



ANADOLU GROUP

INTEGRATED REPORT



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About the Report

As Anadolu Group, we have prepared this report in alignment with our sustainability strategy structured around our four strategic pillars: Environment, Marketplace, Workplace, and Community. This report provides a comprehensive overview of the consolidated environmental, social, and governance (ESG) performance and sustainability objectives of Anadolu Group and its affiliated companies, covering the reporting period from January 1, 2024, to December 31, 2024. The report scope covered where we operate in.

The report which has been prepared in accordance with the Global Reporting Initiative (GRI) Standards,

the United Nations Global Compact (UNGC), and the World Economic Forum (WEF) Stakeholder Capitalism Metrics highlights our best practices, achievements, and ongoing initiatives that reflect our long-term commitment to creating shared value. Furthermore, it outlines our contributions to the United Nations Sustainable Development Goals (SDGs), demonstrating our dedication to responsible business conduct and sustainable impact.

Please contact us if you have any questions, comments, or suggestions concerning the Report at sustainability@anadolugroup.com.





Chairman's Message



Tuncay Özilhan

Dear Stakeholders,

It is with pride and a deep sense of responsibility that I present to you Anadolu Group's second Integrated Report. This report reflects our growing maturity in embedding sustainability into every aspect of our business. It also embodies the enduring collaboration among our team, stakeholders, and partners, making another step forward in our sustainability journey. As we continue to grow and evolve, we remain committed to long-term value creation for all our stakeholders. We demonstrate this commitment through governance practices that ensure our stakeholders can clearly see and measure the impact of our actions.

Our governance structure has been built on the principles of equality, transparency, and accountability since the foundation of Anadolu Group in 1950. The Group's governance model was designed in line with the Yazıcı and Özilhan families' principle of equal management and equal representation, ensuring balanced decision-making and oversight both at the Group level and across our subsidiaries. We are also proud to be among the founding members of Turkish Investor Relations Society and Corporate Governance Association of Türkiye, reinforcing our role in shaping corporate governance standards in Türkiye.

Our sustainability-driven approach has become even more essential amid the ongoing global challenges that continue to shape the world we live and operate in. The world continued to face multidimensional challenges throughout 2024, from geopolitical instability to macroeconomic volatility and an accelerating climate crisis. In this landscape of complexity and disruption, the need for long-term thinking, responsible leadership, and meaningful impact has further increased. At Anadolu Group, we remain firmly committed to playing an active role in building a better tomorrow, guided by the values that have anchored us for more than seven decades.

As we celebrate our 75th anniversary, we are proud of how far we have come. From a modest partnership in İstanbul, we have grown into a

diversified business group operating in 20 countries, with more than 100,000 employees, and nearly 100 production facilities. Our ability to grow responsibly and adapt consistently is rooted in our philosophy of **Collective Intelligence**, which continues to guide both our decisions and our culture.

We embed our values: **passion, integrity, teamwork and impact**, into every decision we make. These values shape the way we lead and grow, keeping us grounded in purpose and focused on what matters. For us, passion means curiosity, learning, and innovation; integrity is about doing what's right with honesty and fairness; teamwork thrives on diversity and collective intelligence; and impact reflects our focus on results, agility, and raising the bar. These values are our moral compass. We build trust not with words, but through consistent and meaningful action. We uphold transparency and accountability through robust governance practices, ensuring that our stakeholders can clearly see and measure the impact of our actions.

In 2024, we navigated a complex and rapidly changing environment by staying true to our long-term vision and collective strength. Our diversified structure and responsible management approach enabled us to remain resilient in the face of economic and geopolitical headwinds. By remaining focused on operational excellence and adapting swiftly to change, we continued to create enduring value across all our businesses. This year once again our ability to sustain strong operational and financial performance reflects the strength of our business model, the dedication of our employees, the depth of our experience, and the unity of purpose that holds us together.

When we evaluate this year's sustainability performance across our main operations, we advanced our sustainable growth and long-term resilience across **retail operations and integrated subsidiaries** by prioritizing operational efficiency, investing in regenerative and renewable energy, and supporting local production within the scope of our comprehensive Migros ecosystem strategy. **Our soft drinks group** focuses

on priority areas across value chain environmental footprint, community development, human capital, consumer well-being creating value for communities.

Our beer group is driven by a strong commitment to operational excellence, resource efficiency, and sustainable growth, shaping a resilient future for our business. As part of this vision, it has initiated the transition towards regenerative agricultural practices as a pilot project, reinforcing the long-term resilience of our value chain amid growing climate challenges.

Our automotive group companies maintained their focus on the future of e-mobility and electric vehicles and **our agribusiness, energy and industry group companies** furthered their efforts in healthy, sustainable food production and renewable energy generation, all while continuing our dedicated contribution to education. Across the Group, six publicly listed Group companies, including the holding company, disclosed reports on the financial impacts of their climate-related risks and opportunities. This year, we strengthened our financial performance while enhancing our environmental and social impact, and reinforcing our governance practices.

As we move forward, we are aligning our actions with **Vision 2035**, our long-term compass for building a more inclusive and sustainable future. Sustainability is not a side function for us; it is the foundation of how we lead, grow, and create impact. Our strategy addresses the most material risks and opportunities across environment, marketplace, workplace, and community, ensuring long-term resilience. With investments in people, technology and ideas that will shape tomorrow, we are strengthening our position across the geographies where we operate. Our focus remains on creating meaningful impact while pursuing balanced, sustainable growth. With a clear purpose and deep-rooted values, we aim to empower individuals, uplift communities and protect the planet in every step we take.

I have every confidence that Anadolu Group will keep evolving with purpose, growing with responsibility, and leading with integrity. I will continue to support the Group's progress as it moves forward. Together, we will continue to build a better tomorrow.

CEO's Message



Burak Başarır

Dear Stakeholders,

2024 marks a significant milestone in Anadolu Group's journey to carry its strong legacy into the future. As we approach our 75th anniversary, we shape the present with inspiration from our rich past, and build the future guided by our purpose of "Building a better tomorrow". With over 100,000 employees operating in 20 countries, our consolidated revenue reached TRY 563.8 billion in 2024.

Anadolu Group's foundation is built on "Collective Intelligence". Guided by this philosophy, we have shaped our **Vision 2035** to strengthen regional leadership, ensure stable and profitable growth, and create sustainable value for all our stakeholders. Thanks to our strong governance structure, diversified income streams, and solid cash generation capability, we manage global uncertainties with confidence and remain committed to our strategic growth objectives.

Our sustainability approach: One Group, Many Journeys, One Destination

Our Group companies operate in eight industries across a wide geography. Therefore, their journeys are different, but our purpose is the same: building a better tomorrow. Sustainability is at the core of our business strategy. Our sustainability strategy framework encompasses areas of risks and opportunities for the effective use of company resources, including operational risk management, corporate reputation, access to finance, shareholder returns, and a growth-oriented mindset.

We mandate every level including Anadolu Group leaders, to:

Raise the ESG Performance Bar – We believe continuous improvement is essential for operational excellence and sustainable value creation.

Make Sustainability Our DNA – We are transforming sustainability into a lasting culture throughout all business processes.

Be a Role Model – We invest boldly, act decisively, and collaborate openly, building a better world for the next generation.

These pillars are executed through four focus areas that provide a common frame translating into actions across our business.

- **Environment:** Operating within planetary boundaries for long-term resilience.
- **Marketplace:** Driving sustainable growth through responsible business practices.
- **Workplace:** Building an inclusive work environment for all.
- **Community:** Empowering communities through value creation.

We are committed to creating value for both present and future generations.

Managing Environmental Impact: Responsible Resource Management

Recognizing the global impact of the climate crisis, we are progressing towards our climate targets and adopting a business approach that respects planetary boundaries. In 2024, we achieved a 4% reduction in scope 1 and 2 greenhouse gas emissions compared to the previous year. Our water management delivered a 35% increase in recycled or reused water. We achieved an 81% rate of recycling, recovery or reuse of all waste. These actions mitigate risk and strengthen responsible resource management practices across our operations. We reinforce accountability by embedding follow-up on these priorities into our management routines.

Corporate Governance and Stakeholder Ecosystem: Growing with Trust and Transparency

Since its inception in 1950, Anadolu Group has built its governance structure on the principles of equality, transparency, and accountability.

Our 9.58 corporate governance rating is a clear and independent indicator of our compliance with these principles. We place transparency and inclusiveness at the heart of decision-making and integrate stakeholder expectations into our strategy. This strong governance infrastructure directly supports our financial and operational performance. In 2024, we achieved revenue growth of 4.0% year-over-year, while our total asset size reached TRY 543.7 billion. Through our widespread network, we serve 1.4 million customers directly and reach over 1 billion consumers.

We believe that lasting value in business stems from a strong governance culture and we remain committed to being exemplary not only in financial performance but also in ethical conduct and social responsibility.

Our People and Culture: Anadolu Group Citizens Empowered by Diversity

With colleagues from 43 nationalities and 36 languages, we unite employees under the shared identity of "AG Citizens". We consider cultural diversity a catalyst for organizational development.

At Anadolu Group, we consider gender equality as a matter of human rights. Therefore, in line with our "Equal Pay for Equal Work" principle, we ensure gender pay equity across all levels of the organization. We are building an inclusive, fair, and sustainable career environment through promotions and development opportunities.

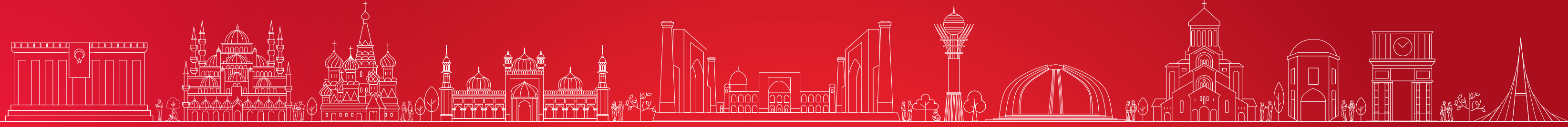
Digital technologies and innovation are among our strongest drivers in developing sustainable business models. With strategic investments, we transform processes and turn employees' creative ideas into impact. Our internal innovation platform, "Bi-Fikir," fosters intrapreneurship and enables the implementation of value-generating projects in products, processes, and operations.

Strengthening Society Through Local Impact

As part of our social responsibility efforts, we support a wide range of areas including agriculture, education, health, sports, culture, arts and tourism. We also contribute to society through our social organizations; Anadolu Foundation, Anadolu Medical Center and Anadolu Efes Sports Club. In 2024, we made social investments amounting to TRY 2 billion.

Anadolu Group remains deeply committed to building a better tomorrow. We continue to embed sustainability into every aspect of our business, prioritize the responsible use of resources, and invest in the wellbeing of our communities. I sincerely thank all my colleagues and stakeholders for their contributions to advancing our sustainability journey.

#ProudlyAnadolu



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INTRODUCTION



Anadolu Group at a Glance

As Anadolu Group, we maintain our activities in 8 industries (retail, soft drinks, beer, agriculture, automotive, stationery, energy and health) and in 20 countries with more than 80 companies, approximately 100 production facilities, 6 R&D centers and more than 100,000 employees. Our Group, which was founded by Yazıcı and Özilhan families in 1950, is a driving force of the Turkish economy with

our financial assets, our strong production capacity and the projects we are involved with. We act in accordance with our mission of being a multinational and entrepreneurial group through our partnerships with leading brands and companies of the world such as AB InBev, The Coca-Cola Company, Faber-Castell, Isuzu, Kia, Honda, Honda Marine, and Johns Hopkins Medicine. We export to more than 100 countries.

With assets worth TRY 543.7 billion in 2024, the Group booked a total turnover of TRY 563.8 billion on our operations.

We manage our environmental, social and corporate governance activities with our sustainability strategy. Within the context of our social responsibility, the Group is involved in several areas like agriculture, education, health, sports, culture, arts and tourism. We also contribute to society through our social organizations; Anadolu Foundation, Anadolu Medical Center and Anadolu Efes Sports Club.

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

80+ companies
across **20** countries
8 different industries

100,000+
total employment

As of year-end 2024
TRY **563.8** billion
turnover

~100
production facilities

6
R&D centers

6 of our companies, including AGHOL,
are listed in Borsa Istanbul and
5 are listed in the Borsa Istanbul
Sustainability Index



OUR PHILOSOPHY COLLECTIVE INTELLIGENCE

OUR VALUES

 PASSION	 INTEGRITY
 TEAMWORK	 IMPACT

Group Companies

We sustain a strong and diversified presence across 20 countries, operating in a broad range of sectors including retail, soft drinks, beer, agriculture, automotive, stationery, energy, and health. Our operations currently span Türkiye, Germany, Azerbaijan, Bangladesh, Belarus, Georgia, the Netherlands, Iraq, Kazakhstan, Kyrgyzstan, Turkish

Republic of Northern Cyprus, Moldova, Uzbekistan, Pakistan, Russia, Syria*, Tajikistan, Turkmenistan, Ukraine, and Jordan.

For further details regarding Anadolu Group and companies, you can visit our corporate website at www.anadolugroup.com.



*Coca-Cola İçecek does not currently have any operations in Syria and has not had any beverage sales in the country since 2017.

**The report content does not encompass Togg data.

International Business Partners

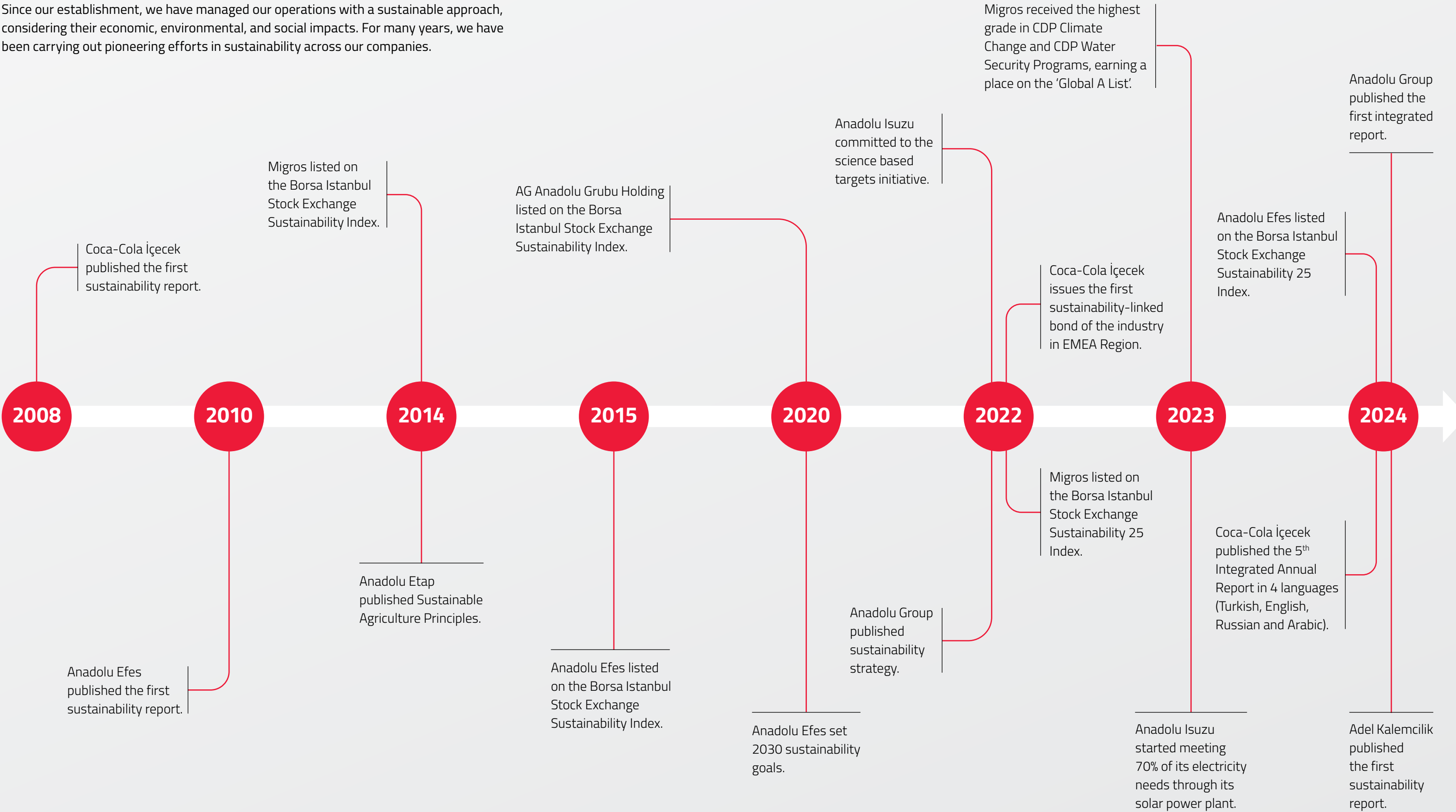
Through our strategic partnerships with global leaders and collaborations with multinational companies, we actively contribute to both sustainable and local development in every region we operate. By embracing the best practices of our international partners in sustainability, we integrate these approaches into

our own strategies, ensuring mutual growth and positive impact. For over 50 years, we have built trusted relationships with the world's most renowned brands, working together to create lasting value while promoting sustainable progress and supporting the development of local communities.



Sustainability History

Since our establishment, we have managed our operations with a sustainable approach, considering their economic, environmental, and social impacts. For many years, we have been carrying out pioneering efforts in sustainability across our companies.



Highlights

Scope 1 and 2 emissions reduced* by

4%



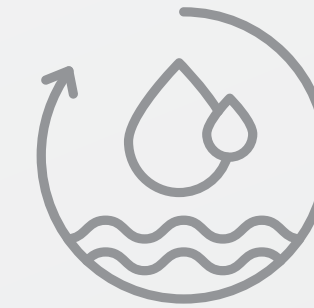
Recycled, recovered, composted or reused approx.

81%
of all waste



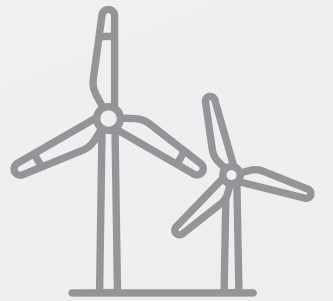
Recycled or reused water increased* by

35%



Wind energy production increased* by

87%



Corporate Governance Rating

9.58



Digitalization, R&D and innovation budget investments approx.

TRY 1.7 billion



Social investments

TRY 2 billion



80%
of supplies sourced locally



34%
women executives



39%
women employees



Training hours per employee increased* by

20%



In line with our equal pay for equal work principle, the salary ratios of women and men at all levels are

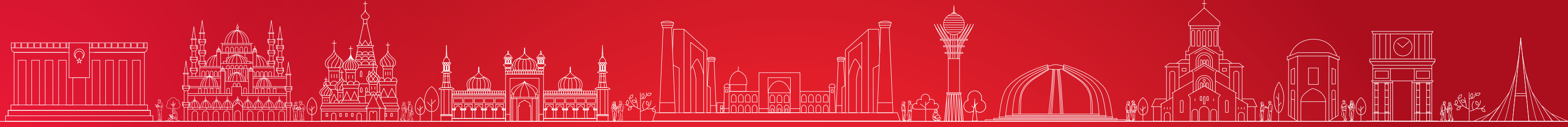
equal



*Compared to the previous year



ANADOLU GROUP



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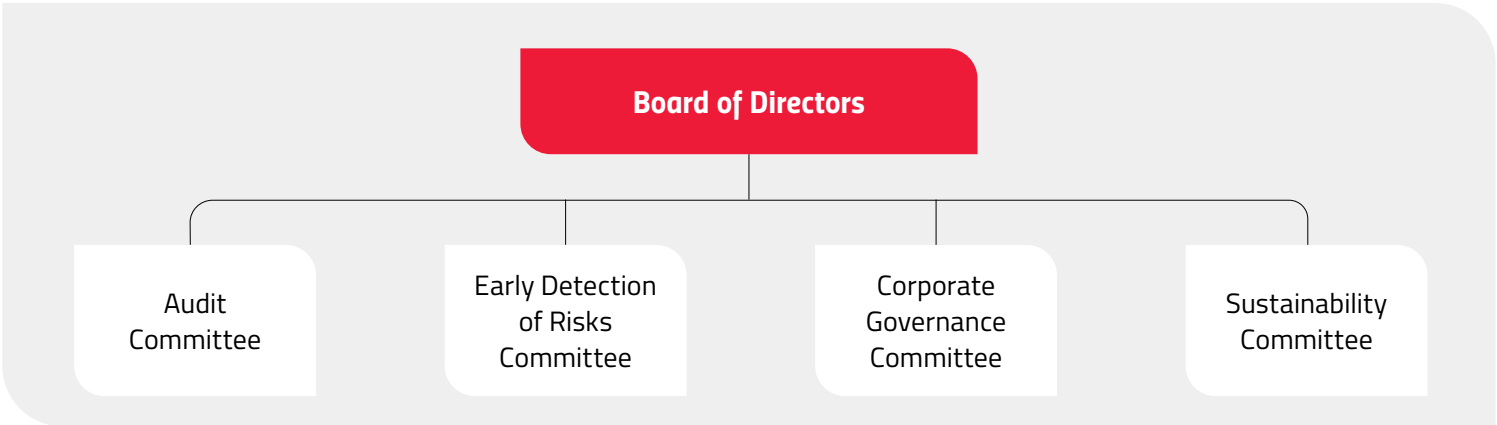
CORPORATE GOVERNANCE



Corporate Governance

Corporate governance plays a critical role in promoting transparency, accountability, and long-term sustainability in organizations. By aligning with recognized governance standards, companies can enhance investor trust, manage and mitigate risks more effectively, and foster ethical decision-making processes. A range of international frameworks offer guidance on corporate governance best practices enabling organizations to meet global expectations.

Boards and executive leadership hold a pivotal role in establishing organization direction, embedding ESG priorities into the corporate culture, and overseeing progress toward sustainability targets. Their responsibilities include setting clear mandates, enforcing strong internal control mechanisms and ensuring that sustainability strategies are effectively aligned with broader corporate objectives.



Committees of the Board of Directors	Rate of Non-Executive Members	Rate of Independent Members in the Committee	Number of Physical Meetings by the Committee	Committee Members Meeting Participation Rate	Number of Reports on Committee Activities Submitted to the Board
Audit Committee	100%	100%	4	100%	4
Early Detection of Risks Committee	100%	25%	6	100%	6
Corporate Governance Committee	100%	40%	4	100%	4
Sustainability Committee	100%	33%	2	100%	2

Governance Structure

The Board of Directors serves as the highest governing authority within our organization. At Anadolu Group, we are firmly committed to enhancing gender diversity and have established a target to ensure a minimum of 25% female representation on our Board. Progress toward this goal is systematically tracked in accordance with the Anadolu Group Board of Directors Diversity Policy.

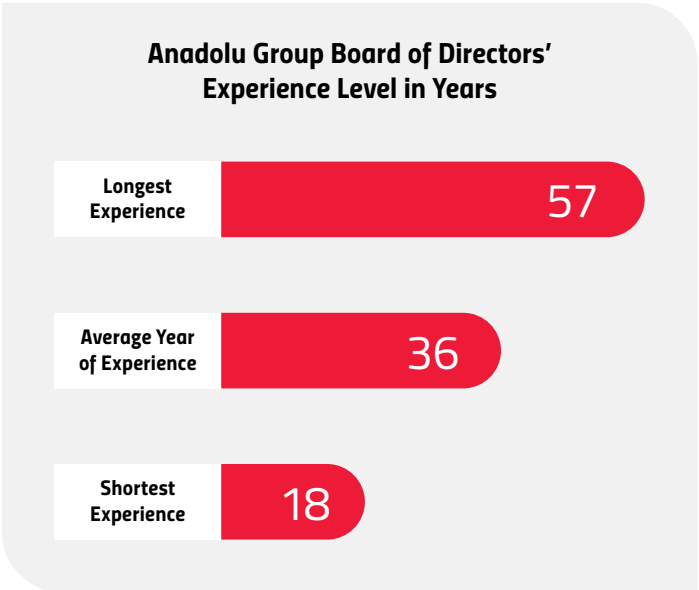
Board of Directors is elected at the general assembly by the majority vote of those present, with no special voting privileges granted. Re-election is possible, and board elections are conducted at regular intervals. AG Anadolu Grubu Holding does not have cross ownership.

The Board of Directors bears overarching responsibility for formulating and implementing business strategies that incorporate sustainability considerations. It is tasked with setting strategic objectives, monitoring

performance, and ensuring alignment across Anadolu Group and its subsidiaries. The Board carries out its responsibilities with the support of several dedicated committees that assist in oversight functions: The Audit Committee, Early Detection of Risk Committee, The Corporate Governance Committee, The Sustainability Steering Committee and Board of Directors Sustainability Committee. Additionally, The Sustainability Steering Committee contributes to the execution of sustainability-related tasks. In line with Corporate Governance Principles, the Corporate Governance Committee also assumes the roles typically carried out by Nomination and Remuneration Committees. The positions of Chairman and CEO are held by separate individuals, and members of the Corporate Governance Committee who serve as part of the Nomination Committee do not hold executive responsibilities.

Anadolu Group Board of Directors* Experience Composition Table

Working Area Related to Competencies	Number of Board Directors
Strategy	11
Risk Management & Internal Audit	9
Economy & Finance	10
Sales, Marketing & Trade	10
Management Sciences & Human Resources	10
Humanitarian Sciences	5
Sustainability	4



* Anadolu Group's Board of Directors consist of 12 members.
Note: The information presented in the tables on this page refers to the 2024 fiscal year.

Shareholder Rights and General Assembly Practices

At Anadolu Group, we are committed to conducting our governance processes transparently and in line with regulatory frameworks and best practices.

The Board of Directors holds principal authority in decisions including mergers, acquisitions, and other strategic investments. Nonetheless, transactions of substantial significance may be presented to the General Assembly for approval, in accordance with the legal requirements or the specific characteristics of the transaction. In the case of a merger or acquisition, shareholder rights -including exit rights or to receive a mandatory tender offer - are governed by the relevant legal and regulatory provisions. We ensure full compliance with these provisions and provide timely and transparent communication to

our shareholders. The agenda of the General Assembly is determined by the Board of Directors and publicly disclosed at least 3 weeks prior to the meeting date. Shareholders also have the right to propose additional agenda items during the General Assembly, within the scope of relevant laws and regulations. Prior to the General Assembly, an Information Document is prepared and made publicly available to all shareholders, providing comprehensive explanations to each agenda item to support informed and transparent decision-making. In making decisions concerning investments, operations, or financial transactions, we adopt a comprehensive evaluation approach that considers the interests of all stakeholders. This approach ensures alignment with our long-term value creation goals and sustainability commitments.

Risk Management

As Anadolu Group, we closely follow global risk trends, including those highlighted in the [WEF 2024 Global Risks Report](#), which identifies misinformation and disinformation, extreme weather events, state-based armed conflict, societal polarization and cyber espionage and warfare as top short-term threats. In the long term, environmental risks such as extreme weather events, biodiversity loss and ecosystem collapse, critical change to Earth systems, natural resource scarcity, and pollution dominate the global risk landscape.

Considering growing uncertainties, we have implemented a comprehensive and integrated risk management approach across all our operations and sectors. This process, coordinated by the Financial Affairs Presidency, is aligned with the ISO 31000 Risk Management standards. Risk identification, assessment, and mitigation efforts begin at the unit level and extend across the Group. Each Group company assigns a designated coordinator, working in collaboration with AGHOL senior management to ensure effective oversight. We regularly evaluate financial, operational, strategic, environmental, and compliance-related risks, incorporating them into our strategic planning processes. Material risks identified are systematically mapped, managed through action plans, and factored into investment decisions. Risk inventories are updated annually in consultation with key functions including Finance, Legal, Audit, HR, Corporate Affairs, Communications and Sustainability, and IT. Additionally, crisis management and business continuity simulations are conducted regularly.

Our Early Detection of Risks Committee, chaired by the CEO, convenes regularly throughout the year. These meetings now include enhanced briefings on ESG developments and incorporate emerging risks identified through national and international assessments. Since 2023, climate change has been formally recognized as a long-term risk within our risk inventory. We assess climate-related risks across two key dimensions: **Transition Risks:** Regulatory non-compliance, loss of competitiveness, and increased operational costs stemmed from evolving climate policies and legislation. **Physical Risks:** Long-term impacts such as water and food scarcity, soil degradation, and increasing severity and frequency of extreme weather events.

We closely track international regulations such as the European Green Deal and Paris Agreement and develop corresponding compliance and transformation of roadmaps. To understand the financial impact of climate related risks, we perform scenario analyses and estimate their economic impact on the Group. Our risk assessments incorporate both financial materiality (direct economic impact) and impact materiality (scale, scope, and irremediability of the risk). This enables us not only to take preventive actions, but also to identify opportunities for innovation and competitive advantage.

Through this robust framework, we strengthen our resilience against uncertainty while supporting sustainable value creation in all industries and geographies where we operate.

Internal Control and Internal Audit

Internal Control

At Anadolu Group, we have established an internal control system to protect our assets, ensure compliance with laws, regulations, internal procedures, and maintain the accuracy and reliability of our financial and operational reporting. This system also supports the efficient and effective execution of our business processes.

Our internal control system is overseen by our Chief Executive Officer (CEO) and Chief Financial Officer (CFO), under the supervision of our Audit Committee, which is composed exclusively of independent members. Internal audit reports prepared by the Audit Presidency, as well as ethics-related cases and special reports requested by senior management are regularly reviewed. Based on these assessments, our Audit Committee presents its findings and recommendations to the Board of Directors.

We carry out internal control activities across a wide range of areas, including routine audits, safeguarding of assets, process compliance, and reporting accuracy. We also assess ethics and corruption risks and ensure that appropriate control mechanisms are in place to address them effectively.

Internal Audit

At Anadolu Group and across our Group companies, we carry out internal audit activities in accordance with the International Standards for the Professional Practice of Internal Auditing, published by the Institute of Internal Auditors (IIA). To ensure the independence and objectivity of our internal audits, our audit teams report directly to the Audit Committee, which consists of two independent Board of Directors. We regularly share key findings with the Committee.

The purpose, authority, responsibilities, and operating principles of our internal audit function are defined in our Internal Audit Charter, which is reviewed and approved by the Audit Committee. Through audit engagements, we provide assurance to our stakeholders regarding the strength of our internal controls, risk management practices, governance structures, legal compliance, and adherence to corporate policies. At the same time, our process audits contribute to enhance operational efficiency and effectiveness.

Each year, we determine our audit priorities using a risk-based planning methodology, and our Audit Committees formally approve these annual audit plans. We report on our findings and the corresponding management actions to both senior management and the Audit Committees. The implementation of corrective actions is closely tracked, and significant issues are escalated to the Board of Directors when deemed necessary.

Code of Business Ethics and Compliance

At Anadolu Group, we act with a strong sense of responsibility and integrity, embracing fairness and equity as fundamental corporate values. Our Code of Business Ethics functions as a foundational framework for fostering transparent stakeholder engagement, ensuring adherence to internal principles, and establishing secure channels for reporting ethical concerns. We require all our suppliers to comply with this Code and formalize this expectation through contract provisions.

The Ethics Committee, reporting directly to our CEO, oversees the implementation and effectiveness of ethical practices across the Group. Its primary goal is to embed a strong ethical culture throughout our operations. The Committee evaluates all reports of non-compliance and, when necessary, initiates corrective measures, including the imposition of sanctions in cases where violations are substantiated. Concurrently, audit findings and identified best practices are regularly reviewed to strengthen and enhance our ethics framework.

To ensure accessible and secure reporting for all stakeholders, we provide the Anadolu Group Ethics Hotline, which is available 24/7 via email

(anadolugrubu@speak-hub.com), telephone (0212 401 30 66), and our website (<https://www.speak-hub.com>). Notifications can be submitted anonymously, with language support provided in Turkish, English, Arabic, and Russian.

In 2024, no violations of the Code of Ethics were reported at AG Anadolu Grubu Holding. Additionally, there were no identified cases of environmental or social non-compliance and no related sanctions were imposed. To reinforce our ethical standards, we conducted on-site visits to assess employee awareness, share insights on ethical processes, and provide information regarding our upcoming Group-wide ethics survey.

As part of our continued commitment to ethical conduct, we delivered a total of 48,725.25 person-hours of training across the Group in 2024. These efforts reflect our dedication to cultivating a value-driven culture and reinforcing ethical awareness throughout all levels of our organization.

Protection of Personal Data

At Anadolu Group, we acknowledge data privacy and cybersecurity as essential pillars of our risk management and corporate responsibility. In an increasingly digital world marked by rising cyber threats –as emphasized in [World Economic Forum's 2024 Global Risks Report](#)— we remain committed to safeguarding our systems and protecting our stakeholders’ data.

We fully comply with all relevant legislation, including the Law on the Protection of Personal Data (LPPD), and treat the privacy of personal data as a top priority. All necessary administrative and technical measures to ensure data security are implemented and continuously monitored. Our internal Protection of Personal Data (PPD) High Committee together with the coordinating LPPD Committee leads our compliance initiatives, ensuring adherence to legal requirements and internal policies across all operations.

To foster a culture of awareness, we deliver mandatory cybersecurity awareness programs to all employees integrating, combining online and offline training with posters, email notifications, and digital alerts covering topics such as phishing, travel security, and safe communication practices. These initiatives are regularly

reported to senior management and evaluated for their effectiveness.

We also play a proactive role in training and awareness around personal data protection. While AGHOL (AG Anadolu Grubu Holding) employees are trained by our central PPD Committee, employees at Group companies receive training through their own respective PPD Committees. We communicate our LPPD policies at the outset of employment or business engagements.

In line with our LPPD compliance, we conduct activities such as consent management, disclosure procedures, audits, data sharing protocols, training management, secure data storage, and deletion/ anonymization processes. We maintain a detailed personal data inventory, manage VERBİS registrations, and implement periodic internal inspections under the supervision of our Internal Audit Department.

We continue to assess our PPD maturity level and improve our data protection efforts in alignment with legal requirements and best practices, reinforcing our commitment to digital security and stakeholder trust.

Anti-Bribery and Anti-Corruption

At Anadolu Group, we maintain a zero-tolerance policy towards all forms of bribery and corruption, without exception. This principle applies universally across our operations, employees, and third parties acting on our behalf. We adhere strictly to both national and international regulations, and we expect full compliance from all parties representing the Group.

To reinforce our ethical stance, we continuously establish new objectives aimed at cultivating a corporate culture founded on integrity and transparency. In line with this approach, we provide training programs aimed at increasing awareness among our employees and stakeholders.

International Sanctions

At Anadolu Group, we act with full awareness of our responsibilities under international economic and commercial sanctions. We do not engage in any transactions with individuals or entities listed under sanctions imposed by foreign governments or international bodies.

To ensure that all employees adhere to these requirements and integrate them into their daily activities, we implemented a Group-wide Sanctions Compliance Policy. This policy underscores our commitment to conducting business ethically, in compliance with the law, and in line with global expectations.

Contribution to National and International Indices & Reports

As one of the biggest driving forces of the Turkish economy, we are aware of the impact of our way of doing business. Today, guided by the strategy, wherever we operate, we continue to strive towards a more sustainable future.



ANADOLU ISUZU

Listed in the BIST Sustainability Index.



ANADOLU ISUZU

Listed in the BIST Corporate Governance Index.



Received an AA rating in the MSCI ESG assessment, positioning it above the retailing-industry average.



Included in the İş Asset Women in Workforce Equity (TL) Fund.



Listed in the BIST Sustainability 25 Index.



Listed in the S&P Global Corporate Sustainability Assessment and doubled the industry average with its score.



ANADOLU ISUZU

Report to the Carbon Disclosure Project (CDP) Climate Change Program and Water Security Program.



Listed as the only retailer among the 5 companies in Türkiye that received "A" scores from both Climate Change Program and Water Security Program and entered the Global A List.



Included in the FTSE4Good Emerging Indexes.



Increased its score in the S&P Global Corporate Sustainability Assessment, and became one of the global leaders in brewing industry.



Maintained Climate Change Program score "A-" and Water Security Program score "A".



Achieved "B" scores both in Climate Change Program and Water Security Program.



Included in the S&P Global Corporate Sustainability Assessment and ECPI Emerging Markets ESG Index.



Included in MSCI ESG Index.



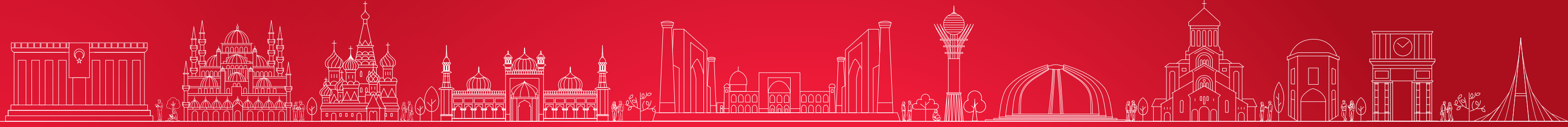
Increased Climate Change Program score from "A-" to "A" and achieved Water Security Program score "A", continuing to be among the leading companies in its sector.



Ranked among the Global Supplier Engagement Rating (SER) Leader with an "A" score in the SER.



ANADOLU GROUP



3

SUSTAINABILITY STRATEGY



Sustainability Strategy

Sustainability has become a core driver of long-term value creation. It is no longer a choice but a strategic imperative. At Anadolu Group, our purpose of “building a better tomorrow” guides everything we do. As we move towards our Vision 2035, this ambition takes on renewed urgency and clarity.

We believe that long-term success is only possible when we create shared value for our people, our partners, the communities we serve and the environment we depend on. This belief forms the foundation of our sustainability strategy which is a forward-looking roadmap that integrates resilience, equity, and environmental responsibility across our business.

Grounded in our core values of passion, integrity, teamwork and impact, our 2035 sustainability framework reflects both the diversity of our operations

and the unity of our vision. From reducing emissions to promoting well-being, ensuring product accessibility, and driving purposeful innovation, we are taking decisive action today for a better tomorrow.

As Anadolu Group we celebrate our 75th year in 2025 and we commit to raising the ESG performance bar in workplace, marketplace, environment and community to create positive value. We are not pursuing sustainability. We are making sustainability into our DNA, shaping how we invest, grow, and build enduring value across all sectors we touch.

We will invest boldly, act decisively, and collaborate openly to become a role model wherever we operate – ensuring that every step we take today builds a better world for the next generation. Sustainability is not just a function; it is how we will grow, lead, and thrive on our journey toward one destination.

Alignment with National and International Developments

Sustainability has become a central force in shaping global and national agendas, no longer a peripheral concern but a core business imperative. At Anadolu Group, we actively monitor and align with emerging regulatory, policy and market developments that define the future of responsible growth. This proactive alignment reinforces our 2035 Sustainability Strategy and strengthens our commitment to building a better tomorrow.

Internationally, the sustainability landscape is undergoing rapid transformation. The International Sustainability Standards Board (ISSB) released the IFRS S1 and S2 standards, which integrate sustainability disclosures into mainstream financial reporting. The European Union adopted the revised Renewable Energy Directive, raising its renewable energy target to 42.5% by 2030. Following the publication of its final status report in 2023, the Task Force on Climate-related Financial Disclosures (TCFD) concluded its mission and transferred responsibility for climate-related disclosures to the IFRS Foundation. Progress also continued on the Draft Directive on Green Claims, which will require scientific substantiation of environmental claims through lifecycle assessments. To combat greenwashing and strengthen consumer protection, the European Commission introduced the Directive on Empowering Consumers for the Green Transition and adopted the Ecodesign for Sustainable Products Regulation, which includes digital product passports and enforceable sustainability criteria.

At the national level, Türkiye has taken significant steps to accelerate its climate and sustainability agenda. Under the leadership of the Climate Change Directorate, the country introduced its first green taxonomy framework and developed local climate adaptation strategies. The upcoming Climate Law is expected to institutionalize both mitigation and adaptation responsibilities. The ratified 12th Development Plan identifies national priorities including sustainable agriculture, circular economy and green infrastructure. In line with international best practices,

the Public Oversight Authority (KGK) issued the Turkish Sustainability Reporting Standards (TSRS), aligned with the ISSB framework and applicable to large companies. Türkiye also advanced its climate-aligned energy policy through the Energy Efficiency 2030 Strategy and the Second National Energy Efficiency Action Plan. In parallel, progress continued on the establishment of a national Emissions Trading System in cooperation with the European Energy Exchange.

As Anadolu Group, we do not merely comply with these developments. We embrace and integrate them into the heart of our strategic direction. Our 2035 Sustainability Framework enables us to respond to evolving environmental, social and economic expectations while driving meaningful progress in emission reduction, circularity and equitable value creation. Our priorities are not only aligned with current global and national shifts, they are built to lead the transformation of tomorrow.

As we celebrate our 75th anniversary in 2025, we are more committed than ever to making sustainability part of our DNA. With transparency, accountability and shared value as guiding principles, we are building lasting impact across our business, our communities and our environment.

One Group, Many Journeys, One Destination



Management

As Anadolu Group, we acknowledge the critical significance of sustainability issues and strategically oversee these initiatives through two distinct governance bodies: the Board of Directors Sustainability Committee and the executive-level Sustainability Steering Committee.

Our Board of Directors Sustainability Committee (Sustainability Committee) was established and authorized by Anadolu Group Board of Directors. Its core mandate is to set strategic directions and identify key areas where Anadolu Group and Group companies can maintain their leadership and credibility in sustainability practices, ensuring consistent fulfillment of stakeholder expectations. The Committee plays a vital role in providing strategic guidance and oversight to Anadolu Group Board of Directors on environmental, social, and governance matters.

This Committee is composed of minimum of three Anadolu Group Board of Directors, with regular attendance by Anadolu Group CEO. Committee members elect a Chairperson from within the Committee and membership composition is confirmed during the first Board meeting following AGHOL's Annual Ordinary General Assembly, with terms lasting until the subsequent Annual General Assembly. Anadolu Group Board of Directors reserves the right to terminate the membership of any or all Committee members before the end of their term and may replacements to serve for the remainder of term in cases of termination, resignation, or death.

The Sustainability Committee convenes at least biannually and may schedule additional sessions at the request of the Chairperson or a majority of its members. Wherever possible, these meetings are strategically coordinated with the schedule of Anadolu Group Board of Directors' meetings to ensure alignment and efficiency. The Chairperson of the Sustainability Committee communicates the annual meeting agenda to Anadolu Group Board of Directors in advance. Meetings require a quorum consisting of the majority of

Committee members, and decisions are determined by majority vote. In cases of tied votes, the decision aligns with the Sustainability Committee Chairperson's vote, and pertinent issues are subsequently forwarded to Anadolu Group Board of Directors for final approval.

The Sustainability Committee critically assesses Anadolu Group's annual sustainability performance, evaluates progress towards set targets, and provides recommendations and insights to Anadolu Group Board of Directors as necessary. Furthermore, the Committee is responsible for ensuring that Anadolu Group's long-term sustainability initiatives are strategically aligned with its financial objectives, while concurrently guiding the Group in generating value across economic, social, environmental, and governance dimensions.

The Sustainability Steering Committee was established with the primary objective of overseeing and evaluating the environmental, social, and governance performance of Anadolu Group and Group companies, as well as initiating requisite corrective and proactive measures. This Steering Committee comprises senior executives from Anadolu Group, reflecting the organization's commitment to sustainability at the highest management levels.

The Committee's roles and responsibilities include the ongoing monitoring of the sustainability roadmap, developed in alignment with Anadolu Group's strategic objectives and sustainability targets. Furthermore, the Committee actively promotes the enhancement of a sustainability-oriented corporate culture across all Group companies and facilitates the advancement of relevant employee skills and capabilities. Additionally, the Committee initiates and oversees specialized working groups dedicated to sustainability issues, ensures the integration of Anadolu Group's sustainability initiatives with broader financial objectives, and provides strategic guidance to enable value creation across economic, social, environmental, and governance dimensions. Furthermore, it identifies strategic sustainability areas where Anadolu Group can

effectively support and contribute to the sustainability-driven progression of its Group companies.

Our comprehensive sustainability framework is structured to create long-term value for stakeholders through proactive investment in forward-looking ESG initiatives. This strategic approach to sustainability management covers a multi-company operational network spanning 8 sectors across 20 countries. The ambitious and visionary sustainability goals outline in our strategy serves as a catalyst for transformation across Group companies, with a strong emphasis on generating sustainable value. As a result, Group companies continuously strive to enhance their sustainability performance tailored specifically to their operational dynamics and industry-specific priorities.

Throughout 2024, AGHOL conducted systematic meetings, compiled internal progress reports, and formulated relevant policies that bring tangible benefits to all eight industries in which the Group operates.

In summary, we are continuing our collaborative efforts with Group companies to systematically develop and execute annual emission reduction roadmap in line with our net-zero target.

As part of this integrated approach, we have collaborated with Group companies to formulate and implement Group-wide principles aimed at enhancing supply chain transparency, advancing gender equality by increasing the representation of women in leadership roles, and guiding the reduction of carbon emissions in alignment with our net-zero vision.

** For further information on the duties and working principles of the Anadolu Group Sustainability Committee, please click [here](#).*

Value Creation Model

Anadolu Group's value creation model is built upon a strong foundation of core values, emphasizing passion, integrity, teamwork, and impact. Passion drives our continuous quest for knowledge, innovation, and self-improvement, empowering us to think ambitiously and embrace change with agility. Integrity guides our actions, ensuring we operate ethically, transparently, and responsibly, fostering trust through fairness,

empathy, and accountability. Teamwork is central to our collaborative approach, celebrating diverse viewpoints and nurturing open, respectful dialogues that leverage our collective intelligence to reach unified objectives. Lastly, our commitment to impact motivates decisive, resilient actions and the pursuit of excellence, pushing us to deliver tangible, high-quality outcomes even amid uncertainty.

FOCUS AREAS	TYPES OF CAPITAL	INPUT AND SOURCES	BUSINESS ACTIVITIES	OUTPUTS	CREATED VALUE	
Marketplace	Financial Capital	- Investments - Financial income - Company equity	- Risk management - Capital management - Revenue growth management - Investment decision - Investor relations - Financial reporting - Cost optimization - Sustainable finance integration	4% revenue growth compared to 2023 - TRY 543.7 billion total assets under management - Global recognition - Portfolio of leading brands - Contribution to national and international indices - Sustainability-oriented R&D investments TRY 495 million - ISO 9001 certification in all of our plants 9,622.45 hours of training provided to suppliers - Enhanced customer insights and informed market strategies - Financial reports published for each accounting period - Over 7,562 quick wins (Bi-Fikir)	Financial Strength and Stability	- Transparency and reliability - Positive company reputation and public trust - Positive economic impact across operating regions - Strengthened investor confidence - Potential for strategic business partnerships - Improved work efficiency and productivity - Providing employment opportunities - Innovative subsidiaries - Strong production capacity - Multi-industry portfolio supporting financial resilience - Strategic stakeholder engagement
	Intellectual Capital	- Approximately TRY 1.7 billion digitalization, R&D and innovation investments 6 R&D centers - Established entrepreneurship ecosystem - Extensive senior management experience - Innovation culture development - Knowledge of emerging and frontier markets	- Partnerships and commitments - Investments in digital technologies and innovation - Sustainable transformation for our business models - Innovative projects for product, process and operation development - Anadolu Group Innovation Program (Bi-Fikir)		Strategic Growth and Business Partnerships	
	Manufactured Capital	- Approximately 100 production facilities across Türkiye and international locations - Operational presence in 20 countries - Active in 8 different industries - Exporting to more than 100 countries - World-class operational excellence - Proven expertise in branded consumer products	- Responsible resource management - Investments to develop and improve environmentally friendly products and services - Following international standards for product safety and quality - Increase of traceability in the supply chain		Digitalization, R&D, and Innovation	
Environment					Governance and Ethic	
					Operational Excellence and Productivity	
					Talent Management & Employee Orientation	
Environment	Natural Capital	- TRY 1.3 billion environmental investments - Commitment to Science-Based Targets Initiative - Investments in renewable energy solutions - Waste management - Sustainable agriculture investments - Water intensity - Absolute GHG emissions reduction	- Emission reduction projects - Energy efficiency projects - Renewable energy production - Waste reduction projects - Investments in smart water monitoring systems and nature-based solutions	4% reduction in scope 1 and 2 emissions 19% increase in solar energy production - Approximately 81% of all waste recycled, recovered, composted, or reused 30% reduction in water intensity	Inclusive and Diverse Workplace Culture	- Active contribution to combating climate change - Increased environmental awareness - Sustainable resource management - Protection of natural resources and ecosystems - Increased knowledge and practices in sustainable agriculture
					Climate Action and Environmental Responsibility	
					Environmental Stewardship and Resource Efficiency	
Workplace	Human Capital	- Over 100,000 total employment and 73,990 employees - Capability building - Education for employees - Occupational health and safety policy and practices - Human Rights Policy - The principle of equal pay for equal work	- Employee engagement and benefits - Talent and performance management - Gender equality and remuneration policy		Community Engagement & Social Benefit	- High employee loyalty and satisfaction - Increased productivity through empowered workforce - Promotion of diversity, inclusion, and equal opportunity - Ongoing improvement in knowledge and skills - Embedded culture of health & safety and well-being - Positive company reputation and public trust - Contribution to social development and community welfare
Community	Social Capital	1 billion consumers 1.4 million customers - TRY 2 billion in donations and social contributions - Expertise in branded consumer goods - Collaboration with approx. 35,000 suppliers across various sectors - Active participation in national and international corporate memberships	- Community development - Development, marketing and distribution of high-quality branded consumer products - Research	- Gender pay ratio (women to men) at all levels: 1.04 - Ranked among the leading groups in the number of women in executive positions 27% of positions filled by internal candidates - Aid in kind and cash - High levels of customer satisfaction 80% of suppliers sourced locally		

Material Topics

Through a comprehensive and participatory stakeholder analysis, Anadolu Group has identified its material sustainability topics, ensuring that strategic focus is directed toward the areas of greatest impact and relevance. Through an extensive online survey, we engaged both internal stakeholders (employees) and key external stakeholders (representatives from suppliers, business partners, investors, analysts, non-governmental organizations, governmental bodies, media, academia, and international organizations) to clearly identify and prioritize stakeholder interests.

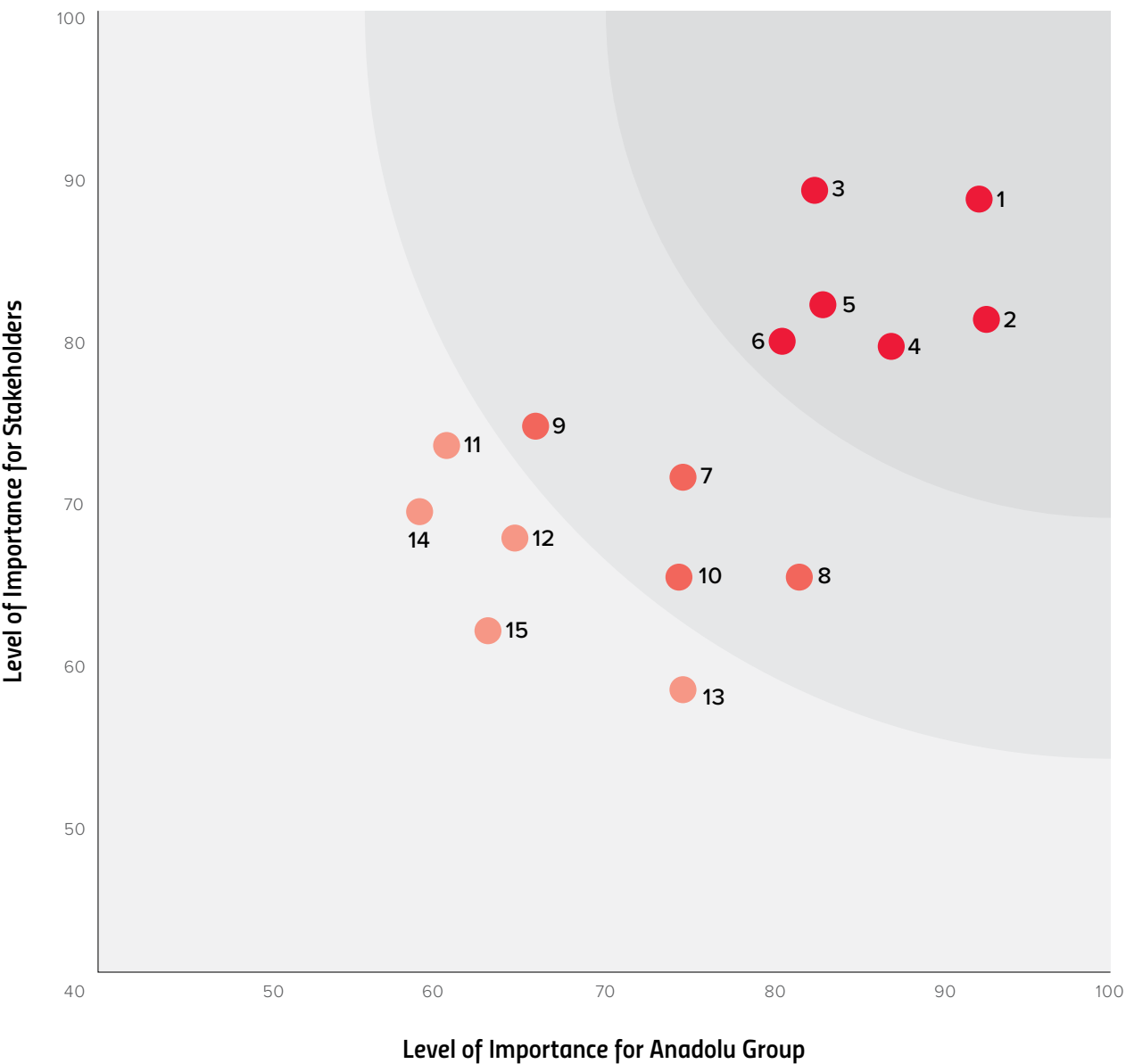
In 2021, we reassessed our sustainability focus areas, considering emerging global trends and developments. The material sustainability topics identified during this comprehensive evaluation remained relevant also in 2024. During this period, we followed the following methodological approaches:

- We conducted an extensive literature review to analyze prevailing sustainability trends at both global and national levels. As part of the process, a detailed review was conducted of authoritative resources, including the World Economic Forum’s (WEF) global risk assessments, sector-specific materiality maps published by the Sustainability Accounting Standards Board (SASB), the United Nations Sustainable Development Goals (SDGs), and Türkiye’s 11th Development Plan, to ensure that critical sustainability topics were identified in alignment with global and national priorities.
- We facilitated individual consultations with Anadolu Group CEO, Group Presidents, and CEOs of affiliated Group companies to gather insights and strategic perspectives.

- We aligned the identified focus areas closely with our overarching business strategies and corporate objectives.
- We applied The Materiality Map recommended by SASB, systematically evaluating each sustainability topic in terms of its associated risks, impacts, and opportunities. This comprehensive analysis covered significant financial, legal, innovative, and competitive aspects.

Following the materiality analysis, we classified and prioritized topics as: “extremely important” and “very important”. Among the topics classified as extremely important, climate change and energy emerged prominently, reflecting the heightened significance driven by global and national developments.

Responsible resource management and procurement practices also gained considerable prominence. Furthermore, talent management advanced notably in priority, driven by escalating global and local concerns related to talent scarcity and retention.



Extremely Important

- 1 Climate change and energy
- 2 Digital transformation
- 3 Water and wastewater
- 4 R&D and innovation
- 5 Packaging and waste
- 6 Responsible procurement

Very Important

- 7 Product quality and safety
- 8 Talent management and employee commitment
- 9 Risk management
- 10 Stakeholder engagement

Important

- 11 Corporate governance
- 12 Equal opportunity and diversity
- 13 Customer satisfaction and communication
- 14 Occupational health and safety
- 15 Contribution to local development

LEVEL OF IMPORTANCE	MATERIAL TOPICS	RELATED SDGs	RELEVANT SECTION	MANAGEMENT
Extremely Important	Climate Change and Energy		Environment	Recognizing that climate change poses uneven and industry-specific threats to every facet of our business, we have placed energy efficiency at the heart of our strategy. By relentlessly driving down greenhouse-gas output, we aim not only to shield our operations from climate-related risks but also to play an active role in the global fight against the climate crisis. Concretely, we are committed to cut our scope 1 and 2 emissions by 50% from the 2020 baseline, and we are rolling out a zero-waste business model across all sites to ensure that every stage of our value chain is as resource-efficient as possible.
	Digital Transformation	 	Workplace	By seamlessly embedding state-of-the-art technologies and digital tools into every stage of our workflows, we have elevated operational efficiency and strengthened our competitive advantage. We remain firmly committed to investing in advanced digital solutions that enhance performance across all business processes and day-to-day activities.
	Water and Wastewater	 	Environment	To safeguard operational continuity, we implement advanced water management strategies aimed at maximizing efficiency across all processes. Our efforts are focused on reducing water footprint, limiting the generation of wastewater, and elevating effluent quality through the integration of innovative treatment technologies and compliance with environmental standards.
	R&D and Innovation	 	Marketplace	We strategically allocate resources to R&D, as well as innovation, to drive the sustainable evolution of our business models. Through the execution of cutting-edge projects focused on product enhancement, process optimization, and operational excellence, we aim to reinforce our long-term global competitiveness and elevate the satisfaction of end-users. Furthermore, we actively cultivate an innovation-driven entrepreneurial ecosystem, both internally across our organizational structure and externally through industry collaboration and support networks.
	Packaging and Waste		Environment	We adopt a sustainable approach to packaging and waste by minimizing material use, promoting recyclable and biodegradable options. All packaging waste is managed through responsible recycling and disposal practices. We allocate essential resources and invest in innovation to support a zero-waste model grounded in circular economy principles across our operations.
	Responsible Procurement	 	Marketplace	We are committed to empowering our stakeholders across the extensive and complex value chains within our operating sectors. As part of our responsible procurement strategy, we emphasize transparency, ethical conduct, and environmental stewardship in all procurement activities. Our efforts are directed toward elevating supplier performance through continuous engagement and alignment with clearly defined sustainability and compliance benchmarks.
Very Important	Product Quality and Safety		Marketplace	By maintaining high standards in the value chain, we ensure that our customers always receive safe, high-quality products and services.
	Talent Management and Employee Commitment	 	Workplace	We focus on attracting next-generation talents, retaining key employees, and aligning career development with organizational goals. Through personalized development programs and a culture of continuous growth, we aim to strengthen employee commitment and ensure long-term success. As part of our 2035 vision strategy, we pledge to achieve inclusive growth upholding dignity, equity, and equal opportunity for all employees across the Group.
	Risk Management		Corporate Governance	To safeguard the long-term viability of our operations, we proactively identify and assess both financial and non-financial risks across national and international landscapes. Through a systematic risk evaluation framework, we implement robust mitigation strategies aimed at minimizing potential adverse impacts while simultaneously leveraging emerging opportunities. This comprehensive approach enables us to maintain operational resilience, ensure regulatory compliance, and enhance strategic decision-making in an increasingly complex and dynamic global environment.
	Stakeholder Engagement		Sustainability Strategy	We maintain an ongoing and structured dialogue with our stakeholders by leveraging diverse communication channels to gather insights, perspectives, and feedback on a wide array of material issues. This inclusive engagement process enables us to better understand stakeholder expectations, align our corporate strategies with societal and market needs, and foster long-term, trust-based relationships. By integrating stakeholder input into our decision-making processes, we enhance transparency, responsiveness, and accountability across all levels of the organization.
Important	Corporate Governance	 	Corporate Governance	We are committed to upholding the highest standards of corporate governance by fostering a transparent, accountable, and ethical management framework. Our governance structure is designed to ensure effective oversight, risk management, and strategic guidance through clearly defined roles, responsibilities, and internal controls. By adhering to internationally recognized principles and regulatory requirements, we aim to protect shareholder value, promote long-term sustainability, and enhance stakeholder confidence. Continuous evaluation and improvement of our governance practices enable us to respond effectively to evolving business environments and maintain organizational integrity at all levels.
	Equal Opportunity and Diversity	 	Workplace	We are dedicated to cultivating an inclusive workplace culture that values diversity and ensures equal opportunity for all individuals, regardless of gender, age, ethnicity, religion, disability, or other personal attributes. Our human resources policies are designed to promote fair recruitment, development, and promotion practices, eliminating any form of discrimination or bias. By embracing diverse perspectives and fostering a respectful, equitable environment, we enhance innovation, employee engagement, and organizational performance. Continuous monitoring and improvement of our diversity and inclusion initiatives are integral to our commitment to social responsibility and sustainable growth.
	Customer Satisfaction and Communication	 	Marketplace	We prioritize customer satisfaction as a core element of our business strategy, striving to deliver high-quality products and services that meet evolving customer expectations. Through multi-channel communication platforms, we actively collect and analyze customer feedback to enhance our products and services, resolve concerns promptly, and foster long-term loyalty. Our customer engagement framework emphasizes transparency, responsiveness, and continuous improvement, enabling us to build trust and maintain a customer-centric approach. By aligning our operations with customer needs, we reinforce our competitive advantage and support sustainable business growth.
	Occupational Health and Safety	 	Workplace	We are committed to maintaining the highest standards of occupational health and safety by implementing proactive policies, rigorous procedures, and continuous training across all levels of our organization. Our health and safety management system is designed to identify, assess, and mitigate workplace hazards while ensuring compliance with relevant legal and regulatory requirements. By fostering a safety-first culture and encouraging employee involvement, we aim to prevent occupational injuries and illnesses, enhance well-being, and promote a resilient working environment. Ongoing monitoring, risk assessments, and incident reporting are integral to our approach, supporting a cycle of continuous improvement and operational excellence.
	Contribution to Local Development	  	Community	We actively contribute to local development by supporting socio-economic initiatives that foster community well-being, capacity building, and inclusive growth in the regions where we operate. Through strategic partnerships with local stakeholders, we invest in education, employment, infrastructure, and environmental sustainability projects that generate long-term value. Our approach emphasizes shared prosperity, aiming to reduce regional disparities and strengthen the resilience of local economies. By aligning our corporate activities with the priorities of local communities, we promote sustainable development and reinforce our social license to operate.

Stakeholder Engagement

At Anadolu Group, we attach great importance to cultivating and strengthening strong relationships with our stakeholders. This strategic approach enables us to accurately comprehend and effectively address diverse needs and expectations of all stakeholder groups, thereby facilitating their active participation in our collective pursuit of sustainable development. Our stakeholder engagement encompasses a broad

and interconnected ecosystem of diverse stakeholder categories.

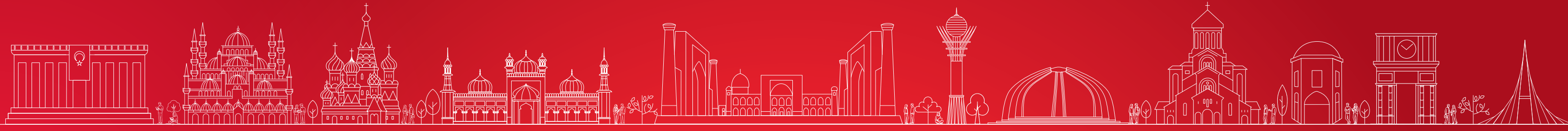
To enhance the quality and efficiency of stakeholder interactions, we deploy both unidirectional and bidirectional communication channels. The selection of communication mechanisms and their frequency is meticulously tailored based on the characteristics

and specific requirements of each stakeholder group, thereby ensuring that their expectations are comprehensively addressed. Consequently, we systematically integrate stakeholder insights into our operational frameworks and strategic decision-making processes, rigorously evaluating and utilizing the feedback received.

Since 2021, we have implemented targeted initiatives to assess Anadolu Group employees’ awareness of our sustainability efforts and to foster more robust two-way communication with our workforce. These ongoing initiatives are crucial for reinforcing internal alignment and driving collective progress toward our sustainability objectives.

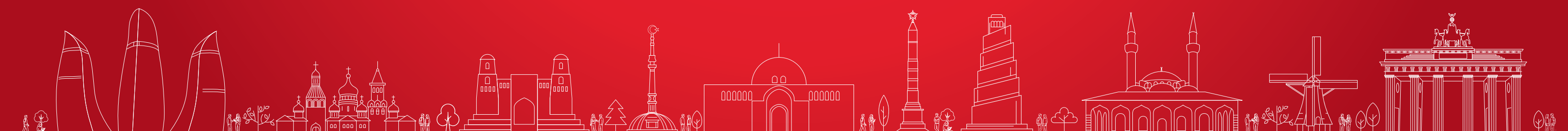
BY IMPACT	STAKEHOLDER GROUP	COMMUNICATION METHOD	COMMUNICATION FREQUENCY
Direct Economic Impact	Employees and Group companies	Leader messages, internal, printed, visual and digital media, internal and external reports/meetings, training, internal digital announcement platforms, ethical line, Anadolu Group Innovation Program (Bi-Fikir)	Year-round
		Anadolu Group Innovation Day	Annually
		Financial report	Quarterly
		Sustainability report, researches & surveys, annual report	Annually
	Suppliers	Printed, visual and digital media, supplier meetings	Year-round
		Financial report	Quarterly
		Sustainability report and annual report	Annually
	Shareholders and investors	Printed, visual and digital media, meetings, conferences, road shows, webcasts and official announcements on the Public Disclosure Platform	Year-round
		Financial report, and earning releases	Quarterly
		Sustainability report and annual report	Annually
Indirect Economic Impact	Customers	Printed, visual and digital media	Year-round
		Financial report	Quarterly
		Sustainability report and annual report	Annually
	Financial institutions and analysts	Printed, visual and digital media, meetings, conferences, road shows, webcasts and official announcements on the Public Disclosure Platform	Year-round
		Financial report	Quarterly
		Sustainability report and annual report	Annually

BY IMPACT	STAKEHOLDER GROUP	COMMUNICATION METHOD	COMMUNICATION FREQUENCY
Indirect Economic Impact	Business partners	Printed, visual and digital media	Year-round
		Financial report	Quarterly
		Sustainability report and annual report	Annually
	Public institutions and local administrations	Printed, visual and digital media, visits/meetings	Year-round
		Financial report	Quarterly
		Sustainability report and annual report	Annually
	Non-governmental organizations	Printed, visual and digital media, visits/meetings, project partnerships	Year-round
		Financial report	Quarterly
		Sustainability report and annual report	Annually
	Media	Printed, visual and digital media, meetings and networking activities	Year-round
		Financial report	Quarterly
		Sustainability report and annual report	Annually
	Sources of New Opportunities, Know-How and Perception	Digital media	Year-round
		Financial report	Quarterly
		Sustainability report and annual report	Annually
		Digital media communications, project partnerships	Year-round
		Education programs, participation in university events	Year-round
		Innovation program (Bi-Fikir KAP)	For six months
		Financial report	Quarterly
		Sustainability report and annual report	Annually



4

ENVIRONMENT



Environment

What makes it essential: The world at a critical juncture in confronting the interconnected challenges of climate change, biodiversity loss, and resource depletion. Scientific assessments, including those from the Intergovernmental Panel on Climate Change (IPCC), have unequivocally confirmed that human activities are the primary drivers of global warming. Rising temperatures are intensifying extreme weather events, disrupting ecosystems, and threatening water security. These escalating risks have been recognized as critical threats to global stability. WEF’s Global Risks Report 2024 identifies climate inaction and natural resource crises as among the most pressing challenges societies today. In response, international frameworks such as the Paris Agreement, along with evolving European Union policies like the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), are reshaping expectations for environmental accountability.

Our aspiration: In light of these global dynamics, the responsibilities of companies regarding sustainability have become more critical than ever. As a company acutely aware of its role in this global transformation, we continuously monitor international developments, regulatory trends, and stakeholder expectations. At Anadolu Group, we recognize the urgency of global sustainability challenges and align our strategy with goals. Our approach is built on four core principles:

- **Achieving Net-Zero Emissions:** We are continuing our efforts to achieve net-zero emissions by 2050, investing in renewable energy, and decarbonizing our supply chain.
- **Water Stewardship:** We actively manage water usage across our operations, enhance water efficiency, and implement responsible water management practices.
- **Circular Economy:** We integrate circular economy principles by reducing waste, reusing materials, and improving energy across our operations.
- **Sustainable Agriculture:** We take steps to minimize our environmental impact, and support nature-based solutions for environmental resilience.

Our contribution to the SDGs:



Commitments for 2030 and 2050

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

Progress

In scope 1 and 2, we reduced greenhouse gas emissions by **4%** compared to 2023

**We identified 2020 as the base year for scope 1 and 2 greenhouse gas emissions and set a proportional goal to identify absolute target by 2050.*

Company	ISO 14001 Certificate	ISO 14064 Certificate	ISO 50001 Certificate
AG Anadolu Grubu Holding	✓		✓
Migros	✓	✓	✓*
Coca-Cola İçecek	✓	✓	✓**
Anadolu Efes	✓***		✓****
Anadolu Isuzu	✓*****	✓	✓*****
Anadolu Motor	✓		
Anadolu Etap Tarım	✓	✓	
Anadolu Etap İçecek	✓		✓
Aslancık Electricity	✓		✓
Adel Kalemcilik	✓		✓

**Valid for 21 locations (Headquarters, 11 Distribution Centers, 8 Shopping Malls, MIGET Meat Processing Facility).*

***Valid for all Türkiye, Pakistan and Kazakhstan facilities and the Bishkek facility in Kyrgyzstan.*

****Valid for 8 locations.*

*****Valid for 9 locations.*

******Valid for central facility of Anadolu Isuzu.*

The Group companies continue to manage and improve environmental performance in compliance with their ISO 14001 Environmental Management System certificate.

In this regard, we comply with management systems, invest in the environment and follow the laws closely, so as AG Anadolu Grubu Holding we did not receive any environmental fines in 2024.

Achieving Net-Zero Emissions

What makes it essential: The transition to a net-zero economy has become one of the most pressing global imperatives, driven by the accelerating impacts of climate change and reinforced by scientific consensus. The IPCC emphasizes that global greenhouse gas emissions must be substantially reduced within this decade to prevent the most severe consequences of climate disruption. Rising temperatures are already contributing to extreme weather events, supply chain instability, resource scarcity, and broader socio-economic risks. International frameworks such as the Paris Agreement and regional policy developments like the European Green Deal are reshaping the global regulatory environment. In parallel, investor expectations and societal pressure are increasing, with a growing demand for transparent action plans, measurable progress, and science-based targets. In this landscape, companies are expected not only to reduce their operational emissions but also to influence decarbonization across their entire value chains. Achieving net-zero is no longer a distant goal. It is a strategic necessity that requires innovation, collaboration, and leadership.

What we have done so far: At Anadolu Group, we recognize our responsibility in this global transition. We are actively working towards achieving net-zero emissions by 2050, with an interim target of reducing scope 1 and 2 emissions by 50% by 2030 *. Our decarbonization strategy is centered on;

- Increasing our investments in solar and wind energy, with a goal of powering a significant portion of our operations with renewable sources.
- Implementing high-efficiency equipment, optimizing production processes, and deploying smart energy management systems to reduce consumption.

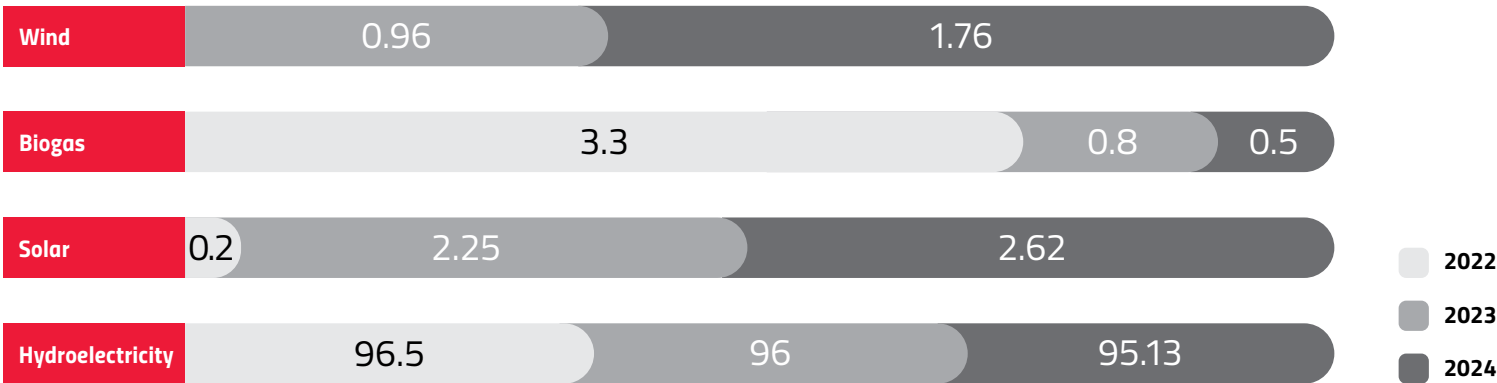
How we progressed in FY24: Our Group companies are driving meaningful change;

- Migros demonstrated progress by sourcing 51% of its electricity consumption, from renewable sources. With a focus on further sustainability, Migros aspires to cover one-third of its total energy consumption from its own solar power plants by the end of 2026.
- CCI made strides in its commitment to sustainable energy practices, with 8% of its energy deriving from renewable sources in 2024. Setting an ambitious target, CCI aims to escalate this proportion to 40% by 2026.
- Anadolu Isuzu has completed a solar power investment that will generate 7,945 MWh of electricity annually, preventing 3,495 tons of CO₂ emissions each year.

In line with our strategy, the share of solar and wind energy in total renewable energy production has increased over time, while hydroelectricity has remained the primary source. This development marks a gradual shift towards a more balanced and diversified renewable energy portfolio.

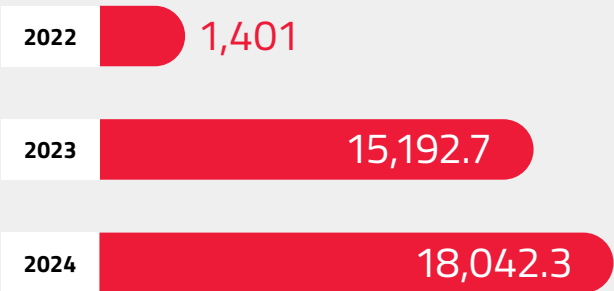
* We identified 2020 as the base year for scope 1 and 2 greenhouse gas emissions and set a proportional goal to identify absolute target by 2050.

Produced Renewable Energy (% Share by Source)



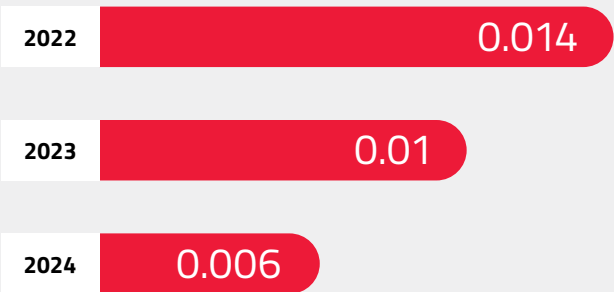
This strategic focus is already yielding measurable results, particularly in solar energy production, which has increased steadily over the past three years, reflecting our ongoing focus on renewable energy sources and the strengthening role of solar power in our energy portfolio.

Produced Solar Energy (MWh)



In parallel with our progress in solar energy production, we have also achieved significant improvements in energy efficiency. These efforts are reflected in the decline of our energy intensity, contributing directly to emissions reduction. Energy intensity (kWh/TRY) decreased from 0.014 in 2022 to 0.006 in 2024. This reduction has contributed to the overall decline in scope 2 emissions by lowering total energy consumption relative to financial output.

Energy intensity (kWh/TRY)



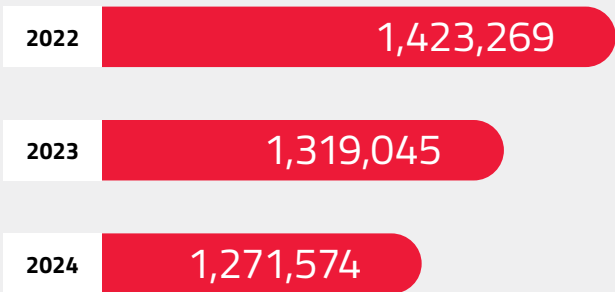
Additionally, our Group companies are taking concrete steps to integrate sustainability into their business models:

- CCI has replaced LPG forklifts with electric models, achieving a 68% reduction in carbon dioxide emissions per forklift.
- Anadolu Efes has achieved 8,303 MWh in energy savings and prevented 3,500 tons of CO₂ emissions in 2024 through newly launched and ongoing projects.

The journey toward net-zero demands continuous adaptation and innovation. We are intensifying our research efforts into alternative fuel sources, the electrification of logistics operations, and nature-based carbon removal solutions. We are also strengthening our internal carbon tracking mechanisms to ensure alignment with global reporting standards. By embedding sustainability into every decision, we make today, we are shaping a future where businesses, communities, and ecosystems can thrive in harmony.

Our ongoing efforts to operationalize this vision have translated into tangible progress in greenhouse gas emissions reduction. Total greenhouse gas emissions decreased significantly compared to the previous year, driven by reductions across all three scopes. Reductions were achieved in scope 1 and 2 emissions, reflecting our ongoing decarbonization efforts.

Scope 1 & 2 Greenhouse Gas Emissions (ton CO₂e)



BEST PRACTICES

Energy Efficiency and Carbon Reduction Projects

In 2024, Anadolu Isuzu implemented a series of energy efficiency projects aimed at reducing greenhouse gas emissions and enhancing operational sustainability. These initiatives contributed significantly to the company's decarbonization efforts by optimizing energy use across various systems and processes within the production facility.

As part of these efforts, the integration of high-performance water radiant heating systems, electric heaters, heat curtains, and economizer systems

resulted in a total natural gas savings of 73,892 m³, preventing 145.35 tons of CO₂e greenhouse gas emissions.

Additionally, the replacement of conventional compressors with inverter-based models and the upgrade to LED fixtures in outdoor lighting led to an electricity savings of 73,701 kWh, corresponding to a reduction of 32.5 tons of CO₂e emissions. These initiatives contributed significantly to both environmental sustainability and operational efficiency.

ANADOLU ISUZU

Alternative Fuel Strategy

Through its global Plan S strategy, Kia aims to develop 14 electric vehicle models by 2030 and to generate 40% of its total sales from electric vehicles by 2030. Within the project's scope, Çelik Motor has already launched plug-in hybrid, hybrid, mild-hybrid and electric models, which appeal to Turkish consumer preferences, to the market. Kia provides 33% of its vehicle sales from electric or electrically assisted models and contributes to a cleaner environment.



KIA TÜRKİYE

Carbon Footprint Actions for Suppliers

Migros launched the Sustainable Business Partners Network (SBPN) platform in order to measure the current situation with suppliers and take action by setting a reduction target. Environmental parameters such as carbon emissions, water consumption and waste generation of critical suppliers, which account for 80% of the company's total turnover, and Migros private-label product manufacturers are monitored. Migros also tracks its climate change target performance and supports them in their efforts to set targets of their own. The shared data through platform

is audited by an independent audit firm. As part of this program, necessary training support is also provided to suppliers and manufacturers so that they can both monitor their impact on the environment and contribute to the calculation processes they will carry out through the SBPN platform. In 2024, approximately 100 supplier company employees were trained and guided in their calculations through the SBPN platform, while 150 suppliers measured their carbon emissions and shared their results on the platform.

MİGROS



Carbon Reduction Projects

Anadolu Efes remains committed to reducing its environmental impact. In 2024, the company invested over TRY 33.7 million in 16 transformative energy efficiency projects and capacity expansion initiatives, generating both direct and indirect efficiency gains. In 2024, through newly launched and ongoing projects from the previous year, the company achieved 8,303 MWh in energy efficiency and reduced CO₂e emissions

by 3,500 tons. Upon completing its new projects initiated in 2024, it aims to achieve an annual energy efficiency of 30,232 MWh and reduce CO₂e emissions by 17,125 tons. Regarding greenhouse gas emissions, the company reduced its emission intensity per unit of beer production by 13% compared to the previous year, lowering it from 7.7 kg CO₂/hl to 6.7 kg CO₂/hl.

ANADOLU EFES

Practices for Reducing Carbon Footprint

CCI considers energy efficiency and climate preservation as the primary intervention points for reducing environmental footprint. The company opts for fuel-efficient and low-carbon vehicles. It also replaces LPG forklifts with electric ones and achieves a 68% reduction in carbon dioxide emissions per forklift.

The company has prevented approximately 1,400 metric tons of greenhouse gas emissions since 2013 with the "Route Optimization Project" and since 2016 with the "Road Net" platform. In 2024, CCI prevented 533,833 metric tons of CO₂ emissions throughout the value chain with best practices annually. CCI initiated its green logistics transformation with the purchase of its first electric truck in 2024. This initiative reduces the company's carbon footprint, cutting emissions per kilometer by 25% compared to diesel trucks. CCI uses green electricity across its entire cloud system.

In 2024, CCI has modernized its network infrastructure in all countries where CCI operate and switched to SD-WAN (Software-Defined Wide Area Network) technology. This transformation has allowed to significantly improve the performance of the network and internet operations while providing flexibility and efficiency in network management.

The company upgrades current equipment with more energy-efficient technology and cooperates with suppliers to develop and improve climate-friendly coolers. The company purchased hydrofluorocarbon (HFC)-free coolers equipped with an EMD and prevented 318,802 metric tons of CO₂ emissions in 2024. At CCI, in order to reduce its environmental impact, the purchase of cold drink equipment without doors and/or lids is avoided and the amount of this type of equipment is reduced.



Renewable Energy Investment

In line with its sustainability goals, Anadolu Isuzu continued to increase the share of renewable energy in its energy consumption in 2024. The company's rooftop solar power plants, with a total installed capacity of 6.7 MWp, generated 7,923 MWh of electricity during the year. This amount corresponded to approximately 65% of the facility's total electricity consumption, enabling the company to meet a significant portion of its energy needs from renewable sources. As a result, an estimated 3,486 tons of CO₂ emissions were avoided in 2024.

CCI

Ongoing Efforts Against Climate Change

Migros strives to reduce the high impact of greenhouse gas emissions stemming from the cooling systems and accounting for most scope 1 emissions. The company obtained the patent for the cooling system, which already had the Utility Model Certificate. As of 2024,



water-cooling systems have been implemented in another 39 locations, totaling in 326 locations. Migros aimed to disseminate this system and ensure its use in other locations.

The company also continues to work on energy consumption, one of the significant standpoints in combating climate change. Energy efficiency steps reduce carbon emissions in operations and boost overall efficiency. Migros stores to renovate or launch will be equipped with voltage regulators and high automation efficiency systems to reduce their overall environmental impact. The energy monitoring system regularly measures the energy consumption daily, weekly, or monthly, while the automation system monitors the consumption data on the cooling, HVAC and lighting systems. The company also saves energy in stores with daylighting systems and prefers solar reflective roof paint to reduce the heat island effect.

MIGROS

Renewable Energy Initiatives

Migros uses renewable energy sources and invests in solar power plants (SPP) in line with its environmental sustainability goals. Solar panels installed on the roofs of the company's Adana, Diyarbakır, Muğla, and Torbalı Distribution Centers, MİGET, and Kocaeli Derince 5M Migros store generated a total of 7,382 MWh of electricity in 2024. 5,924 MWh of this was consumed where it was generated; the remaining 1,458 MWh was supplied to the national grid. Additionally, in 2024, Migros initiated a solar power plant investment in Kırşehir with an installed capacity of 34.4 MWp. The plant will commence electricity production in March 2025. It is aimed to provide 1/3 of the total energy consumption from Migros' solar power plants by the end of 2026.



In 2024, the company obtained the Renewable Energy Certificate for 350,000 MWh from the YEK-G (Renewable Energy Guarantees of Origin System), established to monitor the source of energy generated from renewable sources and to prove its consumption. Thus, Migros provided 51% of its energy consumption, equivalent to 355,924 MWh, from renewable sources.

MIGROS

Water Stewardship

What makes it essential: Water-related risks are intensifying globally due to the combined effects of climate change, population growth, industrial demand, and unsustainable consumption. According to the United Nations World Water Development Report 2024, up to 2.4 billion people are projected to face severe water scarcity by 2050, especially in urban and agricultural regions. The World Resources Institute’s Aqueduct Water Risk Atlas highlights that many countries, including Türkiye, are already under high water stress, making water security a critical concern for both governments and businesses. In response to these risks, international efforts are increasingly focused on water stewardship as a strategic approach. Frameworks such as the CEO Water Mandate and the Alliance for Water Stewardship promote collective action among the private sector, public institutions, and civil society to ensure the sustainable use of water resources.

What we have done so far: At Anadolu Group, we integrate water stewardship into every aspect of our business, aiming to optimize water use, minimize wastewater, and enhance water resilience across our value chain. Our strategy focuses on:

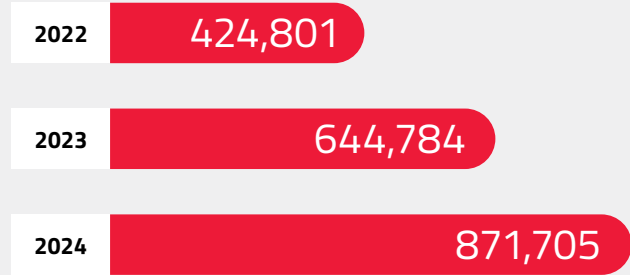
- Continuously reducing water withdrawal across our operations by implementing advanced treatment technologies and water reuse systems.
- Supporting ecosystem restoration projects, recharging groundwater resources, and ensuring that water-stressed communities’ benefit from our conservation efforts.
- Collaborating with suppliers to improve water efficiency in production and agricultural sourcing.
- Investing in smart water monitoring systems and nature-based solutions to reduce water intensity and enhance resilience against climate-related water risks.

How we progressed in FY24: Our Group companies implemented impactful initiatives to advance water stewardship:

- The total volume of recycled and reused water increased by 35% compared to the previous year, rising to over 871,705 m³. This progress points to

the growing impact of initiatives aimed at reducing freshwater consumption and enhancing circular water practices across operations.

Amount of recycled/reused water



- Water intensity (m³/thousand TRY) across the Group decreased by 30% compared to the previous year.
- CCI continues to lead efforts in achieving water neutrality by 2030, improving water efficiency in operations and enhancing community-based water projects in water-stressed regions.
- Migros has set itself the goal of reducing its base year 2023 average water withdrawal per square meters of sales area by 10% by 2030.
- Anadolu Efes is driving water efficiency improvements across its breweries in Türkiye, Kazakhstan, Moldova, and Georgia, targeting a 10% reduction in water use per unit of beer produced by 2025 compared to the base year of 2020. In 2024, Anadolu Efes invested nearly TRY 16 million in water efficiency initiatives. Through new and ongoing projects, 100,529 m³ of water were saved.

Our commitment to sustainable water management extends beyond operational efficiency. We are scaling up our **water replenishment initiatives**, investing in water smart infrastructure, and advocating for policies that promote sustainable water governance. We aim to set a benchmark for responsible corporate water management. By acting today, we safeguard water resources for future generations, reinforcing our dedication to sustainability, resilience, and shared prosperity.

BEST PRACTICES

Wastewater Treatment Plant Investment

To improve sustainability in wastewater management and reduce environmental impact, Anadolu Isuzu commissioned a new wastewater treatment plant in December 2024 following the commencement of construction in November 2023. The plant significantly increases the company’s treatment capacity and

fully digitizes operations by eliminating manual processes. Equipped with a SCADA-based automation system, the new facility enables real-time monitoring and optimization of water treatment activities, thereby improving operational efficiency and minimizing the risk of human



error. Designed to the facility reflects a commitment to high environmental performance standards. Its infrastructure has been developed to meet potential future regulatory requirements, offering long-term compliance and flexibility. Outfitted with advanced treatment technologies, this new facility supports Anadolu Isuzu’s sustainable production vision and reinforces its environmental responsibility. The investment stands out as a model project in terms of digitalization, efficiency, and environmental alignment, helping the company advance a forward-looking strategy in wastewater management.

ANADOLU ISUZU

Water Efficiency Practices

Migros carries out a diverse range of activities for the efficient use of water and to prevent the environmental impacts of the wastewater generated from its operations. The company tracks water reduction goals per sales meter square for daily water withdrawal.

Migros has made it mandatory for grease traps to be installed in all newly opened stores if they have seafood sections and on the water-discharge outlets of all food preparation & service areas in stores located within shopping malls. Grease traps and strainers were installed at 20 newly opened or renovated Migros stores in 2024. Water tanks are installed at stores that frequently suffer water outages. In 2024, 60 tanks were installed, and plumbing was improved in stores whose mains pressure was deemed to be too low. Timed

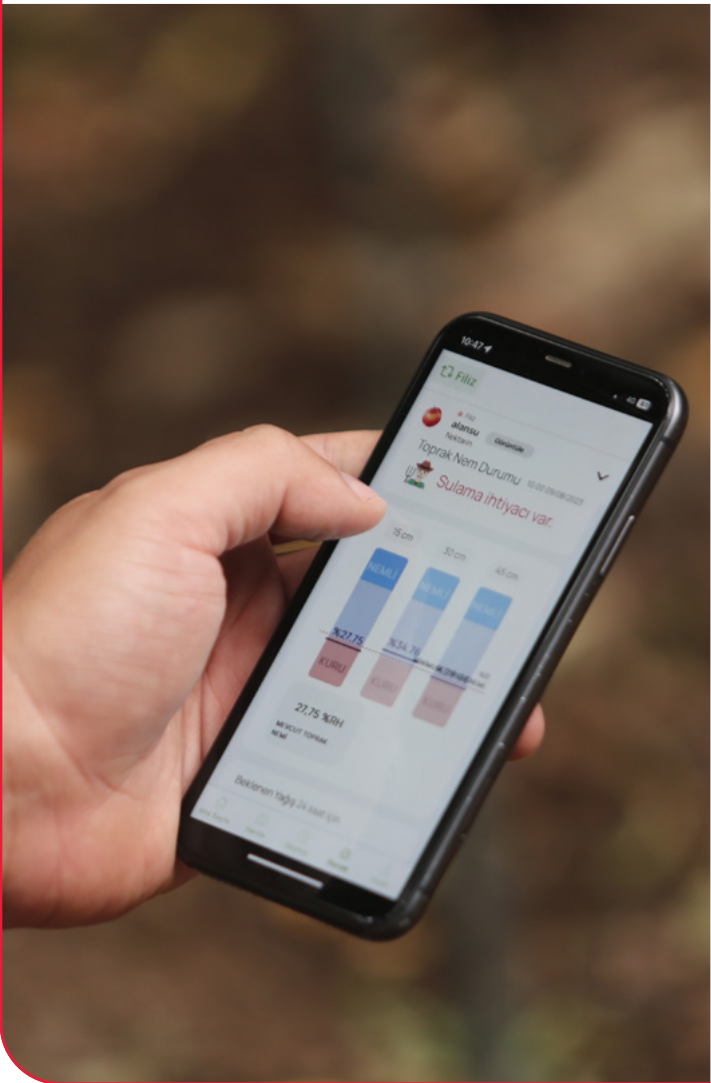
faucets and aerators are used to improve water efficiency in all stores. 500-time adjustable faucets and aerators were installed in 2024. The company decided that only dual-flush toilets with 2.5-5-liter cisterns would be installed in its stores from now on.

Migros has set itself the goal of reducing its base year 2023 average water withdrawal per square meters of sales area by 10% by 2030. As of 2024, the cumulative reduction was 1.1%. Migros’ water footprint is independently verified for compliance with the ISO 14046 standard. In 2024 Migros qualified for Global A Leader status when it was awarded an “A” rating—the highest possible—in the “Water Security” program of the Carbon Disclosure Project (CDP). Migros has been designated a CDP Water Leader four times.

MİGROS

Water Management and Water Replenishment Programs

CCI highly prioritizes the impact of the climate crisis on water resources in all facilities and the basins in which they are located. With that in mind, the company carries out a Source Water Vulnerability Assessment (SVA) and develops a Water Management Plan to use the water



efficiently and to reduce water-related risks in its system and in the societies to which it serves.

CCI also issued the first sustainability-linked bond in the beverage industry in Europe, the Middle East and Africa. Having received the ESG Bond Issuance of the Year award at the Bonds, Loans & Sukuk Türkiye Awards, where the most innovative and ground-breaking agreements compete, CCI aims to reduce its WUR by 17% from 1.69 L/L in the base year 2020 down to 1.4 L/L by 2029.

In 2024, CCI saved approximately 686,111 m³ of water with the water efficiency projects and investments in its operational countries. CCI's overall water savings on a company-wide scale is nearly 3 million m³. Furthermore, the company achieved a 27.12% increase in the volume of recycled and reused water compared to the previous year.

CCI carried out projects in cooperation with WWF and DOKTAR to ensure water security and target water neutrality by carrying out social projects in regions experiencing water stress in 2024. A total of 3,235 million liters of water were saved in the water basins of Türkiye, Jordan, Kyrgyzstan, Tajikistan, Kazakhstan, and Pakistan by carrying out projects such as establishing recharge wells, construction of wetlands, raising awareness of water saving in the local community, rainwater harvesting and maintaining efficient landscaping and restoration. In 2024, CCI's water replenishment ratio was 50.67%. The company's target for 2030 is 100%.

CCI

Water Efficiency Projects

Anadolu Efes invested approximately TRY 16 million in direct and indirect water efficiency initiatives in 2024. Through new projects and ongoing initiatives from the previous year, it achieved a water savings of 100,529 m³. Upon completing its projects in this area, the company aims to save approximately 162,000 m³ of water annually.

ANADOLU EFES

Circular Economy

What makes it essential: Circular economy is gaining momentum globally as a response to the growing need for sustainable resource management and long-term resilience. Policy developments such as [the European Union Circular Economy Action Plan](#) and global sustainability frameworks are encouraging companies to rethink product design, eliminate unnecessary waste, and take accountability across their entire value chain. Circularity now requires integrated thinking across procurement, operations, logistics, and innovation to ensure that growth is decoupled from environmental impact.

What we have done so far: By prioritizing waste prevention, recovery, and recycling, we are transforming our operations to align with circular economy principles. Rather than allowing valuable materials to be discarded, we incorporate innovative waste management strategies to extend the useful life cycle of resources in. Across our production facilities and supply chain operations, we continuously design and implement solutions aimed at minimizing waste at its source. Through cross-industry collaboration, research initiatives, and technological innovation, we are committed to closing the loop on waste and ensuring that our processes contribute to a more resource-efficient and sustainable future. Our approach to waste management seeks to consider the entire value chain, with attention to waste generation from production through to consumption. We actively collaborate with Group companies, fostering collaboration and promoting widespread adoption of best practices.

We provide tangible solutions that support the circular economy today. We offer practices to enable the recycling and reuse of wastes to reintroduce them into the economy. We embrace and encourage this approach throughout our whole value chain. We contribute to the circular economy by taking solid steps today in order to build a better tomorrow.

Companies and Facilities Received the Zero Waste Certificate

Companies	Facilities
AG Anadolu Grubu Holding	Headquarters
Migros	Headquarters, stores, distribution centers, fruit and vegetable warehouses, MİGET Meat Processing Plant, Macro Homemade Production Plant
Coca-Cola İçecek	All Plants in Türkiye and Headquarters
Anadolu Efes	All Plants in Türkiye and Headquarters
Anadolu Isuzu	Central Plant
Anadolu Medical Center	Gebze Hospital

- How we progressed in FY24:** We made significant progress across our operation in 2024 in reducing waste, increasing recycling rates, and advancing circularity initiatives. We successfully recycled and recovered the majority of generated waste, further demonstrating our commitment to sustainability:
- Through innovative recycling and recovery initiatives, we made significant strides in reducing the environmental impact of our waste streams. Overall, we successfully recycled and reused 36% of our hazardous waste, significantly reducing our environmental footprint.
 - In our Group companies a range of project were implemented to drive waste reduction, including optimizing packaging materials, developing recycling infrastructures, and applying advanced waste separation technologies.
 - We continued to improve non-hazardous waste management, successfully recycling and reusing 81% of our non-hazardous waste.

The amount of recycled or recovered hazardous waste increased by approximately 1.6 times in 2024 compared to the previous year. We continue to prioritize the recovery of hazardous materials wherever possible to minimize environmental impact.

Recycled/Recovered Hazardous Waste Amount (% Share by Total)



Our Group companies support the circular economy through concrete measures:

- Migros has significantly reduced plastic usage by transitioning to recyclable and compostable alternatives in packaging.
- CCI expanded its recycling programs, increasing the recovery rates of packaging materials used across its product lines.
- Anadolu Efes strengthened its waste management practices, significantly enhancing its recycling capabilities and reducing waste generation at breweries.

Moving forward, we aim to enhance our zero waste practices further, focusing on innovation, cross sector partnerships, and continuous improvement. We are committed to further reducing the use of plastics, expanding the scope of recycling initiatives, and promoting circular economy principles as standard practice within our supply chains.

As a result of these strategic efforts, we are beginning to see measurable progress in our waste management performance. The amount of composted non-hazardous waste increased from 13,764 tons in 2022 to 18,489 tons in 2024, corresponding to an overall increase of approximately 4,725 tons over two years. This increase stems from the improvements we have made in internal waste management practices, particularly in the identification and separation of compostable materials.

Composted Non-Hazardous Waste Amount (ton)



BEST PRACTICES

Refilling Units

Migros aims to reduce plastic waste by encouraging reuse at the Refilling Unit set up in the Ataşehir MMM, the unit refills empty detergent bottles brought by customers for affordable prices to reintegrate them into the circular economy and helps reduce the plastic footprint.

In 2024, these refilling units were installed in another two stores, one each in Ankara and İzmir. The machines were used more than 8 thousand times in 2024. Partnering with baby care product maker UNI Baby, a

similar refilling unit project for that brand’s products aimed at reducing plastic waste was undertaken at the Migros’ Caddebostan MMM store.

Additionally, self-service dried fruit and nut filling stations allow customers to purchase the exact quantities of these products that they want by bringing their own containers to the store or using Migros-supplied recyclable paper ones. These units were in operation in 75 stores in 2024. The company will be installing new ones in more stores in 2025.

Projects to Reduce Food Waste

Migros delivers healthy foods, which do not turn into sales but maintain their nutritional value, to those in need through cooperation with Fazla. Migros partners with Fazla to ensure that all of Migros’ still nutritious and wholesome food items that remain unsold reach social markets and food banks through the Fazla’s digital platform. Since the beginning of this collaboration, 24,265 tons of food—5,850 tons in 2024 alone—that would otherwise have gone to waste have reached people who need it instead. Through the “Surprise Box” project, people can purchase crates containing food items such as fruits, vegetables, meat, ready-meals, and baked goods at a 50% discount. In 2024, 9.2 tons of food were saved from being wasted by 31 Migros and 27 Macrocenter stores that participated in this project.

In addition to these projects, products close to their expiration date and ripe fruits and vegetables are offered to consumers with a 25-50% discount. Thanks to these discounted sales, the waste of 16,643 tons of food was prevented in 2024.

Migros donates unexpired and safe-to-consume food, no longer preferred for human consumption, to the Turkish

Animal Rights Federation (HAYTAP) for delivery to stray and forest animals. Since the project began, Migros has donated 9,384 tons of food to help feed stray animals. During 2024, 955 stores located in 77 provinces contributed food that would otherwise have been wasted to HAYTAP.



A Private-Label Package Indexing Project

Migros carried out revealed that 85% of the packaging of its own-brand products was recyclable. During 2024 the company continued efforts to make its own-brand product packaging more sustainable. Recycled PET (r-PET) makes up 25% of the packaging of six Migros-branded detergents.



Malty

Malty, the first start-up to be spin-offed from the Anadolu Efes Intrapreneurship Hub, was one of the fastest growing start-ups in its sector in 2022, introducing its products to consumers at over 2,000 points and selling nearly half of million packages of products. As a “Sustainable Food Technologies” start-up, Malty closed its third investment round, receiving a valuation of 2.8 million USD (~100 million Turkish Lira) during the year. Malty’s most significant R&D project, ‘Türkiye’s first upcycled malt fiber,’ Malty Chips, was realized after the 2024 investment round. Malty, the first and only Turkish company member of the Upcycled Food Association in the United States, saves 10 liters of water with one package of Malty Chips (30 gr), which uses Malty upcycled malt fiber. In 2024, it took its first step towards entering the U.S. market with the Hug program and participated on the global stage of the Plug and Play program in Silicon Valley, the hub of global entrepreneurship. In 2025, it aims to continue its growth in global markets.

Sustainable Packaging Practices

CCI focuses on the packaging life cycle. Within this scope, the company uses r-PET in the packaging of various beverages and 100% recyclable materials in the primary packaging. Returnable glass bottles can be reused up to eight times, reducing energy consumption and using fewer sources. The company encourages customers and consumers to opt for returnable glass bottles to further reduce its environmental impact. Furthermore, the company launched a project in 2008 in Türkiye to reduce the weight of PET bottles by reducing the neck length. As of 2010, the same bottle designs applied in Kazakhstan, Azerbaijan and Kyrgyzstan operations. In 2015, the company expanded the scope of its efforts with the aim of spreading best practices to all countries where it operates. CCI aligned its packaging strategy with the 2018 The Coca-Cola Company (TCCC) program, "World Without Waste", which aims to cultivate a systematic change through a circular economy, grouping goals into three main categories: design, collect and partner. The company aims to replace all packaging with recyclables and continue to make 100% of their packaging recyclable by 2030 and use at least 50% recycled material in plastic packaging. The company also committed to collecting and recycling all packaging on markets in Türkiye,

Pakistan and Kazakhstan and to initiate packaging collection programs in other countries.

In 2024, rPET usage started in Azerbaijan, Kyrgyzstan Tajikistan and Kazakhstan, increasing the rPET usage rate across CCI from 4% to 6%. As a result of these efforts, the company reached its rPET usage goal for 2024. Besides that, in 2024, the lightweight PET bottles allowed CCI to save 900 tons of resin in eight countries where the company does business. At CCI, energy consumption is reduced and fewer resources are used through the implementation of refillable glass bottle programs that enable the reuse of glass bottles. In 2024, a total of 203,411 tons of CO₂ emissions were prevented through these refillable glass bottle initiatives in Türkiye, Pakistan, and Uzbekistan. Also, as a significant forward step in line with the 2030 Sustainability Pledges, Damla water bottle caps have been redesigned to remain attached to the bottle. rPET labels are used on the bottles with tethered closure. By reducing the cap design's weight by 5%, a plastic saving of 250 kg is achieved for every 5 million bottles produced, thereby contributing to a reduction in carbon emissions.



In 2024, in line with CCI's goal to reduce packaging materials released into nature, the company transitioned to a thinner, high-performance stretch application (nano-stretch). With the introduction of this new system, the number of stretches used per pallet was reduced by 35%, while the wrapping force increased by 40%. The tighter wrapping of the pallets also allowed for a reduction in the use of cardboard separators between pallet layers. As a result of this application, a total saving of 82 tons of stretch was achieved in 2024. Through the tighter wrapping of the pallets, the use of separators (dividers) between the layers was successfully reduced.

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Sustainable Agriculture

What makes it essential: Agriculture is at the center of the global sustainability agenda, as it is deeply connected to food security, climate resilience, and the preservation of natural ecosystems. Conventional agricultural practices have contributed to soil degradation, biodiversity loss, and water scarcity, prompting a worldwide shift toward more sustainable and regenerative models. Institutions such as the United Nations Food and Agriculture Organization (FAO) and the United Nations Environment Programme (UNEP) underscore the importance of nature-based solutions that restore soil health, lower emissions, and strengthen resilience to climate impacts.

What we have done so far: At Anadolu Group, we recognize the pivotal role that sustainable agriculture plays in securing the future of food production, protecting biodiversity, and mitigating the impacts of climate change. We strive to integrating regenerative and restorative agricultural practices into our operations, with a focus on enhancing soil health, conserving water resources, and improving the resilience of farming ecosystems. Through innovation, strategic collaboration, and targeted investments, we strive to contribute to the development of a more productive and sustainable agricultural sector.

How we progressed in FY24: We advanced our focus on sustainable agriculture through a series of impactful projects:

- Migros expanded its Good Agricultural Practices (GAP) and regenerative agriculture programs, helping farmers transition to more sustainable farming techniques while ensuring food safety and supply chain transparency.
- To protect biodiversity and promote the growth of bee populations, Migros organized certified beekeeping training programs across various provinces of Türkiye. Developed in collaboration with Family Clubs, District Directorates of Agriculture and Forestry, and Public Education Centers these programs are certified by the Ministry of National Education. They have introduced 924 new beekeepers to the sector to date.
- CCI introduced water efficiency programs aimed at reducing water use in agricultural production, supporting farmers with smart irrigation systems and rainwater harvesting technologies.
- Anadolu Efes continued to promote climate-resilient barley production, investing in innovative agricultural methods that reduce environmental impact while improving crop yields.

Our work in sustainable agriculture explores opportunities to scale up regenerative farming initiatives, expand the use of precision agriculture technologies, and enhance collaborations with farmers and stakeholders. Through forward-thinking approaches and the use of digital innovations, we seek to support the agricultural sector in navigating toward greater resilience and sustainability.

BEST PRACTICES

Sustainable Agriculture and Impact Entrepreneurship Education Program

In the first quarter of 2024, a free and fully online education program focusing on agriculture and sustainability was launched in collaboration with the Sustainability Academy. The initiative was designed to equip university students and the families of agricultural stakeholders with knowledge and awareness on key topics such as climate change, sustainable agriculture, circular economy, impact entrepreneurship, financing

methods, and sustainable lifestyles. The program was structured around 4 modules and 10 thematic areas. It attracted more than 4,000 with 300 participants successfully completing the training and receiving certification. An independent institution is currently conducting an impact assessment of the program, with the results anticipated to be published in 2025.

ANADOLU EFES

Support for Women Farmers and Entrepreneurs

The Development and Acceleration of Women Entrepreneurs in Agriculture program provides women entrepreneurs with the knowledge that will accompany them on their career journeys while introducing products compliant with Migros standards throughout Türkiye.

The program conducted in 2024 was attended by 43 women from 24 provinces, who gained knowledge and

experience in areas such as digital agriculture, finance, food safety, and brand-building. During two-day sessions, participants received training from experts on a range of topics including entrepreneurship, product sales, quality processes, and sustainable farming techniques. Participants whose products meet Migros's quality standards are given the opportunity to have their goods sold in stores across Türkiye.

MIGROS



Migros also contributes to local and regional brand-creation and development. In 2024 Migros worked with 21 women's cooperatives, from which it purchased a total of 2,500 tons of fruits and vegetables in the course of the year. These procurements helped the women's cooperatives not only to play more active roles in the formal economy but also to sustainably increase their own output. Moreover, certified vocational training is offered to members of both existing and newly established women's cooperatives through Family Clubs, contributing to their development.

Regeneration From Field to Bottle

As part of its sustainability and climate action commitments, the Regeneration From Field to Bottle project was implemented in collaboration with Anatolian Grasslands (Anadolu Meraları). The initiative was developed to promote regenerative agriculture, address ecological and social challenges, and strengthen soil health across the supply chain. The project, aligned with Anadolu Efes's 2030 sustainability targets, encompasses several key components: mapping and transforming

the supply network into a regenerative structure, promoting holistic management practices among farmers, developing inclusive community-based business models, and improving the productivity and well-being of agricultural stakeholders. Capacity building initiatives and community empowerment activities are also implemented as a part of the program, which is expected to continue until 2030.

ANADOLU EFES

Tastes of Anatolia Project

Migros protects traditional endangered seeds to help preserve the agricultural richness of Anatolia and encourages the use of traditional seeds in agricultural activities to reach younger generations. Under the brand of Anadolu Lezzetleri (Tastes of Anatolia), the company offers 51 products grown from local seeds from 25 areas in the seven regions of Türkiye that stood out in local or cultural properties in 450 stores. In order to preserve Anatolia's rich agricultural heritage, Migros continues to support local producers and encourage the transformation of seeds into products that are distinguished by their local and cultural characteristics.

MIGROS

Regenerative Agriculture Project

Regenerative agriculture refers to a set of farming practices that aim to restore soil organic matter and revitalize biodiversity, thereby contributing to reversing climate change. Aware of the positive impacts of regenerative agriculture on biodiversity and ecosystems, Migros has worked to promote adopting these practices. Partnering with academic consultants, Migros has developed the Regenerative Agriculture Certification Criteria and made them available to farmers after receiving approval from the Turkish Standards Institution (TSE). These criteria provide farmers with a framework aimed at maintaining long-term soil fertility and enhancing carbon sequestration capacity. Within this scope, projects launched in various regions incorporate innovative methods such as intercropping to improve soil productivity, increase organic matter content, and enhance the soil's capacity to capture and store carbon.

MIGROS

Agricultural Projects

The Water Replenishment Project, launched in Bursa and Çorlu under the cooperation of CCI and Coca-Cola Foundation DOKTAR, aims to promote efficient use of water and sustainable agricultural practices. The project contributes to CCI's targets of achieving water neutrality by 2030, while using innovative technologies to conserve water resources and increase agricultural productivity. Within the scope of the projects, water savings are achieved for farmers with sensor-supported irrigation systems and crop health is monitored. In addition, the rain harvesting technique reduces dependence on groundwater resources for agricultural irrigation and supports sustainable water management. The project also provides trainings for farmers to adopt conscious agricultural practices. 266 farmers were trained in the use of technology, climate resilience, digital literacy, and regenerative agriculture to increase their productivity and enable them to gain resilience against climate change. As of 2024, a certain amount of water had been recycled through projects in Bursa and Çorlu, and it is planned to recycle 1,004 million liters of water

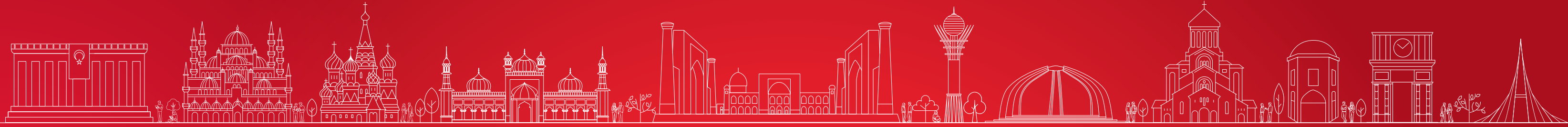


in Bursa and 1,029 million liters in Çorlu by 2030. As part of the water replenishment project conducted in Kyrgyzstan, 135 female farmers received training. Additionally, 134 sprout

sensor stations monitoring total soil moisture were established in Bursa and Çorlu, and 165 soil analyses were conducted in Bursa and 54 in Çorlu. Water loss of plants is monitored by monitoring evapotranspiration via satellites. Through these projects, 1,582 million liters of water were returned to nature in 2024.

In 2024, by purchasing sustainable sugar from sugar suppliers that are entitled to receive the sustainable agriculture certificate issued by the Sustainable Agriculture Initiative (SAI), the company purchased 26% Sustainable Agriculture Certified sugar across the entire value chain. Apart from this, nearly 150 strategic partners were registered on the Ecovadis platform, which measures the sustainability performance of suppliers. There was a 104% increase in the number of suppliers reporting to Ecovadis compared to 2023.

ICI



5

MARKETPLACE



Marketplace

What makes it essential: In an era of rapid technological change, social transformation and rising sustainability expectations, businesses are increasingly required to move beyond operational excellence to generate value across the ecosystems in which they operate. Building a resilient, responsible, and innovation-driven business ecosystem has become essential for long-term competitiveness and sustainable growth. As part of this transition, ensuring full compliance with Supplier Guiding Principles across the value chain, as committed by Anadolu Group for 2035, has become a key strategic priority. At the same time, delivering products and services that are environmentally sustainable, socially inclusive, and aligned with strong governance principles across their entire lifecycle is regarded as a key driver of long-term value creation, fully in line with Anadolu Group's sustainability vision. To meet these evolving demands and remain ready for the future, companies are accelerating their investments in sustainability-oriented innovation, R&D, and digital transformation. Global R&D efforts are increasingly focused on sustainable technologies such as green materials, renewable energy production and sustainable agriculture. Supporting these, digital tools such as artificial intelligence (AI), the Internet of Things (IoT), machine learning, and blockchain are increasingly being

utilized across the Group to monitor environmental impact, manage supply chain risks, and comply with ESG regulations.

What we have done so far: At Anadolu Group, we are committed to creating sustainable value together with our business partners, suppliers, customers, investors and broader society. Operating in multiple countries with an extensive supplier network, we see it is our responsibility to oversee every stage of the value chain and consciously manage our operations in line with our sustainability strategy. We collaborate with our suppliers based on shared sustainability principles and strive to build a transparent and traceable value chain. We manage the environmental and social impacts of our products and services across their entire lifecycle, developing solutions that prioritize quality, safety and sustainability. By encouraging entrepreneurship and open innovation, we empower our employees and young talent to contribute bold and pioneering ideas. Through our R&D centers, we generate knowledge and technologies that support regulatory compliance, industry adaptation, and scientific advancement. With this integrated approach, we aim not only to meet today's needs but also to shape the business landscape of tomorrow.

Our contribution to the SDGs:



Responsible Supply Chain

What makes it essential: In today's global business environment, the ability to monitor, assess, and manage environmental and social impacts throughout the value chain has become a fundamental requirement. Regulatory frameworks such as the EU Corporate Sustainability Due Diligence Directive (CSDDD) and Germany's Supply Chain Due Diligence Act require companies to actively monitor risks related to human rights, labor practices and environmental disruption across their supply chains. In parallel, sustainability rating platforms such as EcoVadis and Carbon Disclosure Project (CDP) are increasingly influencing supplier evaluations, procurement decisions, and access to global markets.

What we have done so far: At Anadolu Group, we incorporate these evolving global standards into our own supply chain strategy through our Supplier Guiding Principles (SGP). We expect our suppliers to comply with the United Nations Universal Declaration of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the following key principles:

- Respecting human rights across all operations, including the prohibition of forced, child, and discriminatory labor practices.
- Ensuring fair, safe, and inclusive working conditions, including compliance with working hours, fair wages, freedom of association, and the right to collective bargaining.
- Maintaining zero tolerance for bribery and corruption, supported by robust mechanisms to prevent fraud, unethical behavior, and conflicts of interest.
- Prioritizing occupational health and safety, by identifying and mitigating workplace risks and fostering a culture of prevention, training, and accountability.
- Protecting the environment and natural resources, through responsible energy and material use, pollution prevention, and compliance with relevant environmental regulations.

By promoting alignment with these principles, we aim

to build a resilient, transparent, and sustainable value chain that reflects our commitment to long-term, shared value creation. We prioritize supplier compliance with environmental, social and governance standards and actively support capacity development across all ESG dimensions. In line with our sustainability vision, we emphasize transparency and traceability in areas such as anti-corruption, product safety, environmental impact, and social responsibility.

In addition to responsible sourcing, we are committed to enhancing the sustainability performance of our own products and services. As part of our broader approach to value chain responsibility, we aim to design, manufacture and deliver offerings that meet international sustainability standards, respond to evolving consumer expectations and contribute to environmental and social well-being. Our responsible manufacturing strategy includes improving product quality and traceability and conducting regular assessments to ensure compliance with global quality and safety standards.

Our Group companies actively contribute to this strategy by embedding responsible and sustainable practices into their operations. These efforts include:

- Establishing and enforcing responsible sourcing criteria and monitoring supplier compliance during selection and engagement,
- Providing ESG-focused training and capacity-building programs to strengthen supplier understanding of environmental, social, and governance issues,
- Digitizing and automating production and supply chain processes to enhance traceability, responsiveness, and efficiency,
- Improving the sustainability of logistics and distribution systems through emissions reduction, energy optimization, and efficient transportation,
- Investing in low-carbon, environmentally friendly products and services that align with global sustainability goals,
- Developing private-label products that promote healthier lifestyles and more conscious consumption,

- Supporting initiatives focused on human rights, decent working conditions, occupational health and safety (OHS), environmental compliance, product safety, business ethics, and anti-bribery measures.

To reinforce these efforts, we have also defined the following strategic objectives:

- Establishing a standardized and consistent framework for traceability of all products and services throughout the supply chain,
- Defining clear principles and robust processes to ensure that the environmental and social impacts of products and services are measurable, transparent and verifiable,
- Integrating digital tools and smart technologies across the value chain, from raw material sourcing to delivery,
- Raising awareness internally and externally on the importance of transparency, traceability, and ESG compliance throughout the supply chain,
- Strengthening collaboration and partnership with suppliers and business partners to drive continuous improvement and share sustainability outcomes.

By positioning our suppliers as long-term partners, we promote mutual accountability and shared value creation across our operations.

Several of our Group companies have already integrated environmental and social requirements into procurement practices. These include expectations such as obtaining ISO 14001 Environmental Management System certification and the monitoring of key environmental performance indicators such as greenhouse gas emissions, energy use, water consumption, and waste generation. We are working proactively to scale these practices across all Group companies.

In evaluating the products and services, we consider not only cost but also supplier capacity, quality standards and sustainability commitment, ensuring alignment with our ethical values and long-term priorities. For selected suppliers, we require the

signing of a declaration confirming their compliance with the Anadolu Group’s Code of Ethics, reinforcing our commitment to ethical and responsible business practices throughout the supply relationship. As part of our continuous improvement approach, we systematically monitor our supply chain to identify potential risks, vulnerabilities, and opportunities for enhanced performance. By assessing the strategic importance of critical suppliers, we target key areas to improve efficiency, ensure reliability, and maximize sustainability outcomes. Our supplier evaluation criteria extend beyond pricing and delivery terms to include product quality, ethical conduct, environmental practices, and alignment with Anadolu Group’s core values. When suppliers fail to meet expectations, we initiate corrective action plans and provide support for improvement. If meaningful progress is not achieved, we reassess the continuity of the business relationship.

To address sector-specific needs, we also implement contract-based sourcing models with selected suppliers, particularly in the agricultural sector. These long-term partnerships are designed to stabilize supply chains, promote rural development, and strengthen local farming systems.

How we progressed in FY24: As Anadolu Group, we expect and actively encourage both our direct suppliers and the suppliers of Group companies to comply with [the Anadolu Group Supplier Guiding Principles](#).

As AG Anadolu Grubu Holding, we have developed a phased roadmap for 2025–2035 to embed sustainability principles across our supply chain. In the initial phase, we focused on raising awareness across Group companies, conducting gap analyses, categorizing suppliers, and establishing a measurement and monitoring methodology. While scope 1 and 2 emissions are being reported in line with IFRS requirements, preparatory work has commenced to measure scope 3 emissions.

Starting in 2027, we are progressively engaging, training, and auditing our suppliers in accordance with our sustainability principles. By 2030, we aim to ensure 100% traceability and scope 3 emissions

reporting among our Tier 1 suppliers. These efforts will be extended to Tier 2 suppliers by 2033. By 2035, we target full traceability and disclosure for suppliers representing 80% of our trade volume. Corrective actions will be implemented for Tier 1 and Tier 2 suppliers that fail to meet our standards.

The majority of our Group companies have set strategic supply chain goals focusing on operational efficiency and cost optimization in the short term, and on digitalization, sustainable strategy development, and building a resilient supply chain in the long term. Payments to local suppliers account for a significant portion of total procurement expenditure. For instance, across Group companies, approximately 80%* of total procurement spending in 2024 was directed to local suppliers. This strong local engagement supports regional economic development, enhances social

*Data from Holding, Migros, Anadolu Isuzu, and GUE were excluded from the calculation.

**Data from CCI was excluded from the calculation.

inclusion and helps reduce the environmental impact of logistics.

Group companies, which account for 90% of total revenue, conduct regular audits from their suppliers and expect corrective action from those who fail to comply with the SP in any respect. Continued non-compliance may result in contract cancellation or termination of the business relationship. Comprehensive approaches have also been adopted regarding OHS.

In 2024, training sessions totaling **9,622.45** hours** were delivered on key topics including human rights, ethics, social compliance, legal obligations, working conditions, forced labor and child labor, occupational health and safety, environmental management, sustainable supply chain practices, the Carbon Border Adjustment Mechanism (CBAM), and deforestation.

BEST PRACTICES



Environmental Supply Chain Management

Accompanied by independent external auditing firms, Migros conducts regular audits of its suppliers to ensure compliance with all Migros corporate policies and international standards on food safety, ethics, social responsibility, environmental practices, and responsible sourcing. If the expected performance is not achieved after three follow-up audits, Migros may terminate the commercial relationship based on the evaluation results. The company also evaluates its suppliers on environmental criteria, including water consumption, waste management, energy use, and overall resource efficiency. For example, based on the WRI Aqueduct Water Risk Atlas, it was determined that 75.4% of Migros suppliers are located in water-stressed regions. In response, Migros provided training to suppliers in 2024 to support water risk management, and the effectiveness of actions taken was monitored through audits. Additionally, no cotton, soy, or palm oil products from critical suppliers were sourced from water-stressed regions.

MIGROS

Supporting Local Agriculture

As part of efforts to support sustainable agriculture and reduce dependence on imports, Migros has launched two flagship projects to boost local food cultivation in Türkiye: the “Locally Grown Sesame” and “Locally Grown Lentil” initiatives and strengthen the resilience of local supply chains. In recent years, sesame has become a predominantly imported commodity; this project aims to reverse this trend by promoting domestic cultivation.

In the first phase, sesame was planted on 390 decares of land in the Çukurova region of Adana using a contract farming model. It is noteworthy that 90% of the participating producers were women. Farmers

received agricultural training and technical support throughout the planting, harvesting and drying phases. Products made from locally grown sesame, including tahini and halva, have been made available in Migros stores nationwide. The project also aims to expand into new regions with no history of sesame cultivation, reaching more farmers and increasing local production.

In the second initiative, under the support of the Kayseri Governor’s Office, Migros worked with the Kayseri Pancar Growers Cooperative and Kayseri Şeker to promote the cultivation of green lentils. Certified seeds were distributed by the Kayseri Provincial Directorate of Agriculture and Forestry. In 2024, a total of 10,000 decares were planted, and the lentils now reach consumers nationwide under the Migros brand.

Beyond production, training programs and technical assistance were provided to farmers to promote regenerative agriculture, reduce crop losses, and increase productivity through multiple cropping practices. These efforts not only strengthened local food security but also increased the economic resilience of rural farming communities.



MİGROS

Contract Procurement Model

Anadolu Efes views farmers as its business partners and provide them with information on current agricultural practices while encouraging planned and efficient farming through their contracted purchase model, which empowers them financially. Based on the amount the company is committed to purchase, their contracted

purchase model provides their farmers with security when planning their production, even under unpredictable conditions. This system ensures continuity in the supply chain and guarantees an income for farmers.

ANADOLU EFES

Supplier Guiding Principles

CCI requires its suppliers to comply with the Supplier Guiding Principles (SGP), which define the minimum environmental, social, economic, ethical, and governance standards expected from them, and conducts audits to ensure compliance. The SGP covers topics such as child labor, forced labor, abuse, freedom of association, the right to collective bargaining, and discrimination. The company provides a copy of the SGP to suppliers once the business relationship begins and expects these principles to be communicated to other stakeholders,

particularly employees. CCI includes the SGP Policy in supplier contracts, when necessary, develops business processes to promote compliance, and expects suppliers to implement the principles. Suppliers who fail to meet the SGP requirements are expected to take corrective action. If they continue to violate the principles, CCI may impose sanctions, including contract termination. Additionally, CCI requires suppliers to sign the “CCI Supplier Code of Business Conduct” demonstrating full commitment to legal

and company standards. In 2024, the supplier compliance rate in SGP audits reached 84.5%. As part of regular SGP audits at CCI factories, efforts began to develop a broader audit model that also assesses compliance with the CCI Human Rights Policy across factories, suppliers, dealers, and construction projects. In this context, in collaboration with independent audit firms, the first audits were conducted at a selected distributor in CCI Türkiye and a construction site in CCI Azerbaijan. Guided by the International Finance Corporation (IFC), CCI also developed and implemented a Declaration Mechanism Procedure to be applied to all future construction projects.



CCI

Supplier Academy

As part of its localization strategy, Migros organizes periodic and free online training programs on product safety to contribute to developing SME-level local suppliers who would like to sell their products in Migros stores. This training covers many safe production topics for local suppliers, from legal regulations to labeling information, infrastructure conditions, personnel hygiene and traceability practices. In 2024, Migros Supplier Academy trained 1,279 suppliers on product safety, employee rights, anti-bribery, environmental responsibility and ethics.

MİGROS

Supplier Audits

Migros subjects supplier candidates to pre-audits through questionnaires on quality control criteria, ethics, social and environmental issues, making collaboration decisions based on the results of these audits. Supplier companies undergo independent audits on 473 criteria, covering corporate policies, international food safety, ethics, social and environmental working standards, accompanied by external audit organizations.

Migros identifies suppliers responsible for 80% of its turnover as critical suppliers. Audits commence with product safety audits according to the international 'IFS Food Global Market' and 'IFS HPC Global Market' programs on the first day and conclude with ethical, social and environmental audits based on the international 'GC Ethical Compliance' standard on the second day.

MİGROS

Principles for Sustainable Agriculture (PSA)



CCI believes that sustainable sourcing is only possible by purchasing from suppliers who meet TCCC approved criteria. TCCC formulated the PSA not only to regulate accessibility, quality and safety in agriculture but also to enhance the well-being of communities engaged in farming, aiming to increase their welfare level. TCCC's sustainable agriculture approach is based on implementing responsible management, protecting the environment and defending and supporting human and workplace rights in farming. Compliance with the PSA acknowledged in compliance with Bonsucro, the Rainforest Alliance, the Sustainable Agriculture Initiative (SAI), Fairtrade International (Fairtrade Labelling Organizations International e.V.) and other equivalent international third-party standards. In 2024, 26% of the sugar purchased was sustainably certified.

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10x20x30 Project

As a stakeholder of Migros invited Group company, CCI to join the supplier network and had the opportunity to participate in the WRI project 10x20x30 to prevent food loss and waste. All members of the initiative, led by the 10 leading global retail and food supply companies, invited their suppliers to develop an effective solution across the entire value chain.

To achieve the goal of reducing food loss and waste by 50% by 2030, CCI initiated the 10x20x30 initiative to reduce operational food waste in Group Office and plants in Türkiye, along with a communication series explaining food waste and loss levels in CCI. Stickers were placed around the canteens to raise awareness and change behaviors. A promotional video was recorded with CCI's 10x20x30 representatives and shared with employees through CCI's social media accounts and internal channels. As a result of these efforts, CCI's food waste amount, which was 68.2 tons in 2023, was 80.2 tons in 2024 and 4.8 tons of waste were processed using the Co-/Anaerobic Digestion method in CCI Çorlu plant.

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Ensures Supplier Compliance with Environmental Actions

Anadolu Isuzu uses an Environmental Management System (EMS) Portal to assess and manage the environmental performance of its suppliers. The portal, accessible to suppliers, collects data on wastewater discharge licenses, hazardous waste permits, emission permits, certifications such as resource consumption data including electricity, water, and raw materials. Supplier selection is based on objective criteria, and compliance with quality and operational standards is monitored annually. In 2024, 93 suppliers were assessed, and 149 SQA audits were conducted with 105 suppliers in line with Isuzu Supplier Quality Requirements. Following the implementation of the EU CBAM in October 2023, Anadolu Isuzu now collects and reports direct and indirect emission data from its suppliers for relevant exports to EU countries.

ANADOLU ISUZU

Responsible Products and Services

What makes it essential: Sustainable production and consumption play a vital role in reducing environmental impacts, protecting natural resources, and improving the quality of life for future generations. As global demand for raw materials and energy continues to increase, the need to design, produce, and deliver goods and services more responsibly and efficiently has become urgent.

What we have done so far: At Anadolu Group, we consider responsible production a core pillar of our sustainability strategy. We are committed to improving the environmental and social performance of our products and services throughout their lifecycle, from sourcing and design to production, use, and disposal. In line with this commitment, we set clear sustainability targets and implement mechanisms that enhance transparency, traceability, and accountability across our operations.

We prioritize improving the quality and sustainability of our own products and services, positioning ourselves as a role model of responsible production within our supplier network. Our products and services are designed to address evolving global challenges, and we aim to create positive social impact through innovation and adaptation. Expanding our portfolio of responsible goods and services remains a central component of our shared value strategy.

We are also committed to driving the sustainability transformation of our brands by embedding

environmental and social considerations into every stage of product development. To support this, we conduct regular audits aligned with international quality standards to ensure product safety, compliance and optimal performance.

How we progressed in FY24: We contribute to sustainable development goals through environmentally friendly products and services. Group-wide, efforts focus on minimizing environmental and social impacts across the value chain through initiatives such as recyclable and reusable packaging solutions, low-carbon product alternatives, and circular economy practices. Our Group companies also implement lifecycle assessments (LCA), sustainable agriculture certifications, eco-friendly packaging, and consumer engagement campaigns that promote environmental awareness and generate tangible benefits. The share of certified sustainable products in total sales is increasing, alongside the adoption of energy-efficient devices, eco-labeled cleaning products, and the use of recycled materials.

As we move forward, we will continue to expand our portfolio of environmentally friendly and socially responsible products, invest in circular economy solutions, and collaborate with stakeholders to foster sustainable consumption patterns. Through these efforts, we aim to create lasting value for both society and the environment, while aligning with global sustainability goals and regulatory expectations.

BEST PRACTICES



BIG.e Supports Micro-mobility

Anadolu Isuzu invests in commercial vehicle micro-mobility by manufacturing midibuses, buses and trucks. Developed and manufactured in Türkiye by the R&D and innovation departments of Anadolu Isuzu, the electric vehicle BIG.e designed to bring a new breath to commerce with its 1.000 kg carrying capacity and alternative battery and range options. The high-performance, zero-emission, and 100% electric vehicle BIG.e, developed from domestic sources and know-how in Türkiye, boasts a spacious interior volume and transportation capacity.

ANADOLU ISUZU



M Life's Healthy Lifestyle Products

Migros responds to the rapid global spread of healthy lifestyle trends and changing customer demands by designing products that support a healthy lifestyle, which are brought together under the brand name M Life. M Life gathers organic, low-calorie, gluten free products under a roof for easy access. In 2024, M Life has a product portfolio of 48 items. M Life currently offers over 80 types of fruits and vegetables. 47% of M Life products have ECAS organic certification.

MIGROS

Develops Electric Buses

Anadolu Isuzu aims to promote the use of low-emission vehicles in bus transportation, while also striving to create livable and cleaner cities by reducing the increasing air pollution in urban areas. Anadolu Isuzu continues to develop and manufacture alternative fuel vehicles in line with its sustainable environment strategies. In 2021, the company completed the first export of the electric low-clearance urban public transportation vehicle Novociti Volt and continued to deliver many European countries.

Anadolu Isuzu's new 12-meter bus Isuzu CitiVolt draws attention with its stylish design that offers fully electric driving and zero emissions. In addition to its state-of-the-art features, rich equipment and the advantage of being emission-free, CitiVolt provides enhanced performance thanks to its powerful electric motor.

Another proven electric model is the NovoVolt. The fully electric mid-size NovoVolt, with its zero-emission feature suitable for the future demands of urban public transportation, reflects Anadolu Isuzu's innovative approach.

The Isuzu Kendo CNG delivers low emissions and fuel efficiency with its fully biogas-compatible CNG engine. Developing projects to spread the use of alternative fuels, Anadolu Isuzu also works to set an example in the industry for the expertise it generates.

Another electric vehicle developed in a different category is BIG.e. The fully electric BIG.e was developed by Anadolu Automotive Industry (AOS) in line with customer expectations, to meet the growing demand in last-mile transportation.

ANADOLU ISUZU

Product Life Cycle Assessment for Citivolt 12m Electric Bus

In 2024, Anadolu Isuzu conducted its first Product Life Cycle Assessment (LCA) for the Citivolt 12m electric bus model to better understand and reduce the environmental impact of its production processes. This analysis covered a range of environmental parameters including energy consumption, material use, waste generation, water consumption, and carbon emissions throughout the product's lifecycle. The initiative

marks an important milestone in Anadolu Isuzu's commitment to environmental stewardship and resource efficiency. The results of the LCA will support the development of data-driven strategies to improve product design and manufacturing processes. The company also plans to extend the LCA to other vehicle models in the future to improve its overall environmental performance.



ANADOLU ISUZU



Accessible Store

Migros launched the Accessible Migros project in 2017 to provide priority service to customers with disabilities and senior customers. As of 2024, there are 271 Migros and Macrocenter stores transformed in line with the "Accessible Store" concept in 45 provinces. The accessible stores include a variety of additional services to improve the customer shopping experience: assisting customers in shopping upon demand, employing at least one employee with a visible collar badge who can communicate in sign language, aisles that can accommodate a wheelchair, providing ramps and railings at store entrances, providing wheelchairs for senior and disabled customers if required.

As part of the project, the Migros Sanal Market mobile application was updated to full compatibility with screen readers for the visually impaired customers. Furthermore, the Migros Sanal Market website and mobile application rendered accessible for the visually impaired thanks to the voice simulation technology implemented in cooperation with BlindLook.

MIGROS

R&D and Innovation

What makes it essential: R&D and innovation have become critical enablers of resilience, competitiveness, and sustainable growth in today’s rapidly evolving global landscape. Shaped by digital transformation, companies are expected not only to keep pace with change but to lead it by integrating emerging technologies into their operations to remain relevant and forward-looking. Technologies such as AI, IoT, big data analytics, machine learning, blockchain, and advanced robotics are reshaping how businesses operate, making decisions, and delivering value. These tools enhance supply chain efficiency, enable emissions tracking, and support compliance with sustainability regulations, making digital transformation a key driver of both resilience and competitive advantage.

What we have done so far: At Anadolu Group, we continuously evolve our business approach by embracing the opportunities presented by digitalization and innovation. We integrate cutting-edge technologies

into our operational workflows to improve efficiency, increase agility, and unlock new avenues of value creation. Acknowledging the risks that accompany technological change, we proactively address areas such as data analytics, cybersecurity, infrastructure security, and talent development. Across our Group companies, we initiate and monitor pilot projects that focus on optimizing operations through AI, automation, and digital platforms.

As part of our transformation journey, we collaborate with ecosystem partners to redesign our business models, processes, and work environments in ways that support sustainable growth and accelerate digital maturity. At the same time, we actively foster a culture of entrepreneurship both internally and through external innovation networks, encouraging the development of new ideas, ventures, and solutions that contribute to long-term value for society and the environment.

BEST PRACTICES

Harnessing Technology and Digitalization for a Sustainable Future

In 2024, Anadolu Efes implemented several technology-driven initiatives to improve operational efficiency and reduce environmental impact. The RISE with SAP project migrated core systems to the cloud, reducing server-related emissions. The HOPS platform helped seven distributors optimize inventory management and reduce waste through predictive analytics.

The BONO loyalty app increased consumer engagement, reaching more than 63,000 users with personalized campaigns and rewards tools. The Compass fleet management system reduced fuel costs by 5%

and improved driver safety, while HQ Finance Consolidation automated reporting processes, increasing accuracy and saving time. The HERO HR analytics platform enabled real-time monitoring of female employee ratios across the organization, supporting data-driven actions for gender equality and contributing to social sustainability. The Data Center Migration initiative virtualized and relocated all physical data centers to globally recognized Azure and Huawei cloud infrastructures, significantly enhancing energy efficiency, scalability, and reducing the carbon footprint of IT operations.

ANADOLU EFES

AI-Powered Smart Life Assistant: MAYA

Migros has developed MAYA, an AI-powered smart assistant integrated into its Migros Sanal Market platform, to transform the online shopping experience through data-driven personalization. By analyzing users’ consumption habits and lifestyle preferences, MAYA delivers customized recipe suggestions, household tips and wellness content ranging from baby and child development to healthy living, pregnancy, parenting and personal care.

One of MAYA’s key features is its meal planner, which allows users to plan weekly menus based on household

size, calorie and nutrition values, and cost per serving. Once a menu is selected, the assistant calculates the quantities needed and automatically adds the items to the shopping cart. This encourages planned shopping and helps reduce food waste. In addition, MAYA supports budget-conscious and sustainable consumption by offering vegan, vegetarian, gluten-free and organic options, allowing users to easily substitute ingredients and receive delivery right to their doorstep. The assistant also combines relevant product recommendations with educational content, making sustainable living more accessible and convenient.

MİGROS



Garenta Academy

To enhance customer satisfaction and promote corporate standardization, Garenta launched Garenta Academy, a digital infrastructure project that serves as an internal training platform. Implemented across 38 offices in Türkiye and one office in Turkish Republic of Northern Cyprus, this initiative marked a pioneering step in the industry. The platform offers a wide range of content, including interactive training sessions and presentations. The initial phase of the project was completed with the participation of 480 employees. Additionally, all newly hired personnel receive onboarding training through the platform. In 2024, the program initially consisting of a single module will expand to three modules as of 2025. In the upcoming periods, the program will be further developed and enriched with additional modules, thereby reaching more Garenta employees across the organization.

GARENTA

Digital Ecosystem and Inclusive Services

Migros has consolidated its brands Migros Sanal Market, Migros Hemen, Migros Ekstra, Macroonline, Tazedirekt, Migros Yemek, and Mion under a new platform called Migros One. Migros One Kitchen produces and supplies meals for these brands, delivering through platforms including Migros Yemek. Through the Floating Cloud Kitchen service, products from Migros Deniz Market and



Migros Sanal Market, along with freshly prepared meals, are delivered directly to boats. Customers can place orders by sharing the boat's name or location via the app. Migros Deniz Market offers more than 3,500 products and introduced hot meal options such as grilled meatballs and pastries in 2024. Paket Taxi, Migros' logistics subsidiary, expanded its operations to 81 provinces by 2024. Migros also developed TARO, a robotic system that collects online orders up to five times faster and with zero errors. As of 2024, TARO was in use in 62 stores. An AI-based product recognition system enhances shelf compliance and helps customers locate products in-store by identifying items through image processing, improving stock accuracy and freshness. Migros also prioritizes inclusion and safety. In collaboration with BlindLook, it launched Türkiye's first voice-assisted grocery shopping experience for visually impaired customers. Additionally, an AI-powered fraud detection system now identifies anomalies at checkout, reducing manual intervention and increasing operational efficiency.

MIGROS

Digital Transformation

Digital Twin Product, which was launched by CCI in October 2020, enables the company to identify process performance problems and losses in production, time, or environmental sources to catch improvement opportunities and subsequently take improvement actions to reduce these losses. The project collects data on each process from the respective equipment and enables monitoring and analyzing of real-time process statuses across the entire CIP system, process system components, process steps and process parameters. The Digital Twin Project has led to increased production line utilization and enhanced time efficiency in sanitation processes, while achieving reductions in energy, water, and material (chemical) consumption.

Within the scope of Supply Chain Management, the integrated operation of processes is of critical importance in reducing operational costs, increasing efficiency, ensuring customer satisfaction and sustainability. The

Connected Planning Industrialization Project initiated by CCI Türkiye aimed to digitize demand planning and production capacity planning processes under Supply Chain Management, utilizing AI-supported planning, production capacity optimization supported by mathematical algorithms, integration with the dealer product distribution system, version management and business intelligence integration. With the additional developments made in the product and the new modules added, demand planning and production planning times have been accelerated, and by increasing planning consistency, developments, supported by financial data, have been achieved in preventing loss of sales (Out of Stock-OoS) and in ratios of on-time and in-full (OTIF) delivery to customers, thus preventing an annual 15M UC loss of sales (OoS). It has already been put into operation in 6 other countries in addition to Türkiye, Kazakhstan and Pakistan, which account for 75% of CCI's sales volume.

CCI

Proeye

Anadolu Isuzu aims to maximize after-sales customer satisfaction through the ProEye Remote online support service. ProEye, an after-sales service that enables service support personnel to connect with mobile



phones or virtual reality goggles at domestic or international service points to provide on-point consultancy as if on-site and guides the service to an accelerated solution. In 2023, the company prioritized digital transformation projects in After-Sales Services and initialized numerous projects. With the establishment of the SSH Technology Center in 2023, Anadolu Isuzu achieved faster, and more accurate technical repairs compared to the methods used in the past. Remote technical support, remote training with active participation, technical solutions videos and guaranteed remote examination of parts introduced. ProEye continued to support distributors from close quarters in 2024 and included improvements for easier use.

ANADOLU ISUZU

Management Systems Standards

CCI incorporates a culture of Operational Excellence (OE) into its organization to improve how it do business in the long run. The OE Model is based on Lean Six Sigma methodologies and applied to all company functions. Its targets with this model are reducing the environmental impact that may arise from our bottling operations, achieving the highest level of efficiency and quality and minimizing errors. Also, its management systems

standards and principles, which include KORE, ISO 9001, EFQM Business Excellence Model and Lean Six Sigma are in line with this methodology. As part of the project, 39 new green belt candidates were selected in 2024, and two separate Digital Lean Six Sigma waves were launched. The candidates who completed their training continue to work on the project topics they have identified.



CCI

Customer Experience and Digitalization

Migros' retail business has been diligently refining its systems infrastructure to closely track the rapidly changing landscape of consumer habits and preferences, in line with the company's commitment to improving customer experience. Launched in 2020, the Migros Interaction Platform Project integrates advanced technologies such as data analytics, AI and voice recognition into post-sales processes to improve efficiency for an unrivaled customer journey. In addition, Migros introduced the Customer Experience Score to measure satisfaction levels across the physical store network. Based on 205,805 surveys, the Customer Experience Score was a commendable 79 out of 100, reflecting Migros' ongoing efforts to prioritize customer satisfaction.

The customer service model includes responsive support through WhatsApp Business and e-commerce chatbot channels, ensuring that

customer needs are addressed promptly. In addition, social media monitoring screens have proven to be instrumental in managing industry developments, leading posts and effectively responding to customer queries. In 2024 alone, 8 million pieces of content were monitored and analyzed, further cementing the commitment to staying attuned to customer needs and market trends.



MIGROS



Responsible Marketing Commitment

In line with industry's best practice and its commitment to responsible marketing, CCI have raised the age threshold for children in its target audience from 12 to 13. The company's marketing efforts strictly avoid placement in media where more than 30% of the audience is under the age of 13. CCI committed to complying with local regulations and industry standards regarding children's advertising, ensuring that its marketing and communication efforts meet the highest ethical standards. Selected beverage categories are now allowed to be sold in elementary schools, either directly or through a contracted third-party distributor. CCI adheres to all these local regulations and voluntary commitments of the industry concerning primary and secondary schools.

CCI

Entrepreneurship Ecosystem

What makes it essential: Entrepreneurial thinking is no longer limited to start-ups; it has become a key competency for companies seeking to navigate uncertainty and generate long-term value. Faced with ongoing transformation and increasing complexity, organizations that empower individuals to think creatively, take initiative, and develop innovative solutions internally and externally are better positioned to adapt and lead. As a result, companies are placing greater emphasis on both entrepreneurship and open innovation to unlock human potential, foster collaboration, and drive meaningful impact.

What we have done so far: At Anadolu Group, we actively promote entrepreneurial thinking across our Group companies by encouraging employees to share bold, value-creating ideas and by integrating innovation into daily decision-making processes. Since 2015, we have been cultivating an innovation-driven organizational mindset through our internal entrepreneurship platform, Bi-Fikir. This platform allows employees to submit their ideas individually or in teams, allowing us to tap into insights from those closest to our operations. Ideas are evaluated based on their potential impact, originality and feasibility, fostering a culture where employees are empowered to shape the future of their work.

How we progressed in FY24: Over the past ten years, Bi-Fikir has served as an engine for bottom-up innovation within the Group. Employees have submitted more than 47,100 ideas on a wide range of topics, including digitalization, sustainability, efficiency, cost reduction, stakeholder satisfaction, occupational health and safety, and social impact. As of 2024, 7,562 quick wins have been implemented, directly contributing to process improvement, employee engagement and innovation capabilities across our companies. Approximately one in five ideas submitted through Bi-Fikir have been realized, generating a total value exceeding TRY 1.8 billion over ten years.

In 2019, we extended Bi-Fikir to include an open innovation component through our employer branding initiative, Plan Your Career at Anadolu Group (KAP). This program allows university students to share their innovative project ideas with potential for social benefit and real-world application. Selected projects are matched with relevant Group companies and students are supported through mentoring, project development resources and prototype funding. Finalists are invited to participate in the Anadolu Group Innovation Camp and receive awards to further develop their ideas. High-potential projects are implemented in Group companies and students are offered internship or employment opportunities as part of our broader commitment to youth engagement and innovation-driven growth.

BEST PRACTICES

Innovation Day

CCI Innovation Day provides employees with a platform to share their projects and ideas, fostering a culture of innovation across the organization. CCI actively encourages new ideas that positively impact business operations and teams. Since 2020, Innovation Day has been accessible to all CCI countries, and the fifth edition was digitally hosted by CCI Kazakhstan. The

event received 177 project submissions and 813 new ideas, marking a 55% increase in applications compared to the previous year. Each CCI country held local Innovation Day selections, and 12 finalists representing 9 countries and the CCI Group Office competed at CCI One Innovation Day 2024, where the top three projects were selected.

CCI



Entrepreneurship Ecosystem

Under its Migros Up program, Migros brings the specialists at Migros together with entrepreneurs on a shared innovation platform with the motto, "New Way of Innovation". These teams aim to add value to the entrepreneurial ecosystem in Türkiye by rapidly and efficiently generating innovative work and establishing strategic collaborations.

Joint innovation projects carried out in 2024 include the following:

- As part of a sustainability initiative to reduce food waste the drying process of surplus and aesthetically imperfect fruits was started with the dryer installed in the Ataşehir MMM Migros Store. The project won the first-place award in the New Product category at the Anadolu Group Bi-Fikir Festival.
- With the joint innovation project carried out with the

Pulpo AR initiative, a platform was developed that works within the Migros application and allows users to analyze their skin and receive the most suitable cosmetic product recommendations.

- Launched jointly with Bomensoft, the Foresight project uses security process digitalization and AI-assisted systems to detect suspicious activity inside stores so as to prevent customer misconduct.

Developed in partnership with Microne, the What's in the Box? project improves operational efficiency by ensuring that goods are moved about securely and safely during distribution and stock-acceptance processes at stores. At the same time, there are various collaborations on the application development side. University collaborations and joint projects are also carried out within the scope of R&D.

MIGROS



Corporate Innovation

As part of its innovation approach, Anadolu Efes has been implementing its intrapreneurship efforts through the Anadolu Efes Intrapreneurship Hub program since 2020. Aiming to foster an entrepreneurial culture within the company and create added value for the future, this program has received over 450 applications in Türkiye over the past five years, leading to investments in seven new startups. In 2024, Anadolu Efes invested in a total of three projects, with two in Türkiye and one in Kazakhstan.

In the first year of the program, Maltı, a startup producing malt-based healthy snacks, received investment. In the second year, Köpüürt, which focuses on developing beer culture, secured funding. In the third year, Neocortex was the recipient of investment. In 2024, Neocortex spun off as NeoOne, establishing itself as an independent company. Under this new structure, NeoOne continues to serve major clients such as Anadolu Efes, Danone, and Evyap. The company was initially founded as an AI-powered application designed to analyze and generate meaningful reports from field photos taken

with mobile devices, enabling verification of product availability, planogram accuracy, product freshness, and field sales pricing within seconds. Today, NeoOne continues to expand its offerings in sales technologies, addressing various challenges faced by sales teams. With the emergence of NeoOne, the Anadolu Efes Intrapreneurship Hub has now produced its second spin-off. In Kazakhstan, 1Hub, which transforms Anadolu Efes' partnered hotels, restaurants, and bars into co-working spaces, and Vita Group, which dries and enriches brewer's spent grain for animal feed, also finalized their commercialization processes.

In 2024, the 5th term of the Anadolu Efes Intrapreneurship Hub took place. During this period, investment decisions were made for three startups—two from Türkiye and one from Kazakhstan. The Turkish startups include Safework360, which offers a platform to digitize occupational health and safety processes, and Tradearb, which provides financial technology solutions. The Kazakhstani startup, Feedcom, transforms brewery yeast waste into a higher-value dried animal feed.

ANADOLU EFES

Open Innovation—BrewFuture Sustainability Program

Since 2018, Anadolu Efes has continued its open innovation activities aimed at innovation and technology development in collaboration with startups, universities, and suppliers. In 2023, the BrewFuture open innovation program, launched to structure collaboration processes with startups in a more organized format, completed its first phase focused on sustainability. Through BrewFuture, Anadolu Efes aims to establish sustainable and strategic partnerships with new startups that offer solutions to the company's identified needs, accelerating its progress toward its goals.

The first phase particularly focused on solutions in climate action, circular economy, and agriculture. During this phase, 120 startups applied for the program. After evaluations, 65 startups participated in 126 in-depth

discussions, and 50 startups presented application examples related to their solutions. At the end of the first phase, decisions were made to proceed with PoC (Proof of Concept) for 5 startups and R&D work with 5 startups. Seven of these projects were successfully completed, and two were scaled further within Anadolu Efes at the end of 2024.



ANADOLU EFES



Start-Up Collaboration

In 2024, Anadolu Isuzu reviewed more than 500 start-ups through a dedicated internal committee consisting of representatives from both commercial and technical functions. The start-ups were evaluated based on strategic relevance, technological maturity, and potential for collaboration. As a result, nine start-ups were selected for proof-of-concept (PoC) trials in real business environments. These companies received hands-on feedback on their solutions and were mentored by Anadolu Isuzu's internal experts and relevant departments.

Building on these engagements, Anadolu Isuzu made a direct product purchase from one of the participating start-ups, reflecting its commitment to integrating innovative technologies into its operations. This collaborative model not only supports the growth of early-stage ventures but also strengthens Anadolu Isuzu's capacity to adapt to technological change and remain competitive in a rapidly evolving mobility landscape.

ANADOLU ISUZU

Ecosystem Support Activities

Since 2018, Anadolu Efes has been carrying out various activities to support external startups. In 2022, the company also met with entrepreneurs through different platforms and took part in projects aimed at increasing its social impact. Anadolu Efes, in collaboration with Impact Hub Istanbul, organizes the Social Impact Award Türkiye, which runs simultaneously in 19 countries, supporting social startups aged 18-30. Over five years, Anadolu Efes has provided acceleration support to 44

social startups and facilitated the participation of twelve of them in the SIA Summit for international promotion. In 2023, the company expanded its entrepreneurial activities to include international operations in Kazakhstan, Moldova, and Georgia. For the first time in 2024, the Social Impact Award was held simultaneously with the Social Impact Award Georgia program, organized under the main stakeholder of Efes Georgia.

ANADOLU EFES



Innovative Research & Development Centers

What makes it essential: In today's rapidly evolving business landscape, R&D activities have become increasingly critical for staying ahead of market expectations, technological advancements, and regulatory requirements. R&D centers now function not only as hubs of product innovation, but also as strategic platforms where knowledge, technology, and foresight converge to create sustainable value.

What we have done so far: We position our R&D centers as key enablers of long-term competitiveness in the sectors in which we operate. Through these centers, we focus on generating scientific and technological output that supports both compliance and innovation in highly regulated sectors. Our efforts are guided by a clear ambition to develop solutions that anticipate customer needs, increase revenue potential and enhance our ability to respond to change with agility. We believe that sustainable value is built through continuous stakeholder engagement with all stakeholders, and we maintain this through cross-functional collaboration and open knowledge sharing.

- **Anadolu Isuzu** has been creating value-added in the automotive industry since 2009 with one of Türkiye's first accredited R&D centers. In these centers, Anadolu Isuzu upgraded from Enovia 2018x to Enovia 2022x to increase the efficiency of R&D product development, design release processes and to customize its digital PLM processes, which include various objectives such as improving SAP & Enovia integration, improving Enovia design and publishing processes, optimizing publishing processes of R&D design results, optimizing PLM licensing, strengthening server infrastructure and improving Enovia user interface. As part of the SAP & Enovia integration, a special integration system was developed, and the competence of internal resources was increased by adding it to the company's information pool. Enovia design and publishing processes have been improved, increasing the efficiency of design teams and enabling early detection of potential errors. By automating the publishing processes for R&D design output, the

time taken to share data has been significantly reduced. In addition, by optimizing PLM licensing and strengthening the server infrastructure, program usage costs have been reduced, and capacity and efficiency levels have been achieved to meet the growing needs of the organization. Enovia's user interface improvements have increased the efficiency of the R&D teams in the design and publication processes. As part of the upgrade from Enovia 2022x to Enovia 2024x, Anadolu Isuzu will move its Enovia server from the Isuzu R&D Center to the Gebze Data Center to improve data recovery and security. This change is mainly due to the need to reduce the effects of unexpected events like natural disasters and power outages. Once the Ankara Data Center is up and running in near future, disaster recovery systems will be set up. Anadolu Isuzu's innovative approach continues to strengthen its leadership in the automotive industry by supporting the sustainable vision.

- As Türkiye's pioneer in achieving R&D center status in the food retail industry, **Migros** is at the forefront of developing next-generation retail practices through the strategic collaborations. The R&D initiatives are driving impactful advances, including cost education, sales and efficiency improvement, workforce optimization and digital innovation.
- **Anadolu Motor** granted R&D center status in 2018 with the approval of the Republic of Türkiye Ministry of Science, Industry and Technology. At its R&D center, Anadolu Motor works to design economical and innovative engines that will make life easier for farmers.
- **Anadolu Etap** pioneers the development of agriculture and agro-based industries through its two R&D centers in Mersin fruit processing plant and Balıkesir Tahirova Farm, respectively. These efforts aim to introduce Industry 4.0 and Agriculture 4.0 practices in Türkiye, with the aim of using water resources effectively by creating special irrigation regimes in agricultural areas. Anadolu Etap enhances environmental and economic efficiency by transforming by-products generated during production into valuable resources.

All projects are evaluated based on scientific validity, technical feasibility, and potential for commercial value creation, with a strong emphasis on quality, traceability, and sustainability principles. Through its R&D Center in Mersin, Anadolu Etap develops innovative projects and shares its industry expertise on a global scale. The company continuously expands its product portfolio with new and tailor-made solutions to create added value for its customers.

- With its R&D center, **Adel Kalemcilik** aims to bring innovation to the industry and pioneer its transformation and development.

How we progressed in FY24: There will be more than 1,300 officially registered R&D centers in Türkiye, reflecting the growing national focus on innovation. Within our Group companies such as Anadolu Isuzu, Migros, Anadolu Motor, Anadolu Etap and Adel Kalemcilik carry out diverse R&D activities tailored to the future of their respective sectors. In 2024, we increased our sustainability-oriented R&D investment compared to the previous year, reaching TRY 495.1 million. This underscores our ongoing commitment to strengthening innovation capabilities and delivering scalable, future-oriented outcomes.

R&D Investments	2024
R&D and innovation investment for the development and improvement of environmentally friendly products and services	TRY 136.6 million
Sustainability-oriented R&D and innovation investments	TRY 495.1 million

BEST PRACTICES

Automation-Supported Kaki Ripening Project

Anadolu Etap launched an innovative project to improve the market value, quality and sustainability of Kaki (Trabzon hurması) production, which is of growing importance in both domestic and export markets due to its high nutritional value and strong commercial potential. Recognizing the critical role of flavor and astringency in determining market success, the project introduced a carbon dioxide-based ripening method integrated with automation technologies.

Cold storage rooms were equipped with advanced sensors and transformed into fully automated systems, maintaining a controlled environment with at least 90% humidity. Fruits were exposed to carbon dioxide for 24 hours to accelerate ripening. This method helped optimize resource use, reduce energy and labor costs,

and minimize risks from manual intervention. The project also supported local sourcing using locally manufactured components and helped prevent post-harvest losses.



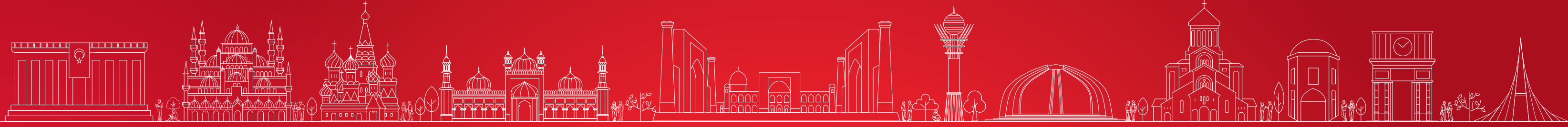
Unlike conventional systems, the automation infrastructure, developed entirely with local expertise, allowed simultaneous control of carbon dioxide and oxygen levels from a single panel. The system, supported by Anadolu Etap’s proprietary software, reduced the typical ripening cycle from three weeks to just 24-28 hours. This resulted in an 84% reduction in production costs and a 35% reduction in product waste, significantly increasing efficiency, reducing environmental impact, and increasing Türkiye’s global competitiveness in Kaki exports.

ANADOLU ETAP





ANADOLU GROUP



6

WORKPLACE



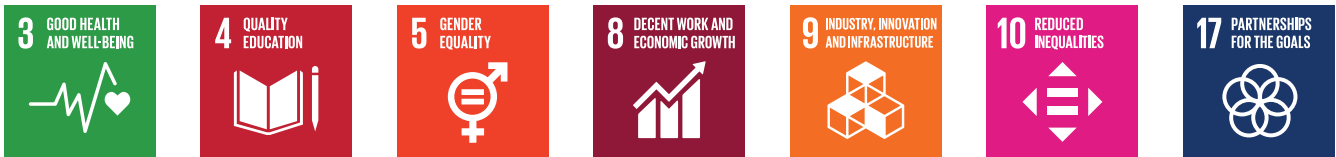
Workplace

What makes it essential: A human-oriented approach constitutes a fundamental pillar of a sustainable corporate culture. Organizations that prioritize the employee well-being, professional development, and active engagement consistently enhance productivity and achieve long-term success. The implementation of policies that promote diversity, equity, and inclusion not only strengthens employee commitment but also contributes positively to corporate reputation. Developing human-oriented strategies for a sustainable future is essential to shaping not only today’s workplaces but also the evolving landscape of tomorrow’s business environment.

Our aspiration: Our most strategic asset lies in the expertise, dedication, and talent of our people. With a human-oriented approach at the heart of our corporate culture, we cultivate an inclusive work environment

where everyone feels empowered to contribute their ideas freely. We place a high strategic value on our people, fostering a culture of respect while actively integrating their perspectives into our decision-making processes. At Anadolu Group, we uphold the principle of freedom of association and fully support our employees' right to engage in collective bargaining. Diversity and equality are fundamental principles, and we are dedicated to creating a workplace that embraces both. Collaborative growth is a key priority, and we actively invest in the professional development of our people, aligning their progress with personal ambitions and the evolving needs of our sectors. By closely monitoring technological and digital transformation trends, we ensure that our human resources practices stay relevant and responsive to the changing expectations of our workforce.

Our contribution to the SDGs:



Compliance with Human Rights Policy

At Anadolu Group, we respect for and commitment to human rights are foundational to our sustainability strategy. We adhere to a comprehensive human rights management system that aligns with international standards and the United Nations Sustainable Development Goals. The Anadolu Group Code of Ethics we have prepared ensures that human rights issues are addressed for both our own workforce and the value chain partners with whom we conduct business.

As outlined in Anadolu Group’s [Human Rights Policy](#), we strictly prohibit all forms of forced labor, including child labor, prison labor, debt bondage, military labor, modern forms of slavery, and all types of human trafficking. In line with this commitment, we conduct regular audits and awareness-raising activities to prevent the risk of child labor throughout our operations and supply chain.

Equality and Diversity

At Anadolu Group, we adopt the fundamental principle of providing an equitable and fair environment for our employees in recruitment processes and throughout their careers. We implement inclusive policies to support diversity and ensure equal opportunities for all individuals regardless of age, gender, ethnic origin, disability, pregnancy or other differences. We implement our human resources practices and processes under the guidance of [AG Anadolu Grubu Holding Equal Opportunity Policy](#). Accordingly, we carry out continuous improvement activities to create an inclusive corporate culture and ensure a sustainable working environment. By signing the “Equality at Work Declaration,” we recognize the increasing number of women in senior management roles as a key indicator of our progress. As Anadolu Group, we rank among the top groups with the highest number of women in upper and middle management, according to InBusiness Magazine. Additionally, we have long been recognized as one of the holdings in Türkiye with the highest number of female executives in Capital Magazine’s “Female Friendly Companies” survey.

We are committed to supporting our employees in balancing their professional and personal lives, particularly during the pre- and post-natal periods. To this end, we strive to offer flexible working hours and arrangements. In addition to fulfilling our legal obligations regarding maternity leave, we provide financial assistance for childbirth and education

expenses. Furthermore, our affiliated healthcare institution, Anadolu Medical Center, offers daycare services for female employees with children aged 0-6 by contracted nurseries. At Anadolu Isuzu, we also provide childcare support for our female employees with children, a benefit that is currently utilized.

We extend our support beyond the workplace by offering private health insurance that covers employees’ family members. Through our digital platforms, employees and their families can access various support services, including psychological counseling, legal advisory, and healthcare consultancy. Our promotion and career development practices are merit-based, guided by the experience, competencies, and qualifications relevant to each role and aligned with the strategic needs of the organization. We uphold a strict non-discrimination policy, ensuring equal opportunity irrespective of gender, religion, language, ethnicity, or any other personal attribute.

We embrace diversity not only in terms of gender but also by encouraging the contributions of different age groups, fostering a culture of collective intelligence and inclusive governance. While we are strengthened by the richness that diversity brings, we believe in the importance of cultivating shared values across our organization.

How we progressed in FY24: Our workforce consists of 39% female employees and 34% female executives.

BEST PRACTICES

Million Women Mentor Program

Supported by the contributions of 50 employees, the Million Women Mentor Program by Anadolu Isuzu aims to bring together young women aged 15-25 working in STEM (Science, Technology, Engineering, and Math) fields and industry leaders on a digital platform, encouraging corporate employees to participate as mentors in the program facilitated the strengthening of a culture of mentorship, development and sharing within the organization.



Gender Equality

CCI upholds gender equality as a core principle and is committed to ensuring equal representation, empowerment, and equitable access to resources across all employee-related frameworks and practices.

2015: A Signatory of the WEPs, CCI strengthens women's financial and digital literacy skills through numerous women entrepreneurship programs in its operating countries and encourages them to participate in the economy.

2017: As part of the Volunteering Program, over 1,500 volunteers carry out our different gender equality projects. CCI has established Women Employees' Platforms in its 11 countries of operation to provide representation to female employees. CCI's female employees gather on these platforms to create a strong professional network and participate in different leadership skills activities.

2019: CCI united under a single roof all Women Employees' Platforms in different countries that work to encourage women to pursue leadership, provide female-friendly work environments and contribute to women's empowerment.



CCI also participates in the Business Against Domestic Violence Project launched by the Sabancı University Corporate Governance Forum in cooperation with TUSIAD and with the support of the Sabancı Foundation and the United Nations Population Fund.

2020: CCI published the CCI Domestic Violence Policy to reiterate its zero-tolerance stance against all kinds of violence and promised to provide its employees with a peaceful and safe work environment.

With the LEAD Network signed by company CEO, CCI has committed to increasing the ratio of women in country- wide management and senior management by 5% by 2025. CCI became a flagship in the FMCG industry by committing to the international NGO LEAD Network (Leading Executives Advancing Diversity), the purpose of which is to encourage female employees to join the retail and consumer goods industries and to increase the number of women in senior management and support their improvement.

2021: The Gender Inclusive Language and Communication Guideline and its online training published in Turkish and English in cooperation with the Gender and Women's Studies Research Center at Kadir Has University.

2022: On International Women's Day, CCI organized the "Break the Bias" campaign to highlight gender equality at work and highlight that professions are not gendered.

The Company created new employment opportunities for women through the "Forklift Operator Training Program". Having successfully passed the forklift training; 11 women assumed their positions in the CCI's four factories in Türkiye and Kazakhstan.



Within the scope of the 2030 Sustainability Commitments, the company committed to ensuring that "35% of new recruits, 40% of management and 50% of executive committee members will be women by 2030".

2023: CCI achieved a female hiring rate of 22%, a female management rate of 28.1% and a female Executive Committee member rate of 25%.

In collaboration with Kadir Has University's Gender and Women's Studies Research Center, CCI has published the Guide to Gender-Sensitive Language and Communication in English, Turkish, Russian, Urdu and Azerbaijani. Additionally, to refresh employees' knowledge, a comprehensive communication and awareness campaign was conducted across CCI using the English version of the Guide.

CCI voluntarily applied for the Equal Salary Certification to clearly understand its position in salary practices, which are crucial for an inclusive corporate culture. After an extremely comprehensive audit process, CCI verified its fair compensation policies and processes by earning the certification from the Equal Salary Foundation for all the countries it operates in. With this certification, CCI proudly became the first international company based in Türkiye to achieve this recognition.

2024: CCI achieved a female hiring rate of 28%, a female manager rate of 29.2% and a female Executive Committee member rate of 18%.

CCI Türkiye has completed the first year of its social responsibility program, "Proud Hundreds," launched to expand its talent pool and increase female employment rates on the 100th anniversary of our Republic. During the program's inaugural year, Betül Balım participated as a mentee in the Mentorship Program and guided by her CCI Volunteer mentor, applied to the Next Talent internship program. She has started working part-time in the CCI Türkiye Marketing Department.

CCI has successfully completed the second year of the "Equal Salary Certification" process. In 2024, audit processes were conducted in Türkiye, Iraq, Pakistan, Jordan, Kazakhstan, Kyrgyzstan, and Tajikistan. These audit results ensured the continuity of the certification.

CCI has standardized parental leave across all CCI countries. It has granted all CCI mothers 120 days of maternity leave, which is above the relevant legal average. Additionally, it introduced extra benefits such as ensuring that female employees receive 100% of their salary during parental leave. These benefits have also been made applicable to CCI parents who adopt. In 2024, 237 employees benefited from extended parental leave rights.



Gender Equality

Anadolu Efes places gender equality and strengthening the place of women in business life at the heart of its business principles. One of the company's three focuses in 2030 sustainability targets is to "Getting stronger through diversity and inclusion". The company is working towards the goal of increasing the representations of women in its organization from 30% to 51% by 2030. As a signatory of the United Nations Women's Empowerment Principles (WEPs), Anadolu Efes has also published the Gender Equality Guidelines to establish a roadmap for employees and business partners. Thanks to these efforts Anadolu Efes was the first company in the FMCG industry to receive the Equality for Women at Work Certificate for its operations in Türkiye. Anadolu Efes has been running projects for social benefit for 15 years and promotes women's empowerment in society. As part of its Future Is in Tourism activities, almost 500 women have been directly or indirectly employed so far. The company has fostered an entrepreneurship ecosystem with a particular emphasis on women entrepreneurs, regardless of their employment status within the company.

2007: Anadolu Efes has been supporting the women empowerment through its social benefit projects for 16 years. The company has created direct or indirect employment for more than 500 women through for the Future Is in Tourism projects realized so far.

2013: Anadolu Efes obtained the Equal Opportunity Model Certificate developed under the Leadership of the Women Entrepreneurs Association of Türkiye, KAGİDER, and with technical support by the World Bank.

2015: Anadolu Efes became a signatory of UN Women's Empowerment Principles (WEPs).

2019: Anadolu Efes published the Gender Equality Guide to serve as a roadmap for its employees and business partners.

2020: Anadolu Efes became the first company in the FMCG sector to obtain the "Equality for Women at Work Certificate" given by the Sustainability Academy and Intertek, a leading Total Quality Assurance provider.

2021: Anadolu Efes certified that there is no pay difference between genders by obtaining an independent assurance opinion for the Gender Pay Ratio by Compensation Policy in Türkiye, Moldova, Georgia and Kazakhstan does not differentiate between genders.

2022: In the '100 Leading Companies Breaking the Glass Ceiling' survey conducted by InBusiness, Anadolu Efes was recognized in several categories among companies with 5,000 to 10,000 employees. These categories include the Ratio of Female Members on the Board of Directors, the Proportion of Women occupying roles in Senior Ranks and Companies with the Highest Ratio of Female Executives at the Middle Level.

2023: Anadolu Efes is committed to equal pay for equal work, regularly receives independent assurance for its Türkiye, Kazakhstan, Moldova and Georgia operations, and has its employees' gender pay ratios audited on a regular basis. On the other hand, the company organized trainings to increase awareness of gender equality among employees working in AB InBev Efes and Türkiye operations. 471 of its employees received a total of 957 hours of training. Anadolu Efes' aim is to continue to raise awareness of different employee groups each period on steps they can take towards gender equality.

2024: Anadolu Efes is committed to increasing gender equity awareness in all country operations. To develop innovative projects in order to keep the understanding of diversity, equity and inclusion alive in our entire organization, "PUB-W" community was launched in 2024, March 8th. "Women In Sales MT", "Women Blue Collar Employees" (İşimizde Gücümüz Sensin), "Gender Equality Trainings", "Sign Language Training" were the some of the actions taken in 2024.

Gender Equality

Within the scope of the Migros Better Future Plan, gender and equal opportunity remain key strategic focus areas. Gender equality is deeply embedded in the corporate culture, and the company implements a broad range of initiatives to increase women representation in leadership roles.

- The gender equality initiatives that began with the launch of the company's "We Are Different / We Are Equal" program are continuing with the provision of a variety of training resources such as videos, webinars, and bulletins.
- Migros offers the "Value for Equality" online training series to its employees and strictly prohibits discriminatory or gender-biased questions during recruitment processes. The Happy Family project provides expectant employees with concise educational video content on legal rights, healthy nutrition, child development, and returning to work post-birth.
- In 2024, women held 33% of all managerial positions at Migros. The company is committed to raising this figure to 35% by 2027 and to 50% by 2050.
- Migros also aims to increase the proportion of women in senior leadership roles (including the CEO and direct reports) from 25% to between 27% and 33% by 2026.
- Migros also ranked 2nd on the magazine's "100 Female Executive Friendly Companies" list and 4th on its "100 Female Employee-Friendly Companies" list.
- Migros is a signatory to the United Nations' Women's Empowerment Principles (WEP) initiative. In 2024, Migros hosted representatives of a number of Kosovar businesses as part of the UN Women

Kosovo organization's program of promoting and implementing "Women's Empowerment Principles".

- Programs are conducted to increase representation for women in leadership positions with the aim of giving them more opportunities to undertake such roles. Under the Women's Leadership Development Program, training, development, and coaching support is provided through online seminars designed to inspire, motivate, and empower women. The Discover Your Potential Development Journey, tailored for store employees, provides two months of online training and webinars on diverse topics such as time management, influence, and persuasion, delivered through the MAYA platform to support personal development. As a result, 76 out of 257 women who participated in these programs have been promoted to management roles.
- As a member of LEAD Network Europe, a Migros employee took part in the network's mentoring program as a mentee. Migros also takes part in an inter-company mentorship program conducted by Women on Board Association Türkiye, whose aim is to promote social development by increasing female representation in the boardroom.



Commitment to Gender Equality - Collaboration with ILO

On March 8, International Women’s Day, Anadolu Isuzu signed a significant protocol with the International Labour Organization (ILO) to promote gender equality. The primary aim of this collaboration is to enhance women's access to employment opportunities and improve working conditions.

Key Focus Areas of the Gender Equality Action Plan:

- Ensuring equal voice and participation in the workplace
- Implementing inclusive employment policies
- Providing equal pay for work of equal value
- Creating a safe, healthy, and violence-free work environment
- Developing practices that support work-life balance

In partnership with the ILO, regular factory visits and continuous communication have contributed to the dynamic progress of the initiative. As part of the program, approximately 800 employees received

training on gender equality. These sessions were delivered over 5 days, across 13 different sessions, and were integrated into the onboarding process for new employees. Additionally, members of the Gender Equality Development Team were given comprehensive training on gender equality, inclusive language, and combating violence in the workplace. To ensure the sustainability of these efforts, Anadolu Isuzu has formalized its commitment through the development and publication of several internal policy documents: Anti-Discrimination Policy, Policy on Prevention of Violence and Harassment in the Workplace, and Gender Equality Policy. Moreover, operating principles and protocols have been established for the Gender Equality Development Team, outlining a long-term roadmap for ongoing improvement.

Through this project, Anadolu Isuzu continues to position itself as a pioneering institution in advancing gender equality within both the workplace and society at large.

ANADOLU ISUZU

objectives. To achieve this, we implement a performance evaluation process designed to:

- Clearly and transparently define roles, responsibilities, and expectations
- Strengthen ongoing communication through mutual feedback

Guided by our Performance Management Process, strategies determined at the senior management level of Group companies cascade down to each employee's performance goals. These goals are reviewed annually by both managers and employees. The entire process - aimed at maximizing performance- is driven by consistent communication.

We implement our compensation policy through a fair and performance-based reward system. When determining our compensation structure, we seek sector-specific and legal advisory services and incorporate employee feedback. For entry-level

positions, we use the local minimum wage as a baseline. As Anadolu Group, we strive to set entry-level salaries above the local minimum wage to maximize employee satisfaction.

How we progressed in FY24: Across the Group, we adhere to the principle of equal pay for equal work and transparently disclose salary ratios between male and female employees. For Board of Directors and Executive Committee members, we align compensation policies with sustainability goals, linking rewards to both performance and their impact on Anadolu Group sustainability commitments. Throughout the reporting period, we established benchmark salary ratios across Anadolu Group, placing a strong strategic emphasis on gender equality. Our progress is rigorously tracked through key performance indicators centered on equitable compensation metrics. The 2024 data reflect the company's approach to the principle of equal pay for equal work across all organizational levels.

Talent Management

What makes it essential: Talent management is positioned as a critical strategic function within human resources, playing a pivotal role in advancing sustainable and long-term organizational growth. By cultivating a development-centric culture and unlocking the full potential of employees, organizations proactively shape their future leadership pipeline. In this context, talent acquisition, retention, and development are executed through cohesive, data-driven, and future-oriented HR strategies. These frameworks are continuously optimized in response to evolving global dynamics and the rapid pace of digital transformation. Individual growth trajectories are seamlessly aligned with the organization’s long-term vision, reinforcing a resilient and sustainability-focused workforce.

What we have done so far: At Anadolu Group, we are committed to empowering our employees by fostering

the continuous enhancement of their capabilities and equipping them with skills aligned with emerging industry trends and future workforce demands. Guided by the Career Management System Training and Development Procedure, we continuously refine our employee development and performance management practices to meet the evolving expectations and needs of our workforce each year. Regarding Career Planning, we have implemented a systematic Group-wide process since 2005. Annually, we begin with company-wide assessments - evaluating succession plans, high-potential employees, critical positions, and key talent - to make strategic decisions. We also conduct forward-looking planning to address potential risk areas. All these initiatives are carried out within the framework of Anadolu Group’s principles, through collective wisdom. At Anadolu Group, we cultivate a high-performance culture where individual goals align with company

Salary Rates by Level	2024
Ratio of women's salary at C level (executive) to men's salary at C level (executive) (basic salary only)*	0.84
Ratio of women's salary at C level (executive) to men's salary at C level (executive) (basic salary and other bonus payments)*	0.82
Ratio of women executives' salary to men executives' salary (basic salary only)	0.92
Ratio of women executives' salary to men executives' salary (basic salary and other bonus payments)	0.88
Ratio of salaries of non-managerial women to non-managerial men (basic salary only)	1.09
Ratio of basic salary of women employees (all levels) to men employees (all levels)	1.04

*Anadolu Efes was excluded.

As part of our ongoing commitment to enhancing career development opportunities within the Group and fostering talent retention, we have been operating the Open Positions program since 2010. This initiative prioritizes internal mobility by initially advertising all vacancies internally to encourage applications from current employees. In 2024, internal candidates successfully filled 27% of all available positions in AG Anadolu Grubu Holding.

Fostering synergy among Group companies and

supporting the Group's organizational development are among the top priorities of our Group Talent Management strategy. Through the Anadolu Group Development Program, we aim to enhance participants’ Personal Awareness, Strategic Perspective, and Leadership capabilities by connecting them with expert trainers in their respective fields. This initiative not only supports our employees in acquiring new skills but also enriches their perspectives and expands their professional networks. The program provides each participant with a total of 85 hours of training.

BEST PRACTICES

Emotional Intelligence-Based Leadership Program

Anadolu Group's Emotional Intelligence-Based Leadership Program is designed specifically for managers and senior leaders who want to enhance their leadership effectiveness through emotional intelligence (EI). The program follows a structured approach to personal and professional development, starting with the Six Seconds Emotional Intelligence Inventory (SEI) assessment, which serves as a baseline for each participant's EI strengths and areas for growth. In 2024, 95% of participants showed significant improvement in their emotional intelligence scores, demonstrating the effectiveness of the program in fostering leadership development. Based on the feedback received from participants, the program achieved a satisfaction rate of 97%, demonstrating its effectiveness and impact.

Program Overview:

1. Emotional Intelligence Assessment & Feedback

Each participant begins by taking the Six Seconds Emotional Intelligence Inventory (SEI). They receive one-on-one feedback based on their assessment results, providing them with insights into their emotional intelligence levels and how they impact their leadership style.

2. Personal Development Plan

After receiving feedback, participants create an individual development plan. This plan is designed to help them focus on key areas for improvement, based on their EI assessment.

3. Leadership Modules

Participants then engage in three core leadership modules, each focused on developing specific EI competencies necessary for effective leadership. These modules are interactive and designed to deepen emotional awareness, improve decision-making, and strengthen relationships. Participants engage in feedback simulations to practice giving and receiving constructive feedback in a safe, supportive environment. These simulations help leaders develop better communication skills, build empathy, and refine their leadership approach.

4. Post-Test & Final Feedback

At the conclusion of the program, participants retake the Six Seconds Emotional Intelligence Inventory to measure their progress. Individual feedback sessions are conducted to highlight improvements and areas for continued growth.

ANADOLU GROUP

AG Development Program

The AG Development Program identifies employees with the potential to move into management positions. Selected employees are involved in 3 years development journey to enhance their skills in three key competencies to strengthen their business network within the Group, increase their engagement and improve their understanding of the Group companies and industries. The program focuses on three key competencies: personal awareness, strategic perspective and effective



talent development/ leadership. Participants who actively and successfully engage in the development programs on these three competencies are then matched with mentors from the Group's senior management for a one-year training program. Since 2020, 259 young talents have participated in the program. During the program, 39% of the participants were promoted to a higher position.

ANADOLU GROUP

Harvest for the Future Internship Program

Launched in 2023, the Harvest for the Future Internship Program aims to support sustainable agriculture and provide opportunities for young talents who will shape the future of farming. This program creates a development platform for agricultural engineering students, offering hands-on training at Anadolu Etap farms across various regions of Türkiye. To date, 72 young aspiring agricultural engineers have participated in the program, gaining valuable experience in modern

farming techniques, productivity enhancement methods, and sustainable production practices.

The Harvest for the Future Internship Program not only contributes qualified talent to the sector but also instills Anadolu Etap's vision of sustainable agriculture in the younger generation, laying the foundation for a more productive, innovative, and eco-friendly agricultural future.

ANADOLU ETAP

In-Depth Program Delivery

The 2024 leadership development initiatives delivered 2,557 training hours across all levels.

■ Adel Lead Discover

In partnership with Bahçeşehir University, this multi-dimensional program enhances leadership through modules on managerial skills, emotional intelligence, and visionary thinking. Participants experience gamified learning, business simulations, and tools aligned with Adel's competency model.

■ Adel Lead Advance

A focused development journey for managers combining modular training and coaching. It culminates in a strategic workshop where

leadership teams align on goals and formalize commitments through a Sustainable Team Agreement.

■ Adel Lead Shine

Developed with Bahçeşehir University, this 1,050-hour program empowers high-potential talent with critical skills in analytical thinking, results orientation, and adaptive leadership.

■ Adel Lead Follow Up

Designed for Discover and Shine alumni, this program offers targeted mentoring and real-world projects. Final presentations deliver actionable business solutions to Adel's executive team.

ADEL KALEMCİLİK

Chief Young Officer Program

The Chief Young Officer (CYO) program is a long-term internship initiative developed within Anadolu Group to serve as a strategic talent pipeline for entry-level positions while strengthening the Group's employer brand. Following a comprehensive application and evaluation process, the program offers extended internship opportunities to university students and recent graduates.

The 10-month-long CYO internship program at Anadolu Group offers the opportunity to gain experience in

2 different Group companies and includes the possibility of rotation. Throughout the internship, participants engage in competency-based training, take part in project-based assignments, and receive dedicated coaching to support their professional growth. In 2024, a total of 25 high-potential young talents were selected to participate in the CYO program.



ANADOLU GROUP

I'M IN Short-Term Experience Program

Anadolu Efes' "I'M IN" program provides employees with short-term experience opportunities in different departments and projects. "I'M IN" facilitates in-house employee rotation for temporary vacancies due to maternity, health, or long-term military duty leaves; full or half-time vacancies at ongoing or new projects; or hard-to-fill or long-vacant roles. The program is an opportunity to develop new competencies and skills and a pathway toward different career branches, eventually strengthening the company's succession plans. In 2024, 51 employees who were eager for rotation and job enrichment applied for the I'M IN role. A total of 21 individuals were temporarily provided with rotation opportunities.



ANADOLU EFES

Next Talent

CCI's New Graduate Management Trainee Program aimed at university seniors, CCI Next Talent, has been live since 2019. In 2021, it launched in countries where CCI operates actively besides Türkiye. The program was successfully expanded to Iraq and Tajikistan, achieving the 2024 targets. The program, which is currently being



successfully implemented in Türkiye, Kyrgyzstan, Azerbaijan, Kazakhstan, Tajikistan, Iraq, and Pakistan, has helped identify and hire high-potential young talents who are ready to contribute to CCI's ongoing success and growth. In addition to the Next Talent Program in 2024, more than 200 university students were provided with a unique summer internship experience. In the Top 100 Talent Program, in the Fast-Moving Consumer Goods - Most Popular Talent Programs category, CCI Türkiye earned awards by securing 1st place with the Next Talent Young Talent Program and 2nd place with the Summer Fest Talent Program. CCI Türkiye won a Gold Award in the "Innovation in Planning and Implementation of Human Resources Management" category with the Next Talent Young Talent Program, and a Silver Award in the "Innovative Achievements in Human Resources" category.

CCI

NewBees

Launched to discover and develop the talents of tomorrow, Adel Kalemçilik's NewBees Internship & MT Program offers university juniors, seniors, and recent graduates a powerful head start in their professional journey. The 2024 NewBees cohort ran from March 18th for 9 months, with 21 NewBees gaining hands-on experience across diverse departments including Planning, IT, Design, and Export. Their career journey was enriched with: inspirational leader meetings, tailored training sessions, production facility visits across Group companies and AG Young Talent Synergy Workshops. The program culminated with NewBees presenting their coach-mentored projects to senior leadership, showcasing their growth. Program results: 5 participants joined Adel Kalemçilik as full-time employees and NewBees filled 12% of open positions and 71% of entry-level roles (0-2 years' experience).

ADEL KALEMCİLİK

Talent Pick Up

Anadolu Isuzu's university-campus communication process has been redesigned to make it more efficient, to provide prospective students with an "Anadolu Isuzu Employee Experience" and to attract promising talented students to Anadolu Isuzu. In this context, all internship and youth communication practices have been gathered under the "Talent Pick-Up" brand and the practices have been renewed. The project is offered in 4 different ways.

The Talent Pick-Up Program offers ten-week internships to university students during the summer term.

Talent Pick-Up Experience is an internship program that allows university students who are able to organize a curriculum to gain real work experience at Anadolu Isuzu for 6 months.

Talent Pick-Up Plus is an internship program for university students who want to do an internship for 1 full semester during the academic year (autumn and spring).

Talent Pick-Up Intro is a program that offers preparatory, 1st and 2nd year students the opportunity to experience

working at Anadolu Isuzu for 6 weeks during the summer term. Young talents participating in the program will work in all departments of the company. While having the opportunity to work on project-oriented issues, the Ideathon process develops Anadolu Isuzu's creative projects for future strategies. In addition to recruitment processes such as job interviews, personality inventories and English language proficiency tests, the system introduces interns to online training courses, meetings with senior executives and the implementation of projects in line with Anadolu Isuzu business processes. 130 university students participated in the internship program in 2024 and implemented various projects that developed business processes. In addition to the summer program, the Talent Pick-Up Experience and Talent Pick-Up Plus programs also offer long-term internship and working experience opportunities to students during a six-month period over the fall or spring term. In order to create a different vision and allow the interns to see different areas, a technical visit was organized to one of the Group companies, Adel Kalemçilik plant.

ANADOLU ISUZU

Clinical Ladder Program

The "Clinical Ladder Program", being the first and only nurse-specific program in Turkey for the last 10 years, represents an innovative development model for nurses to support professional and individual advancement while maintaining direct patient care involvement. This voluntary program enables participating nurses to invest in their individual development and careers, all while continuing their clinical practice. The model aligns perfectly with nursing services' strategic growth objectives by fostering both professional development and quality patient care.

What makes Clinical Ladder Program truly unique is its dual focus on maintaining clinical practice while providing clear professional advancement opportunities as well as individual development and career opportunities. In addition to daily duties, nurses voluntarily engage in evidence-based practice projects, academic studies, leading quality improvement

initiatives, taking on additional responsibilities, involve in higher and more complex clinical tasks, mentoring colleagues, representing the institution, etc. all while continuing their vital patient care work.

The annual selection process begins with nurse applications and progresses through rigorous evaluation of both professional competencies and behavioral qualifications. Nurses who meet the established criteria gain access to career advancement opportunities while receiving formal recognition and rewards for their achievements. Since its implementation in 2014, the program has seen remarkable participation, with 723 applications received and 533 nurses successfully advancing through the clinical ladder levels. These results demonstrate an impressive 76% annual success rate among participants, with an average of 103 applicants each year.

ANADOLU MEDICAL CENTER

Project Future

Designed to address university students and recent graduates, Project Future aims to promote Anadolu Efes as the preferred employer among young talents and to select and recruit the best talents to retain them as full-time employees. In 2024, 58 interns and 18 Management Trainees started this program in İstanbul, İzmir, Ankara and Adana. 7 interns proceeded as MTs after their 6 months of internship. 20 people from Project Future turned into full time employees in 2024, including the ones started at Efes in 2023 and continued as MTs.

ANADOLU EFES

Digital Work Environment

What makes it essential: With the accelerating global impact of digital transformation, the digitalization of human resources processes has become a strategic priority for organizations. Today, digital platforms powered by artificial intelligence (AI) and machine learning are widely utilized across various HR functions such as recruitment, learning and development, performance management, succession planning, and operational processes. Organizations around the world are taking steps to empower their workforce by investing in AI-driven learning platforms, automation tools, and data analytics capabilities to enhance employees' digital competencies.

What we have done so far: At Anadolu Group, we recognize the impact of digital transformation and the importance of digitizing human resources processes. Through our "AG People First" digital HR platform, we manage recruitment, performance, succession planning, development, and employees' operational activities. This platform enables employees to track the most suitable career opportunities available across the Group.

We closely follow the demands of the digital age and ensure our employees acquire essential digital skills. Through programs such as Digital Leadership, Digital Skill Development for Employees, and Digital Technologist, we actively support our workforce.

Our digital development initiatives aim to enhance the digital competencies of managers and employees across Group companies, enabling them to leverage technology more effectively. We also focus on raising cybersecurity awareness and nurturing young talent by training them in digital technologies before integrating them into the Group.

In collaboration with Harvard Business School, we developed the AG Development Dialogues Program, covering key topics such as digital trends, data analytics, and cybersecurity. Our employee-centric upskilling/reskilling programs, aligned with emerging tech trends, include: cybersecurity awareness, data drivers and AI academy.

Additionally, our digital talent development program for technology professionals covers areas like ethical hacking, data communities, enterprise architecture, and cloud fundamentals.

How we progressed in FY24: Through Anadolu Foundation's IT scholarships, we engaged 1,800 scholarship recipients and 50 long-term interns in technology training and development programs. We also provided mentorship support and implemented rotation programs across Group companies.

BEST PRACTICES

Fostering Digital Competence and Internal Innovation through Data Drivers

In 2020, Anadolu Isuzu launched the pilot Data Drivers program to equip company employees with data-oriented business problem-solving skills. Data usage and utilization are crucial skills in the modern world and will continue to be so in the future. This project aims to help employees acquire these skills to improve employee competencies. Anadolu Isuzu provided 301 hours of training on Data Analysis, Digital Literacy, Digitalization 101, Agile Approach, Industry 4.0, PowerBI, PowerApp, SharePoint, Microsoft Planner and Microsoft Power Automate. Over three years, 101 employees received training on data analysis and digital competencies. In February 2024, to strengthen the Data Drivers program

and increase the number of digital transformation ambassadors, a Digital Transformation Hackathon was organized. As a result, the number of digital transformation ambassadors increased from 101 to 140. During the hackathon, the ambassadors participated in both asynchronous and synchronous training sessions, including entrepreneurship and innovation, storytelling, workshops on turning ideas into projects, interactive presentation preparation workshops, mentorship training, and case studies. The hackathon was a 36-hour event involving 8 teams, and the top 3 projects, selected by a jury, were awarded prizes.

ANADOLU ISUZU

GETready

Migros launched GETready Tech training, which were organized to improve employees' competencies in the field of technology and innovation in line with the company's digital strategies, 464 employees were

reached in 38 programs, and 612 employees were reached in 72 programs in GETready trainings, which aimed to develop soft skills.

MİGROS



Training and Development Programs

What makes it essential: Strategic investments are made in comprehensive training, development, and leadership programs to foster the personal and professional growth of employees. The employee development journey is initiated through tailored Individual Development Plans and is further reinforced by a range of developmental tools, including executive coaching, cross-functional rotations, formal classroom training, and interactive workshops. This process is systematically managed through structured guidance and the active engagement of leadership, ensuring alignment with organizational goals and individual career aspirations.

What we have done so far: At Anadolu Group, we firmly believe that companies with a skilled workforce will achieve sustainable growth and shape the future. To this end, we invest in training, development, and leadership programs designed to enhance our employees' personal and professional competencies. We empower employees to take ownership of their growth by creating Individual Development Plans aligned with their focus areas. HR departments across Group companies analyze evaluation results, which inform Group-wide insights. These analyses serve as input for the annual Career Review Meetings, where strategic decisions on development plans are made

and implemented by HR. The effectiveness of each development tool is periodically assessed through Development Evaluation Tools. Career management meetings are held at the Company, Function, Sector, and Group levels twice yearly. Outcomes guide the creation of development plans, succession strategies, and talent pipelines. These discussions also evaluate high-potential employees, future risks/opportunities, and individual career trajectories.

Under our Career Management System, we collaborate with employees to manage their growth journeys through Individual Development Plans. These plans are enriched with diverse development tools such as coaching, job rotations, classroom training, workshops, and e-learning. Managers are actively involved in this process to ensure holistic growth.

How we progressed in FY24: For senior executives, we offer the modular AG Development Dialogues Program, tailored to different learning styles and needs. Since 2019, 170 employees from the leadership team have participated in the AG Development Dialogues. In 2024, 42 people participated in the Harvard Digital Transformation and Leadership program. 83% of the participants completed the program, with a satisfaction rate of 4.4/5.

Total training investment: TRY 88,876,875.41
6,741,870 training hours delivered (averaging 91.12 hours/employee)

BEST PRACTICES

Campus Training Program

Adel Kalemçilik demonstrates its commitment to employee development through the annual ADEL Campus Training Catalog. This comprehensive program, developed in collaboration with leading training providers, offers 12 distinct courses across three core development areas: Leadership, Competency Development, and Digitalization. Through a participatory selection process, employees personalize their learning journey by choosing preferred training via company surveys. In 2024, the ADEL Campus program delivered 1,309 training hours (employee*hour) across cutting-edge topics including: 12 challenging workplace

dialogues, rapid and micro-learning techniques, professional networking in the digital age, AI applications in business, personal branding and image management, data science analytics and finance for non-financial professionals. These initiatives have successfully equipped Adel employees to both strengthen core competencies and develop agile adaptation skills for evolving business demands. The program's participant-driven approach ensures relevant skill acquisition while fostering a culture of continuous professional growth.

ADEL KALEMCİLİK

Retail Academy

Acknowledging that its employees are its most valuable asset in navigating the rapidly evolving business landscape, Migros designs inclusive, technology-enabled learning experiences tailored to the needs of its entire workforce. The Migros Retail Academy (MPA) plays a central role in supporting both the professional and personal development of employees by offering

workplace-based training and lifelong learning opportunities. In 2024, MPA delivered a total of 6,385,245 employee*hours of training across 2,500 distinct topics. Training reached 98% of the workforce, with 87% of the sessions facilitated through internal resources.

MİGROS

Tree of Goodness

As part of its corporate social responsibility initiative Tree of Goodness, Adel Kalemçilik launched the "Creative Child, Creative Mind - Workshops" in 2012 in collaboration with The Teachers Academy Foundation (ORAV), in line with its goal of becoming a "Consulted Company in Education." Through this program, the company has provided training to approximately 12,000 teachers and contributed to nurturing the creativity of thousands of children. In addition, Adel Kalemçilik continues to grow the Tree of Goodness



by collaborating with numerous non-governmental organizations and public institutions such as the Turkish Education Association (TED), Community Volunteers Foundation (TOG), Turkish Dyslexia Foundation (TUDIV), The Tohum Autism Foundation, Search and Rescue Association (AKUT), Fazla and the Food Rescue Association (FRA), working together to deliver value and create lasting positive impact for society.

ADEL KALEMCİLİK

Employee Engagement and Volunteerism

What makes it essential: Having qualified employees and building strong relationships with them provides companies with a competitive advantage. Therefore, human resources processes are designed to enhance employee engagement and satisfaction, while fostering a participatory culture. Various benefits are offered to ensure employee satisfaction, employee engagement surveys are conducted, and gender distributions are monitored. Employees' individual rights and freedoms are respected, and their right to unionize is supported. A work environment is created where employees can freely express their creativity.

What we have done so far: At Anadolu Group, we believe that strong employee connections and participatory culture are fundamental to our success. Accordingly, we design our human resources processes in collaboration with our employees, continuously striving to enhance engagement and satisfaction. We conduct regular employee engagement and satisfaction surveys across

all levels of the organization, closely monitoring and sharing the results. Short and medium-term action plans are prepared and implemented.

How we progressed in FY24: We appointed Employee Engagement Ambassadors from each department to gather detailed feedback and develop action plans, complemented by focus group discussions in select teams.

Our Ethics Reporting Channel allows employees to raise concerns - either anonymously or by name - ensuring transparency. Notably, no discrimination cases were reported across AG Anadolu Grubu Holding in 2024.

We uphold our employees' individual rights, freedoms, and fair working conditions, including support for unionization. As of 2024, 50,015 employees are covered under Collective Labor Agreements.

BEST PRACTICES

Hobby Clubs & Motivational Events

Migros organizes arts, culture and sports activities under the Hobby Clubs to boost employee motivation, relieve work stress, strengthen mutual communication and cultivate a sense of belonging. Migros organizes various events and programs to enhance employee motivation. Motivation meetings, organized to strengthen team spirit, enable employees to come together, play fun games and participate in cultural and artistic activities. Clubs that include different hobbies such as music, camping and mountaineering, cycling and athletics, as well as the Renkler Atölyesi art event, provide opportunities for employees to come together around shared interests.

To showcase the employees' musical talents, a platform was created within the 'Talent Hunters Music

Competition' and cooking workshops were held with the 'M'Chefs' project. Employee motivation is supported by offering gifts to employees and organizing events on special days. In addition, webinars and training are organized on topics to increase motivation with experts in their fields.

Migros also believes in the power of positive peer feedback in employee motivation. With this in mind and to support a high- motivating workplace environment that acknowledges and encourages individual efforts, the company set up a "Thank-you Platform" on its HR Portal through which every employee may send a thank-you note to another. More than 44 thousand digital messages were sent in 2024.

MİGROS

Volunteers

In 2024, the company demonstrated its commitment to social and environmental impact through a variety of initiatives across Türkiye and beyond. In collaboration with HİPDER, the company organized a visit to an animal shelter and a feeding activity in Izmir, creating meaningful support for stray animals. In Alsancak, Anadolu Efes volunteers conducted environmental clean-up activities to raise awareness, while in Çanakkale, tree planting efforts during Forest Week contributed to reforestation. Feeding activities for stray animals were also carried out in Istanbul's forests and in Edirne with the help of our dedicated volunteers. On Environment Day, the company extended our environmental clean-up efforts to Eskişehir,

further reinforcing our dedication to sustainability. By participating in the Istanbul Marathon, volunteers raised scholarships for students supported by the Anadolu Foundation, and through regular visits to the Gebze Nursing Home, they continued to offer support to the elderly. These efforts were driven by 70 actively engaged Anadolu Efes employees. Our global teams also contributed significantly. In Moldova, volunteers installed birdhouses in Chisinau Park to protect biodiversity and collected waste during an eco-marathon along the same route. In Kazakhstan, 48 volunteers joined the country's largest charity marathon, the "Wellbeing Charity Race: Almaty Marathon".

ANADOLU EFES

Anadolu Volunteers

In 2024, various social initiatives were carried out under the Anadolu Volunteers platform. During the Istanbul Marathon, 565 Anadolu Volunteers participated in the "Light the Future" Scholarship Donation Campaign, running to support the education of young people. This marked a significant increase from the 65 participants in the previous year. Additionally, breathwork and laughter yoga sessions were organized in elderly care homes affiliated with the foundation, contributing to the well-being of residents and fostering intergenerational solidarity through volunteer engagement.

ANADOLU FOUNDATION

Volunteers

CCI has implemented various social responsibility projects under its new volunteering policy, engaging 1,402 volunteers across 12 countries in activities such as mentorship, environmental clean-ups, and donation campaigns.

On World Cleanup Day, a total of approximately 6 tons of waste was collected in 6 countries with the support of CCI volunteers. At the 46th Istanbul Marathon, 150 CCI volunteers contributed a donation of 64,000 TRY to the Anadolu Foundation's scholarship program.

Strengthening its commitment to sustainability initiatives, CCI continued to promote ecological balance and community collaboration through tree planting activities, with a total of 73,465 trees planted in 2024.

CCI

Adding Value

Anadolu Medical Center continues to recognize and reward people-oriented care stories through its "The Ones who Add Value" initiative. This program honors employees who go above and beyond in their daily work to maintain and elevate service quality.

Since the project's launch in September 2019, 470 success stories have been identified and nominated by colleagues across four categories: adding value to life,

making a difference in service, people-centered care (compassion ambassador) and efficiency. Of these, 189 (40%) were awarded, with 269 team members formally thanked for their exceptional contributions. Additionally, under this recognition model, department managers use allocated budgets and quotas to express instant gratitude to their teams. Over the past three years, 712 employees have been acknowledged this way - a number that continues to grow.

ANADOLU MEDICAL CENTER

Occupational Health and Safety

What makes it essential: Occupational Health and Safety (OHS) is critical to the sustainability and reputation of companies. Ensuring employee health and safety, legal compliance, and operational efficiency makes OHS policies a cornerstone of corporate responsibility. Effective OHS practices proactively manage risks, enhance employee engagement, boost productivity, and foster stakeholder trust. Investing in OHS as part of a sustainable business model reflects a commitment to human dignity and societal progress.

What we have done so far: At Anadolu Group, the health of our employees and the provision of safe working environments form the foundation of [AG Anadolu Grubu Holding’s OHS Policy](#). We manage our OHS practices in compliance with local regulations and international standards, implementing processes such as identification of OHS risks, tracking non-conformities and near-miss incidents, and proactive measures to prevent workplace incidents.

At AG Anadolu Grubu Holding, the Chief Human Resources Officer (CHRO) serves as the authorized OHS representative, reporting directly to the CEO. Under the CHRO, the Operational Resilience and Crisis Management Directorate has been established, with a Group Health and Safety (H&S) Manager overseeing and standardizing H&S initiatives. In this context, H&S procedures are being developed across Group companies, and efforts are being made to ensure alignment.

OHS matters are managed through OHS Committees, composed of employer representatives, OHS specialists, workplace physicians, HR officials, and employee representatives. These committees are responsible for: developing OHS internal regulations, planning and delivering OHS training, identifying risks and preventive measures, conducting accident investigations, assessing workplace hazards, and implementing occupational health and safety measures. Committees meet monthly, bimonthly, or quarterly, depending on operational needs and the hazard classification, with decisions made by majority

vote. They address workplace accidents / near misses, emergency action plans, risk assessments, and H&S training. To enhance stakeholder engagement, we have held Subcontractor Council Coordination Meetings since Q2 2020, strengthening communication and process execution. We monitor national and international OHS requirements, mapping hazards and risks across three categories: operations, equipment, and chemical exposure. Risks are prioritized, and control measures are implemented accordingly.

We prioritize employee involvement in H&S matters, ensuring access to information, services, and tools. Non-conformities and near-miss incidents can be reported via online forms or email, directly reaching OHS specialists, workplace physicians, and employer representatives.

Beyond regulatory health assessments, we provide: private health insurance, free flu vaccinations, informational seminars via Anadolu Medical Center, and no occupational disease risks have been identified for AG Anadolu Grubu Holding employees.

- How we progressed in FY24:**
- Employees receive mandatory OHS training, supplemented by awareness programs on emergencies, procedure updates, and unsafe behaviors.
 - In 2024, we provided 4.33 hours per employee (710,369 total person-hours) of OHS training.
 - Continuous improvement is ensured through emergency drills, evacuation exercises, and field observations.
 - Anadolu Group’s workplace accident frequency rate: 28.92
 - The number of work-related injury (Employees): 3,465
 - The number of lost working days of the employees and contractors: 13,766
 - AG Anadolu Grubu Holding and Group companies (Migros, Coca-Cola İçecek, Anadolu Efes Türkiye, Anadolu Isuzu, Anadolu Motor, Anadolu Etap, Adel Kalemcilik) are ISO 45001 certified.

BEST PRACTICES



Hand-in-Hand Safety Program

CCI’s Hand-in-Hand Safety Program, embed into the Life-Saving Rules program, has been standardizing and systematizing OHS practices since 2016. It closely follows developments in the expanding world and growing operations. Targeting “0” work accidents or occupational diseases for employees, contractors and all the others within the ecosystem, the company abides by all legal legislation, CCI standards, and TCCC standards. The company’s OHS performance in terms of Safety Maturity Index (SMI) score was rated at 77,28% in 2024. Furthermore, 94,846 hours of OHS training were provided to employees.

ICI

OHS

Anadolu Efes continues to work on risk management and cultural transformation to enhance the OHS culture among employees and to expand the safety leadership perspective to reduce risks and accidents. Within the scope of risk management, working vehicles were equipped with tracking devices, the data from which was analyzed into safe driving points. Further training was designed and scheduled for low safe-driving points while employees and sales teams with higher points were awarded. The company carried out corporate culture measurements and analyses as part of the OHS cultural transformation. Corporate culture integration efforts continue with leadership development tools, leadership-based reporting, safety workshops and leadership and coaching sessions.

In 2024, Anadolu Efes took a significant step toward standardizing Health and Safety (H&S) practices across all Efes Companies. To ensure consistency, the company-initiated efforts to strengthen its Occupational Health and Safety (OHS) organization. Building a strong safety culture aims to foster an environment of care and responsibility for all employees, reduce workplace injuries, and increase personnel engagement in safety matters. Following the model of the group-wide H&S organization, each Efes Company has also begun establishing its own H&S structure, contributing to the overall transformation of the corporate safety culture.

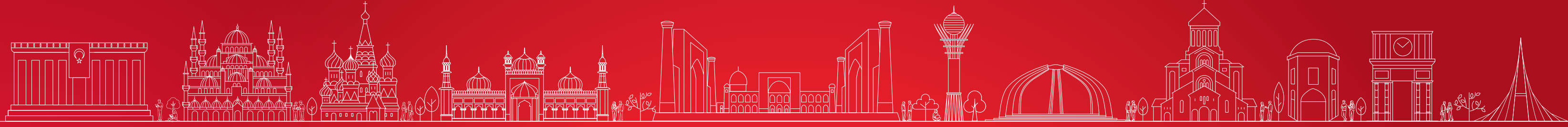
ANADOLU EFES

Employee Wellbeing Program: CCI Care

Coca-Cola İçecek realizes that employee well-being is critical in shaping corporate culture. To this end, the company considers applying the holistic health initiative to create an “employee well-being culture” that cultivates physically, mentally and emotionally healthy and resilient employees to maximize their potential. Since 2021, the

company has been raising employee awareness to develop such a culture and equip employees with tools and methods to improve their health. In CCI Türkiye, 2,425 employees participated more than 40 activities in 2024.

ICI



7

COMMUNITY



Community

What makes it essential: Societal challenges such as inequality, shifting demographics, and gaps in access to education and healthcare are reshaping expectations of the private sector’s role in development. Global policy agendas now emphasize the importance of long-term, inclusive community investment as an essential component of sustainable business. Across the globe, businesses are increasingly expected to take an active role in addressing societal needs. The focus has shifted from traditional corporate philanthropy to strategic social investment, where companies are seen as agents of change in building inclusive and resilient communities. Institutions such as the World Economic Forum emphasize the importance of stakeholder capitalism and community development as key pillars of sustainable business models.

Our aspiration: As Anadolu Group, we embrace this global momentum by deepening our community-focused initiatives, aligning them with international standards and local needs. We recognize that resilient communities are the foundation of sustainable development, and we are committed to playing our part

in building a better tomorrow for all. We believe that the strength of a society lies in the well-being, opportunity, and cultural richness of its people. At Anadolu Group, we aim to contribute to thriving communities by delivering measurable, purpose-driven social investments that go beyond philanthropy and generate shared value for all stakeholders. Our approach is built on long-term commitment, local engagement, and impactful collaboration.

By leveraging the strength of our brands, the expertise of our employees, and the reach of our institutions, particularly Anadolu Foundation, Anadolu Medical Center, and Anadolu Efes Sports Club, we implement programs that support education, healthcare, sports, culture, and tourism. We prioritize social impact in every initiative, ensuring that our actions provide lasting benefits that far exceed their financial return.

Charity-related expenses reached TRY 2 billion approximately covering corporate social responsibility, donations, and social sponsorship expenses as well as payments to charities and business ventures.

Our contribution to the SDGs:



Education

What makes it essential: Education stands at the heart of building an inclusive, resilient, and forward-looking society. In an era shaped by rapid change and complex global challenges, equipping individuals with the knowledge and skills to adapt and thrive is more essential than ever.

What we have done so far: At Anadolu Group, we view education as a key enabler of sustainable development

and social empowerment. Through the dedicated efforts of the Anadolu Foundation, our primary social investment arm in this field since 1979, and the support of our Group companies, we design and implement impactful educational programs that promote equal access, quality learning opportunities, and lifelong development. These initiatives aim not only to address today's needs, but also to prepare future generations for the world of tomorrow.

BEST PRACTICES

My Dear Teacher, Stars of Education Program

The "Stars of Education" program, which has supported more than 190,000 educators over the past ten years, was redesigned in its eleventh year under the guidance of education expert Professor Selçuk Şirin. With the theme "From Dreams to Reality," the program was implemented in three modules through a series of interactive workshops. At the end of the program, 24 educators from 19 different provinces were selected by a jury and received one-on-one mentorship support for their innovative projects. These teachers were recognized

as "Education Stars of Anadolu Foundation" during the Education Stars Summit held in İstanbul. Their projects introduced nationwide as "Star Projects," provided creative and impactful solutions to critical challenges in education. The foundation awarded three special prizes under the categories of Digital Transformation, Innovation, and Social Impact. All selected participants received mentorship, networking opportunities, financial support, and potential partnership channels to further develop their projects.

ANADOLU FOUNDATION

Children of Seasonal Agricultural Workers (MiÇO)

Thousands of families in Türkiye migrate to different regions nationwide to find jobs as seasonal workers.



Migrant seasonal workers account for a substantial portion of Türkiye’s agricultural workforce. However, they are deprived of healthy living conditions and their children’s education disrupted as they relocate to different working destinations. Anadolu Etap’s social responsibility project, MiÇO, helped 2,500 children realize their dreams since 2015. Anadolu Etap was the first agriculture company to provide free and continuous education to the children of seasonal agricultural workers who had to migrate with their parents. The company opened classes at its farms for various courses to contribute to children’s education and development.

ANADOLU ETAP

Family Clubs

Partnering with District Public Education Centers, Migros Family Clubs set up at 36 stores in 24 provinces provide free skill development and vocational training courses for women and men of all ages. Family Clubs cover 223 subjects ranging from beekeeping to mushroom cultivation, from traditional manuscript illumination to paper marbling, from the culinary arts to sport and from medicinal & aromatic plants to digital marketing. Those who attend Migros Family Club courses and successfully fulfill their requirements are awarded by the Republic of Türkiye Ministry of National Education (MEB) certificates attesting to the knowledge and skills they have gained. Migros has a target of reaching 850 thousand people who received certified training through Family Clubs by the end of 2027, and until 2024, 595,623 people participated in face-to-face training with Migros Family Clubs.



MİGROS

Healthcare

What makes it essential: Access to quality healthcare is increasingly recognized as a cornerstone of sustainable development. Global health agendas are placing greater focus on both treatment and prevention, such as rising health disparities, aging populations, and the long-term effects of public health crises expose the need for integrated and equitable healthcare systems. Institutions such as the World Health Organization and the United Nations emphasize the importance of cross-sector collaboration to improve public health and enhance community well-being.

What we have done so far: At Anadolu Group, we consider access to quality healthcare a fundamental pillar of social well-being. Since 2005, our healthcare initiatives have been led by Anadolu Medical Center,

operating under the umbrella of Anadolu Foundation. The center combines medical excellence with a patient-centered approach. It provides internationally accredited healthcare services to both local and international patients. Equipped with state-of-the-art technology and a highly qualified medical team, Anadolu Medical Center is committed to advancing health outcomes. At the same time, it places strong emphasis on increasing public awareness of preventive health. Its year-round awareness campaigns include participation in global health initiatives. One such example is World AIDS Day. Through these campaigns, the center reaches hundreds of thousands of people annually via digital media and communication platforms.

BEST PRACTICES

Healthcare Initiatives

Anadolu Foundation continues to prioritize healthcare through the operations of Anadolu Medical Center, which has been offering world-class services since 2005. With its expert medical team and advanced technological infrastructure, the center provides high-quality healthcare to both domestic and international patients. In addition to medical services, the center carries out awareness-raising activities to foster a culture of preventive healthcare. As part of its annual communication plan, World AIDS Day has been included among key focus areas. These campaigns, conducted through digital media channels, reach hundreds of thousands of individuals every year and contribute to public health awareness.

Free Healthcare Project: Anadolu Foundation continues to reach out to those in need and to give back to society. It offers free healthcare services to citizens in need at Anadolu Medical Center as part of its efforts to advance

social responsibility in healthcare. Since 2005, the center provided 200,186 consultations, 520,421 tests, 38,958 days of inpatient treatment and 12,130 medical operations to 64,039 people.

Healthy Children, Happy Future Project: The project aims to identify illnesses that are treatable if diagnosed at an early stage to provide children with a healthy life. From 2014 to 2024, the project provided 15,912 children with 48,455 consultations, 8,413 medical operations and 5,499 days of inpatient treatment.

Accessible Life Project: The project aims to provide complete and timely access to healthcare services for individuals with physical or mental disabilities. From 2015 to 2024, the project granted 5,890 individuals with disabilities 16,878 consultations, 30 medical operations and 194 days of inpatient treatment.

ANADOLU FOUNDATION

Pink Ball on the Court

Initiated by Anadolu Medical Center in cooperation with the Anadolu Efes Sports Club to highlight the importance of early diagnosis in breast cancer treatment, the project continues to make a difference as it navigates through its eleventh year. In the eleventh year of the project, 31 written covers published, reaching over 6 million people. Online platforms, on the other hand, reached nearly 5

million people with 394 news articles. Pink Ball made its way to key profiles and show hosts on Türkiye's most watched television programs. The hashtag #pembetopsahada shared thousands of times on social media and reached 19 million people. These social media posts received over 500,000 interactions.

ANADOLU MEDICAL CENTER & ANADOLU EFES SPORTS CLUB

Well-Being Journey

The Migros Well-being Journey is available on the Money Mobile, Migros Sanal Market and www.migros.com.tr. Online Shopping platforms compare customers' food purchases with the advised consumption amounts and include vegan and vegetarian options as well. It supports building positive habits through messages on food groups for a balanced diet and discount personalized product suggestions. Migros Wellbeing Journey has reached nearly 7.3 million people so far. In 2024, nearly

25% of users gained positive changes in their behavioral patterns.

Migros supports healthier and more balanced eating habits among its customers by providing them with personalized product discounts on products that support healthy living and offering wellness recommendations. During 2024, Migros partnered with 74 firms in the conduct of its WellBeing Journey program.

MİGROS



Sports

Global institutions such as the United Nations and the International Olympic Committee emphasize the role of sports in advancing health, education, gender equality, and social cohesion. In many regions, sports programs are being integrated into national and local development strategies, not only to promote physical activity, but also to empower individuals, foster dialogue, and build resilient communities.

At Anadolu Group, we consider sports a transformative force that not only supports physical and mental well-being but also fosters unity, inspiration, and a sense of belonging across society. We believe in the unifying and empowering role of sports and strive to create sustainable value through long-term contributions in this field.

Since its founding in 1976, Anadolu Efes Sports Club has played a pivotal role in the development of Turkish basketball. With its mission to make basketball accessible and beloved among young generations, the club has continuously inspired youth while proudly representing Türkiye on European courts. A flagship in the history of Turkish basketball, Anadolu Efes is proud to have won 2 EuroLeague titles, one Korac Cup, 16 championships in the Turkish Basketball League, 12 championships in the Turkish Cup and 14 championships in the Presidential Cup as of the 2024-2025 season.



2022 & 2021



2019



1996



1993



2001 & 2000

EUROLEAGUE CHAMPIONSHIPS

EUROLEAGUE RUNNER-UP

KORAC CUP

EUROPEAN CUP FOR CLUBS FINALIST

EUROLEAGUE THIRD PLACE



#WHEREISTAND



16



12



14

TURKISH LEAGUE CHAMPIONSHIPS

TURKISH CUP CHAMPIONSHIPS

PRESIDENTIAL CUP CHAMPIONSHIPS

Anadolu Efes Sports Club, a pioneer of many firsts, was awarded the Silver Award for the fourth time at the Devotion Marketing Awards in 2024, where 38 teams from the Turkish Airlines EuroLeague and EuroCup participated. Anadolu Efes achieved this success with the "Not One Day for Equality" campaign to promote gender equality in collaboration with Yanındayız Association. Anadolu Efes Sports Club holds the highest number of marketing awards among European clubs, with 5 golds and 4 silvers.

As it continues setting milestones in Turkish basketball, Anadolu Efes Sports Club's primary objective is to advance Turkish athletics further successfully represent our country in European leagues and instill enthusiasm for basketball in young children. Anadolu Efes has raised countless stars in its youth teams and introduces new talents to the sports arenas each year. As of the 2024-2025 season, the club holds 4 U20 Türkiye Championships, 23 U18 Türkiye Championships, 18 U16 Türkiye Championships, and 18 Junior Türkiye Championships. The club holds the highest number of cups in all organizations.

BEST PRACTICES

One Team

One Team, a corporate social responsibility program integrating over 40 teams participating in Turkish Airlines EuroLeague and EuroCup organizations, uses basketball as a tool to achieve a major social impact in society.

Various projects are carried out under the theme of "social integration" in the scope of One Team. Each club develops a special One Team project for the needs of its own community. Also, a basketball player meets with the participants as a One Team ambassador every year.

For 2024-2025 season's One Team program, Anadolu Efes Sports Club made collaboration with its partner Corendon Group, Muratpaşa Municipality and ZİÇEV which is a foundation for raising and protection of mentally disabled children. For the second time, the

project was made outside Istanbul, in Antalya where the Corendon Group is located. Erkan Yılmaz, player of Anadolu Efes Sports Club, also joined one of the sessions as the One Team ambassador to share its story as a professional basketball player born and raised in Antalya.

One Team has become a program that not only provides athletic development but also contributes greatly to the social and emotional development of children. The students' perspectives on life have changed; their hopes have increased, and their sense of belonging has strengthened. Also, this season Anadolu Efes Sports Club had the chance to take what One Team is and what kind of impact it has outside of Istanbul and spread its impact to another city.



ANADOLU EFES SPORTS CLUB

Arts and Culture

Culture shapes identity, fosters connection, and enriches society. With this understanding, we continue to support a wide range of artistic and cultural initiatives that bring people together and celebrate creative expression. Our aim is to make art and culture accessible to all, creating platforms that inspire thought, emotion, and dialogue across

different segments of society. Through these efforts, we contribute to social development while preserving and promoting Türkiye’s cultural richness. By creating opportunities for engagement in the arts, we help cultivate a more inclusive and culturally aware community.

BEST PRACTICES

Uninterrupted Support to Culture and Arts for 37 Years

37-Year Cooperation with Istanbul Foundation for Culture and Arts (IKSV): Anadolu Efes has been in close cooperation with IKSV, Türkiye’s leading organization in the field of culture and arts for 37 years. The Company supports the International Film Festival and the Istanbul Jazz Festival. Additionally, it is the main supporter of the Meetings on the Bridge program, which is part of the Istanbul Film Festival. This program aims to introduce new talent to the industry by bringing together international film professionals, screenwriters, producers, and emerging directors.

Anadolu Efes Mavi Sahne: Founded in 2018, Mavi Sahne aims to support alternative theater and enhance

accessibility to the performing arts, especially among young people. In collaboration with DasDas, it continues to offer affordable tickets to university students and theater enthusiasts. To date, Mavi Sahne has reached more than 18,000 theater lovers.

Pub-Up Mavi Sahne: Anadolu Efes offers a unique art experience where poetry and acoustic music come together with Berkay Ateş and his guests with Pub-Up Mavi Sahne project. To date, Pub-Up Mavi Sahne has offered a unique art experience to audiences in many cities across Türkiye. To date, 19 events have been organized in 14 different cities.

ANADOLU EFES
MAVİ SAHNE



ANADOLU EFES

Tourism

Türkiye’s cultural and natural heritage offers extraordinary value, not only for today’s visitors, but for future generations. Recognizing tourism as both an economic driver and a responsibility, we approach the sector with a focus on long-term sustainability. Rather than limiting our efforts to promotion alone, we engage in projects that protect and revitalize the unique

elements that define our geography and identity. From raising awareness about responsible tourism to supporting regional initiatives that boost local economies, our actions aim to balance development with preservation. By fostering meaningful partnerships across sectors, we help shape a tourism model rooted in respect, continuity, and shared benefit.

BEST PRACTICES

Future Is in Tourism

Since 2007, Anadolu Efes has partnered with the Republic of Türkiye Ministry of Culture and Tourism and the United Nations Development Programme (UNDP) to run The Future is in Tourism, the first program in Türkiye focused on sustainable tourism. Through this initiative, Anadolu Efes demonstrates that Türkiye is rich in resources not only in terms of traditional sea-sand-sun tourism but also in sustainable tourism. With sustainable tourism models, the company aims to preserve natural and cultural heritage, improve the quality of life for both local communities and visitors, contribute to the local economy and economically empower the women of the region.

To date, the company has implemented 19 sustainable tourism projects across 18 different regions, positively impacting the lives of over 200,000 people and creating job opportunities more than 500 women.

From 2021 to 2024, the company focused its efforts on Muğla to accelerate the region’s environmental, social, and economic rehabilitation through sustainable tourism. During this period, Fethiye was chosen as the fourth destination in Muğla. An unused building in İncirköy village was transformed into “Keçehane,” a felt and wool production center.

The company facilitated training for 30 women in natural dye production and handicrafts and for 20 young individuals in sheep shearing and wool processing. Women who previously had no income began to earn money through the sale of felt products produced at the cooperative. Additionally, individuals with physical disabilities received weaving training on tabletop looms, enabling them to develop a profession or hobby while fostering their active involvement in society.

Previously, shorn wool was discarded by burning or dumping into riverbeds. The company repurposed this wool as the raw material for “Kaya Carpet,” a product of traditional cultural heritage. As a result, İncirköy emerged as a new alternative tourism route, contributing to local cultural preservation and promoting regional economic development.

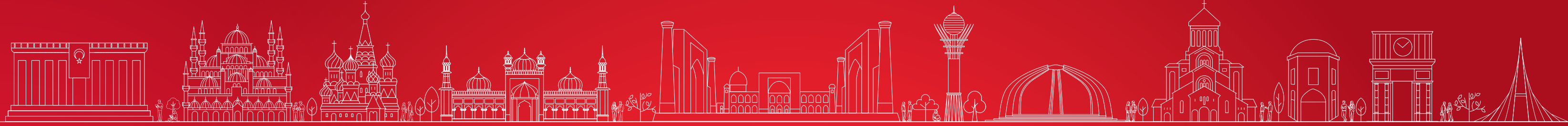
To highlight this journey, the company created a video showcasing the inspiring stories of women who have contributed to the transformation envisioned by The Future is in Tourism.

ANADOLU EFES

Friendly for Tourism - Moldova

Since 2020, the Friendly for Tourism program has been supporting the development of the tourism sector in Moldova. In cooperation with the National Inbound Tourism Association of Moldova (ANTRIM), the initiative was designed to enhance the visibility of small tourism enterprises and improve their outreach through digital campaigns. Under the program, grants were provided to 21 small-scale businesses, and a total of 27 tourism-related projects were supported. As a result, employment opportunities were created for over 70 individuals, contributing to the diversification and sustainability of local tourism in the region.

ANADOLU EFES



8

ANNEXES



Corporate Memberships

- The Turkish Industry and Business Association (TÜSiAD)
- United Nations Global Compact (UNGC)
- Association of the United Nations Global Compact Signatories
- The Turkish Investor Relations Society (TÜYİD)
- The Corporate Governance Association of Türkiye (TKYD)
- The Foreign Economic Relations Board of Türkiye (DEİK)
- The Institute of Internal Auditing – Türkiye (TİDE)
- The Ethics and Reputation Society (TEİD)
- The Quality Association of Türkiye (KALDER)
- The Association of Listed Partnership Managers (KOTODER)
- The Corporate Communicators Association (KİD)
- The Economic Development Foundation (İKV)
- The Informatics Industry Association (TÜBİSAD)
- The Enterprise Risk Management Association (KRYD)

Performance Indicators

Social Performance Indicators

	2022		2023		2024	
Employees by Gender and Category	 Women	 Men	 Women	 Men	 Women	 Men
Total	22,566	42,610	27,419	44,908	28,681	45,309
White-collar	7,526	15,443	7,509	14,237	7,244	14,185
Blue-collar	15,040	27,167	19,910	30,671	21,437	31,124
Employees covered by the CBA	39,725		48,220		50,015	

	2022		2023		2024	
Employees by Working Duration and Category	 Full Time	 Part Time	 Full Time	 Part Time	 Full Time	 Part Time
Total	64,571	605	71,365	962	72,776	1,214
White-collar	22,680	289	21,407	342	20,979	450
Blue-collar	41,891	316	49,958	620	51,797	764

	2022		2023		2024	
Number of Employees by Age	 Women	 Men	 Women	 Men	 Women	 Men
Below 30	10,536	14,641	12,604	14,338	12,949	13,878
30–50 years old	11,407	25,549	14,007	27,715	14,772	28,155
Over 50	623	2,420	808	2,855	960	3,276

	2022		2023		2024	
Employees by Year	 Women	 Men	 Women	 Men	 Women	 Men
0-5 years	13,089	20,361	18,110	24,689	19,681	25,879
5-10 years	4,790	9,852	4,985	9,422	4,533	8,380
10 years and over	4,687	12,397	4,324	10,797	4,467	11,050

	2022		2023		2024	
Executives by Gender and Age	 Women	 Men	 Women	 Men	 Women	 Men
Total	3,761	7,419	3,975	7,837	4,019	7,921
Below 30	919	1,184	775	999	645	840
30–50 years old	2,679	5,746	3,038	6,349	3,182	6,479
Over 50	163	489	162	489	192	602

Salary Rates by Level*	2024
Ratio of women's salary at C level (executive) to men's salary at C level (executive) (basic salary only)*	0.84
Ratio of women's salary at C level (executive) to men's salary at C level (executive) (basic salary and other bonus payments)*	0.82
Ratio of women executives’ salary to men executives’ salary (basic salary only)	0.92
Ratio of women executives’ salary to men executives’ salary (basic salary and other bonus payments)	0.88
Ratio of salaries of non-managerial women to non-managerial men (basic salary only)	1.09
Ratio of basic salary of women employees (all levels) to men employees (all levels)	1.04

*Anadolu Efes was excluded.

	2022		2023		2024	
Other Gender Equality Indicators	 Women	 Men	 Women	 Men	 Women	 Men
Supervisors	3,053	6,018	3,177	6,290	3,225	6,421
Senior and mid-level executives	708	1,401	798	1,547	793	1,501
Non-managerial employees	18,805	35,191	23,444	37,071	24,663	37,387
Employees in income-generating positions	2,727	6,888	3,193	6,643	3,068	6,110
Employees in the information technology (IT) workforce	432	406	225*	496	241*	502
Employees in the engineering workforce	578	5,705	846	6,162	829	6,197
Employees in STEM positions	1,045	6,190	1,235	6,903	1,231	6,980

*Anadolu Efes Russia and Ukraine were excluded.

	2022		2023		2024	
Employees Granted Maternity/Parental Leave	 Women	 Men	 Women	 Men	 Women	 Men
Number of employees granted maternity/parental leave	1,256	1,343	1,483	1,584	1,461	1,552
Number of employees who returned to work following maternity/ parental leave	869	1,145	737	1,258*	874	1,419
Employees who returned from maternity/ parental leave and have worked for at least 12 months	520	1,166	571*	1,016*	574	1,051

*Anadolu Efes was excluded.

	2022		2023		2024	
Employees with Disabilities by Gender	 Women	 Men	 Women	 Men	 Women	 Men
	411	1,102	467	1,253	504	1,344

Environmental Performance Indicators

Subcontracted Employees	2022	2023	2024
Total number of subcontractors	17,102	19,267	16,157

Training Hours by Year	2022	2023	2024
Total training hours	3,849,067	5,466,412	6,741,870
Training hours per employee	59	75.5	91.12
Total training hours to suppliers and subcontractors*	-	-	9,622.45

*Data from CCI was excluded from the calculation.

OHS Training Hours by Year	2022	2023	2024
Total training hours (person x hour)	451,912	453,174	710,369
Training hours per employee	6.93	6.27	4.33
Total training hours to subcontractors	88,886	158,062	81,731.45

	2022		2023		2024	
OHS Performance	Employees	Subcontractors	Employees	Subcontractors	Employees	Subcontractors
Lost working days	-	-	6,609	7,320	5,734	8,032
Occupational disease rate**	0.0004	0	0.035	0	0.073	0
Number of fatalities as a result of work-related injury	0	0	1	1	0	5
Injury rate***	-	-	21.96	71.42	21.09	45.50
Total injury rate***	-	-	31.22	-	28.92	-

**The number of cases of recordable work-related ill health/Total working hours*1,000,000

***The number of work-related injury/Total working hours*1,000,000

Energy Consumption	2022	2023	2024
Total energy consumption (MWh)	2,552,236	3,631,078	3,511,877
Energy intensity (kWh/TRY)	0.014	0.010	0.006

Purchased Renewable Energy (MWh)	2022	2023*	2024
Total (Hydroelectricity, wind, other)	230,369.3	240,005.9	365,480.7

*In 2023, only Migros (240,000 MWh) and Anadolu Etap entered renewable energy purchase data. The reason for the increase in 2024 is both the addition of new companies and the increase in data from Migros and Anadolu Etap.

Produced Renewable Energy (MWh)	2022	2023	2024
Total	703,019.4	675,827.8	689,094.2
Hydroelectricity	678,424.4	648,766.6	655,538
Solar	1,401	15,192.7	18,042.3
Biogas	23,194	5,398.1	3,412
Wind	-	6,469.7	12,101.9

Sold Renewable Energy (MWh)	2022	2023	2024
Total	675,721.9	648,322.1	654,839.9
Hydroelectricity	675,600.9	646,104.2	652,161.4
Solar	121	2,217.9	2,678.5

Greenhouse Gas Emissions	2022	2023	2024*
Total greenhouse gas emissions (ton CO ₂ e)	22,532,094	17,550,468.3	19,009,738.9
Scope 1 (direct) emissions (ton CO ₂ e)	763,455	685,679.4	799,531.2
Scope 2 (indirect) emissions (ton CO ₂ e) – Market Based	659,814	633,365.5	472,043.3
Scope 3 emissions (ton CO ₂ e)	21,108,825	16,231,423.4	17,738,164.5
Scope 1–2 greenhouse gas intensity (kg CO ₂ e/TRY)**	0.008	0.000004	0.000002
Scope 1–2–3 greenhouse gas intensity (kg CO ₂ e/TRY)**	0.127	0.047	0.034

** Scope 3 data of Anadolu Isuzu and Anadolu Etap were excluded. Scope 1 and Scope 2 greenhouse gas emissions have been verified by an independent assurance firm in accordance with the TSRS.*
***The 2024 emission intensity calculations were based on values adjusted for inflation accounting.*

Air Emissions (kg)	2022	2023	2024
NOx	56,212.7	92,803.8	115,999.1
SOx	1,896.3	16,046.9	6,656.4
Volatile organic compounds (VOC)	117,398.8	155,027.1	56,853.5
Particulate matter (PM)	25,830.8	8,329.5	7,140.5

Water Extraction (m³)	2022	2023	2024*
Total	29,386,296.9	35,792,083.6	37,439,454.1
Water intensity (m³/thousand TRY)	0.17	0,00010	0.00007
Third-party water providers	9,272,313.4	826,910	1,310,493.1
Surface water	1,285,576.7	20,728,930.3	20,286,000.9
Underground water	18,828,406.8	14,236,243.3	15,798,368.1
Other	-	-	44,592

** Adel Kalemçilik shared surface water data for the first time in 2024.*

Amount of Water Withdrawn in High or Extremely High Water-Stressed Areas (m³)	2022	2023	2024
Total	11,716,603.2	10,659,788.7	21,309,313.5
Surface water	977,038.3	102,316	897,161
Underground water	7,241,653	7,132,476	14,143,283.8
Third-party water providers	3,497,911.9	3,424,996.7	6,268,868.7

Recycled Water and Wastewater Quantity (m³)	2022	2023	2024*
Amount of recycled/reused water	424,801	644,784	871,705
Amount of waste water	11,255,652	11,137,924.3	18,009,039.8

**Anadolu Motor, GÜE, and Adel Kalemçilik wastewater data was provided for the first time in 2024.*

Hazardous Waste Amount (ton)	2022	2023	2024
Total	12,726.8	11,940.6	17,307.3
Disposed of at sanitary/solid waste landfill	232.8	140.6	359.9
Recovered for energy production	1,919	644.4	694.9
Recycled/recovered	112.8	1,338	6,175.2
Incinerated (Not for energy generation purposes)	24.8	4.6	15.3
Other	10,377.5	9,813	10,062

Non-Hazardous Waste Amount (ton)	2022	2023	2024
Total	685,662.4	671,843.1	816,473.5
Disposed of at sanitary/solid waste landfill	61,225.5	72,997.3	146,106.6
Recycled/recovered	586,788.8	56,692.4	65,410.3
Recovered for energy production	3,334.7	4,986.4	1,341.5
Reused	586	423	535.3
Composted	13,764.4	17,081.2	18,489.1
Other	20,549	519,662.8	584,590.7

GRI Standards Content Index

Statement of Use	Anadolu Group has prepared its report covering the period of January 1 – December 31, 2024 in accordance with GRI Standards.
GRI 1 Usage	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	

GRI STANDARD	DISCLOSURE	PAGE NUMBERS, DESCRIPTION AND/OR URL
GRI 2: GENERAL DISCLOSURES 2021		
CORPORATE PROFILE, CORPORATE GOVERNANCE AND RISK MANAGEMENT		
GRI 2: GENERAL DISCLOSURES 2021	2-1 Organizational details	About the Report, p.3 Chairman’s Message, p.4 CEO’s Message, p.6 Anadolu Group at a Glance , p.10
	2-2 Entities included in the organization’s sustainability reporting	About the Report, p.3
	2-3 Reporting period, frequency and contact point	About the Report, p.3
	2-4 Restatements of information	Highlights, p.16 Sustainability Strategy, p.30 Value Creation Model, p.33 Social Performance Indicators, p.121 Environmental Performance Indicators, p.125
	2-5 External assurance	No external audit was conducted within the scope of the report.
	2-6 Activities, value chain and other business relationships	Group Companies, p.12 Value Creation Model, p.33 Stakeholder Engagement, p.40 Responsible Supply Chain, p.65 Responsible Products and Services, p.71 Corporate Memberships, p.120
	2-7 Employees	Equality and Diversity, p.89 Talent Management, p.94 Digital Work Environment, p.100 Training and Development Programs, p.102 Employee Engagement and Volunteerism, p.104 Occupational Health and Safety, p.106 Social Performance Indicators, p.121

GRI STANDARD	DISCLOSURE	PAGE NUMBERS, DESCRIPTION AND/OR URL
GRI 2: GENERAL DISCLOSURES 2021	2-8 Workers who are not employees	Occupational Health and Safety, p.106 Social Performance Indicators, p.121
	2-9 Governance structure and composition	Corporate Governance, p.20
	2-10 Nomination and selection of the highest governance body	Governance Structure, p.20
	2-11 Chair of the highest governance body	Chairman’s Message, p.4 CEO’s Message, p.6 Governance Structure, p.20
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, p.20 Risk Management, p.22 Internal Control, p.23 Code of Business Ethics and Compliance, p.24
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, p.20 Risk Management, p.22 Management, p.32
	2-14 Role of the highest governance body in sustainability reporting	Management, p.32
	2-15 Conflicts of interest	Corporate Governance, p.20
	2-16 Communication of critical concerns	Corporate Governance, p.20 Internal Control and Internal Audit, p.23 Code of Business Ethics and Compliance, p.24
	2-17 Collective knowledge of the highest governance body	Corporate Governance, p.20
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance, p.20
	2-19 Remuneration policies	Equality and Diversity, p.89 Talent Management, p.94 The Compensation Principles of AG Anadolu Grubu Holding A.Ş.
	2-20 Process to determine remuneration	Talent Management, p.94 The Compensation Principles of AG Anadolu Grubu Holding A.Ş.
	2-21 Annual total compensation ratio	Omission: Confidentiality constraints. Anadolu Group does not share this information publicly in accordance with the privacy policies.
	2-22 Statement on sustainable development strategy	Sustainability Strategy, p.30 Management, p.32

GRI STANDARD	DISCLOSURE	PAGE NUMBERS, DESCRIPTION AND/OR URL
GRI 2: GENERAL DISCLOSURES 2021	2-23 Policy commitments	Governance Structure, p.20 Anti-Bribery and Anti-Corruption, p.24 International Sanctions, p.25 Sustainability Strategy, p.30 Responsible Supply Chain, p.65 Equality and Diversity, p.89 Talent Management, p.94 Occupational Health and Safety, p.106
	2-24 Embedding policy commitments	Internal Control and Internal Audit, p.23
	2-25 Processes to remediate negative impacts	Risk Management, p.22
	2-26 Mechanisms for seeking advice and raising concerns	Code of Business Ethics and Compliance, p.24 Stakeholder Engagement, p.40 Employee Engagement and Volunteerism, p.104
	2-27 Compliance with laws and regulations	Risk Management, p.22 Internal Control and Internal Audit, p.23 Anti-Bribery and Anti-Corruption, p.24 International Sanctions, p.25
	2-28 Membership associations	Corporate Memberships, p.120
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, p.40 Community, p.110
	2-30 Collective bargaining agreements	Responsible Supply Chain, p.65 Employee Engagement and Volunteerism, p.104 Social Performance Indicators, p.121
GRI 3: MATERIAL TOPICS 2021		
MATERIAL TOPICS		
	3-1 Process to determine material topics	Material Topics, p.36
		Extremely Important Material Topics: - Climate Change and Energy - Digital Transformation - Water and Wastewater - R&D and Innovation - Packaging and Waste - Responsible Procurement
GRI 3: MATERIAL TOPICS 2021	3-2 List of material topics	Other Important Material Topics: - Product Quality and Safety - Talent Management and Employee Commitment - Risk Management - Stakeholder Engagement - Corporate Governance - Equal Opportunity and Diversity - Customer Satisfaction and Communication - Occupational Health and Safety - Contribution to Local Development
	3-3 Management of material topics	Material Topics, p.36

GRI STANDARD	DISCLOSURE	PAGE NUMBERS, DESCRIPTION AND/OR URL
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GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Risk Management, p.22 Internal Control and Internal Audit, p.23 Protection of Personal Data, p.25 Material Topics, p.36
CORPORATE GOVERNANCE		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Corporate Governance, p.20 Management, p.32
CLIMATE CHANGE AND ENERGY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Material Topics, p.36 Environment, p.44 Responsible Supply Chain, p.65
GRI 302: ENERGY 2016	302-1 Energy consumption within the organization	Environmental Performance Indicators, p.125
	302-2 Energy consumption outside of the organization	Environmental Performance Indicators, p.125
	302-3 Energy intensity	Environmental Performance Indicators, p.125
	302-4 Reduction of energy consumption	Achieving Net-Zero, p.46 Environmental Performance Indicators, p.125
GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	Environmental Performance Indicators, p.125
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Performance Indicators, p.125
	305-3 Other indirect (Scope 3) GHG emissions	Environmental Performance Indicators, p.125
	305-4 GHG emissions intensity	Environmental Performance Indicators, p.125
	305-5 Reduction of GHG emissions	Sustainability Strategy, p.30 Achieving Net-Zero, p.46
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Environmental Performance Indicators, p.125
WATER AND WASTEWATER		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Material Topics, p.36 Water Stewardship, p.52 Responsible Supply Chain, p.65
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interactions with water as a shared resource	Water Stewardship, p.52
	303-2 Management of water discharge-related impacts	Water Stewardship, p.52
	303-3 Water withdrawal	Environmental Performance Indicators, p.125
	303-4 Water discharge	Environmental Performance Indicators, p.125
	303-5 Water consumption	Environmental Performance Indicators, p.125

GRI STANDARD	DISCLOSURE	PAGE NUMBERS, DESCRIPTION AND/OR URL
PACKAGING AND WASTE		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Material Topics, p.36 Circular Economy, p.55
	306-1 Waste generation and significant waste-related impacts	Circular Economy, p.55
GRI 306: WASTE 2020	306-2 Management of significant waste-related impacts	Circular Economy, p.55
	306-3 Waste generated	Environmental Performance Indicators, p.125
	306-4 Waste diverted from disposal	Environmental Performance Indicators, p.125
	306-5 Waste directed to disposal	Environmental Performance Indicators, p.125
OCCUPATIONAL HEALTH AND SAFETY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Occupational Health and Safety, p.106
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, p.106
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety, p.106 Social Performance Indicators, p.121
	403-3 Occupational health services	Occupational Health and Safety, p.106
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, p.106
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, p.106
	403-6 Promotion of worker health	Occupational Health and Safety, p.106
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, p.106
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety, p.106
	403-9 Work-related injuries	Social Performance Indicators, p.121
	403-10 Work-related ill health	Social Performance Indicators, p.121
TALENT MANAGEMENT AND EMPLOYEE COMMITMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Material Topics, p.36 Talent Management, p.94 Digital Work Environment, p.100 Employee Engagement and Volunteerism, p.104
GRI 404: TRAINING AND EDUCATION 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management, p.94
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Performance Indicators, p.121

GRI STANDARD	DISCLOSURE	PAGE NUMBERS, DESCRIPTION AND/OR URL
EQUAL OPPORTUNITY AND DIVERSITY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Governance Structure, p.20 Workplace, p.88 Equality and Diversity, p.89
	405-1 Diversity of governance bodies and employees	Equality and Diversity, p.89 Social Performance Indicators, p.121
GRI 405: DIVERSITY AND EQUAL 2016	405-2 Ratio of basic salary and remuneration of women to men	Talent Management, p.94 Social Performance Indicators, p.121
RESPONSIBLE PROCUREMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Material Topics, p.36 Circular Economy, p.55 Responsible Supply Chain, p.65
GRI 201: ECONOMIC PERFORMANCE 2016	201-1 Direct economic value generated and distributed	Anadolu Group Annual Report 2024, Key Financial Indicators p.12
	201-2 Financial implications and other risks and opportunities due to climate change	Risk Management, p.22 Material Topics, p.36
GRI 413: LOCAL COMMUNITIES 2016	201-3 Defined benefit plan obligations and other retirement plans	Anadolu Group Annual Report 2024, Consolidated Statements of Financial Position
CONTRIBUTION TO LOCAL DEVELOPMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Group Companies, p.12 Material Topics, p.36 Sustainable Agriculture, p.59 Responsible Supply Chain, p.65 Equality and Diversity, p.89 Community, p.110
CUSTOMER SATISFACTION AND COMMUNICATION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Material Topics, p.36 Responsible Products and Services, p.71 R&D and Innovation, p.74
DIGITAL TRANSFORMATION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Protection of Personal Data, p.25 Material Topics, p.36 Sustainable Agriculture, p.59 Responsible Supply Chain, p.65 R&D and Innovation, p.74 Digital Work Environment, p.100

TOPICS	GLOBAL PRINCIPLES	LOCATION OF DISCLOSURE
Human Rights	Principle 1 - Businesses should support and respect the protection of internationally proclaimed human rights.	Code of Business Ethics and Compliance, p.24 Responsible Supply Chain, p.65 Workplace, p.88
	Principle 2 - Businesses should make sure that they are not complicit in human rights abuses.	Code of Business Ethics and Compliance, p.24 Responsible Supply Chain, p.65 Workplace, p.88
Labor	Principle 3 - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Responsible Supply Chain, p.65 Workplace, p.88
	Principle 4 - Businesses should uphold the elimination of all forms of forced and compulsory labor.	Responsible Supply Chain, p.65 Workplace, p.88
	Principle 5 - Businesses should uphold the effective abolition of child labor.	Responsible Supply Chain, p.65 Compliance with Human Rights Policy, p.88 Employee Engagement and Volunteerism, p.104
	Principle 6 - Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Material Topics, p.36 Responsible Supply Chain, p.65 Equality and Diversity, p.89
	Principle 7 - Businesses should support a precautionary approach to environmental challenges.	Environment, p.44
	Principle 8 - Businesses should undertake initiatives to promote greater environmental responsibility.	Environment, p.44
	Principle 9 - Businesses should encourage the development and diffusion of environmentally friendly technologies.	Environment, p.44 Responsible Supply Chain, p.65 Responsible Products and Services, p.71 Innovative Research & Development Centers, p.83
Anti-Corruption	Principle 10 - Businesses should work against corruption in all its forms, including extortion and bribery.	Internal Control and Internal Audit, p.23 Anti-Bribery and Anti-Corruption, p.24 Responsible Supply Chain, p.65

World Economic Forum (WEF) Stakeholder Capitalism Metrics

THEME	DESCRIPTION	REFERENCE(S)
PRINCIPLES OF GOVERNANCE		
Governing Purpose	Setting Purpose: The company’s stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental, and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	About the Report, p.3 Sustainability Strategy, p.30
Quality of Governing Body	Governance body composition: Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or nonexecutive; independence; tenure on the governance body; number of each individual’s other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	Corporate Governance, p.20 Sustainability Strategy, p.30 Management, p.32
Stakeholder Engagement	Material issues impacting stakeholders: A list of the topics that are material to key stakeholders and the company, how the topics were identified, and how the stakeholders were engaged.	Sustainability Strategy, p.30 Management, p.32 Value Creation Model, p.33 Material Topics, p.36 Stakeholder Engagement, p.40
Ethical Behavior	Anti-corruption: 1. Total percentage of governance body members, employees and business partners who have received training on the organization’s anti-corruption policies and procedures, broken down by region. 2. a) Total number and nature of incidents of corruption confirmed during the current year but related to previous years; and b) Total number and nature of incidents of corruption confirmed during the current year, related to this year.	Anti-Bribery and Anti-Corruption, p.24
	3. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	
	Protected ethics advice and reporting mechanisms: A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behavior and organizational integrity; and 2. Reporting concerns about unethical or lawful behavior and organizational integrity.	Internal Control and Internal Audit, p.23 Code of Business Ethics and Compliance, p.24
Risk and Opportunity Oversight	Integrating risk and opportunity into business process: Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes should be discussed. These opportunities and risks should integrate material economic, environmental, and social issues, including climate change and data stewardship.	Protection of Personal Data, p.25 Risk Management, p.22

THEME	DESCRIPTION	REFERENCE(S)
PLANET		
Climate Change	Greenhouse Gas (GHG) emissions: For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO ₂ e) GHG Protocol scope 1 and scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	Achieving Net-Zero, p.46 Environmental Performance Indicators, p.125
	TCFD implementation: Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well-below 2 °C above pre-industrial levels and pursue efforts to limit warming to 1.5 °C – and to achieve net-zero emissions before 2050.	Environment, p.44 Risk Management, p.22
	Land use and ecological sensitivity: Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).	Sustainable Agriculture, p.59
Fresh water availability	Water consumption and withdrawal in water-stressed areas: Report for operations where material, mega liters of water withdrawn, mega liters of water consumed and the percentage of each in regions with high or extremely high baseline water stress according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	Water Stewardship, p.52 Environmental Performance Indicators, p.125
PEOPLE		
Dignity and equality	Diversity and inclusion: The percentage of employees should be disclosed per employee category, per age group, gender and other indicators of diversity (e.g. ethnicity).	Workplace, p.88 Equality and Diversity, p.89 Social Performance Indicators, p.121
	Pay equality: Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality should be disclosed: women to men; minor to major ethnic groups; and other relevant equality areas.	Equality and Diversity, p.89 Talent Management, p.94 Social Performance Indicators, p.121
	Risk for incidents of child, forced or compulsory labour: Operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour should be disclosed. Such risks could emerge in relation to type of operation (such as manufacturing plant) and type of supplier; or countries or geographic areas with operations and suppliers considered at risk should be explained.	AG Anadolu Grubu Holding Code of Business Ethics and Non Compliance Notification Regulations 
Health & well-being	Health and safety: 1. The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries, main types of work-related injury; and the number of hours worked should be disclosed. 2. How the organization facilitates workers’ access to non-occupational medical and healthcare services and the scope of access provided for employees and workers should be explained.	Occupational Health and Safety, p.106 Social Performance Indicators, p.121

THEME	DESCRIPTION	REFERENCE(S)
Skills for the future	Training provided: Average hours of training per person that the organization’s employees have undertaken during the reporting period, by gender and employee category (total number of trainings provided to employees divided by the number of employees) and average training and development expenditure per full-time employee should be disclosed.	Training and Development Programs, p.102 Social Performance Indicators, p.121
PROSPERITY		
Employment and wealth generation	Absolute number and rate of employment: Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region and total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region should be explained.	Value Creation Model, p.33 Social Performance Indicators, p.121
	Economic contribution: 1. Direct economic value generated and distributed (EVG&D), on an accrual basis, covering the basic components for the organization’s global operations should be explained. Ideally split out by: ▪ Revenue ▪ Operating costs ▪ Employee wages and benefits ▪ Payments to providers of capital ▪ Payments to government ▪ Community investment	Anadolu Group Annual Report 2024, p.146 
	2. Financial assistance received from the government should be disclosed: total monetary value of financial assistance received by the organization from any government during the reporting period.	
	Financial investment contribution disclosure: Total capital expenditures (CapEx) – Depreciation supported by narrative to describe the company’s investment strategy and share buybacks + Dividend payments supported by narrative to describe the company’s strategy for returns of capital to shareholders should be disclosed.	
Innovation in better products and services	Total R&D expenses: Total costs related to research and development should be disclosed.	Value Creation Model, p.33 R&D and Innovation, p.74
Community and social vitality	Total tax paid: The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the company, by category of taxes should be disclosed.	Anadolu Group Annual Report 2024, p.146 

Source: <https://www.weforum.org/stakeholdercapitalism/our-metrics/> 

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