



ANADOLU GROUP

# INTEGRATED REPORT

# 2025

# Contents

- 1** Introduction
  - 10 Anadolu Group at a Glance
  - 12 Group Companies
  - 14 Sustainability History
  - 16 Highlights
- 2** Corporate Governance
  - 20 Governance Structure
  - 22 Risk Management
  - 23 Internal Control and Internal Audit
  - 24 Code of Business Ethics and Compliance
    - 25 Anti-Bribery and Anti-Corruption
    - 25 Protection of Personal Data
    - 25 International Sanctions
  - 26 Contribution to National and International Indices & Reports
- 3** Sustainability Strategy
  - 32 Management
  - 33 Value Creation Model
  - 36 Material Topics
  - 40 Stakeholder Engagement

- 4** Environment
  - 46 Achieving Net-Zero Emissions
  - 52 Water Stewardship
  - 55 Circular Economy
  - 60 Sustainable Agriculture
- 5** Marketplace
  - 67 Responsible Supply Chain
  - 76 Responsible Products and Services
  - 80 R&D and Innovation
    - 85 Entrepreneurship Ecosystem
    - 91 Innovative Research & Development Centers
- 6** Workplace
  - 96 Human Rights
    - 97 Equality and Diversity
    - 102 Talent Management
    - 109 Digital Work Environment
    - 112 Training and Development Programs
    - 114 Employee Engagement and Volunteerism
  - 116 Occupational Health and Safety
- 7** Community
  - 122 Education
  - 125 Healthcare
  - 127 Sports
  - 129 Arts and Culture
- 8** Annexes
  - 132 Corporate Memberships
  - 133 Performance Indicators
  - 140 GRI Standards Content Index
  - 147 UN Global Compact (UNGC) Content Index
  - 148 World Economic Forum (WEF) Stakeholder Capitalism Metrics

## Report Guidance

- Back to the contents page
- ← Back to the previous page
- Go to the next page
- 🔗 Go to the relevant website
- 👉 Go to the relevant page in this report
- 📄 Link to PDF file

# About the Report

At Anadolu Group, we have prepared this Integrated Report to cover the Group-wide sustainability activities of AG Anadolu Grubu Holding and its affiliated companies included in the reporting scope across the countries and geographies where the Group operates, unless otherwise stated. The report is aligned with our Sustainability Vision 2035 and structured around our four strategic pillars: Workplace, Marketplace, Environment, 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, 2025, to December 31, 2025. For the reporting period, the report covers companies representing 100% of the Group's consolidated revenue, 100% of total employees and 100% of operational presence.

Environmental and social indicators are presented on a consolidated basis for the entities included in the reporting scope. Where the scope of a specific indicator differs from the general reporting boundary, the relevant limitation or data boundary is disclosed separately.

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](mailto:sustainability@anadolugroup.com).

## Operations in 20 countries





## Chairman's Message



Kamil Süleyman Yazıcı

### Dear Stakeholders,

It is my distinct pleasure to share our 2025 Integrated Report. As sustainability reporting has evolved far beyond a simple disclosure practice, it has become an essential tool for demonstrating transparency, accountability and long-term value creation. More importantly, it reflects how businesses navigate an increasingly complex world while maintaining the trust of their stakeholders.

For Anadolu Group, sustainability has never been driven solely by evolving regulations or reporting frameworks. Since our foundation 75 years ago, we have built our businesses on the belief that long-term success depends on building resilient businesses that benefit all stakeholders. This perspective continues to shape how we invest, grow and make decisions across our businesses.

Our governance model, grounded in collective intelligence, encourages diverse perspectives, responsible leadership and disciplined decision-making. Guided by our core values - Integrity, Passion, Teamwork and making an Impact - we strengthen a culture where sustainability is intrinsic to everyday business decisions rather than treated as a separate agenda. This approach enables us to balance financial performance with environmental stewardship and social progress while remaining agile in a rapidly changing business environment.

We built a non-exhaustive sustainability strategy framework that encompasses the areas of risks and opportunities for the effective use of company resources and focuses on the areas where we can make the greatest difference for our businesses and our stakeholders. As part of our operational risk management approach, we address environmental issues, human rights, community relations and supply chain risks with a forward-looking perspective. We protect the trust we have built over decades by strengthening our brand value and resilience to reputational risks and deepening our engagement

with the communities we serve. We also strengthen our financial position through responsible business practices by supporting cost-effective access to finance, market capitalization and long-term shareholder returns. We embrace a growth mindset. We expand our ways of doing business across international markets, build on the playbook that has driven our success, and focus on attracting and retaining the people who will shape the future of our Group.

As global sustainability priorities evolve, businesses face growing expectations to accelerate climate action, strengthen the supply chains, advance circularity, protect natural resources and embrace digital transformation. At the same time, sustainability has become increasingly shaped by regulatory developments, requiring companies to integrate environmental, social and governance considerations into their long-term strategies with greater discipline and transparency.

Türkiye is entering a particularly significant period in this transition. The upcoming COP31 presents an important opportunity to reinforce the country's role in the global climate agenda while accelerating collaboration between the public and private sectors. More importantly, it highlights the growing importance of aligning business strategies with evolving climate policies. Companies that proactively adapt to this changing landscape will be better positioned to create sustainable competitive advantage while contributing to the broader economy.

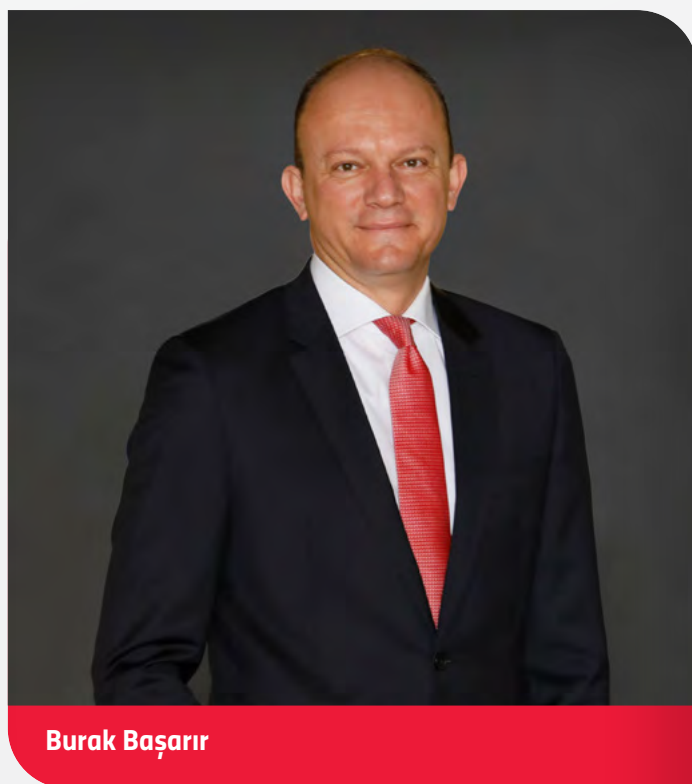
The transition toward a low-carbon economy also requires decisive action to transform energy systems. Türkiye's electrification ambitions represent an important step in this journey, and we remain committed to supporting this transformation through investments that strengthen both our operational resilience and our environmental performance. These investments not only contribute to reducing our environmental footprint but also enhance our long-term competitiveness by increasing energy security and operational efficiency. Across our businesses, this

transformation is taking shape in ways that reflect the unique characteristics of each sector. Our retail operations expand the use of renewable electricity while increasing on-site solar energy generation across their operations. Within our beverage businesses, renewable energy plays an increasingly important role in manufacturing, supporting more efficient and lower-carbon production processes. Our automotive and mobility companies advance their electrification journey while responding to the rapidly evolving expectations of customers and markets. Meanwhile, our agriculture and energy businesses leverage digital technologies, automation and innovation to enhance productivity, improve resource efficiency and contribute to more sustainable food and energy systems. While each business follows its own operational roadmap, they are united by a common ambition: making lasting impact through responsible growth and continuous innovation.

Throughout this journey, strong governance remains our most important enabler. Sustainability cannot be achieved through individual projects alone; it requires disciplined execution, effective risk management and a culture that encourages collaboration across the organization. Our Vision 2035 provides a clear direction for the years ahead. Sustainability is fully embedded within this vision and shapes how we define success over the long term. We strengthen our commitment to creating value that extends beyond financial performance. We aim to foster an inclusive and inspiring workplace, deliver sustainable products and services, accelerate our environmental transition and contribute positively to the communities where we operate.

The challenges ahead are undeniable, but so are the opportunities. Our 75-year legacy has taught us that resilience comes not from resisting change, but from embracing it with confidence, responsibility and a long-term perspective. As we continue to transform our businesses, we remain committed to making sustainable impact for our employees, customers, business partners, shareholders and society. Together, we will continue building a stronger and more sustainable future for the generations to come.

## CEO's Message



### Dear Stakeholders,

In 2025, uncertainty became the new normal, calling for greater agility, foresight and collaboration. Against this backdrop, Anadolu Group continued to move forward with confidence, drawing strength from its diversified portfolio, disciplined execution, innovative mindset and ability to adapt. With more than 100,000 employees across 20 countries, we increased our consolidated net sales to TRY 707.2 billion. These results demonstrate the value of a business model built on collective intelligence, strong governance and a long-term perspective.

Guided by our Vision 2035, we continue to strengthen our regional leadership and pursue profitable and sustainable growth. Central to that ambition is our commitment to raising the ESG performance bar, embedding sustainability into our DNA and becoming a role model through our Vision 2035. As change accelerates, we remain focused on what matters most: anticipating risks, turning transformation into opportunity and building a better tomorrow.

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

Across 8 industries and a broad geographic footprint, each of our Group companies follows a distinct path shaped by its own operating realities. Yet all of these journeys are united by a common destination: a Group that grows profitably while operating within planetary boundaries and creating measurable value for the communities it serves.

Sustainability is not a standalone function; it guides how we lead, invest, grow and create long-term value. Our sustainability strategy focuses on the areas where environmental and social challenges intersect with business resilience and long-term value creation.

We expect every level of our organization, including our leaders, to:

**Raise the ESG Performance Bar** – Continuously improve our environmental, social and governance performance to advance operational excellence and sustainable value creation.

**Make Sustainability Our DNA** – Embed sustainability into decisions, investments and day-to-day business practices across the Group.

**Be a Role Model** – Take thoughtful steps, act with purpose and collaborate openly to create value for future generations.

We put these principles into practice through four focus areas that provide a shared framework for action across our businesses:

- **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.

Through this framework, we are advancing our 2035 commitments and translating a common direction into actions across our businesses.

### Accelerating the Transition Through Climate and Resource Action

Climate change and the pressure on natural resources have a significant impact on both society and business. We are responding by reducing the footprint of our operations, expanding renewable energy and improving circular resource use.

Our renewable energy production increased by 21% year on year, while solar energy production increased nearly sevenfold compared with 2023. Together, these results reflect our progress in decarbonization, resource efficiency and operational resilience.

### Creating Trusted Growth Through Governance, Local Value and Innovation

Trust is the foundation of lasting value. Our governance approach is anchored in equality, transparency, accountability and ethical leadership, enabling us to respond to stakeholder expectations while maintaining a clear focus on long-term performance. Our Corporate Governance Rating of 9.58 out of 10 reflects the strength of this approach and our commitment to continuously raising our standards. Our inclusion in the FTSE4Good Index further reflects international recognition of our consistent progress across environmental, social and governance areas.

We extend the same sense of responsibility across our business ecosystem. In 2025, approximately 76% of our procurement spending was directed to local suppliers, supporting local value chains and strengthening the resilience of the communities and economies connected to our operations. Meanwhile, our investments in digitalization, R&D and innovation increased by approximately 41%. By combining responsible procurement with technology and purposeful innovation, we are building more agile, efficient and future-ready businesses while expanding the value we create with our stakeholders.

### Empowering AG Citizens Through Inclusion, Equity and Safety

Colleagues from 46 nationalities contribute different experiences and perspectives under our shared identity of "AG Citizens." This diversity strengthens our collective intelligence, broadens our ability to understand the markets

we serve and supports better decisions across the Group.

We continued to advance a more inclusive workplace in 2025. Women represented 40% of our employees, 33% of our executives and approximately 52% of new hires. In line with our equal pay for equal work principle, our consolidated pay analysis indicates equivalent pay levels for women and men across the workforce.

An inclusive workplace must also be a safe one. Through stronger prevention practices, training and a shared culture of responsibility, we continued to strengthen occupational health and safety across the Group. We will continue to prioritize occupational health and safety and uphold human rights as non-negotiable principles.

### Expanding Social Value Through Long-Term Partnerships

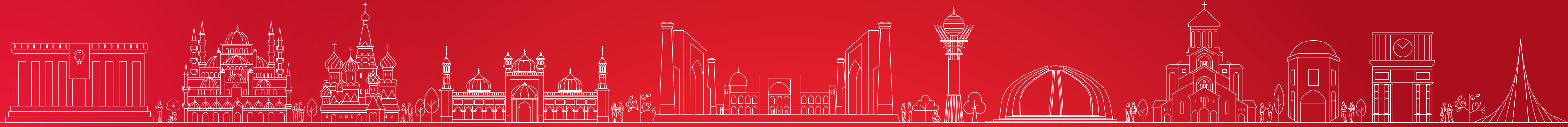
Our responsibility extends beyond our operations. We support social development in areas including agriculture, education, health, sports, culture and arts, working with communities through long-term partnerships and locally relevant programs. Anadolu Foundation, Anadolu Medical Center Hospital and Anadolu Efes Sports Club further extend this impact through their specialized contributions to society.

In 2025, our social investments reached TRY 2.8 billion. Yet the value of these efforts is measured not only by the resources invested, but also by the opportunities created, the capabilities strengthened and the lasting benefits generated for communities. We will continue to combine our scale, expertise and partnerships to address local needs and broaden the reach of our social impact.

Looking ahead, we remain committed to growing responsibly, managing resources with care and creating shared value across our ecosystem. By bringing together the strength of our businesses, the collective intelligence of our people and the trust of our stakeholders, we will continue to deliver measurable progress against our Vision 2035 priorities.

I sincerely thank all our colleagues, business partners and stakeholders for their contribution to our journey and for the confidence they place in Anadolu Group.

**#BetterTomorrow**



# 1

# 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 683.2 billion in 2025, the Group booked a total turnover of TRY 707.2 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 and arts. We also contribute to society through our social organizations; Anadolu Foundation, Anadolu Medical Center Hospital 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 2025  
TRY **707.2** 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



**ONE TEAM**

## 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 industries 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<sup>1</sup>, Tajikistan, Turkmenistan, Ukraine, and Jordan.

For further details regarding Anadolu Group and companies, you can visit our corporate website at [www.anadolugroup.com](http://www.anadolugroup.com).



## 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.

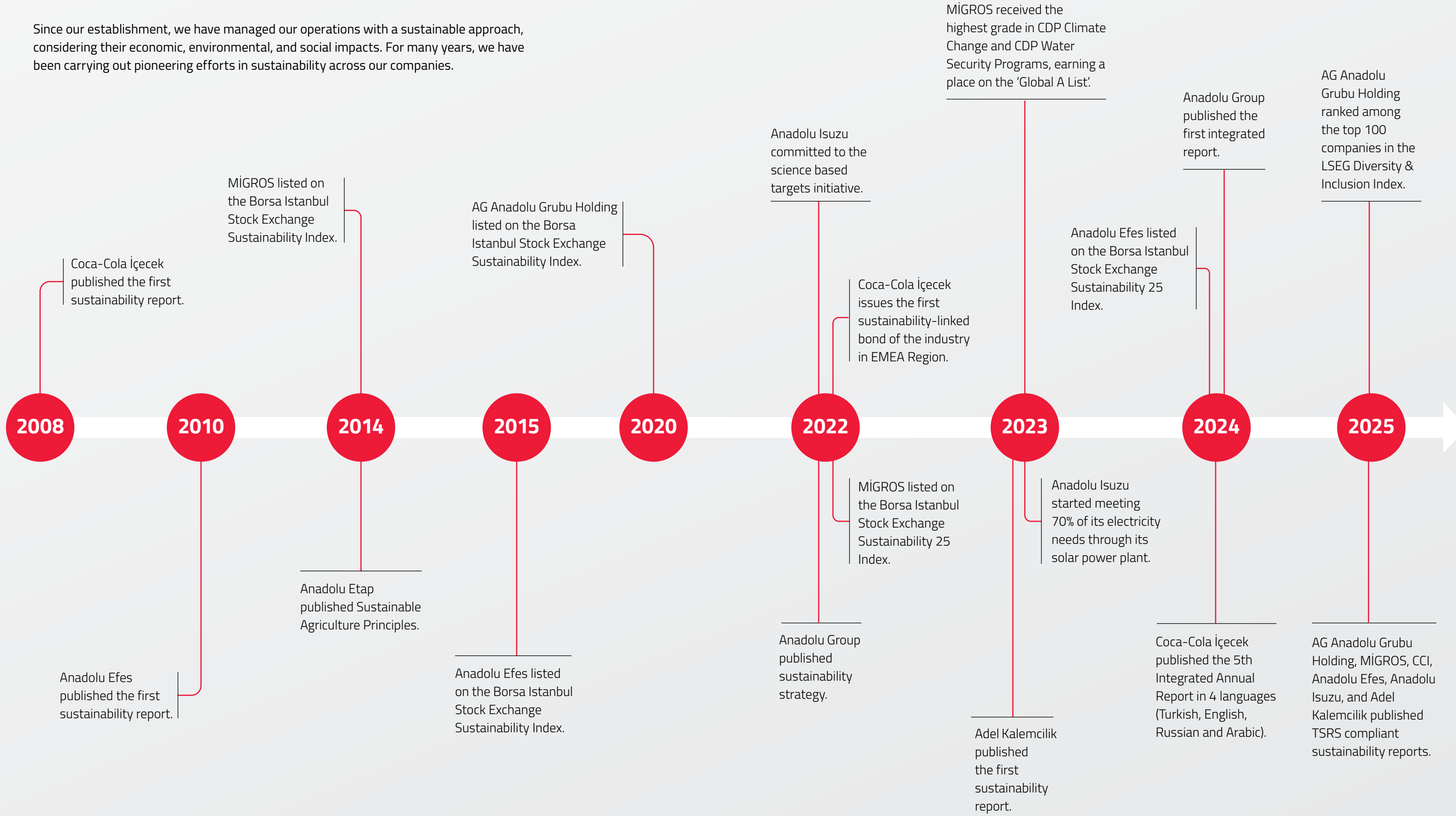


<sup>1</sup> Coca-Cola İçecek does not currently have any operations in Syria and has not had any beverage sales in the country since 2017.

<sup>2</sup> On December 30, 2024, it was announced that, pursuant to a Presidential Decree of the Russian Federation, temporary external management had been appointed to Anadolu Efes' beer operations in Russia. Although the Russian operations formally remained under Anadolu Efes as of January 1, 2025, it was excluded from the scope of consolidation in the financial statements in accordance with TFRS 10. In the financial statements, the beer operations in Russia, which were excluded from consolidation, were accounted for as "Financial Investment". The Russian beer operations were excluded from the performance tables for 2025 in this report.

# 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.





ANADOLU GROUP

## Highlights

Scope 1, 2 and 3  
emissions  
reduced\* by

**18%**



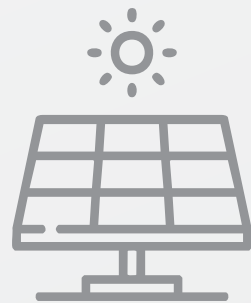
Renewable energy  
production  
increased by

**21%**



Solar energy  
production  
increased\* approx.

**6fold**



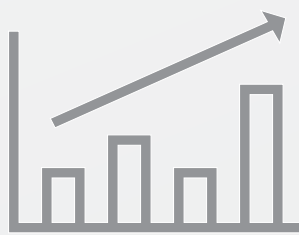
The total lost-time  
injury rate decreased  
by approx.

**63%**



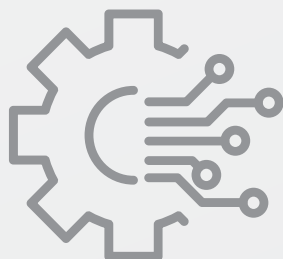
Corporate  
Governance  
Rating

**9.58**



Digitalization, R&D  
and innovation budget  
investments  
increased\*  
by approx.

**41%**



Social investments

**TRY 2.8  
billion**



Approx.

**76%**

of procurement  
spend directed to  
local suppliers.



**33%**

Women  
executives



**40%**

Women  
employees



Women among  
new hires approx.

**52%**



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

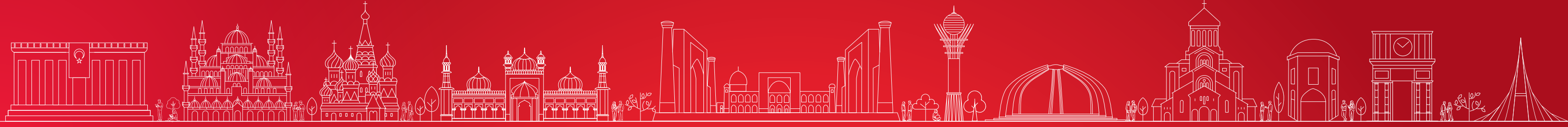
**equal**



\*Compared to the previous year



ANADOLU GROUP



# 2

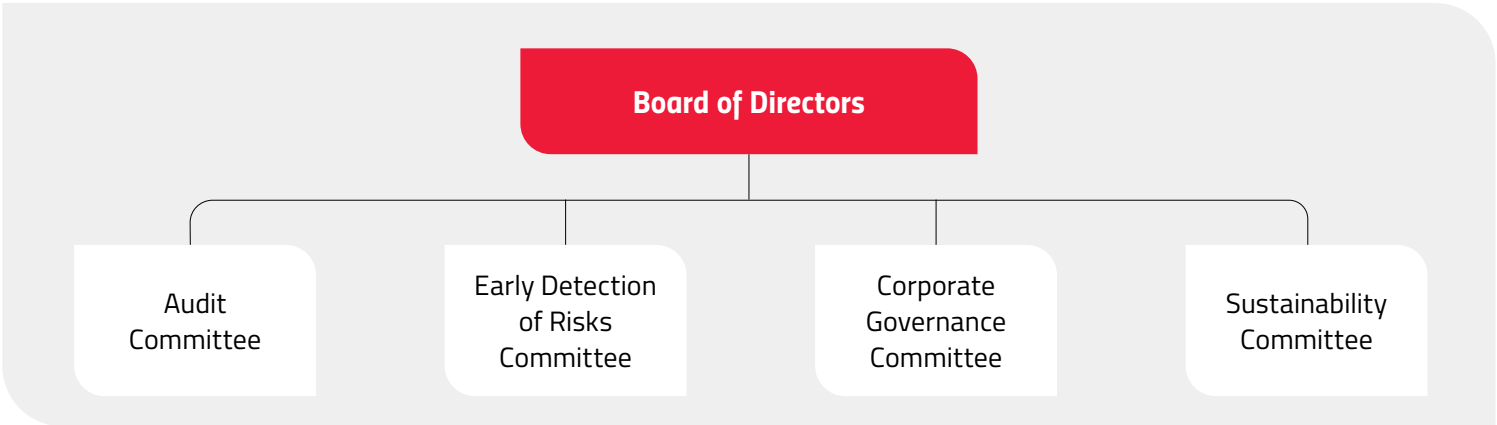
## CORPORATE GOVERNANCE



## 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 offers guidance on corporate governance best practices, enabling organizations to meet global expectations.

Boards and executive leadership play a pivotal role in establishing organizational direction, embedding ESG priorities in 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 and corporate strategy.



## Governance Structure

The Board Diversity Policy of AG Anadolu Grubu Holding aims to ensure diversity and inclusion of diversity at all levels including the Board level while maintaining a strong balance of knowledge, experience, and competencies. The nomination and selection process for Board members is conducted in compliance with applicable legislation and Corporate Governance Principles, with an emphasis on diversity factors such as gender, age, and ethnic background. The company targets a minimum of 25% women representation on the Board and regularly reviews and discloses progress against this objective. The Board Diversity Policy is published and publicly available on [our website](#).

The 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 has no cross-shareholding structure.

The Board of Directors has ultimate responsibility for formulating and implementing business strategies that incorporate sustainability considerations. It is responsible for 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 with oversight functions: The Audit Committee, the Early Detection of Risks Committee, the Corporate Governance Committee, the Sustainability Steering Committee and the Board of Directors Sustainability Committee. In line with Corporate Governance Principles, the Corporate Governance Committee also assumes the functions typically performed by Nomination and Remuneration Committees. The positions of Chairman and CEO are held by separate individuals, and members of the Corporate Governance Committee who perform the Nomination Committee functions do not have executive responsibilities.

The key indicators related to shareholder participation, senior executive remuneration and corporate governance are presented below for the fiscal year 2025:

- The shareholder participation rate at the General Assembly was 87.13%. The proportion of shares held by non-controlling shareholders was 85.58%.
- The total remuneration paid to all senior executives amounted to TRY 1.0 billion.
- Our corporate governance rating score reached 9.58.

| Committees of the Board of Directors | Rate of Non-Executive Members | Rate of Independent Members of 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%                          | 25%                                          | 2                                            | 100%                                         | 2                                                                |

Anadolu Group Board of Directors Experience Composition Table

| Working Area Related to Competencies  | Anadolu Group Board of Directors <sup>3</sup> |                    |                    |                      |                    |                  |                 |                       |              |                      |               |                         |
|---------------------------------------|-----------------------------------------------|--------------------|--------------------|----------------------|--------------------|------------------|-----------------|-----------------------|--------------|----------------------|---------------|-------------------------|
|                                       | Kamil Süleyman Yazıcı                         | Talip Altuğ Aksoy* | Tuğban İzzet Aksoy | Beliz Çevik Chappuie | Mustafa Ali Yazıcı | İ. İzzet Özilhan | Türkan Özilhan* | Rasih Engin Akçakoca* | İzzet Karaca | Ahmet Cemal Dördüncü | Bekir Ağırdır | Hüseyin Faik Açıklalın* |
| Strategy                              | ✓                                             | ✓                  | ✓                  | ✓                    | ✓                  | ✓                | ✓               | ✓                     | ✓            | ✓                    |               | ✓                       |
| Risk Management & Internal Audit      |                                               | ✓                  | ✓                  | ✓                    | ✓                  |                  | ✓               | ✓                     | ✓            | ✓                    |               | ✓                       |
| Economy & Finance                     | ✓                                             | ✓                  | ✓                  | ✓                    | ✓                  | ✓                | ✓               | ✓                     | ✓            | ✓                    |               | ✓                       |
| Sales, Marketing & Trade              | ✓                                             | ✓                  | ✓                  |                      | ✓                  | ✓                |                 |                       | ✓            | ✓                    | ✓             | ✓                       |
| Management Sciences & Human Resources | ✓                                             | ✓                  |                    | ✓                    | ✓                  |                  | ✓               | ✓                     | ✓            | ✓                    | ✓             | ✓                       |
| Humanitarian Sciences                 |                                               |                    |                    |                      |                    | ✓                | ✓               |                       | ✓            |                      | ✓             | ✓                       |
| Sustainability                        |                                               |                    |                    |                      |                    |                  |                 |                       | ✓            | ✓                    |               | ✓                       |
| Years of Experience                   | 26                                            | 31                 | 30                 | 28                   | 25                 | 19               | 26              | 43                    | 49           | 50                   | 46            | 39                      |

\* During the reporting year, the Board of Directors held 11 meetings. Four Board members were unable to attend one meeting each, having duly notified the company of their absence. The overall attendance rate was 97%.

<sup>3</sup> Anadolu Group's Board of Directors consists of 12 members.

# Risk Management

As Anadolu Group, we closely follow global risk trends, including those highlighted in the World Economic Forum’s Global Risks Report 2025, 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 changes to Earth systems, natural resource scarcity, and pollution dominate the global risk landscape.

In response to growing uncertainty, we have implemented a comprehensive and integrated risk management approach across all our operations and industries. This process, coordinated by the Financial Affairs Presidency, is aligned with the ISO 31000 Risk Management standard. Risk identification, assessment, and mitigation efforts begin at the business-unit level and extend across Anadolu Group. Each Group company appoints a designated coordinator who works with AG Anadolu Grubu Holding senior management to ensure effective oversight. We regularly evaluate financial, operational, strategic, environmental, and compliance-related risks and integrate them into our strategic planning processes. Identified material risks are systematically mapped, managed through action plans, and considered in investment decisions. Risk inventories are updated annually in consultation with key functions including Finance, Legal, Audit, Human Resources, Corporate Affairs, Communications and Sustainability, and Information Technology. Crisis management and business continuity simulations are conducted regularly.

Our Early Detection of Risks Committee, with the participation of 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 arising from evolving climate policies and legislation.

**Physical Risks:** Long-term impacts such as water and food scarcity, soil degradation, and the increasing severity and frequency of extreme weather events.

We closely monitor international frameworks, policies and regulations, including the European Green Deal and the Paris Agreement and develop corresponding compliance and transformation roadmaps. To understand the financial implications of climate-related risks, we conduct scenario analyses and estimate their economic impact on the Group. Our risk assessments incorporate both financial materiality, meaning direct economic impact, and impact materiality, including the scale, scope, and irremediability of the risk. This approach enables us not only to take preventive action 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, and 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 the Audit Committee, which is composed exclusively of independent members. Internal audit reports prepared by the Audit Presidency, together

with ethics-related cases and special reports requested by senior management, are regularly reported to the Audit Committee for review and assessment. Based on these assessments, the 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, 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 functionally report directly to the Audit Committee, which consists of two independent board members. 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. The Audit Committee oversees the effectiveness, independence and performance of the internal audit function and reviews internal audit reports, significant findings, recommendations and management’s remediation actions. 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 enhancing operational efficiency and effectiveness.

Each year, we determine our audit priorities using a risk-based planning methodology, considering emerging and evolving risks. Our annual audit plans are formally approved by the Audit Committee. We execute the internal audit in accordance with the approved plan and report internal audit findings and corresponding management actions to the Board of Directors and the Audit Committee. The implementation of corrective actions is closely monitored, and significant issues are escalated to the Board of Directors when deemed necessary.

To support the consistent delivery of high-quality internal audit activities, we operate under an ISO 9001 certified Quality Management System and periodic independent Quality Assessment Reviews (QARs). We also monitor our performance through defined Key Performance Indicators (KPIs) to support continuous improvement.

# 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, which is available to all stakeholders on our website, serves as a foundational framework for fostering transparent stakeholder engagement, ensuring adherence to internal principles, and establishing secure reporting of ethical concerns. We require all our suppliers to comply with the Code and formalize this expectation through contractual provisions. Moreover, Group companies have their own Code of Conduct and Ethics which are communicated to all internal and external stakeholders. Our Code of Business Ethics is reviewed regularly and updated when necessary.

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. All reports of potential non-compliance are evaluated in line with our Code of Business Ethics and Non-Compliance Notification Regulation, which defines the procedures for receiving, reviewing, investigating and resolving notifications. Where necessary, the Ethics Committee initiates an investigation, establishes an investigation team and determines corrective measures or sanctions if 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](mailto:anadolugrubu@ speak-hub.com)), telephone (0212 401 30 66), and our website ([www.speak-hub.com](http://www.speak-hub.com)). Notifications may be submitted anonymously, with language support provided in Turkish, English, Arabic, and Russian. Additionally, Group companies also maintain their own reporting channels to support ethical business conduct.

In 2025, no violations of the Code of Ethics were reported at AG Anadolu Grubu Holding. In addition, no cases of environmental or social non-compliance were identified, and no related sanctions were imposed. To reinforce our ethical standards, we conducted on-site visits to assess employee awareness, share information on ethics processes, and provide updates on the upcoming Group-wide ethics survey. The Group successfully resolved 98% of reports received through ethics reporting channels in 2025.

As part of our continued commitment to ethical conduct, we delivered a total of 20,016 person-hours of training across the Group in 2025. These efforts reflect our dedication to cultivating a value-driven culture and reinforcing ethical awareness throughout all levels of our organization.

At Anadolu Group, our legal processes are managed within a structured corporate governance and compliance framework. At AG Anadolu Grubu Holding, the Legal Presidency provides overall coordination, guidance, and oversight for Group companies.

Each Group company is responsible for managing its own day-to-day legal matters through in-house legal teams or local legal advisors, including contract management and dispute handling.

Ethics compliance, legal risks and risk management are regularly reviewed through corporate governance bodies. These committees oversee compliance, assess legal exposures, and report their findings and recommendations to the Board of Directors.

Overall, legal processes are centrally coordinated but operationally decentralized, with strong oversight mechanisms at the Board and committee levels.

There are no pending lawsuits against AG Anadolu Grubu Holding related to non-compliance with corporate governance, environmental, or social legislation.

# 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 [the World Economic Forum 2025 Global Risks Report](#), we remain committed to safeguarding our systems and protecting our stakeholders’ data.

We comply with all relevant legislation, including the Law on the Protection of Personal Data (LPPD), and treat personal data privacy as a priority. All necessary administrative and technical measures are implemented and continuously monitored to ensure data security. Our internal Protection of Personal Data (PPD) High Committee, together with the coordinating LPPD Committee, lead our compliance initiatives, ensuring adherence to updated legal requirements and internal policies across all operations. The PPD High Committee meets twice a year with the participation of employees at manager level and above all departments review and assess developments during the reporting period, monitor progress, and discuss key issues and actions related to the Committee’s responsibilities.

To foster a culture of awareness, we deliver mandatory cybersecurity awareness programs to all employees, 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 take a proactive approach to training and awareness on personal data protection. While AG Anadolu Grubu Holding employees are trained by our central PPD Committee, employees at Group companies receive training through their respective PPD Committees. We communicate our LPPD policies at the outset of employment in 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 toward all forms of bribery and corruption, without exception. This principle applies to all 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. In 2025, AG Anadolu Grubu

Holding received no fines related to corruption.

To reinforce our ethical stance, we continuously establish new objectives to cultivate a corporate culture founded on integrity and transparency. In line with this approach, we provide training programs to increase 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 have 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 Türkiye’s leading business groups, we are aware of the impact of the way we do business. Today, guided by our strategy, wherever we operate, we continue to strive toward 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 retail-industry average.



Included in the Women-Friendly Companies Stock Index compiled by İş Asset Management.



Listed in the BIST Sustainability 25 Index.



Listed in The Sustainability Yearbook as the only representative from Türkiye among the 10 food retailers worldwide based on its 2025 S&P Global Corporate Sustainability Assessment performance.



**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 an “A-” score in the Climate Change Program and an “A” score in the Water Security Program.



Achieved a “B” score in both the Climate Change and Water Security programs and an “A-” score in the Supplier Engagement Rating (SER).



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



Included in MSCI ESG Index.



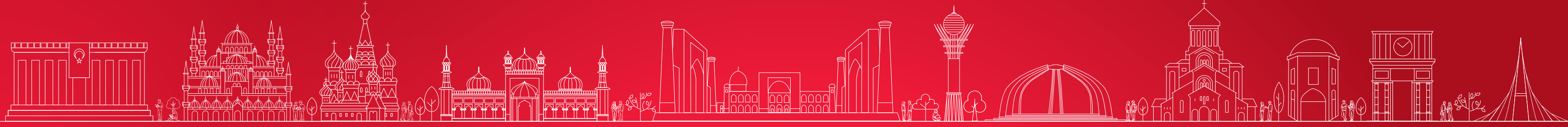
Received the highest “A” score in the Climate Change Program and Water Security Program for the second consecutive year, securing its place among the Global A Leaders.



Ranked among the Global Supplier Engagement Rating with an “A” score.



ANADOLU GROUP



3

# SUSTAINABILITY STRATEGY



# Sustainability Strategy

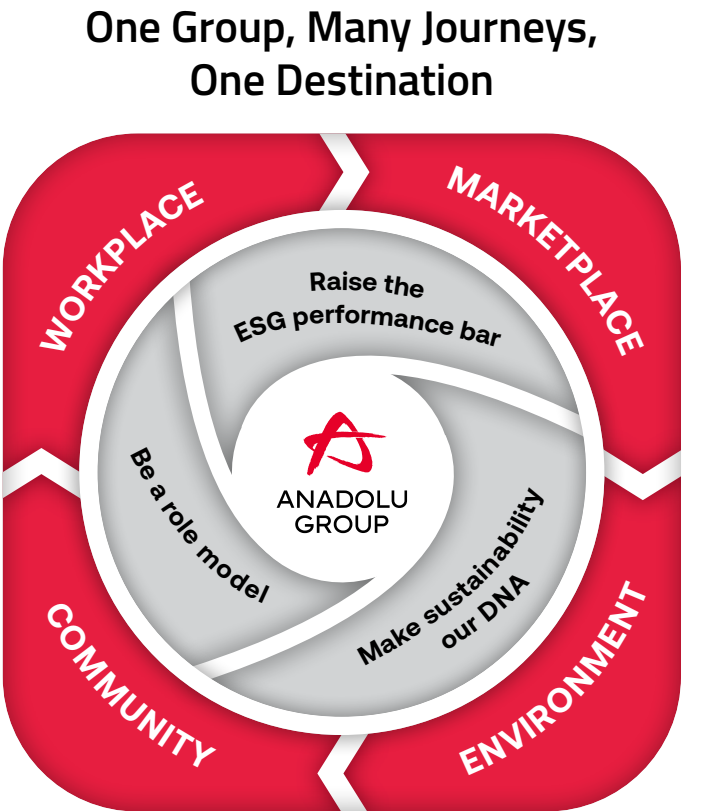
Sustainability has become a core driver of long-term value creation. It is no longer a choice but a strategic imperative. At Anadolu Group, our purpose of “building a better tomorrow” guides everything we do. As we move towards our Vision 2035, this ambition takes on renewed urgency and clarity.

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 the 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 industries 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 a side project; it is how we will grow, lead, and thrive on our journey toward one destination.



and data-driven sustainability environment. While our direct exposure to EU regulatory requirements remains limited, we follow these developments closely as important reference points for our industries, operations and value chains. We recognize that these regulations may influence stakeholder expectations, customer requirements, supply chain practices and access to sustainable finance over time. We also believe that their potential incorporation into Türkiye’s regulatory landscape may accelerate transformation across industries and create new expectations for companies in areas such as emissions management, product responsibility, resource efficiency, traceability and credible sustainability communication.

At the national level, Türkiye has significantly strengthened its climate and sustainability policy architecture. Turkish Sustainability Reporting Standards (TSRS), aligned with the ISSB framework, entered into force for companies within scope for reporting periods beginning on or after January 1, 2024, accelerating the convergence of sustainability and financial reporting. Türkiye’s first Climate Law, which entered into force in 2025, established the legal basis for a more comprehensive climate governance framework, including mitigation, adaptation and carbon market mechanisms. Following the law, the draft regulation for Türkiye’s Emissions Trading System was published, marking an important step toward the establishment of a national carbon pricing system. In parallel, Türkiye’s green taxonomy draft, local climate action planning initiatives, the Energy Efficiency 2030 Strategy and the Second National Energy Efficiency Action Plan, the National Circular Economy Strategy and Action Plan for 2025–2028, and the 12th Development Plan continue to guide the country’s green transformation, with priorities spanning energy efficiency, sustainable agriculture, circular economy, green infrastructure and industrial decarbonization.

In 2025, Türkiye was confirmed as the host country of COP31, the 31st United Nations Climate Change Conference under the UN Framework Convention on Climate Change, which will be held in Antalya in 2026. COP meetings bring together countries, international organizations, the private sector, civil society and other stakeholders to discuss global climate action, advance negotiations and support the implementation

of international climate commitments. We view this development not only as Türkiye hosting a major international climate conference, but also as an important opportunity to strengthen national policy dialogue, regulatory improvement and implementation capacity on climate action. From our perspective, COP31 may enhance the visibility of Türkiye’s climate agenda, strengthen cooperation among public institutions, the private sector, and civil society, and support the development of more effective climate-related policies and practices.

These developments are directly aligned with Anadolu Group’s strategic direction. We continue to manage our environmental, social and governance (ESG) performance through our sustainability strategy, while embedding a sustainability culture across our organization and business ecosystem. AG Anadolu Grubu Holding and Group companies, including Migros, Coca-Cola İçecek, Anadolu Efes, Anadolu Isuzu and Adel Kalemcilik, have published TSRS-compliant sustainability reports, reflecting our commitment to transparency, accountability and comparability. Our continued inclusion in national and international sustainability indices further demonstrates the progress we are making in strengthening our ESG performance and stakeholder trust.

As Anadolu Group, we go beyond compliance by integrating these developments into our strategic decision-making processes. Our 2035 Sustainability Framework enables us to respond to evolving environmental, social and economic expectations while driving meaningful progress in emission reduction, circularity, climate resilience, responsible sourcing and equitable value creation. Our priorities are aligned with evolving global and national developments while supporting the transition to a more sustainable and resilient future.

As we celebrated our 75th anniversary in 2025, we reaffirmed our commitment to embedding sustainability into our business model, governance practices, and decision-making processes. With transparency, accountability, responsible growth and shared value as guiding principles, we will continue to create long-term value across our business, our communities and our environment, while contributing to the transformation required for a low-carbon, inclusive and resilient future.

## Alignment with National and International Developments

Sustainability has become a central force in shaping global and national agendas, evolving from a voluntary commitment into a regulated, finance-linked, and data-driven business imperative. At Anadolu Group, we actively monitor regulatory, policy, and market developments and align our strategy and practices accordingly. This proactive alignment reinforces our 2035 Sustainability Strategy and strengthens our commitment to building a better tomorrow.

Internationally, sustainability regulation and disclosure expectations continue to evolve. The International Sustainability Standards Board (ISSB) has issued IFRS

S1 and IFRS S2, establishing a global baseline for sustainability-related and climate-related financial disclosures and reinforcing the integration of sustainability risks and opportunities into mainstream financial reporting. In the European Union (EU), regulations on sustainability reporting, carbon pricing, circularity, product transparency and environmental claims continue to influence market expectations and business practices. Developments such as the Corporate Sustainability Reporting Directive, the European Sustainability Reporting Standards, the Carbon Border Adjustment Mechanism (CBAM), the Ecodesign for Sustainable Products Regulation, and Green Claims initiatives are shaping a more transparent, accountable

# Management

As Anadolu Group, sustainability-related matters are overseen through two 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 by the Anadolu Group Board of Directors to provide oversight of sustainability. Its core mandate is to set the strategic direction and identify key areas where Anadolu Group can strengthen their sustainability performance and credibility, ensuring consistent fulfillment of stakeholder expectations. The Committee plays a vital role in providing strategic guidance and oversight to the Anadolu Group Board of Directors on environmental, social, and governance matters.

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

The Sustainability Committee meets at least twice a year and may schedule additional sessions at the request of the Chairperson or a majority of its members. Wherever possible, these meetings are coordinated with the schedule of the 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 members in advance. Meetings require a quorum of a majority of the Committee members, and decisions are determined

by majority vote. In the event of a tie, Chairperson of the Sustainability Committee has the casting vote, and pertinent issues are subsequently forwarded to Anadolu Group Board members for final approval.

The Sustainability Committee assesses Anadolu Group's annual sustainability performance, evaluates progress toward set targets, and provides recommendations to the 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 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, as well as initiating corrective actions and preventive 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, which is developed and updated in alignment with Anadolu Group's strategic objectives and sustainability targets. The Committee actively promotes a sustainability-oriented corporate culture across all Group companies and facilitates the advancement of relevant employee capabilities. It also 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. In addition, it identifies sustainability priorities where Anadolu Group can effectively support and contribute to the sustainability performance 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 industries across 20 countries. The ambitious sustainability goals outlined in our strategy serve 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 in line with their operational dynamics and industry-specific priorities.

Throughout 2025, AG Anadolu Grubu Holding held regular meetings, compiled internal progress reports, and formulated policies supporting sustainability performance across the 8 industries in which the Group operates.

In summary, we continue to collaborate with Group companies to systematically develop and implement annual emission reduction roadmaps in line with our net-zero vision.

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 refer to the Duties and Working Principles of the Board of Directors Sustainability Committee which are available on the Anadolu Group corporate [website](#).

# Value Creation Model

Anadolu Group's value creation model is guided by four core values: passion, integrity, teamwork, and impact. Passion drives our commitment to continuous learning, innovation, and improvement, enabling us to embrace new opportunities and adapt to 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, which values diverse perspectives and fosters open, respectful dialogue to leverage our collective intelligence to reach unified objectives. Finally, our commitment to impact encourages decisive action, long-term value creation, and the pursuit of excellence, enabling 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    | <ul style="list-style-type: none"><li>Investments</li><li>Financial income</li><li>Company equity</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"><li>Risk management</li><li>Capital management</li><li>Revenue growth management</li><li>Investment decision</li><li>Investor relations</li><li>Financial reporting</li><li>Cost optimization</li><li>Sustainable finance integration</li></ul>                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|             | Intellectual Capital | <ul style="list-style-type: none"><li>Approximately TRY 2.4 billion R&amp;D and innovation investments</li><li>6 R&amp;D centers</li><li>Established entrepreneurship ecosystem</li><li>50,496 ideas collected and 11,837 implemented through Bi-Fikir (2015-2025)</li><li>Bi-Fikir KAP: 3,917 project proposals from 209 universities and 402 departments in 7 years</li><li>Extensive senior management experience</li><li>Innovation culture development</li><li>Digital development platforms: AG Academy, AI Club and Digital Community</li><li>Knowledge of emerging and frontier markets</li></ul> | <ul style="list-style-type: none"><li>Partnerships and commitments</li><li>Investments in digital technologies and innovation</li><li>Sustainable transformation for our business models</li><li>Innovative projects for product, process and operation development</li><li>Anadolu Group Innovation Program (Bi-Fikir)</li></ul>                                   | <ul style="list-style-type: none"><li>6.2% revenue growth compared to 2024</li><li>TRY 707.2 billion revenue</li><li>TRY 683.2 billion total assets under management</li><li>Global recognition</li><li>Portfolio of leading brands</li><li>Contribution to national and international indices</li><li>Sustainability-oriented R&amp;D investments approximately TRY 586.3 million</li><li>ISO 9001 certification in all our plants</li><li>10,508 hours of training provided to suppliers</li><li>Enhanced customer insights and informed market strategies</li><li>Financial reports published for each accounting period</li></ul> | Financial Strength and Stability                  | <ul style="list-style-type: none"><li>Transparency and reliability</li><li>Positive company reputation and public trust</li><li>Positive economic impact across operating regions</li><li>Strengthened investor confidence</li><li>Potential for strategic business partnerships</li><li>Improved work efficiency and productivity</li><li>Providing employment opportunities</li><li>Innovative subsidiaries</li><li>Strong production capacity</li><li>Multi-industry portfolio supporting financial resilience</li><li>Strategic stakeholder engagement</li></ul> |
|             | Manufactured Capital | <ul style="list-style-type: none"><li>Approximately 100 production facilities across Türkiye and international locations</li><li>Operational presence in 20 countries</li><li>More than 80 companies</li><li>Active in 8 industries</li><li>Exporting to more than 100 countries</li><li>World-class operational excellence</li><li>Proven expertise in branded consumer products</li></ul>                                                                                                                                                                                                               | <ul style="list-style-type: none"><li>Responsible resource management</li><li>Investments to develop and improve environmentally friendly products and services</li><li>Following international standards for product safety and quality</li><li>Increase of traceability in the supply chain</li><li>Local and global operations with strategic partners</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Digitalization, R&D, and Innovation               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|             |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Governance and Ethics                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Environment |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Operational Excellence and Productivity           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|             | Natural Capital      | <ul style="list-style-type: none"><li>TRY 2 billion environmental investments</li><li>Investments in renewable energy solutions</li><li>Waste management</li><li>Sustainable agriculture investments</li><li>Absolute GHG emissions reduction</li></ul>                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li>Emission reduction projects</li><li>Energy efficiency projects</li><li>Renewable energy production</li><li>Waste reduction projects</li><li>Investments in smart water monitoring systems and nature-based solutions</li></ul>                                                                                                | <ul style="list-style-type: none"><li>24% reduction in scope 1 and 2 emissions compared to 2024</li><li>21% increase in renewable energy production compared to 2024</li><li>Approximately 65% of all waste recycled, recovered, composted, or reused</li><li>833,285 MWh renewable energy produced by Group companies</li></ul>                                                                                                                                                                                                                                                                                                      | Inclusive and Diverse Workplace Culture           | <ul style="list-style-type: none"><li>Active contribution to combating climate change</li><li>Increased environmental awareness</li><li>Sustainable resource management</li><li>Protection of natural resources and ecosystems</li><li>Increased knowledge and practices in sustainable agriculture</li></ul>                                                                                                                                                                                                                                                        |
| Workplace   |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Climate Action and Environmental Responsibility   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|             | Human Capital        | <ul style="list-style-type: none"><li>Over 100,000 total employment and 71,823 employees</li><li>Capability building</li><li>Education for employees</li><li>Occupational health and safety policy and practices</li><li>Human Rights Policy</li><li>The principle of equal pay for equal work</li></ul>                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"><li>Employee engagement and benefits</li><li>Talent and performance management</li><li>Gender equality and remuneration policy</li><li>Digitalized recruitment, performance, training and HR reporting</li></ul>                                                                                                                  | <ul style="list-style-type: none"><li>Gender pay ratio (women to men) at all levels: 1.06</li><li>Ranked among the leading groups in the number of women in executive positions</li><li>50% of positions filled by internal candidates (The Open Positions Program)</li><li>Aid in kind and cash</li><li>High levels of customer satisfaction</li><li>76% of suppliers sourced locally</li><li>Approximately 300 young talents gain experience in Group talent programs annually</li></ul>                                                                                                                                            | Environmental Stewardship and Resource Efficiency | <ul style="list-style-type: none"><li>High employee loyalty and satisfaction</li><li>Increased productivity through empowered workforce</li><li>Promotion of diversity, inclusion, and equal opportunity</li><li>Ongoing improvement in knowledge and skills</li><li>Embedded culture of health &amp; safety and well-being</li><li>Positive company reputation and public trust</li><li>Contribution to social development and community welfare</li></ul>                                                                                                          |
| Community   | Social Capital       | <ul style="list-style-type: none"><li>1 billion consumers</li><li>1.4 million customers</li><li>TRY 2.8 billion in donations and social contributions</li><li>Expertise in branded consumer goods</li><li>Collaboration with approximately 25,000 suppliers across various industries</li><li>Active participation in national and international corporate memberships</li></ul>                                                                                                                                                                                                                          | <ul style="list-style-type: none"><li>Community development</li><li>Development, marketing and distribution of high-quality branded consumer products</li><li>Education, health, sports, culture and social benefit programs</li><li>Supplier and stakeholder engagement</li></ul>                                                                                  | <ul style="list-style-type: none"><li>65,000 people in need reached with 780,000+ free health services</li><li>Social institutions: Anadolu Foundation, Anadolu Medical Center Hospital and Anadolu Efes Sports Club</li><li>Anadolu Efes Sports Club is the most cup-winning team in Turkish basketball</li></ul>                                                                                                                                                                                                                                                                                                                    | Community Engagement & Social Benefit             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

# Material Topics

Through a comprehensive stakeholder engagement and materiality assessment process, Anadolu Group has identified its material sustainability topics, ensuring that strategic focus is directed toward the areas of greatest impact, relevance and long-term value creation. As part of an extensive online survey, we engaged with 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 expectations.

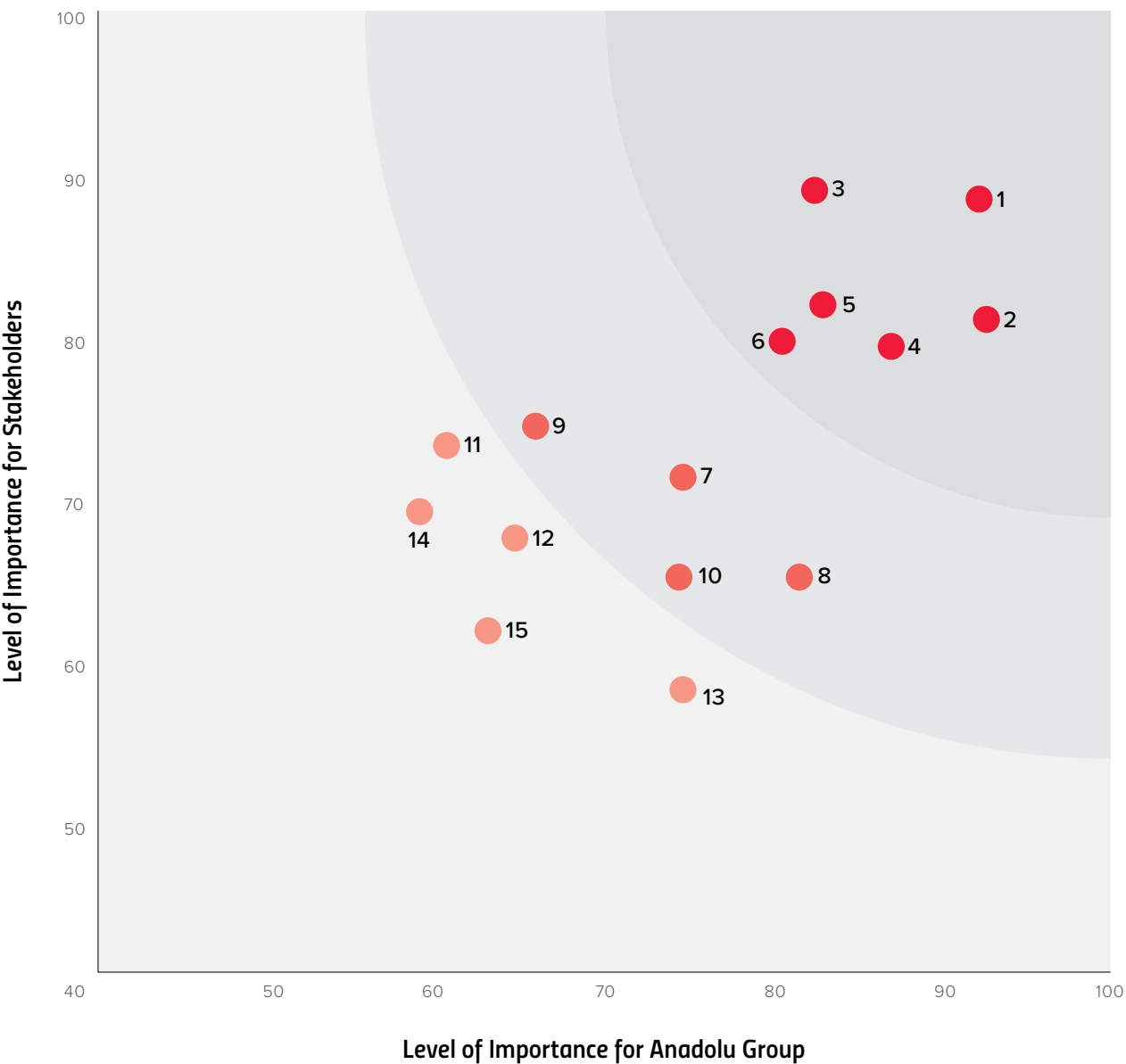
In 2021, we reassessed our sustainability focus areas, considering emerging global trends and developments. The material sustainability topics identified during this comprehensive evaluation were still relevant in 2025 and continue to guide the Group’s sustainability objectives and actions. In parallel, we continue to monitor evolving expectations arising from international sustainability reporting standards, national regulations and sectoral developments.

The following methodological approaches were applied:

- We conducted an extensive literature review to analyze prevailing sustainability trends at both global and national levels. As part of the process, we examined authoritative resources, including the World Economic Forum’s (WEF) global risk assessments, industry-specific materiality maps published by the Sustainability Accounting Standards Board (SASB), the United Nations Sustainable Development Goals (SDGs), and Türkiye’s 12th Development Plan, to ensure that critical sustainability topics were identified in alignment with global and national priorities.

- We facilitated individual consultations with the Anadolu Group CEO, Group Presidents, and CEOs of affiliated Group companies to gather insights and strategic perspectives.
- We closely aligned the identified focus areas with our overarching business strategies, corporate objectives and Vision 2035, ensuring that material topics support the Group’s long-term ambition to create sustainable and inclusive value.
- We applied the SASB Materiality Map, systematically evaluating each sustainability topic in terms of its associated risks, impacts, and opportunities. This comprehensive analysis covered significant financial, legal, and competitive aspects.
- We considered the evolving regulatory and reporting environment, including TSRS, IFRS S1, and IFRS S2, and ESRS, which further reinforce the importance of identifying, managing, and disclosing sustainability-related risks, opportunities and impacts in a transparent and comparable manner.

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 continued to stand out, reflecting the growing importance of decarbonization, energy efficiency and climate resilience at both global and national levels. Responsible resource management and procurement practices gained greater prominence in line with evolving regulatory expectations and supply chain transformation. Furthermore, talent management remained central to our sustainability agenda, driven by global and local challenges related to talent availability, inclusive growth, responsible business conduct, and long-term stakeholder value creation.



**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 building and maintaining structured, regular and two-way engagement with our external stakeholders. This approach enables us to understand their expectations, priorities, and feedback regarding our economic, environmental, social, and governance impacts, and to incorporate these insights into our sustainability management and relevant decision-making processes.

Our external stakeholder engagement covers a broad range of external groups, including financial institutions and analysts, business partners, suppliers, customers, public institutions and local administrations, non-governmental organizations, media, industry associations and local communities. We use a range of communication and engagement channels, including meetings, visits, surveys, interviews, conferences, roadshows, project

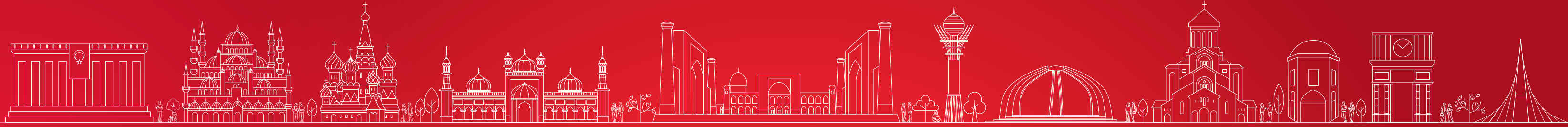
partnerships, networking activities, investor meetings, supplier and business partner engagements, public institution consultations and sustainability-related collaborations.

The communication methods used and their frequency are determined according to the characteristics, expectations, and needs of each stakeholder group.

Feedback received through these channels is systematically evaluated as part of our sustainability strategy, materiality assessment, risk and opportunity management, reporting process, and is considered in relevant business decisions. The table below presents our key stakeholder groups, engagement methods, and communication frequencies.

| 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, 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                |
|                          | Customers                           | Printed, visual and digital media                                                                                                                                                                                  | Year-round              |
|                          |                                     | Financial report                                                                                                                                                                                                   | Quarterly               |
|                          |                                     | Sustainability report and annual report                                                                                                                                                                            | Annually                |
| Indirect Economic Impact | 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                |
|                                                       | National and international regulatory bodies  | Digital media                                                            | Year-round              |
|                                                       |                                               | Financial report                                                         | Quarterly               |
|                                                       |                                               | Sustainability report and annual report                                  | Annually                |
| Sources of New Opportunities, Know-How and Perception | Universities                                  | 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 is 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. The WEF’s Global Risks Report 2025 identifies extreme weather events, biodiversity loss, and ecosystem collapse as among the most significant risks over the next decade, underscoring the urgency of coordinated climate action. In response, international frameworks such as the Paris Agreement, alongside evolving regulatory and market expectations, continue to reshape environmental accountability and accelerate the transition toward a low-carbon and resource-efficient economy.

**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 relevant national and international sustainability 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 a **net-zero company** by 2050<sup>4</sup>



Progress

In scope 1 and 2, we reduced greenhouse gas emissions by **24%** compared to 2024

| Company                  | ISO 14001 Certificate | ISO 14064 Certificate | ISO 50001 Certificate |
|--------------------------|-----------------------|-----------------------|-----------------------|
| AG Anadolu Grubu Holding | ✓                     |                       | ✓                     |
| Migros                   | ✓                     | ✓                     | ✓ <sup>5</sup>        |
| Coca-Cola İçecek         | ✓                     | ✓                     | ✓ <sup>6</sup>        |
| Anadolu Efes             | ✓ <sup>7</sup>        |                       | ✓ <sup>8</sup>        |
| Anadolu Isuzu            | ✓ <sup>9</sup>        | ✓                     | ✓ <sup>9</sup>        |
| Anadolu Motor            | ✓                     |                       |                       |
| Anadolu Etap İçecek      | ✓                     | ✓                     | ✓                     |
| Anadolu Etap Tarım       | ✓                     | ✓                     |                       |
| Aslancık Electricity     | ✓                     |                       |                       |
| Adel Kalemcilik          | ✓                     |                       | ✓                     |

The Group companies continue to manage and improve their environmental performance in compliance with their ISO 14001 Environmental Management System certifications. In this regard, we maintain compliance

with applicable environmental management systems and legislation and continue to invest in environmental performance. Accordingly, AG Anadolu Grubu Holding, we received no environmental fines in 2025.

<sup>4</sup>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.

<sup>5</sup>Valid for 21 locations (Headquarters, 11 Distribution Centers, 8 Shopping Malls, MIGET Meat Processing Facility).

<sup>6</sup>Valid for all Türkiye, Pakistan and Kazakhstan facilities and the Bishkek facility in Kyrgyzstan.

<sup>7</sup>Valid for 8 locations.

<sup>8</sup>Valid for 9 locations.

<sup>9</sup>Valid for central facility of Anadolu Isuzu.

# 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<sup>10</sup>. Our decarbonization strategy focuses on the following;

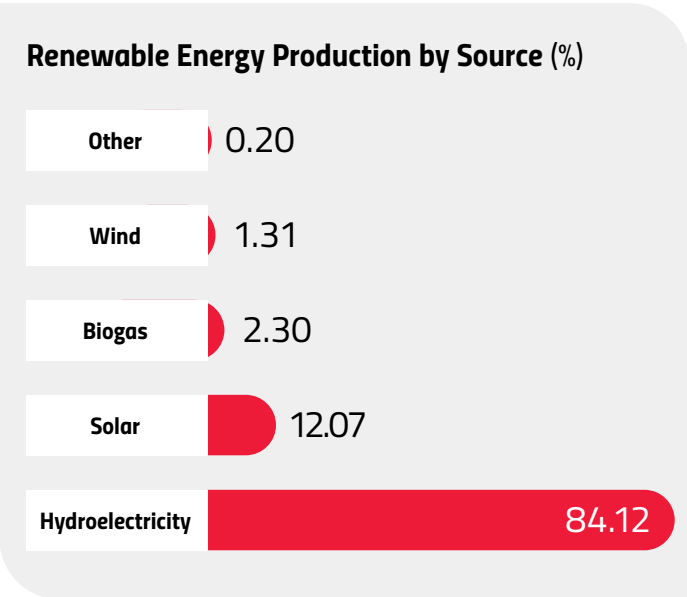
- We are increasing our investments in solar and wind energy, with a goal of powering a significant portion of our operations with renewable sources.
- We are implementing high-efficiency equipment, optimizing production processes, and deploying smart energy management systems to reduce consumption.

**How we progressed in FY25:** Our Group companies are driving meaningful changes,

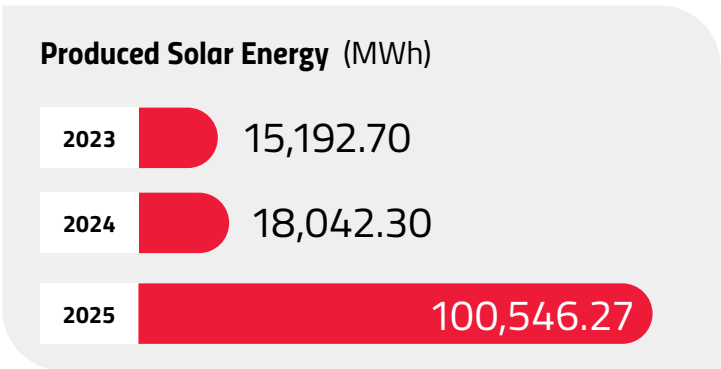
- Migros sourced 65% of its electricity consumption from renewable sources. In 2025, Migros achieved a 7.6% absolute reduction in its Scope 1 and Scope 2 market-based emissions compared to 2024, and a 19.9% absolute reduction against its 2020 baseline, in line with its SBTi targets.

- CCI sourced 4% of its energy from renewable sources in 2025. CCI aims to increase this share to 15% by 2026.
- Anadolu Isuzu reduced its market-based emissions by 35% through the purchase of 3,300 MWh of I-REC certificates.

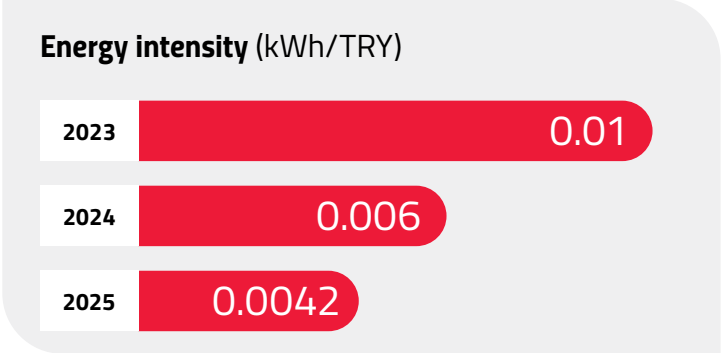
The chart below shows the contribution of each source to the Group’s renewable energy production in 2025. In line with our strategy, total renewable energy production increased by 20.9% year-over-year in 2025, reaching 833,285 MWh. The combined share of solar and wind energy in total renewable energy production increased from 3.2% in 2023 to 13.4% in 2025, driven primarily by the significant expansion of solar generation. Hydroelectricity remained the dominant source, accounting for 84.1% of total renewable energy production. Solar accounted for 12.1%, followed by biogas at 2.3%, wind at 1.3% and other renewable energy sources at 0.2%. Other renewable energy sources were reported for the first time in 2025, further broadening the reported renewable energy mix. Overall, total renewable energy production increased by 23.3% between 2023 and 2025. Together, these developments demonstrate measurable progress toward a more balanced and diversified renewable energy mix.



This strategic focus is already yielding measurable results, particularly in solar energy production, which reached 6.6 times its 2023 level by 2025, reflecting the growing contribution of solar power to our renewable energy portfolio.



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 in our energy intensity, which contributes to the reduction of energy-related emissions. Energy intensity decreased by 58%, from 0.010 kWh/TRY in 2023 to 0.0042 kWh/TRY in 2025. This reduction reflects improved energy efficiency relative to financial output and may contribute to reducing Scope 2 emissions.



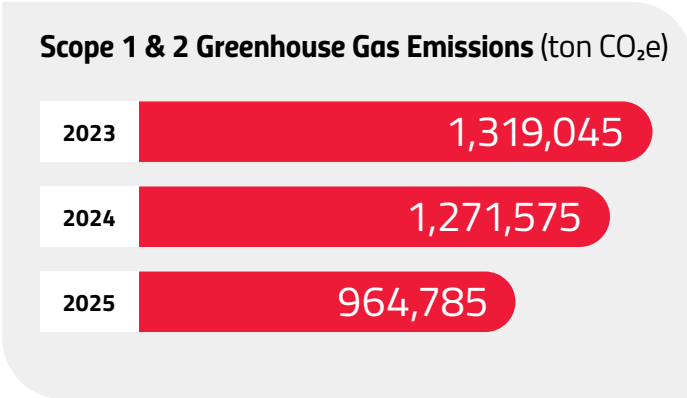
Additionally, our Group companies are taking concrete steps to integrate sustainability into their business models:

- CCI has replaced LPG forklifts with electric models, achieving a 68% reduction in carbon dioxide emissions per forklift. By eliminating on-site fuel combustion in the replaced equipment, this transition also eliminates direct point-of-use NO<sub>x</sub> and SO<sub>x</sub> emissions associated with these forklifts.
- Anadolu Efes has achieved a 31% reduction in emissions from its own operations.

The journey toward net-zero demands continuous adaptation and innovation. We are intensifying our research efforts into alternative fuels, 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 implement this vision have translated into tangible progress in reducing greenhouse gas emissions. Total greenhouse gas emissions decreased by 18% year-on-year, from 19,009,738.9 tCO<sub>2</sub>e in 2024 to 15,516,986.8 tCO<sub>2</sub>e in 2025. This progress was supported by reductions across Scope 1, market-based Scope 2, and Scope 3 emissions. Scope 1 emissions decreased by 20% to 638,098.9 tCO<sub>2</sub>e, while market-based Scope 2 emissions declined by 31% to 326,686.0 tCO<sub>2</sub>e, representing the strongest relative improvement. Scope 3 emissions also decreased by 18% to 14,552,202.0 tCO<sub>2</sub>e. The broad-based reduction across both operational and value-chain emissions marks an important step in our decarbonization journey and shows that our initiatives are delivering measurable results.

Beyond GHG emissions, we also monitor nitrogen oxides (NO<sub>x</sub>), sulfur oxides (SO<sub>x</sub>), volatile organic compounds (VOC) and particulate matter (PM) emissions as part of our Group-wide environmental data management processes.<sup>11</sup> In 2025, we expanded the reporting coverage of these indicators, strengthening the completeness and transparency of our environmental performance data. Detailed quantitative disclosures are provided in the Environmental Performance Indicators section.<sup>11</sup>



<sup>10</sup> 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.

<sup>11</sup> Anadolu Efes, Anadolu Motor and Anadolu Etap içecek were included in the calculation for the first time in 2025.

BEST PRACTICES

### Energy Efficiency and Carbon Reduction Projects

In 2025, Anadolu Isuzu continued its energy efficiency initiatives to reduce greenhouse gas emissions and enhance operational sustainability. These initiatives contributed to optimizing energy use across various systems and processes within the production facilities, supporting the company’s decarbonization targets.

The high-performance water radiant heating systems, electric heaters, heat curtains, and economizer applications commissioned in 2024 resulted in natural gas savings of 89,970 Sm<sup>3</sup> in 2025, preventing approximately 175 tons of CO<sub>2</sub>e emissions.

In addition to the inverter-based compressor conversion and the use of LED fixtures for outdoor lighting implemented in 2024, energy performance was further improved through enhancements to the cathodic electrocoating oven processes in 2025. Process optimization aimed at preserving thermoblocks and improving equipment reliability reduced the time required for the ovens to reach safe operating temperatures, contributing to greater operational efficiency. As a result of these initiatives, Anadolu Isuzu achieved total electricity savings of 183,061 kWh and reduced greenhouse gas emissions by approximately 79.4 tons of CO<sub>2</sub>e.

ANADOLU ISUZU

### Alternative Fuel Strategy

In line with its sustainable mobility vision, Kia aims to develop 14 electric vehicle models by 2030 and to generate approximately 37% of its total sales from electric vehicles through a stronger focus on more environmentally responsible mobility solutions. Kia continues to strengthen its contribution to a more sustainable future, with 38% of its vehicle sales coming from electric models.



KIA TÜRKİYE

### Carbon Reduction Projects

Anadolu Efes remains committed to reducing its environmental impact. In 2025, the company invested TRY 619.4 million, with a strong focus on energy efficiency and emissions reduction. During the year, 8 projects were completed, generating both direct and indirect efficiency gains and supporting the company’s decarbonization efforts. In 2025, emissions from Anadolu Efes’ own operations amounted to 104,300 tons of CO<sub>2</sub>e,

of which Scope 1 emissions accounted for 93,586 tons and Scope 2 emissions for 10,714 tons. Through ongoing efficiency initiatives and increased renewable energy procurement, the company achieved a 4% reduction in Scope 1 emissions and a remarkable 79% reduction in Scope 2 emissions on a pro forma year-over-year basis. As a result, Anadolu Efes delivered an overall 31% reduction in emissions from its own operations.

ANADOLU EFES

### Carbon Footprint Actions for Suppliers

Migros launched the Sustainable Business Partners Network (SBPN) platform 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

the 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 2025, approximately 142 supplier company employees were trained and guided in their calculations through the SBPN platform, while 107 suppliers measured their carbon emissions and shared their results on the platform.

MİGROS



### Renewable Energy Initiatives

Anadolu Efes has commissioned a Solar Power Plant (SPP) consisting of approximately 20,000 panels on the grounds of its Konya Maltery.

Through this investment, the company now sources approximately 22% of the electricity consumed across its factories in Türkiye from renewable energy. The project targets the prevention of 6,500 tons of carbon emissions annually, while the energy generated by the facility is equivalent to the yearly electricity consumption of approximately 10,000 households.

Anadolu Efes already sources 78% of its total electricity consumption across its operating geographies from renewable sources, and with this investment, the company has further strengthened its transition toward a lower-emission production model in its Türkiye operations. In addition, the company generates renewable energy from waste through biogas facilities at five of its breweries and continues to diversify its energy mix through renewable energy procurement.

ANADOLU EFES

### Practices for Reducing Carbon Footprint

CCI considers energy efficiency and climate preservation as the primary intervention points for reducing its environmental footprint. As logistics activities in Türkiye account for approximately 9.2% of the total value chain-related greenhouse gas emissions, distribution optimization plays a critical role in commercial success. Within this context, CCI aims to reduce its carbon footprint by using electric trucks, achieving an approximate 25% reduction in per kilometer emissions compared to diesel trucks. 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 2025, CCI prevented 509,146 metric tons of CO<sub>2</sub> emissions throughout the value chain through best practices. 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 20% compared to diesel trucks. CCI uses green electricity across its entire cloud system.

Through the implementation of a new cloud based S/4HANA digital backbone, the deployment of advanced analytics, automation, and artificial intelligence applications has been expedited, enhancing CCI’s innovation capacity. The resource efficiency and energy effectiveness offered by the cloud based architecture support the reduction of energy intensity across IT operations and contribute to decreasing the indirect carbon footprint. 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 290,536 metric tons of CO<sub>2</sub> emissions in 2025. 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.

CCI



### Renewable Energy Investment

In line with its sustainability goals, Anadolu Isuzu continued to increase the share of renewable energy in its energy consumption in 2025. The company’s rooftop solar power plants, with a total installed capacity of 6.7 MWp, generated 7,758 MWh of electricity during the year. This amount corresponded to approximately 60% 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 3,336 tons of CO<sub>2</sub> emissions were avoided in 2025.

ANADOLU ISUZU

### 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 2025,



water-cooling systems have been implemented in another 37 locations, bringing the total in 363 locations. Migros aims to disseminate this system and ensure its use in other locations.

The company also continues to work on energy consumption, one of the key focus areas in combating climate change. Energy efficiency steps reduce carbon emissions in operations and boost overall efficiency. New and renovated Migros stores 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.

In 2025, the company commissioned solar power plants in Kırşehir, Malatya, Erzurum, Ağrı and Erzincan with a total installed capacity of 98.48 MWp. With these new investments, Migros’ total solar energy capacity increased to 105.28 MWp, corresponding to approximately 24% of its annual electricity consumption.

Throughout the year, electricity generation from solar power plants reached 60,337 MWh, while rooftop solar panels installed in previous years generated an additional 10,437 MWh. In addition, 65% of Migros’

annual electricity consumption, equivalent to 516,968 MWh, was supplied by renewable energy producers certified under the Renewable Energy Guarantee of Origin (YEK-G) system.

As of 2025, all electricity consumed in Macrocenter stores has been sourced from renewable energy through a combination of solar energy investments and YEK-G certified electricity procurement.



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 2025 (Mountains and Glaciers: Water Towers), over 4 billion people could face water scarcity as accelerating glacier retreat and climate change are increasingly threatening freshwater supplies on which billions of people depend. The World Resources Institute’s Aqueduct Water Risk Atlas highlights that many countries, including Türkiye, are already experiencing 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.

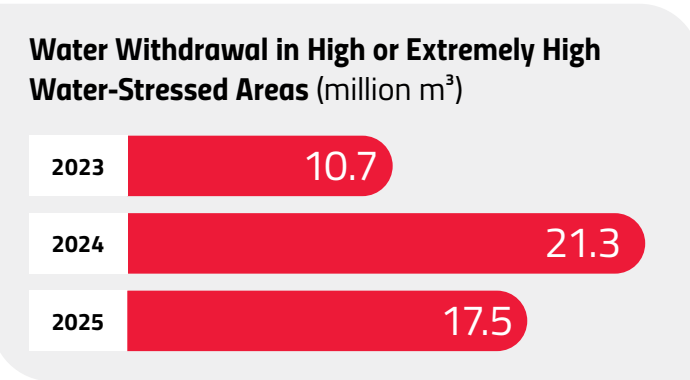
**What we have done so far:** At Anadolu Group, we integrate water stewardship into every aspect of our business, aiming to optimize water use, minimize wastewater, and enhance water resilience across our value chain. Our strategy focuses on:

- 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 FY25:** At the Group level, we achieved measurable progress in water stewardship, supported by operational improvements and more granular environmental reporting. Total water withdrawal decreased by 25.2% year-on-year, from 37.4 million m³ in

2024 to 28 million m³ in 2025. Water withdrawal in high or extremely high water-stressed areas also decreased by 17.9% to 17.5 million m³. These areas accounted for 62.4% of total water withdrawal in 2025. While this reduction represents important progress, improving water efficiency and strengthening resilience in water-stressed regions remain key priorities.

The total volume of recycled and reused water amounted to 858,340 m³ in 2025. Although this represented a slight decrease of 1.5% compared with 2024, the volume remained 33.1% above its 2023 level, demonstrating the continued contribution of circular water practices across our operations.



- A total of 50 facilities across three Group companies, namely Coca-Cola İçecek, Anadolu Efes, and Anadolu Isuzu, have established water management plans to support the sustainable stewardship of water resources and strengthen resilience against water-related risks.
- Our water recovery practices generated an estimated financial benefit of approximately TRY 89.2 million during the reporting period, demonstrating the tangible value created through efficient water resource management and circular water use practices.
- CCI continues to lead efforts to achieve water neutrality by 2030, improve water efficiency in operations, and expand community-based water projects in water-stressed regions.
- Migros has set a target to reduce its average water withdrawal per square meter of sales area by 10% by 2030, compared with the 2023 baseline.

- Anadolu Efes aims to reduce water consumption from 4.17 hl/hl in 2024 to 2.7 hl/hl by 2035 across its operations.

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. The reduction in total water withdrawal, together with the continued use of recycled and reused water,

demonstrates measurable progress while providing a stronger foundation for targeted water stewardship initiatives. We aim to advance 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 construction that began 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. The facility was designed to meet 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, supporting the company’s long-term wastewater management strategy. The wastewater treatment plant continued to operate effectively in 2025.

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### Water Efficiency Projects

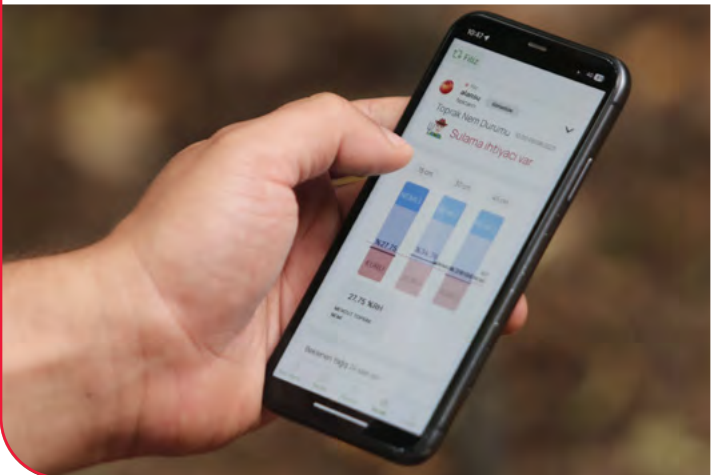
Anadolu Efes remains committed to reducing its impact on water consumption and strengthening water security. In 2025, the company implemented 2 completed and 1 ongoing project, with an investment of nearly TRY 43.5 million. Upon completion of these projects, the company will achieve an annual water saving potential of 145,000 m³, contributing to more efficient water use and long-term resource sustainability.

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### 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 communities it serves.

CCI has issued the first sustainability linked bond in the beverage industry across Europe, the Middle East and Africa in 2022. Under this framework, CCI aims to reduce



its Water Use Ratio (WUR) by 17%, from 1.69 L/L in the 2020 base year to 1.4 L/L by 2029.

In 2025, CCI saved approximately 813,710 m³ of water with water efficiency projects and investments in its operational countries. CCI’s overall water savings on a company-wide scale are 3.8 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 2025. A total of 3.65 million liters of water were saved in the water basins of Türkiye, Jordan, Kyrgyzstan, Tajikistan, Kazakhstan, and Pakistan through social projects such as establishing recharge wells, constructing wetlands, raising awareness of water saving in the local community, rainwater harvesting and maintaining efficient landscaping and restoration. In 2025, CCI’s water replenishment ratio was 54.5%. The company’s target for 2030 is 100%.

CCI

### 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 of sales area 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 15 newly opened and renovated Migros stores in 2025. Water storage tanks were installed at 20 locations suffering from supply disruptions; system upgrades were carried out at 30 stores to address low-pressure mains water issues. Timed faucets and aerators are used to improve water efficiency in all stores.

360 timer-controlled faucets and aerators were installed in 2025. The company decided that only dual-flush toilets with 2.5-5-liter cisterns would be installed in the restrooms of newly-opened stores.

Migros has set itself the goal of reducing its base year 2023 average water withdrawal per square meter of sales area by 10% by 2030. As of 2025, the cumulative reduction was 1.91%. Migros’ water footprint is independently verified for compliance with the ISO 14046 standard. In 2025, 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 five times.

MIGROS

## Circular Economy

**What makes it essential:** The 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. 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.

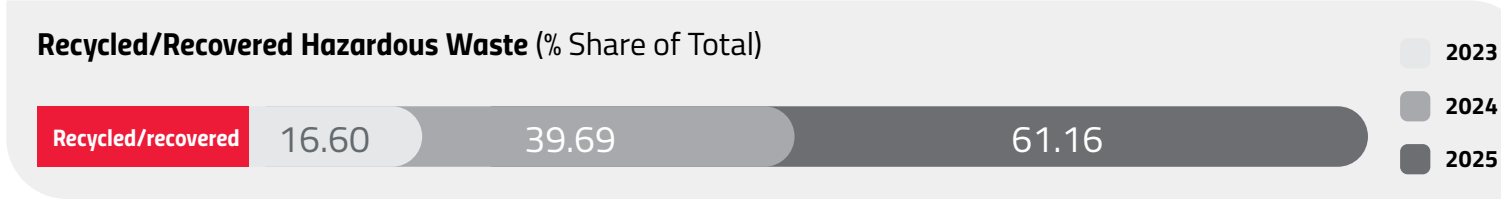
We provide tangible solutions that support the circular economy by enabling waste materials to be reused, recycled, and reintroduced into the economy. We embrace and encourage this approach throughout our entire value chain. We contribute to the circular economy by implementing practical measures across our operations and value chain.

### Companies and Facilities Holding Zero Waste Certificates

| Companies                       | Facilities                             |
|---------------------------------|----------------------------------------|
| AG Anadolu Grubu Holding        | Headquarters                           |
| Migros                          | All relevant facilities in Türkiye     |
| Coca-Cola İçecek                | All plants in Türkiye and headquarters |
| Anadolu Efes                    | All plants in Türkiye and headquarters |
| Anadolu Isuzu                   | All plants in Türkiye                  |
| Anadolu Medical Center Hospital | Gebze Hospital                         |

**How we progressed in FY25:** We made significant progress across our operations in 2025 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 58% of our hazardous waste, significantly reducing our environmental footprint.
- In our Group companies a range of projects were implemented to drive waste reduction, including optimizing packaging materials, developing recycling infrastructures, and applying advanced waste separation technologies.
- We continued to improve hazardous waste management, with 61.2% of hazardous waste recycled or recovered, including through energy recovery.



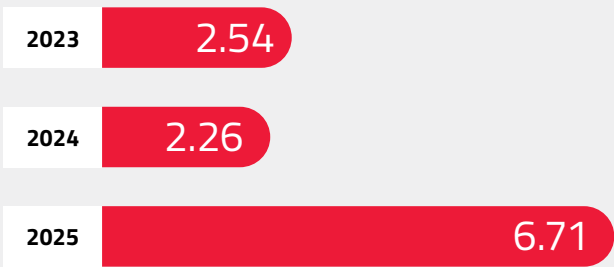
Our Group companies support the circular economy through concrete measures:

- 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.

The data also indicate a notable change in the composition of composted non-hazardous waste treatment. Although the amount of composted non-hazardous waste decreased by 13.6%, from 18,489.1 tons in 2024 to 15,968.0 tons in 2025, its share of total non-hazardous waste increased from 2.26% to 6.71%. This increase in share reflects the sharper decline in total non-hazardous waste rather than an increase in the amount composted.

Composted Non-Hazardous Waste  
(% Share of Total)



A Private-Label Package Indexing Project

Migros determined that 84% of the packaging of its own-brand products was recyclable. During 2025, the company continued its efforts to make its own-brand product packaging more sustainable. Recycled PET (rPET) makes up 25% of the packaging of six Migros-branded detergents.



MIGROS

BEST PRACTICES

Projects to Reduce Food Waste



Migros delivers healthy foods that remain unsold 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 Fazla's digital platform. Since the beginning of this collaboration, 28,435 tons of food—4,170 tons in 2025 alone—that would otherwise have gone to waste have reached people who need it instead. In addition to these projects, products close to their expiration date and ripe fruits and vegetables are offered to consumers at a 25%, 50%, or 75% discount. Thanks to these discounted sales, the waste of 7,531 tons of food was prevented in 2025. Migros donates unexpired and safe-to-consume food, no longer intended for human consumption, to the animal welfare organizations for delivery to stray and forest animals. Since the project began, Migros has donated 10,764 tons of food to help feed stray animals.

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Field Equipment Refurbishment and Circular Management Program

In 2025, Anadolu Efes launched its Field Equipment Refurbishment and Circular Management Program across its operating markets to extend the service life of field equipment, optimize resource utilization, and minimize waste generation. The program consolidates a range of operational models under a unified circular management framework, including in-house refurbishment centers in Türkiye and Georgia, a third-party technical service model in Kazakhstan, and compliant end-of-life disposal processes in Moldova.

In Türkiye, Anadolu Efes refurbished and returned to active use 5,157 coolers and 402 field equipment units through its dedicated Refurbishment Center. In Georgia, the company facilitated the recovery and reuse of 1,653 coolers via its local Refurbishment Center. In Kazakhstan, refurbishment activities successfully extended equipment lifespans while reducing

capital expenditure compared with new cooler procurement. In Moldova, end-of-life coolers were transferred exclusively to authorized organizations in accordance with Waste Electrical and Electronic Equipment (WEEE) regulations and Extended Producer Responsibility (EPR) requirements, ensuring the controlled disposal of components containing HFC gases and mercury.

Underpinned by equipment verification, barcode tracking, and systematic monitoring, the program ensures that field equipment is managed in a transparent and systematic manner across operating markets. By mitigating environmental risks while enhancing operational efficiency and cost performance, the program represents a compelling example of circular economy principles applied to field equipment management.

ANADOLU EFES



## Sustainable Packaging Practices

CCI focuses on the packaging life cycle. Within this scope, the company uses rPET 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 resources. 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 were applied in Kazakhstan, Azerbaijan and Kyrgyzstan. 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 recyclable materials and continue to make 100% of its packaging recyclable by 2030 and use at least 50% recycled material in plastic packaging. The company also committed to collecting and recycling all packaging in Türkiye, Pakistan and Kazakhstan and to initiate packaging collection programs in other countries.



In line with its targets, CCI continued the use of 50% and 100% rPET in the juice and iced tea categories, while maintaining the use of rPET in the labels of 500 ml Damla Water bottles in Türkiye. CCI Kazakhstan reached 18% rPET consumption, achieving the highest rPET usage rate across CCI operations. Moreover, rPET usage in Azerbaijan, Kyrgyzstan, Tajikistan, and Uzbekistan continued in line with set targets. In addition, in 2025, the lightweight PET bottles allowed CCI to save 865 tons of resin in eight countries where the company operates. 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 2025, a total of 211,474 tons of CO<sub>2</sub> emissions were prevented through these refillable glass bottle initiatives in Türkiye, Pakistan, Uzbekistan, and Bangladesh. Also, as a significant step in line with the 2030 Sustainability Pledge, Damla water bottle caps have been redesigned to remain attached to the bottle. RPET labels are used on bottles with tethered closures. 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 line with its targets to reduce packaging related material use, the company has transitioned to the use of high performance stretch film (nano stretch). This implementation has enabled a 35% reduction in stretch film consumption per pallet while increasing wrapping force by 40%. The tighter and more durable wrapping also allows for a reduction in the use of interlayer separators between pallet layers. Within the scope of this application, stretch film usage was reduced by 200 tons in 2025. In addition, separator usage decreased by 5 million units compared to the previous year.

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## Waste Management and Circular Economy Practices



In line with its Bag-Free Shopping Movement across Migros and Macrocenter stores, Migros runs campaigns encouraging customers to avoid single-use plastic bags. In 2025, a total of 2,178,160 eco-friendly reusable bags were sold. At Macrocenter stores, customers are offered a 100% recyclable kraft bag as an alternative to both plastic and eco-friendly bags; throughout 2025, kraft bag sales at Macrocenter prevented the use of over 800,000 plastic bags. Macrocenter has also introduced a deposit bag scheme, under which customers who return their purchased deposit bags to the store in undamaged condition receive a refund. Returned bags are cleaned and made available for resale in a hygienic manner.

In addition, Macrocenter has completed its target of replacing single-use plastic products sold in its stores with nature-friendly alternatives by the end of 2025.

To reduce plastic use in the packaging of Tazedirekt products, Migros introduced a series of practical measures. Rather than using protective plastic packaging, recovered and trimmed second-hand cardboard boxes are repurposed to create a reusable material cycle, with the aim of reducing plastic waste generation.

Migros collects packaging waste (paper, plastic, and metal), organic waste, used batteries, and used cooking oil at source across its stores, directing them to recycling. The system also encompasses waste brought in by customers, contributing to the circular economy. In 2025, a total of 45,617 tons of packaging waste were channeled to recycling. Through its Migros Sanal Market service, Migros arranges the collection of used cooking oil and used batteries accumulated at customers' homes directly from their addresses, transferring them to licensed recycling organizations. In 2025, a combined total of 71.8 tons of used cooking oil and 2.2 tons of used batteries were delivered to authorized recycling companies across operational units, stores, and online channels. The separate collection of used cooking oil helped prevent the contamination of approximately 77.8 million cubic meters of water, while the recycling of used batteries protected 531,000 cubic meters of soil from heavy metal pollution. In addition, a total of 408.8 tons of electronic waste collected from operational units was directed to licensed organizations authorized by the Ministry of Environment, Urbanization and Climate Change, and incorporated into the recycling process.

As part of a project initiated by the Turkish Environment Agency, Migros installed Deposit Return Machines in 43 of its stores and launched pilot operations. Within this scope, 1,162,291 beverage containers were collected and recycled in 2025.

MİGROS

# 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 are integrating regenerative and restorative agricultural practices into our operations and agricultural value chains, with a focus on enhancing soil health, conserving water resources, and improving the resilience of farming ecosystems. We are also working to prevent and reduce negative impacts on biodiversity through sustainable sourcing, biodiversity-sensitive operational practices, and ecosystem monitoring across relevant Group companies. Through innovation, strategic collaboration, and targeted investments, we seek to contribute to the development of a more productive and sustainable agricultural industry.

**How we progressed in FY25:** We advanced our focus on sustainable agriculture through a series of targeted 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.
- Migros has established a quantified and time-bound biodiversity-related sourcing target to increase the share of fruits and vegetables sourced from suppliers holding certifications in Good Agricultural Practices, organic agriculture, or regenerative agriculture to 50% of total supply by 2030. This share reached 30% in

2025. By promoting agricultural systems that support soil health and reduce ecosystem degradation, the target contributes to biodiversity protection across the agricultural supply chain.

- 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 1,102 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, and implementing regenerative agriculture practices to enhance soil health, increase water retention, and improve carbon sequestration capacity.

Beyond agricultural value chains, selected Group companies implement biodiversity-sensitive practices at operational sites. GUE, which operates in or near areas of biodiversity significance, conducts bird monitoring along transmission line towers twice a year and monitors fish movements four times a year in coordination with the Ministry of Environment. Fish passage systems are cleaned daily to support aquatic biodiversity and migration continuity. No bird-related incidents were recorded during the reporting period. These practices provide ongoing oversight of potential impacts on species and ecosystems at operational sites.

We continue to explore opportunities to scale up regenerative farming initiatives, expand the use of precision agriculture technologies, and enhance collaborations with farmers and stakeholders. Through innovative approaches and digital solutions, digital innovations, we seek to support the agricultural industry in transitioning toward greater resilience and sustainability.

## BEST PRACTICES

### FAO Talks and International Year of Cooperatives

As part of FAO's 80th anniversary, FAO Talks were organized in collaboration with FAO Türkiye to engage university students in discussions on the future of agri-food systems. The program series reached over 1,000 university students through sessions held in 4 cities and 5 universities. The event created an important platform for dialogue between academia, the private sector, FAO, and civil society. In line with the United Nations declaring 2025 as the International Year of Cooperatives, Migros continued to strengthen its collaboration with agricultural cooperatives to support local producers and sustainable agriculture.

Migros participated with a stand at the Türkiye Cooperatives Fair organized by the Ministry of Trade in Erzurum and implemented special shelf applications in its stores for cooperative products. Additionally, at the "Cooperatives Day" event held in Ankara, women's cooperatives were given the opportunity to directly offer their products to customers, thus strengthening cooperatives' access to the retail market. Digital content prepared specifically for the International Day of Cooperatives reached more than 300,000 people and helped raise awareness of the role of cooperatives in supporting local development.

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### Regeneration From Field to Bottle

As part of its sustainability and climate action commitments, Anadolu Efes continues to implement the Regeneration From Field to Bottle program in collaboration with Anadolu Meraları. The program aims to integrate regenerative agriculture and a holistic management approach into the company's supply chain, establishing a sustainable framework that addresses ecological, economic, and social dimensions in an integrated manner.

During the implementation phase, regenerative agriculture practices were initiated in 3 pilot provinces,

selected from the 24 provinces where barley is sourced. To monitor ecological regeneration, soil analyses were conducted in the pilot fields, and an ecological observation report was developed based on the collected data. The findings demonstrated the tangible positive impacts of regenerative agriculture practices on the ecosystem:

- Organic matter content in soils increased by up to 25%
- The number of beneficial bacteria and fungi increased by up to 23%
- Water retention capacity improved by 13%
- Carbon sequestration of approximately 6.7 tons per hectare was achieved.

Building on these outcomes, Anadolu Efes aims to ensure the continuity and scalability of the results achieved in the first year of implementation.

In addition, the company organized the 3rd Barley Suppliers' Meeting to further strengthen its business model and roadmap in collaboration with its supply network.

ANADOLU EFES



### Support for Women Farmers and Entrepreneurs

The Development and Acceleration of Women Entrepreneurs in the Agriculture program provides women entrepreneurs with the knowledge and skills to support their entrepreneurial journeys while also supporting the development of products that comply with Migros standards. Women entrepreneurs are provided with training and workshops focusing on quality, finance, branding, digitalization, and marketing. In the program, which was held for the 6th time in 2025, women entrepreneurs were supported in developing their corporate capacities, strengthening their access to

markets, and creating sustainable business models. To date, more than 400 participants from nearly 60 provinces have benefited from the program. Migros also contributes to local and regional brand-creation and development. In 2025, Migros worked with 22 women's cooperatives, from which it purchased a total of 2,000 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.

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### Sustainable Agriculture and Impact Entrepreneurship Education Program

Anadolu Efes continued to raise awareness on sustainable agriculture through the free and fully online education program, which it launched during the first quarter of 2024 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. The program attracted over 4,500 applications by the

end of 2025, with more than 450 participants successfully completing the training and receiving certification. According to the impact analysis study conducted with an independent organization at the end of the first year of the program to transparently demonstrate its impact, 82% of the participants were individuals under the age of 26, while women representation stood at 67%. Satisfaction rates for the training modules were measured above 90%. The trainings modules titled "Basic Concepts in Sustainability" and "Circular Economy" stood out by receiving the highest evaluation scores.

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 40 products grown from local seeds from 26 areas in the seven regions of Türkiye. 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.

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### 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 the adoption of regenerative agriculture 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.

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### Agricultural Projects

In line with the goal of achieving water neutrality, community-based water replenishment projects are implemented in water stressed regions to restore the full volume of water used in production back to the natural cycle. A responsible water management approach is adopted through basin based risk assessments that evaluate water dependency and potential impacts on local water availability and quality, with regular reviews of total water use and stakeholder engagement to help reduce shared pressure on water resources. Within the framework of projects carried out in Çorlu, Bursa, and Isparta in collaboration with The Coca-Cola Foundation, CCI Türkiye, and DOKTAR, a holistic model is applied to reduce agricultural water use and enhance climate resilience. This model integrates smart and digital irrigation systems, regenerative agriculture practices, rainwater harvesting, and modern irrigation methods such as drip irrigation. These technical solutions are complemented by capacity-building programs for farmers, thereby

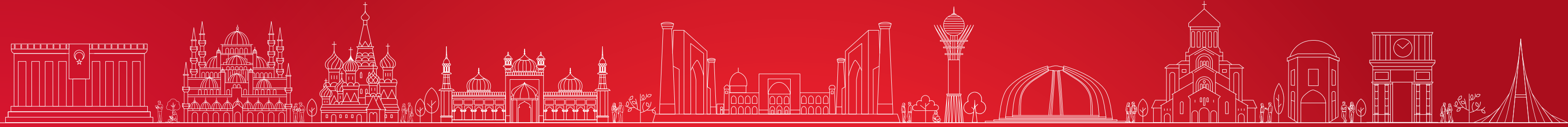


strengthening long term agricultural productivity and resilience. As of 2025, a total of 126 farmers in Isparta, 167 in Bursa, and 140 in Çorlu have received training in technology use, climate resilience, digital

literacy, and regenerative agriculture to increase crop productivity and strengthen their resilience to climate change. In Türkiye, 1,969 million liters of water were replenished to the watershed in 2025 through water replenishment projects.

In 2025, by purchasing sustainable sugar from sugar suppliers that hold sustainable agriculture certificate issued by the Sustainable Agriculture Initiative (SAI), the company purchased 29% Sustainable Agriculture Certified sugar across the entire value chain. In addition, 171 strategic partners were registered on the Ecovadis platform, which measures the sustainability performance of suppliers. In 2025, the number of suppliers evaluated under the EcoVadis framework increased by 10.3%.

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MARKETPLACE



# Marketplace

**What makes it essential:** In an era of rapid technological change, social transformation and rising sustainability expectations, businesses are increasingly expected 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. Companies are also expected to manage environmental and social impacts throughout their value chains and deliver products and services that are environmentally sustainable, socially inclusive, and supported by strong governance practices across their entire life cycle. To respond to these expectations and remain prepared for future challenges, businesses are accelerating investments in sustainability-oriented innovation, R&D, and digital transformation. Global R&D efforts increasingly focus on technologies and solutions such as lower-impact materials, renewable energy, sustainable agriculture, artificial intelligence, the Internet of Things, machine learning, and blockchain.

These tools can support environmental impact monitoring, supply chain risk management, operational efficiency, and compliance with evolving ESG requirements.

**Our aspiration:** At Anadolu Group, we aim to build a resilient, responsible, and innovation-driven business ecosystem that creates long-term value. In line with our 2035 Sustainability Strategy, ensuring supplier alignment with the Anadolu Group Supplier Guiding Principles throughout the value chain is a key strategic priority. We collaborate with our suppliers based on shared sustainability principles, strengthen transparency and traceability across the value chain, and manage the environmental and social impacts of our products and services throughout their life cycle. Through entrepreneurship, open innovation, R&D, and digital transformation, we encourage employees and young talent to develop solutions that support quality, safety, efficiency, regulatory compliance, and sustainable growth.

## 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 impacts across their supply chains. In parallel, ESG assessment 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 Principles (SP). 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.

We collaborate with our suppliers based on shared sustainability principles and work to strengthen transparency and traceability throughout the value

chain. By promoting alignment with these principles, we aim to build a resilient, and sustainable value chain that reflects our commitment to long-term, shared value creation. We prioritize supplier ESG performance and actively support capacity development across all ESG dimensions. Our approach covers 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 recognized 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 environmental performance of logistics and distribution systems through emissions reduction, energy optimization, and efficient transportation,
- Investing in lower-carbon 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 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,
- Continuing to integrate digital tools and smart technologies across the value chain, from raw material sourcing to delivery,
- Raising awareness internally and externally of the importance of transparency, traceability, and ESG compliance throughout the supply chain,
- Strengthening collaboration and partnerships 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 an ISO 14001 Environmental Management System certification and monitoring key environmental performance indicators such as greenhouse gas emissions, energy use, water consumption, and waste generation. We are working to scale these practices across all Group companies.

When selecting and evaluating suppliers, 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 them to sign a declaration confirming their compliance with the Anadolu Group Code of Business Ethics and Non-Compliance Notification Regulation, reinforcing our commitment to ethical and responsible business practices throughout the supplier 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 identify priority 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 do not meet our requirements, 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 industry-specific needs, we also implement contract-based sourcing models with selected suppliers, particularly in the agricultural industry. These long-term partnerships are designed to strengthen supply chain resilience, promote rural development, and support local farming systems.

To advance our sustainability agenda across the value chain, AG Anadolu Grubu Holding has developed a phased roadmap for 2025–2035 aimed at embedding sustainability principles throughout the supply chain. In the initial phase, we focused on raising awareness across Group companies, conducting gap analyses, categorizing suppliers, and establishing a comprehensive measurement framework and monitoring methodology. While Scope 1 and Scope 2 emissions are being reported in line with IFRS requirements, preparations have commenced to expand, standardize and improve supplier-level Scope 3 measurement, data quality and traceability.

Following the initial awareness phase, beginning in 2027, we will progressively engage, train, and audit 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 aim to achieve 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.

**How we progressed in FY25:** 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, sustainability strategy development, and building a resilient supply chain in the long term. Procurement from local supplier’s accounts for a significant portion of total procurement expenditure. For instance, Anadolu Group’s supply chain ecosystem comprises approximately 25,000 suppliers. Across Group companies, approximately 76%<sup>12</sup> of total procurement spending in 2025 was directed to local suppliers. This strong local engagement supports regional economic development, enhances social inclusion, and helps reduce the environmental footprint of logistics activities.

Group companies representing 98% of total revenue, conduct regular supplier audits and expect corrective action from those who fail to comply with the SP in any material respect. Continued non-compliance may result in termination of the business relationship. Group companies have also adopted comprehensive approaches to occupational health and safety (OHS).

Training sessions totaling **10,508 hours**<sup>13</sup> 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.

Tier 1 Supplier Management and Sustainability Assessment Overview

| Group Companies <sup>14</sup>                                                               | Migros                                           | CCI                                                                      | Anadolu Isuzu                                                                                      |
|---------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| Definition of Tier 1 Supplier                                                               | Suppliers collectively represent 80% of turnover | Prioritized direct suppliers representing 85% of total procurement spend | Those that could directly affect production continuity: share in turnover and limited alternatives |
| Number of Tier 1 Suppliers                                                                  | 3,244                                            | 253                                                                      | 507                                                                                                |
| Number of Audited Tier 1 Suppliers                                                          | 621                                              | 44                                                                       | 65                                                                                                 |
| Number of Suppliers with Identified Adverse Environmental Impact                            | 50                                               | 27                                                                       | 0                                                                                                  |
| Number of Suppliers with Agreed Remediation Plans                                           | 50                                               | 27                                                                       | 0                                                                                                  |
| Number of Suppliers Whose Relationship Was Terminated Due To Environmental Non-Conformities | 0                                                | 0                                                                        | 0                                                                                                  |
| Number of Suppliers with Identified Adverse Social Impact                                   | 50                                               | 27                                                                       | 0                                                                                                  |
| Number of Suppliers with Agreed Remediation Plans                                           | 50                                               | 27                                                                       | 0                                                                                                  |
| Number of Suppliers Whose Relationship Was Terminated Due To Social Non-Conformities        | 0                                                | 0                                                                        | 0                                                                                                  |

<sup>12</sup> Only data from MiGROS, Anadolu Isuzu and GUE were included in the calculation.  
<sup>13</sup> Data from CCI was excluded from the calculation.  
<sup>14</sup> Corresponds to 88% of our turnover.

As Anadolu Group, we held a Supplier Principles Management Workshop in Istanbul to advance our approach to supply chain management through a sustainability lens. The workshop brought together procurement, purchasing, and quality representatives from across our Group companies, together with senior management. We introduced the conceptual framework for sustainable supply chain management alongside international benchmarks, while Migros and Coca-Cola İçecek (CCI) shared best practices from their own supplier management processes. Through roundtable discussions and survey-based exercises, we assessed current practices and maturity levels across our Group companies and identified priority areas for improvement, drawing directly on participant input.

As part of our Supplier Principles Management Workshop, we conducted a current state analysis to understand how supply chain principles are structured across our Group companies. The current status figures presented in the adjacent table reflect the approximate share of Group turnover generated by Group companies that have established the respective policies, principles, standards, procedures, or tools, thereby demonstrating the level of formalization of sustainable supply chain practices across our operations.

Supplier codes of conduct, along with periodic evaluation and monitoring mechanisms, are largely embedded and effectively implemented across the Group. Sustainable supply chain management policies, procedures, and standards, however, remain at varying stages of maturity among Group companies. The findings highlight both the progress achieved to date and the opportunities to further harmonize approaches, establish common frameworks, and enhance the consistency of sustainable supply chain practices across the Group.

Maturity Level of Sustainable Supply Chain Practices Across Group Companies Table

| Sustainable Supply Chain Management Practice             | Turnover Coverage (%) <sup>15</sup> |
|----------------------------------------------------------|-------------------------------------|
| Supplier Code of Conduct / Working Principles            | 99%                                 |
| Sustainable Supply Chain Policy                          | 89%                                 |
| Sustainable Supply Chain Management Procedure / Standard | 88%                                 |
| Supplier Pre-Selection Form                              | 88%                                 |
| Periodic Supplier Evaluation Form                        | 99%                                 |
| Supplier Monitoring Form                                 | 88%                                 |
| Supplier Risk Assessment                                 | 97%                                 |

As Anadolu Group, we reviewed the Anadolu Group Supplier Principles with each of our Group companies through dedicated roundtable discussions held as part of our Supplier Principles Management Workshop. These principles apply to all suppliers across Group companies. The majority of the items outlined below are already incorporated into our current supplier contracts, while the remaining items have been identified as medium- to long-term priorities.

Supplier Principles Alignment and Implementation Roadmap Across Group Companies

| Category                   | Anadolu Group Supplier Principles                  | Included in Current Contracts | Among Our Medium and Long-Term Priorities |
|----------------------------|----------------------------------------------------|-------------------------------|-------------------------------------------|
| ENVIRONMENT                | Compliance With Environmental Legislation          | ✓                             |                                           |
|                            | Carbon Reporting                                   |                               | ✓                                         |
|                            | Waste Management (Reduction and Reporting)         |                               | ✓                                         |
|                            | Water Consumption (Reduction and Reporting)        |                               | ✓                                         |
|                            | Energy Consumption (Reduction and Reporting)       |                               | ✓                                         |
|                            | Protecting Biodiversity / Preventing Deforestation |                               | ✓                                         |
|                            | Climate Change Policy                              |                               | ✓                                         |
| SOCIAL                     | Zero Tolerance for Harassment and Violence         | ✓                             |                                           |
|                            | No Child Labor                                     | ✓                             |                                           |
|                            | No Discrimination                                  | ✓                             |                                           |
|                            | Compliance With Legal Working Hours                | ✓                             |                                           |
|                            | No Forced Labor                                    | ✓                             |                                           |
|                            | Fair Wage Policy                                   | ✓                             |                                           |
|                            | Occupational Health and Safety                     | ✓                             |                                           |
|                            | Diversity and Inclusion                            |                               | ✓                                         |
| GOVERNANCE                 | Gender Equality                                    |                               | ✓                                         |
|                            | Compliance With Laws                               | ✓                             |                                           |
|                            | Ethical Trade                                      | ✓                             |                                           |
|                            | Confidentiality and Information Security           | ✓                             |                                           |
|                            | Fair Competition                                   | ✓                             |                                           |
|                            | Open and Honest Communication                      | ✓                             |                                           |
|                            | Personal Data Protection                           | ✓                             |                                           |
|                            | Anti-Corruption and Anti-Bribery                   | ✓                             |                                           |
|                            | Preventing Money Laundering and Illegal Activities | ✓                             |                                           |
| PRODUCT SAFETY AND PROCESS | Legally Compliant Products / Services              | ✓                             |                                           |
|                            | Product Safety                                     | ✓                             |                                           |
|                            | Compliance With Industry Standards                 | ✓                             |                                           |
|                            | Compliance With Technical Specifications           | ✓                             |                                           |
|                            | Traceability of Supply Processes                   |                               | ✓                                         |

BEST PRACTICES

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 support the accessibility, quality and safety of agricultural raw materials 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 while also upholding human and workplace rights in farming. Compliance with the PSA is aligned 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 2025, 29% of the sugar purchased was sustainably certified.

<sup>15</sup> Turnover coverage represents the approximate share of Group revenue attributable to the companies that have implemented the respective sustainable supply chain policy, principle, standard, procedure, tool, or assessment mechanism. The figures demonstrate the extent to which sustainable supply chain practices have been established among Group companies with the highest contribution to Group revenue.

## Supporting Local Agriculture

As part of efforts to support sustainable agriculture and reduce dependence on imports, Migros prioritizes sourcing and selling locally produced products within their regions of origin.

The company supports local and geographical indication (GI) products sourced from Kayseri (including local green lentils, chickpeas, beans, and pumpkin seeds), Niğde (including local kidney beans and potatoes), and Çukurova (including local sesame seeds), as well as Bingöl honey, which holds EU geographical indication



status. In addition, the company supports an egg production center in Ordu and red-spotted trout from Rize, along with other locally sourced products from Erzincan, Samsun Terme, Şanlıurfa, and Elazığ, thereby contributing to a reduction in imports.

Within this framework, Migros provides purchase guarantees to local producers, and the sustainability of their production is supported through training, technical assistance, and financial support. By the end of 2026, Migros aims for 100% of its private-label legume products to be sourced from local production. At the MiGBAK (Migros Legume Production& Packing Plant) facility, legume products are packaged after being sourced directly from more than 500 farmers across Türkiye.

In 2025, under the 'full harvest procurement' model, Migros purchased and stored a total of 3,886 tons of apples directly from orchards in Karaman, Isparta, Çanakkale, and Tekirdağ. In addition, 1,031 tons of kiwis were procured from the regions of Rize, Giresun, Samsun, Karacabey, and İznik, thereby providing direct support to local producers.

MİGROS

## 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 2025, Migros Supplier Academy trained 2,475 suppliers on product safety, employee rights, anti-bribery, environmental responsibility and ethics.

MİGROS

## Supplier Audits

Migros conducts pre-assessment 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 the 474 criteria, covering corporate policies, international food safety, ethics, social and environmental working standards, conducted by independent external audit organizations. Migros identifies suppliers responsible for 80% of its turnover as critical suppliers. Audits begin 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 'Ethical Compliance' standard on the second day.

MİGROS

## Harvesting the Future

Anadolu Etap İçecek carries out the "Harvesting the Future" project in collaboration with the Fair Labor Association (FLA) to strengthen human rights and labor standards across its agricultural supply chain. The project focuses on improving working conditions in agricultural production processes, raising social compliance awareness, and more effectively managing risks related to the working and living conditions of seasonal agricultural workers, in line with the company's sustainable supply chain approach.

The project is carried out throughout the reporting year across the farms and production regions within Anadolu Etap's supply ecosystem, in cooperation with FLA, field teams, suppliers, producers and relevant

internal stakeholders. Activities include field visits, assessment of existing practices, stakeholder interviews, awareness-raising initiatives and the identification of areas for improvement. The program aims to strengthen traceability, social compliance capacity and risk-based management across the supply chain, while raising awareness on worker rights, occupational health and safety, prevention of child labor, working hours and living conditions. Rather than focusing solely on audit and compliance control, the project adopts a participatory model aimed at understanding field-level needs and establishing long-term improvement areas, directly engaging with on-the-ground realities and placing stakeholder participation at its center.

ANADOLU ETAP İÇECEK

## 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 suppliers with 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 that support 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" confirming their commitment to legal and company standards. In 2025, the supplier compliance rate in SGP audits reached 76.7%. 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.

CCI

### Most Eco-Friendly Macrocenter Store

Migros conducts a sustainability and efficiency-focused award process across its Macrocenter stores. Each store’s annual food loss, electricity consumption and water consumption data are calculated and compared with the same period of the previous year, generating a percentage reduction score for each location. The stores achieving the highest improvement within each group are recognized as the year’s award winners, with the number of awarded stores updated annually in line with store network growth.

Results are shared through internal communication channels to increase visibility and encourage employee engagement with environmental responsibility. By reducing food loss and electricity and water consumption, stores lower direct operating costs while also benefiting from reduced waste management expenses, strengthening both operational efficiency and long-term sustainability performance.

MİGROS

### Contract Procurement Model

Anadolu Efes considers farmers as its business partners and provides them with information on current agricultural practices while encouraging planned, efficient farming through its contracted purchase model, which improves farmers’ financial resilience. Based on the amount the company commits to purchase, this model provides farmers with security when planning their production, even under unpredictable conditions. It ensures continuity in the supply chain while guaranteeing income for farmers.

In 2025, Anadolu Efes nearly doubled its financial support

to farmers compared to the previous year, providing an incentive package amounting to TRY 158.5 million. The company procured 107,000 tons of barley and contributed approximately TRY 1.7 billion to the agricultural economy, supporting the livelihoods of around 13,000 people directly and indirectly in Türkiye.

Anadolu Efes also promotes the use of certified seeds as a key driver of agricultural efficiency and aims to increase productivity by distributing 100% certified seeds to its farmers.

ANADOLU EFES

### Good Agricultural Practices Mobilization Project

Good Agricultural Practices (GAP) is an agricultural model that limits pesticide use to the actual needs of soil and crops, preventing excessive pesticide use and residue formation, thereby safeguarding consumer health. Migros launched a mobilization project in 2023 to expand its scope, working to increase the number of producers and the product tonnage covered under the group certificate. Migros provides training to prepare producers identified by the marketing department for GAP audits, along with budget and operational support for the soil, water and product analyses required for

certification. This project directly supports Migros’s corporate target of increasing sustainability-certified MS product tonnage by 50% by 2030. Building on a commitment that began in 2010, Migros continues to support GAP adoption among its suppliers, providing customers with fresh produce that meets 214 rigorous certification standards. Since the program’s inception fifteen years ago, Migros has procured a total of 1.8 million tons of GAP-certified fruits and vegetables.

MİGROS



### Environmental Supply Chain Management

With the support of 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 required performance is not achieved after two follow-up audits, Migros may terminate the business 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 64.4% of Migros suppliers are located in water-stressed regions. In response, Migros provided training to suppliers in 2025 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.

MİGROS

### 10x20x30 Project

Following an invitation from Migros, CCI joined 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 campaign raising awareness of food loss and waste 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. The amount of food waste, which was 80.2 tons in 2024, was reduced to 66 tons in 2025, representing a 17% decrease compared to the previous year. As part of efforts to recover food waste, 4.4 tons of food waste were processed at our Çorlu plant using the co-anaerobic digestion method.

CCI

### Ensure 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, as well as resource consumption data, including electricity, water, and raw material use. Supplier selection is based on objective criteria, and compliance with quality and operational standards is monitored annually. In 2025, 90 suppliers were assessed, and 139 SQA audits were conducted across 112 suppliers in line with Isuzu Supplier Quality Requirements.

Supplier-focused activities primarily concentrate on environmental regulations, particularly those of the European Union, including the Carbon Border Adjustment Mechanism (CBAM) and the European Union Deforestation Regulation (EUDR). The scope of the relevant legislation, compliance obligations, and their impacts on the supply chain are addressed in the information and training sessions organized.

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 life cycle, 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, promoting responsible production practices across 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, and compliance.

**How we progressed in FY25:** We contribute to sustainable development goals through lower-impact 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 life cycle assessments (LCA), sustainable agriculture certifications, sustainable 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 more sustainable 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.

**Migros** takes a similar approach to marketing and labeling its processed food and beverage products, set out under its Health and Food Policy, which covers product range, product safety, certified product practices, fresh product quality standards, nutrition and energy labeling. Media planning and content placement weigh brand safety, ethical communication and legal compliance alongside reach and performance; products that are unsuitable for children, or recommended only in limited amounts, are kept out of media and channels aimed at audiences aged 12 and under, and television advertisements for processed food carry the warning text required by the Ministry of Health. In 2025, the company's social media campaigns for awareness days such as World Environment Day and World Water Day reached more than 1.5 million people. Migros holds internationally recognized food safety certifications, including FSSC 22000 and halal certification, and supports food and beverage safety through membership in several Consumer Goods Forum (CGF) coalitions covering food waste, healthier lives, and climate transition, the use of Global Food Safety Initiative (GFSI) methods, and representation on the boards of the Food Safety Association (GGD) and the Trusted Product Platform. In 2025, Migros increased the number of its private-label products supporting healthy living from 572 to 615 compared to the previous year. Products supporting healthy living generated 40% of the total turnover of

2025 and 53.5% of food related revenues. Product development in 2025 included a vegan, high-protein snack made with Yummate from domestically sourced green lentils, and a functional snack developed with Farmhood under the EIT Food Straight to Market project, using freeze-dried tomatoes and apples withdrawn from sale and enriched with sesame-derived protein. Migros has also set a target of sourcing 50% of its total fruit and vegetable supply from producers holding certifications in Good Agricultural Practices, organic agriculture, or regenerative agriculture by 2030. The company reached 30% in 2025 and aims to grow its Good Agricultural Practices fruit and vegetable tonnage by a further 10% in 2026.

**CCI** brings a similarly responsible approach to how it markets and labels its processed food and beverage products. Its consumer communication follows the TCCC Responsible Marketing Policy, under which the company raised its threshold for child-directed marketing from 12 to 13 years of age, aligning with International Food and Beverage Alliance (IFBA) member commitments. The company avoids marketing in media where children under 13 make up 30% or more of the audience, while still observing any stricter local or sectoral thresholds. In primary schools, the beverages it sells, whether directly or through contracted distributors, are limited to water, 100% fruit and vegetable juices, smoothies, dairy products, and plant-based drinks, in line with public health guidance, nutrition recommendations and school guidelines used worldwide. In addition, any

vending machines or coolers placed in these schools carry no branding. Its labels disclose energy, protein, carbohydrate, fat, total sugar and sodium content alongside portion size, helping consumers make informed, balanced choices, a commitment reinforced by CCI's membership in food and beverage safety associations across Türkiye, Azerbaijan, Kazakhstan and Uzbekistan.

**Anadolu Efes** reflects this commitment in its own product portfolio, expanding its low- and no-alcohol range and embedding responsible consumption into how it markets its beverages. In 2025, the company brought 36 non-alcoholic and 5 low-alcohol products to consumers across its operating geographies, together accounting for 1.3% of total sales volume; gluten-free beer and other dietary-specific alternatives round out the range, with every formulation passing the same quality and safety evaluation applied across the broader portfolio. The marketing of these products is governed by the company's Marketing Communication Policy, which dealers and distributors are also required to follow, and is reinforced by ethics-based principles applied across the value chain, full compliance with legal and industry rules on advertising and labeling, audience-appropriate and transparent communication with consumers, and warning labels on packaging. To protect vulnerable groups, Anadolu Efes runs social benefit projects and awareness campaigns on responsible consumption across the countries where it operates.

## BEST PRACTICES



### BIG.e Supports Micro-mobility

Anadolu Isuzu develops a broad portfolio of commercial vehicles, including midibuses, buses and trucks. As part of this portfolio, the fully electric BIG.e supports the transition to commercial micro-mobility. Developed and manufactured in Türkiye by the R&D and innovation departments of Anadolu Isuzu, the electric vehicle BIG.e is designed to provide a new mobility solution for urban logistics with its 1,000 kg payload capacity and alternative battery and range options. The high-performance, zero-emission, and 100% electric vehicle BIG.e, developed using domestic engineering capabilities and know-how in Türkiye, offers optimized cargo space 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 single brand for easy access. As of 2025, M Life's packaged product portfolio reached 50 items, while the brand offered more than 140 fruit and vegetable products. 83% of M Life products have ECAS organic certification.

MIGROS

### Product Life Cycle Assessment

The results of the Life Cycle Assessment (LCA) study completed in 2024 for the Citivolt 12 m model enabled the systematic integration of environmental impact considerations into product development processes. The study provided a comprehensive evaluation of the product's environmental footprint across all life cycle stages, including design, production, use, and end-of-life management.

In 2025, LCA training programs strengthened the methodological expertise and analytical capabilities of relevant teams, supporting the integration of life cycle thinking into decision-making processes related to product design and material selection.



ANADOLU ISUZU

### Alternative Fuel and Electric Buses

Anadolu Isuzu continues to contribute to the transition toward low-emission transportation by expanding its alternative fuel vehicle portfolio. Electric models such as NovoCiti Volt and CitiVolt have achieved broad market adoption in international markets, supported by export success, competitive operating costs, and recognition from international industry platforms. These vehicles play a key role in the company's ambition to support cleaner and more livable urban environments.

Building on this foundation, NovoCiti Volt Gen2 has been developed as an evolved product based on customer feedback, field experience, and after-sales feedback. The new version incorporates a heat pump HVAC system to improve energy efficiency and passenger comfort, particularly under varying climate conditions. Motor compartment insulation has been enhanced to deliver improved NVH performance, while weight optimization studies have contributed to increased overall efficiency. Interior layout improvements have enabled a higher passenger capacity of up to 55, strengthening the vehicle's operational capability in urban transport. In addition, multiple design refinements

have been implemented based on real-life usage insights, and the vehicle has been fully aligned with the latest applicable regulations, ensuring compliance and long-term reliability for operators.

Anadolu Isuzu's new 12-meter bus Isuzu CitiVolt features a stylish design with fully electric driving and zero emissions. In addition to its advanced features and the advantage of being emission-free, CitiVolt provides enhanced performance thanks to its powerful electric motor. CitiVolt was awarded first place in the 'Safety' category at Busworld Belgium, one of the world's leading bus industry exhibitions. Its first international delivery took place in Denmark in 2023. CitiVolt offers operators its low operating costs and high operational efficiency advantages, offering a range of up to 480 km with its 450-kWh battery capacity.

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 contributes to industry development for the expertise it generates.

ANADOLU ISUZU



### Accessible Store

Migros launched the Accessible Migros project in 2017 to provide priority service to customers with disabilities and older customers. As of 2025, there are 270 stores in line with the "Accessible Store" concept in 45 provinces. The accessible stores include a variety of accessibility features to improve the customer shopping experience: assisting customers in shopping upon demand, assigning at least one employee with a visible collar badge who can communicate in sign language, wheelchair-accessible aisles, providing ramps and railings at store entrances, providing wheelchairs for senior and disabled customers upon request.

The Migros Sanal Market website and mobile application have been designed to be compatible with screen-readers used by the visually impaired, whose online shopping experience convenience and accessibility are further enhanced with the incorporation of BlindLook's voice simulation technology.

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. In an environment 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 competitive and prepared for future developments. 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, positioning digital transformation as a key driver of both resilience and competitive advantage.

**What we have done so far:** At Anadolu Group, we continuously adapt our business approach by embracing the opportunities presented by digitalization and innovation. We integrate advanced 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, and talent development. Across our Group companies, we initiate and monitor pilot projects focused 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

Anadolu Efes continues to leverage digital technologies to improve operational efficiency and support its sustainability objectives. Cloud transformation initiatives, including core system modernization and data center virtualization, have enhanced energy efficiency, scalability, and reduced the carbon footprint of IT operations.

Digital platforms and analytics solutions support inventory management, waste reduction, and operational decision-making across the value chain. Fleet management systems contribute to lower fuel consumption, cost efficiency, and improved driver safety, while finance and process automation initiatives

increase data accuracy, reduce manual effort, and save time.

In the social sustainability dimension, digital HR analytics enable real-time monitoring of workforce indicators, supporting data-driven actions for diversity and inclusion.

In parallel, the digitalization of sustainability data through a centralized platform enables accurate, auditable tracking of Scope 1, 2, and 3 emissions, strengthening regulatory compliance and supporting measurable progress toward emission reduction targets.

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 enhance 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 directly to their doorstep. The assistant also combines relevant product recommendations with educational content, making sustainable living more accessible and convenient.

MIGROS



### Garenta Digital Signature

Garenta has implemented a digital innovation in its car rental processes as part of its NextGen digital transformation program. As of March 2025, all in-office contract processes have been fully digitized end-to-end, with the transition to a secure digital signature infrastructure enabled via tablets. With the new system, customers can complete their car rental transactions in a more efficient, more convenient, and contactless manner. The increased speed and efficiency achieved in operational processes also elevate overall service quality to a higher standard. This transformation also enables the company to optimize resource utilization and adopt a more agile operational structure. Through its NextGen digital transformation initiative launched in March 2025, Garenta continues to place technology at the core of its business processes, enhancing customer experience while supporting digital transformation in the mobility industry.

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. Delivery services are provided by Migros Deniz Market (Sea Store) to islands and remote bays without road access in the Fethiye and Gökcek seaside resort regions. Customers may place orders through Migros Sanal Market and by telephone. Migros Deniz Market offers more than 3,500 items ranging from fresh produce, meat, fish, and delicatessen to ice and freshly-baked bread. Paket Taxi, Migros' logistics

subsidiary, providing end-to-end integrated logistics solutions across 81 provinces serving more than 500 brands with a fleet of over 8,250 couriers and 850 vehicles through a flexible, commission-free delivery model. Migros also developed TARO, a robotic system that collects online orders up to five times faster and with near-zero errors. As part of initiatives aimed at improving operational efficiency, TARO Autonomous Order Picking System is used in warehouse operations at 62 stores. The system is able to pick three different orders simultaneously, increasing hourly picking performance by up to fourfold and significantly improving process speed. The Rings Light-guided Order Picking System is actively used in warehouse operations at 74 stores, enhancing picking speed and accuracy through smart LED guidance and enabling multiple employees to work simultaneously in the same area. Implemented at the Ankara Bilkent 5M store, the Carrgo robotic order picking center utilizes 12 autonomous robots to collect up to four orders simultaneously, achieving up to a fivefold increase in hourly picking efficiency with 99.9% order accuracy. Additionally, an AI-powered fraud detection system now identifies anomalies at checkout, reducing manual intervention and increasing operational efficiency.



MIGROS

## ProEye



ProEye is a digital tool supporting faster and more efficient after-sales services. The system is currently in use at 12 domestic and 24 international service locations. Sales to dealers and support activities carried out via ProEye are regularly monitored. In 2025, ProEye was used for 122 remote support cases, helping to reduce on-site intervention needs and shorten issue resolution times. This demonstrates ProEye's role in improving service efficiency across the service network.

ANADOLU ISUZU

## Management Systems Standards

CCI incorporates a culture of Operational Excellence (OE) into its organization to improve how it conducts business in the long run. The OE Model is based on Lean Six Sigma methodologies and applied to all company functions. The objectives of the model are to reduce 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. During 2025, a total of 52 Lean Six Sigma certifications were completed across the CCI geography, comprising 9 Black Belts (BB) and 43 Green Belts (GB). In addition, two separate Digital Lean Six Sigma programs were launched with 46 new GB candidates. The candidates who have completed their training continue to work on their projects in line with the project topics they have identified.

CCI

## Excellent Plant Operation

Excellent Plant Operation (EPO) reflects the company's approach to continuous improvement, efficient practices, and operational excellence across its production facilities.

As part of daily review meetings, relevant teams come together in the EPO room to regularly review plant performance indicators. These meetings focus on defining, implementing, and tracking short-term actions based on performance data.

Digital performance management and supply chain corporate analytics dashboards are used as digital tools

to monitor all critical KPIs in real time and over time. This enables the identification of key issues affecting supply chain operations in the plants and supports the definition of continuous improvement actions. Visualizing KPIs through digital platforms strengthens data-driven decision-making capabilities.

In 2025, CCI started using its digital reporting tool in its Türkiye plants. In the coming period, it aims to expand its use to international operations.

CCI



### Customer Experience and Digitalization

Migros' retail business has been continuously enhancing 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 more seamless customer experience. In addition, Migros introduced the Customer Experience Score to measure satisfaction levels across the physical store network. Based on 204,208 surveys, the Customer Experience Score was 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 help monitor industry developments, leading posts and effectively responding to customer queries. In 2025 alone, 7.5 million pieces of content were monitored and analyzed, further reinforcing the commitment to staying attuned to customer needs and market trends.

MIGROS



## 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 (One Idea). This platform enables employees to submit their ideas individually or in teams, helping us capture 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 FY25:** Over the past eleven years, Bi-Fikir has served as an engine for bottom-up innovation within the Group. Employees have submitted 50,496

ideas on a wide range of topics, including digitalization, sustainability, efficiency, cost reduction, stakeholder satisfaction, occupational health and safety, and social impact. Approximately one in five ideas submitted through Bi-Fikir has been implemented, generating a total value exceeding TRY 2.3 billion over eleven 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.

Now in its seventh year, Bi-Fikir KAP has received a total of 3,917 ideas since its launch, of which 11 have been implemented and 15 students have been offered internships within the Group. In 2025, we extended the program to Kazakhstan under the name An-Idea Championship, which attracted 359 idea submissions from students across the region.

### BEST PRACTICES

#### AI-Driven Design Transformation

Since 2023, Anadolu Isuzu's Design Office has integrated 12 AI tools into its design processes, spanning trend analysis, generative ideation, visualization and rendering, and AI-assisted documentation, to optimize research, decision-making and creativity from concept development through final presentation. The initiative has reduced visualization time from days to hours, increased the number of design iterations possible, and improved collaboration across design, R&D and external stakeholders, while embedding AI into the workflow in a way that supports rather than replaces human creativity.

ANADOLU ISUZU

## Entrepreneurship Ecosystem

Migros Up is an innovation program that brings together entrepreneurs and Migros experts under a team structure, enabling the development of innovative solutions.

Joint innovation projects carried out in 2025 include the following:

- Through the Green Lentil Chips project, Migros and Yummate jointly developed a high protein, vegan snack product made from locally sourced green lentils.
- Within the scope of the EIT Food Straight to Market project, implemented in collaboration with Farmhood, functional snack products were developed by freeze-drying tomatoes and apples removed from sale at Migros stores and enriching them with protein derived from sesame.
- As part of the MigRobot project, developed in collaboration with Patika Robotics, the use of autonomous vehicles at the Migros distribution center aims to reduce the time employees spend on picking and placing operations. Capable of collecting

orders for two stores simultaneously and with a carrying capacity of up to one ton, MigRobot's manufacturing and software development processes are currently ongoing.

- Through the Carbon Footprint project, developed in collaboration with Carbonsmart, the calculation of carbon emissions generated throughout the product life cycle in accordance with the ISO 14067 standard is targeted. The development of a user friendly software platform, including AI supported calculation algorithms, is ongoing.
- Through the My Customer project, developed in collaboration with The Clico, customer feedback reports and surveys shared with stores, along with interaction data collected from multiple channels such as WhatsApp and live chat, were analyzed using artificial intelligence and large language models.

These efforts resulted in the development of an interface that generates insights and actionable recommendations for stores and business units.

MIGROS



## AOS Diag Tool

Anadolu Isuzu developed AOS Diag Tool, an in-house cloud-based diagnostic solution built with integrated cybersecurity measures for electric and connected vehicles, which can also be commercialized for other OEMs. The tool monitors fault codes across electric vehicle subsystems, enables authorized ECU access and software updates, and verifies cybersecurity modules, with all vehicle operations recorded in the cloud to ensure auditability and traceability. Access is certificate-based and restricted to verified users, while the tool and its cybersecurity modules can be force-updated remotely via the cloud, keeping diagnostics aligned with the latest security standards as connected and electric vehicle ecosystems evolve.

ANADOLU ISUZU

## 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 485 project applications across Türkiye and Kazakhstan over the past five years, engaging more than 200 employees and leading to multiple venture investments and commercialization outcomes, including two successful spin-offs.

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, Anadolu Etap, Danone, Dardanel, and

Evıap. 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 2025, the 6th term of the Anadolu Efes Intrapreneurship Hub took place. During this period, investment decisions were made for two startups, one from Türkiye and one from Kazakhstan. Mira from Türkiye and SmartPromo from Kazakhstan were selected for investment to AI-driven decision-making and commercial optimization, further strengthening the impact of the program.

ANADOLU EFES

## BrewFuture 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 cohort particularly focused on solutions in climate action, circular economy, and agriculture. In 2025, the BrewFuture program kicked off its second cohort, expanding both its thematic scope and geographical reach. The program broadened its scope to address key business needs across seven focus areas: operational efficiency, digitalization, data analytics & AI, sales systems, sustainability, risk management, and new

revenue streams. In parallel, the program expanded across Türkiye, Kazakhstan, Georgia and Moldova, enabling stronger cross-country collaboration and wider business unit involvement in the evaluation and implementation processes.

Through this expanded scope, more than 140 startup applications from 15 countries were received, and over 100 in-depth meetings were conducted with startups. More than 50 startups presented solutions, leading to the development of 53 different application scenarios tailored to Anadolu Efes' business needs. As a result of the evaluation process, 12 PoC and pilot implementations were initiated across different business units, with a structured approach to scaling successful solutions.



ANADOLU EFES

### Development of a Drone-Based Inventory Counting System in Distribution Centers

Migros R&D Center developed M Drone, an autonomous aerial vehicle system using AI-powered image processing, autonomous navigation and sensor fusion technologies, to reduce human error in inventory counting and control processes at distribution centers, improve operational efficiency and minimize occupational safety risks. The system flies fully autonomously in indoor areas without a GPS signal, using LiDAR-based mapping and positioning, and scans pallet barcodes on shelves in real time, transmitting the data to a central software infrastructure. This allows misplaced, missing or misread pallets to be identified without halting operations, significantly improving inventory accuracy.

The drone-based system eliminates the average 3.5-hour operational stoppage required for manual counting and reduces employee exposure during high-shelf inspections, delivering important occupational health and safety gains. By replacing manual barcode scanning and periodic stop-and-count methods, the system addresses the time, labor and cost losses associated with the existing inventory management approach. The project supports Migros's broader vision of digitalization and autonomous systems-based operational transformation across its distribution centers, enabling continuous inventory control with lower hardware and operational cost compared to the manual counting processes, which had reached monthly labor costs in the hundreds of thousands of Turkish liras.

MIGROS

### Developing Biofungicides and Bioinsecticides from Fruit Waste

Anadolu Etap Tarım is developing an R&D project to convert fruit pomace generated at fruit processing facilities into biofungicide and bioinsecticide products, with post-fermentation residues also being evaluated for use as functional fertilizer. The project responds to environmental pollution, health-related residues and pesticide resistance associated with conventional chemical fertilizers and pesticides, aiming to deliver a more sustainable, biological control-based alternative.

Fruit pomace sourced from Anadolu Etap's fruit processing facilities is enriched with appropriate carbon and nitrogen sources to create a growth medium for beneficial microorganisms, which are then produced through solid and liquid fermentation, separated, formulated as emulsions and packaged. The resulting products are tested under field conditions at Anadolu Etap Tarım's production sites to verify their effectiveness. The project runs from July 2024 to

June 2026, with Anadolu Etap's fruit processing facilities supplying raw material, Anadolu Etap Tarım conducting field validation, and Valentis Biyoteknoloji serving as the product development partner.

Field and laboratory trials evaluating the biocontrol agent *Trichoderma harzianum* against several plant pathogens (including *Fusarium solani*, *Botrytis cinerea*, *Colletotrichum coccodes*, *Rhizoctonia solani* and *Aspergillus* sp.) showed consistent improvements in plant biomass when *T. harzianum* was applied alongside pathogen exposure, with plant weight increasing notably compared to pathogen-only groups in most cases. The results indicate that *T. harzianum* has significant potential both as a biocontrol agent suppressing pathogen-related damage and as a growth-promoting microorganism, with its effect more consistently reflected in plant biomass than in root length alone.

ANADOLU ETAP TARIM

### 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. In 2025, the fifth edition of Innovation Day was held with digital hosting by CCI Pakistan. Within this scope, a total of 63 projects and 606 new idea submissions were received. CCI

countries organized their own local Innovation Days to identify their best projects and ideas. Following the local evaluations, a total of 12 projects from 12 CCI countries and the CCI Group Office advanced to the finals and were evaluated as part of CCI Innovation Day 2025, where the company's top three projects were selected. The projects brought to the finals by CCI countries represented CCI at the Anadolu Group Bi' Fikir Festivali 2025.



CCI

### Brew for Marking: Producing Stationery Products Using Plastic Materials Developed Through Upcycling of Coffee Waste

Adel Kalemcilik launched the Brew for Marking project in 2024, converting coffee waste into composite raw material for stationery production in support of Türkiye's 2030 carbon emission reduction target under the Paris Agreement. The project addresses the reduction of petroleum-based plastic use, waste management, and the upcycling of waste into reusable materials. Coffee waste is collected at source, cleaned through various methods, and combined with plastic raw materials as a filler to produce a composite material. The resulting material meets the durability requirements needed for stationery production while offering a more natural-content alternative and generates 7-10% lower carbon emissions during production compared to its petroleum-based equivalent. The collection and cleaning of coffee waste is carried out by Wastespresso, Adel Kalemcilik's domestic waste management partner, with

whom the project has continued since August 2025. While composite materials containing coffee waste exist in other industries, the company's material is the first raw material compatible with the specific molding and assembly processes of stationery products, as well as the rigorous safety testing requirements for children's products. Launched to raise sustainability awareness among children and parents, encourage reduced use of petroleum-based plastics, and highlight the importance of waste management, the project aims to convert the developed material into finished products in the first quarter of 2027. Between August and December 2025, 172.05 kg of coffee waste generated by Adel Kalemcilik was processed through Wastespresso's micro waste management system, preventing the release of 195.2 kg CO<sub>2</sub>e of greenhouse gas emissions into the atmosphere.

ADEL KALEMCILIK

Forest Friend

Anadolu Efes has been running the Forest Friend project in Georgia since 2023, in partnership with the Georgia Forest Care Platform and the National Forestry Agency, to support reforestation efforts against deforestation. This year, the company expanded the project by signing



a new cooperation agreement with the National Forestry Agency, committing to support the restoration and maintenance of nearly 3,000 square meters of forest near the Jvari Monastery in the Mtskheta Forest Region. The project aims to restore the existing ecosystem while creating a new green recreational area near Tbilisi. More than 25,000 new trees have been planted within the area to improve local environmental quality, support forest restoration and contribute to biodiversity conservation. As part of the project, Anadolu Efes also offers a consumer engagement platform in Georgia, where consumers can scan a QR code on Efes Special packaging to view project results, make donations or volunteer, encouraging broader participation in the company's environmental efforts.

ANADOLU EFES

Electric Buses

Anadolu Isuzu continues to develop and manufacture alternative fuel vehicles in line with its sustainable environment strategy, aiming to promote low-emission public transportation and reduce urban air pollution. In 2021, the company completed its first export of the electric low-floor urban transit vehicle Novociti Volt and has since delivered the model to multiple European countries. Novociti Volt received two German Design Awards: "German Design Award Gold 2023" for the BIG.e electric transportation solution and "German Design Award Winner 2023" for the 100% electric midibus. Anadolu Isuzu's 12-meter, fully electric, zero-emission bus Isuzu CitiVolt won first place in the Safety category at Busworld Belgium, the world's leading bus fair, and made its first international delivery to Denmark in 2023. With a 450-kWh battery offering a range of up to 480

km, CitiVolt provides operators with low operating costs and high efficiency. CitiVolt 12 also received the "BIG SEE Product Design Award 2024". In 2025, Anadolu Isuzu received the "German Design Award Winner 2025" in two categories: the Novo Volt electric midibus was recognized in Product Design – Passenger Vehicle, and the Connected Vehicles V2X informational animation series was awarded in Communication Design – Audiovisual. Novo Volt was also selected as a finalist for Sustainable Bus of the Year in the Coach category. In addition to its electric vehicle portfolio, Anadolu Isuzu offers the Isuzu Kendo CNG, a fully biogas-compatible CNG bus delivering low emissions and fuel efficiency, supporting the company's broader efforts to expand the use of alternative fuels in the industry.

ANADOLU ISUZU

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 industries in which we operate. Through these centers, we focus on generating scientific and technological output that supports both compliance and innovation in highly regulated industries. 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 engagement, cross-functional collaboration and open knowledge sharing. Across our Group companies, innovation is embedded directly into corporate strategy and shaped by close monitoring of consumer expectations, global trends and emerging technologies. We invest in dedicated innovation structures, from specialized R&D and innovation centers to cross-functional digital programs, to develop new products, improve production techniques and modernize packaging and processes end to end. Digital transformation initiatives spanning big data, artificial intelligence, machine learning and automation allow us to strengthen operational efficiency, enhance customer and employee experience and respond to change with greater agility and resilience. These efforts remain closely aligned with the United Nations Sustainable Development Goals, reinforcing our commitment to reducing environmental impact and delivering sustainable, scalable value across our operations.

- **Anadolu Isuzu** has been creating added value in the automotive industry since 2009 through one of Türkiye's first accredited R&D center. Within this center, Anadolu Isuzu utilizes the Enovia system

to manage R&D product development and design release processes, as well as to customize its digital PLM processes. These initiatives include various objectives such as SAP & Enovia integration, optimization of R&D design publishing processes, PLM license optimization, and strengthening of server infrastructure. As part of the SAP & Enovia integration, Anadolu Isuzu developed a dedicated integration system, enhancing internal capabilities and contributing to the company's knowledge base. Improvements in Enovia design and publishing processes have increased the efficiency of design teams and enabled early detection of potential errors. By automating the publishing processes of R&D design outputs, the time required to share data has been significantly reduced. In addition, through PLM license optimization and infrastructure improvements, program usage costs have been reduced, while system capacity and efficiency have been increased to meet the growing needs of the organization. Furthermore, user interface enhancements in Enovia have improved the overall efficiency of R&D teams during design and publication processes. As part of the upgrade from Enovia PLM 2022x to Enovia PLM 2025x new version, Anadolu Isuzu will move its Enovia server from the Isuzu R&D Center to the Cloud 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 Cloud migration is completed, disaster recovery systems will be established in a different location. 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 reduction, sales efficiency improvement, workforce optimization and digital innovation.
- **Anadolu Motor** was 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.
- Since 2019, **Adel Kalemcilik** has been the first and only R&D Center in the stationery industry. Building on this strong innovation capability, the company has accelerated its sustainable material development efforts by increasing the use of bio-based raw materials. In this scope, by-products such as wood

shavings and spent coffee grounds generated during production and consumption processes are being evaluated as alternative raw materials to reduce dependence on fossil-based inputs, lower carbon emissions, and support circular economy practices. At the same time, Adel Kalemcilik continues its plastic reduction efforts through alternative material use, product design improvements, and packaging optimization, contributing to greater resource efficiency and environmental performance. The company also strengthens its presence in international markets with its portfolio of innovative and sustainable products while continuing its transition toward a 100% traceable product system, ensuring traceability from raw material sourcing to the end user.

**How we progressed in FY25:** Within the 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 industries. In 2025, our R&D and innovation investment for the development and improvement of lower-impact and more sustainable products and services reached TRY 241.9 million. This amount formed part of our broader sustainability-oriented R&D and innovation investment, which reached TRY 586.3 million. This underscores our ongoing commitment to strengthening innovation capabilities and delivering scalable, future-oriented outcomes.

| R&D Investments                                                                                                              | 2025              |
|------------------------------------------------------------------------------------------------------------------------------|-------------------|
| R&D and innovation investment for the development and improvement of lower-impact and more sustainable products and services | TRY 241.9 million |
| Sustainability-oriented R&D and innovation investment                                                                        | TRY 586.3 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.



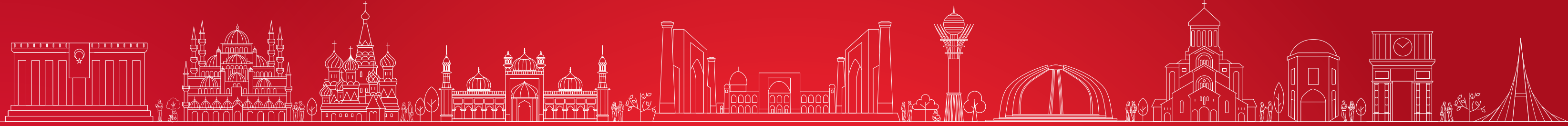
Unlike conventional systems, the automation infrastructure, developed entirely with local expertise, allowed simultaneous control of carbon dioxide and oxygen levels from a single panel. The system, supported by Anadolu Etap’s proprietary software, reduced the typical ripening cycle from three weeks 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 TARIM





ANADOLU GROUP



# 6

# WORKPLACE



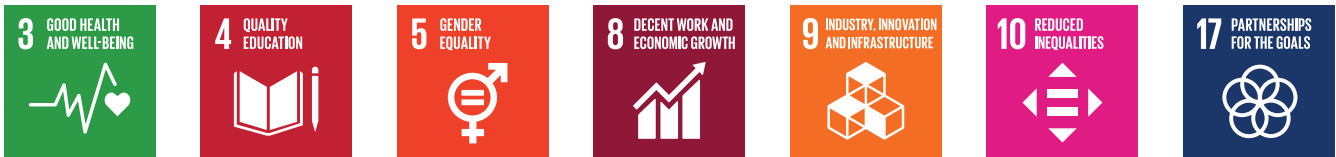
## Workplace

**What makes it essential:** A people-oriented approach constitutes a fundamental pillar of a sustainable corporate culture. Organizations that prioritize 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 people-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:** The expertise, dedication, and talent of our people constitute our most strategic asset. With a people-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 recognize the strategic value of 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 their career aspirations and the evolving needs of our industries. 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:



## Human Rights

**What makes it essential:** Respect for human rights is fundamental to responsible business conduct and sustainable value creation. Companies are expected to protect internationally recognized rights across their operations and value chains, prevent forced and child labor, support fair working conditions, and provide effective mechanisms for identifying and addressing human rights risks.

**What we have done so far:** As outlined in Anadolu Group’s Human Rights Policy, we strictly prohibit child labor, forced labor, prison labor, debt bondage, military labor, modern forms of slavery, and all types of human trafficking. As a signatory of the UNGC, we align our operations and supply chain practices with its principles on human rights and labor standards. In line with this commitment, we conduct regular audits and awareness-raising activities to prevent and mitigate risks related to child labor throughout our operations and supply chain. Across the Group, we establish

targets to enhance women’s participation in the workforce and representation in leadership positions, while supporting their professional development through mentoring initiatives, women’s networks, leadership development programs, and entrepreneurship-focused projects.

To foster a more inclusive and equitable workplace, we also support equal pay for equal work through independent certification processes, publish gender-sensitive language and communication guidelines, provide awareness and capacity-building training for employees, and integrate inclusive practices into recruitment and talent management processes. Furthermore, we seek to cultivate safe, supportive, and inclusive working environments through measures such as domestic violence prevention policies, harmonized parental leave practices, and initiatives that recognize and address employees’ caregiving responsibilities.

## Equality and Diversity

At Anadolu Group, we adopt the fundamental principle of providing an equitable 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 in line with the AG Anadolu Grubu Holding Equal Opportunity Policy. As a signatory to the WEPs, we are committed to advancing gender equality and fostering women’s participation and leadership across our operations. 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 reaffirm our commitment to increasing women’s representation in senior management roles. As Anadolu Group, we rank among the leading groups in Türkiye in terms of women’s representation in senior 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 women executives in Capital Magazine’s “Women Friendly Companies” survey.

We are committed to supporting our employees in balancing their professional and personal lives, particularly during the prenatal and postnatal 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 Hospital, offers daycare services for women employees with children aged 0-6 through contracted nurseries. At Anadolu Isuzu, we also provide childcare support for women employees, and this benefit is actively used.

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 advice, and healthcare consultation.

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 regardless of gender, religion, language, ethnicity, or any other personal attribute.

We value diversity in all its forms and believe that different perspectives strengthen decision-making, innovation, and long-term success. At the same time, we believe in the importance of cultivating shared values across our organization.

**How we progressed in FY25:** Women represented 40% of our workforce, an increase of 1.3 percentage points compared with 2024. This progress was also reflected in recruitment, with women accounting for 51.5% of all new hires, supporting more balanced gender representation from the point of entry into the organization.

Women held 33.2% of all management positions across the Group, including 33.5% of first-level management positions and 32.2% of senior and middle management positions. Increasing women’s representation across all management levels remains one of our key equality and diversity targets. We continue to support this objective by strengthening career development opportunities and the internal talent pipeline for women. Women also represented 44.3% of managers under the age of 30, providing a positive foundation for broader women representation in future leadership roles.

Our workforce continued to combine emerging talent with extensive organizational experience. Employees under the age of 30 accounted for 36.6% of the workforce, while 43.1% of employees had more than five years of service, including 19.8% with over ten years of tenure. This balance supports the exchange of experience and new perspectives, while contributing to knowledge continuity and an inclusive working environment.

## BEST PRACTICES

## Gender Equality

Anadolu Isuzu places gender equality at the core of its corporate culture and people practices. Beyond policies and projects, the company believes that initiatives shaped through the active participation of employees are essential to building a fairer, safer, and more sustainable working environment.

## Gender Equality Partnership with the ILO

On International Women's Day, Anadolu Isuzu signed a protocol with the International Labour Organization (ILO) to advance gender equality. The collaboration aims to expand 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
- Supporting work-life balance

Members of the Gender Equality Development Team received training on gender equality, inclusive language, and preventing workplace violence. To embed these efforts across the organization Anadolu Isuzu introduced key internal policies, including the Anti-Discrimination Policy, the Policy on Prevention of Violence and Harassment in the Workplace, and the Gender Equality Policy.

Operating principles were established for the Gender Equality Development Team, supported by a roadmap with measurable targets.

Approximately 85% of the planned actions have been completed. Progress is monitored through regular meetings, with new actions continuing to strengthen an inclusive and equitable workplace.

## Gender Equality Development Team

In line with Anadolu Isuzu's approach that considers gender equality and inclusion as an integral part of its corporate culture, the Gender Equality Development Team began its activities in 2024 with 24 members. Following

a company-wide survey shared with all employees, the team expanded to 36 members in 2025 through voluntary participation, creating a more inclusive structure that reflects diverse perspectives and experiences.

Through regular meetings, the Anadolu Isuzu Equality Development Team evaluates the progress of ongoing actions, addresses challenges encountered during implementation, develops solution-oriented plans, and identifies new areas for action in line with the needs and expectations raised across the organization. With a balanced representation of operational and administrative functions, and with attention paid to gender balance within the team structure, the inclusion of the views and contributions of all employee groups has been adopted as a fundamental principle of the process.

## Developing Women Empowerment Models in Manufacturing Industry Project

Through the project, Anadolu Isuzu aims to strengthen women's competencies in the manufacturing sector and support their participation in the workforce through upskilling and reskilling opportunities aligned with the jobs of the future. The project is carried out in cooperation with UNDP, TISK, and the Republic of Türkiye Ministry of Industry and Technology, with funding provided by the EU. Under the protocol signed in 2024, Anadolu Isuzu employed 3 women in administrative technical positions and 2 women in operational positions in 2024. In 2025, 2 additional women were recruited for operational roles, increasing the total number of women employed within the scope of the project.

## Million Women Mentor Program

With the participation of 56 employees, the Million Women Mentor Program by Anadolu Isuzu connected young women aged 15–25 pursuing STEM (Science, Technology, Engineering, and Math) careers with industry leaders through a digital platform, encouraging corporate employees to participate as mentors in the program while strengthening a culture of mentoring, learning, and knowledge sharing within the organization.

ANADOLU ISUZU

## Gender Equality

CCI upholds gender equality as a core principle and is committed to equal representation, empowerment, and access to opportunities across its people practices.

**2015:** A signatory to the WEPs, CCI strengthens women's financial and digital literacy through entrepreneurship programs across its operating countries.

**2017:** As part of the Volunteering Program, more than 1,500 volunteers contribute to various gender equality initiatives. CCI established Women Employees' Platforms across its 11 countries of operation, enabling networking and leadership development opportunities.

**2019:** CCI brought together its Women Employees' Platforms under a single structure.

CCI joined the Business Against Domestic Violence Project led by the Sabancı University Corporate Governance Forum.

**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.

Through its commitment to the LEAD Network, endorsed by the CEO, CCI pledged to increase women's representation in management and senior leadership positions by 5% by 2025.

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

**2022:** CCI organized the "Break the Bias" campaign to promote gender equality and challenge workplace stereotypes.

The company created new employment opportunities for women through the "Forklift Operator Training Program". Through the Forklift Operator Training Program, 11 women joined operations at four CCI 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 published the Guide to Gender-Sensitive Language and Communication in five languages.

CCI applied for the Equal Salary Certification to assess the fairness of its compensation practices. Following a comprehensive audit, CCI earned Equal Salary Certification across all operating countries.

**2024:** CCI has successfully completed the second year of the "Equal Salary Certification" process. These audit results supported the continuation of the certificate.

CCI has standardized parental leave across all CCI countries. CCI provides all mothers with 120 days of maternity leave and 100% salary during parental leave. These benefits also apply to adoptive parents.

**2025:** Women represented 26% of new hires, 32% of management positions and 16.6% of executive committee members.

With the inclusion of CCI Bangladesh, the Women Employees Platform expanded its reach across CCI.

For the first time across CCI, 22 questions related to diversity, inclusion, and care work were included in the employee engagement survey. Results showed that approximately one in three employees have childcare responsibilities, while 15% provide care to more than one person, highlighting the importance of inclusive workplace practices.

Gender Equality

Gender equality and women’s empowerment are core business principles at Anadolu Efes. One of its three sustainability focus areas is “Getting Stronger through Diversity and Inclusion”, with a target to increase women’s representation from 30% to 51% by 2030. The company also supports an entrepreneurship ecosystem focused on women entrepreneurs.

**2007:** Anadolu Efes began supporting women’s empowerment through social benefit projects, creating direct or indirect employment for more than 500 women through the Future Is in Tourism projects.

**2013:** Anadolu Efes obtained KAGİDER’s Equal Opportunity Model Certificate, developed with technical support from the World Bank.

**2015:** Anadolu Efes became a signatory to 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:** InBusiness’s “100 Leading Companies Breaking the Glass Ceiling” survey recognized Anadolu Efes among companies with 5,000–10,000 employees for women’s representation on the Board, in senior roles and in middle management.

**2023:** Anadolu Efes provided gender equality awareness training to its employees, delivering a total of 957 training hours. The company aims to continue raising awareness among different employee groups and strengthening their understanding of gender equality.

**2024–2025:** Anadolu Efes launched the PUB-W community on March 8, 2024, to advance diversity, equity and inclusion. Actions in 2025 included Women in Sales MT, Women Blue-Collar Employees (İşimizde Gücümüz Sensin), Gender Equality Training and Sign Language Training.

ANADOLU EFES

Business Against Domestic Violence (BADV)

Led by a 10-member policy team and Human Resources representatives, Anadolu Isuzu’s participation in the BADV Companies Network Project aimed to promote a zero-tolerance approach to violence and strengthen support mechanisms for employees affected by domestic violence. Through a two-module training program and six awareness sessions, awareness of gender equality and gender-based violence increased. As a result of the project, a Domestic Violence Policy was developed and communicated to all employees, reinforcing Anadolu Isuzu’s commitment to a safe, inclusive, and supportive workplace.

ANADOLU ISUZU

Gender Equality

Under the Migros Better Future Plan, gender equality and equal opportunities remain key strategic priorities. Gender equality is deeply embedded in the corporate culture, and the company implements a broad range of initiatives to increase women’s 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. As of 2025, a total of 43,019 employees have participated in gender equality training.
- Migros offers the “Valuing 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 2025, women held 33% of management positions. The company aims to increase this figure to 35% by 2027 and to 50% by 2050, while increasing women’s representation in senior leadership from 25% to 27–33% by 2026.
- In the 2025 “Female Friendly Companies” survey conducted by Capital magazine, Migros ranked 2nd in the “Female Executives” category and 5th in the “Female Employees” category.
- Migros is a signatory to the United Nations Women’s Empowerment Principles (WEPs) initiative.
- Migros supports women’s career progression through initiatives such as the Women Leaders Development Journey and Unlock Your Potential Program. Through its participation in LEAD Network and Women on Board Association Türkiye programs, Migros also supports mentorship and women’s representation in leadership.

MİGROS



## Talent Management

**What makes it essential:** Talent management is a strategic priority that supports sustainable growth and long-term value creation. By fostering continuous learning and development, organizations proactively shape their future leadership pipeline. In this context, talent acquisition, retention, and development are executed through cohesive, data-driven, and people-oriented HR strategies. These frameworks are continuously optimized in response to evolving business needs and digital transformation. Individual growth trajectories are seamlessly aligned with the organization’s long-term vision, supporting a resilient workforce prepared for future challenges.

**What we have done so far:** At Anadolu Group, we are committed to supporting employees in developing the skills needed for the changing industry and workforce expectations. Guided by the Anadolu Group Talent Atlas Playbook, we continuously improve our development and performance management practices. Regarding career planning, we have implemented a systematic Group-wide process since 2005. Each year, we conduct Group-wide talent reviews -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.

At Anadolu Group, we cultivate a high-performance culture where individual goals align with company objectives. To achieve this, we implement a performance evaluation process designed to:

- Clearly and transparently define roles, responsibilities, and expectations
- Support continuous feedback and communication

Guided by our Performance Management Process, sustainability-related objectives, alongside other strategic priorities defined at the senior management level of Group companies, are integrated into individual performance goals. These goals are reviewed annually by both managers and employees. The entire process is supported by ongoing dialogue between managers and employees.

Across Anadolu Group, performance-based remuneration for senior executives and relevant management levels include non-financial and ESG-related performance objectives. These objectives are integrated into executive performance objectives and considered within the performance evaluation and bonus mechanisms applicable to eligible executives.

- **Retail Group:** Sustainability-related criteria, such as energy efficiency, water savings, and plastic reduction, are included in the target cards of different management levels, with weights ranging from 2.5% to 15%. These criteria are taken into account in the performance evaluation and bonus mechanisms of senior executives.
- **Beverage Group:** ESG-related targets are included in the target cards of relevant senior executives, with weights ranging from 10% to 15%, and affect their bonus outcomes.
- **Beer Group:** Sustainability-related targets are included in the target cards of relevant senior executives, with weights ranging from 5% to 20%, and affect their bonus outcomes.

Through this structure, a portion of executive remuneration is linked not only to financial and operational results but also to non-financial sustainability performance measures that support Anadolu Group’s sustainability commitments.

We implement our compensation policy through a fair and performance-based reward system. To ensure the competitiveness and internal consistency of our senior executive compensation programs, we regularly conduct internal compensation benchmarking and external market reviews. As part of this process, we work with independent external compensation consultants who provide executive compensation surveys, market remuneration analyses, and benchmarking data for senior executive positions. These analyses support informed decision-making regarding executive pay structures and help us maintain alignment with market practices, internal equity considerations, and our overall compensation philosophy. The benchmarking results

are used to review executive compensation practices to support the attraction, retention, and motivation of key executives. For entry-level positions, we use the local minimum wage as the baseline. As AG Anadolu Grubu Holding, we offer entry-level salaries above local minimum wage levels.

**How we progressed in FY25:** Across the Group, we adhere to the principle of equal pay for equal work and transparently disclose salary ratios between women and men. For senior executives and relevant management levels, performance-based remuneration

includes ESG-related objectives that support Anadolu Group’s sustainability commitments. Throughout the reporting period, we monitored women-to-men pay ratios across different employee levels to strengthen transparency and identify areas requiring further progress. These results provide a transparent basis for assessing pay equity and demonstrate the need for continued attention to remuneration practices, particularly at senior management levels. We continue to monitor these indicators to support fair and consistent compensation practices across the Group.

| Salary Rates by Level <sup>16</sup>                                                                                           |  | 2025 |
|-------------------------------------------------------------------------------------------------------------------------------|--|------|
| Ratio of women's salary at C level (executive) to men's salary at C level (executive) (basic salary only)                     |  | 0.82 |
| 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)                                               |  | 0.97 |
| Ratio of women executives’ salary to men executives’ salary (basic salary and other bonus payments)                           |  | 0.93 |
| Ratio of salaries of non-managerial women to non-managerial men (basic salary only)                                           |  | 1.10 |
| Ratio of basic salary of women employees (all levels) to men employees (all levels) <sup>17</sup>                             |  | 1.06 |

To support career development and talent retention across the Group, we have been operating the Open Jobs since 2010. This program promotes internal mobility by first advertising vacancies internally to encourage applications from current employees. In 2025, internal candidates successfully filled 50% of all available positions in AG Anadolu Grubu Holding. Strengthening collaboration across Group companies is a key element of our talent management approach.

Through the Anadolu Group Development Program, we aim to enhance participants’ self-awareness, strategic thinking, and leadership capabilities by connecting them with expert trainers in their respective fields. It provides each participant to develop new skills, broaden their perspectives, and expand their professional networks. The program provides each participant with a total of 80 hours of training.

<sup>16</sup> This ratio covers approximately 100% of Anadolu Group employees. Salary ratios were calculated using a weighted average based on the number of employees at the relevant companies. Regardless of gender, minor variations may occur due to differences in seniority, performance, and job grade.  
<sup>17</sup> Anadolu Efes data were included only in the overall women-to-men basic salary ratio.

**BEST PRACTICES**

**Emotional Intelligence-Based Leadership Program**

Anadolu Group's Emotional Intelligence-Based Leadership Program is designed for managers and senior leaders to strengthen leadership capabilities through emotional intelligence. The program follows a structured approach to personal and professional development, starting with the Six Seconds Emotional Intelligence Inventory assessment, which identifies participants' strengths and development areas. In 2024, 95% of participants showed significant improvement in the emotional intelligence scores, demonstrating the program's effectiveness in supporting 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). Participants receive individual feedback on how emotional intelligence influences their leadership approach.

**2. Personal Development Plan**

After receiving feedback, participants create an individual development plan. Participants develop a personal development plan based on assessment results.

**3. Leadership Modules**

Participants then engage in three core leadership modules, each focused on developing specific EI competencies necessary for effective leadership. The modules focus on emotional awareness, decision-making, communication, and leadership. 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

**Development Program**

The AG Development Program identifies employees with leadership potential. Selected employees participate in a three-year development journey to enhance their skills in three key competencies to strengthen cross-company collaboration, increase engagement, and broaden their understanding of Group businesses. The program focuses on three key competencies: personal awareness, strategic perspective and talent development and 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 mentoring journey. 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

**Next Talent**

CCI Next Talent, the company's management trainee program for university seniors, has been implemented since 2019. In 2021, it launched across CCI's operating countries beyond Türkiye. The program, which is



currently implemented in Türkiye, Kyrgyzstan, Azerbaijan, Kazakhstan, Tajikistan, and Pakistan, was also rolled out in Uzbekistan and Bangladesh in 2025. Iraq, which began implementing the Next Talent practices last year, welcomed its first Next Talent participants in 2025. With the Next Talent Application Guide published in 2025, the implementation principles of the program were standardized across CCI through checklists prepared for HR teams, managers, and participants. Within this framework, program governance and monitoring were strengthened, and structured inputs were provided to the Talent Development Forum (TDF) to support the evaluation of the program's effectiveness and development. In addition to the Next Talent, approximately 150 university students participated in internship programs in 2025, benefiting from hands-on learning opportunities, training sessions, and professional development content.

CCI

**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 talent interested in sustainable agriculture. This program provides hands-on learning opportunities for agricultural engineering students, offering hands-on training at Anadolu Etap farms across various regions of Türkiye. To date, 104 young agricultural engineering students 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 industry but also instills Anadolu Etap's vision of sustainable agriculture in the younger generation, while supporting the development of future agricultural professionals.

ANADOLU ETAP TARIM

**Project Future**

Designed for university students and recent graduates, Project Future aims to promote Anadolu Efes as the preferred employer among young talents and to attract, develop, and recruit young talent as future employees. In 2025, 44 interns and 35 Management Trainees started this program in İstanbul, İzmir, Ankara and Adana while 11 interns continued their journey as management trainees following their six-month internship period. Throughout the same year, 13 Project Future participants joined our company as full-time employees.

ANADOLU EFES

### I'M IN Short-Term Experience Program

Anadolu Efes' I'M IN" program provides employees with short-term development opportunities in different departments and projects. "I'M IN" supports internal mobility through temporary vacancies due to maternity, health, or long-term military duty leaves; full or halftime vacancies at ongoing or new projects; or hard-to-fill positions. The program is an opportunity to develop new competencies and skills and new career opportunities, 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. In 2025, 35 employees who were eager for rotation and job enrichment applied for the I'M IN role. A total of 7 individuals were temporarily provided with rotation opportunities.



ANADOLU EFES

### Talent Pick Up

Anadolu Isuzu's university-campus communication process has been redesigned to enhance efficiency, provide students with early exposure to Anadolu Isuzu's working environment, and attract young talent. Within this framework, all internship and youth communication practices have been unified under the "Talent Pick-Up" brand and restructured accordingly.

The program is offered through multiple tracks targeting different student segments:

- **Talent Pick-Up (Summer Term):** Offers an 8-week, project-based internship experience for university students.
- **Talent Pick-Up Experience:** Provides up to 6 months of long-term work experience for students who can flexibly manage their academic schedules.
- **Talent Pick-Up Plus:** Offers semester-long internship opportunities during the academic year (fall and spring terms).
- **Talent Pick-Up Intro:** Designed for preparatory, first-, and second-year students to build early career awareness through an 8-week program.
- **Talent Pick-Up Women:** Targets third- and fourth-year women engineering students to support increased women participation in the automotive industry.

The program enables interns to contribute through project-based assignments addressing real business challenges, supported by a structured mentoring journey, training programs, and opportunities for direct interaction with senior management. In addition, production and field experience are integrated through factory tours and technical visits to Group companies, helping participants gain a broader understanding of the business.

As part of the program, interns collaborate in teams to develop innovative ideas through the Ideathon process and present their projects to senior management, contributing to business improvement opportunities.

In 2025, interns participated in the Talent Pick-Up programs. The conversion rate from intern to full-time employment reached 25%, while 94% of entry-level positions (0–2 years of experience) were filled by program participants.



ANADOLU ISUZU

### Chief Young Officer Program



The Chief Young Officer (CYO) program is a long-term internship initiative developed within Anadolu Group to support entry-level talent recruitment 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 CYO program at Anadolu Group offers the opportunity to gain experience in 2 different Group companies and includes rotation opportunities across Group companies. 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 2025, a total of 36 young talents were selected for the CYO program across both Internship and Management Trainee positions.

ANADOLU GROUP

### Good Idea Plus Platform

Migros supports innovation and talent development through a structured ecosystem through employee idea platforms and external academic partnerships. In 2025, the Good Idea Plus platform generated 971 ideas, of which 33 were selected as Good Idea, while 108 project proposals were evaluated through the Good Project Platform to enhance operational efficiency and process improvement. Migros employees also participated in Anadolu Group's Bi'Fikir Festival with four projects, achieving one first place, two second places, and one third place.

Additionally, Migros strengthens employee development through long-term university collaborations and structured training programs. Partnerships with leading universities support

leadership and professional development, including an executive development program delivered in collaboration with Koç University, Boğaziçi University's retail management certification program, and Anadolu University's retail education initiative, which reached 1,632 participants in 2025. Through the Migros Store Manager Candidate Development Program (MAYA), designed to equip future store managers with competencies in sales, teamwork, communication, customer experience, finance, logistics, retail analytics, and leadership, 62 candidates were trained in 2025, of whom 29 subsequently joined Migros. In addition, collaboration with Anadolu Foundation enabled internship opportunities for scholarship students, resulting in the recruitment of 2 graduates.

MİGROS

### Individual Development Plan



Through its Individual Development Plan (IDP) approach, Anadolu Isuzu supports employees' professional growth through personalized development plans shaped by performance evaluations, competency assessments, managerial feedback, and career aspirations. Supported by digital platforms that track training participation and development progress, the program enhances accessibility, transparency, and data-driven decision making. By combining training, project assignments, and mentoring opportunities, the IDP framework strengthens both individual competencies and the organization's culture of continuous learning and development.

ANADOLU ISUZU

### Bi-Fikir (One Idea)

Through the Bi-Fikir programs, AG Anadolu Grubu Holding promotes innovation by encouraging employees and university students to develop ideas that create business value. The Bi-Fikir (One Idea) Program, running for 11 years, has received 50,496 employee ideas, generating approximately TRY 2.3 billion in value with a 23% implementation rate, while 254 projects have reached the semi-finals of the Bi-Fikir Festival, more than half of which are digitally focused. Also the Bi-Fikir University program has collected 3,917 ideas over seven years, resulting in 11

implemented projects and 15 student internships, while supporting AG Anadolu Grubu Holding's open innovation approach and employer brand. In 2025, the innovation framework was further aligned with strategic priorities through structured categories such as Digital Transformation, Artificial Intelligence, Sustainability, and New Products and Services, and expanded internationally with the launch of the "An-Idea Championship" in Kazakhstan, which attracted 359 student ideas.

ANADOLU GROUP

### Clinical Ladder Program

The Clinical Ladder Program, is Türkiye's first nurse-specific development program, implemented for more than 10 years, provides a structured 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.

The program combines professional development opportunities with continued involvement in patient care. In addition to daily duties, nurses voluntarily engage in evidence-based practice projects, academic studies, leading quality improvement initiatives, taking on additional

responsibilities, engaging in more complex clinical tasks, mentoring colleagues, representing the institution, etc. while continuing their patient care responsibilities.

The annual selection process begins with nurse applications and progresses through 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 strong participation, with 800 applications received and 628 nurses successfully advancing through the clinical ladder levels. These results demonstrate a 79% success rate among participants, with more than 90 applicants each year.

ANADOLU MEDICAL CENTER HOSPITAL

## Digital Work Environment

**What makes it essential:** As digital transformation continues to reshape industries globally, the digitalization of human resources processes has become a strategic priority for organizations. Today, digital platforms powered by artificial intelligence (AI) and machine learning support a wide range of HR functions, such as recruitment, learning and development, performance management, succession planning, and HR operations. Organizations are investing in digital tools and capabilities to help employees adapt to changing business needs.

**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 management, succession planning, learning and development, and employee operations. The platform also enables employees to explore career opportunities across the Group.

We support employees in developing the digital skills required by evolving business and technology environments. Through programs such as Digital

Leadership, Digital Skill Development for Employees, and Digital Technologist, we strengthen digital capabilities across the workforce.

Our digital development initiatives aim to enhance the digital competencies of managers and employees across Group companies, enabling them to use technology more effectively in their roles. We also promote cybersecurity awareness and provide young talent with opportunities to build digital competencies before joining the Group.

In collaboration with Harvard Business School, we offer the AG Development Dialogues Program, covering key topics such as digital trends, data analytics, and cybersecurity. Our learning and development programs for upskilling and reskilling are aligned with emerging technology trends, include cybersecurity awareness, Data Drivers, and AI academy.

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

### BEST PRACTICES

#### EfesGPT

EfesGPT is an AI-powered corporate platform developed by Anadolu Efes in 2025 to enhance employee experience and support the digitalization of internal processes. EfesGPT delivers measurable improvements in operational efficiency and responsiveness. The platform integrates artificial intelligence into internal business processes within a robust security and governance framework, providing a scalable digital assistant model that complements traditional automation solutions.

ANADOLU EFES

## GETready

Migros continued its GETready Tech learning and development programs to strengthen employee capabilities in technology, innovation, and soft skills in line with the company's digital transformation priorities.

Through 52 GETready Tech programs, 1,042 employees participated in technology and innovation-focused training. In addition, 867 employees participated in 62 GETready Soft Skills programs designed to support soft skill development.

MIGROS



## Artificial Intelligence initiative

Anadolu Group has implemented a group-wide Artificial Intelligence initiative to build AI capabilities, expand use cases, and establish a scalable transformation model across Group companies. Within this framework, an AI vision, strategy, and roadmap were defined, positioning AI as a strategic capability to enhance efficiency, quality, and decision-making across business processes. The transformation approach was structured along an AI Value Curve, progressing from awareness and capability building to advanced technical expertise and the deployment of AI use cases across the Group.

The initiative was carried out in collaboration with Group companies and external partners including Microsoft, Özyeğin University, and TRAI, and supported by an internal AI Club with more than 200 volunteer members. More than 70 AI use cases were developed, while 19 awareness sessions reached more than 500 participants and 9 advanced technical workshops brought together more than 50 experts.

ANADOLU GROUP

## Corporate Entrepreneurship Program – Explorers Club

The Corporate Entrepreneurship Program - Explorers Club at Anadolu Isuzu was launched to foster a culture of entrepreneurship and innovation, strengthen innovation capabilities and support corporate transformation. Building on insights from the 2024 Hackathon, the program evolved into a sustainable, multi-stage model covering idea generation, validation, development, and business model creation. The structured process includes capability development activities, Ideathon sessions, an Exploration Camp for selected teams, and advancement through Strategic Business Plan (SBP) phases.

In 2025, two Ideathons (focused on AI & Data Analytics and Sustainable Growth) engaged 97 employees across 17 teams, with 9 teams selected to the Exploration Camp and 6 progressing to SBP Phase 2. Supported by mentoring, teams worked on customer segmentation, problem definition, hypothesis development, discovery interviews, value proposition creation, and market research. The program was further strengthened through training (AI, Lean Startup, Prototyping, Business Model), knowledge-sharing sessions, and active participation of around 80 members. Overall, the program enabled employees to gain hands-on experience in innovation and teamwork, while transforming ideas into actionable business plans.

ANADOLU ISUZU



# Training and Development Programs

**What makes it essential:** Organizations make strategic investments in training, development, and leadership programs to support employees' personal and professional growth. Employee development begins with Individual Development Plans and is further reinforced by a range of learning 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 believe that developing employee capabilities is essential for sustainable growth and long-term success. To this end, we invest in training, development, and leadership programs designed to support their personal and professional growth. We encourage employees to take ownership of their development by creating Individual Development Plans aligned with their individual needs and career goals. HR departments across Group companies analyze evaluation results, which inform Group-wide talent insights. These analyses serve as input for the annual Organizational Development Forum, where strategic decisions on development plans are made and subsequently coordinated by HR teams. The effectiveness of each development tool is periodically assessed through Development Evaluation Tools. Career management meetings are held at the company, function, and Group levels twice a year.

Outcomes guide the creation of development plans, succession strategies, and talent pipelines. These discussions also evaluate high-potential employees, future talent risks and opportunities, and individual career paths.

Under our Career Management System, development plans are supported by a range of tools, including coaching, job rotations, classroom training, workshops, and e-learning. Managers actively participate in the process to support employee development and career progression.

**How we progressed in FY25:** We continued to invest in structured development programs that support leadership capabilities and the professional growth of employees across the Group. For senior executives, we offer the AG Development Dialogues Program, tailored to different learning styles and needs. Since 2019, 170 leaders have participated in the program.

Across the Group, we delivered 5,483,031.74 person-hours of training, excluding occupational health and safety training. This corresponded to an average of 76.34 training hours per employee. Sustainability-focused training totaled 10,876.58 person-hours, while training provided to subcontractor personnel reached 59,898 person-hours. These results reflect our continued investment in employee capability building and the integration of sustainability-related topics into our development agenda.

Total training hours (excluding OHS training): 5,483,031.74

Sustainability training (person-hours): 10,876.58

Training provided to subcontractor personnel (hours): 59,898

Total training investment: TRY 832,728,877

## BEST PRACTICES

### Career Path Program

The Career Path Program establishes a structured and transparent career framework that enables employees to progress both within and across functions. The approach goes beyond traditional promotions by incorporating lateral moves, alternative expertise tracks, and diverse career scenarios based on role requirements, competencies, critical experiences, and readiness levels. The program promotes internal mobility through

cross-functional transitions and project-based role experiences, while also providing employees with transparent access to internal career opportunities. It further enables systematic tracking of high-potential talent and supports targeted development planning through a competency-based framework that aligns workforce capabilities with long-term organizational needs.

ANADOLU EFES

### Retail Academy

Recognizing the importance of continuous learning in a rapidly evolving business environment, 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 2025, MPA delivered a total of 5,669,113 employee\*hours of training (including OHS). Training programs reached 98% of the workforce, with 89% of the sessions facilitated through internal resources.

MİGROS

### Tree of Goodness



As part of its social impact approach, Adel Kalemçilik continues to implement projects that support social impact under its Tree of Goodness framework. Since 2016, the company has been providing stationery supplies to underprivileged children, while collaborating with various non-governmental organizations, public institutions and museums to support equal access to education and support broader social benefit.

In addition, during the 2025 back-to-school period, in collaboration with Migros, support was provided to Koruncuk Foundation through the Faber-Castell brand, supporting a project that addresses stationery needs of girls with limited access to education.

ADEL KALEMCİLİK

# Employee Engagement and Volunteerism

**What makes it essential:** Having a skilled and engaged workforce provides companies with a competitive advantage. Therefore, human resources processes are designed to enhance employee engagement and well-being, while fostering a participatory culture. Various benefits are offered to ensure employee satisfaction, engagement surveys are conducted, and workforce diversity indicators are monitored. Employees' individual rights and freedoms are respected, and their right to unionize is supported. A work environment is fostered in which employees can freely express their ideas, creativity, and perspectives.

**What we have done so far:** At Anadolu Group, we believe that strong employee engagement and a participatory culture are fundamental to our success. Accordingly, we design our people practices based on employee feedback and participation, continuously striving to enhance engagement and satisfaction. We conduct regular employee engagement and satisfaction surveys across all levels of the organization, monitoring results and sharing outcomes internally. Action plans are developed and implemented based on survey findings.

**How we progressed in FY25:** We appointed Employee Engagement Ambassadors from each department to gather detailed feedback and develop action plans, complemented by focus group discussions across selected teams. At AG Anadolu Grubu Holding, 65.1% of employees participated in the employee satisfaction and engagement survey in 2025. The weighted average survey score was 69.18 out of 100, providing a measurable basis for identifying improvement areas and developing employee engagement action plans.

Our Ethics Reporting Channel enables employees to raise concerns -either anonymously or by name-supporting transparency and accountability. No discrimination cases were reported at AG Anadolu Grubu Holding in 2025.

We uphold our employees' rights, freedoms, fair working conditions, and freedom of association, as well as their right to collective bargaining. As of 2025, 47,748 employees are covered by Collective Bargaining Agreements.

## BEST PRACTICES

### Volunteers

Guided by its commitment to social and environmental responsibility, Anadolu Efes considers solidarity and volunteering an integral part of its corporate culture. Through Anadolu Efes Volunteers, consisting of its employees, the company implements various projects that contribute to society and the environment while raising awareness of social and environmental issues.

In 2025, a total of 750 Anadolu Efes volunteers across all geographies actively participated in projects that strengthened social solidarity, contributing 3,730 volunteering hours. Throughout the year, volunteers supported a wide range of

initiatives, including afforestation activities, support for low-income families, waste collection and sorting efforts, and participation in running events in support of NGOs.

Through its volunteering programs, Anadolu Efes continues to support local communities and social development initiatives.

As part of the "Friendly for Environment" program, to support biodiversity and raise environmental awareness volunteers installed bird nests and insect hotels at Chisinau Botanical Gardens.

ANADOLU EFES

### Adding Value

Anadolu Medical Center Hospital continues to recognize employees who demonstrate outstanding patient care and service quality 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, 539 employee contributions have been recognized and nominated by colleagues across four categories:

improving quality of life, making a difference in service, people-centered care (compassion ambassador) and efficiency. Of these, 200 (37%) were awarded, with 285 team members recognized for their contributions. Additionally, under this recognition model, department managers use allocated budgets and quotas to provide intimate recognition to their teams. Over the past three years, 712 employees have been recognized through this mechanism - a number that continues to grow.

ANADOLU MEDICAL CENTER HOSPITAL

### Anadolu Volunteers

In 2025, Anadolu Volunteers implemented a range of social initiatives. In its third year, during the İstanbul Marathon, over 700 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 first year. Additionally, breathwork and laughter yoga sessions were organized in elderly care homes affiliated with the foundation, supporting resident well-being and fostering intergenerational solidarity through volunteering.



ANADOLU FOUNDATION

### Better Future Volunteers Program

Migros Better Future Volunteers Program is a corporate volunteering platform designed to encourage employee participation in social contribution initiatives. The program enables employees to share their knowledge and experience to support social impact in areas such as environmental sustainability, education, health and well-being, culture and arts, and social solidarity.

MİGROS

### Volunteers

CCI has implemented a range of volunteering and social impact initiatives under its new volunteering policy, engaging 1,428 volunteers across 12 countries in activities such as mentorship, environmental clean-ups, and donation campaigns.

On World Cleanup Day, a total of approximately 10 tons of waste were collected in 5 countries with the support of CCI volunteers. At the 46th Istanbul Marathon, 150 CCI

volunteers contributed a donation of 87,000 TRY to the Anadolu Foundation's scholarship program.

As part of an afforestation initiative implemented in Bishkek in collaboration with Manas University, 125 saplings were planted. In CCI Pakistan, 56,000 trees were planted, supporting carbon sequestration and strengthening natural habitats.

CCI

# 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 continuity makes OHS a cornerstone of responsible business practices. 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, creating healthy and safe working environments forms 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 identifying OHS risks, tracking non-conformities, near-misses, unsafe conditions and taking proactive measures to prevent workplace incidents.

At AG Anadolu Grubu Holding, the Chief Human Resources Officer (CHRO) serves as the executive responsible for OHS oversight, 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, Group-wide H&S procedures are developed to strengthen alignment and consistency.

OHS-related risks and performance indicators are managed as part of Anadolu Group's overall risk management and internal control framework. Material OHS risks, workplace accident trends, corrective actions and compliance-related matters are escalated to senior management and, where necessary, to the relevant Board-level committee. Within this framework, Board-level oversight of OHS risks is ensured through the Audit Committee's oversight of the company's related processes.

OHS matters are managed through OHS Committees, established in every Group company and composed of employer representatives, OHS specialists, workplace physicians, HR officials, and employee representatives. These operational committees represent all employees,

while day-to-day implementation is carried out by OHS specialists, workplace physicians and other designated OHS personnel. These committees are responsible for developing OHS internal regulations, planning and delivering OHS training, identifying hazards and preventive measures, conducting accident investigations, assessing workplace hazards, and implementing occupational health and safety measures. Committees meet monthly, every two months, or quarterly, depending on operational needs and the hazard classification, with decisions made by a majority vote. They address workplace accidents and near misses, emergency action plans, risk assessments, and H&S training. To enhance stakeholder engagement, Subcontractor Council Coordination meetings have been held since Q2 2020 to strengthen communication and coordination. National and international OHS requirements have been monitored, mapping hazards and risks across three categories; operations, equipment and chemical exposure. Risks are prioritized, and control measures are implemented accordingly.

The Safety Maturity Index (SMI) is a management program designed to monitor OHS performance and was introduced across Group companies in 2025. Each month, performance is evaluated against the targets set for all companies at the beginning of the year. The evaluation results and scores are shared monthly with the senior management of Group companies and AG Anadolu Grubu Holding. Group companies are required to develop action plans for areas where targets are not met, supporting continuous improvement in operational safety maturity.

We prioritize employee participation in H&S matters, ensuring access to information, services, and tools. Non-conformities, near misses, unsafe conditions and workplace incidents can be reported via online forms or email and are reviewed by OHS specialists, workplace physicians, and employer representatives.

In addition to mandatory health assessments, we provide private health insurance, free flu vaccinations, and health awareness seminars delivered by Anadolu Medical Center Hospital.

**How we progressed in FY25:** Operational OHS teams and committees continued to support hazard identification, employee training, investigation of incidents and SifP (Serious Incident Fatality Potential) cases, completing the corrective actions to prevent the recurrence of the incidents and sharing the lessons learned among the Group companies. Anadolu Group operated under ISO 45001-certified occupational health and safety management systems, covering more than 94% of employees.

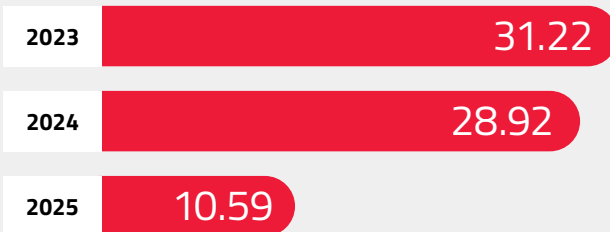
Training remained a central component of our preventive approach. During the year, 713,710 hours of OHS training were delivered to employees, covering mandatory requirements, emergency preparedness, workplace hazards, procedure updates and unsafe behaviors.

No employee or subcontractor fatalities were reported in 2025. The total lost-time injury rate was 10.59 per one million hours worked, covering employees and

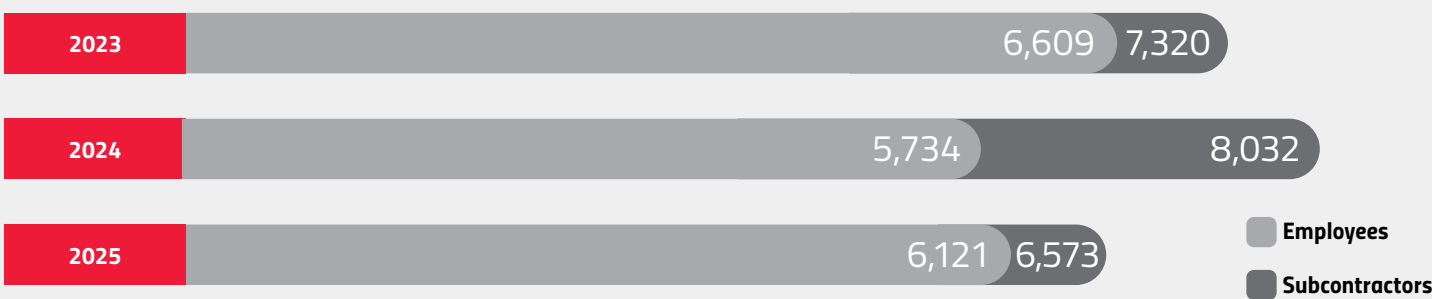
subcontractor personnel, while the employee total injury rate was 26.66 per one million hours worked. Total lost working days for employees and subcontractors amounted to 12,694.

Seven occupational disease cases were reported, corresponding to an occupational disease rate of 0.045 per one million employee hours worked. At AG Anadolu Grubu Holding, no occupational disease cases were reported during the year.

### Total Lost-Time Injury Rate



### Lost Working Days



### BEST PRACTICES

#### Compliance Self-Assessment Program

The Compliance Self-Assessment Program is a structured compliance evaluation system consisting of 14 core domains that enable companies to assess their operational and safety performance. In 2025, the system was digitized to allow real-time field-based assessments across organizations. Within this framework, companies respond to 192 questions covering key compliance areas, and any "No" responses automatically generate corrective actions with deadlines and responsibilities, which are then tracked through the system to ensure the resolution of non-conformities.



### Hand-in-Hand Safety Program

CCI's Hand-in-Hand Safety Program, embedded within the Life-Saving Rules program, has been standardizing and systematizing OHS practices since 2016. It evolves in line with changing operational needs and business growth. The program aims to achieve zero workplace accidents or occupational diseases for employees, contractors and all the others within the ecosystem, the company complies with all applicable legal requirements, CCI standards, and TCCC standards. The company's OHS performance in terms of Safety Maturity Index (SMI) score reached at 81.19% in 2025. Furthermore, 278,545 hours of OHS training were provided to employees.

CCI

### OHS

Anadolu Efes continues to strengthen its safety culture through risk management and cultural transformation initiatives 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 to generate safe driving scores. Further training was designed and scheduled for low safe-

driving points while employees and sales teams with higher scores were recognized. The company carried out corporate culture measurements and analyses as part of the OHS cultural transformation. Safety culture initiatives continue with leadership development tools, leadership-based reporting, safety workshops and leadership and coaching sessions.

In 2025, Anadolu Efes continued its effort to standardize Health and Safety (H&S) practices and standards across all Efes Companies. To support consistency, the company strengthened its Occupational Health and Safety (OHS) organization. The initiative aims to strengthen safety awareness and shared responsibility across the organization, reduce workplace injuries, and increase personnel engagement and knowledge in safety matters. Following the model of the group-wide H&S organization, the company has also begun establishing its own H&S structure, supporting the ongoing development of the company's safety culture.



ANADOLU EFES

### Employee Well-being Program: CCI Care

Coca-Cola İçecek (CCI) recognizes that employee well-being is critical in shaping corporate culture. To this end, the company implements a holistic well-being approach to create an "employee well-being culture" that supports employees' physical, mental and emotional well-being and resilience employees to maximize their potential.

Since 2021, the company has been raising employee awareness to develop such a culture and provide employees with tools and resources to improve their health. As part of the CCI Well-being Program, more than 40 initiatives were implemented across CCI to support employees' physical and mental well-being.

CCI

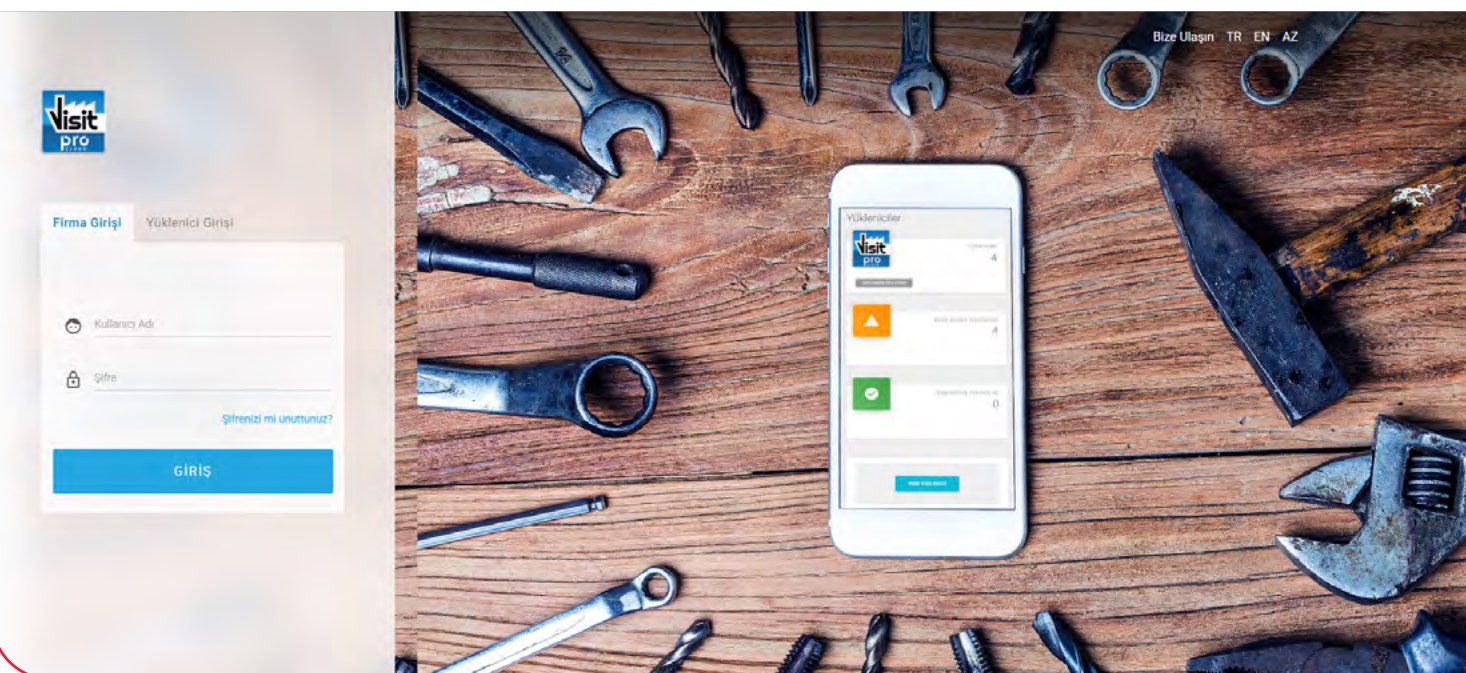
### VisitPro Subcontractor and Visitor Management System

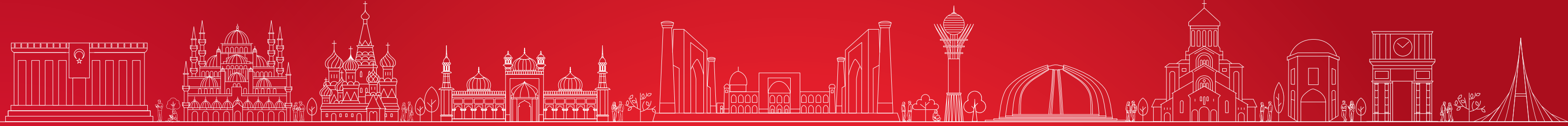
In 2025, the "VisitPRO Subcontractor and Visitor Management System" was implemented to support the digital management of OHS processes for subcontractors and visitors entering company facilities. The system is actively used at all site entry points and covers all subcontractor personnel and visitors. Through VisitPRO, pre-entry OHS training, professional qualification certificates, health reports, training records, and PPE compliance are managed and verified digitally. In addition, subcontractors' risk assessments, emergency action plans, and method statements are reviewed and approved digitally before work begins. Visitors are required to watch the factory safety induction video through the system prior to entering the

facility. Individuals who do not meet the required criteria are denied access to the site. Entry and exit movements are also digitally recorded, ensuring full traceability and supporting legal and corporate compliance.

In 2025, a total of 1,129 subcontractor employees from 361 companies entered the facilities through the system with complete and approved documentation. Compared to previous years, documentation completion rates improved significantly, supporting safer operations, greater efficiency in site entry processes, and improved regulatory compliance.

ANADOLU ISUZU





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:** At Anadolu Group, we align our community-focused initiatives with evolving global expectations, international standards, and local needs. We recognize that resilient communities are the foundation of sustainable development, and we are committed to contributing to long-term social

development. We believe that the strength of a society lies in the well-being, opportunity, and cultural richness of its people. 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 collaborative partnerships.

By leveraging the strength of our brands, the expertise of our employees, and the reach of our institutions, particularly Anadolu Foundation, Anadolu Medical Center Hospital, 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 these efforts create lasting social value beyond their immediate financial contribution. Charity-related expenses amounted to more than TRY 2.8 billion, covering corporate social responsibility activities, donations, social sponsorships, payments to charitable organizations, and social investment initiatives.

Our contribution to the SDGs:



# Education

**What makes it essential:** Education plays a fundamental role in building an inclusive, resilient, and future-ready 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 Anadolu Foundation, our primary social investment institution in this field since 1979, and the support of our Group companies, we design and implement educational programs that create measurable social impact, promote equal access, quality learning opportunities, and lifelong development. These initiatives aim not only to address current needs but also to equip future generations with the knowledge and skills for a rapidly changing world.

BEST PRACTICES

## My Dear Teacher, Stars of Education Program

The "Stars of Education" program, which has supported more than 200,000 educators over the past ten years, was redesigned in its twelfth 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, 26 educators from 18 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 collaboration opportunities to further develop their projects.



## Tomorrow’s Project Leaders Program

Launched in 2025 by Anadolu Foundation in collaboration with CCI Türkiye, SAP Business Women’s Network, and Inlines Consulting, the Tomorrow’s Project Leaders Program is a comprehensive development journey designed to prepare young people for technology-driven leadership roles beyond technical expertise. Starting in November 2025, the program enabled scholarship students to learn project development processes through SAP’s global "Activate" methodology while strengthening critical behavioral competencies such as negotiation, conflict management, and problem-solving. Through experiential learning-based group work and one-on-one mentorship support, theoretical knowledge was transformed into practical, field-applicable outcomes. At the end of the program, 23 scholarship students graduated, while 10 participants were offered internship opportunities, supporting the goal of bringing qualified and self-confident young professionals into the technology ecosystem.

### Family Clubs

Partnering with District Public Education Centers, Migros Family Clubs set up at 37 stores in 25 provinces provide free skill development and vocational training courses for women and men of all ages. Family Clubs cover 244 subjects ranging from beekeeping to mushroom cultivation, from traditional manuscript illumination to paper marbling, from the culinary arts to sports and from medicinal & aromatic plants to digital marketing. Those who attend Migros Family Club



courses and successfully fulfill their requirements receive certificates issued by the Republic of Türkiye Ministry of National Education (MEB), recognizing the knowledge and skills they have acquired. Migros has a target of reaching 850 thousand people who received certified training through Family Clubs by the end of 2027, and until 2025, 680,677 people participated in face-to-face training with Migros Family Clubs.

MIGROS

### Social and Technical Activities for Scholarship Students

Anadolu Foundation provides holistic development experience through social and technical activities to support the development of its scholarship students. In 2025, these activities were held in Ankara, İzmir, Isparta, and Elazığ with the participation of more than 100 scholarship students, aiming to strengthen young people’s communication, interaction, and teamwork skills. While social activities supported social bonds and cultural participation, technical visits enabled students to observe production and operational processes on site. Visits to Anadolu Efes, Coca-Cola İçecek (CCI), and Anadolu Etap facilities allowed young people to connect theoretical knowledge with real business processes, strengthened their career awareness and sectoral perspectives.

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 often face inadequate living conditions, and their children’s education is disrupted as they move between different work locations. Anadolu Etap’s social responsibility project, MiÇO has supported 2,700 children since 2015 through education and development opportunities. 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 TARIM

## 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. At the same time, rising health disparities, aging populations, and the long-term effects of public health crises highlight 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

Hospital, which operates within 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 Hospital is committed to improving patient outcomes. At the same time, it places a strong emphasis on preventive healthcare and public health awareness. Its year-round awareness campaigns address internationally recognized health awareness days, including 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

**Healthcare Initiatives:** Anadolu Foundation continues to advance access to healthcare through the Anadolu Medical Center Hospital, 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 remains one of the key focus areas of these awareness efforts. 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 Hospital as part of its efforts

to advance social responsibility in healthcare. Since 2005, the center provided 203,102 consultations, 535,301 tests, 38,971 inpatient treatment days, and 12,140 medical operations to 65,881 individuals.

**Healthy Children, Happy Future Project:** The project aims to identify health conditions at an early stage, enabling timely treatment and supporting healthier lives for children. From 2014 to 2025, the project provided 16,385 children with 49,392 consultations, 8,415 medical operations and 5,501 days of inpatient treatment.

**Accessible Life Project:** The project aims to provide timely and equitable access to healthcare services for individuals with physical or mental disabilities. From 2015 to 2025, the project provided 6,288 individuals with disabilities through 17,282 consultations, 30 medical procedures, and 194 inpatient treatment days.

ANADOLU FOUNDATION

## Pink Ball on the Court

Initiated by Anadolu Medical Center Hospital 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 in its twelfth year. 35 feature articles were published, reaching approximately 3 million people. Online platforms, on the other hand, reached over 1 million people with 530 news articles. Pink Ball made its way to key profiles and show hosts on Türkiye's most watched television programs. The hashtag #pembetopsahada was shared thousands of times on social media and reached 1.2 million people.



ANADOLU MEDICAL CENTER HOSPITAL & 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. The platform compares customers' food purchases with recommended levels and includes vegan and vegetarian options as well. It supports healthier lifestyle choices through personalized recommendations, balanced nutrition guidance, and discounts selected products.



Migros Well-being Journey has reached nearly 9.4 million people so far. In 2025, nearly 20% of users reported positive changes in their consumption behaviors.

Migros supports healthier and more balanced eating habits by offering personalized discounts on health-focused products and providing wellness recommendations.

MIGROS

## 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, inclusion, 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 more accessible and encourage participation among young

people, the club has continuously inspired young people while proudly representing Türkiye on European courts. One of the most successful clubs in Turkish basketball history, Anadolu Efes has won 2 EuroLeague titles, one Koraç Cup, 16 Turkish Basketball League titles, 12 Turkish Cup titles, and 14 Presidential Cup titles as of the 2026-2027 season.

As one of the leading clubs in Turkish basketball, Anadolu Efes Sports Club's primary objective is to advance Turkish basketball, successfully represent Türkiye in European competitions, and encourage young people to engage with the sport. Anadolu Efes has developed numerous athletes through its youth development programs and continues to prepare new talent for professional basketball each year. As of the 2026 - 2027 season, the club has won 4 U-20 Türkiye Championships, 25 U-18 Türkiye Championships, 19 U-16 Türkiye Championships and 19 U-15 Türkiye Championships. The club is the most successful team across these youth-team categories.

### OUR ACHIEVEMENTS

|             |                                 |
|-------------|---------------------------------|
| 2022 & 2021 | EUROLEAGUE CHAMPIONSHIPS        |
| 2019        | EUROLEAGUE RUNNER-UP            |
| 1996        | KORAC CUP                       |
| 1993        | EUROPEAN CUP FOR CLUBS FINALIST |
| 2001 & 2000 | EUROLEAGUE THIRD PLACE          |

1976

#WHEREISTAND

|    |                                |
|----|--------------------------------|
| 16 | TURKISH LEAGUE CHAMPIONSHIPS   |
| 12 | TURKISH CUP CHAMPIONSHIPS      |
| 14 | PRESIDENTIAL CUP CHAMPIONSHIPS |

BEST PRACTICES

One Team

One Team is a corporate social responsibility program that brings together more than 40 teams participating in the Turkish Airlines EuroLeague and EuroCup competitions and uses basketball as a tool to create a positive social impact. Various projects are implemented under the theme of social inclusion as part of the One Team program. Each club develops a special One Team project for the needs of its own community. Each year, a professional basketball player engages with the participants as the One Team ambassador.

In the 2025–2026 season, Anadolu Efes Sports Club implemented the One Team program in Antalya in collaboration with Corendon Tourism Group, Muratpaşa Municipality, and ZİÇEV (Foundation for the Education and Protection of Mentally Disabled Children). The program, held in Antalya for two consecutive seasons, reflects the club's commitment to expanding its social impact beyond Istanbul.

This season, the program focused on learning difficulties. As part of the eight-week program, 15 special athletes aged between 12 and 25 participated in training sessions

and workshops built around key topics such as communication, teamwork, self-confidence, focus, patience, cooperation, and problem-solving. Anadolu Efes player Erkan Yılmaz served as the One Team ambassador, actively joining the sessions, sharing his journey as a professional athlete, and engaging directly with the participants.

The One Team program adopts a holistic approach that also supports participants' social and emotional growth beyond athletic development. By the end of the program, participants demonstrated visible improvements in self-confidence, communication skills, and a sense of belonging.

The 2025–2026 season also featured one of the most meaningful outcomes of the project. Participants had the opportunity to walk onto the court with Anadolu Efes players during the Anadolu Efes vs. Partizan game, providing a memorable experience that strengthened their connection with the sport and the broader community.

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 encourage 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 helping preserve and promote Türkiye's cultural heritage. By creating opportunities for engagement in the arts, we help cultivate a more inclusive and culturally aware community.

BEST PRACTICES

Supporting Arts and Culture for 38 Years

**38-Year Cooperation with Istanbul Foundation for Culture and Arts (İKSİV):** Since its establishment, Anadolu Efes has supported initiatives that contribute to social and cultural development. In the field of culture and arts, the company has been in close collaboration with the Istanbul Foundation for Culture and Arts (İKSİV) for 38 years.

Within the scope of this long-standing partnership, Anadolu Efes continues to support the International Film Festival and the Istanbul Jazz Festival. The company is also the main supporter of the Meetings on the Bridge program, part of the Istanbul Film Festival, which aims to bring together international film professionals, screenwriters, producers, and emerging directors, contributing to the introduction of new talent to the industry.

**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 an audience more than 19,000.

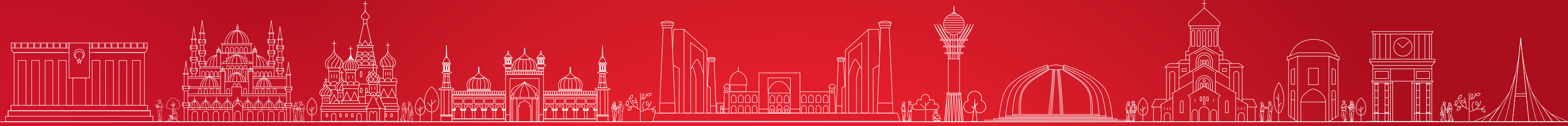
ANADOLU EFES  
MAVİ SAHNE

ANADOLU EFES

Art Workshops

Launched by Anadolu Foundation in 2025 as part of the NOVA Development Program, the Art Workshops offer a learning experience designed to connect scholarship students with the art world. Focusing particularly on young people studying art and creative disciplines, the program enables participants to visit artists' studios and observe creative production processes on site. Participants explore creative processes from multiple perspectives, including those of artists, curators, and collectors. Conducted under the consultancy of Ferhan İstanbullu, the program supports young people's career development while strengthening their creative expression, critical thinking, and collaborative production skills. By enriching NOVA's community dimension through engagement with the arts, the Art Workshops create a lasting space for learning and interaction.

ANADOLU FOUNDATION



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

|                                  | 2023                                                                                |                                                                                     | 2024**                                                                              |                                                                                     | 2025**                                                                              |                                                                                     |
|----------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Employees by Gender and Category |  |  |  |  |  |  |
|                                  | Women                                                                               | Men                                                                                 | Women                                                                               | Men                                                                                 | Women                                                                               | Men                                                                                 |
| Total                            | 27,419                                                                              | 44,908                                                                              | 28,681                                                                              | 45,309                                                                              | 28,744                                                                              | 43,079                                                                              |
| White-collar                     | 7,509                                                                               | 14,237                                                                              | 7,244                                                                               | 14,185                                                                              | 6,247                                                                               | 13,126                                                                              |
| Blue-collar                      | 19,910                                                                              | 30,671                                                                              | 21,437                                                                              | 31,124                                                                              | 22,497                                                                              | 29,953                                                                              |
| Employees covered by the CBA     | 48,220                                                                              |                                                                                     | 50,015                                                                              |                                                                                     | 47,748                                                                              |                                                                                     |
| Temporary Staff Proportion       | -                                                                                   | -                                                                                   | -                                                                                   | -                                                                                   | 0.99%                                                                               |                                                                                     |

\*\*Figures include permanent and temporary employees, as well as interns.

|                                            | 2023                                                                                  |                                                                                       | 2024                                                                                  |                                                                                       | 2025                                                                                  |                                                                                       |
|--------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Employees by Working Duration and Category |  |  |  |  |  |  |
|                                            | Full Time                                                                             | Part Time                                                                             | Full Time                                                                             | Part Time                                                                             | Full Time                                                                             | Part Time                                                                             |
| Total                                      | 71,365                                                                                | 962                                                                                   | 72,776                                                                                | 1,214                                                                                 | 70,867                                                                                | 956                                                                                   |
| White-collar                               | 21,407                                                                                | 342                                                                                   | 20,979                                                                                | 450                                                                                   | 19,149                                                                                | 224                                                                                   |
| Blue-collar                                | 49,958                                                                                | 620                                                                                   | 51,797                                                                                | 764                                                                                   | 51,718                                                                                | 732                                                                                   |

|                            | 2023                                                                                  |                                                                                       | 2024                                                                                  |                                                                                       | 2025                                                                                  |                                                                                       |
|----------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Number of Employees by Age |  |  |  |  |  |  |
|                            | Women                                                                                 | Men                                                                                   | Women                                                                                 | Men                                                                                   | Women                                                                                 | Men                                                                                   |
| Below 30                   | 12,604                                                                                | 14,338                                                                                | 12,949                                                                                | 13,878                                                                                | 13,160                                                                                | 13,134                                                                                |
| 30–50 years old            | 14,007                                                                                | 27,715                                                                                | 14,772                                                                                | 28,155                                                                                | 14,582                                                                                | 26,698                                                                                |
| Over 50                    | 808                                                                                   | 2,855                                                                                 | 960                                                                                   | 3,276                                                                                 | 1,002                                                                                 | 3,247                                                                                 |

\*Compared to previous years, all data presented in this report exclude Anadolu Efes's beer operations in Russia.

|                   | 2023                                                                                    |                                                                                         | 2024                                                                                      |                                                                                         | 2025                                                                                      |                                                                                         |
|-------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Employees by Year |  Women |  Men |  Women |  Men |  Women |  Men |
| 0-5 years         | 18,110                                                                                  | 24,689                                                                                  | 19,681                                                                                    | 25,879                                                                                  | 19,313                                                                                    | 21,585                                                                                  |
| 5-10 years        | 4,985                                                                                   | 9,422                                                                                   | 4,533                                                                                     | 8,380                                                                                   | 4,818                                                                                     | 11,870                                                                                  |
| 10 years and over | 4,324                                                                                   | 10,797                                                                                  | 4,467                                                                                     | 11,050                                                                                  | 4,613                                                                                     | 9,624                                                                                   |

|                              | 2023                                                                                    |                                                                                         | 2024                                                                                      |                                                                                         | 2025                                                                                      |                                                                                         |
|------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Executives by Gender and Age |  Women |  Men |  Women |  Men |  Women |  Men |
| Total                        | 3,975                                                                                   | 7,837                                                                                   | 4,019                                                                                     | 7,921                                                                                   | 3,364                                                                                     | 6,758                                                                                   |
| Below 30                     | 775                                                                                     | 999                                                                                     | 645                                                                                       | 840                                                                                     | 498                                                                                       | 627                                                                                     |
| 30–50 years old              | 3,038                                                                                   | 6,349                                                                                   | 3,182                                                                                     | 6,479                                                                                   | 2,704                                                                                     | 5,608                                                                                   |
| Over 50                      | 162                                                                                     | 489                                                                                     | 192                                                                                       | 602                                                                                     | 162                                                                                       | 523                                                                                     |

| Salary Rates by Level*                                                                                                        | 2025 |
|-------------------------------------------------------------------------------------------------------------------------------|------|
| Ratio of women's salary at C level (executive) to men's salary at C level (executive) (basic salary only)                     | 0.82 |
| 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)                                               | 0.97 |
| Ratio of women executives' salary to men executives' salary (basic salary and other bonus payments)                           | 0.93 |
| Ratio of salaries of non-managerial women to non-managerial men (basic salary only)                                           | 1.10 |
| Ratio of basic salary of women employees (all levels) to men employees (all levels)**                                         | 1.06 |

*\*This ratio covers approximately 100% of Anadolu Group employees. Salary ratios were calculated using a weighted average based on the number of employees at the relevant companies. Regardless of gender, minor variations may occur due to differences in seniority, performance, and job grade.*

*\*\*Anadolu Efes data were included only in the overall women-to-men basic salary ratio.*

|                                                        | 2023                                                                                      |                                                                                         | 2024                                                                                      |                                                                                         | 2025                                                                                      |                                                                                         |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Other Gender Equality Indicators                       |  Women |  Men |  Women |  Men |  Women |  Men |
| Supervisors                                            | 3,177                                                                                     | 6,290                                                                                   | 3,225                                                                                     | 6,421                                                                                   | 2,786                                                                                     | 5,535                                                                                   |
| Senior and mid-level executives                        | 798                                                                                       | 1,547                                                                                   | 793                                                                                       | 1,501                                                                                   | 578                                                                                       | 1,223                                                                                   |
| Non-managerial employees                               | 23,444                                                                                    | 37,071                                                                                  | 24,663                                                                                    | 37,387                                                                                  | 25,380                                                                                    | 36,321                                                                                  |
| Employees in income-generating positions               | 3,193                                                                                     | 6,643                                                                                   | 3,068                                                                                     | 6,110                                                                                   | 2,614                                                                                     | 5,961                                                                                   |
| Employees in the information technology (IT) workforce | 225                                                                                       | 496                                                                                     | 241                                                                                       | 502                                                                                     | 232                                                                                       | 450                                                                                     |
| Employees in the engineering workforce                 | 846                                                                                       | 6,162                                                                                   | 829                                                                                       | 6,197                                                                                   | 766                                                                                       | 6,194                                                                                   |
| Employees in STEM positions                            | 1,235                                                                                     | 6,903                                                                                   | 1,231                                                                                     | 6,980                                                                                   | 1,295                                                                                     | 7,114                                                                                   |

|                                                                                             | 2023                                                                                       |                                                                                          | 2024                                                                                       |                                                                                          | 2025                                                                                       |                                                                                          |
|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| Employees Granted Maternity/Parental Leave                                                  |  Women |  Men |  Women |  Men |  Women |  Men |
| Number of employees granted maternity/parental leave                                        | 1,483                                                                                      | 1,584                                                                                    | 1,461                                                                                      | 1,552                                                                                    | 1,450                                                                                      | 1,240                                                                                    |
| Number of employees who returned to work following maternity/parental leave                 | 737                                                                                        | 1,258                                                                                    | 874                                                                                        | 1,419                                                                                    | 1,213                                                                                      | 1,233                                                                                    |
| Employees who returned from maternity/parental leave and have worked for at least 12 months | 571                                                                                        | 1,016                                                                                    | 574                                                                                        | 1,051                                                                                    | 849                                                                                        | 1,121                                                                                    |

|                                       | 2023                                                                                        |                                                                                           | 2024                                                                                        |                                                                                           | 2025                                                                                        |                                                                                           |
|---------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| Employees with Disabilities by Gender |  Women |  Men |  Women |  Men |  Women |  Men |
|                                       | 467                                                                                         | 1,253                                                                                     | 504                                                                                         | 1,344                                                                                     | 510                                                                                         | 1,398                                                                                     |

|                                        | 2025 |
|----------------------------------------|------|
| Ethnic Minorities Employees Percentage | 18%  |

|                                | 2023   | 2024   | 2025   |
|--------------------------------|--------|--------|--------|
| Subcontracted                  |        |        |        |
| Total number of subcontractors | 19,267 | 16,157 | 24,977 |

## Environmental Performance Indicators

| Training Hours by Year                 | 2023      | 2024      | 2025      |
|----------------------------------------|-----------|-----------|-----------|
| Total training hours                   | 5,466,412 | 6,741,870 | 5,483,031 |
| Training hours per employee            | 75.5      | 91.12     | 76.34     |
| Total training hours to subcontractors | -         | 9,622.45  | 59,898*   |

\*Data from CCI was included.

| OHS Training Hours by Year                       | 2023    | 2024      | 2025    |
|--------------------------------------------------|---------|-----------|---------|
| Total employee OHS training hours (person-hours) | 453,174 | 710,369   | 713,710 |
| Average OHS training hours per trained employee  | 6.27    | 4.33      | 7.83    |
| Employees participating in OHS training          | -       | -         | 91,120  |
| Total OHS training hours to subcontractors       | 158,062 | 81,731.45 | 192,325 |

|                                                 | 2023      |                | 2024      |                | 2025      |                |
|-------------------------------------------------|-----------|----------------|-----------|----------------|-----------|----------------|
| OHS Performance                                 | Employees | Subcontractors | Employees | Subcontractors | Employees | Subcontractors |
| Lost working days*                              | 6,609     | 7,320          | 5,734     | 8,032          | 6,121     | 6,573          |
| Occupational disease rate**                     | 0.035     | 0              | 0.073     | 0              | 0.045     | 0              |
| Number of occupational disease cases            | -         | -              | -         | -              | 7         | 0              |
| Fatalities resulting from work-related injuries | 1         | 1              | 0         | 5              | 0         | 0              |
| Lost-time injury rate - total***                | -         | -              | -         | -              | 7.31      | 17.02          |
| Total lost time injury rate                     | 31.22     |                | 28.92     |                | 10.59     |                |
| Total injury rate****                           | 21.96     | 71.42          | 21.09     | 45.50          | 26.66     | 51.94          |
| Total injury rate - total                       | -         |                | -         |                | 35.22     |                |

\*Lost working days include days lost due to work-related injuries and occupational diseases.

\*\*Occupational disease rate = Number of occupational disease cases / Total hours worked × 1,000,000.

\*\*\*Lost-time injury rate - total = Number of work-related injuries resulting in at least one lost working day / Total hours worked × 1,000,000.

\*\*\*\*Total injury rate = Total number of work-related injuries, including lost-time and non-lost-time injuries / Total hours worked × 1,000,000.

| Energy Consumption             | 2023        | 2024        | 2025        |
|--------------------------------|-------------|-------------|-------------|
| Total energy consumption (MWh) | 3,631,078.0 | 3,511,877.0 | 3,004,509.5 |
| Energy intensity (kWh/TRY)     | 0.010       | 0.006       | 0.0042      |

| Purchased Renewable Energy (MWh)      | 2023*     | 2024      | 2025      |
|---------------------------------------|-----------|-----------|-----------|
| Total (Hydroelectricity, wind, other) | 240,005.9 | 365,480.7 | 641,594.3 |

\*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) | 2023      | 2024      | 2025      |
|---------------------------------|-----------|-----------|-----------|
| Total                           | 675,827.8 | 689,094.2 | 833,284.6 |
| Hydroelectricity                | 648,766.6 | 655,538   | 700,993.0 |
| Solar                           | 15,192.7  | 18,042.3  | 100,546.3 |
| Biogas                          | 5,398.10  | 3,412     | 19,166.0  |
| Wind                            | 6,469.7   | 12,101.9  | 10,913.3  |
| Other                           | -         | -         | 1,666.0   |

| Sold Renewable Energy (MWh) | 2023      | 2024      | 2025      |
|-----------------------------|-----------|-----------|-----------|
| Total                       | 648,322.1 | 654,839.9 | 766,126.2 |
| Hydroelectricity            | 646,104.2 | 652,161.4 | 700,993.0 |
| Solar                       | 2,217.9   | 2,678.5   | 65,133.2  |

| Greenhouse Gas Emissions                                            | 2023         | 2024*        | 2025         |
|---------------------------------------------------------------------|--------------|--------------|--------------|
| Total greenhouse gas emissions (ton CO <sub>2</sub> e)              | 17,550,468.3 | 19,009,738.9 | 15,516,986.8 |
| Scope 1 (direct) emissions (ton CO <sub>2</sub> e)                  | 685,679.4    | 799,531.2    | 638,098.9    |
| Scope 2 (indirect) emissions (ton CO <sub>2</sub> e) – Market Based | 633,365.5    | 472,043.3    | 326,686.0    |
| Scope 3 emissions (ton CO <sub>2</sub> e)                           | 16,231,423.4 | 17,738,164.5 | 14,552,202.9 |
| Scope 1-2 greenhouse gas intensity (kg CO <sub>2</sub> e/TRY)**     | 0.000004     | 0.000002     | 0.001        |
| Scope 1-2-3 greenhouse gas intensity (kg CO <sub>2</sub> e/TRY)**   | 0.047        | 0.034        | 0.022        |

*\* Scope 3 data of Anadolu Isuzu and Anadolu Etap are excluded.*  
*\*\*The 2024 emission intensity calculations were based on values adjusted for inflation accounting.*

| Air Emissions (kg)               | 2023      | 2024      | 2025*     |
|----------------------------------|-----------|-----------|-----------|
| NO <sub>x</sub>                  | 92,803.8  | 115,999.1 | 254,053.7 |
| SO <sub>x</sub>                  | 16,046.9  | 6,656.4   | 148,232.5 |
| Volatile organic compounds (VOC) | 155,027.1 | 56,853.5  | 87,961.0  |
| Particulate matter (PM)          | 8,329.5   | 7,140.5   | 14,206.1  |

*\*Anadolu Efes, Anadolu Motor and Anadolu Etap İçecek were included in the calculation for the first time in 2025.*

| Water Extraction (m³)             | 2023         | 2024*        | 2025         |
|-----------------------------------|--------------|--------------|--------------|
| Total                             | 35,792,083.6 | 37,439,454.1 | 28,003,492.6 |
| Water intensity (m³/thousand TRY) | 0.0001       | 0.00007      | 0.03960      |
| Third-party water providers       | 14,236,243.3 | 15,798,368.1 | 5,430,319.3  |
| Surface water                     | 826,910      | 1,310,493.1  | 1,909,449.3  |
| Underground water                 | 20,728,362   | 20,286,000.9 | 20,663,724.0 |
| 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) | 2023         | 2024         | 2025         |
|-------------------------------------------------------------------------------|--------------|--------------|--------------|
| Total                                                                         | 10,659,788.7 | 21,309,313.5 | 17,486,777.3 |
| Surface water                                                                 | 102,316      | 897,161      | 1,593,081.0  |
| Underground water                                                             | 7,132,476    | 14,143,283.8 | 12,578,761.0 |
| Third-party water providers                                                   | 3,424,996.7  | 6,268,868.7  | 3,314,935.3  |

| Recycled Water and Wastewater Quantity (m³) | 2023         | 2024*        | 2025        |
|---------------------------------------------|--------------|--------------|-------------|
| Amount of recycled/reused water             | 644,784      | 871,705      | 858,340.0   |
| Amount of waste water                       | 11,137,924.3 | 18,009,039.8 | 8,287,139.7 |

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

| Hazardous Waste Amount (ton)                     | 2023     | 2024     | 2025    |
|--------------------------------------------------|----------|----------|---------|
| Total                                            | 11,940.6 | 17,307.3 | 3,765.3 |
| Disposed of at sanitary/solid waste landfill     | 140.6    | 359.9    | 1,238.1 |
| Recovered for energy production                  | 644.4    | 694.9    | 65.1    |
| Recycled/recovered/reused                        | 1,338    | 6,175.2  | 2,237.6 |
| Incinerated (Not for energy generation purposes) | 4.6      | 15.3     | 96.9    |
| Other                                            | 9,813    | 10,062   | 127.6   |

| Non-Hazardous Waste Amount (ton)                 | 2023      | 2024      | 2025      |
|--------------------------------------------------|-----------|-----------|-----------|
| Total                                            | 671,843.1 | 816,473.5 | 237,854.6 |
| Disposed of at sanitary/solid waste landfill     | 72,997.3  | 146,106.6 | 70,686.1  |
| Recycled/recovered                               | 56,692.4  | 65,410.3  | 136,477.4 |
| Recovered for energy production                  | 4,986.4   | 1,341.5   | 1,314.6   |
| Reused                                           | 423       | 535.3     | 1,820.5   |
| Composted                                        | 17,081.2  | 18,489.1  | 15,968.0  |
| Other                                            | 519,662.8 | 584,590.7 | 8,307.0   |
| Incinerated (Not for energy generation purposes) | -         | -         | 3,281.0   |

# GRI Standards Content Index

|                                   |                                                                                                                              |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Statement of Use                  | Anadolu Group has prepared its report covering the period of January 1 – December 31, 2025 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<br>Chairman’s Message, p.4<br>CEO’s Message, p.6<br>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<br>Sustainability Strategy, p.30<br>Value Creation Model, p.33<br>Social Performance Indicators, p.133<br>Environmental Performance Indicators, p.137                                                                                                  |
|                                                             | 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<br>Value Creation Model, p.33<br>Stakeholder Engagement, p.40<br>Responsible Supply Chain, p.67<br>Responsible Products and Services, p.76<br>Corporate Memberships, p.132                                                                        |
|                                                             | 2-7 Employees                                                        | Equality and Diversity, p.97<br>Talent Management, p.102<br>Digital Work Environment, p.109<br>Training and Development Programs, p.112<br>Employee Engagement and Volunteerism, p.114<br>Occupational Health and Safety, p.116<br>Social Performance Indicators, p.133 |
|                                                             |                                                                      |                                                                                                                                                                                                                                                                         |
|                                                             |                                                                      |                                                                                                                                                                                                                                                                         |
|                                                             |                                                                      |                                                                                                                                                                                                                                                                         |

| 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.116<br>Social Performance Indicators, p.133                                                             |
|                                 | 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<br>CEO’s Message, p.6<br>Governance Structure, p.20                                                               |
|                                 | 2-12 Role of the highest governance body in overseeing the management of impacts | Corporate Governance, p.20<br>Risk Management, p.22<br>Internal Control, p.23<br>Code of Business Ethics and Compliance, p.24             |
|                                 | 2-13 Delegation of responsibility for managing impacts                           | Corporate Governance, p.20<br>Risk Management, p.22<br>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<br>Internal Control and Internal Audit, p.23<br>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.97<br>Talent Management, p.102<br><a href="#">The Compensation Principles of AG Anadolu Grubu Holding A.Ş.</a>  |
|                                 | 2-20 Process to determine remuneration                                           | Talent Management, p.102<br><a href="#">The Compensation Principles of AG Anadolu Grubu Holding A.Ş.</a>                                  |
|                                 | 2-21 Annual total compensation ratio                                             | Omission: Confidentiality constraints.<br>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<br>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<br>Anti-Bribery and Anti-Corruption, p.25<br>International Sanctions, p.25<br>Sustainability Strategy, p.30<br>Responsible Supply Chain, p.67<br>Equality and Diversity, p.97<br>Talent Management, p.102<br>Occupational Health and Safety, p.116                                                                                                                                                                                                                                                                                          |
|                                 | 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<br>Stakeholder Engagement, p.40<br>Employee Engagement and Volunteerism, p.114                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                 | 2-27 Compliance with laws and regulations               | Risk Management, p.22<br>Internal Control and Internal Audit, p.23<br>Anti-Bribery and Anti-Corruption, p.25<br>International Sanctions, p.25                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                 | 2-28 Membership associations                            | Corporate Memberships, p.132                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                 | 2-29 Approach to stakeholder engagement                 | Stakeholder Engagement, p.40<br>Community, p.122                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                 | 2-30 Collective bargaining agreements                   | Responsible Supply Chain, p.67<br>Employee Engagement and Volunteerism, p.114<br>Social Performance Indicators, p.133                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                 | GRI 3: MATERIAL TOPICS 2021                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| MATERIAL TOPICS                 |                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| GRI 3: MATERIAL TOPICS 2021     | 3-1 Process to determine material topics                | Material Topics, p.36                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                 | 3-2 List of material topics                             | Extremely Important Material Topics:<br>- Climate Change and Energy<br>- Digital Transformation<br>- Water and Wastewater<br>- R&D and Innovation<br>- Packaging and Waste<br>- Responsible Procurement<br><br>Other Important Material Topics:<br>- Product Quality and Safety<br>- Talent Management and Employee Commitment<br>- Risk Management<br>- Stakeholder Engagement<br>- Corporate Governance<br>- Equal Opportunity and Diversity<br>- Customer Satisfaction and Communication<br>- Occupational Health and Safety<br>- Contribution to Local Development |
|                                 | 3-3 Management of material topics                       | Material Topics, p.36                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| GRI STANDARD                      | DISCLOSURE                                                                                                      | PAGE NUMBERS, DESCRIPTION AND/OR URL                                                                                             |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| RISK MANAGEMENT                   |                                                                                                                 |                                                                                                                                  |
| GRI 3: MATERIAL TOPICS 2021       | 3-3 Management of material topics                                                                               | Risk Management, p.22<br>Internal Control and Internal Audit, p.23<br>Protection of Personal Data, p.25<br>Material Topics, p.36 |
| CORPORATE GOVERNANCE              |                                                                                                                 |                                                                                                                                  |
| GRI 3: MATERIAL TOPICS 2021       | 3-3 Management of material topics                                                                               | Corporate Governance, p.20<br>Management, p.32                                                                                   |
| CLIMATE CHANGE AND ENERGY         |                                                                                                                 |                                                                                                                                  |
| GRI 3: MATERIAL TOPICS 2021       | 3-3 Management of material topics                                                                               | Material Topics, p.36<br>Environment, p.44<br>Responsible Supply Chain, p.67                                                     |
|                                   |                                                                                                                 |                                                                                                                                  |
| GRI 302: ENERGY 2016              | 302-1 Energy consumption within the organization                                                                | Environmental Performance Indicators, p.137                                                                                      |
|                                   | 302-2 Energy consumption outside of the organization                                                            | Environmental Performance Indicators, p.137                                                                                      |
|                                   | 302-3 Energy intensity                                                                                          | Environmental Performance Indicators, p.137                                                                                      |
|                                   | 302-4 Reduction of energy consumption                                                                           | Achieving Net-Zero, p.46<br>Environmental Performance Indicators, p.137                                                          |
| GRI 305: EMISSIONS 2016           | 305-1 Direct (Scope 1) GHG emissions                                                                            | Environmental Performance Indicators, p.137                                                                                      |
|                                   | 305-2 Energy indirect (Scope 2) GHG emissions                                                                   | Environmental Performance Indicators, p.137                                                                                      |
|                                   | 305-3 Other indirect (Scope 3) GHG emissions                                                                    | Environmental Performance Indicators, p.137                                                                                      |
|                                   | 305-4 GHG emissions intensity                                                                                   | Environmental Performance Indicators, p.137                                                                                      |
|                                   | 305-5 Reduction of GHG emissions                                                                                | Sustainability Strategy, p.30<br>Achieving Net-Zero, p.46                                                                        |
|                                   | 305-7 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions | Environmental Performance Indicators, p.137                                                                                      |
| WATER AND WASTEWATER              |                                                                                                                 |                                                                                                                                  |
| GRI 3: MATERIAL TOPICS 2021       | 3-3 Management of material topics                                                                               | Material Topics, p.36<br>Water Stewardship, p.52<br>Responsible Supply Chain, p.67                                               |
|                                   |                                                                                                                 |                                                                                                                                  |
| 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.137                                                                                      |
|                                   | 303-4 Water discharge                                                                                           | Environmental Performance Indicators, p.137                                                                                      |
|                                   | 303-5 Water consumption                                                                                         | Environmental Performance Indicators, p.137                                                                                      |

| 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<br>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.137                                                                                         |
|                                              | 306-4 Waste diverted from disposal                                                                                  | Environmental Performance Indicators, p.137                                                                                         |
|                                              | 306-5 Waste directed to disposal                                                                                    | Environmental Performance Indicators, p.137                                                                                         |
| OCCUPATIONAL HEALTH AND SAFETY               |                                                                                                                     |                                                                                                                                     |
| GRI 3: MATERIAL TOPICS 2021                  | 3-3 Management of material topics                                                                                   | Occupational Health and Safety, p.116                                                                                               |
| GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018 | 403-1 Occupational health and safety management system                                                              | Occupational Health and Safety, p.116                                                                                               |
|                                              | 403-2 Hazard identification, risk assessment, and incident investigation                                            | Occupational Health and Safety, p.116<br>Social Performance Indicators, p.133                                                       |
|                                              | 403-3 Occupational health services                                                                                  | Occupational Health and Safety, p.116                                                                                               |
|                                              | 403-4 Worker participation, consultation, and communication on occupational health and safety                       | Occupational Health and Safety, p.116                                                                                               |
|                                              | 403-5 Worker training on occupational health and safety                                                             | Occupational Health and Safety, p.116                                                                                               |
|                                              | 403-6 Promotion of worker health                                                                                    | Occupational Health and Safety, p.116                                                                                               |
|                                              | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Occupational Health and Safety, p.116                                                                                               |
|                                              | 403-8 Workers covered by an occupational health and safety management system                                        | Occupational Health and Safety, p.116                                                                                               |
|                                              | 403-9 Work-related injuries                                                                                         | Social Performance Indicators, p.133                                                                                                |
|                                              | 403-10 Work-related ill health                                                                                      | Social Performance Indicators, p.133                                                                                                |
| TALENT MANAGEMENT AND EMPLOYEE COMMITMENT    |                                                                                                                     |                                                                                                                                     |
| GRI 3: MATERIAL TOPICS 2021                  | 3-3 Management of material topics                                                                                   | Material Topics, p.36<br>Talent Management, p.102<br>Digital Work Environment, p.109<br>Employee Engagement and Volunteerism, p.114 |
| GRI 404: TRAINING AND EDUCATION 2016         | 404-2 Programs for upgrading employee skills and transition assistance programs                                     | Talent Management, p.102                                                                                                            |
|                                              | 404-3 Percentage of employees receiving regular performance and career development reviews                          | Social Performance Indicators, p.133                                                                                                |

| 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<br>Workplace, p.96<br>Equality and Diversity, p.97                                                                                                                |
|                                         | 405-1 Diversity of governance bodies and employees                                   | Equality and Diversity, p.97<br>Social Performance Indicators, p.133                                                                                                                         |
| GRI 405: DIVERSITY AND EQUAL 2016       | 405-2 Ratio of basic salary and remuneration of women to men                         | Talent Management, p.102<br>Social Performance Indicators, p.133                                                                                                                             |
| RESPONSIBLE PROCUREMENT                 |                                                                                      |                                                                                                                                                                                              |
| GRI 3: MATERIAL TOPICS 2021             | 3-3 Management of material topics                                                    | Material Topics, p.36<br>Circular Economy, p.55<br>Responsible Supply Chain, p.67                                                                                                            |
| GRI 201: ECONOMIC PERFORMANCE 2016      | 201-1 Direct economic value generated and distributed                                | <a href="#">Anadolu Group Annual Report 2025, Key Financial Indicators p.12</a>                                                                                                              |
|                                         | 201-2 Financial implications and other risks and opportunities due to climate change | Risk Management, p.22<br>Material Topics, p.36                                                                                                                                               |
| GRI 413: LOCAL COMMUNITIES 2016         | 201-3 Defined benefit plan obligations and other retirement plans                    | <a href="#">Anadolu Group Annual Report 2025, Consolidated Statements of Financial Position</a>                                                                                              |
| CONTRIBUTION TO LOCAL DEVELOPMENT       |                                                                                      |                                                                                                                                                                                              |
| GRI 3: MATERIAL TOPICS 2021             | 3-3 Management of material topics                                                    | Group Companies, p.12<br>Material Topics, p.36<br>Sustainable Agriculture, p.60<br>Responsible Supply Chain, p.67<br>Equality and Diversity, p.97<br>Community, p.122                        |
|                                         |                                                                                      |                                                                                                                                                                                              |
| CUSTOMER SATISFACTION AND COMMUNICATION |                                                                                      |                                                                                                                                                                                              |
| GRI 3: MATERIAL TOPICS 2021             | 3-3 Management of material topics                                                    | Material Topics, p.36<br>Responsible Products and Services, p.76<br>R&D and Innovation, p.80                                                                                                 |
| DIGITAL TRANSFORMATION                  |                                                                                      |                                                                                                                                                                                              |
| GRI 3: MATERIAL TOPICS 2021             | 3-3 Management of material topics                                                    | Protection of Personal Data, p.25<br>Material Topics, p.36<br>Sustainable Agriculture, p.60<br>Responsible Supply Chain, p.67<br>R&D and Innovation, p.80<br>Digital Work Environment, p.109 |
|                                         |                                                                                      |                                                                                                                                                                                              |

| GRI STANDARD                | DISCLOSURE                        | PAGE NUMBERS, DESCRIPTION AND/OR URL            |
|-----------------------------|-----------------------------------|-------------------------------------------------|
| R&D AND INNOVATION          |                                   |                                                 |
| GRI 3: MATERIAL TOPICS 2021 | 3-3 Management of material topics | Material Topics, p.36                           |
|                             |                                   | Circular Economy, p.55                          |
|                             |                                   | Sustainable Agriculture, p.60                   |
|                             |                                   | Marketplace, p.66                               |
|                             |                                   | Responsible Products and Services, p.76         |
|                             |                                   | R&D and Innovation, p.80                        |
|                             |                                   | Entrepreneurship Ecosystem, p.85                |
|                             |                                   | Innovative Research & Development Centers, p.91 |
| PRODUCT QUALITY AND SAFETY  |                                   |                                                 |
| GRI 3: MATERIAL TOPICS 2021 | 3-3 Management of material topics | Material Topics, p.36                           |
|                             |                                   | Responsible Supply Chain, p.67                  |
|                             |                                   | Responsible Products and Services, p.76         |
| STAKEHOLDER ENGAGEMENT      |                                   |                                                 |
| GRI 3: MATERIAL TOPICS 2021 | 3-3 Management of material topics | Code of Business Ethics and Compliance, p.24    |
|                             |                                   | Anti-Bribery and Anti-Corruption, p.25          |
|                             |                                   | Material Topics, p.36                           |
|                             |                                   | Stakeholder Engagement, p.40                    |
|                             |                                   | Innovative Research & Development Centers, p.91 |
|                             |                                   | Occupational Health and Safety, p.116           |

## UN Global Compact (UNGC) Content Index

| TOPICS          | GLOBAL PRINCIPLES                                                                                                                             | LOCATION OF DISCLOSURE                                                                               |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| Human Rights    | <b>Principle 1</b> - Businesses should support and respect the protection of internationally proclaimed human rights.                         | Code of Business Ethics and Compliance, p.24                                                         |
|                 |                                                                                                                                               | Material Topics, p.36                                                                                |
|                 |                                                                                                                                               | Responsible Supply Chain, p.67                                                                       |
|                 |                                                                                                                                               | Workplace, p.96                                                                                      |
|                 | <b>Principle 2</b> - Businesses should make sure that they are not complicit in human rights abuses.                                          | Code of Business Ethics and Compliance, p.24                                                         |
|                 |                                                                                                                                               | Material Topics, p.36                                                                                |
|                 |                                                                                                                                               | Responsible Supply Chain, p.67                                                                       |
|                 |                                                                                                                                               | Workplace, p.96                                                                                      |
| Labor           | <b>Principle 3</b> - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. | Responsible Supply Chain, p.67                                                                       |
|                 |                                                                                                                                               | Workplace, p.96                                                                                      |
|                 | <b>Principle 4</b> - Businesses should uphold the elimination of all forms of forced and compulsory labor.                                    | Responsible Supply Chain, p.67                                                                       |
|                 |                                                                                                                                               | Human Rights, p.96                                                                                   |
|                 | <b>Principle 5</b> - Businesses should uphold the effective abolition of child labor.                                                         | Responsible Supply Chain, p.67                                                                       |
|                 |                                                                                                                                               | Human Rights, p.96                                                                                   |
|                 | <b>Principle 6</b> - Businesses should uphold the elimination of discrimination in respect of employment and occupation.                      | Material Topics, p.36                                                                                |
|                 |                                                                                                                                               | Responsible Supply Chain, p.67                                                                       |
| Anti-Corruption | <b>Principle 7</b> - Businesses should uphold the elimination of discrimination in respect of employment and occupation.                      | Equality and Diversity, p.97                                                                         |
|                 |                                                                                                                                               | Employee Engagement and Volunteerism, p.114                                                          |
|                 |                                                                                                                                               | <b>Principle 7</b> - Businesses should support a precautionary approach to environmental challenges. |
|                 |                                                                                                                                               | Environment, p.44                                                                                    |
|                 | <b>Principle 8</b> - Businesses should undertake initiatives to promote greater environmental responsibility.                                 | Environment, p.44                                                                                    |
|                 |                                                                                                                                               | Value Creation Model, p.33                                                                           |
|                 |                                                                                                                                               | Material Topics, p.36                                                                                |
|                 |                                                                                                                                               | Environment, p.44                                                                                    |
|                 | <b>Principle 9</b> - Businesses should encourage the development and diffusion of environmentally friendly technologies.                      | Responsible Supply Chain, p.67                                                                       |
|                 |                                                                                                                                               | Responsible Products and Services, p.76                                                              |
|                 |                                                                                                                                               | Innovative Research & Development Centers, p.91                                                      |
|                 |                                                                                                                                               | Talent Management, p.102                                                                             |
|                 | <b>Principle 10</b> - 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.67                                                                       |

## World Economic Forum (WEF) Stakeholder Capitalism Metrics

| THEME                          | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | REFERENCE(S)                                                                                                                                                             |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PRINCIPLES OF GOVERNANCE       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                          |
| Governing Purpose              | <b>Setting Purpose:</b> 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<br>Sustainability Strategy, p.30                                                                                                                   |
| Quality of Governing Body      | <b>Governance body composition:</b> 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<br>Management, p.32                                                                                                                           |
| Stakeholder Engagement         | <b>Material issues impacting stakeholders:</b> 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Management, p.32<br>Value Creation Model, p.33<br>Material Topics, p.36<br>Stakeholder Engagement, p.40                                                                  |
| Ethical Behavior               | <b>Anti-corruption:</b><br><br>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.<br><br>2. a) Total number and nature of incidents of corruption confirmed during the current year but related to previous years; and<br><br>b) Total number and nature of incidents of corruption confirmed during the current year, related to this year.<br><br>3. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption. | Anti-Bribery and Anti-Corruption, p.24                                                                                                                                   |
|                                | <b>Protected ethics advice and reporting mechanisms:</b> A description of internal and external mechanisms for:<br><br>1. Seeking advice about ethical and lawful behavior and organizational integrity; and<br><br>2. Reporting concerns about unethical or lawful behavior and organizational integrity.                                                                                                                                                                                                                                                                                                                                         | Internal Control and Internal Audit, p.23<br>Code of Business Ethics and Compliance, p.24<br>Stakeholder Engagement, p.40<br>Employee Engagement and Volunteerism, p.114 |
|                                | <b>Integrating risk and opportunity into business process:</b> 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<br>Risk Management, p.22<br>Material Topics, p.36<br>Water Stewardship, p.52<br>R&D and Innovation, p.80                               |
| Risk and Opportunity Oversight |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                          |

| THEME                    | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | REFERENCE(S)                                                                                                                                                                                                                         |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PLANET                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                      |
| Climate Change           | <b>Greenhouse Gas (GHG) emissions:</b> For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO <sub>2</sub> e) GHG Protocol scope 1 and scope 2 emissions.<br><br>Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.                                                                                                                                                        | Achieving Net-Zero, p.46<br>Environmental Performance Indicators, p.137                                                                                                                                                              |
|                          | <b>TCFD implementation:</b> 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<br>Risk Management, p.22                                                                                                                                                                                           |
|                          | <b>Land use and ecological sensitivity:</b> 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.60                                                                                                                                                                                                        |
| Fresh water availability | <b>Water consumption and withdrawal in water-stressed areas:</b> 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<br>Environmental Performance Indicators, p.137                                                                                                                                                               |
| PEOPLE                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                      |
| Dignity and equality     | <b>Diversity and inclusion:</b> The percentage of employees should be disclosed per employee category, per age group, gender and other indicators of diversity (e.g. ethnicity).                                                                                                                                                                                                                                                                                                                                                   | Equality and Diversity, p.97<br>Social Performance Indicators, p.133                                                                                                                                                                 |
|                          | <b>Pay equality:</b> 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.                                                                                                                                                                                                                                                                | Value Creation Model, p.33<br>Equality and Diversity, p.97<br>Talent Management, p.102<br>Social Performance Indicators, p.133                                                                                                       |
|                          | <b>Risk for incidents of child, forced or compulsory labor:</b> Operations and suppliers considered to have significant risk for incidents of child labor, forced or compulsory labor 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.                                                                                                     | Responsible Supply Chain, p.67<br><a href="#">AG Anadolu Grubu Holding Code of Business Ethics and Non Compliance Notification Regulations</a>  |
| Health & well-being      | <b>Health and safety:</b><br><br>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.<br><br>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.116<br>Social Performance Indicators, p.133                                                                                                                                                        |

| THEME                            | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | REFERENCE(S)                                                                  |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Skills for the future            | <b>Training provided:</b> 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.                                                                                                                                                                                                                                                                                                                             | Code of Business Ethics and Compliance, p.24                                  |
|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Talent Management, p.102                                                      |
|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Training and Development Programs, p.112                                      |
|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Social Performance Indicators, p.133                                          |
| PROSPERITY                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                               |
| Employment and wealth generation | <b>Absolute number and rate of employment:</b> Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region and the total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region should be explained.                                                                                                                                                                                                                                                                                                                                  | Equality and Diversity, p.97<br>Social Performance Indicators, p.133          |
|                                  | <b>Economic contribution:</b><br><br>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.<br><br>Ideally split out by: <ul style="list-style-type: none"><li>▪ Revenue</li><li>▪ Operating costs</li><li>▪ Employee wages and benefits</li><li>▪ Payments to providers of capital</li><li>▪ Payments to government</li><li>▪ Community investment</li></ul><br>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. | <a href="#">Anadolu Group Annual Report 2025, p.148</a>                       |
|                                  | <b>Financial investment contribution:</b> 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.                                                                                                                                                                                                                                                                                                                                                               | <a href="#">Anadolu Group Annual Report 2025, p.148</a><br>Marketplace, p.66  |
|                                  | <b>Innovation in better products and services</b><br><br><b>Total R&amp;D expenses:</b> Total costs related to research and development should be disclosed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Value Creation Model, p.33<br>Innovative Research & Development Centers, p.91 |
| Community and social vitality    | <b>Total tax paid:</b> 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.                                                                                                                                                                                                                                                                                                                                                                                                   | <a href="#">Anadolu Group Annual Report 2025, p.148</a>                       |

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

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