

AG ANADOLU GRUBU HOLDİNG A.Ş.

01.01.2021 – 30.09.2021

Interim Operational Report



ANADOLU GROUP

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1. INTRODUCTION

AG Anadolu Grubu Holding A.Ş. (Anadolu Grubu Holding) is a holding company, which is managed by Süleyman Kamil Yazıcı Family and Özilhan Family in accordance with equal representation and equal management principle. The group is involved in the management of Anadolu Group companies.

Being publicly traded since 2000 in Borsa Istanbul, Anadolu Grubu Holding has a market capitalization of USD 625 million as of September 2021-end and foreign ownership in effective free float stands at 17%.

2. CORPORATE STRUCTURE

2.1. Ownership Structure

As of September 30, 2021 shareholders and shareholding rates are as follows.

Ownership Structure	Share in Paid in Capital (‘000 TL)	Share in Paid in Capital (%)
AG Sınai Yatırım ve Yönetim A.Ş.	118.474	48,65
Azimet Portföy SKY Sertbest Özel Fon (*)	18.772	7,71
Other (**)	106.289	43,64
Paid-in share capital - historical	243.535	100,00
Inflation adjustment on capital	65.771	
Total share capital	309.306	

(*) Süleyman Kamil Yazıcı and his daughters (Fazilet Yazıcı, Gülten Yazıcı, Gülşen Yazıcı, Nilgün Yazıcı, Hülya Elmaloğlu) are Qualified Investors of Azimet Portfolio SKY Private Fund, and the participation shares of the said fund have been allocated only to these mentioned persons, with pre-determined participation shares.

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

The shareholders of AG Sınai Yatırım ve Yönetim A.Ş. (AG Sınai) are Kamil Yazıcı Yönetim ve Danışma A.Ş. (which is ultimately controlled by Süleyman Kamil Yazıcı family) and İzzet Türkan Özilhan Yönetim ve Danışmanlık A.Ş. (which is ultimately controlled by Özilhan family) each with 50% stakes. AG Sınai is indirectly managed by Süleyman Kamil Yazıcı family and Özilhan family on the basis of equal representation and equal management principle.

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.

Information related to two share types of Anadolu Group Holding:

Type of shares	Share in Paid in Capital (TL)	Share in Paid in Capital (%)	Board candidate designation rights
A (Bearer)	194.828	80,00	-
B (Registered)	48.707	20,00	6
Total	243.535	100,00	-

2.2. List of Subsidiaries and Joint Ventures

List of Subsidiaries	Effective Shareholding (%)
Anadolu Isuzu Otomotiv San. Ve Tic. A.Ş.	55,40
Anadolu Efes Biracılık ve Malt San. A.Ş.	43,05
Migros Ticaret A.Ş.	50,00
Çelik Motor Ticaret A.Ş.	100,00
Anadolu Motor Üretim ve Pazarlama A.Ş.	100,00
Anadolu Otomotiv Dış Ticaret ve Sanayi A.Ş.	100,00
Anadolu Elektronik Aletler Pazarlama ve Ticaret A.Ş.	51,00
Adel Kalemçilik Ticaret ve Sanayi A.Ş.	56,89
Ülkü Kırtasiye Ticaret ve Sanayi A.Ş.	73,17
Efestur Turizm İşletmeleri A.Ş.	100,00
Anadolu Bilişim Hizmetleri A.Ş.	99,38
Oyex Handels GmbH	100,00
Anadolu Restoran İşletmeleri Limited Şirketi	100,00
Artı Anadolu Danışmanlık A.Ş.	100,00
Anadolu Araçlar Ticaret A.Ş.	100,00
AES Elektrik Enerjisi Toptan Satış A.Ş.	100,00
AEH Sigorta Acenteliği A.Ş.	100,00
Anadolu Kafkasya Enerji Yatırımları A.Ş.	61,49
Taba LLC	30,75
Georgia Urban Enerji Ltd.	55,34
AND Ankara Gayrimenkul Yatırımları A.Ş.	100,00
AND Kartal Gayrimenkul Yatırımları A.Ş.	100,00
Kheledula Enerji Ltd.	61,49
MH Perakendecilik ve Ticaret A.Ş.	100,00
Ant Sınai ve Tic. Ürünleri Paz. A.Ş.	55,40
Efes Breweries International N.V.	43,05
AB InBev Efes B.V.	21,53
LLC Inbev Trade	21,53
PJSC AB Inbev Ukraine	21,25
Bevmar GmbH	21,53
LLC Vostok Solod	21,53
JSC FE Efes Kazakhstan Brewery	43,05
International Beers Trading LLP	43,05
Efes Vitanta Moldova Brewery S.A.	41,70
Euro-Asien Brauerein Holding GmbH	21,53
JSC Lomisi	43,05
PJSC Efes Ukraine	43,02
Efes Trade BY FLLC	43,05
LLC Bosteels Trade	21,53
Efes Holland Technical Management Consultancy B.V.	43,05
JSC AB Inbev Efes	21,53
Efes Pazarlama ve Dağıtım Ticaret A.Ş.	43,05
Cypex Co. Ltd.	43,05

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Efes Deutschland GmbH	43,05
Coca-Cola İçecek A.Ş.	21,64
Coca-Cola Satış ve Dağıtım A.Ş.	21,63
Mahmudiye Kaynak Suyu Ltd. Şti.	21,64
J.V. Coca-Cola Almaty Bottlers LLP	21,64
Azerbaijan Coca-Cola Bottlers LLC	21,61
Coca-Cola Bishkek Bottlers CJSC	21,64
CCI International Holland B.V.	21,64
Sardkar for Beverage Industry Limited	21,64
The Coca-Cola Bottling Company of Jordan Ltd.	19,47
Coca-Cola Beverages Pakistan Ltd.	10,75
Turkmenistan Coca-Cola Bottlers Ltd.	12,87
Waha Beverages B.V.	17,32
Al Waha for Soft Drinks, Juices, Mineral Water, Plastics and Plastic Caps Production LLC	17,32
Moov Dijital Ulaşım Çözümleri Ticaret A.Ş.	100,00
Coca-Cola Bottlers Uzbekistan Ltd.	12,36
Blue Hub Ventures B.V.	43,05
Coca-Cola Beverages Tajikistan LLC	21,64
Ramstore Kazakhstan LLC (“Ramstore Kazakistan”)	50,00
Money pay Ödeme ve Elektronik Para Hizmetleri A.Ş.	40,00
Mimeda Medya Platform A.Ş.	50,00

Joint Ventures

Aslancık Elektrik Üretim A.Ş.	33,33
LLC Faber-Castell Anadolu	28,44
Anadolu Etap Penkon Gıda ve Tarım Ürünleri San. Ve Tic. A.Ş.	33,83
Syrian Soft Drink Sales & Dist. LLC	10,82
Türkiye'nin Otomobili Girişim Grubu Sanayi ve Ticaret A.Ş.	23,00

2.3. Board of Directors

Tuncay Özilhan	Chairman	Dr. Recep Yılmaz Argüden	Member
Kamilhan Süleyman Yazıcı	Vice Chairman	Rasih Engin Akçakoca	Member
Talip Altuğ Aksoy	Member	Ali Galip Yorgancıoğlu	Ind. Member
Tuğban İzzet Aksoy	Member	Uğur Bayar	Ind. Member
Efe Yazıcı	Member	İzzet Karaca	Ind. Member
Tevfik Bilgin	Member	Dr. Mehmet Ercan Kumcu	Ind. Member

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 Ordinary General Assembly convened on May 27, 2021.

In the first nine months of 2021, Board of Directors of the Company had 6 meetings, with the attendance of 12 members in 4 meetings, 11 members in 2 meetings.

2.4. 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 May 27, 2021 to committees was passed on May 28, 2021. Accordingly, the committees operating under the Board of Directors are formed of the members presented below:

Audit Committee	Corporate Governance Com.	Com. for Early Detention of Risks
Dr. Mehmet Ercan Kumcu (Chairman)	Uğur Bayar (Chairman)	İzzet Karaca (Chairman)
Ali Galip Yorgancıoğlu (Member)	Tevfik Bilgin (Member)	Rasih Engin Akçakoca (Member)
	Dr. Yılmaz Argüden (Member)	Talip Altuğ Aksoy (Member)
	Mehmet Çolakoğlu (Member)	

2.5. Executive Management

Hurşit Zorlu	CEO
Onur Çevikel	CFO
Menteş Albayrak	Head of Audit
Mustafa Yelligedik	Legal Affairs President
Osman Alptürer	Human Resources President
Serkant Paker	Chief Information Officer
Kaan Ünver	Corporate Affairs and Communication Coordinator

3. CORPORATE GOVERNANCE

3.1. Investor Relations Activities

The Investor Relations Unit within the Group reports to Onur Çevikel, the Chief Financial Officer. The following individuals who hold CMB Advanced Level and CMB Corporate Governance Rating licenses are employed by the Investor Relations unit.

Mehmet Çolakoğlu - 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@anadolugrubu.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 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.

During the first nine months of 2021, the Investor Relations Unit held 58 meetings about the Company's financial results, operational performance and other events during the reporting period. Furthermore, information requests received from investors and analysts via e-mail directly, information forms on the website or phone were responded to within the shortest time possible.

An annual report on the activities of the Investor Relations Unit is prepared and presented to the Corporate Governance Committee within the first quarter of the subsequent year. The report summarizing the investor relations activities during 2020 were submitted in the Corporate Governance Committee's first meeting held on February 26, 2021. In that meeting, detailed information was provided about the investor feedbacks, stock performance and relative performance to BIST-100, trading volume analysis and recent regulation changes.

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.

3.2. General Assembly Meeting

The Ordinary General Assembly of Anadolu Group Holding for 2020 calendar year was convened at May 27, 2021 Thursday at 14:00 at the address "Fatih Sultan Mehmet Mahallesi, Balkan Caddesi No:58 Buyaka E Blok 34771 Tepeüstü Ümraniye İstanbul", under the supervision of Güner Kaki, T.R. Ministry of Customs and Trade representative assigned by İstanbul Provincial Directorate of Customs and Trade letter dated May 26, 2021 no. E-90726394-431.03-00064177826.

The invitation for the meeting including the agenda as set forth in the TCC and the Company's Articles of Association was made within due time by being promulgated in the Turkish Trade Registry Gazette issue 10320 dated April 30, 2021, Merkezi Kayıt Kuruluşu A.Ş.'s Electronic General Assembly portal and at our Company's website at www.anadolugrubu.com.tr, and was also sent by registered mail to the registered shareholders, notifying the meeting date and agenda.

The Board of Directors decision dated April 12, 2021, whereby the meeting date and agenda were set, was posted on the Public Disclosure Platform (in Turkish: KAP) in the form of a material event disclosure and on the Company website at www.anadolugrubu.com.tr, and the General Assembly Information Document prepared pursuant to the Corporate Governance Principles was made available on KAP and the Company website on the same date. Furthermore, the Company's Annual Report was made available for shareholders' information on KAP, the Company website and at the Company's head office as at March 10, 2021.

Total number of shares and voting rights representing the Company's shareholding structure as at the date of the promulgation date of the General Assembly has been published on the Company's website.

While the meeting agenda was being prepared, no topics were communicated in writing to the Company's Investor Relations Department by shareholders, which they sought to be included in the agenda. Similarly, shareholders, CMB and/or other public entities and institutions with which the Company is associated did not have any requests regarding the incorporation of an item in the meeting agenda.

The proxy statement that is necessary for participation in the General Assembly in proxy is posted on our website in order to facilitate shareholders' attendance. Minutes of the General Assembly meetings for the past five years are also published on our website.

The meeting chair has made the preparations and obtained the information necessary for conducting the General Assembly pursuant to the Turkish Commercial Code, the law and applicable legislation in advance.

At the General Assembly, shareholders present in the meeting did not exercise their right to ask questions about the agenda, nor did they submit any motions.

Board of Directors members concerned with specific topics in the agenda, other related individuals, officials responsible for drawing up financial statements and auditors were present in the General Assembly meeting; apart from these individuals, other stakeholders or media members did not attend the meeting.

After the General Assembly ended, meeting minutes were published the same day in the form of a material event disclosure on KAP and on our website.

Key topics that were decided upon in our General Assembly held on May 27, 2021 are below:

- Annual Reports of the Board of Directors and the Independent Audit Company as well as the Consolidated Financial Statements for calendar year 2020 have been discussed and approved.
- İzzet Karaca, the Board Member of the Company who was elected by the Board of Directors in 2020, was approved by the General Assembly.
- It has been decided to distribute a cash dividend of gross TL 0.1642478 (net TL 0.1396106) per each share with TL 1 nominal value amounting to a total of TL 40,000,000 realizing a 16.42% gross dividend distribution, calculated for the period January-December 2020 to be paid starting from May 31, 2021.
- The election of TUNCAY ÖZİLHAN, KAMİLHAN SÜLEYMAN YAZICI, TALİP ALTUĞ AKSOY, TUĞBAN İZZET AKSOY, EFE YAZICI, TEVFİK BİLGİN, RECEP YILMAZ ARGÜDEN, RASİH ENGİN AKÇAKOCA, UĞUR BAYAR (independent member), ALİ GALİP YORGANCIOĞLU (independent member), MEHMET ERCAN KUMCU (independent member) and İZZET KARACA (independent member) in lieu of the released Directors of the Board for one year term has been approved.
- The selection of DRT Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. as the external audit company for the audit of the financial statements and reports for the year 2021 was approved.
- The shareholders were informed regarding the donations made by the Company and on any income and benefits obtained by granting collaterals, pledges, mortgages and guarantees in favor of third persons in 2020.

4. OTHER INFORMATION

4.1. Donations

The Company's donations during the first nine months of 2021 amounted to TL 1,546,479 on a consolidated basis and TL 86,400 on an unconsolidated basis.

4.2. Information about Management, Executives and Employees

Information about the Company's Board of Directors and top executives are on pages 20 -31 of the Annual Report.

Remuneration, benefits and similar interests provided to the Board of Directors members and senior executives are under note no. 22.3 of the Consolidated Financial Statements.

Total average number of employees as of September 30, 2021 is 63,437 on consolidated basis (December 31, 2020: 62,655) and 122 on an unconsolidated basis (December 31, 2020: 121).

4.3. Effect of COVID-19 Outbreak on Group Operations

Group has been implementing several contingency plans to mitigate the potential negative impacts of COVID 19 on the Group's operations and financial statements. It has been some partial hitches in sales process due to curfews and due to closure of some sales channels in countries that Group operates in parallel with the effects on global markets in terms of macro-economic uncertainty. Meanwhile Group has taken series of actions to minimize capital expenditures and increase in inventory and has reviewed current cash flow strategies to maintain strong balance sheet and liquidity figures. Lifting of curfews and decreasing in restrictions regarding to pandemic has positive effect on both market demand and Group's operations.

Group management has evaluated the potential effects of Covid-19 and has reviewed the key assumptions concerning the future and other key sources of estimation uncertainty on the financial statements as of September 30, 2021. In this concept, Group has performed impairment test for financial assets, inventories, property, plant and equipment, goodwill and brands and has not recognized any impairment loss as of September 30, 2021.