



ANADOLU GROUP

AG ANADOLU GRUBU HOLDING

Investor Presentation

IMPORTANT DISCLAIMER

In accordance with the decree of the Capital Markets Board, our financials are reported using TAS29 (Financial Reporting in Hyperinflationary Economies). The financial statements and all comparative amounts for previous periods have been adjusted according to the changes in the general purchasing power of the Turkish Lira in accordance with TAS 29 and are finally expressed in terms of the purchasing power of the Turkish Lira as of September 30, 2025.

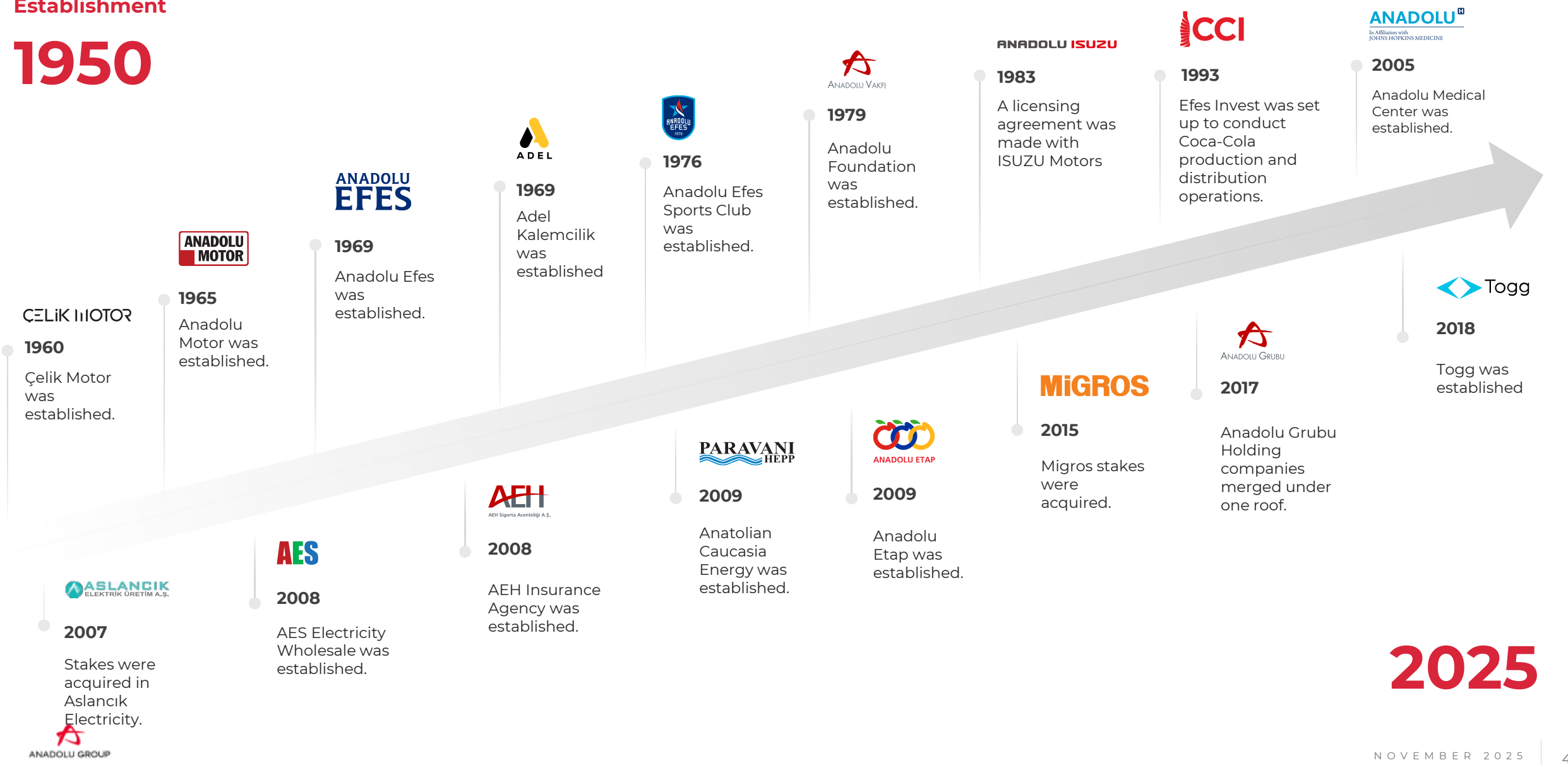
However, for information purposes, we are also presenting certain items from our financials without inflation adjustment. These unaudited figures are clearly identified as such. Any financial figures lacking such clarification are reported in accordance with TAS29.





Establishment

1950





Beer



Soft Drinks



Retail



Automotive



Agribusiness



Energy



Stationary



Healthcare

ANADOLU EFES

ABInBev

MOLSON COORS

WILLIAM GRANT & SONS

Asahi

ANADOLU GROUP

CCI

THE Coca-Cola COMPANY

MONSTER ENERGY

MIGROS

ANADOLU ISUZU

Garenta

KIA

CELIK MOTOR

ANADOLU MOTOR

HONDA MARINE

Togg

ITOHU

OXE

ANADOLU ETAP

PARAVANI HEPP

ASLANCIK ELEKTRIK ÜRETİM A.Ş.

AES

ADEL

FABER-CASTELL

GRAF VON FABER CASTELL

ANADOLU

In Affiliation with JOHNS HOPKINS MEDICINE

JOHNS HOPKINS MEDICINE

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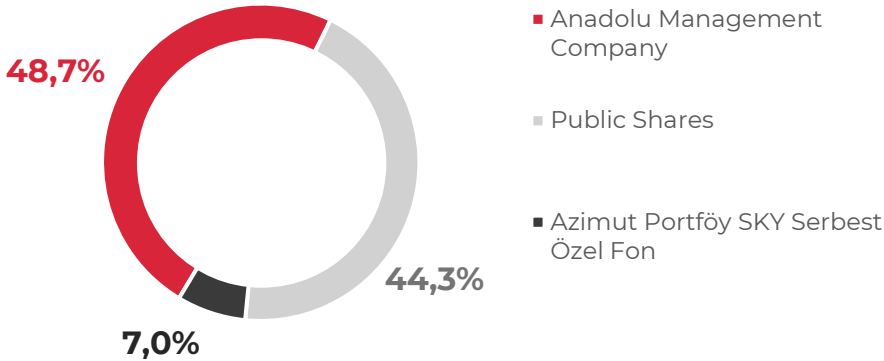
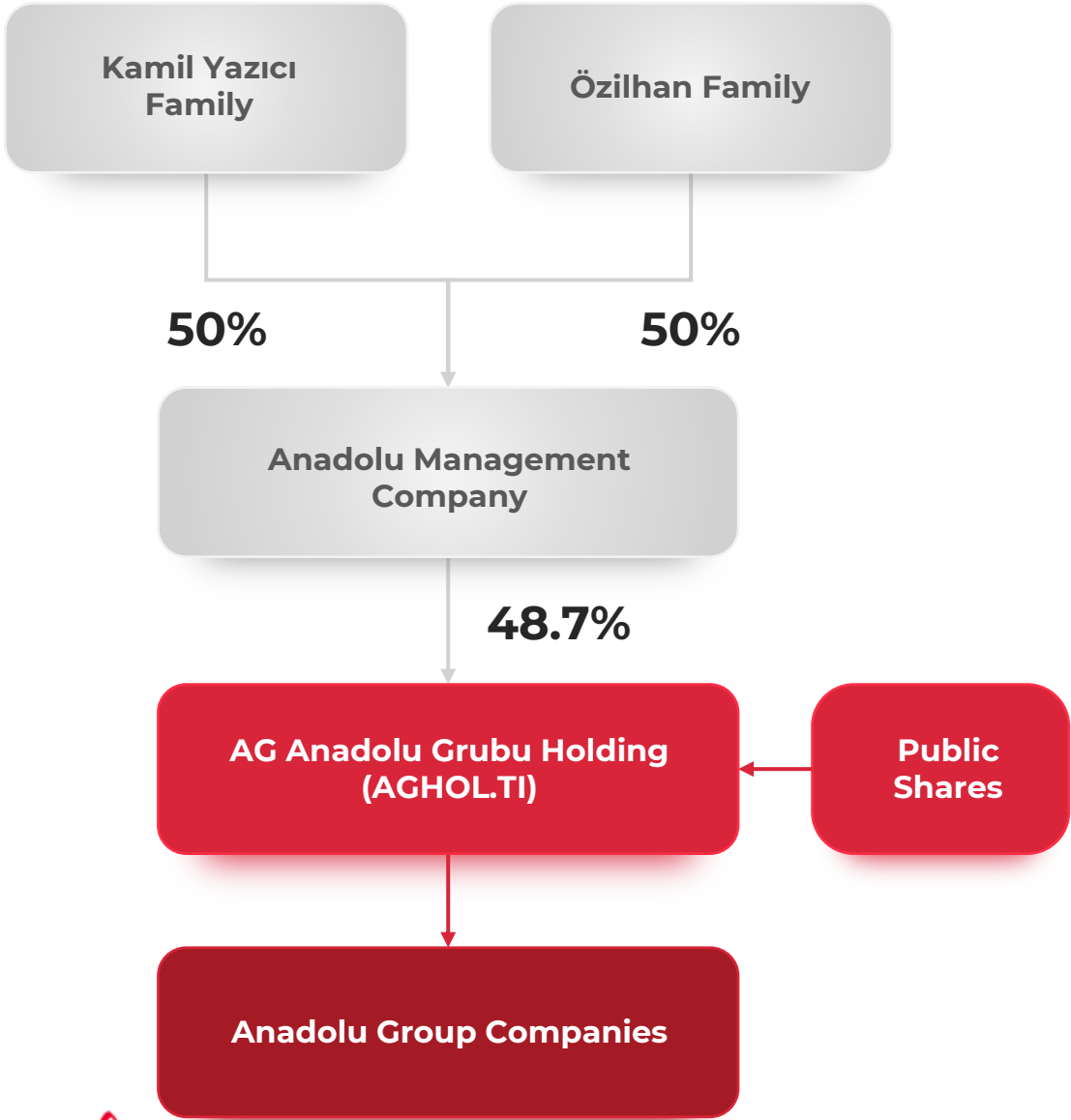
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**Segmental Operational and
Financial Summary**



Type of Shares	Share in Paid-in Capital (TL)	Share in Paid-in Capital (%)
A-type (Bearer)	1,948,276,143.6	80%
B-type (Registered)	487,069,036.0	20%
Total	2,435,345,179.6	100%

Equal shareholding and equal representation by the founding Kamil Yazıcı and Özilhan Families is designed in Anadolu Management Company (AMC).

Anadolu Management Company holds total of B-type shares and some portion of A-type shares. The portion of A-type shares that does not belong to Anadolu Management Company are held by individual family shareholders and other investors.

The families aligned interests due to equal rights through AMC ensure sustainable value creation.

Almost all wealth of the families' is invested in Anadolu Group

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**Segmental Operational and
Financial Summary**

What Makes Us Unique



People First Approach



Strong Regional Presence,
Geographical Diversification



Long Lasting Partnerships with
Leading Global Brands



Dynamic and Disciplined
Portfolio Management



Consumer Oriented Portfolio



Top Quartile Performance in Corporate
Governance & Experienced Leadership



Holistic Sustainability
Framework



Proactive Risk Management



Resilient Financial Performance



We Operate in a Region With Vast Growth Opportunities



4.7%

GDP Growth

2024-2029 World: 3.2%

Source: IMF



1.1%

Population Growth

2024-2029 World: 0.7%

Source: IMF



52%

<30 age Population

2024 World: 47%

Source: United Nations



54.7%

Urbanization

2024 World: 57.3%

Source: United Nations

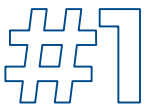


Our **management expertise**, combined with the know-how of international brands, **enables leadership in various markets.**

ISUZU



ANADOLU
EFES



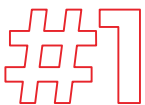
Türkiye
Russia
Kazakhstan

Georgia
Moldova
Ukraine



HONDA

HONDA
MARINE



Türkiye
Pakistan
Uzbekistan

Kyrgyzstan
Azerbaijan
Bangladesh

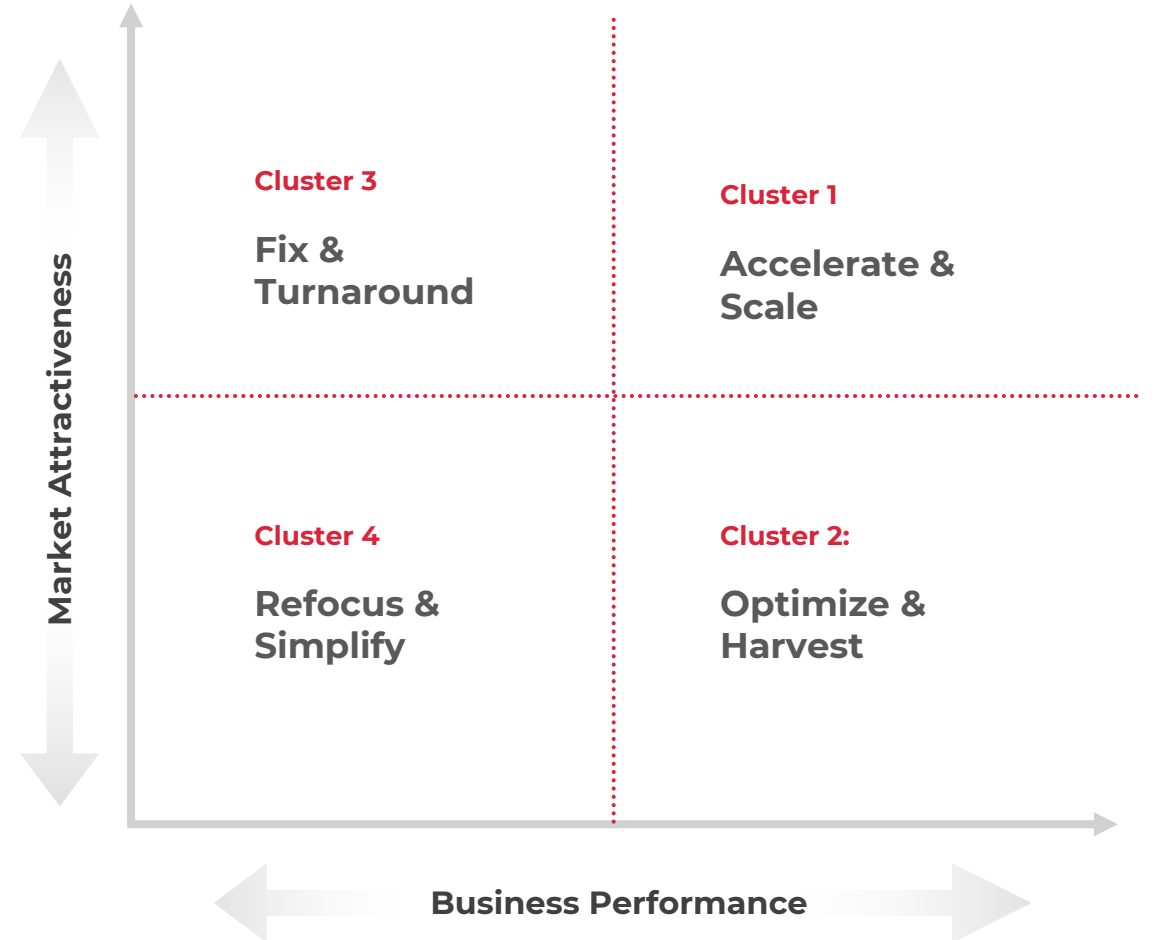
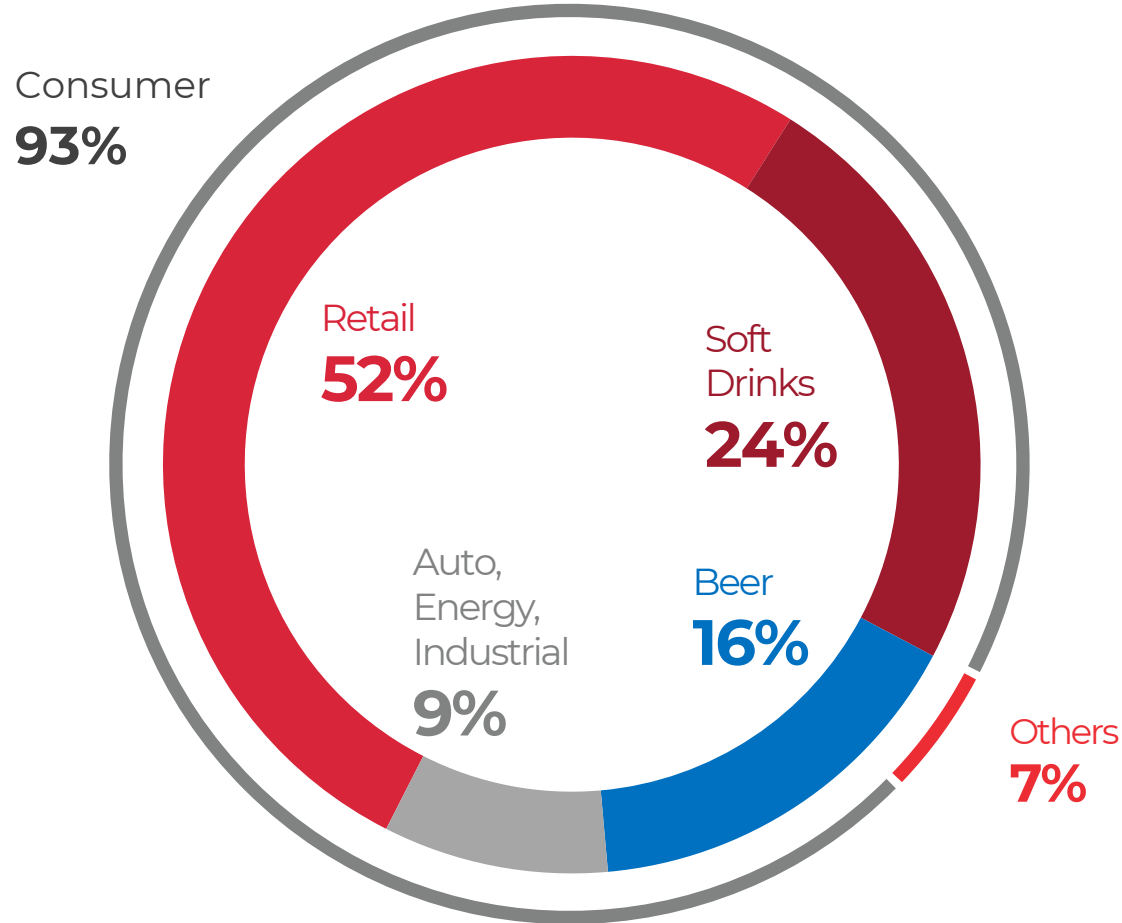


We Strategically Manage Our Portfolio to Improve Shareholder Value

We have a consumer-centered portfolio ...

... which we methodically evaluate

REVENUE BREAKDOWN - 2024



Excellence in Governance & Leadership Strength: Powering Our Future

Best-in-class in Corporate Governance



6

Companies Listed on
Borsa Istanbul



5

Companies Listed on BIST
Corporate Governance
and Sustainability Index



7

Companies Published
Sustainability Report

Experienced Leadership



30 years

Our management's
average experience



24

Our management's
experience in the
Group



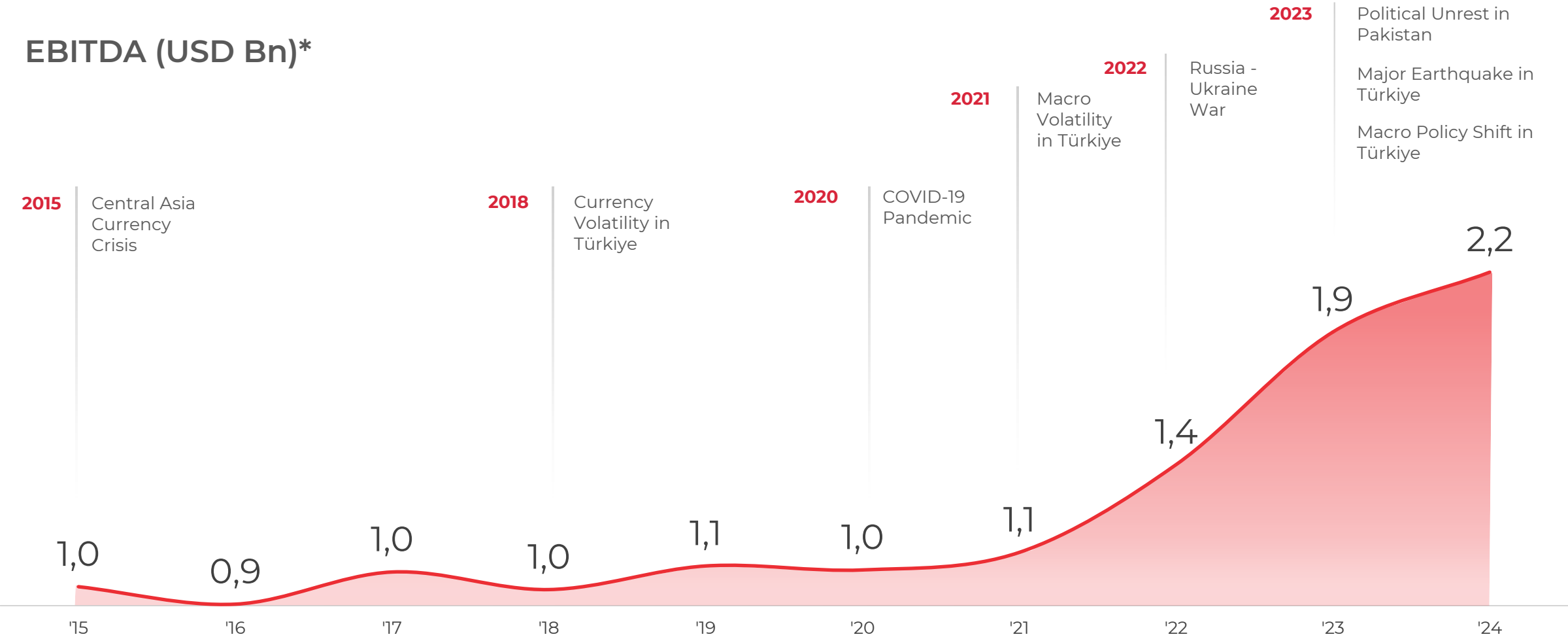
33%

Leaders who started
their career in the
Group



34%

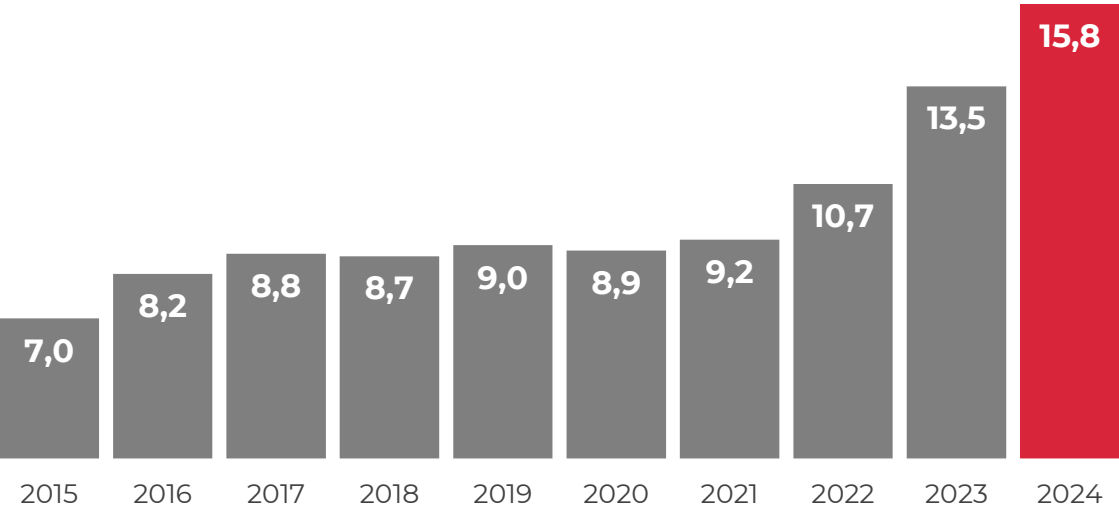
Women in
executive
positions



* Excluding IFRS 16

Revenue (USD mn)

→ 9.4% CAGR

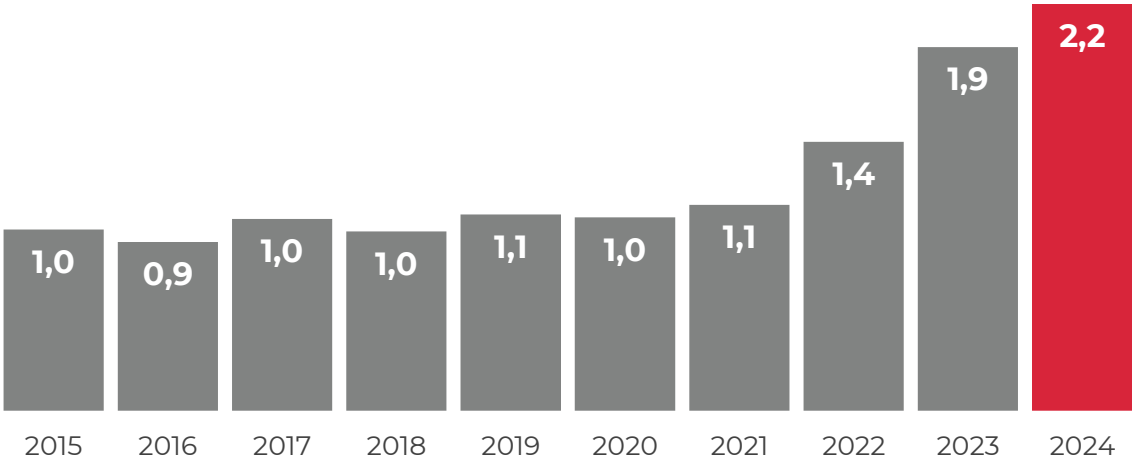


Figures do not include TAS -29 inflation accounting

High single digit growth supported by strong operational performance across the portfolio

EBITDA* (USD mn)

→ 9.4% CAGR



* Excluding IFRS 16

Focus on quality growth, cost control leading to robust profitability

2019

Net Sales

Türkiye
69%



International
31%

EBITDA

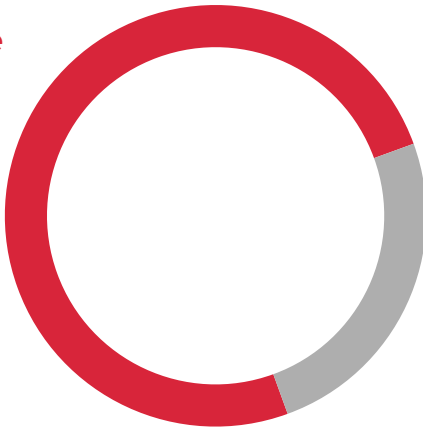
Türkiye
57%



International
43%

2024

Türkiye
75%



International
25%

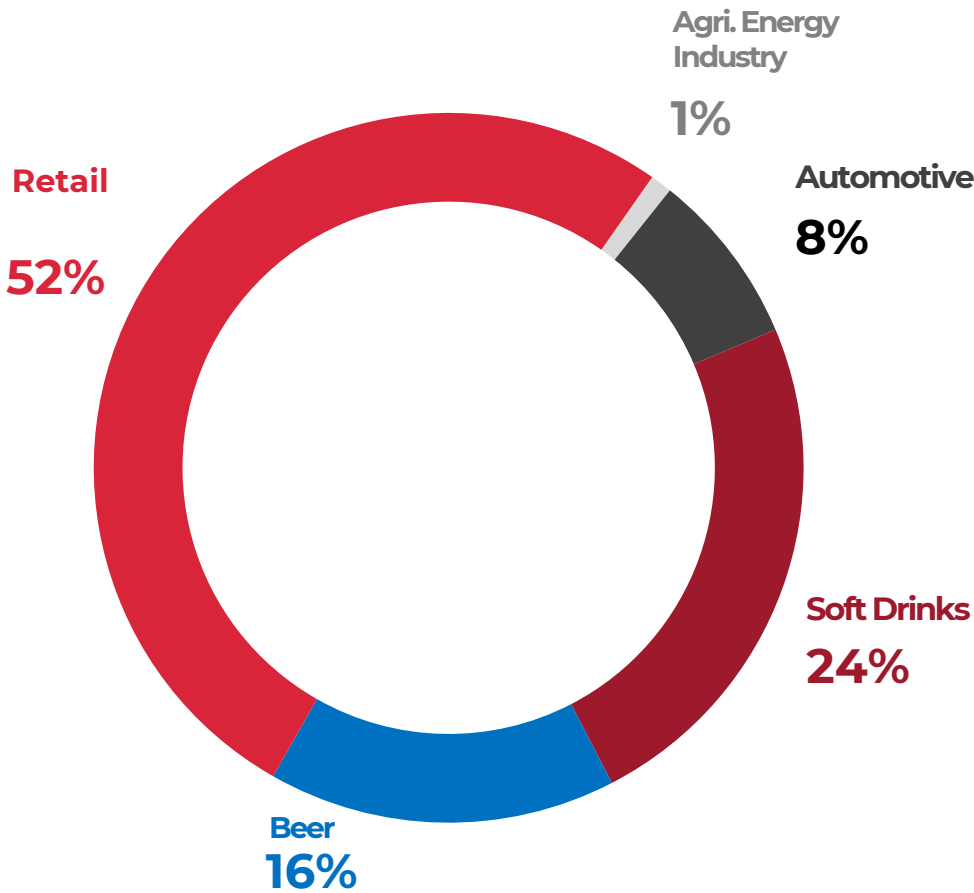
Türkiye
51%



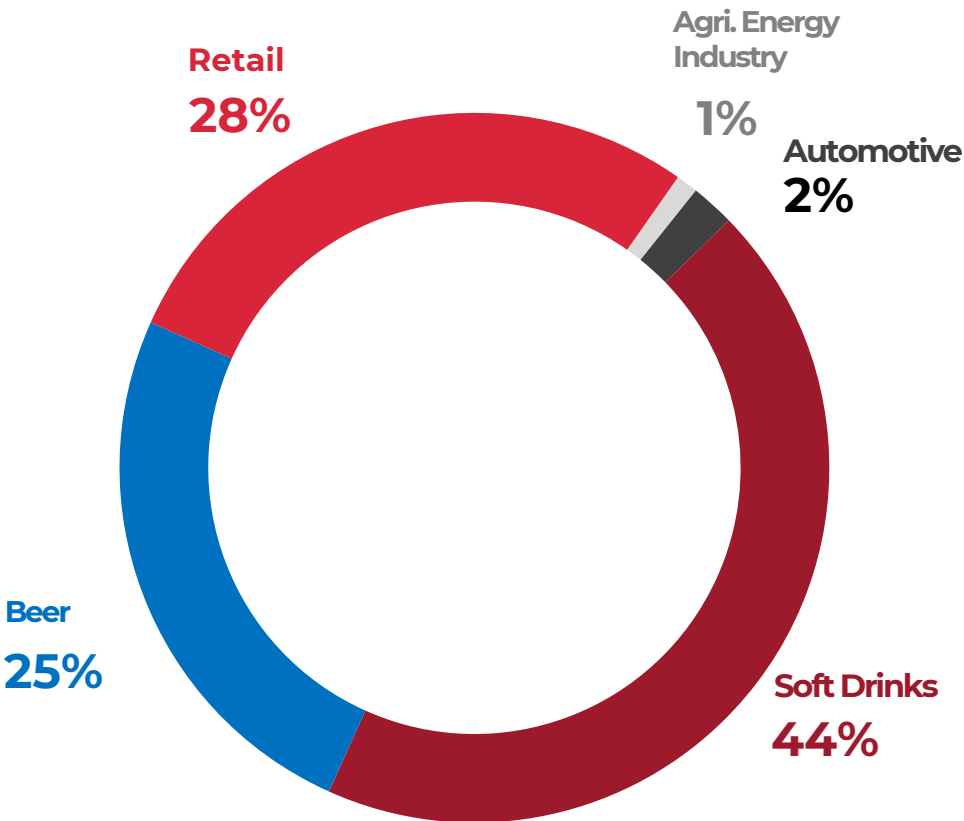
International
49%

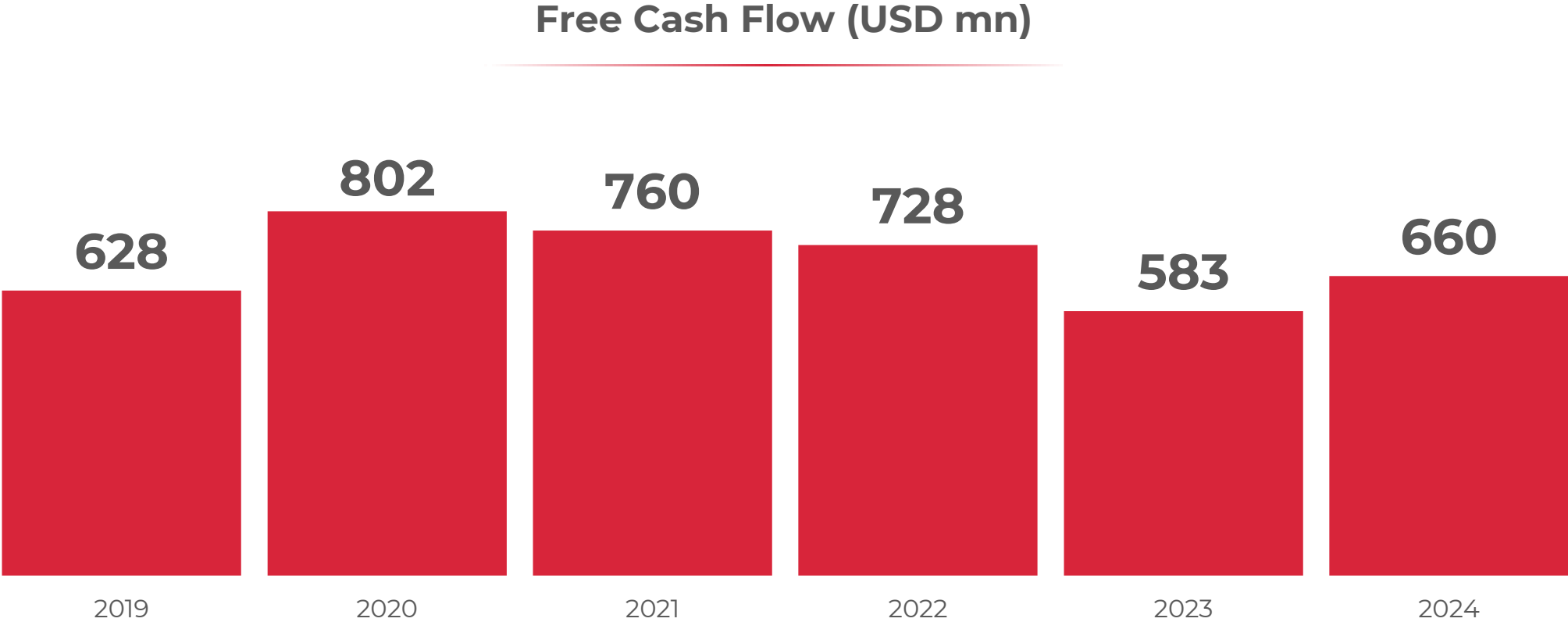
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Net Sales 2024



EBITDA 2024

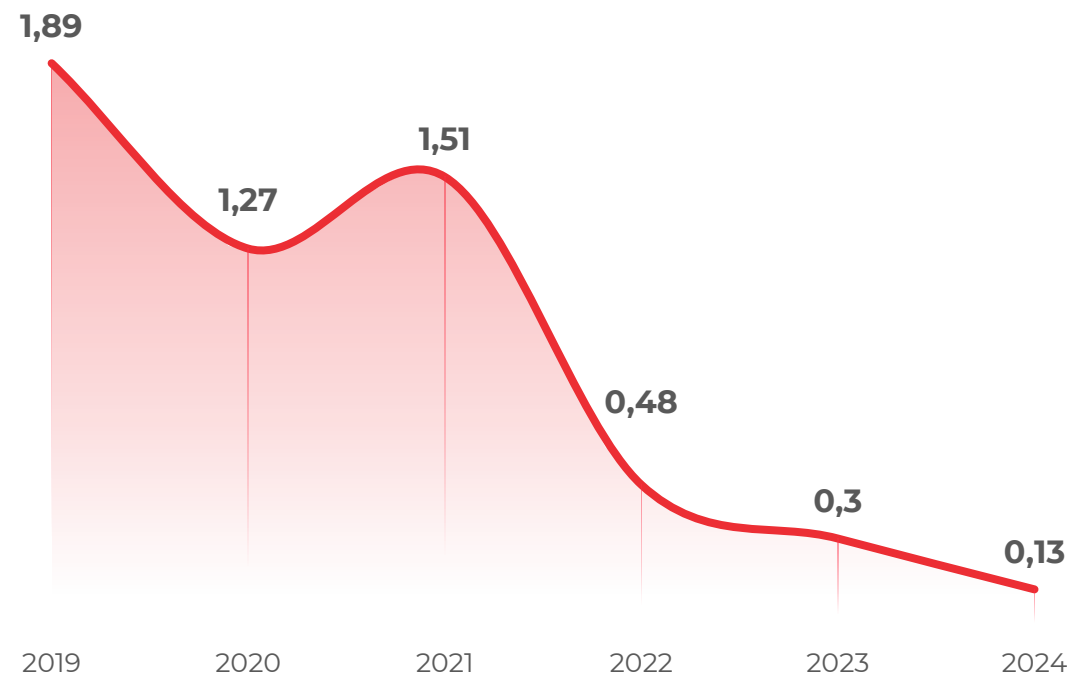




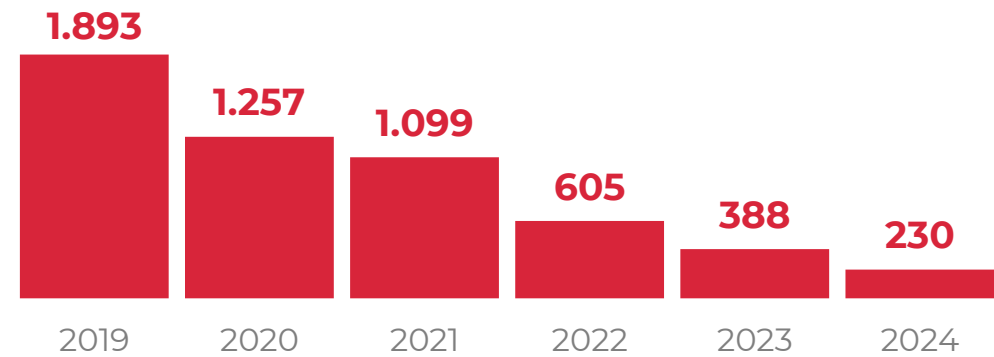
Group wide focus on FCF generation

Resilience through economic cycles
and volatility

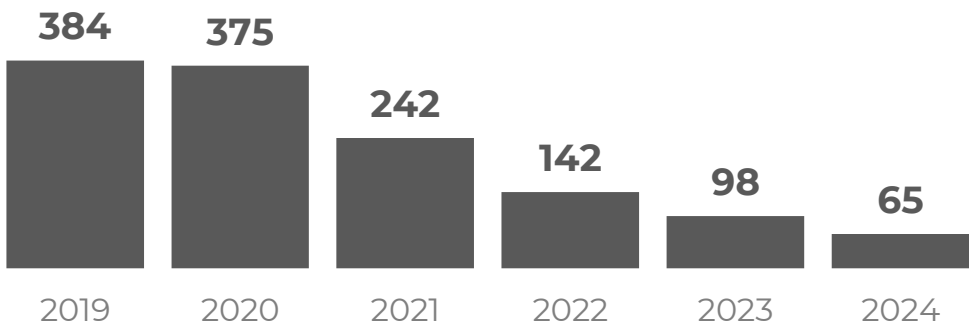
Consolidated Leverage*



Consolidated Net Debt* (USD mn)



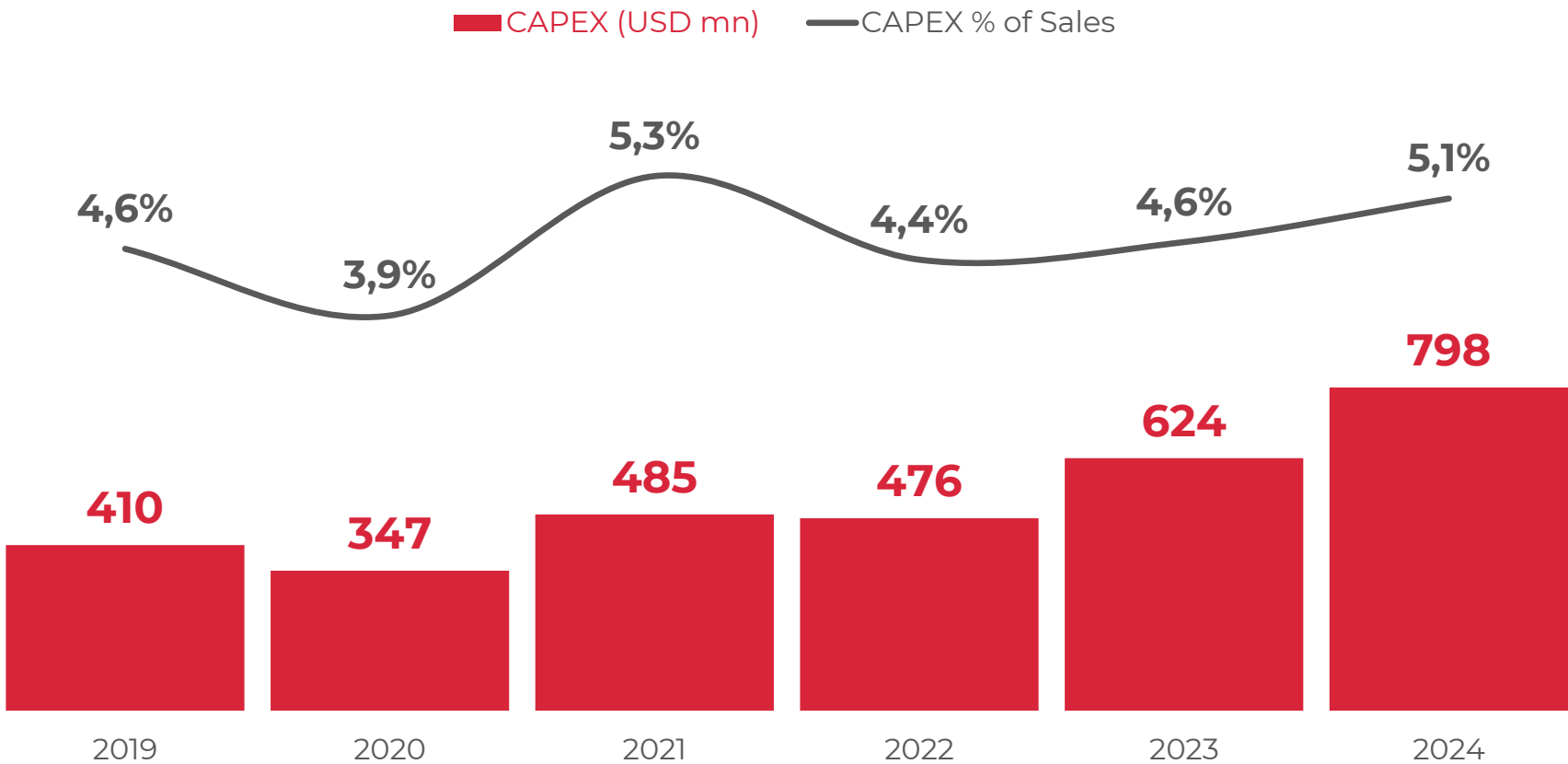
Holding Only Net Debt* (USD mn)



* Excluding IFRS 16

Strict balance sheet management, FCF generation leading to financial strength

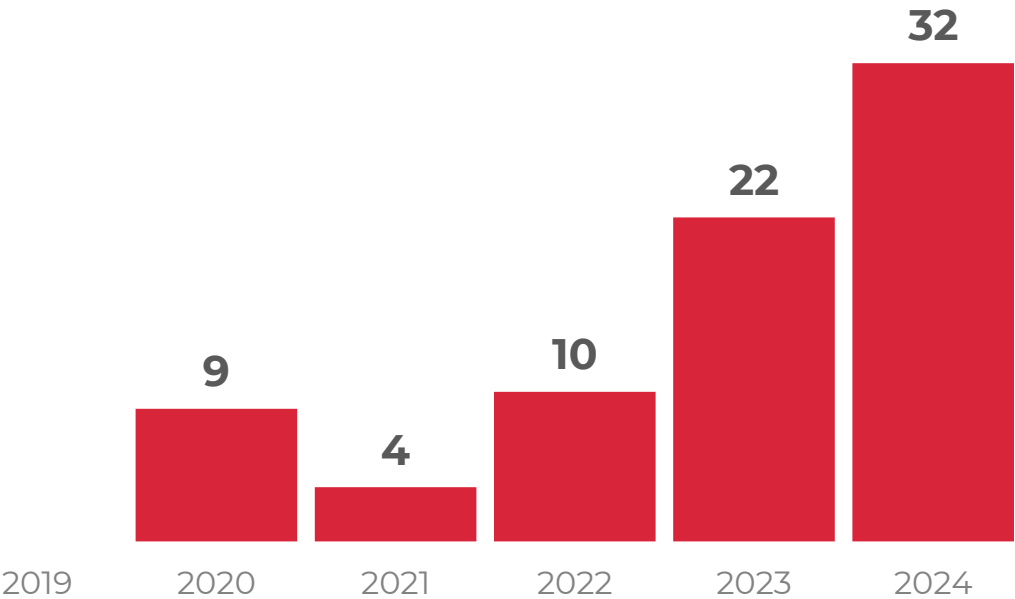
Efficient and proactive FX risk management



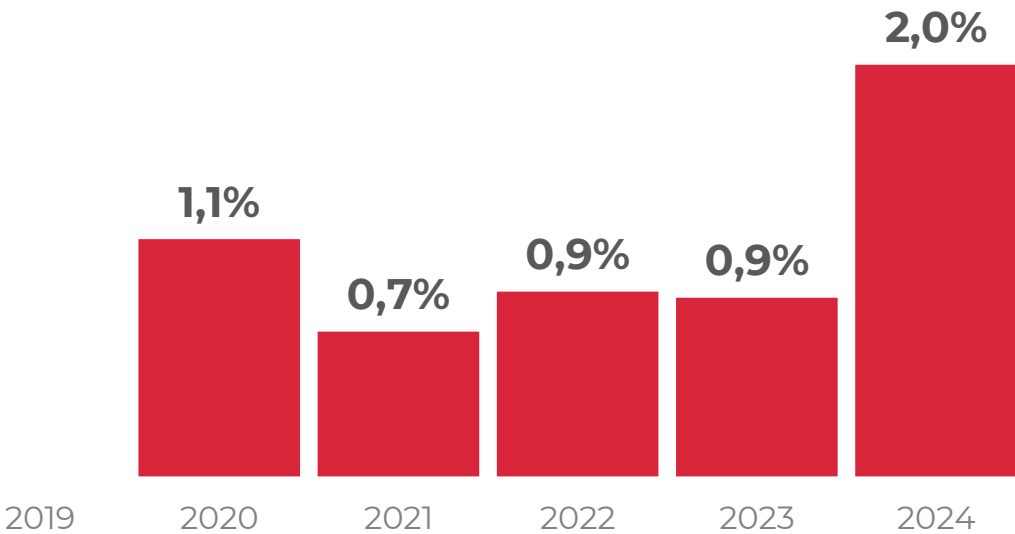
Investing ahead of demand to capture growth opportunities

Strategic and carefully planned CAPEX leading to greater returns

Dividend (USD mn)



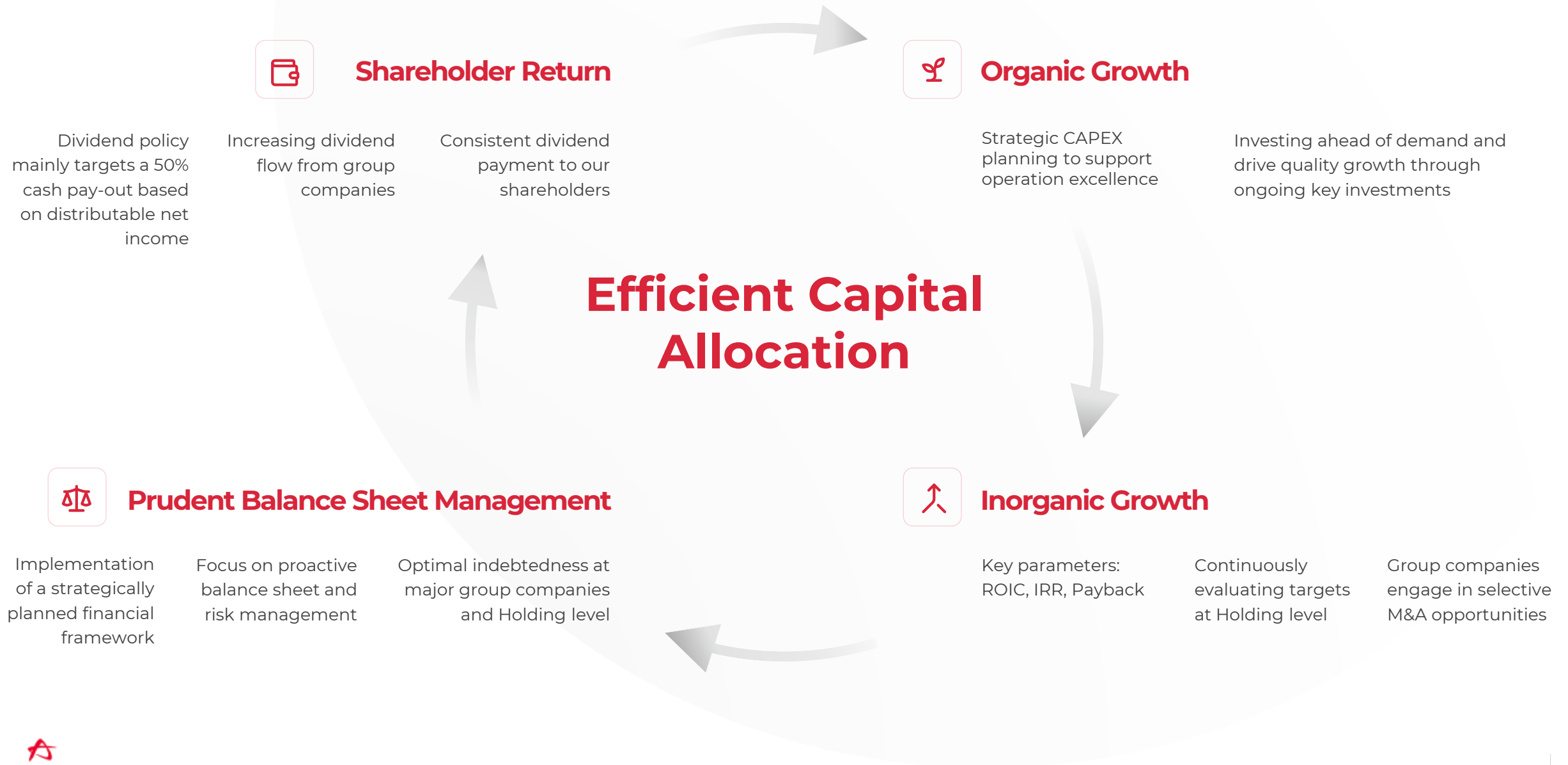
Dividend Yield



Dividend distribution remains as a priority for shareholder return

Dividend policy structured around a 50% cash pay-out ratio based on distributable net income

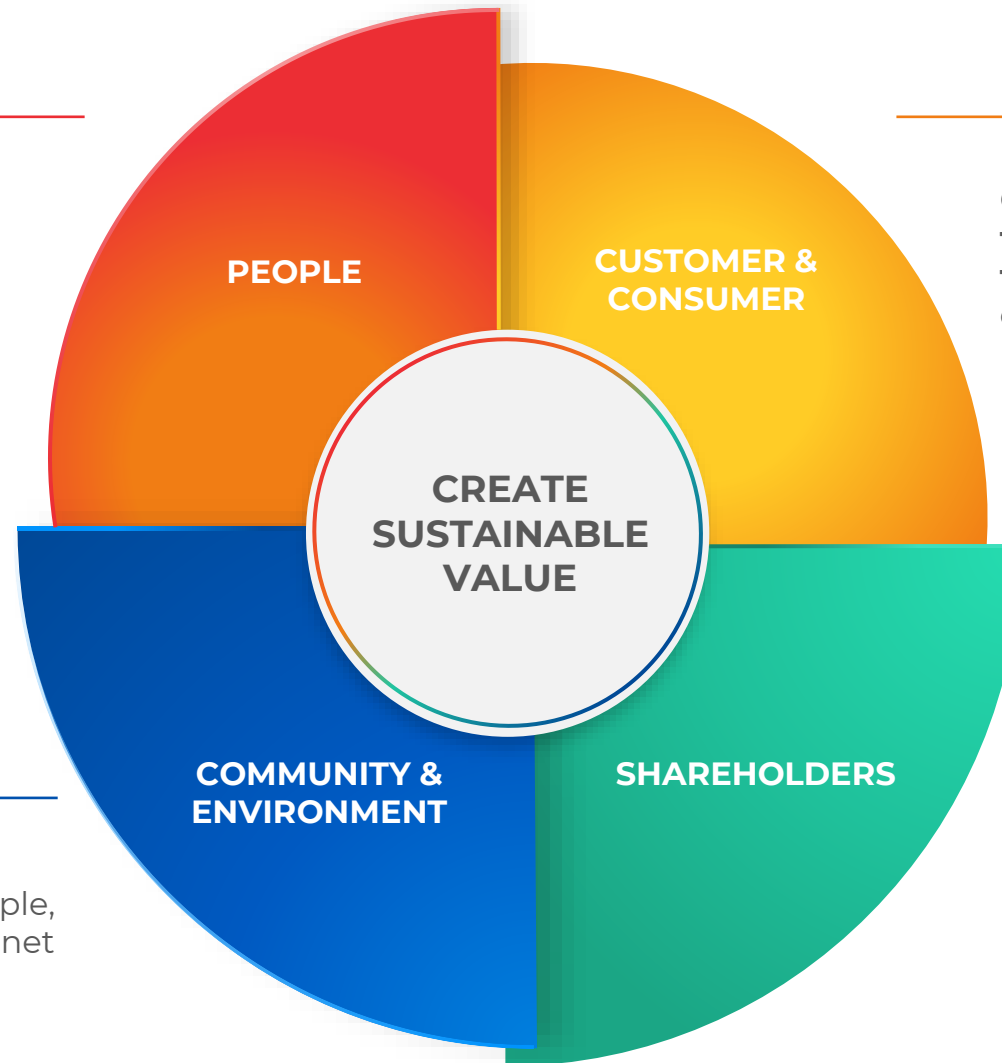
Holding dividend income more than doubled compared to 2019



Our Purpose is to Create a Better Tomorrow

Empowering diverse, future-ready talent **to drive growth & impact**

Offer the product/services that **deliver the highest need**, become the **most trusted partner** in our business ecosystem



Build a better tomorrow for people, communities, and the planet

Scale up the business while maintaining quality growth through effective revenue growth, cost, and balance sheet management

Strong Demographics



Young, growing & urbanizing **population**

1.1% expected population growth in 2024-2029 vs. 0.7% in the World



Increasing **disposable income & per capita consumption**

54.7 % urban population in Anadolu Group countries vs. 57.3% in the World

Anadolu Group Playbook



Expansion into new geographies and adjacent categories



Vertical and Horizontal integration across the value chain for competitive advantage and margin growth



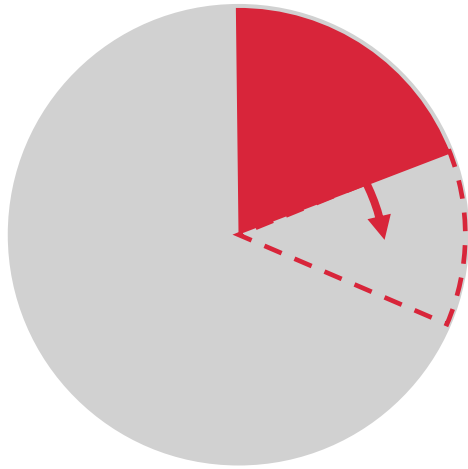
Further leverage our skills to **partner with global brands**



Improved efficiencies through **process innovation, AI & automation**

We Have A Strong Long-Range Plan With Clear Priorities

Scale



Grow the Core

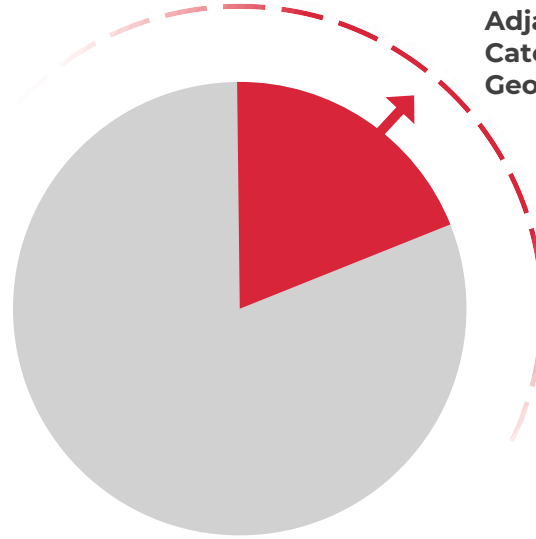
Accelerate quality growth

Empower and nurture talent

Utilize and improve digital capabilities

Strong execution with a focus on corporate governance

Adjacent Categories & Geographies



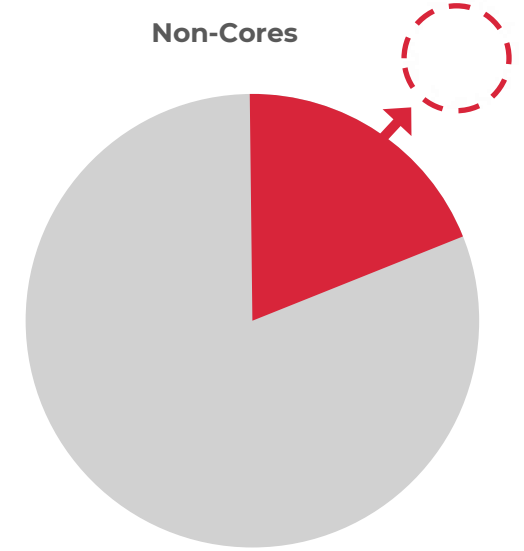
Expand

New products/services

New categories

New geographies

Non-Cores

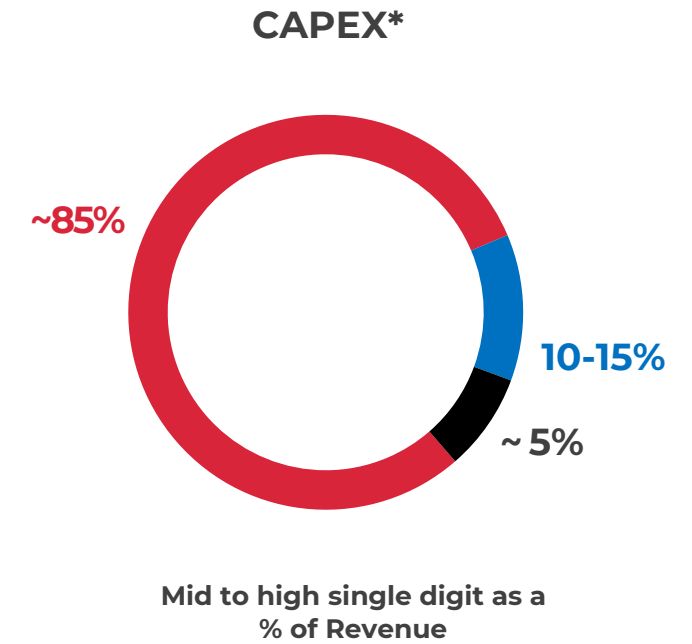
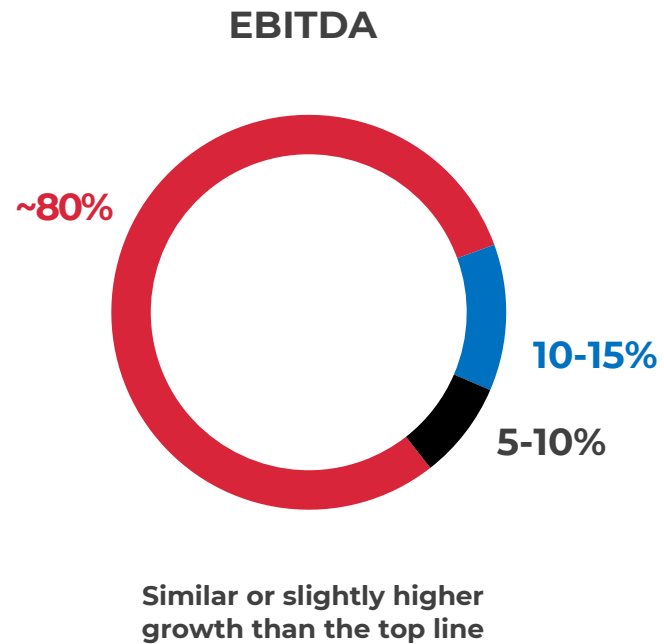
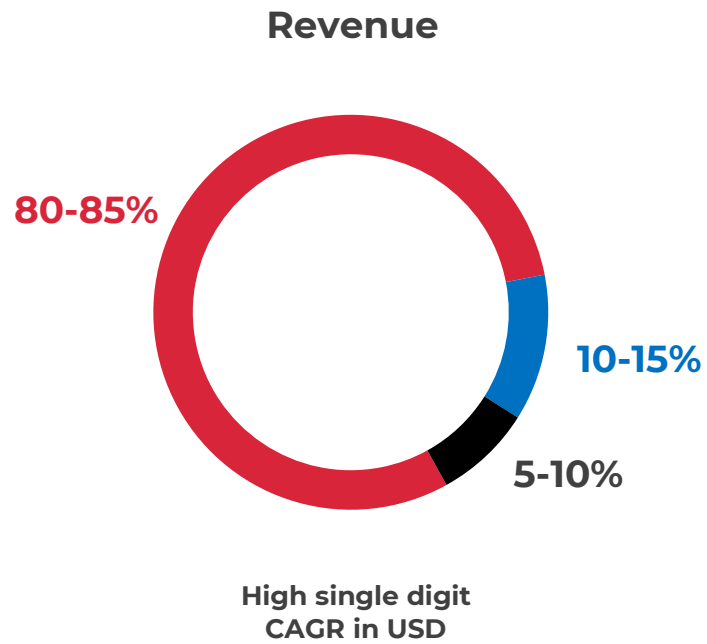


New Businesses

Venture into new businesses to multiply system capabilities

Scale up AG footprint in businesses with a strong fit and high growth & return

We Will Maintain Our Quality Growth



SUSTAINABLE GROWTH

QUALITY GROWTH ALGORITHM



* CAPEX includes potential acquisitions

■ Grow the Core ■ Expand ■ New Businesses

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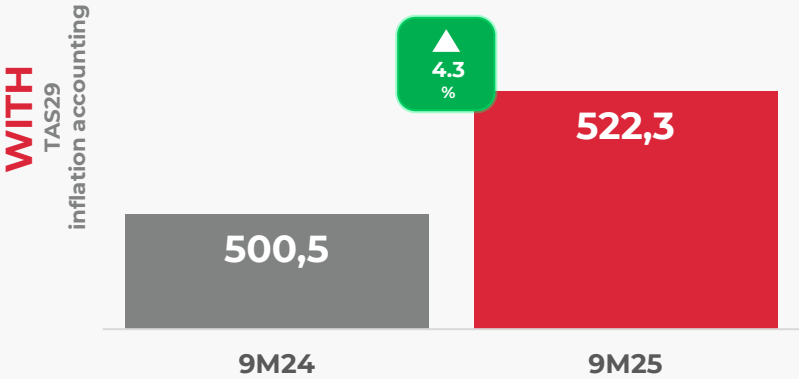
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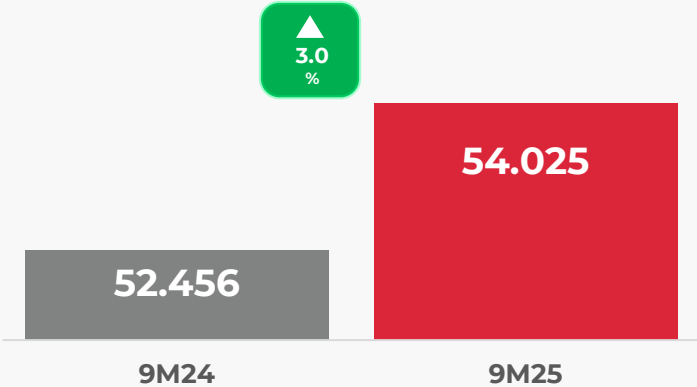
**Segmental Operational and
Financial Summary**

Key Financial Indicators

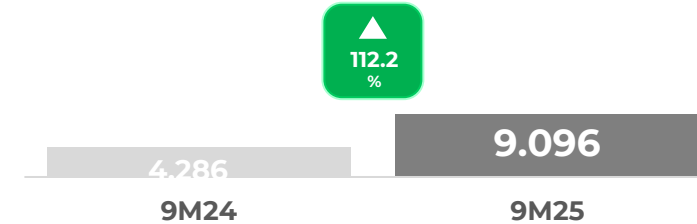
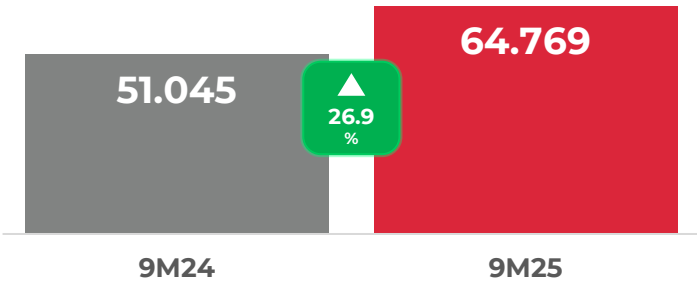
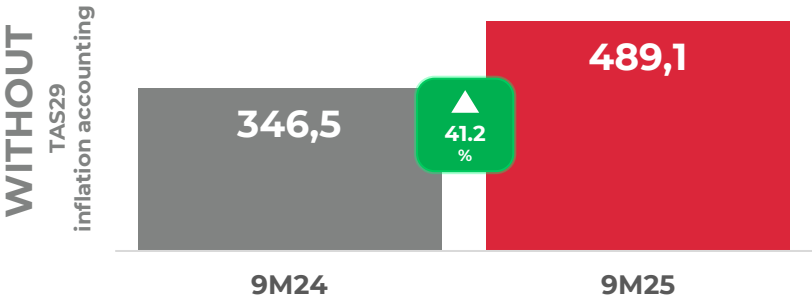
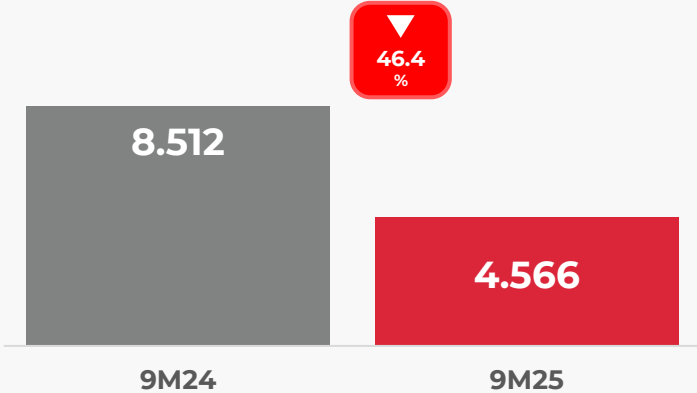
Net Sales (₺ bn)



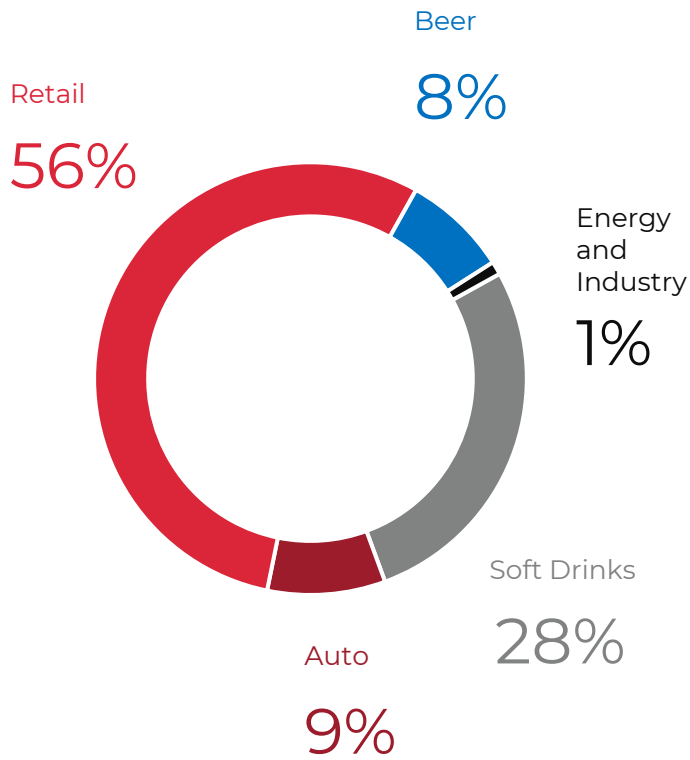
EBITDA (₺ mn)



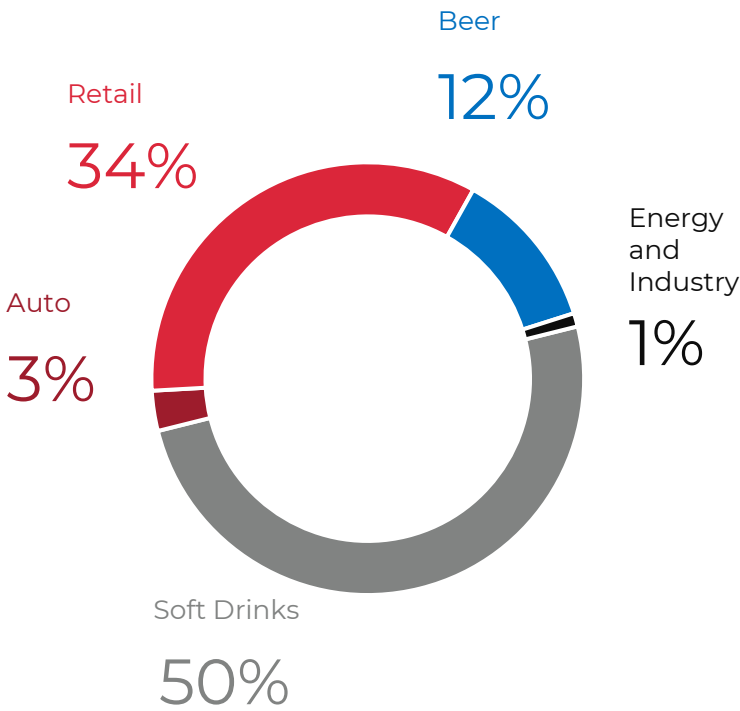
Net Income (₺ mn)



Net Sales (₺ bn)



EBITDA (₺ mn)



Share of Int. Sales (%)



Share of Int. EBITDA (%)



Consolidated

Net Debt /EBITDA (x)



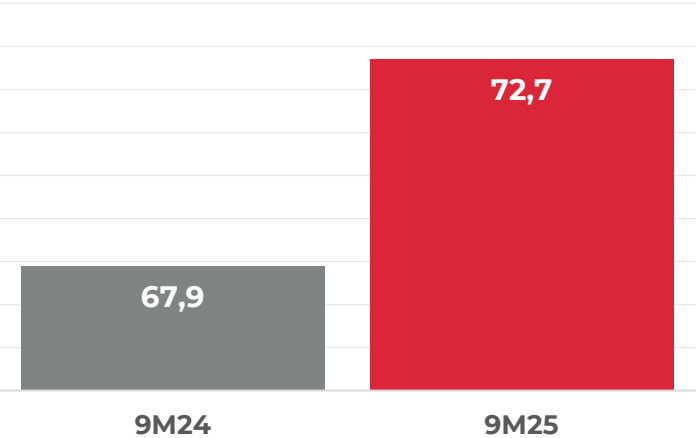
Significant improvement in indebtedness ratios thanks to;

FCF Generation

Balance sheet management, risk mitigation tools

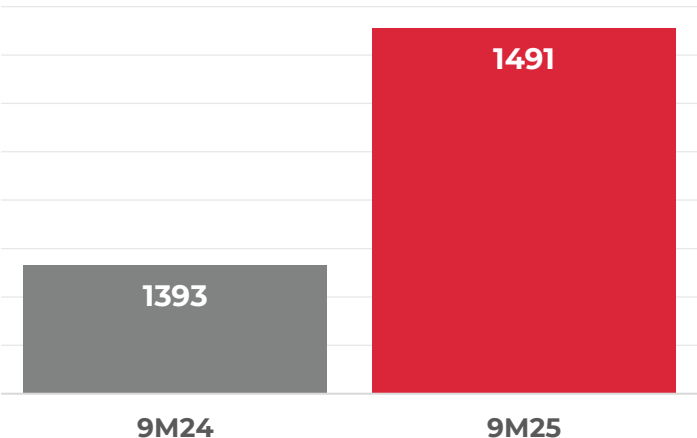
Asset sales

Consolidated Net Debt (₺ bn)

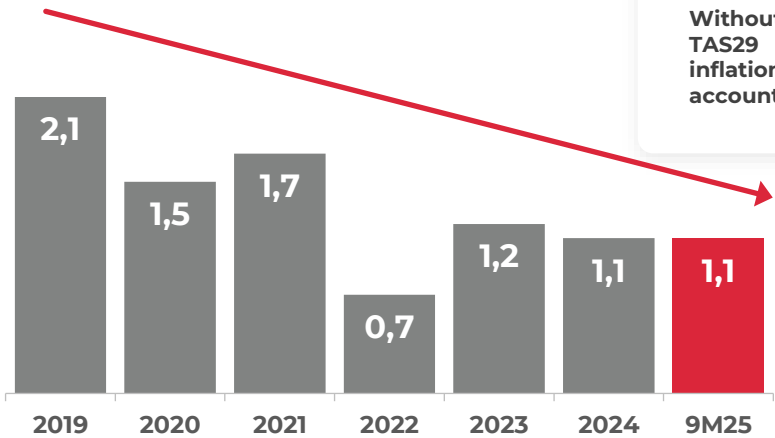


* Consolidated Net Debt figures of 2024 are on proforma basis.

Consolidated Net Debt (€ mn)



Consolidated Net Debt /EBITDA (x)

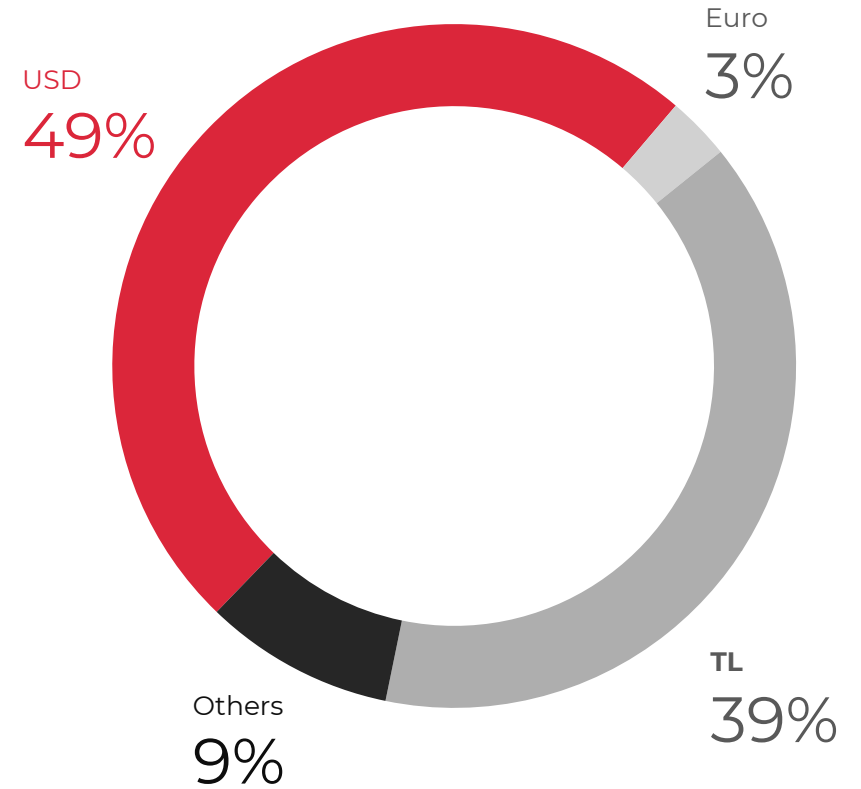


** 2019-2022 figures include Russia operations, whereas 2023, 2024 and 1H25 figures are provided excluding these operations.

9M25 (TL mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA*
Beer	41,403	12,017	29,386	4.7
Soft Drinks	56,343	32,156	24,187	0.9
Migros	30,923	31,082	-159	0.0
Automotive	13,240	1,821	11,419	5.9
Agri, Energy & Industry	6,049	610	5,439	8.3
Other (incl. Holding)	3,692	1,096	2,595	n.m.
Holding-only	3,691	666	3,025	n.m.
Consolidated	151,462	78,782	72,681	1.1
Consolidated (€ mn)	3,107	1,616	1,491	1.1

Proforma 2024 (TL mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA*
Beer	35,991	9,280	26,711	3.1
Soft Drinks	61,642	29,287	32,355	1.0
Migros	26,460	28,279	-1,819	-0.1
Automotive	11,430	6,757	4,674	2.7
Energy & Industry	5,562	1,879	3,684	3.9
Other (incl. Holding)	4,687	2,219	2,468	n.m.
Holding-only	4,685	1,820	2,865	n.m.
Consolidated	145,592	77,701	67,891	1.1
Consolidated (€ mn)	2,986	1,594	1,393	1.1

Breakdown of Gross Debt* (9M25)



*Excluding IFRS-16

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**Segmental Operational and
Financial Summary**

A total beverage company serving more than

890 consumers in 16 Mn countries

A world class brand portfolio, balanced between beer and soft drink operations

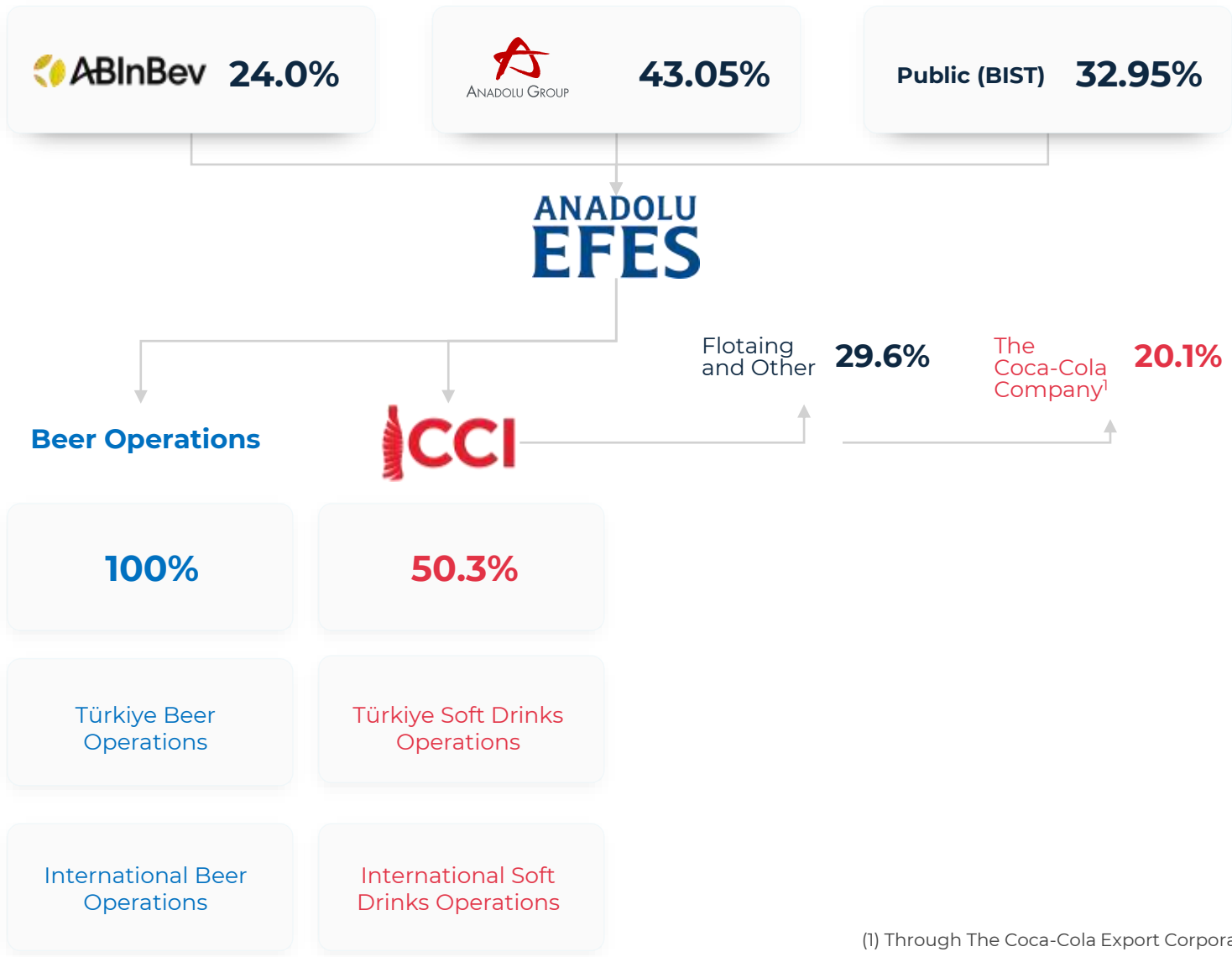
Operating in countries with significant growth potential indicated by low per capita consumption levels

Experienced and financially strong organization

Having world's largest brewer ABI in beer and soft drinks giant TCCC in soft drinks arm as partners

First Turkish signatory company of UGC CEO Water Mandate

Quoted in BIST Corporate Governance and Sustainability Indexes



(1) Through The Coca-Cola Export Corporation

Beer Segment



Leader in the Türkiye market

Market Leadership in Russia

Strongly positioned in CIS countries

Leader in Kazakhstan, Moldova, Georgia



5th

Largest In Europe



10th

Largest In the World in terms of sales volume



Exports to more than
70 countries



21

Breweries



5

Malt Complexes



1

Hops processing facility



1

Preform Plant



Annual

52.3 mhl

Beer



403 k

Tons malt production capacity

In

6

Countries

Türkiye

Russia

Kazakhstan

Ukraine

Georgia

Moldova



FY2024 Revenues

₺92.2 Bn

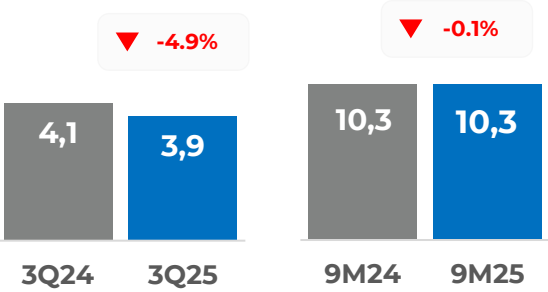
FY2024 EBITDA

₺14.2 Bn

With EBITDA margin

15.4%

Sales Volume

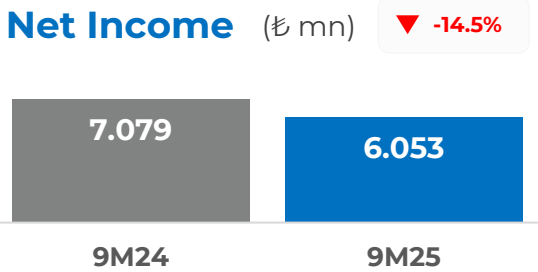
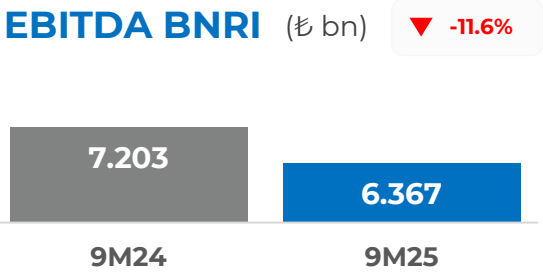
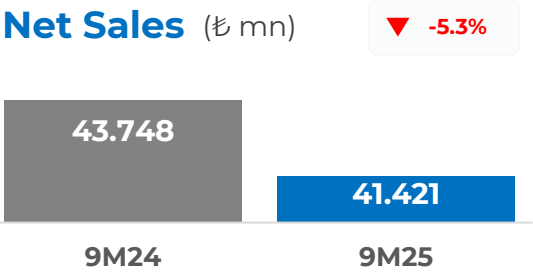


Despite, volatility across our operating geographies, volumes remained stable thanks to diversified geographic presence, strong brand equity, and agile operating model.

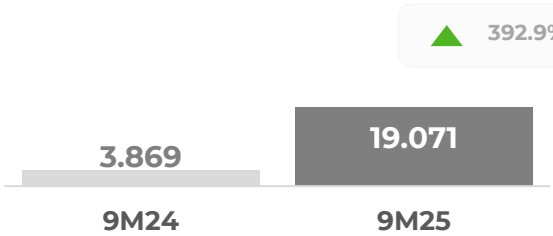
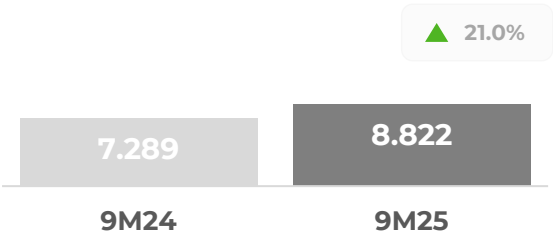
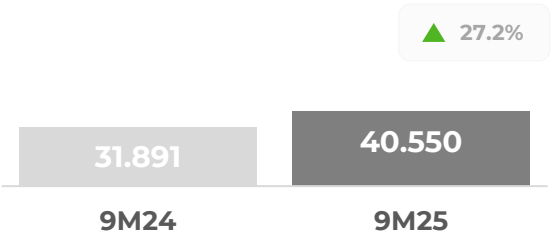
EBITDA margin was slightly lower compared to last year as increase in general and administrative expenses partially offset by robust performance across CIS operations on strong gross profitability and disciplined OPEX management.

Efficiency initiatives are progressing together with profitable revenue growth program. In parallel, commitment to financial discipline remains strong, with continued emphasis on cost and capital expenditure control measures.

Beer Segment Performance



Without TAS29 inflation accounting



Soft Drinks Segment

Strong market positions
in Sparkling

 **Among top 10** Largest bottler in Coca-Cola system

 **~ 10k** **600 mn**
Employees Serving people

 **2.2 bn u/c** Annual production capacity

 **1.5 bn u/c** 2024 sales volume

 A total of **33** Plants in

FY2024 Revenues **₺137.7 Bn**

FY2024 EBITDA **₺25.3 Bn**

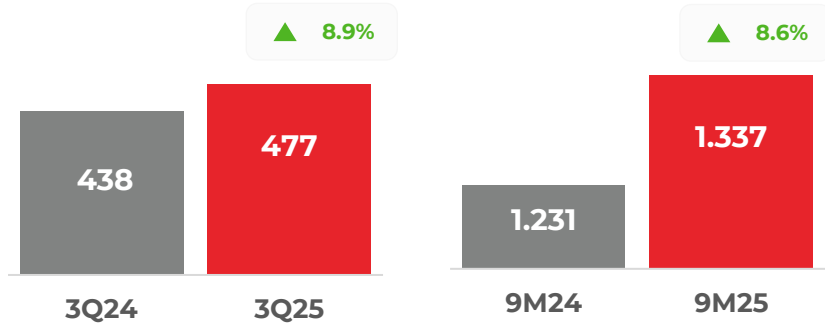
 **12** Countries

Türkiye	Pakistan	Kyrgyzstan	Iraq
Bangladesh	Kazakhstan	Jordan	Tajikistan
Azerbaijan	Turkmenistan	Syria	Uzbekistan

TÜRKİYE	54%	#1
PAKISTAN	43%	#1
KAZAKHSTAN	50%	#1
AZERBAIJAN	75%	#1
KYRGYZSTAN	47%	#1
IRAQ	35%	#2
JORDAN	7%	#-
UZBEKISTAN	44%	#1
BANGLADESH	27%	#1



Sales Volume



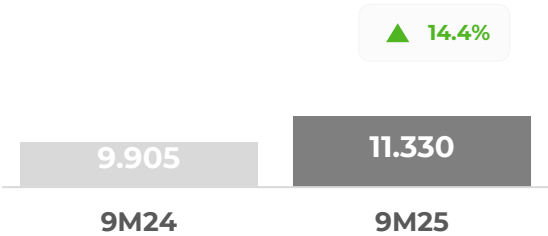
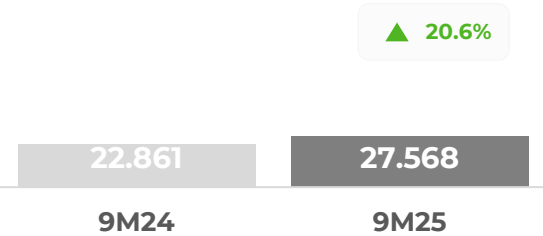
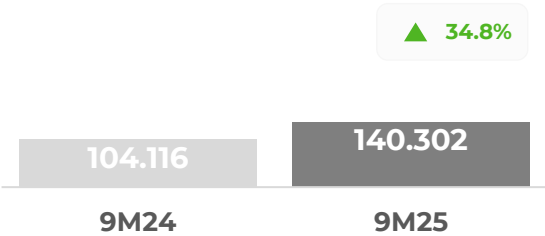
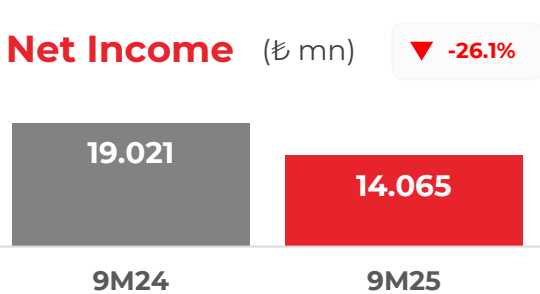
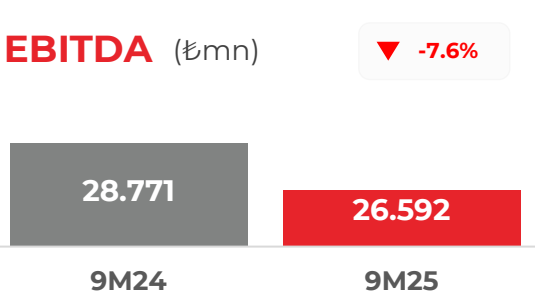
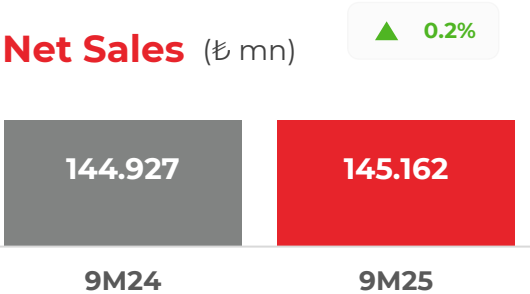
Volume growth continued in 3Q25 at 8.9%. Uzbekistan, Kazakhstan, and Iraq were key growth drivers. Value-added categories also performed well in Türkiye.

Profitability improved in 3Q25 compared to the previous quarter and same quarter of 2024 supported by increasing focus on value.

We are confident in the progress we are making and reiterate our full-year 2025 guidance (Mid-single-digit volume growth, flat EBIT Margin without TAS 29).

Soft Drinks Segment Performance

Without TAS29 inflation accounting



Retail Segment





The pioneer of organized retail in Türkiye

17.0%

Share in modern FMCG



9.87%

Share in total FMCG



A total of 3,621 Stores covering app 2.0mn m²



Moneypay Total Payment Value

₺20.4 bn

+324% YoY



Migros One Gross Merchandise Value

₺44.2 bn

+99% YoY





FY2024 Revenues

₺293.8bn



FY2024 EBITDA

₺15.8bn



With EBITDA margin

5.4%

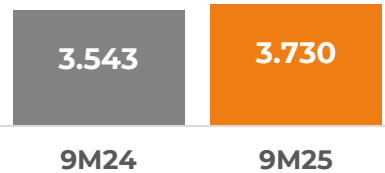
The only food retailer listed in BIST Sustainability Index for 8 years in a row

Transforming the Ecosystem with innovative Subsidiaries



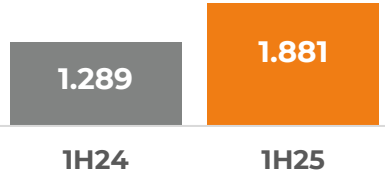
Number of Stores

+187



Online Store Services

+368



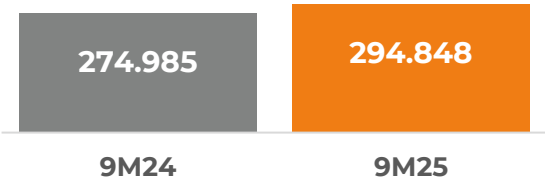
Strong sales growth momentum in a relatively subdued demand environment thanks to strong execution, price investments, as well as omnichannel structure.

Market share gains continued in both total FMCG and modern FMCG market retail (FMCG total market shared reached 10.2%).

EBITDA margin improved on a QoQ basis as employee costs driven by wage hike in Q1 began to ease in Q3.

Migros Performance

Net Sales (₺ mn) ▲ 7.2%



EBITDA (₺ mn) ▲ 41.3%



Net Income (₺ mn) ▼ -23.7%



Without TAS29 inflation accounting

▲ 45.9%



▲ 45.9%



▼ -19.6%



Automotive Segment



ANADOLU ISUZU

 Production capacity of **19k** In a single shift

 Production facility of **318 sqm**

 FY 2024 revenues **₺ 18.9bn**

 Exports to **46** Countries

The first Japanese automotive partnership in Türkiye, with Isuzu and Itochu

Patent Leader **R&D** in its segment awarded by its designs

6-16t trucks market leader

One and only IMM (Isuzu Manufacturing Management) Certificate, for bus segment, owner across Europe

Automotive Segment



ÇELİK MOTÖR



Distribution of Kia-branded vehicles and operational leasing activities

19k

In a single shift



FY 2024 revenues

₺ 24.5 bn



FY 2024 EBITDA

₺751 mn



FY 2024 market share in passenger cars

1.8%

Garenta

Garenta controls about a **10% share of the short-term vehicle-rental market** in Türkiye.



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

Garenta conducts its operations with an extensive fleet of vehicles through **98 dealerships in 43 of the country's provinces and 21 of its airports.**

the leading **second-hand automotive e-commerce** platform in Türkiye **sold over 135K cars** since establishment. With app. **400k members**, the platform daily brings together more than **100 cars** with their new owners.

Production, import and distribution of wide-range of industrial engines

21,000 m²

Production factory, office areas

More than

400,000

Gas and diesel engines manufactured

Production capacity of

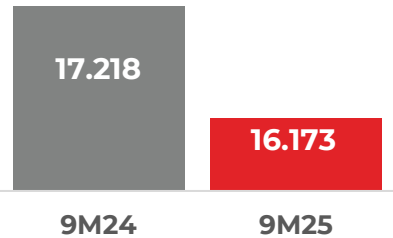
20,000

Units in one shift



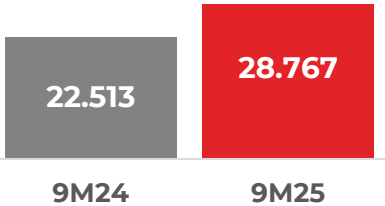
Anadolu Isuzu

Net Sales (mn TL)



Çelik Motor

Net Sales (mn TL)



Revenue up by 11.3% and EBITDA up by 24.7% in 9M25. The share of auto segment in total Holding revenues and EBITDA was 9% and 3% respectively in 9M25.

Market share gains of Çelik Motor, resumption of truck production and sale at Anadolu Isuzu contributed to top line growth in 3Q25.

Automotive Segment Performance

Net Sales (₺ mn) ▲ 11.3%



EBITDA (₺ mn) ▲ 24.7%



Net Income (₺ mn) ▼ -77.0%



Without TAS29 inflation accounting

▲ 52.6%



▲ 6.0%



▼ -84.9%



Agriculture, Energy & Industry Segment



**Leader** Of the Turkish Stationery Sector

**4,500** Product varieties in stationery and Toy

**30** Export Countries

**₺2.7 bn** revenues **FY2024**



**Newest** Production Plant in Europe

**36,000** m² **300 mn** pcs/year

**Unique Ability** To produce around **1000** different products requiring different production techniques

**Environmental 60%** of natural gas need provided from waste wood dust



1995 Partnership with

2015 Introduction of World Class Toy Brands in Türkiye

2018 Licensed toy and stationery producer for Turkish Radio and Television Association (TRT)

Agriculture, Energy & Industry Segment

PARAVANI
HEPP

The first energy project undertaken by a Turkish company in Georgia since October 2014



90 MW

Installed capacity



410 Mn kWh

Annual electricity output



100%

of the electricity produced is sold to Georgia



FY2024 revenues **₺ 581mn**


ANADOLU GROUP

ASLANCIK
ELEKTRİK ÜRETİM A.Ş.

The first energy investment of the Group



120 MW

Installed capacity



FY2024 revenues **₺ 811mn**

*Sale of 13.51% of our shares in Anadolu Kafkasya for an amount of USD 10 mn was completed in 2018. Sale of another 14.19% portion for an amount of USD 10.5 mn was finalized in November 2019. Effective shareholding in Anadolu Kafkasya is 61,49%



Undertaken jointly with the Doğan and Doğuş Groups



Annual Electricity output

418 Mn kWh

Agriculture – Anadolu Etap Tarım & Anadolu Etap İçecek



ANADOLU ETAP İÇEÇEK



335,000

Tons fruit processed



3

Production plants in

2024



75%

of the revenues are derived from export markets



ANADOLU ETAP TARIM



3,5 mn

Fruit Trees



7

farms

25,000 da land



More than

50%

of the revenues are derived from export markets



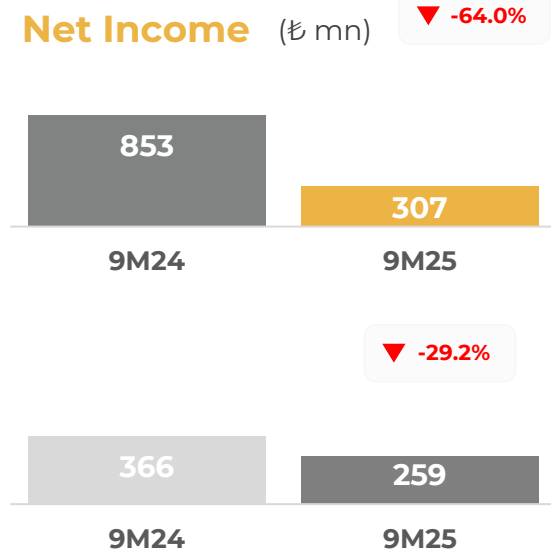
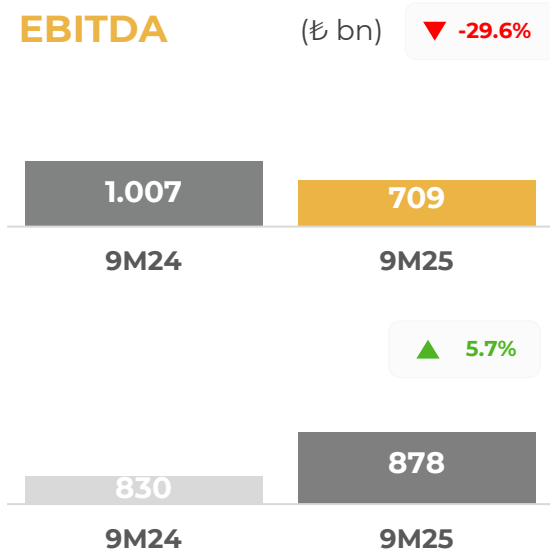
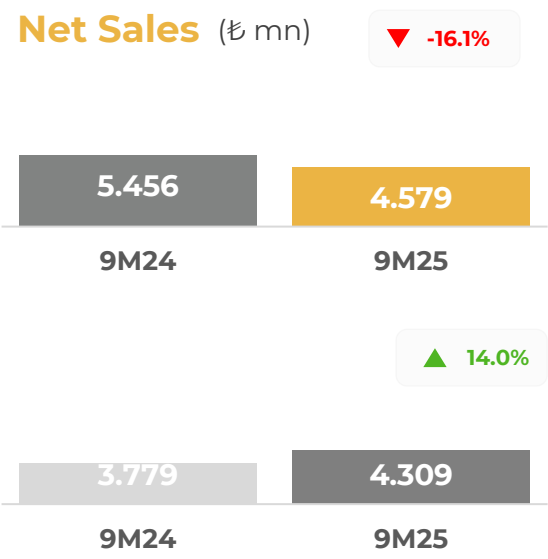
Sales Volume & Category Breakdown

Segment constituents: Anadolu Etap Tarım, Adel and Energy

Mixed performance in the segment with solid performance in the energy segment driven by higher electricity prices, higher production and lower financial expenses offset by weak performance in the stationary segment due to shipment delays and a general economic slowdown in Türkiye.

Agri, Energy, Industry Segment Performance

Without TAS29 inflation accounting





Projects mainly focusing on education and health

30,000+ Scholarships

42,000+ Hours Mentoring Support

50+ Educational intitutions hospitals built

Social entrepreneurship seminars for **~166,000** teachers

750,000 Free of charge health services provided

Books and Materials support for **55,000+** Disadvantages students

ANADOLU^H

In Affiliation with
JOHNS HOPKINS MEDICINE

Strategic partnership with **Johns Hopkins Medicine International**

657,000 free health care provided to more than **50,000** patients

The center employs state-of-the-art technology in its **urologic-oncology**, **bone marrow transplant**, and **breast-health** units in the provision of services that focus largely on **oncology-related** issues.



1 Koraç Cup **1996**

Gold Awards **5**
First and only team that wins EuroLeague Devotion Gold award
Times in Europe

2 EuroLeague Championships **2020-2021**
2021-2022

16 Turkish League Championships

14 Presidential Cups



ANADOLU GROUP

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

T H A N K Y O U

Q&A

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