the same asset. The lease payment and the sale price are usually interdependent because they are negotiated as a package. The accounting treatment of a sale and leaseback transaction depends upon the type of lease involved. If a sale and leaseback transaction results in a finance lease, any excess of sales proceeds over the carrying amount shall not be immediately recognised as income by a seller-lessee. The Group continues to account property, plant and equipment which are subject to sale and leaseback, with previous carrying amount as if the related sale and leaseback does not exist.

2.15 Related Parties

Parties are considered related to the Group if;

- (a) Directly, or indirectly through one or more intermediaries, the party:
 - (i) controls, is controlled by, or is under common control with, the Company (this includes parents, subsidiaries and fellow subsidiaries);
 - (ii) has an interest in the Company that gives it significant influence over the Company; or
 - (iii) has joint control over the Company;
- (b) The party is an associate of the Company;
- (c) The party is a joint venture in which the Company is a venture;
- (d) The party is member of the key management personnel of the Company or its parent;
- (e) The party is a close member of the family of any individual referred to in (a) or (d);
- (f) The party is an entity that is controlled, jointly controlled or significantly influenced by, or for which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (d) or (e);
- (g) The party has a defined benefit plan for the employees of the Company or a related party of the Company.

Related party transactions are transfer of resources or obligations between related parties, regardless of whether a price is charged.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)**Summary of Significant Accounting Policies (cont'd)****2.16 Segment Reporting**

An operating segment is a component of the Group that engages in business activities from which it may earn revenue and incur expenses, whose operating results are regularly reviewed by the Group Management to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

The Group is organized and primarily managed in six principal segments: Beer, Soft Drinks, Migros, Automotive (including passenger vehicles, commercial vehicles, generator, spare and component parts, motor vehicle renting), Energy& Industry (stationery, production and sale of electricity and real estate) and Other (information technology, trade).

2.17 Government Incentives and Grants

Government grants are not recognized until there is reasonable assurance that the Group will comply with the conditions attached to such grants, and that the grants will be received. They are recognized as income over the period to match them with the related costs that they are intended to compensate. Income relating to government grants is recognized as a deduction from the appropriate expense.

2.18 Taxes

Turkish tax legislation does not permit a parent company and its subsidiary to file a consolidated tax return. Therefore, provisions for taxes have been calculated on a separate-entity basis.

Income tax expense represents the sum of the tax currently payable and deferred tax.

Current Tax

The current income tax payable is based on taxable profit for the period. Taxable profit differs from profit as reported in the statement of profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the balance sheet date.

The current income tax charge is calculated in accordance with the tax laws enacted or substantively enacted at the balance sheet date in the countries where the subsidiaries and joint ventures of the Group operate.

Corporate Tax Rate of Significant Subsidiaries Located in Foreign Countries:

	2022	2021
The Netherlands	25%	25%
Russia	20%	20%
Kazakhstan	20%	20%
Moldova	12%	12%
Georgia	-	-
Ukraine	18%	18%
Azerbaijan	20%	20%
Kyrgyzstan	10%	10%
Pakistan	33%	29%
Iraq	15%	15%
Jordan	19%	18%
Türkmenistan	8%	8%
Tajikistan	13%	13%
Uzbekistan	15%	15%

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.18 Taxes (cont'd)

Deferred Tax

Deferred tax is recognized on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax base used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognized for all taxable temporary differences and deferred tax assets are recognized for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized. Such assets and liabilities are not recognized if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realized, based on tax rates (and tax laws) that have been enacted or substantively enacted by the balance sheet date. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Current Income Tax and Deferred Tax

The tax expense for the year comprises current and deferred tax. Tax is recognized in the statement of profit or loss, except to the extent that it relates to items recognized directly in equity. In such case, the tax is also recognized in equity.

2.19 Employee Termination Benefits

Defined Benefit Plan

In accordance with existing social legislation in Türkiye, the Group companies operating in Türkiye are required to make lump-sum termination indemnities to each employee who has completed over one year of service with the Group and whose employment is terminated due to retirement or for reasons other than resignation or misconduct.

In the consolidated financial statements, the Group has reflected a liability using the projected unit credit method and based upon estimated inflation rates and factors derived using the Group's experience of personnel terminating their services and being eligible to receive such benefits and discounted by using the current market yield at the balance sheet date on government bonds.

Also, CCBPL has gratuity fund provision as a defined benefit plan and calculated in accordance with TAS 19 "Employee Benefits" using actuarial works. Employee is eligible for gratuity after completing 3 years with the Company and can take his accrued gratuity amount at the time of separation from the Company or at retirement age. This provision is calculated by actuarial firm and the actuarial gain/loss accumulated on this provision is reflected to financial statements the gains/loss originated from the changes in actuarial assumptions and the fluctuations between actuarial assumptions and the actual results are reflected as other comprehensive income to equity.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.19 Employee Termination Benefits (cont'd)

Defined Contribution Plan

The Group pays contributions to the Social Security Institution of Türkiye on a mandatory basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognized as employee benefit expense when they are accrued.

Long Term Incentive Plans

The Group provides a benefit to its employees over a certain seniority level under the name "long term incentive plan". Provision for long term incentive plan accrued in consolidated financial statements reflects the discounted value of the estimated total provision of possible future liabilities until the financial statement date.

2.20 Statement of Cash Flows

Cash flows during the period are classified and reported by operating, investing and financing activities in the cash flow statements.

Cash flows from operating activities represent the cash flows generated from the Group's activities.

Cash flows from investing activities represent the cash flows that are used in or provided from the investing activities of the Group (tangible and intangible assets and financial assets).

Cash flows from financing activities represent the cash proceeds from the financing activities of the Group and the repayments of these funds.

2.21 Hedge Accounting

The Group designates certain derivatives as hedging instruments in respect of foreign currency risk and interest rate risk in fair value hedges, cash flow hedges, or hedges of net investments in foreign operations as appropriate. Hedges of foreign exchange risk on firm commitments are accounted for as cash flow hedges.

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships meet all of the following hedge effectiveness requirements:

- there is an economic relationship between the hedged item and the hedging instrument;
- the effect of credit risk does not dominate the value changes that result from that economic relationship; and
- the hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the entity actually uses to hedge that quantity of hedged item.

If a hedging relationship ceases to meet the hedge effectiveness requirement relating to the hedge ratio but the risk management objective for that designated hedging relationship remains the same, the Group adjusts the hedge ratio of the hedging relationship (i.e. rebalances the hedge).

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.21 Hedge Accounting (cont'd)

For cash flow hedges, the effective portion of the gain or loss on the hedging instrument is recognized directly as other comprehensive income in the cash flow hedge reserve, while any ineffective portion is recognized immediately in the statement of consolidated income as part of financial income and expense. Amounts recognized as other comprehensive income are transferred to the statement of consolidated income when the hedged transaction affects profit or loss, such as when the hedged financial income or financial expense is recognized or when a forecast purchase occurs.

Foreign Currency Hedge of Net Investments in Foreign Operations

Group that is determined to be effective on the gain or loss arising from the hedging instrument related to the net investments in foreign subsidiaries operating in foreign countries is recognized directly in equity and the ineffective portion is recognized in the statement of profit or loss. In the case of disposal of a foreign subsidiary, the amount recognized in equity for the hedging instrument is recognized in profit or loss.

Other derivatives not designated for hedge accounting

Other derivatives not designated for hedge accounting are recognized initially at fair value; attributable transaction costs are recognized in statement of consolidated income when incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes in the fair value of such derivatives are recognized in the consolidated income statement as part of finance income and costs.

2.22 Share Capital and Dividends

Common shares are classified as equity. Dividends on common shares are recognized in equity in the period in which they are approved and declared.

2.23 Research and Development Expenses

Research expenditure is recognised as an expense as incurred. Costs incurred on development projects (relating to the design and testing of new or improved products) are recognised as intangible assets when it is probable that the project will be a success considering its commercial and technological feasibility, and only if the cost can be measured reliably. Other development expenditures are recognised as expenses as incurred. Development expenses recognised as expense in prior periods are not subject to capitalisation in subsequent periods.

Use of Accounting Estimates and Assumptions

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of balance sheet date. Actual results may vary from the current estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the periods in which they become known. The source of the risk carrying estimates, assumptions and calculation indefinities which may cause to significant adjustments at assets and liabilities at following periods as of balance sheet date are; actuarial assumptions used for employee termination benefits, impairment of assets and useful lives of tangibles and intangibles. These estimates and assumptions are explained at related disclosure in detail:

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.23 Research and Development Expenses (cont'd)

Use of Accounting Estimates and Assumptions (cont'd)

Useful economic lives of property, plant and equipment

Group management has made important assumptions in determining the useful economic lives of property, plant and equipment in line with the experience of its technical team (Note 12).

Recoverable amount of property, plant and equipment

The Group reviews its assets in order to set aside a provision for impairment when it is revealed that the recoverable amount of property, plant and equipment are below the carrying amount in line with developing events or changing conditions. In such a case, assets and cash-generating units are shown at their recoverable amount. The recoverable amount of assets is the higher of their fair value or value in use, including costs of disposal (Note 12).

Goodwill impairment

The Group performs impairment test for tangible assets, intangible assets with indefinite useful life and goodwill annually or when circumstances indicate that the carrying value may be impaired. As of December 31, 2022, Group made impairment test for the intangible assets with indefinite useful life and goodwill is generated by comparing its carrying amount with the recoverable amount. The recoverable amount is the higher of net selling price and value in use. In these calculations, estimated free cash flows before tax from financial budgets and approved by Board of Directors are used. Approved free cash flows before tax are calculated for 5 to 10 years period by using expected growth rates. Estimated free cash flows before tax are discounted to expected present value for future cash flows.

Information such as growth rates in the markets, GDP per capita and price indexes have been obtained from external sources. Estimates regarding variables such as product and raw material prices, working capital needs and capital expenditures are based on the Group's projections and prior period realizations.

The enterprise value used as a base for the impairment test has been calculated using cash flow projections from the strategic business plan approved by the Board of Directors. Perpetuity growth rate used in impairment test in the operating units is between 3,00% - 14,80% (December 31, 2021: between 3,50% and 13,72%) and after tax discount rate is between 11,30% and 31,58% (December 31, 2021: between 9,04% and 25,67%).

In the sensitivity analysis performed; It has been observed that the recoverable amount are above the carrying amount in all cash generating units when each key assumption which are constant growth rate, weighted average cost of capital and EBITDA growth expectation, is assumed to be 1% more negative with other variables held constant. Accordingly, no provision for impairment is required.

Provision for expected credit loss

Allowance for expected credit loss is recognized by using the expected credit loss defined in TFRS 9. Expected credit losses are calculated based on Group's future estimates and experience over the past years. The provision for expected credit loss is explained in the Note 8.1 as of consolidated statement of financial position's date.

Provisions for impairment in inventories

During the assessment of the provision for impairment in inventory the followings are considered; analyzing the inventories physically and historically, considering the employment and usefulness of the inventories respecting to the technical personnel view. Sales prices listed, average discount rates given for sale and expected cost incurred to sell are used to determine the net realizable value of the inventories. As a result of this, the inventories with the net realizable values below the costs are explained in the Note 10.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.23 Research and Development Expenses (cont'd)

Use of Accounting Estimates and Assumptions (cont'd)

Employee termination benefit

Discount rates are determined using actuarial valuations which involve making assumptions about future salary increases and employee turnover rates. The details related with the defined benefit plans are explained in Note 16.2.

Warranty provision

Group has determined the warranty provision by considering the realized warranty expense per each product in the previous years for each product model/type and the warranty period left per each product. Group also takes into consideration the warranty expenses that can be recourse to the manufacturer along with expenses of previous years and contracts and does not make provisions for these amounts. The details related with warranty provision are explained in Note 16.3.

Impairment on leasehold improvements

As explained in related accounting policy, property, plant and equipment are carried at the cost less accumulated depreciation and, if any, impairment. Migros evaluates its operational performance on a store-by-store basis and each store's continuity depends on the discounted net cash flow projections. Those cash flow projections are calculated, on a consistent basis to the Migros's five year business plans and on a store-by-store basis by taking into consideration the remaining useful life of each store. In this context, Migros executes an impairment estimate on the leasehold improvements on stores where it is a lessee by considering the continuity of each store.

Extension option in lease contracts

The lease obligation is determined by taking into account the extension options in the contracts. Most of the extension options included in the long-term lease contracts consist of applicable extension options by the Migros. Migros reassesses the extension options in the lease term based on the medium-term business plans in the last year of the lease term and, if necessary, adds the extension right prospectively to the contract period. If the conditions change significantly, the assessment is reviewed by the Migros.

Carry forward tax losses subject to deferred tax calculation

Carry forward tax losses are reviewed each reporting period. Under the circumstances that a taxable income will be realized in the future, deferred tax is calculated over the temporary differences by carrying forward the deferred tax asset in the previous years and the accumulated losses (Note 29.2).

Assets used in renting activities

Çelik Motor, a subsidiary of the Group, accounts for the assets used in leasing activities with their fair value prospectively within the framework of TAS 16 revaluation model. The fair value of the assets has been determined by Çelik Motor management based on the average sales prices and past sales prices of the vehicles sold on İkiyeni.com using independent data estimates. As of December 31, 2022, the valuation figures were calculated within the framework of this policy and the revaluation increase amounting to TRL 5.812 after deferred tax was accounted for under Revaluation and Remeasurement Gains (Losses) (December 31, 2021: TRL 9.466).

As of December 31, 2022, the net book value of the assets used in operational leases before valuation is TRL 3.453 (December 31, 2021: TRL 9.797).

Assets used in operational leases carried with their revalued amounts are revalued at a frequency that ensures that the carrying value does not differ from the fair value. Revaluation increases are recognized in the revaluation fund in the statement of comprehensive income.

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NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (cont'd)

Summary of Significant Accounting Policies (cont'd)

2.23 Research and Development Expenses (cont'd)

Use of Accounting Estimates and Assumptions (cont'd)

Assets used in renting activities (cont'd)

The accumulated depreciation on the revaluation date is netted off from the carrying amount of the assets used in the operational lease and the net amount is brought to the revalued amount of the asset used in the operational lease.

In the disposal of the assets carried at fair value, the profit or loss to be obtained (the difference between the net cash from the sale and the carrying value of the asset) is primarily transferred to the revaluation fund for this asset item in the valuation fund, previous year's profit or loss. The remaining amount is then reflected in the profit or loss statement in the year the asset is disposed of.

Residual values of assets used in operational lease

The Group management has significant assumptions regarding the technical team's experience in determining the second hand vehicle sales values at the end of the rental period of the vehicles located in property, plant and equipment and leased to the operator. The difference between the cost values of these vehicles and the second hand sales values is amortized over the term of the lease contracts.

Returnable bottles

The Group accounts its returnable bottles liabilities under other payables within the framework of the accounting policies. The Group accounts its liabilities related to the part of current returnable bottles available in the market that expected to return in the future periods under other payables based on its estimates and assumptions (Note 9).

Participation contracts

Soft Drink Operations applies straight-line depreciation method according to the terms of time-based marketing activities participation contracts (Note 18).

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NOTE 3 - BUSINESS COMBINATIONS

Transactions for year of 2022

None.

Transactions for year of 2021

Purchases for Obtaining Control of Subsidiaries

Explanations on obtaining control of Coca-Cola Bottlers Uzbekistan (CCBU) and accounting of the transaction are made in Comparative Information and Restatement of Prior Period Financial Statements in Note 2.

Changes in Ownership Interests in Subsidiaries that do not result in Loss of Control

Waha Beverages B.V.

According to the CMB announcement on October, 27 2021, Coca-Cola İçecek A.Ş. (CCI) completed the acquisition of a minority stake owned by European Refreshments (ER), a wholly owned subsidiary of The Coca-Cola Company (TCCC), of 19,97% in Waha Beverages B.V. (Waha BV) the holding company for Al Waha for Soft Drinks, Juices, Mineral Water, Plastics, and Plastic Caps Production LLC a company incorporated in Baghdad ("Al Waha"). ER exercised its put option under a shareholders agreement entered between ER and CCI in 2013, that became exercisable between December 31, 2016 and 2022. Pursuant to ER's decision to exercise its put option and upon execution of a notarial deed of transfer and its registration, ER transferred its 19,97% stake in Waha BV to CCI in consideration of a sum of TRL 393.687 paid by CCI. Resultantly, CCI became the sole owner of Waha B.V. with a 100,0% direct stake and of Al Waha by extension.

The Coca-Cola Bottling Company of Jordan Ltd. (Jordan CC)

Coca-Cola İçecek A.Ş. (CCI), through its wholly owned subsidiary CCI International Holland BV (CCI Holland), purchased 10,0% stake in The Coca-Cola Bottling Company of Jordan Limited (TCCBCJ) from Atlantic Industries Company, a subsidiary of The Coca-Cola Company (TCCC), for a total consideration of USD 5,4 Million (TRL 71.977). The payment made in the following year regarding to the purchase is TRL 78.873, including the foreign exchange differences. As a result, CCI became the sole owner of TCCBCJ with a 100,0% indirect stake through CCI Holland.

Changes in Ownership Interests in Joint Ventures

Anadolu Etap

The Group's ownership in Anadolu Etap has been increased to 33,83% from 32,81% on June 28, 2021 following the capital increase by TRL 87.000. Anadolu Etap, which is currently being consolidated to Group's financial statements by using the equity method, will continue to be accounted by using equity method, as the current governance structure and agreements among the shareholders of the Anadolu Etap does not allow any shareholder to fully control and consolidate.

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NOTE 4 - SEGMENT REPORTING

The management monitors the operating results of its six business units separately for the purpose of making decisions about the resource allocation and performance assessment. The six operating segments are: Beer, Soft Drinks, Migros, Automotive (including passenger vehicles, commercial vehicles, generator, spare and component parts, motor vehicle renting), Energy&Industry (stationery, production and sale of electricity and real estate) and Other (information technology, trade).

Since segment reporting and information used in the Group management reporting is consistent with consolidated statement of financial position and consolidated statement of profit or loss the Group does not need to perform reconciliation between the consolidated statement of profit or loss, consolidated statement of financial position and the segment reporting disclosure.

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NOTE 4 - SEGMENT REPORTING (cont'd)

December 31, 2022	Beer	Soft-Drinks	Migros	Automotive	Energy&Industry	Other	Eliminations and	
							Adjustments	Consolidated
Sales	35.870.270	52.353.283	74.496.173	14.106.078	1.120.927	31.274	-	177.978.005
Inter-segment sales	1.105.574	1.176.224	5.804	6.500	19.728	292.150	(2.605.980)	-
Total Sales	36.975.844	53.529.507	74.501.977	14.112.578	1.140.655	323.424	(2.605.980)	177.978.005
GROSS PROFIT(LOSS)	15.609.793	17.373.739	17.799.587	2.599.542	519.163	251.067	(521.915)	53.630.976
Operating expenses	(11.660.110)	(9.046.108)	(13.009.642)	(937.568)	(255.949)	(273.846)	553.148	(34.630.075)
Other operating income (expenses), net	694.004	(321.159)	(2.064.925)	(217.817)	4.237	16.880	(45.737)	(1.934.517)
Gain (loss) from the investments accounted through equity method ^(*)	(140.660)	(3.147)	-	(16.821)	-	(139.819)	-	(300.447)
OPERATING INCOME (LOSS)	4.503.027	8.003.325	2.725.020	1.427.336	267.451	(145.718)	(14.504)	16.765.937
Income (expense) from investing activities, net	(207.956)	219.248	45.708	(9.221)	405	928.729	(381.559)	595.354
Financial income (expense), net	(1.516.133)	(1.319.329)	(862.482)	(388.379)	(29.177)	(606.629)	45.493	(4.676.636)
INCOME (LOSS) BEFORE TAX FROM CONTINUING OPERATIONS	2.778.938	6.903.244	1.908.246	1.029.736	238.679	176.382	(350.570)	12.684.655
Tax (expense) income from continuing operations, net	(1.044.846)	(2.262.376)	671.583	21.894	2.246	(67.181)	9.547	(2.669.133)
NET INCOME (LOSS) FOR THE PERIOD FROM CONTINUING OPERATIONS	1.734.092	4.640.868	2.579.829	1.051.630	240.925	109.201	(341.023)	10.015.522
NET INCOME (LOSS) FOR THE PERIOD FROM DISCONTINUED OPERATIONS	-	-	-	-	52.621	-	-	52.621
Attributable to:								
- Non-controlling interest	163.318	309.817	9.546	(36)	26.123	-	5.758.177	6.266.945
- Equity holders of the parent	1.570.774	4.331.051	2.570.283	1.051.666	267.423	109.201	(6.099.200)	3.801.198
Total Assets	62.094.200	58.716.903	36.423.868	7.925.095	2.592.441	6.643.092	7.808.371	182.203.970
Total Liabilities	39.727.995	35.920.507	32.334.117	6.281.328	2.419.195	4.623.146	205.535	121.511.823
Net debt	6.969.126	6.074.802	(611.265)	320.293	1.906.207	2.557.836	(65.700)	17.151.299
Purchases of tangible & intangible assets, assets used in renting activities	2.033.040	3.308.511	2.142.575	363.978	38.645	246	(132)	7.886.863
EBITDA	6.994.947	10.096.902	6.286.423	1.566.684	372.705	3.252	(41.523)	25.279.390
- Depreciation and amortization	2.264.312	1.821.509	1.178.268	87.742	87.136	8.747	(27.388)	5.420.326
- Provision for employee termination benefits	155.697	76.245	(66.302)	37.865	18.083	26	-	221.614
- Provision for vacation pay liability	39.105	13.779	384.512	2.087	35	378	367	440.263
- Other	(107.854)	178.897	2.064.925	(5.167)	-	-	2	2.130.803

^(*) Loss recognized from Anadolu Etap which is accounted through equity method amounting TRL 140.595 and loss amounting to 65 TRL recognized from Maly Gıda are recorded under 'beer' segment; loss recognized from SSDSD amounting TRL 3.147 is recorded under 'soft-drinks' segment; loss recognized from Aslançık amounting TRL 73.402, loss recognized from TOGG amounting TRL 66.417 are recorded under 'other' segment; loss recognized from Getir Araç amounting TRL 16.821 is recorded under 'automotive' segment.

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NOTE 4 - SEGMENT REPORTING (cont'd)

December 31, 2021	Beer	Soft-Drinks	Migros	Automotive	Energy&Industry	Other	Eliminations and Adjustments	Consolidated
Sales	16.772.850	21.421.756	36.268.439	6.083.555	798.120	23.774	-	81.368.494
Inter-segment sales	583.245	507.779	3.804	7.089	16.340	160.809	(1.279.066)	-
Total Sales	17.356.095	21.929.535	36.272.243	6.090.644	814.460	184.583	(1.279.066)	81.368.494
GROSS PROFIT(LOSS)	6.446.645	7.716.991	8.754.503	1.038.742	322.756	146.153	(147.022)	24.278.768
Operating expenses	(5.894.880)	(4.224.572)	(6.767.508)	(478.807)	(158.165)	(165.373)	181.378	(17.507.927)
Other operating income (expenses), net	411.972	(58.591)	(1.278.599)	(86.600)	(7.653)	7.125	(17.101)	(1.029.447)
Gain (loss) from the investments accounted through equity method (*)	(538.704)	(3.674)	-	(3.684)	-	(5.758)	-	(551.820)
OPERATING INCOME (LOSS)	425.033	3.430.154	708.396	469.651	156.938	(17.853)	17.255	5.189.574
Income (expense) from investing activities, net	899.026	(82.810)	215.738	192.957	2.441	461.041	(276.711)	1.411.682
Financial income (expense), net	(732.462)	224.733	(698.647)	(101.995)	(97.833)	(271.374)	1.006	(1.676.572)
INCOME (LOSS) BEFORE TAX FROM CONTINUING OPERATIONS	591.597	3.572.077	225.487	560.613	61.546	171.814	(258.450)	4.924.684
Tax (expense) income from continuing operations, net	(287.030)	(1.151.240)	132.716	(31.718)	(12.850)	(43.088)	(15.601)	(1.408.811)
NET INCOME (LOSS) FOR THE PERIOD FROM CONTINUING OPERATIONS	304.567	2.420.837	358.203	528.895	48.696	128.726	(274.051)	3.515.873
NET INCOME (LOSS) FOR THE PERIOD FROM DISCONTINUED OPERATIONS	-	-	678	-	25.378	-	-	26.056
Attributable to:								
- Non-controlling interest	24.840	149.425	-	(167)	8.273	-	2.068.775	2.251.146
- Equity holders of the parent	279.727	2.271.412	358.881	529.062	65.801	128.726	(2.342.826)	1.290.783
Total Assets	41.643.911	33.261.900	18.100.325	3.519.234	2.586.586	6.036.183	7.143.711	112.291.850
Total Liabilities	26.748.402	18.292.058	17.564.261	2.629.452	2.632.337	4.689.249	413.189	72.968.948
Net debt	5.765.905	5.175.686	2.444.827	343.672	1.797.673	3.099.566	(58.704)	18.568.625
Purchases of tangible & intangible assets, assets used in renting activities	1.810.124	1.305.749	969.388	162.700	38.107	281	15.317	4.301.666
EBITDA	2.349.456	4.666.043	3.054.808	560.034	212.309	(5.144)	26.656	10.864.162
- Depreciation and amortization	1.285.613	1.100.337	907.185	67.219	48.241	7.014	8.557	3.424.166
- Provision for employee termination benefits	34.363	34.071	131.064	14.697	6.932	(314)	1	220.814
- Provision for vacation pay liability	16.757	11.162	29.564	1.241	198	251	838	60.011
- Other	48.986	86.645	1.278.599	3.542	-	-	5	1.417.777

(*) Loss recognized from Anadolu Etap which is accounted through equity method amounting TRL 538.704 is recorded under 'beer' segment; loss recognized from SSDSD amounting TRL 3.674 is recorded under 'soft-drinks' segment; loss recognized from Aslançık amounting TRL 95.037, profit recognized from TOGG amounting TRL 89.279 are recorded under 'other' segment; loss recognized from Getir Araç amounting TRL 3.683 is recorded under 'automotive' segment.

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NOTE 5 - CASH AND CASH EQUIVALENTS

The details of cash and cash equivalents are as follows:

	December 31, 2022	December 31, 2021
Cash	223.785	140.539
Time deposit	26.672.756	11.762.515
Demand deposit	5.670.858	2.068.654
Credit card receivables	2.861.899	2.175.800
Other cash and cash equivalents (*)	3.186	2.117
Cash and cash equivalents in the consolidated cash flow statement	35.432.484	16.149.625
Expected credit loss (-)	(1.837)	(875)
Interest income accruals	111.696	14.032
	35.542.343	16.162.782

(*) Other liquid assets consist of cheques in collection and direct billing system (DBS) balances.

As of December 31, 2022, while annual interest rates of the TRL denominated time deposits vary between 10,00% and 28,00%, annual interest rates of the USD, EUR and other currency denominated time deposits vary between 0,30% and 15,25% (December 31, 2021: Annual interest rates of the TRL time deposits vary between 15,75%-29,00%, USD, EUR and other currency denominated time deposits vary between 0,20% and 10,30%).

As of December 31, 2022, cash and cash equivalents of AGHOL amount to TRL 1.150.348 (December 31, 2021: TRL 900.821).

As of December 31, 2022, the Group has designated its bank deposits amounting to TRL 1.589.382, equivalent of USD 82.657 Thousand and EUR 2.200 Thousand for the future raw material purchases, operational and interest expense related payments (December 31, 2021: TRL 2.560.753, equivalent of USD 180.278 Thousand, EUR 4.500 Thousand and RUB 500.000 Thousand).

Migros, the subsidiary of the Group, transfers the cash in its stores registers to the bank on a daily basis. In accordance with the bank agreements, transferred cash amounts have temporary blockages for a certain period of time and available for use at the end of this period. As of December 31, 2022, a cash amount of TRL 486.984 in bank accounts is temporarily blocked due to the mentioned cash transfer (December 31, 2021: TRL 60.408).

Credit card receivables with a maturity of less than one month are discounted at December 31, 2022 with annual rate of 10,8% (2021:20,0%).

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NOTE 6 - FINANCIAL INVESTMENTS**6.1 Short Term Financial Investments**

	December 31, 2022	December 31, 2021
Fx protected TRL deposits	1.434.994	-
Restricted cash ^(*)	132.301	62.068
Time deposits	116.637	42.849
Investment fund	56.070	18.014
Credit card receivables	-	8.621
	1.740.002	131.552

(*) The restricted bank balance is the blocked amount in the bank for collateral of letters of credit in Uzbekistan and Pakistan.

As of December 31, 2022, deposits with maturities longer than 3 months with 1 to 357 days are in USD, TRL and UZS and interest rate for vary between 2,25%-3,80% for USD, 13,50%-21,00% for TRL, 8,00% for UZS (December 31, 2021: deposits with maturities longer than 3 months with 1 to 357 days vary between 0,85%-2,25% for USD, 0,80% for EUR and 7,50%-9,50% for KZT; maturities between 1-357 days).

The interest rates for fx protected 3 and 6 month maturity TRL deposits are 12,00% and 21,00% (December 31, 2021: None).

6.2 Long Term Financial Investments

	December 31, 2022	December 31, 2021
Financial assets measured at fair value through other comprehensive income	598.346	-
Subsidiaries	4.500	97.059
Other	1.234	397
	604.080	97.456

	December 31, 2022	December 31, 2021
Colendi Holdings Limited	598.346	-
Migen Enerji ve Elektrikli Araç Şarj Hizmetleri A.Ş.	4.500	-
Money pay Ödeme ve Elektronik Para Hizmetleri A.Ş. (Money pay)	-	82.309
Paket Lojistik ve Teknoloji A.Ş. (Paket Lojistik)	-	3.250
Dijital Platform Gıda Hizmetleri A.Ş.	-	10.000
Mimeda Medya Platform A.Ş.	-	1.500
Other	1.234	397
	604.080	97.456

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NOTE 7 - BORROWINGS

	December 31, 2022	December 31, 2021
Bank borrowings	10.503.994	4.829.752
Issued debt instruments	299.272	256.764
Current portion of long term borrowings	3.833.416	4.294.303
Current portion of long term issued debt instruments	5.106.514	2.723.439
Lease liabilities	1.527.822	964.748
Factoring debts	290.560	-
Short term borrowings	21.561.578	13.069.006
Bank borrowings	4.470.720	4.680.360
Issued debt instruments	24.018.227	14.162.011
Lease liabilities	4.313.244	2.951.582
Long term borrowings	32.802.191	21.793.953
Total borrowings	54.363.769	34.862.959

As of December 31, 2022 AGHOL's total bank borrowings amount to TRL 4.035.389 (December 31, 2021: TRL 4.088.919).

Some of the Group's borrowings are subject to covenants. According to the mentioned provisions, certain performance criteria have to be fulfilled by the Group. Performance criteria have been met as of December 31, 2022 and 2021.

Other Financial Liabilities

	December 31, 2022	December 31, 2021
Credit card payables	69.875	-
	69.875	-

The movement of bank loans as of December 31, 2022 and 2021 is as follows:

	December 31, 2022	December 31, 2021
Opening balance	30.946.629	22.191.594
Interest expense	4.858.102	2.304.150
Interest paid	(4.108.407)	(2.496.681)
Proceeds from borrowings	30.767.717	16.011.856
Repayments of borrowings	(23.910.708)	(16.449.234)
Foreign exchange (gain)/loss, net	9.595.134	7.810.486
Change due to the effect of first time consolidation	17.665	-
Disposals through sale of a subsidiary	-	(516.152)
Currency translation differences	356.571	2.090.610
Closing balance	48.522.703	30.946.629

As of December 31, 2022, net interest expense on cross currency swap contracts is TRL 91.745 (December 31, 2021: TRL 141.364).

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NOTE 7 - BORROWINGS (cont'd)

Short term	December 31, 2022			December 31, 2021		
	Amount	Fixed interest rate	Floating interest rate	Amount	Fixed interest rate	Floating interest rate
Borrowing in Turkish Lira	11.346.159	8,5% - 44,2%	TLref+ (1,0% - 11,0%)	5.179.605	8,5% - 28,0%	Trilbor + 2,8%
Bonds in Turkish Lira	2.944.593	11,7% - 33,0%	TLref + 1,8%	499.885	11,7% - 16,0%	Dibs + (1,3% - 1,5%), TLref + 1,8%
Factoring debts in Turkish Lira	290.560	26,0% - 33,5%	-	-	-	-
Borrowing in foreign currency (EUR)	692.528	-	Euribor + (1,3% - 6,0%), TLref + 1,4%	1.776.775	0,8% - 5,1%	Euribor + (1,6% - 6,0%)
Borrowing in foreign currency (USD)	376.581	3,0% - 6,7%	Libor + (2,50% - 4,3%)	241.202	3,0% - 4,8%	Libor + (2,5% - 4,3%)
Bonds in foreign currency (USD)	2.461.193	3,8% - 4,5%	-	2.480.318	3,4% - 4,4%	-
Borrowing in foreign currency (Other)	1.922.142	10,3% - 22,8%	Kibor + (0,1% - 0,2%)	1.926.473	1,8% - 15%	Kibor + 0,1%
	20.033.756			12.104.258		
Long term	Amount	Fixed interest rate	Floating interest rate	Amount	Fixed interest rate	Floating interest rate
Borrowing in Turkish Lira	1.929.994	8,5% - 26,9%	TLref+ (1,8% - 11,0%)	2.468.898	8,5% - 24,3%	TLref + (2,0% - 2,5%)
Bonds in Turkish Lira	2.675.090	11,7% - 33,0%	-	1.322.879	11,7%	TLref + 1,8%
Borrowing in foreign currency (EUR)	1.205.179	2,8%	Euribor + (1,3% - 6,0%)	901.636	4,5%	Euribor + (1,6% - 6,0%)
Borrowing in foreign currency (USD)	1.284.474	-	Libor + (2,50% - 4,3%)	1.059.978	4,4%	Libor + (2,5% - 4,3%)
Bonds in foreign currency (USD)	21.343.137	3,8% - 4,5%	-	12.839.132	3,4% - 4,4%	-
Borrowing in foreign currency (Other)	51.073	10,3%	-	249.848	10,3% - 15,0%	-
	28.488.947			18.842.371		
	48.522.703			30.946.629		

Repayments schedules of long-term bank loans are as follows:

	December 31, 2022	December 31, 2021
1-2 years	7.775.644	4.335.674
2-3 years	915.748	6.689.982
3-4 years	622.640	500.038
4-5 years	376.638	276.810
5 years and more	18.798.277	7.039.867
	28.488.947	18.842.371

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NOTE 8 - TRADE RECEIVABLES AND TRADE PAYABLES**8.1 Trade Receivables, Third Parties**

	December 31, 2022	December 31, 2021
Trade receivables	9.295.525	6.217.963
Post-dated cheques and notes receivables	143.595	87.099
Less: provision for expected credit loss	(391.096)	(339.830)
	9.048.024	5.965.232

As of December 31, 2022, the Group has TRL 1.914 long term trade receivables from third parties (December 31, 2021: None).

Movement of provision for expected credit loss is as follows:

	December 31, 2022	December 31, 2021
Balance at January 1	339.830	283.274
Provisions (Note 25.2)	47.411	44.760
Reversal of provision (including collections)	(31.023)	(35.754)
Disposals through sale of a subsidiary	(1.332)	(11.685)
Write-off from expected credit loss	(34.053)	(23.943)
Currency translation differences	70.263	83.178
Balance at the end of the year	391.096	339.830

8.2 Trade Payables, Third Parties

	December 31, 2022	December 31, 2021
Short-term trade payables	42.891.434	23.226.200
Long-term trade payables	120	2.091
	42.891.554	23.228.291

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NOTE 9 - OTHER RECEIVABLES AND PAYABLES**9.1 Other Short Term Receivables, Third Parties**

	December 31, 2022	December 31, 2021
Due from personnel	95.274	54.106
Receivables from tax office	98.348	75.893
Deposits and guarantees given	6.313	8.336
Receivables from share ratio changes in subsidiaries that result in loss of control	-	96.958
Other	213.738	132.722
	413.673	368.015

9.2 Other Long Term Receivables, Third Parties

	December 31, 2022	December 31, 2021
Receivables from tax office	599.640	26.467
Deposits and guarantees given	93.723	79.774
Other	-	977
	693.363	107.218

9.3 Other Short Term Payables, Third Parties

	December 31, 2022	December 31, 2021
Taxes payable	4.076.540	2.415.667
Deposits and guarantees taken	1.373.953	894.762
Dividends payable	137.571	83.853
Payables for purchases to obtain control of subsidiaries	-	239.922
Payables related to share ratio changes in subsidiaries that do not result in loss of control	-	71.977
Other	1.897.350	77.994
	7.485.414	3.784.175

As of December 31, 2022 the non-current portion of other payables to third parties consists of deposits and guarantees taken amounting TRL 40.453 (December 31, 2021: TRL 34.008).

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NOTE 10 - INVENTORIES

	December 31, 2022	December 31, 2021
Raw materials	7.238.330	2.551.941
Work-in-process	1.175.760	505.587
Finished and trade goods	16.056.257	7.062.060
Packaging materials	2.058.197	926.524
Supplies	674.410	501.741
Other inventories	699.102	191.760
Provisions for impairment (-)	(541.252)	(316.921)
	27.360.804	11.422.692

The movement of provision for impairment in inventories is as follow:

	December 31, 2022	December 31, 2021
Balance at January 1	316.921	166.389
Provision	942.422	196.742
Provisions no longer required (-)	(755.000)	(112.266)
Inventories written-off (-)	(9.050)	(5.112)
Currency translation differences	45.959	71.168
Balance at the end of the period	541.252	316.921

NOTE 11 - INVESTMENTS ACCOUNTED THROUGH EQUITY METHOD

Entity	Principle activities	Country	December 31, 2022		December 31, 2021	
			Carrying value	Effective shareholding and voting rights (%)	Carrying value	Effective shareholding and voting rights (%)
Aslancık LLC Faber-Castell Anadolu	Production of electricity	Türkiye	(184.345)	33,33	(110.943)	33,33
AEP Anadolu Etap Penkon Gıda ve Tarım Ürünleri San. ve Tic. A.Ş. (Anadolu Etap)	Inactive	Russia	-	28,44	-	28,44
Syrian Soft Drink Sales & Dist. LLC (SSDSD)	Production and sale of fruit juice concentrate and puree and sales of fresh fruit	Türkiye	(649.400)	33,83	(508.945)	33,83
Türkiye'nin Otomobili Girişim Grubu Sanayi ve Ticaret A.Ş. (TOGG)	Distribution and sales of Coca-Cola products	Syria	-	10,82	-	10,82
Getir Araç Dijital Ulaşım Çözümleri Ticaret A.Ş. (Getir Araç)	Development, production and trade of all kind of electrical motor vehicles	Türkiye	1.111.922	23,00	663.972	23,00
Malty Gıda A.Ş.	Hourly car rental services	Türkiye	47.552	25,00	69.484	25,00
	Distribution and sales of malt bars	Türkiye	801	10,76	-	-
			326.530		113.568	

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NOTE 11 - INVESTMENTS ACCOUNTED THROUGH EQUITY METHOD (cont'd)

Entity	January 1 - December 31, 2022	January 1 - December 31, 2021
	Group's interest in net income/(loss)	
Aslancık	(73.402)	(95.037)
LLC Faber-Castell Anadolu	-	-
Anadolu Etap	(140.595)	(538.704)
SSDSD	(3.147)	(3.674)
TOGG	(66.417)	89.278
Getir Araç	(16.821)	(3.683)
Malty Gıda A.Ş.	(65)	-
	(300.447)	(551.820)

Summary financial information of the Group's investment in joint venture Aslancık is as follows:

	December 31, 2022	December 31, 2021
Aslancık		
Total Assets	771.596	604.371
Total Liabilities	1.054.327	806.203
Net Assets	(282.731)	(201.832)
Fair value adjustment	(270.306)	(131.625)
Net assets included in consolidation	(553.037)	(333.457)
Group's share in net assets	(184.345)	(110.943)
	December 31, 2022	December 31, 2021
Revenue	472.007	166.318
Net loss	(220.206)	(285.737)
Group's share in net loss of the joint venture	(73.402)	(95.037)

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NOTE 11 - INVESTMENTS ACCOUNTED THROUGH EQUITY METHOD (cont'd)

Summary financial information of the Group's investment in joint venture LLC Faber-Castell Anadolu is as follows:

	December 31, 2022	December 31, 2021
LLC Faber-Castell Anadolu		
Total Assets	779	774
Total Liabilities	2.027	1.331
Net Assets	(1.248)	(557)
Group's share in net assets (*)	-	-
December 31, 2022 December 31, 2021		
Revenue	-	-
Net loss	(167)	(106)
Group's share in net loss of the joint venture	-	-

(*) Group's interest in Faber Castell Anadolu LLC, a joint venture of the Group, is calculated as negative balance, therefore share in net assets of investments accounted through equity method is adjusted in an amount that make balance of Faber Castell Anadolu LLC equal to zero.

Summary financial information of the Group's investment in joint venture Anadolu Etap is as follows:

	December 31, 2022	December 31, 2021
Anadolu Etap		
Total Assets	3.666.475	2.149.204
Total Liabilities	4.731.050	3.022.257
Net Assets	(1.064.575)	(873.053)
Group's share in net assets (*)	(649.400)	(508.945)
December 31, 2022 December 31, 2021		
Net loss	(178.620)	(692.754)
Group's share in net loss of the joint venture	(140.595)	(538.704)

(*) Losses exceeding the Group's share in Anadolu Etap, has been continued to be accounted as "Liabilities due to Investments Accounted for Using Equity Method" in consolidated financial statements in accordance with TAS 28 regarding the Project Completion Guarantee given for the payment obligations of Anadolu Etap.

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NOTE 12 - PROPERTY, PLANT AND EQUIPMENT (PP&E)

Movements of property, plant and equipment for the year ended on December 31, 2022 are as follows:

	Land and land improvements	Buildings	Machinery and equipment	Motor vehicles	Furniture and fixtures	Other tangible assets ^(***)	Leasehold improvements	Construction in progress	Total
Cost									
January 1, 2022	1.673.734	9.664.514	24.194.557	626.673	3.067.645	7.956.248	1.354.484	1.722.938	50.260.793
Additions	37.496	135.197	1.335.455	125.862	729.180	1.058.069	308.787	3.420.488	7.150.534
Recorded due to the change in consolidation scope	-	-	5.984	100.728	16.932	-	3.943	32.849	160.436
Disposals due to subsidiary sale (-)	-	(8.071)	(144.537)	7	(28.036)	-	(140.297)	(13.247)	(334.181)
Disposals (-)	(61.453)	(37.621)	(147.461)	(71.971)	(120.127)	(1.107.108)	(23)	(8.586)	(1.554.350)
Currency translation differences	418.241	3.049.120	6.249.903	251.322	92.875	2.645.887	6.310	486.999	13.200.657
Transfers ^(*)	6.957	510.582	1.367.740	19.684	129.152	802.918	91.498	(2.994.938)	(66.407)
Impairment	-	-	-	-	-	-	(3.697)	-	(3.697)
December 31, 2022	2.074.975	13.313.721	32.861.641	1.052.305	3.887.621	11.356.014	1.621.005	2.646.503	68.813.785
Accumulated depreciation									
January 1, 2022	275.490	2.709.566	13.820.247	397.504	1.659.013	4.704.694	720.930	33.653	24.321.097
Depreciation charge for the period ^(**)	48.138	357.474	2.050.187	81.125	375.576	1.210.380	63.000	-	4.185.880
Recorded due to the change in consolidation scope	-	-	1.927	29.642	2.530	-	264	-	34.363
Disposals due to subsidiary sale (-)	-	(1.706)	(97.425)	10	(15.807)	-	(85.992)	-	(200.920)
Disposals (-)	(13.688)	(14.101)	(122.388)	(70.805)	(113.971)	(962.297)	-	-	(1.297.250)
Currency translation differences	95.952	682.442	3.444.124	168.380	49.482	1.850.500	5.643	-	6.296.523
Transfers ^(*)	(111)	(100)	570	(656)	-	297	-	-	-
Impairment/(impairment reversal), net	-	22.739	(5.128)	-	-	13.462	(693)	3.770	34.150
December 31, 2022	405.781	3.756.314	19.092.114	605.200	1.956.823	6.817.036	703.152	37.423	33.373.843
Net carrying amount	1.669.194	9.557.407	13.769.527	447.105	1.930.798	4.538.978	917.853	2.609.080	35.439.942

^(*) TRL 57.188 of PP&E is transferred to other intangible assets and TRL 9.219 of PP&E is transferred to inventories.

^(**) Distribution of the depreciation charge for the period is given in Note 24.

^(***) Other tangibles consist of coolers, returnable containers and their complementary assets.

As at December 31, 2022, there are mortgages on PP&E amounting TRL 58.254 (December 31, 2021: TRL 249.330) for the loans that CCI and GUE, the Group's subsidiaries borrowed. As at December 31, 2022, TRL 1.538.506 of the PP&E is pledged (December 31, 2021: TRL 999.507) for the loans that GUE, the Group's subsidiary borrowed. The GPM position table of the "Commitments" note includes this amount (Note 17).

Assumptions used for property, plant and equipment are explained in Note 2.

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NOTE 12 - PROPERTY, PLANT AND EQUIPMENT (PP&E) (cont'd)

Movements of property, plant and equipment for the year ended on December 31, 2021 are as follows:

	Land and land improvements	Buildings	Machinery and equipment	Motor vehicles	Furniture and fixtures	Other tangible assets (***)	Leasehold improvements	Construction in progress	Total
Cost									
January 1, 2021	1.187.865	6.049.883	14.034.092	334.247	2.383.488	4.459.147	1.146.364	749.272	30.344.358
Additions	1.585	20.610	635.495	25.970	609.285	650.447	158.089	1.802.705	3.904.186
Acquired through business combinations	10.827	51.094	339.592	56.210	2.763	145.952	-	20.630	627.068
Disposals due to subsidiary sale (-)	-	-	(5.443)	-	(3)	(117)	(673)	(5.821)	(12.057)
Disposals (-)	(69.723)	(57.231)	(246.658)	(42.522)	(136.368)	(616.275)	(923)	(2.169)	(1.171.869)
Currency translation differences	462.783	3.456.309	8.627.826	270.426	151.077	3.016.763	1.847	606.672	16.593.703
Transfers (*)	80.397	143.849	813.209	(17.658)	57.403	300.331	58.012	(1.448.351)	(12.808)
Impairment	-	-	(3.556)	-	-	-	(8.232)	-	(11.788)
December 31, 2021	1.673.734	9.664.514	24.194.557	626.673	3.067.645	7.956.248	1.354.484	1.722.938	50.260.793
Accumulated depreciation									
January 1, 2021	136.134	1.505.472	7.447.505	203.797	1.391.790	2.622.834	632.790	33.653	13.973.975
Depreciation charge for the period (**)	21.004	209.114	1.202.263	44.429	280.387	727.291	94.188	-	2.578.676
Acquired through business combinations	9.775	42.797	212.125	29.089	2.369	39.082	-	-	335.237
Disposals due to subsidiary sale (-)	-	-	(1.112)	-	(2)	-	(673)	-	(1.787)
Disposals (-)	(1.255)	(8.841)	(213.811)	(43.969)	(112.775)	(540.865)	(600)	-	(922.116)
Currency translation differences	109.594	961.026	4.905.404	164.158	97.244	1.861.491	1.848	-	8.100.765
Transfers (*)	238	(2)	(415)	-	-	29	-	-	(150)
Impairment/ (impairment reversal), net	-	-	268.288	-	-	(5.168)	(6.623)	-	256.497
December 31, 2021	275.490	2.709.566	13.820.247	397.504	1.659.013	4.704.694	720.930	33.653	24.321.097
Net carrying amount	1.398.244	6.954.948	10.374.310	229.169	1.408.632	3.251.554	633.554	1.689.285	25.939.696

(*) TRL 12.984 of PP&E is transferred to other intangible assets and TRL 326 of PP&E is transferred from inventories to tangible assets.

(**) Distribution of the depreciation charge for the period is given in Note 24.

(***) Other tangibles consist of coolers, returnable containers and their complementary assets.

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NOTE 13 - RIGHT OF USE ASSET

For the year ended on December 31, 2022 and 2021 movement of right of use asset is as follows:

	January 1, 2022	Additions	Disposals	Recorded due to the change in consolidation scope	Disposals due to subsidiary sale (-)	Currency translation differences	Changes in leasing	December 31, 2022
Land	89.837	-	-	-	-	28.895	36.119	154.851
Buildings	5.162.751	2.277.116	(28.127)	10.056	(401.222)	82.400	(20.651)	7.082.323
Machinery and equipment	31.485	1.175	(4.764)	-	-	14.898	3.371	46.165
Vehicles	248.675	435.013	(156.758)	-	-	43.584	25.130	595.644
Furniture and fixture	1.575	-	(2.160)	-	-	943	-	358
Other	5.040	-	(4.980)	-	-	1.343	-	1.403
Cost	5.539.363	2.713.304	(196.789)	10.056	(401.222)	172.063	43.969	7.880.744
Land	20.549	6.822	-	-	-	9.204	-	36.575
Buildings	1.879.493	809.328	(14.265)	4.928	(245.163)	28.594	61	2.462.976
Machinery and equipment	12.934	13.401	(11.069)	-	-	462	-	15.728
Vehicles	155.899	119.569	(147.648)	-	-	19.133	682	147.635
Furniture and fixture	764	618	(2.160)	-	-	1.049	-	271
Other	4.242	822	(4.831)	-	-	5.146	-	5.379
Accumulated depreciation	2.073.881	950.560	(179.973)	4.928	(245.163)	63.588	743	2.668.564
Net carrying amount	3.465.482	1.762.744	(16.816)	5.128	(156.059)	108.475	43.226	5.212.180

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NOTE 13 - RIGHT OF USE ASSET (cont'd)

	January 1, 2021	Additions	Disposals	Recorded due to the change in consolidation scope	Disposals due to subsidiary sale (-)	Currency translation differences	Changes in leasing	December 31, 2021
Land	42.557	-	(1.014)	-	-	38.785	9.509	89.837
Buildings	4.446.229	598.164	(91.445)	-	-	165.249	44.554	5.162.751
Machinery and equipment	41.243	736	(10.859)	-	-	365	-	31.485
Vehicles	167.929	43.954	(8.367)	-	-	38.345	6.814	248.675
Furniture and fixture	4.035	-	(2.796)	-	-	336	-	1.575
Other	3.292	-	-	-	-	1.748	-	5.040
Cost	4.705.285	642.854	(114.481)	-	-	244.828	60.877	5.539.363
Land	8.411	3.728	(52)	-	-	8.462	-	20.549
Buildings	1.217.430	629.286	(36.108)	-	-	68.885	-	1.879.493
Machinery and equipment	13.079	10.636	(10.859)	-	-	78	-	12.934
Vehicles	72.738	71.075	(5.021)	-	-	17.107	-	155.899
Furniture and fixture	1.712	1.637	(2.796)	-	-	211	-	764
Other	1.900	1.152	-	-	-	1.190	-	4.242
Accumulated depreciation	1.315.270	717.514	(54.836)	-	-	95.933	-	2.073.881
Net carrying amount	3.390.015	(74.660)	(59.645)	-	-	148.895	60.877	3.465.482

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NOTE 14 - INTANGIBLE ASSETS

14.1 Other Intangible Assets

Movements of intangible assets for the year ended on December 31, 2022 and 2021 are as follows:

	Bottling contracts	License agreements	Brands	Other intangible assets	Total
Cost					
January 1, 2022	18.026.563	10.655.243	1.790.473	2.369.972	32.842.251
Additions	-	-	-	736.329	736.329
Recorded due to change in consolidation scope	-	-	-	23.370	23.370
Disposals due to subsidiary sale (-)	-	-	-	(4.119)	(4.119)
Disposals (-)	-	-	-	(60.386)	(60.386)
Currency translation differences	4.214.264	4.891.052	807.013	144.616	10.056.945
Transfers (*)	-	-	-	57.188	57.188
December 31, 2022	22.240.827	15.546.295	2.597.486	3.266.970	43.651.578
Accumulated amortization/impairment					
January 1, 2022	-	437.000	263.072	1.360.909	2.060.981
Amortization charge for the period (**)	-	-	-	340.938	340.938
Recorded due to change in consolidation scope	-	-	-	5.776	5.776
Disposals due to subsidiary sale (-)	-	-	-	(4.996)	(4.996)
Disposals (-)	-	-	-	(39.407)	(39.407)
Currency translation differences	-	169.336	110.265	56.162	335.763
Impairment/(reversal of impairment, net) (***)	-	448.560	17.353	-	465.913
December 31, 2022	-	1.054.896	390.690	1.719.382	3.164.968
Net carrying amount	22.240.827	14.491.399	2.206.796	1.547.588	40.486.610

(*) TRL 57.188 of PP&E is transferred to other intangible assets.

(**) Distribution of the amortization for the period is given in Note 24.

(***) A provision of TRL 465.913 has been recognized for the Group's beer operations in Ukraine.

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NOTE 14 - INTANGIBLE ASSETS (cont'd)**14.1 Other Intangible Assets (cont'd)**

	Bottling contracts	License agreements	Brands	Other intangible assets	Total
Cost					
January 1, 2021	10.417.801	6.029.024	1.043.511	1.742.576	19.232.912
Additions	-	-	-	397.132	397.132
Acquired through business combinations	2.141.042	-	-	-	2.141.042
Disposals due to subsidiary sale (-)	-	-	-	(12.106)	(12.106)
Disposals (-)	-	-	-	(18.376)	(18.376)
Currency translation differences	5.467.720	4.626.219	746.962	247.612	11.088.513
Transfers (*)	-	-	-	13.134	13.134
December 31, 2021	18.026.563	10.655.243	1.790.473	2.369.972	32.842.251
Accumulated amortization/impairment					
January 1, 2021	-	386.918	152.545	997.773	1.537.236
Amortization charge for the period (**)	-	-	-	212.546	212.546
Disposals due to subsidiary sale (-)	-	-	-	(747)	(747)
Disposals (-)	-	-	-	(13.411)	(13.411)
Currency translation differences	-	50.082	110.527	164.598	325.207
Transfers (*)	-	-	-	150	150
December 31, 2021	-	437.000	263.072	1.360.909	2.060.981
Net carrying amount	18.026.563	10.218.243	1.527.401	1.009.063	30.781.270

(*) TRL 12.984 of PP&E is transferred to other intangible assets.

(**) Distribution of the amortization for the period is given in Note 24.

As of December 31, 2022 and 2021, there is no pledge on intangible assets.

Assumptions used in the calculation of impairment of intangible assets with indefinite useful lives are explained in Note 2.5.

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NOTE 14 - INTANGIBLE ASSETS (cont'd)**14.2 Goodwill**

Movements of the goodwill for the years ended December 31, 2022 and 2021 are as follows:

	December 31, 2022	December 31, 2021
At January 1	10.219.645	7.012.308
Addition (*)	88.185	-
Acquired through business combination (Note 2)	-	482.584
Currency translation differences	2.657.028	2.724.753
Balance at the end of the period	12.964.858	10.219.645

(*) Migros, subsidiary of group, increased Migros' shareholding in Paket Lojistik ve Teknoloji A.Ş. from 25% to 75% in exchange for TRL 104.500. The identifiable assets of Paket Lojistik are TRL 88.632. Goodwill is TRL 88.185.

As of December 31, 2022 and 2021 operating segment distributions of goodwill are presented below:

	Migros	Beverage	Automotive	Total
2022	3.798.182	9.163.615	3.061	12.964.858
2021	3.709.997	6.506.587	3.061	10.219.645

Assumptions used in the calculation of impairment of goodwill are explained in Note 2.5.

NOTE 15 - GOVERNMENT INCENTIVES AND GRANTS

As of December 31, 2022, total investments made for the Group's subsidiary CCI's Bursa, Elazığ, Köyceğiz, Çorlu, Ankara, Mersin, İzmir and Isparta production line investments under the scope of investment incentives with indefinite useful life are amounting to TRL 379.288 (December 31, 2021: TRL 295.245) with a total tax advantage of TRL 314.778 (December 31, 2021: TRL 119.131). Tax advantage calculated from the beginning date of the incentives by considering the future advantages is amounting to TRL 4.528 (December 31, 2021: TRL 4.528).

The cash support collected from TÜBİTAK in 2022 regarding the R&D activities of Anadolu Isuzu, the subsidiary of the Group, is TRL 1.736 (December 31, 2021: TRL 273). As of December 31, 2022, Anadolu Isuzu's R&D discount amount due to expenses related to R&D activities to be used for tax calculation is TRL 484.006 (December 31, 2022: TRL 390.303). As per amendment made in Article 35 of the Law on Supporting Research and Development No. 5746 which became effective on April 1, 2008, R&D deduction rate from which will be benefited for the expenses of R&D has been increased from 40% to 100%. In order to benefit from the incentives and exemptions provided in line with the Law No. 5746, Anadolu Isuzu applied to the Ministry of Industry and Commerce to become an R&D center. On June 3, 2009, Anadolu Isuzu was entitled to become an R&D center.

Anadolu Isuzu executes its fixed asset investments with incentives within the scope of the "Council of Ministers Decisions on State Aids in Investments" numbered 2009/15199 and 2012/3305, which regulates the investment legislation. The investment projects that has completed and Anadolu Isuzu continues to benefit from the investment contribution amounts are as follows;

TRL 51.671 was invested in within the scope of the incentive certificate numbered 5487 (December 31, 2021: 51.671 TRL). The contribution rate to the investment is 20%.

The investment projects which are in process that has not completed and Anadolu Isuzu continues to benefit from the investment contribution amounts are as follows;

TRL 87.752 was invested in within the scope of the incentive certificate numbered 129788 (December 31, 2021: 13.667 TRL). The contribution rate to the investment is 45%.

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NOTE 15 - GOVERNMENT INCENTIVES AND GRANTS (cont'd)

TRL 57.822 was invested in within the scope of the incentive certificate numbered 535509 (December 31, 2021: No investment). The contribution rate to the investment is 30%.

No amount was invested in yet within the scope of the incentive certificate numbered 541650 (December 31, 2021: None). The contribution rate to the investment is 55%.

The construction of the new factory building, into which Anadolu Motor, a subsidiary of the Group moved to in 2014 and TRL 52.345 of the property, plant and equipment investments are within the scope of the investment communiqué published by the T.C. Ministry of Economy and the investment contribution rate in the investment incentive certificate is 25% and calculated as TRL 13.086. The amount of contribution to the additional investment earned in 2017 is TRL 255, and the total amount of contribution to the investment that can be used is TRL 13.341. TRL 809 of the aforementioned incentive has been used by deducting the corporate tax, and the contribution amount to the investment carried over to the following years is TRL 12.532. In the current period, the relevant amount was revalued and amounted to TRL 62.790, and a deferred tax asset of TRL 12.594 was calculated over the amount (December 31, 2021: TRL 20.739, deferred tax: TRL 4.148). The investment incentive has an unlimited lifespan.

There is no cash support collected from TÜBİTAK in 2022 regarding the R&D activities of Adel, the subsidiary of the Group (December 31, 2021: TRL 109).

As of December 31, 2022, due to the expenditures regarding R&D projects of Adel, subsidiary of the Group, the amount of R&D that is subject to tax deduction is TRL 35.519 (December 31, 2021: TRL 11.871, tax advantage: 2.374 TRL)

In order to benefit from the incentives and exemptions provided in line with the Law No. 5746, Adel, subsidiary of the Group, applied to the Ministry of Industry and Commerce to become an R&D center. On June 19, 2019, Adel was entitled to become an R&D center.

Adel, subsidiary of the Group, executes its fixed asset investments with incentives within the scope of the "Council of Ministers Decisions on State Aids in Investments" numbered 2012/3305, which regulates the investment legislation. The investment projects that are in progress and Adel continues to benefit from the investment contribution amounts are as follows;

Adel, subsidiary of the Group, invested in TRL 5.624 within the scope of the incentive certificate numbered 502680. The contribution rate to the investment is 30% with 15 points increase according to Presidential Decision dated December 29, 2019 and numbered 1950. As of December 31, 2022, the Corporate Tax deduction has been fully utilized. (December 31, 2021: 3.715 TRL, tax advantage: 891 TRL).

Adel, subsidiary of the Group, invested in TRL 4.525 within the scope of the incentive certificate numbered 502790. The incentive certificate is subject to VAT and custom tax exemption and certificate has no corporate tax support (December 31, 2021: 550 TRL).

Migros, one of the subsidiaries of the Group, has invested TRL 48.237 within the scope of investment incentive certificate received for "Miget Et Entegre Tesisi" facility investments, and the amount of tax advantage to be provided in the future is calculated as TRL 5.360. As of December 31, 2022, the amount of tax deduction reflected in the financial statements is 1.200 TRL (December 31, 2021: 1.628 TRL).

NOTE 16 - PROVISIONS, CONTINGENT ASSETS AND LIABILITIES**16.1 Employee Benefits Obligations**

	December 31, 2022	December 31, 2021
Social security and withholding tax liabilities	871.489	365.532
Payables to personnel	540.983	236.432
	1.412.472	601.964

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NOTE 16 - PROVISIONS, CONTINGENT ASSETS AND LIABILITIES (cont'd)**16.2 Short Term Provision for Employee Benefits**

The provisions for employee benefits as of December 31, 2022 and 2021 are as follows:

	December 31, 2022	December 31, 2021
Short-term	1.224.428	671.421
Provision for bonus	360.615	280.565
Provision for vacation pay liability	703.990	282.747
Other short-term employee benefits	159.538	107.595
Provision for employee termination benefits	285	514
Long-term	2.355.942	832.032
Provision for employee termination benefits	2.318.467	816.867
Provision for incentive plan	37.475	15.165
	3.580.370	1.503.453

The movement of provision for employment termination benefits is as follows:

	December 31, 2022	December 31, 2021
Balance at January 1	817.381	546.637
Interest expense	77.441	62.089
Charge for the period (net)	258.400	215.465
Payments (-)	(153.255)	(82.805)
Actuarial losses	1.303.170	58.496
Currency translation differences	15.615	17.499
Balance at the end of the period	2.318.752	817.381

The movement of provision for incentive plan is as follows:

	December 31, 2022	December 31, 2021
Balance at January 1	15.165	12.858
Interest expense	881	497
Charge for the period (net)	54.284	21.881
Payments (-)	(33.043)	(20.024)
Actuarial losses/(gains)	156	(47)
Currency translation differences	32	-
Balance at the end of the period	37.475	15.165

Actuarial loss from defined benefit plans, included in other short-term employee benefits and provision for employee termination benefits, amounting to TRL 1.390.777 was reflected to consolidated statements of other comprehensive income (December 31, 2021: TRL 66.908).

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NOTE 16 - PROVISIONS, CONTINGENT ASSETS AND LIABILITIES (cont'd)**16.2 Short Term Provision for Employee Benefits (cont'd)****Provision for Employee Termination Benefits**

In accordance with the existing social legislation, the Group is required to make lump-sum payments to employees whose employment is terminated due to retirement or for reasons other than resignation or misconduct. Such payments are calculated on the basis of 30 days' pay (Maximum limit of employee termination benefits respectively for December 31, 2022 and 2021 TRL 15,372/year and TRL 8,285/year.) per year of employment at the rate of pay applicable at the date of retirement or termination.

In the consolidated financial statements as of December 31, 2022 and 2021 their experience of personnel terminating their services and being eligible to receive retirement pay and discounted by using the current market yield at the balance sheet date on government bonds. As of December 31, 2022 discount rate (yearly) used in calculations is between -2,3% - 0,5% (December 31, 2021: 3,00% - 4,35%).

The principal assumption is that the maximum liability for each year of service will increase in line with inflation. Thus, the discount rate applied represents the expected real rate after adjusting for the anticipated effects of future inflation. As the maximum liability is revised once every six months, the maximum amount of TRL 19,983 effective from January 1, 2023 (January 1, 2022: TRL 10,597) has been taken into consideration in calculating the reserve for employment termination benefit of the Group.

16.3 Other Provisions

The provisions as of December 31, 2022 and 2021 are as follows:

	December 31, 2022	December 31, 2021
Provision for litigations	603.176	142.400
Provision for personnel expense (*)	310.000	-
Provision for competition authority penalty (**)	204.119	388.255
Warranty provisions (***)	46.236	22.095
Other provisions	161.591	275.221
	1.325.122	827.971

(*) Migros', subsidiary of the Group, subcontracted service cost and premium provisions.

(**) As of December 31, 2022, CCI's, subsidiary of the Group, Competition Authority's penalty provisions. With the Competition Board's resolution dated October 28, 2021 and numbered 21-53/747-360, it was determined that number of enterprises of retailer and supplier violated Article 4 of the Law No. 4054. Based on this resolution, the provision amount of TRL 388.854 was paid without prejudice on February 11, 2022 and reflected in the consolidated financial statements by Migros, the subsidiary of the Group. The payment of the fine or its reflection on the Migros's financial statements does not mean that the charges subject to the penalty have been accepted, and the lawsuit regarding the cancellation of the penalty and the suspension of execution has been filed in the relevant court within the legal period. With its decision dated June 15, 2022, the 7th Administrative Court of Ankara rejected Migros' request for a suspension of execution. Migros appealed against the court's refusal decision. In the current situation, the trial process continues.

(***) Warranty provisions are resulting from sales of Anadolu Motor and Anadolu Isuzu which are subsidiaries of the Company. Çelik Motor a subsidiary of the Company has the right of recourse the compensation payments of imported vehicles under warranty to the manufacturer company, therefore no warranty provision is recorded.

The movement of warranty provision is as follows:

	December 31, 2022	December 31, 2021
Balance at January 1	22.095	15.199
Charge for the period (net)	60.194	29.986
Payments (-)	(36.053)	(23.090)
Balance at the end of the period	46.236	22.095

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NOTE 17 - COMMITMENTS

As of December 31, 2022 and 2021 letter of guarantees, pledges and mortgages (GPMs) are as follows:

December 31, 2022	Total TRL Equivalent	Original Currency TRL	Original Currency Thousand USD	Original Currency Thousand EUR	Original Currency Thousand UAH	Original Currency Thousand PKR	TRL Equivalent of Other Currency
Letter of guarantees, pledge and mortgages provided by the Company							
A. Total amount of GPMs given on behalf of the Company's legal personality	3.185.976	1.245.083	84.030	13.510	78.377	-	56.622
B. Total amount of GPMs given in favor of subsidiaries included in full consolidation	3.407.157	109.625	17.131	75.579	1.750.092	2.401.283	377.119
C. Total amount of GPMs given by the Company for the liabilities of 3 rd parties in order to run ordinary course of business	-	-	-	-	-	-	-
D. Total amount of other GPM's	1.529.649	161.793	13.330	55.990	-	-	-
i. Total amount of GPMs given in favor of the parent Company	-	-	-	-	-	-	-
ii. Total amount of GPMs given in favor of other group companies not in the scope of B and C above	1.529.649	161.793	13.330	55.990	-	-	-
iii. Total amount of GPMs given in favor of third party companies not in the scope of C above	-	-	-	-	-	-	-
	8.122.782	1.516.501	114.491	145.079	1.828.469	2.401.283	433.741

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NOTE 17 - COMMITMENTS (cont'd)

December 31, 2021	Total TRL Equivalent	Original Currency TRL	Original Currency Thousand USD	Original Currency Thousand EUR	Original Currency Thousand UAH	Original Currency Thousand PKR	TRL Equivalent of Other Currency
Letter of guarantees, pledge and mortgages provided by the Company							
A. Total amount of GPMs given on behalf of the Company's legal personality	2.465.597	736.948	78.700	27.576	25.989	2.667.001	46.933
B. Total amount of GPMs given in favor of subsidiaries included in full consolidation	2.322.271	146.228	19.256	43.669	1.555.011	2.538.234	308.832
C. Total amount of GPMs given by the Company for the liabilities of 3 rd parties in order to run ordinary course of business	-	-	-	-	-	-	-
D. Total amount of other GPM's	1.498.730	30.848	18.443	80.827	-	-	-
i. Total amount of GPMs given in favor of the parent Company	-	-	-	-	-	-	-
ii. Total amount of GPMs given in favor of other group companies not in the scope of B and C above	1.498.730	30.848	18.443	80.827	-	-	-
iii. Total amount of GPMs given in favor of third party companies not in the scope of C above	-	-	-	-	-	-	-
	6.286.598	914.024	116.399	152.072	1.581.000	5.205.235	355.765

As of December 31, 2022, the ratio of other GPMs over the Group's equity is 2,5% (December 31, 2021: 3,8%).

CCBPL, a subsidiary of the Group has signed murabaha facility agreements with Standard Chartered Bank and Habib Bank Limited (Banks). Based on these agreements, the Banks and CCBPL agree that they shall enter into a series of sugar and resin purchase transactions from time to time on the dates and in the amounts to be agreed between them subject to the terms of this agreement. As of December 31, 2022, CCBPL has USD 60 Million sugar and resin purchase until the end of June 2023 commitment to the Banks (December 31, 2021: USD 15 Million sugar purchase until the end of June 2022 and USD 37 Million sugar and resin purchase until the end of December 2022 commitment to the Banks).

Legislation and regulations regarding taxation and foreign currency transactions in most of the territories in which the Group operates out of Türkiye continue to evolve as a result of the transformation from command to market oriented economy managed by the government. The various legislation and regulations are not always clearly written and the interpretation related with the implementation of these regulations is subject to the opinions of the local, regional and national tax authorities, Central Banks and Ministries of Finance. Tax declarations, together with other legal compliance areas (i.e., customs and currency control) are subject to review and investigation by a number of authorities, who are enabled by law to impose significant fines, penalties and interest charges. These facts may create tax risks in the territories in which the Group operates substantially more so than typically found in countries with more developed tax systems.

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NOTE 17 - COMMITMENTS (cont'd)

As per the change in governing law in Pakistan, "Capacity Tax" was started to be applied as of July 9, 2013, replacing "Sales and Excise Tax". CCBPL fulfilled all the obligations as per the new law and change in regulations.

As of May 2014, "Capacity Tax" application was cancelled by the constitutional court and the law has been reverted to "Sales and Excise Tax". After this withdrawal, CCBPL fulfilled all the obligations again according to "Sales and Excise Tax" system.

After the withdrawal, Federal tax office in Pakistan requested TRL 316.997 (equivalent to PKR 3.839 Million) additional tax payment from CCBPL, by arguing that "Sales and Excise Tax" should be applied retrospectively by considering the period before the cancellation of "Capacity Tax" application. CCBPL Management objected and litigated this request, since withdrawal decisions of constitutional court could not be applied retrospectively in principle. In the opinion of Management, the outcome of the litigation will be favourable (December 31, 2021: TRL 264.680 (equivalent to PKR 3.505 Million)).

GUE, which is a subsidiary of the Group, has a guarantor for the long term loan for construction of a hydroelectric power plant with a capacity of 87 MW in Georgia for the period until start of electricity production following the fulfillment of specified conditions. As of December 31, 2022, the remaining amount of the related loan is USD 76.754 Thousand (December 31, 2021: USD 84.469 Thousand).

The Group's subsidiary Anadolu Efes has given a Project Completion Guarantee (Guarantee) for Anadolu Etap's payment obligations according to the loan agreement signed by Anadolu Etap with European Bank For Reconstruction and Development (EBRD) amounting to EUR 71,2 Million and TRL 135,3 Million (December 31, 2021: EUR 102,9 Million). This Warranty is included in clause (D) of the above table. The guarantee that has been given by Anadolu Efes is limited with Anadolu Efes' share in Anadolu Etap as determined by Article 12 of the Corporate Governance Communiqué.

The Company, has acted as a guarantor in the proportion of its capital (33,33%), to its joint venture Aslancık's long term project finance loan which was taken in 2011 amounting to USD 160.000.000 in relation to its 120 MW hydro power plant under construction in Giresun. As of December 31, 2022, the balance of the loan is USD 30.081 Thousand and the warranty per the Group is USD 10.027 Thousand (December 31, 2021: USD 13.873 Thousand). The Company, has acted as a guarantor in the proportion of its capital to Aslancık's loan amounting to USD 9.910 Thousand, the warranty per the Group is USD 3.303 Thousand (December 31, 2021: USD 4.570 Thousand).

Regarding the 5 independent sections of the AND Kozyatağı building, which is in the assets of AND Anadolu Gayrimenkul, the subsidiary of the Group until March 30, 2021, which were previously sold, the owner of the relevant sections has re-sale option until 2022 and 2023. As of December 31, 2022, re-sale option expired and has not been used.

The Company has given a bail for interest and principal payments of the loan of AND Kartal Gayrimenkul, the subsidiary of the Group, amounting to TRL 44.000 which is taken on December 2022 with a maturity of June 2023 (December 31, 2021: TRL 52.386).

The Company has given a bail for interest and principal payments of the loan of AND Ankara Gayrimenkul, the subsidiary of the Group, amounting to TRL 56.000 which is taken on December 2022 with a maturity of June 2023 (December 31, 2021: TRL 93.842).

As of December 31, 2022 the obligation of TRL 44.208 results from the put option carried, for the purchase of 12,5% of Turkmenistan CC shares from Day Investment Ltd., with a consideration of USD 2.360 thousand. USD amount is converted with the official USD purchase rate announced by Central Bank of Republic of Türkiye and resulting TRL amount is booked in put option of share from non-controlling interest under other current liabilities (December 31, 2021: TRL 31.513)

Kartal Gayrimenkul, the subsidiary of the Group, in accordance with the contract terms based on the guarantorship agreements and in the case of the customer does not make loan payments on time, commits to pay the unpaid installments to the bank and all other installments that have not become due yet with its interest and expenses. The total limit committed by Kartal Gayrimenkul, the subsidiary of the Group, in guarantorship agreements amounts to TRL 249.000. As of December 31, 2022, there are no defaulting installments (December 31, 2021: None).

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NOTE 18 - PREPAID EXPENSES**18.1 Short-term Prepaid Expenses**

	December 31, 2022	December 31, 2021
Advances given	1.824.726	1.377.818
Prepaid expenses	1.223.765	709.797
	3.048.491	2.087.615

18.2 Long-term Prepaid Expenses

	December 31, 2022	December 31, 2021
Prepaid expenses	585.786	309.758
Advances given	226.175	28.682
	811.961	338.440

NOTE 19 - OTHER ASSETS AND LIABILITIES**19.1 Other Current Assets**

	December 31, 2022	December 31, 2021
Deferred VAT	1.500.627	725.090
VAT receivable and other taxes	32.712	59.919
Assets used in renting activities	11.000	22.417
Other current assets	134.838	159.265
	1.679.177	966.691

19.2 Other Non-Current Assets

	December 31, 2022	December 31, 2021
VAT receivable and other taxes	25.417	16.403
Other non-current assets	391	975
	25.808	17.378

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NOTE 19 - OTHER ASSETS AND LIABILITIES (cont'd)**19.3 Other Current Liabilities**

	December 31, 2022	December 31, 2021
Deferred VAT and other taxes	46.379	57.178
Put option liability (Note 17)	44.208	31.513
Other payables	21.006	15.672
	111.593	104.363

19.4 Other Non-Current Liabilities

	December 31, 2022	December 31, 2021
Deferred VAT and other taxes	802	500
Other	4.774	4.944
	5.576	5.444

NOTE 20 - DEFERRED INCOME**20.1 Short-term Deferred Income**

	December 31, 2022	December 31, 2021
Other deferred income	416.328	253.651
Advances taken	571.687	188.649
	988.015	442.300

20.2 Long-term Deferred Income

	December 31, 2022	December 31, 2021
Other deferred income	145.898	102.958
Advances taken	-	3.368
	145.898	106.326

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NOTE 21 - EQUITY**Share Capital/Adjustments to Share Capital and Equity Instruments**

As of December 31, 2022 and 2021 the Company's shareholders and their respective shareholding percentages are stated in Note 1 - Organization and Nature of Activities of the Group.

Movements of paid capital for the year ended December 31, 2022 and 2021 are as follows (the amounts are historical):

	December 31, 2022		December 31, 2021	
	Number of shares	Amount	Number of shares	Amount
Balance at the beginning of the period	243.534.518	243.535	243.534.518	243.535
Balance at the end of the period	243.534.518	243.535	243.534.518	243.535

AGHOL's common shares are divided into two classes as A and B with each class of shares having equal voting rights on all matters except for the privilege to nominate 6 of the 12 members of the Board of Directors recognized for Class B. Class B consists of registered shares and are owned by AG Sınai Yatırım ve Yönetim A.Ş. Class A shares are all bearer type shares; belonging to AG Sınai Yatırım ve Yönetim A.Ş. and also Yazıcılar Families, Özilhan Families and publicly traded shares are included in Class A.

AG Sınai Yatırım ve Yönetim A.Ş. (Management Company) which is an associate of İzzet Türkan Özilhan Yönetim ve Danışmanlık A.Ş. and Kamil Yazıcı Yönetim ve Danışma A.Ş. by 50% share each is a management company established to manage AGHOL and the subsidiaries of AGHOL. AG Sınai Yatırım ve Yönetim A.Ş. is indirectly managed by S. Kamil Yazıcı Family and İzzet Özilhan Family through equal shareholding and equal representation principle.

Class	Number of shares	Percentage of capital (%)	Number of members on Board
A (Bearer)	194.827.614	80,00	-
B (Registered)	48.706.904	20,00	6
	243.534.518	100,00	

Restricted Reserves Allocated from Net Profit, Revaluation and Reclassification Loss/Gain

The legal reserves consist of first and second legal reserves in accordance with the Turkish Commercial Code. The first legal reserve is appropriated out of the statutory net income (inflation-restated income in accordance with CMB at the rate of 5%, until the total reserve reaches a maximum of 20% of the Company's issued capital (inflation restated issued capital in accordance with the communiqués and announcements of CMB). The second legal reserve is appropriated at the rate of 10% of all distributions in excess of 5% of the Company's issued capital (inflation restated capital in accordance with CMB). The legal reserves are not available for distribution unless they exceed 50% of the issued capital, other than that legal reserves cannot be used.

Quoted companies are subject to dividend requirements regulated by the CMB's Dividend Communiqué No II-19.1 which was effective as of February 1, 2014. Based on the CMB Decree 1/6, dated January 9, 2009, companies that take their consolidated financial statements as basis for their distributable profit, shall consider the profits of their subsidiaries, joint ventures and associates to the extent that such profits do not exceed the amount recorded in the statutory financial statements of these companies and without considering whether a profit distribution resolution is taken at their annual general meetings. Such profits as reported in the financial statement as per Communiqué shall be subject to distributable dividend computations.

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NOTE 21 - EQUITY (cont'd)**Restricted Reserves Allocated from Net Profit, Revaluation and Reclassification Loss/Gain Instruments (cont'd)**

Companies distribute dividend within the framework of profit distribution policies determined by the general assemblies and in accordance with the related legislation by the decision of the general assembly. Companies pay dividends specified in their articles of incorporation or profit distribution policies.

Inflation adjustment to shareholders' equity can only be netted-off against prior years' losses and used as an internal source in capital increase where extraordinary reserves can be netted-off against prior years' loss and used in the distribution of bonus shares and dividends to shareholders. Inflation adjustment to shareholders' equity, in the case of cash used for profit distribution will be subject to corporate income tax.

The Company's distributable profit for the year 2022 is TRL 48.224 in the legal records and the amount of other resources which may be subject to dividend distribution in the Company's legal records for 2022 is TRL 2.269.435.

	December 31, 2022	December 31, 2021
Restricted reserves allocated from net profit	163.809	637.105
- Legal reserves	89.844	89.844
- Gain on sales of real estate and associates (*)	73.965	547.261

(*) The Group's gain from sale of real estate and associates amounting TRL 73.965 is followed in a special fund in legal records in order to benefit from gain from sale of an associate and real estate exemption. In order to benefit from this exemption, this amount has to be stay in this special fund for 5 years.

Retained Earnings

As of December 31, 2022 and 2021 the summary of equity reserves, extraordinary reserves, other profit reserves and retained earnings are as follows:

	December 31, 2022	December 31, 2021
Equity reserves	2.416	2.422
Extraordinary reserves	2.265.092	1.851.796
Other profit reserves	5.119	5.119
Prior years' profits or (losses)	2.492.749	1.095.855
	4.765.376	2.955.192

Non-Controlling Interest

Non-controlling interests are separately classified in the consolidated financial statements.

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NOTE 22 - SALES AND COST OF SALES

	December 31, 2022	December 31, 2021
Domestic revenues	110.999.174	52.481.562
Foreign revenues	66.978.831	28.886.932
Total sales, net	177.978.005	81.368.494
Cost of Sales (-)		
Current year purchases and net change in inventory	109.892.220	49.644.654
Personnel expenses	2.661.252	1.610.212
Depreciation and amortization ^(*)	2.561.021	1.460.271
Utilities and communication expenses	2.442.332	941.358
Other expenses	6.790.204	3.433.231
Total Cost of Sales	124.347.029	57.089.726
Gross Profit	53.630.976	24.278.768

^(*) Depreciation and amortization expenses consist of depreciation and amortization expenses that belong to tangible and intangible assets and assets used in renting activities right of use assets.

NOTE 23 - OPERATING EXPENSES

	December 31, 2022	December 31, 2021
General administrative expenses		
Personnel expenses	4.187.290	2.011.103
Consultancy and services rendered expenses	1.233.267	650.364
Depreciation and amortization ^(*)	426.379	252.397
Utilities and communication expenses	177.611	72.832
Taxes and duties	135.158	60.798
Rent expenses	123.840	73.737
Maintenance and repair expenses	71.873	39.269
Insurance expenses	70.346	30.942
Other expenses	1.190.796	437.867
	7.616.560	3.629.309

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NOTE 23 - OPERATING EXPENSES (cont'd)

	December 31, 2022	December 31, 2021
Marketing expenses		
Personnel expenses	8.134.708	4.328.674
Transportation and distribution expenses	5.932.715	2.586.698
Advertisement and promotion expenses	3.820.770	2.288.641
Depreciation and amortization (*)	2.431.377	1.710.765
Rent expenses	1.889.197	898.083
Utilities and communication expenses	1.566.457	537.457
Repair and maintenance expenses	422.660	186.892
Other expenses	2.789.393	1.328.251
	26.987.277	13.865.461

(*) Depreciation and amortization expenses consist of depreciation and amortization expenses that belong to tangible and intangible assets and right of use assets.

NOTE 24 - EXPENSES BY NATURE

The amounts of depreciation and amortization expenses recorded in the consolidated statement of profit or loss accounts are as follows:

	December 31, 2022	December 31, 2021
Depreciation and amortization expenses		
Cost of sales	2.561.021	1.460.271
Marketing expenses	2.431.377	1.710.765
General administrative expenses	426.379	252.397
Research and development expenses	1.549	528
Other operating expenses	-	205
	5.420.326	3.424.166

Depreciation and amortization amounting TRL 13.755 is reflected in construction in progress, TRL 9.390 is reflected in inventories and TRL 33.918 is reflected in discontinued operations (As of December 31, 2021 respectively: TRL 5.596, TRL 3.062 and TRL 75.912).

The amounts of personnel expenses recorded in the consolidated statement of profit or loss accounts are as follows:

	December 31, 2022	December 31, 2021
Personnel expenses		
Marketing expenses	8.134.708	4.328.674
General administrative expenses	4.187.290	2.011.103
Cost of sales	2.661.252	1.610.212
Research and development expenses	19.134	9.591
	15.002.384	7.959.580

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NOTE 25 - OTHER OPERATING INCOME/EXPENSES**25.1 Other Operating Income**

	December 31, 2022	December 31, 2021
Foreign exchange gains arising from trading activities	3.181.018	835.413
Interest income on term sales	397.558	281.637
Reversal of provision for inventory obsolescence	359.314	28.434
Income from scrap and other materials	335.410	73.798
Rent income	21.506	12.702
Reversal of provision for expected credit loss	20.454	28.161
Rediscount gain from trading activities	14.713	5.021
Other	1.191.222	670.369
	5.521.195	1.935.535

25.2 Other Operating Expenses

	December 31, 2022	December 31, 2021
Foreign exchange losses arising from trading activities	3.419.423	1.062.078
Interest expense on term purchases	2.138.132	1.116.476
Provision for inventory obsolescence	449.295	38.005
Provision expense for Competition Authority Penalty	204.120	388.255
Donations	86.434	23.257
Provision for expected credit loss	47.411	44.760
Rediscount loss from trading activities	7.939	7.696
Other	1.102.958	284.455
	7.455.712	2.964.982

NOTE 26 - INCOME/EXPENSES FROM INVESTING ACTIVITIES**26.1 Income from Investing Activities**

	December 31, 2022	December 31, 2021
Gain on sales of subsidiaries (*)	927.562	905.769
Gain on sale of property, plant and equipment	243.549	332.769
Provisions no longer required for property plant and equipment (Note 12)	99.282	14.920
Transfer of currency translation differences recognized in other comprehensive expenses in the prior period to the profit of loss statement	-	455.377
Gain on put option revaluation	-	27.151
Other	1.681	11.611
	1.272.074	1.747.597

(*) The balance consists of gain on sale of Anadolu Restoran, the subsidiary of the Group, on June 30, 2022 amounting to TRL 927.562.

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NOTE 26 - INCOME/EXPENSES FROM INVESTING ACTIVITIES (cont'd)**26.2 Expenses from Investing Activities**

	December 31, 2022	December 31, 2021
Provision for impairment on intangible assets (Note 14)	465.913	-
Provision for impairment on tangible assets (Note 12)	134.125	281.596
Loss on sale of tangible & intangible assets	69.971	40.844
Losses from leasehold improvements of closed stores (Note 12)	3.004	1.609
Other	3.707	11.866
	676.720	335.915

NOTE 27 - FINANCIAL INCOME

	December 31, 2022	December 31, 2021
Foreign exchange gain	5.124.781	4.278.592
Interest income	1.469.199	467.904
Derivative transactions income	400.461	393.782
Interest income from subleases	10.989	9.409
Gain arising from the termination of lease agreements	2.338	1.207
Other	-	2.965
	7.007.768	5.153.859

NOTE 28 - FINANCIAL EXPENSES

	December 31, 2022	December 31, 2021
Interest expense	4.940.546	2.268.156
Foreign exchange loss	3.977.386	3.254.553
Loss on derivative transactions	1.375.110	480.222
Interest expense from leases	672.796	554.973
Other expense	718.566	272.527
	11.684.404	6.830.431

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NOTE 29 - TAX ASSETS AND LIABILITIES

The Group is subject to taxation in accordance with the tax procedures and the legislation effective in the countries in which the Group companies operate.

The corporation tax rate for the fiscal year is 20% in Türkiye. Corporate tax returns are required to be filed until the twenty fifth of the fourth month following the fiscal year end and paid in full until the end of the same month. The tax legislation provides for a provisional tax to be calculated and paid based on earnings generated for each quarter. The amounts thus calculated and paid are offset against the final corporate tax liability for the fiscal year.

According to Amendment to the Corporate Tax Law, which came into force after being published in the Official Gazette dated April 22, 2021 and numbered 31462; the legal corporate tax rate of 20% as of March 31, 2021 will be applied as 25% for the earnings of the corporations for the 2021 taxation period, and as 23% for the earnings for the 2022 taxation period. The aforementioned application will be effective starting from January 1, 2021. Within the scope of the aforementioned law, deferred tax assets and liabilities in the consolidated financial statements as of December 31, 2022 are calculated with a 20% rate for the part of the temporary differences that will have a tax effect as of January 1, 2023.

According to the Turkish Tax Law, corporate tax losses can be carried forward for a maximum period of five years following the year in which the losses were incurred. The tax authorities can inspect tax returns and the related accounting records for a retrospective maximum period of five years.

In Türkiye, the tax legislation does not permit to file a consolidated tax return. Therefore, provision for taxes, as reflected in the consolidated financial statements, has been calculated on a separate-entity basis.

29.1 Current Income Tax Assets and Tax Provision

	December 31, 2022	December 31, 2021
Current income tax assets	700.262	392.550
Income tax payable (-)	(280.042)	(258.116)
Net tax (liability)/asset	420.220	134.434

29.2 Deferred Tax Assets and Liabilities

The distribution of deferred tax assets and liabilities is as follows:

	December 31, 2022	December 31, 2021
Deferred tax asset	4.646.557	2.484.060
Deferred tax liability (-)	(6.907.713)	(5.310.379)
Total deferred tax asset/(liability), net	(2.261.156)	(2.826.319)

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NOTE 29 - TAX ASSETS AND LIABILITIES (cont'd)**29.2 Deferred Tax Assets and Liabilities (cont'd)**

Movement of net deferred tax liabilities as of the year ended on December 31, 2022 is as follows:

	Balance December 31, 2021	Recorded to profit or loss	Balance December 31, 2022
Property, plant and equipment, intangibles, assets used in renting activities	(5.913.913)	(1.354.018)	(7.267.931)
Tax losses carried forward	1.844.486	506.853	2.351.339
Employee termination benefit and other employee benefits	231.328	421.335	652.663
Inventories	70.458	70.723	141.181
Investment incentive	223.940	314.591	538.531
Receivables and payables	687.059	414.622	1.101.681
Derivative financial instruments	(80.505)	90.049	9.544
Other	110.828	101.008	211.836
Net deferred tax liability	(2.826.319)	565.163	(2.261.156)
Disposals due to subsidiary sale	-	14.714	-
Currency translation difference	-	1.347.749	-
Recognised in other comprehensive income	-	(1.712.868)	-
	(2.826.319)	214.758	(2.261.156)

The movement of net deferred tax liabilities as of the year ended on December 31, 2021 is as follows:

	Balance December 31, 2020	Recorded to profit or loss	Balance December 31, 2021
Property, plant and equipment, intangibles, assets used in renting activities	(3.960.222)	(1.953.691)	(5.913.913)
Tax losses carried forward	1.011.730	832.756	1.844.486
Employee termination benefit and other employee benefits	153.283	78.045	231.328
Inventories	79.001	(8.543)	70.458
Investment incentive	144.658	79.282	223.940
Receivables and payables	329.588	357.471	687.059
Derivative financial instruments	(28.595)	(51.910)	(80.505)
Other	81.594	29.234	110.828
Net deferred tax liability	(2.188.963)	(637.356)	(2.826.319)
Disposals due to subsidiary sale	-	(8.123)	-
Currency translation difference	-	1.156.760	-
Acquired through business combination	-	(4.867)	-
Recognised in other comprehensive income	-	(679.676)	-
	(2.188.963)	(173.262)	(2.826.319)

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NOTE 29 - TAX ASSETS AND LIABILITIES (cont'd)**29.2 Deferred Tax Assets and Liabilities (cont'd)**

Whereas carried forward tax losses of companies reside in Türkiye can be carried for 5 years, JSC AB Inbev Efes and PJSC AB Inbev Efes Ukraine's can be carried forward with an indefinite life according to local tax regulations. Assumptions used in the calculation of Deferred Tax Assets are explained in Note 2.18.

Maturity of prior years' losses for which no deferred tax asset is recognized of companies based in Türkiye are as follows:

	December 31, 2022	December 31, 2021
Between 0-1 years	1.044.795	160.754
Between 1-2 years	125.760	322.512
Between 2-3 years	610.460	230.830
Between 3-4 years	2.558.756	609.187
Between 4-5 years	4.904.368	2.723.450
	9.244.139	4.046.733

29.3 Tax Expense

	December 31, 2022	December 31, 2021
Current period tax expense (-)	(2.883.891)	(1.235.549)
Deferred tax (expense)/income	214.758	(173.262)
	(2.669.133)	(1.408.811)

	December 31, 2022	December 31, 2021
Profit/(loss) before tax from continuing operations	12.684.655	4.924.684
Gain (loss) from investments accounted through equity method	300.447	551.820
Taxable income	12.985.102	5.476.504
Tax ratio used by the parent company 23% (2021: 25%)	(2.986.573)	(1.369.126)
Tax effect of the companies using different ratio	519.238	166.968
Non-taxable income (-)	274.080	247.032
Carry forward tax losses that are not subject to deferred tax	63.200	121.462
Non-deductible expenses	(803.607)	(443.722)
Deferred tax effect of translation difference on non-monetary items	(15.408)	(32.454)
Cancellation of tax losses	(1.070.099)	(540.805)
Deferred tax effect of fixed asset revaluation	1.205.181	277.485
Deferred tax effect of unused investment incentives	195.647	29.426
Other	(50.792)	134.923
	(2.669.133)	(1.408.811)

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NOTE 30 - EARNINGS PER SHARE

	December 31, 2022	December 31, 2021
Net (loss) profit - equity holders of the parent	3.801.198	1.290.783
Weighted average number of shares	243.534.518	243.534.518
- Earnings (Loss) per share from continuing operations (full TRL)	15,3924	5,1946
- Earnings/(Loss) per share from discontinued operations (full TRL)	0,2161	0,1056
Earnings (Loss) per share (full TRL)	15,6085	5,3002

NOTE 31 - RELATED PARTY BALANCES AND TRANSACTIONS**31.1 Trade and Other Receivables from Related Parties**

	December 31, 2022	December 31, 2021
Syrian Soft Drink L.L.C. ⁽¹⁾	21.426	14.842
Anadolu Etap ⁽¹⁾	17.598	6.799
LLC Faber-Castell Anadolu (Russia) ⁽¹⁾	655	505
Anadolu Efes Spor Kulübü ⁽³⁾	337	36
Getir Araç Dijital Ulaşım Çözümleri Ticaret A.Ş. ⁽²⁾	248	1.287
Anadolu Eğitim ve Sosyal Yardım Vakfı Sağlık Tes. İkt. İşl. ⁽³⁾	62	3.786
Other	2.998	307
	43.324	27.562

As of December 31, 2022 there is no amount in long term portion of trade receivables from related parties (December 31, 2021: None).

As of December 31, 2022, the weighted average interest rate of the Group's short term other receivables from amounting to TRL 494.000 from Anadolu Etap is 38,1% (December 31, 2021: None).

As of December 31, 2022 there is TRL 38.634 in other long term receivables from related parties (December 31, 2021: TRL 12.135).

31.2 Trade Payables to Related Parties

	December 31, 2022	December 31, 2021
Anadolu Efes Spor Kulübü ⁽³⁾	100.000	24.833
Anadolu Etap ⁽¹⁾	9.706	8.178
Other	1.370	149
	111.076	33.160

As of December 31, 2022 there is TRL 45.264 other short term payables to related parties (December 31, 2021: TRL 90.690).

As of December 31, 2022 there is no long term trade payables due to related parties (December 31, 2021: None).

⁽¹⁾ A joint venture

⁽²⁾ Associates

⁽³⁾ Other

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NOTE 31 - RELATED PARTY BALANCES AND TRANSACTIONS (cont'd)**31.3 Transactions with Related Parties****Terms and conditions of transactions with related parties**

Outstanding balances at the end of the period are unsecured, interest free and will be settled in cash. There has been no guarantees given or received for any related party receivables or payables. For the year ended December 31, 2022, the Group has not provided for any expected credit loss, relating to amounts due from related parties (December 31, 2021: None). This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related parties operate.

Significant transactions with related parties during the year ended as of December 31, 2022 and 2021 are as follows:

	December 31, 2022	December 31, 2021
Sales of goods and services, net		
Anadolu Etap ⁽¹⁾	8.566	5.536
Anadolu Eğitim ve Sosyal Yardım Vakfı Sağlık Tes. İkt.İşl. ⁽³⁾	3.300	1.732
Anadolu Efes Spor Kulübü ⁽³⁾	41	1.724
Other	1.940	535
	13.847	9.527
	December 31, 2022	December 31, 2021
Purchases of goods, property, plant & equipment and other charges		
Anadolu Efes Spor Kulübü ⁽³⁾	504.079	201.406
Anadolu Eğitim ve Sosyal Yardım Vakfı ⁽³⁾	71.194	20.820
Getir Araç Dijital Ulaşım Çözümleri Ticaret A.Ş. ⁽²⁾	64.728	-
Anadolu Etap ⁽¹⁾	29.644	40.259
Other	6.129	4.251
	675.774	266.736

⁽¹⁾ A joint venture⁽²⁾ Associates⁽³⁾ Other

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NOTE 31 - RELATED PARTY BALANCES AND TRANSACTIONS (cont'd)*Compensation of Key Management Personnel of the Group*

Group has defined the key management personnel as follows; the managers directly reporting to the general manager and board of directors, and the board of directors and general managers in the rest of the subsidiaries. Benefits provided to senior managers include benefits such as wages, seniority, notice and leave.

The details of benefits provided to the key management personnel for the year ended on December 31, 2022 and 2021 are as follows:

	December 31, 2022	December 31, 2021
Short-term employee benefits	324.558	173.574
Post-employment benefits	-	-
Other long-term benefits	47.268	62.256
Termination benefits	1.975	77
Share based payments	-	-
	373.801	235.907

Other

The Company and its subsidiaries other than Migros donate 1% - 5% of their profit before corporate tax and such fiscal obligations to Anadolu Eğitim ve Sosyal Yardım Vakfı as stated in the entities' foundation agreements as long as these donations are exempt from tax. As of December 31, 2022, donations amount to TRL 71.194 (December 31, 2021: TRL 20.825).

NOTE 32 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS**Financial Risk Management Objectives and Policies****General**

The Group's principal financial instruments comprise bank borrowings, finance leases, and cash and short-term deposits. The main purpose of these financial instruments is to raise finance for the Group's operations. The Group has various other financial instruments such as trade debtors and trade creditors, which arise directly from its operations.

The main risks arising from the Group's financial instruments are foreign currency risk, interest rate risk, price risk, credit risk and liquidity risk. The Group manages these risks as stated below. The Group also monitors the market price risk arising from all financial instruments.

Credit Risk

Financial instruments have a counterparty risk as they may not fulfill requirements of the agreement.

The Group manages credit risk by constantly evaluating the credibility of the related parties and by determining counterparty credit limits and due dates on a customer basis. Group also receives collaterals from customers as needed. Instruments that increase the credit reliability as guarantees received to determine the maximum amount of credit risk as of reporting date, are not taken into account.

Concentrations of credit risk arise when a number of counterparties are engaged in similar business activities or activities in the same geographic region, or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations of credit risk indicate the relative sensitivity of the Group's performance to developments affecting a particular industry or geographic location.

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NOTE 32 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (cont'd)

Financial Risk Management Objectives and Policies (cont'd)

Credit Risk (cont'd)

As of December 31, 2022 and 2021 details of maximum credit risk exposure and aging of assets overdue but not impaired are stated below:

December 31, 2022	Receivables				Deposits in banks	Derivative Instruments	Other
	Trade Receivables		Other Receivables				
	Due from related parties	Due from third parties	Due from related parties	Due from third parties			
Maximum exposure to credit risk at the end of reporting period (A+B+C+D+E)	43.324	9.049.938	532.634	1.107.037	34.006.941	47.688	2.865.085
- Maximum credit risk secured by guarantees	-	3.594.881	-	-	-	-	-
A. Net carrying amount of financial assets that are neither past due nor impaired	43.324	8.613.549	532.634	1.107.037	34.006.941	47.688	2.865.085
B. Carrying amount of financial assets whose term has been renegotiated, otherwise past due or impaired	-	-	-	-	-	-	-
C. Net carrying amount of financial assets past due but not impaired	-	425.490	-	-	-	-	-
- Under guarantee	-	90.454	-	-	-	-	-
D. Net carrying amount of financial assets impaired	-	10.899	-	-	-	-	-
- Past due (gross carrying value)	-	267.213	-	-	-	-	-
- Impaired (-)	-	(256.314)	-	-	-	-	-
- Net carrying amount of financial assets under guarantee	-	10.899	-	-	-	-	-
- Not past due (gross carrying value)	-	-	-	-	-	-	-
- Impaired (-)	-	-	-	-	-	-	-
- Net carrying amount of financial assets under guarantee	-	-	-	-	-	-	-
E. Off-balance sheet items which include credit risk	-	-	-	-	-	-	-

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NOTE 32 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (cont'd)**Financial Risk Management Objectives and Policies (cont'd)****Credit Risk (cont'd)**

December 31, 2021	Receivables						
	Trade Receivables		Other Receivables		Deposits in banks	Derivative Instruments	Other
	Due from related parties	Due from third parties	Due from related parties	Due from third parties			
Maximum exposure to credit risk at the end of reporting period (A+B+C+D+E)	27.562	5.965.232	12.135	475.233	13.950.118	570.923	2.185.663
- Maximum credit risk secured by guarantees	-	2.022.740	-	-	-	-	-
A. Net carrying amount of financial assets that are neither past due nor impaired	27.562	5.665.361	12.135	475.233	13.950.118	570.923	2.185.663
B. Carrying amount of financial assets whose term has been renegotiated, otherwise past due or impaired	-	-	-	-	-	-	-
C. Net carrying amount of financial assets past due but not impaired	-	282.423	-	-	-	-	-
- Under guarantee	-	56.265	-	-	-	-	-
D. Net carrying amount of financial assets impaired	-	17.448	-	-	-	-	-
- Past due (gross carrying value)	-	357.278	-	-	-	-	-
- Impaired (-)	-	(339.830)	-	-	-	-	-
- Net carrying amount of financial assets under guarantee	-	17.448	-	-	-	-	-
- Not past due (gross carrying value)	-	-	-	-	-	-	-
- Impaired (-)	-	-	-	-	-	-	-
- Net carrying amount of financial assets under guarantee	-	-	-	-	-	-	-
E. Off-balance sheet items which include credit risk	-	-	-	-	-	-	-

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NOTE 32 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (cont'd)**Financial Risk Management Objectives and Policies (cont'd)****Credit Risk (cont'd)**

December 31, 2022			
	Trade Receivables	Other Receivables	Deposits
Past due between 1-30 days	358.996	-	-
Past due between 1-3 months	18.796	-	-
Past due between 3-12 months	42.900	-	-
Past due for more than 1 year	4.798	-	-
December 31, 2021			
	Trade Receivables	Other Receivables	Deposits
Past due between 1-30 days	199.043	-	-
Past due between 1-3 months	47.490	-	-
Past due between 3-12 months	26.245	-	-
Past due for more than 1 year	9.645	-	-

Foreign currency risk

The following table summarizes the exchange rate of Turkish Lira to 1 USD and 1 EUR:

		Exchange buying rate at December 31, 2021	Average exchange buying rate in the period	Exchange buying rate at December 31, 2022
USD/TRL	Türkiye	13,3290	16,5659	18,6983
EUR/TRL	Türkiye	15,0867	17,3775	19,9349

Foreign currency risk arises from the EUR and USD denominated assets and liabilities of the Group. The Group has transactional currency exposures. Such exposures arise from sales or purchases or borrowings by the Group in currencies other than the Group's functional currency. The Group manages foreign currency risk by using natural hedges that arise from offsetting foreign currency denominated assets and liabilities. Anadolu Efes and Adel, the subsidiaries of the Group, as mentioned in Note 5, reserves a certain portion of its bank deposits for future purchases of raw materials, operating expenses and interest payments. Anadolu Efes's foreign currency liability consists of mainly long term liabilities. Accordingly, in the short term foreign currency risk that may arise from fluctuation of foreign currencies are relatively limited. The Group also conducts foreign exchange forward transactions and cross currency swap transactions in order to avoid foreign exchange risk as denoted in Note 33.

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NOTE 32 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (cont'd)

Financial Risk Management Objectives and Policies (cont'd)

Foreign currency risk (cont'd)

December 31, 2022	TRL Equivalent (Functional currency)	Thousand USD	Thousand EUR	Other TRL
1. Trade receivables	7.796.193	383.093	30.344	28.079
2a. Monetary financial assets (cash and cash equivalents included)	4.682.610	182.426	58.750	100.372
2b. Non - monetary financial assets	1.696	-	85	-
3. Other	86.748	3.313	878	7.305
4. Current assets (1+2+3)	12.567.247	568.832	90.057	135.756
5. Trade receivables	-	-	-	-
6a. Monetary financial assets	-	-	-	-
6b. Non - monetary financial assets	-	-	-	-
7. Other	-	-	-	-
8. Non - current assets (5+6+7)	-	-	-	-
9. Total assets (4+8)	12.567.247	568.832	90.057	135.756
10. Trade payables	7.231.232	204.672	152.614	359.257
11. Short - term borrowings and current portion of long - term borrowings	3.513.738	152.432	34.871	-
12a. Monetary other liabilities	22.232	298	205	12.569
12b. Non - monetary other liabilities	102.493	2.342	2.940	-
13. Current liabilities (10+11+12)	10.869.695	359.744	190.630	371.826
14. Trade payables	120	-	5	11
15. Long - term borrowings	23.958.614	1.214.889	62.186	-
16a. Monetary other liabilities	-	-	-	-
16b. Non - monetary other liabilities	10.844	-	543	-
17. Non - current liabilities (14+15+16)	23.969.578	1.214.889	62.734	11
18. Total liabilities (13+17)	34.839.273	1.574.633	253.364	371.837
19. Off balance sheet derivative items' net asset/(liability) position (19a-19b)	26.367.168	1.313.549	89.867	12.717
19a. Total hedged assets	25.347.760	1.311.049	41.167	12.717
19b. Total hedged liabilities	(1.019.408)	(2.500)	(48.700)	-
20. Net foreign currency asset/(liability) position (9-18+19)	4.095.142	307.748	(73.440)	(223.364)
21. Monetary items net foreign currency asset/(liability) position (=1+2a+5+6a-10-11-12a-14-15-16a)	(22.247.133)	(1.006.772)	(160.787)	(243.386)
22. Total fair value of financial instruments used to manage the foreign currency position	(10.733)	5.295	(5.495)	(470)

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NOTE 32 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (cont'd)**Financial Risk Management Objectives and Policies (cont'd)****Foreign Currency Risk (cont'd)**

December 31, 2021	TRL Equivalent (Functional currency)	Thousand USD	Thousand EUR	Other TRL
1. Trade receivables	6.776.348	472.750	30.142	20.321
2a. Monetary financial assets (cash and cash equivalents included)	5.905.121	322.337	98.663	120.189
2b. Non - monetary financial assets	211	-	14	-
3. Other	354.569	24.361	1.965	219
4. Current assets (1+2+3)	13.036.249	819.448	130.784	140.729
5. Trade receivables	-	-	-	-
6a. Monetary financial assets	-	-	-	-
6b. Non - monetary financial assets	-	-	-	-
7. Other	2.597	162	29	-
8. Non - current assets (5+6+7)	2.597	162	29	-
9. Total assets (4+8)	13.038.846	819.610	130.813	140.729
10. Trade payables	4.414.444	139.202	145.444	364.751
11. Short - term borrowings and current portion of long - term borrowings	4.539.078	206.312	118.590	14
12a. Monetary other liabilities	11.413	740	100	41
12b. Non - monetary other liabilities	75.413	2.364	2.910	-
13. Current liabilities (10+11+12)	9.040.348	348.618	267.044	364.806
14. Trade payables	75	-	5	-
15. Long - term borrowings	14.891.129	1.047.850	61.265	50
16a. Monetary other liabilities	-	-	-	-
16b. Non - monetary other liabilities	8.404	-	557	-
17. Non - current liabilities (14+15+16)	14.899.608	1.047.850	61.827	50
18. Total liabilities (13+17)	23.939.956	1.396.468	328.871	364.856
19. Off balance sheet derivative items' net asset/(liability) position (19a-19b)	15.079.124	971.208	139.750	25.526
19a. Total hedged assets	15.079.124	971.208	139.750	25.526
19b. Total hedged liabilities	-	-	-	-
20. Net foreign currency asset/(liability) position (9-18+19)	4.178.014	394.350	(58.308)	(198.601)
21. Monetary items net foreign currency asset/(liability) position (=1+2a+5+6a-10-11-12a-14-15-16a)	(11.174.670)	(599.017)	(196.599)	(224.346)
22. Total fair value of financial instruments used to manage the foreign currency position	13.874	465	423	1.294

Information related to export and import as of December 31, 2022 and 2021 are as follows:

	2022	2021
Total Export Amount	5.070.073	2.424.756
Total Import Amount	24.751.976	10.490.190

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NOTE 32 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (cont'd)**Financial Risk Management Objectives and Policies (cont'd)****Foreign Currency Risk (cont'd)**

	Foreign currency position sensitivity analysis	
	December 31, 2022 (*)	
	Income/(loss)	Income/(loss)
	Increase of the foreign currency	Decrease of the foreign currency
Change in the USD against TRL by 10% +/-:		
1- USD denominated net asset/liability	(1.878.760)	1.878.760
2- USD denominated hedging instruments(-)	2.460.540	(2.460.540)
3- Net effect in USD (1+2)	581.780	(581.780)
Change in the EUR against TRL by 10% +/-:		
4- Euro denominated net asset/liability	(325.228)	325.228
5- Euro denominated hedging instruments(-)	179.472	(179.472)
6- Net effect in Euro (4+5)	(145.756)	145.756
Change in the other foreign currencies against TRL by 10% +/-:		
7- Other foreign currency denominated net asset/liability	(23.608)	23.608
8- Other foreign currency hedging instruments(-)	-	-
9- Net effect in other foreign currency (7+8)	(23.608)	23.608
TOTAL (3+6+9)	412.416	(412.416)

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NOTE 32 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (cont'd)**Financial Risk Management Objectives and Policies (cont'd)****Foreign Currency Risk (cont'd)**

	Foreign currency position sensitivity analysis	
	December 31, 2021 ^(*)	
	Income/(loss)	Income/(loss)
	Increase of the foreign currency	Decrease of the foreign currency
Change in the USD against TRL by 10% +/-:		
1- USD denominated net asset/liability	(768.894)	768.894
2- USD denominated hedging instruments(-)	1.294.523	(1.294.523)
3- Net effect in USD (1+2)	525.629	(525.629)
Change in the EUR against TRL by 10% +/-:		
4- Euro denominated net asset/liability	(298.804)	298.804
5- Euro denominated hedging instruments(-)	210.837	(210.837)
6- Net effect in Euro (4+5)	(87.967)	87.967
Change in the other foreign currencies against TRL by 10% +/-:		
7- Other foreign currency denominated net asset/liability	(22.413)	22.413
8- Other foreign currency hedging instruments(-)	2.554	(2.554)
9- Net effect in other foreign currency (7+8)	(19.859)	19.859
TOTAL (3+6+9)	417.803	(417.803)

^(*) Monetary assets and liabilities eliminated during the consolidation are not included.

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NOTE 32 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (cont'd)**Financial Risk Management Objectives and Policies (cont'd)****Foreign Currency Risk (cont'd)****Foreign Currency Hedge of Net Investments in Foreign Operations**

Anadolu Efes, the subsidiary of Group has designated an instrument which is amounting to USD 500 Million out of USD 500 Million bond issued as of June 29, 2021 to hedge its foreign currency risk arising from the translation of net assets of its subsidiary located in Netherlands, Efes Breweries International (whose main activity is facilitating foreign investments in breweries).

CCI, the subsidiary of the Group, has designated three instruments, the first one amounting to USD 150 Million out of USD 500 Million bond issued as of September 19, 2017, the second one amounting to USD 120 Million out of USD 120 Million bond issued as of August 20, 2019 and the third one amounting to USD 500 Million out of USD 500 Million bond issued as of January 20, 2022 as a hedging instrument in order to hedge its foreign currency risk arising from the translation of net assets of its subsidiary located in Netherlands, CCI Holland and Waha B.V.

The Company designated loans amounting to EUR 35 Million as a hedging instrument in order to hedge its foreign currency risk arising from the translation of net assets of its subsidiary located in Netherlands, Efes Breweries International (whose main activity is facilitating foreign investments of Anadolu Efes in breweries). Related loans were closed as of June 30, 2022.

The effective part of the change in the value of the bonds and loans designated as hedging of net investments amounting to TRL 7.465.241 (TRL 5.972.192 including deferred tax effect) is recognized as "Gains (Losses) on Hedge" under Equity and to "Other Comprehensive Income (Loss) Related with Hedges of Net Investment in Foreign Operations" under Other Comprehensive Income (December 31, 2021: TRL 5.817.062 (TRL 4.653.650 including deferred tax effect)).

Interest Rate Risk

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing assets and liabilities. The Group manages interest rate risk by using natural hedges that arise from offsetting interest rate of assets and liabilities or derivative financial instruments.

Certain parts of the interest rates related to borrowings are based on market interest rates; therefore, the Group is exposed to interest rate fluctuations on domestic and international markets. The Group's exposure to market risk for changes in interest rates relates primarily to the Group's debt obligations.

As of December 31, 2022, the Group manages interest rate risk arising from the interest rate fluctuations on international markets, by using interest rate swap which are given in Note 33.

Interest position table	December 31, 2022	December 31, 2021
Financial instruments with fixed interest rate		
Financial assets		
- Time deposits	28.336.083	11.881.464
Financial liabilities	42.861.446	27.361.989
Financial instruments with floating interest rate		
Financial liabilities	5.661.257	3.584.640

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NOTE 32 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (cont'd)**Financial Risk Management Objectives and Policies (cont'd)****Interest Rate Risk (cont'd)**

At December 31, 2022, if interest rate on the Group's borrowings would have been 100 basis points higher/lower with all other variables held constant, then profit before tax and minority interest for the period ended March 31, 2023 which is the following reporting period, would be:

Interest Increase	Effect on profit before tax	
	December 31, 2022	December 31, 2021
1% increase	(13.969)	(8.669)

Liquidity Risk

Liquidity risk arises from the possibility that customers may not be able to settle within the normal terms of trade. To manage this risk, the Group periodically assesses the financial liability of customers. In addition, with the support of the reliable lenders' credit limits, cash inflows and outflows are balanced.

December 31, 2022

Maturities according to agreement	Book Value	Total cash outflow according to agreement (=I+II+III+IV)	Less than 3 months (I)	3 to 12 months (II)	1 to 5 years (III)	More than 5 years (IV)
Bank borrowings	48.522.703	56.273.634	7.407.581	14.725.373	23.656.630	10.484.050
Trade payable and due to related parties	43.002.630	43.013.515	37.260.038	5.753.357	-	120
Put option liability	44.208	44.208	-	44.208	-	-
Employee benefit obligations	1.412.472	1.412.472	1.412.472	-	-	-

December 31, 2021

Maturities according to agreement	Book Value	Total cash outflow according to agreement (=I+II+III+IV)	Less than 3 months (I)	3 to 12 months (II)	1 to 5 years (III)	More than 5 years (IV)
Bank borrowings	30.946.629	35.501.090	3.305.637	9.752.610	15.257.183	7.185.660
Trade payable and due to related parties	23.261.451	23.266.932	19.468.770	3.796.072	2.002	88
Put option liability	31.513	31.513	-	31.513	-	-
Employee benefit obligations	601.964	601.964	601.964	-	-	-

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NOTE 32 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (cont'd)

Financial Risk Management Objectives and Policies (cont'd)

Capital Risk Management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. Regarding capital risk management the Group follows net financial debt/equity ratio. Net financial debt is calculated by subtracting cash and cash equivalents and short term financial investments from total financial debt.

NOTE 33 - FINANCIAL INSTRUMENTS

33.1 Fair Value

Fair value is the amount for which an asset could be exchanged, or a liability settled between knowledgeable, willing parties in an arm's length transaction. The optimum fair value of a financial instrument is the quoted market value, if any.

The financial assets and liabilities which are denominated in foreign currencies are evaluated by the foreign exchange rates prevailing on the date of balance sheet which approximate to market rates. The following methods and assumptions were used to estimate the fair value of each class of financial instrument of the Group for which it is practicable to estimate a fair value:

a) Financial Assets

The fair values of certain financial assets carried at cost in the consolidated financial statements, including cash and cash equivalents plus the respective accrued interest and other financial assets are considered to approximate their respective carrying values due to their short-term nature and negligible credit losses. The carrying value of trade receivables along with the related allowance for unearned income and uncollectibility are estimated to be their fair values.

b) Financial liabilities

Trade payables and other monetary liabilities are considered to approximate their respective carrying values due to their short-term nature. The bank borrowings are stated at their amortized costs and transaction costs are included in the initial measurement of loans and bank borrowings. The fair value of bank borrowings are considered to state their respective carrying values since the interest rate applied to bank loans and borrowings are updated periodically by the lender to reflect active market price quotations. The carrying value of trade payables along with the related allowance for unrealized cost is estimated to be their fair values.

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NOTE 33 - FINANCIAL INSTRUMENTS (cont'd)

33.1 Fair Value (cont'd)

b) Financial liabilities (cont'd)

Fair Value Hedge Accounting

Level 1: Market price valuation techniques for the determined financial instruments traded in markets (unadjusted)

Level 2: Other valuation techniques including direct or indirect observable inputs

Level 3: Valuation techniques not containing observable market inputs

	December 31, 2022	Level 1	Level 2	Level 3
Derivative financial assets	47.688	-	47.688	-
Derivative financial liabilities	913.872	-	913.872	-
Put option liability	44.208	44.208	-	-
Long term financial investments	604.080	1.234	602.846	-
	December 31, 2021	Level 1	Level 2	Level 3
Derivative financial assets	570.923	-	570.923	-
Derivative financial liabilities	1.155.461	-	1.155.461	-
Put option liability	31.513	31.513	-	-
Long term financial investments	97.059	-	97.059	-

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NOTE 33 - FINANCIAL INSTRUMENTS (cont'd)**33.2 Derivative Financial Instruments and Hedge Accounting**

Derivative financial instruments are initially recognized at cost, and subsequently valued at fair value.

The Group documented the relationship between hedging instruments and hedged items at the beginning of the hedge transaction and also documented risk management objectives and the strategy for performing a variety of hedging transactions. Group, both at the beginning of the process of hedging transaction and on a regular basis of the hedging transaction, documented the assessment whether instruments used in hedging transactions are effective in high-level balancing changes in values of hedged items.

The movement of derivative instruments as of December 31, 2022 and 2021 is as follows:

	December 31, 2022	December 31, 2021		
Balance at January 1	(584.538)	236.558		
Other Comprehensive Income that will be Reclassified to Profit or Loss				
- Cash flow hedge gain/(losses)	105.092	(513.648)		
- Currency translations differences	(78.807)	(72.197)		
Valuation differences recognized in consolidated statement of profit or loss	112.934	(35.083)		
Realized cash outflows (inflows)	(420.865)	(200.168)		
Balance at December 31	(866.184)	(584.538)		
	Beer	Soft Drinks	Other Operations except from Beer and Soft Drinks	Total
2022	(201.189)	(611.802)	(53.193)	(866.184)
2021	(233.213)	(818.999)	467.674	(584.538)

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NOTE 33 - FINANCIAL INSTRUMENTS (cont'd)**33.2 Derivative Financial Instruments and Hedge Accounting (cont'd)**

The details of derivatives instruments for Beer Operations as of December 31, 2022 is as follows:

	Nominal Value	Contract Amounts or Quantities	Carrying Amount Asset/ (Liability)	Account in the Statement of the Financial Position	Hedge Ineffectiveness Recognized in Profit or Loss	Maturity
Derivatives held for hedging:						
Cash flow hedge:						
Interest swap	210.000	-	(24.940)	Derivative Instruments	-	October 2023
Currency forwards:						
- USD/TRL	674.074	USD 36,1 Million	(27.210)	Derivative Instruments	-	January - June 2023
- EUR/TRL	677.787	EUR 34,0 Million	(2.759)	Derivative Instruments	-	January - July 2023
- USD/RUR	1.408.100	USD 75,3 Million	(58.017)	Derivative Instruments	-	January - June 2023
- EUR/RUR	809.651	EUR 40,6 Million	(63.102)	Derivative Instruments	-	January - June 2023
Commodity swaps:						
- Aluminium	280.524	5.904 tons	(14.167)	Derivative Instruments	-	January - December 2023
- PET						
Derivatives not held for hedging:						
Currency forwards:	23.564	1.181 tons	(2.675)	Derivative Instruments	-	January 2023
- USD/RUR	14.640	USD 0,8 Million	(241)	Derivative Instruments	-	January - June 2023
- EUR/RUR	228.931	EUR 11,5 Million	(8.078)	Derivative Instruments	-	January - June 2023
	4.327.271		(201.189)			
Derivatives held for hedging:						
Net investment hedge:						
	-	USD 500 Million	(9.366.000)	Borrowings	-	June 2028
Cash flow hedge Designated cash						
- USD/TRL	-	USD 80,0 Million	1.495.864	Cash and Cash Equivalents	-	August 2023 - December 2024
- EUR/MDL	-	EUR 2,2 Million	43.857	Cash and Cash Equivalents	-	January - June 2023

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NOTE 33 - FINANCIAL INSTRUMENTS (cont'd)

33.2 Derivative Financial Instruments and Hedge Accounting (cont'd)

The details of derivatives instruments for Soft Drink Operations as of December 31, 2022 is as follows:

	Nominal Value	Contract Amounts or Quantities	Carrying Amount Asset/ (Liability)	Account in the Statement of the Financial Position	Hedge Ineffectiveness Recognized in Profit or Loss	Maturity
Derivatives held for hedging:						
Cash flow hedge						
Commodity swaps:						
- Aluminium	1.208.374	25.000 tons	(86.114)	Derivative Instruments	-	January 2023 - December 2025
- Sugar	637.313	70.100 tons	16.922	Derivative Instruments	-	January - December 2023
Cross currency participation swaps						
	2.804.745	USD 150,0 Million	(542.610)	Derivative Instruments	-	September 2024
	4.650.432		(611.802)			
Derivatives held for hedging:						
Net investment hedge	-	USD 770 Million	(14.423.640)	Borrowings	-	January 2029

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NOTE 33 - FINANCIAL INSTRUMENTS (cont'd)**33.2 Derivative Financial Instruments and Hedge Accounting (cont'd)**

The details of derivatives instruments of other operations except from Beer and Soft Drinks as of December 31, 2022 is as follows:

	Nominal Value	Contract Amounts or Quantities	Carrying Amount Asset/ (Liability)	Account in the Statement of the Financial Position	Hedge Ineffectiveness Recognized in Profit or Loss	Maturity
Derivatives held for hedging:						
Cash flow hedge:						
Interest swap	825.000	-	(14.712)	Derivative Instruments	-	May -July 2023
Currency forwards:						
- USD/TRL	195.417	USD 10.450 Thousand	(5.017)	Derivative Instruments	-	January - March 2023
- JPY/TRL	12.801	JPY 90 Million	(473)	Derivative Instruments	-	January - February 2023
Derivatives not held for hedging:						
Currency forwards:						
- USD/TRL	1.014.314	EUR 48.700 Thousand	(17.227)	Derivative Instruments	-	January- June 2023
- EUR/TRL	184.802	JPY 1.307.869 Thousand	(15.027)	Derivative Instruments	-	January - March 2023
- JPY/EUR						
	2.280.088		(53.193)			

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NOTE 33 - FINANCIAL INSTRUMENTS (cont'd)

33.2 Derivative Financial Instruments and Hedge Accounting (cont'd)

The details of derivatives instruments for Beer Operations as of December 31, 2021 is as follows:

	Nominal Value	Contract Amounts or Quantities	Carrying Amount Asset/(Liability)	Account in the Statement of the Financial Position	Hedge Ineffectiveness Recognized in Profit or Loss	Maturity
Derivatives held for hedging:						
Cash flow hedge:						
Currency swap:						
- USD/RUR	1.803.414	USD 135,3 Million	(22.861)	Derivative Instruments	-	January - November 2022
- EUR/RUR	2.176.600	EUR 144,3 Million	(144.133)	Derivative Instruments	-	January - November 2022
- USD/UAH	251.252	USD 18,8 Million	(9.558)	Derivative Instruments	-	January - September 2022
- EUR/UAH	772.784	EUR 51,2 Million	(58.050)	Derivative Instruments	-	January - November 2022
Commodity swaps:						
- Aluminium	668.213	18.918 tons	44.840	Derivative Instruments	-	January - December 2022
- PET	198.403	17.299 tons	(166)	Derivative Instruments	-	January - November 2022
Derivatives not held for hedging:						
Currency forward:						
- EUR/RUR	528.445	EUR 35,0 Million	(40.165)	Derivative Instruments	-	January - November 2022
- EUR/UAH	207.851	EUR 13,8 Million	(17.699)	Derivative Instruments	-	January - November 2022
Currency option contracts:						
- USD/TRL	159.948	USD 12,0 Million	7.540	Derivative Instruments	-	January - June 2022
- EUR/TRL	199.145	EUR 13,2 Million	7.039	Derivative Instruments	-	January - June 2022
	6.966.055		(233.213)			
Derivatives held for hedging:						
Net investment hedge:	-	USD 500 Million	(6.676.500)	Borrowings	-	June 2028
Cash flow hedge:						
Designated cash:						
- USD/TRL	-	USD 173,6 Million	2.313.781	Cash and Cash Equivalents	-	January 2022 - December 2024
- EUR/MDL	-	EUR 3,0 Million	45.260	Cash and Cash Equivalents	-	December 2023
- USD/KZT	-	USD 6,5 Million	86.639	Cash and Cash Equivalents	-	December 2022
- EUR/KZT	-	EUR 1,5 Million	22.630	Cash and Cash Equivalents	-	December 2022
- RUR/KZT	-	RUR 500,0 Million	89.706	Cash and Cash Equivalents	-	December 2022

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NOTE 33 - FINANCIAL INSTRUMENTS (cont'd)**33.2 Derivative Financial Instruments and Hedge Accounting (cont'd)**

The details of derivatives instruments for Soft Drink Operations as of December 31, 2021 is as follows:

	Nominal Value	Contract Amounts or Quantities	Carrying Amount Asset/ (Liability)	Account in the Statement of the Financial Position	Hedge Ineffectiveness Recognized in Profit or Loss	Maturity
Derivatives held for hedging:						
Cash flow hedge:						
Commodity swaps:						
- Aluminium	788.479	21.426 tons	6.762	Derivative Instruments -	-	January - December 2022
- Resin	36.788	2.400 tons	(4.285)	Derivative Instruments -	-	January - December 2022
Currency option contracts:						
- USD/TRL	266.580	USD 20,0 Million	18.191	Derivative Instruments -	-	August 2022
Cross currency participation swaps	2.001.950	USD 150,0 Million	(708.423)	Derivative Instruments -	-	September 2024
Fair value hedge:						
Fair value hedge reserve assets/(liabilities)	377.848	EUR 25,0 Million	(131.244)	Derivative Instruments -	-	May 2022
	3.471.645		(818.999)			
Derivatives held for hedging:						
Net investment hedge	-	USD 470 Million	(6.275.910)	Borrowings	-	September 2024

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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NOTE 33 - FINANCIAL INSTRUMENTS (cont'd)**33.2 Derivative Financial Instruments and Hedge Accounting (cont'd)**

The details of derivatives instruments of other operations except from Beer and Soft Drinks as of December 31, 2021 is as follows:

	Nominal Value	Contract Amounts or Quantities	Carrying Amount Asset/ (Liability)	Account in the Statement of the Financial Position	Hedge Ineffectiveness Recognized in Profit or Loss	Maturity
Derivatives held for hedging:						
Cash flow hedge:						
Interest swap	1.175.000	-	64.778	Derivative Instruments	-	December 2022-July 2023
Currency forwards:						
- USD/TRL	102.773	USD 7.915 Thousand	12.547	Derivative Instruments	-	February- March 2023
- EUR/TRL	544.100	EUR 36 Million	100.900	Derivative Instruments	-	January - June 2022
- JPY/TRL	25.695	JPY 221 Million	1.298	Derivative Instruments	-	January - May 2022
Cross currency swaps:						
- EUR/TRL	604.556	EUR 40 Million	186.936	Derivative Instruments	-	December 2022
Derivatives not held for hedging:						
Currency forward:						
- EUR/TRL	370.876	EUR 28.750 Thousand	103.464	Derivative Instruments	-	January - September 2022
- JPY/EUR	279.968	JPY 2.490.066 Thousand	(2.249)	Derivative Instruments	-	August - December 2022
	3.102.968		467.674			
Derivatives held for hedging:						
Net investment hedge	-	EUR 35 Million	(170.968)	Borrowings	-	June 2022

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NOTE 34 - DISCLOSURES OF INTERESTS IN OTHER ENTITIES

The summary financial information of Anadolu Efes, the subsidiary of the Group, of which non-controlling interest is at considerable level, is presented below:

Subsidiary	December 31, 2022			
	Non-controlling interest (%)	Profit/loss allocated to non-controlling interest	Accumulated non-controlling interest	Dividend paid to non-controlling interest
Anadolu Efes	56,95	1.952.854	14.576.900	636.838

Subsidiary	December 31, 2021			
	Non-controlling interest (%)	Profit/loss allocated to non-controlling interest	Accumulated non-controlling interest	Dividend paid to non-controlling interest
Anadolu Efes	56,95	608.399	10.658.239	661.028

Summary financial information for the related subsidiary is presented below:

Summary consolidated statement of financial position:	Anadolu Efes	Anadolu Efes
	December 31, 2022	December 31, 2021
Current assets	51.545.590	24.663.860
Non-current assets	81.811.928	60.849.021
Total assets	133.357.518	85.512.881
Short-term borrowings	11.939.970	6.474.697
Other current liabilities	30.091.448	18.046.697
Long-term borrowings	25.702.061	14.771.633
Other non-current liabilities	9.042.194	6.887.361
Total liabilities	76.775.673	46.180.388
Net assets	56.581.845	39.332.493
Attributable to:		
Non-controlling interests	30.985.884	20.617.411
Net assets of the equity holders of the parent	25.595.961	18.715.082
Summary consolidated statement of profit or loss:	Anadolu Efes	Anadolu Efes
	December 31, 2022	December 31, 2021
Revenue	90.504.179	39.284.384
Net income	6.041.289	2.367.266
Non-controlling interests	2.612.221	1.298.963
Equity holders of the parent	3.429.068	1.068.303

AG ANADOLU GRUBU HOLDİNG ANONİM ŞİRKETİ

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NOTE 34 - DISCLOSURES OF INTERESTS IN OTHER ENTITIES (cont'd)

Summary cash flow:	Anadolu Efes	Anadolu Efes
	December 31, 2022	December 31, 2021
Cash flows from operating activities	12.770.288	8.072.534
Cash flows used in investing activities	(5.669.553)	(5.789.734)
Cash flows used in financing activities	3.773.908	(2.124.734)
Effect of currency translation differences	2.689.929	1.587.383
Net increase in cash and cash equivalents	13.564.572	1.745.449
Cash and cash equivalent at the beginning of the period	10.253.584	8.508.135
Total cash and cash equivalent at the end of the period	23.818.156	10.253.584

The summary financial information of Migros, the subsidiary of the Group, of which non-controlling interest is at considerable level, is presented below:

Subsidiary	December 31, 2022			
	Non-controlling interest (%)	Profit/loss allocated to non-controlling interest	Accumulated non-controlling interest	Dividend paid to non-controlling interest
Migros	50,00	1.285.142	2.022.844	-

Subsidiary	December 31, 2021			
	Non-controlling interest (%)	Profit/loss allocated to non-controlling interest	Accumulated non-controlling interest	Dividend paid to non-controlling interest
Migros	50,00	179.441	268.032	-

Summary financial information for the related subsidiary is presented below:

Summary consolidated statement of financial position:	Migros	Migros
	December 31, 2022	December 31, 2021
Current assets	20.123.315	8.703.724
Non-current assets	16.300.553	9.396.601
Total assets	36.423.868	18.100.325
Short-term borrowings	2.443.041	2.044.659
Other current liabilities	23.567.236	11.064.339
Long-term borrowings	5.012.249	4.035.105
Other non-current liabilities	1.311.591	420.158
Total liabilities	32.334.117	17.564.261
Net assets	4.089.751	536.064
Attributable to:		
Non-controlling interests	44.063	-
Net assets of the equity holders of the parent	4.045.688	536.064

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NOTE 34 - DISCLOSURES OF INTERESTS IN OTHER ENTITIES (cont'd)

Summary consolidated statement of profit or loss:	Migros	Migros
	December 31, 2022	December 31, 2021
Revenue	74.501.977	36.272.243
Net profit/(loss)	2.579.829	358.881
Non-controlling interests	9.546	-
Equity holders of the parent	2.570.283	358.881

Summary cash flow:	Migros	Migros
	December 31, 2022	December 31, 2021
Cash flows from operating activities	8.039.744	3.253.457
Cash flows from investing activities	(2.299.104)	(507.049)
Cash flows used in financing activities	(1.556.817)	(2.223.660)
Effect of currency translation differences	(137.695)	(121.200)
Net increase in cash and cash equivalents	4.046.128	401.548
Cash and cash equivalent at the beginning of the period	3.632.341	3.230.793
Total cash and cash equivalent at the end of the period	7.678.469	3.632.341

NOTE 35 - DISCONTINUED OPERATIONS

- a) As presented in Public Disclosure Platform declarations of the Company dated on March 30, 2021, 100% stake transfer of AND Anadolu Gayrimenkul Yatırımları A.Ş., which among its other assets owns AND Kozyatağı building, has been completed to Quick Sigorta A.Ş. and Corpus Sigorta A.Ş., a subsidiary of Maher Yatırım Holding.

As of December 31, 2021 items belonging to AND Anadolu Gayrimenkul were classified as discontinued operations in accordance with TFRS 5 in the consolidated statement of profit or loss.

- b) Migros, one of the subsidiaries of the Group, sold its Macedonia operations with the share transfer agreement dated March 9, 2021. In order to provide comparative information in the consolidated financial statements as of March 31, 2021, items belonging to Macedonia operations in the consolidated income statement are classified as discontinued operations in accordance with TFRS 5.
- c) As presented in Public Disclosure Platform declarations of the Company dated on May 11, 2022, binding share purchase agreement for the sale of 100% shares of Anadolu Restoran which is 100% subsidiary of Group and the franchise operator of McDonald's restaurants in Türkiye, to Boheme Investment GmbH is signed. With the fulfillment of the prerequisites in the share transfer agreement, the transfer of shares representing 100% of Anadolu Restaurant's capital to Boheme Investment GmbH was completed on June 30, 2022. Share transfer price was realized as USD 54.786.040 (TRL 909.035). The Group restated its consolidated statement of profit or loss as of December 31, 2021, in comparison with the consolidated financial statements as of December 31, 2022. As of December 31, 2021 and December 31, 2022 items belonging to Anadolu Restoran were classified as discontinued operations in accordance with TFRS 5 in the consolidated financial statement.

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NOTE 35 - DISCONTINUED OPERATIONS (cont'd)

Income statement reclassifications presented in the profit (loss) for the period from discontinued operations are as follows:

	December 31, 2022	December 31, 2021
Revenue	1.167.802	1.431.170
Cost of Sales (-)	(997.648)	(1.149.913)
General Administrative Expenses (-)	(49.354)	(68.575)
Marketing Expenses (-)	(37.708)	(61.285)
Other Operating Income	21.089	8.344
Other Operating Expenses (-)	(32.984)	(14.554)
Income from Investing Activities	368	471
Expense from Investing Activities	(269)	(312)
Financial Income	18.502	2.499
Financial Expense (-)	(36.363)	(129.107)
Profit (Loss) Before Tax from Discontinuing Operations	53.435	18.738
Current Period Tax Expense from Discontinuing Operations (-)	-	(182)
Deferred Tax Income (Expense) from Discontinuing Operations	(814)	7.500
Net Profit (Loss) for the Period from Discontinuing Operations	52.621	26.056

NOTE 36 - FEES FOR SERVICES FROM INDEPENDENT AUDIT FIRMS

The fees related to the services from independent audit firms (IAF) received by the Group for the periods January 1 - December 31, 2022 and January 1 - December 31, 2021 are as follows:

	December 31, 2022	December 31, 2021
Audit fee for the reporting period	17.977	18.102
Tax consulting fee	7.823	6.065
Other assurance services fee	178	16
Other service fee apart from audit	986	115
	26.964	24.298

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NOTE 37 - EVENTS AFTER THE REPORTING PERIOD

- 1) The sale transaction of bonds of the Company with ISIN code TRSYAZI12418, 375 days term, single coupon payment with fixed interest rate of 32,50% at maturity date of January 30, 2024, was completed on January 19, 2023. The settlement has been completed on January 20, 2023. The final issuance amount is realized as TRL 900.000, within the ceiling which was approved by the Capital Markets Board's decision numbered 63/1561 on October 27, 2022. The issuance was advised by Ak Yatırım Menkul Değerler A.Ş.
- 2) As stated by Anadolu Efes, the subsidiary of the Group, in the material events disclosure made on the Public Disclosure Platform, Anadolu Efes' Board of Directors decided to issue debt instruments amounting to TRL 5.000.000 with a maturity up to 36 months in the country, and within this scope, an application was made to the Capital Markets Board on January 31, 2023 for the approval of the issue document(s).
- 3) As per the announcement dated December 6, 2019 by Anadolu Efes, the subsidiary of the Group, a share purchase agreement has been signed between Anadolu Efes and Özgörkey Holding A.Ş. ("Özgörkey Holding") on December 4, 2019 regarding the purchase of the shares of AEP Anadolu Etap Penkon Gıda ve Tarım Ürünleri Sanayi ve Ticaret A.Ş. ("Anadolu Etap") and it was also mentioned that after the transfer of the shares, the management structure of Anadolu Etap and the agreements between the shareholders have not allowed any shareholder to control Anadolu Etap alone.

In accordance with the said agreements between Anadolu Efes and Özgörkey Holding, certain managerial and shareholding rights have been granted to Özgörkey Holding and some of these rights have expired as of the date of this announcement January 26, 2023. As a result, Anadolu Efes will be able to control Anadolu Etap Tarım on its own.

The said control change is subject to the Competition Board's evaluation, and necessary applications have been made in this regard. Until Competition Board's evaluation is completed, Anadolu Etap will continue to be managed under the joint control of Anadolu Efes and Özgörkey Holding.

- 4) Anadolu Efes, the subsidiary of the Group, 78,58% subsidiary AEP Anadolu Etap Penkon Gıda ve Tarım Ürünleri Sanayi ve Ticaret A.Ş. ("Anadolu Etap") signed a binding share transfer agreement for sale of shares representing

80% of the capital of Anadolu Etap Penkon Gıda ve İçecek Ürünleri Sanayi ve Ticaret A.Ş. ("Anadolu Etap İçecek") to CCI. Anadolu Etap İçecek is engaged in fruit and vegetable juice concentrate and puree productions and export business and is wholly owned by Anadolu Etap.

As per the share transfer agreement, CCI will buy 80% of Anadolu Etap İçecek in exchange for USD 112 Million. The amount will be paid in Turkish Liras and will be converted as per the average of the USD/TRL foreign exchange buying rate and selling rate published on the website of the Central Bank one business day prior to the date on which the transfer of shares to be completed.

The completion of the share transfer is subject to the fulfillment of the preconditions defined in the agreement including the approvals of the Turkish Competition Authority.

- 5) CCI International Holland B.V. ("CCIHBV"), a wholly owned subsidiary of Coca-Cola İçecek A.Ş., and Atlantic Industries Co. ("AI"), a subsidiary of The Coca-Cola Company ("TCCC"), signed a share purchase agreement ON December 26, 2022 for the acquisition of 49,67% shares in The Coca-Cola Beverages Pakistan Limited ("CCBPL") held by AI. CCI also owns a 49,67% stake in CCBPL and the remaining shares are held by a local shareholder.

CCI's Board of Directors, at its meeting on December 20, 2022, approved the acquisition of 49,67% of CCBPL by CCIHBV against payment of a total amount of USD 300 Million in cash for the aforementioned stake. The purchase price is determined through bilateral negotiations with TCCC in reference to an independent valuation report. CCBPL's valuation indicates an Enterprise Value of USD 635 Million.
- 6) Per the announcement made to Public dated January 27, 2023, it was announced that, CCI's Board of Directors has resolved to authorize CCI's management to issue and sell notes and/or bonds, up to an amount of TRL 2.000.000 with a maturity up to two years and an official application to the Capital Markets Board of Türkiye has been announced.
- 7) Credit rating agency Saha Kurumsal Yönetim ve Kredi Derecelendirme Hizmetleri A.Ş. has reconfirmed the Company's credit ratings as (TR) AAA long-term (National) and (TR) A1+ short-term (National) and the outlook as stable on January 27, 2023.

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NOTE 37 - EVENTS AFTER THE REPORTING PERIOD (cont'd)

- 8)** On 6 and 20 February 2023, earthquakes occurred and severely affected 10 cities in the east of Türkiye. The expected impact of the disaster on the Migros, the subsidiary of the Group financial statements are summarised as follows.

As of 31 January 2023, Migros has 2.927 stores throughout the country and 228 stores, all of which are leased and insured, in the 10 cities affected by the earthquake. In the current situation, an evaluation shows that 41 of these stores became unusable. This number may change based on additional evaluations. 2022 turnover of these 41 stores was 631.000 TRL. Insurance pre evaluation processes have started for these stores and their products and fixtures, and for some other stores in the region.

In addition to the operational impacts above, the Migros made donations for earthquake relief and provided financial support to its employees in the region. Information about insurance compensation processes and clarification of donations and contributions will be stated in the 2023 reports.

- 9)** Adel, the subsidiaries of the Group, has been the issued transaction of bonds within the scope of the debt instrument limit of 590.000 TRL, which was approved by the Capital Markets Board's decision dated December 29, 2022 and numbered 77/1865. According to this, The sale transaction of bond sell to be qualified investors without being offered to the public in the country, with code of TRSADEL22410 ISIN, 376 days term, single coupon payment with fixed interest rate of 32,50%, maturity date of February 7, 2024 was completed on January 26, 2023. The settlement has been completed on January 27, 2023. The issuance was advised by Ak Yatırım Menkul Değerler A.Ş.

- 10)** In its meeting held on February 28, 2023, Anadolu Efes', the subsidiary of the Group, Board of Directors resolved to submit for the approval of the General Assembly a cash dividend proposal of gross full TRL 2.1314 (net full TRL 1.91826) per each share with full TRL 1 nominal value amounting to a total of TRL 1.262.013 realizing a 213,14% gross dividend distribution over the issued capital amounting to TRL 592.105, calculated for the period January-December 2022 to be paid starting from May 23, 2023.

- 11)** As of February 21, 2022, Board of Directors of CCI, subsidiary of the Group resolved to propose to the General Assembly the distribution of gross dividends of TRL 720.022, after legal liabilities are deducted, from 2022 net income starting from May 22, 2023. As per the proposal, the remainder of 2022 net income will be added to the extraordinary reserves. General Assembly has right to amend the proposal.

Subject to the approval of the General Assembly, entities which are Türkiye resident taxpayers or entitled such dividends through a permanent establishment or a permanent representative in Türkiye, will be paid a gross cash dividend of full TRL 2,8306 (net full TRL 2,8306) per 100 shares, representing full TRL 1 nominal value. While other shareholders will receive gross full TRL 2,8306 (net full TRL 2,54754) per 100 shares.

- 12)** Fzk Mühendislik ve Sınai Yatırımlar A.Ş (FZK) operates in the automotive sector. It manufactures construction serial parts, especially vehicle body manufacturing, for the automotive sector. By improving our ongoing commercial activities and cooperation between Isuzu, the subsidiary of the Group and FZK, a transfer agreement was signed on February 3, 2023 for the partial transfer of automotive activities of FZK by Isuzu.

The machine park and fixtures for the production of metal sheets, semi-finished products and details, which are used in the production of FZK for the automotive industry and referred to as carcasses, the expert staff and stocks, and all documents constituting know-how will be transferred to Isuzu.

Following the partial transfer process, FZK will continue its activities in other industries under its own title.

The total partial transfer fee to be paid to FZK is USD 6.5 Million + VAT, the payments are planned to be completed within 2 years.

Other Information

DECLARATION OF INDEPENDENCE BY INDEPENDENT BOARD MEMBERS

I hereby declare that, with respect to AG Anadolu Grubu Holding A.Ş. (the Company);

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same,
- I was not a shareholder of (5% and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election,
- I am assumed to be a resident in Türkiye in accordance with the Income Tax Law,
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange and that therefore, I will serve in my position as a member of the Company's Board of Directors as an independent board member,
- I have not been registered and announced as a board member representing the legal entity for which I will be elected.



Ali Galip Yorgancıoğlu, 02.02.2023

Other Information

DECLARATION OF INDEPENDENCE BY INDEPENDENT BOARD MEMBERS

I hereby declare that, with respect to AG Anadolu Grubu Holding A.Ş. (the Company);

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same,
- I was not a shareholder of (5% and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election,
- I am assumed to be a resident in Türkiye in accordance with the Income Tax Law,
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange and that therefore, I will serve in my position as a member of the Company's Board of Directors as an independent board member,
- I have not been registered and announced as a board member representing the legal entity for which I will be elected.



Uğur Bayar, 02.02.2023

DECLARATION OF INDEPENDENCE BY INDEPENDENT BOARD MEMBERS

I hereby declare that, with respect to AG Anadolu Grubu Holding A.Ş. (the Company);

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same,
- I was not a shareholder of (5% and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election,
- I am assumed to be a resident in Türkiye in accordance with the Income Tax Law,
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange and that therefore, I will serve in my position as a member of the Company's Board of Directors as an independent board member,
- I have not been registered and announced as a board member representing the legal entity for which I will be elected.



İzzet Karaca, 02.02.2023

Other Information

DECLARATION OF INDEPENDENCE BY INDEPENDENT BOARD MEMBERS

I hereby declare that, with respect to AG Anadolu Grubu Holding A.Ş. (the Company);

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same,
- I was not a shareholder of (5% and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election,
- I am assumed to be a resident in Türkiye in accordance with the Income Tax Law,
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange and that therefore, I will serve in my position as a member of the Company's Board of Directors as an independent board member,
- I have not been registered and announced as a board member representing the legal entity for which I will be elected.



Mehmet Ercan Kumcu, 02.02.2023

LEGAL AND OTHER INFORMATION ABOUT ACTIVITIES

1. Trade Registry Information

Trade Name: AG Anadolu Grubu Holding A.Ş.

Mersis (Central Registration System) No.: 0-9450 0453-3100015

Trade Registry No.: 143399/90907

Date of Incorporation: 30 December 1976

Head Office Address: Fatih Sultan Mehmet Mah. Balkan Cad. No: 58 Buyaka E Blok Tepeüstü Ümraniye/İstanbul

Head Office Contact No.: (216) 578 85 00

Website Address: www.anadolugrubu.com.tr

2. Amendments to the Articles of Association

None.

3. Capital Structure

The Company's paid-in capital is TRL 243,534,518 as at 31 December 2022. Out of the Company's capital, TRL 194,827,614 consists of Group A shares, and TRL 48,706,904 consists of Group B shares. Information about voting rights and privileged shares are presented on pages 8 and 9 of our annual report.

4. Organizational Structure

The organization chart and the resumés of the executives named therein are presented on pages 20 and 31 of our annual report.

5. Information about the Governing Body, Senior Executives and Employees

Information about the Company's Board of Directors is presented on pages 20-24 of the Annual Report.

Remuneration, benefits and similar interests provided to the Board of Directors members and senior executives are provided under the related section of the Corporate Governance Principles Compliance Report and additionally, under note no. 31 of the Consolidated Financial Statements.

Total number of employees as at 31 December 2022 is 62,922 on consolidated basis (31 December 2021: 63,612) and 123 on an unconsolidated basis (31 December 2020: 120).

Other Information

6. Financial Condition

Analysis, summary and key ratios pertaining to the Company's consolidated financial results as at 31 December 2022 are presented on pages 124 to 137 of the Annual Report.

In 2022, the Company booked a dividend income in the amount of TRL 729,583,900 from its subsidiaries and associates.

	TRL
Anadolu Efes Biracılık ve Malt San. A.Ş.	480,125,504
Çelik Motor Ticaret A.Ş.	200,500,000
Anadolu Isuzu Otomotiv San. ve Tic. A.Ş.	16,619,783
Anadolu Motor Üretim Pazarlama A.Ş.	12,000,000
Adel Kalemcilik Ticaret ve Sanayi A.Ş.	8,533,900
Oyex Handels GmbH	7,072,078
AEH Sigorta Acenteliği A.Ş.	4,000,000
Ülkü Kırtasiye Ticaret ve Sanayi A.Ş.	722,553
Coca-Cola İçecek A.Ş.	10,082
Total	729,583,900

The Company management predicts that the robust and regular cash flow of the Company's financial structure will allow the Company to cover all of its obligations; the capital did not remain uncovered nor the Company is overindebted. In this framework, the Company's financial structure is sufficiently healthy, and does not require improvement.

The Company's Dividend Policy is presented under the relevant section of the Corporate Governance Principles Compliance Report of the Annual Report.

7. Production and Sales

In 2022, the Company booked TRL 117,835,311 in consultancy income.

8. Research & Development

The Company does not have any R&D activities or investments, nor does it have an R&D policy.

9. Investment Expenses

The Company incurred TRL 242,535 in investment expenses during 2022.

10. Donations

The Company's donations during 2022 amounted to TRL 86,433,508 on a consolidated basis and TRL 8,150 on an unconsolidated basis.

11. Affiliated Company Report

The “Affiliated Company Report” describing our relations with our controlling shareholder that the Company’s Board of Directors is obliged to prepare under Article 199 of the Turkish Commercial Code has been approved at the Board of Directors meeting held on 9 March 2023, and its conclusion part is quoted hereinbelow:

“It has been concluded that AG Anadolu Grubu Holding A.Ş. did not engage in any transaction with its controlling shareholders or subsidiaries thereof at the instruction of the controlling company or with the intent to obtain results that would be to the benefit of exclusively to the controlling company or a company affiliated thereto, nor is there any action taken or avoided to the benefit of the controlling company or a company affiliated thereto; also according to the conditions and circumstances known to us, a counter-performance on arm’s length was provided in all transactions the Company carried out in 2022 with its controlling shareholder or subsidiaries thereof so as to ensure continuation of the operation in a competitive manner at the market conditions prevailing at the time the transaction was performed. Furthermore, there were no actions taken or avoided to the benefit of the controlling shareholder in AG Anadolu Grubu Holding A.Ş. or subsidiaries thereof that might cause loss to the Company and hence, there are no transactions or actions that would require offsetting.”

12. Other Information

This section covers our explanations regarding other matters that are required to be included in the Annual Report pursuant to the TCC other than those listed above.

- At the Company’s Ordinary General Assembly, the Board of Directors members were authorized under Articles 395 and 396 of the Turkish Commercial Code no. 6762 with respect to prohibition of doing business and competing with the Company. In the related fiscal year, the Board members did not do business nor did they compete with the Company.
- Information about the Company’s direct and indirect subsidiaries and shareholding interests is presented on pages 158-160 of our annual report
- The Company did not repurchase its own shares during the reporting period.
- The Company did not undergo any special audit during the fiscal year.
- Regarding the request for annulment of the resolutions (4), (5), (6), (7), (8), (9) and (12) taken at the General Assembly of AG Anadolu Grubu Holding A.Ş. dated 28 April 2022 Okan Yazıcı, one of the shareholders, filed a lawsuit against (numbered 2022/543) AG Anadolu Grubu Holding A.Ş. on 19 June 2022 before the Istanbul Anatolian 5th Commercial Court of First Instance. The case regarding the file numbered 2022/543 before the Istanbul Anatolian 5th Commercial Court of First Instance is ongoing and the next hearing will be held on 24 May 2023.
- There are no administrative or judicial sanctions imposed against the Company or the Board of Directors members on account of violation of regulatory provisions.
- Information about the Company’s internal control and internal audit activities, risk management policy and the Committee for Early Detection of Risks is provided under the related sections within the Corporate Governance Principles Compliance Report of the Annual Report.
- The Company’s Ordinary General Assembly convened on 28 April 2022, and all of the resolutions adopted at the meeting have been implemented.
- During the reporting period, no extraordinary General Assembly meeting was held.
- Significant events that took place following the end of the fiscal year are described under note 37 of Consolidated Financial Statements.

Directory

Anadolu Group

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