Value Creation Model

STRATEGIC PILLARS	TYPES OF CAPITAL	INPUT AND SOURCES	BUSINESS ACTIVITIES	OUTPUTS	CREATED VALUE
THE FUTURE OF BUSINESS	Financial Capital	 Investments Financial income Company equity International partners Corporate governance Knowledge of emerging and frontier markets 	 Risk management Capital management Revenue growth management Investment decision Investor relations 	 17.5% revenue increase TRY 391.8 billion total assets under management Global recognition Leading brands Contribution to national and international indices Sustainability-oriented R&D investments TRY 480.4 million ISO 9001 certification in all of our plants 3,804 hours of training to suppliers Enhanced customer insights and informed market strategies 	 Transparency and reliability Positive company reputation Positive economic impact Investor confidence Potential business partnership Work efficiency Providing employment opportunities Increased productivity and efficiency Innovative subsidiaries Strong production capacity Multi industry portfolio
	Intellectual Capital	 TRY 880 million digitalization, R&D and innovation investments 6 R&D centers Entrepreneurship ecosystem Senior management experience 	 Partnerships and commitments Investments in digital technologies and innovation Sustainable transformation for our business models 		
	Manufactured Capital	 More than 90 production facilities Operations in 20 countries World class operation excellence Expertise in branded consumer products 	 Responsible resource management Investments to develop and improve environmental friendly products and services Following international standards for product safety and quality Increase of traceability in the supply chain 		
THE FUTURE OF NATURE	Natural Capital	 TRY 1.5 billion environmental investments Science based targets Renewable energy investments Waste management Sustainable agricultural investments 	 Emission reduction projects Energy efficency projects Renewable energy production Waste reduction projects 	 Scope 1 and 2 emissions reduction by 7% Solar energy production increase by 10-times more Recycled, recovered, composted or reused approx. 84% of all wastes 	 Combating climate change Environmental awareness Sustainable resource management Protection of natural resources and ecosystem Knowledge of sustainable agriculture
THE FUTURE OF PEOPLE	Human Capital	 100,000 total employement and 72,377 permanent employees Capability building Education for employees Occupational health and safety policy Equal pay for equal work principle 	 Employee engagement and benefits Talent and performance management Gender equality and remuneration policy 	 Ratio of the basic salary of female employees compared to male employees at all levels: 1.1 Among the leading Groups in the number of women executives 34% of positions filled by internal candidates Aid in kind and cash Customer satisfaction 83% local suppliers 	 Employee loyalty and satisfaction Productivity, efficiency increase Diversity and inclusion Improvement in knowledge and skills Health & safety and well-being culture Opportunity equality Increase transparency Positive company reputation Contribution to future resilience Social development Strategic stakeholder engagement
	Social Capital	 TRY 2 billion donations Expertise on branded consumer goods More than 30,000 suppliers and 2,200 dealers Corporate memberships 	 Community development Development, marketing and distribution of high-quality branded consumer products Researches 		

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