

**INSPIRED BY THE  
NATURE WE MAKE  
LIFE EASIER**



**SUSTAINABILITY REPORT  
2021**



# OUR PERMANENT TARGET

WE APPROACH SUSTAINABILITY AS OUR PERMANENT TARGET.





## ABOUT THE REPORT

This report is the fourth sustainability report published by Anadolu Isuzu which provides information on environmental, social and managerial performance of the Company for the period between 1 January 2021 and 31 December 2021.

The report consists of the Company's operations in Turkey.

2021 Sustainability Report includes detailed information about Anadolu Isuzu's way of internalizing and managing sustainability.

Anadolu Isuzu anticipates a transparent, ethical and respectful dialog with its stakeholders and believes that the report will support the stakeholder dialog and briefing process. Through this report, the Company approaches its corporate strategy, goals and long-term value generating power with a versatile attitude and shares its performance for the reporting period.

The dialog established with the stakeholders, material issues and value generated are taken into account in detail in the report. The report was structured around the 6 material issues having the first degree priority for the Company and its shareholders. It includes topics presenting financial, environmental and social performance as well as Anadolu Isuzu Value Generation Model.

Performance indicators and disclosures included in the 2021 Sustainability Report have been presented in accordance with the GRI Standards (Comprehensive).

## AS WE PREPARE THIS REPORT



**2022 March** - We submitted our commitment to Science Based Target Initiative (SBTi).



**2022 May** - We became the first Turkish automotive company to be a member of "DRIVE TO ZERO" initiative.



**2022 July** - We joined the UN Global Compact initiative.



**2022 July** - We participated in CDP Climate Program by issuing our first report.

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#### DIRECTORY



# INTRODUCTION

INCREASING THE SHARE OF INVESTMENTS OF WHICH THEIR PERFORMANCE RESULTS AND ENVIRONMENTAL AND SOCIAL POSITIVE IMPACTS THEY CREATE ARE MEASURABLE AND WHICH CONTRIBUTE TO SUSTAINABLE DEVELOPMENT GOALS AND CYCLICAL ECONOMY IS ESSENTIAL.



**USD 120 million**

Exports

**TL 76 million**

R&D Expenditures

**19.63 GJ**

Energy consumption per vehicle produced





## LETTER FROM THE CHAIRMAN



Dear Stakeholders,

I am happy to present Anadolu Isuzu's 2021 sustainability report for your review.

### WE ARE FOCUSING ON CREATING COMMON VALUES

As Anadolu Group, we take environmental, social and governance areas to our focus to add value to our world, to the countries we operate in and to our stakeholders.

We aim to expand the influence area of our star which connects Anatolia to the world and the world to Anatolia. We continue to grow financially in a consistent and balanced manner and manage our operations with the focus on sustainability. We conduct activities which contribute to social development and protection of the nature. While conducting pioneering activities with our sustainability motto, "From Anatolia to the Future", we share our best practices with everyone and we focus on creating awareness through our communication strategy.

We know that partnerships are important for creating common value, we take part in national and international initiatives and strengthen our area of influence by expanding it.

### WE ARE A STAKEHOLDER OF FIGHT AGAINST CLIMATE CRISIS

Experiencing the effects of the climate crisis, global automotive industry, which our Company Anadolu Isuzu is a part of, is going through a period of great change and transformation.

Automotive companies are among the leading stakeholders of sustainability in terms of their outputs and their production cycles.

Accordingly, development of environment and user friendly safe vehicles, contribution to cyclical economy and autonomous drive and similar innovations as a result of increase in usage of alternative fuel have become the most significant topics globally.

Today, it is a fact that players who internalize and manage ESG topics will climb the leadership steps and re-write the rules of the game all over.

With its long-standing background, dynamic and agile structure, Anadolu Isuzu is focused on and determined to be one of those players.

Anadolu Isuzu is a pioneer industrial institution.

Anadolu Isuzu creates value for its stakeholders, our country and our world with its long-standing and pioneer industrial institution identity and with the support of its long-term vision and sustainability actions it set forth accordingly. In this process, our Company is also focused on reducing its environmental foot print with systematic investments and developing its performance.

# FROM ANATOLIA TO THE FUTURE

WHILE CONDUCTING PIONEERING ACTIVITIES WITH OUR SUSTAINABILITY MOTTO, "FROM ANATOLIA TO THE FUTURE", WE SHARE OUR BEST PRACTICES WITH EVERYONE AND WE FOCUS ON CREATING AWARENESS THROUGH OUR COMMUNICATION STRATEGY.

Adopting sustainability subject at the highest level, Anadolu Isuzu not only contributed to the sustainability agenda in 2021, but also recorded significant developments and improvements in ESG performance.

Aiming to minimize the potential negative impacts of its processes and operations such as R&D, production, logistics and after sales services on environment, Anadolu Isuzu evaluates all these areas in terms of middle and long-term competitive power and makes planning.

Furthermore, our Company approaches regional and global developments such as European Green Deal with an integrated perspective in terms of risks and opportunities and takes necessary steps.

In this respect, we took a decision in 2021 to transfer to renewable energy use at Anadolu Isuzu plant. Activities to set up solar energy systems at the factory have started. We are planning to implement the system at the fourth quarter of 2022.

A significant step in being carbon neutral, our Company will provide a considerable amount of its energy need from sustainable resources with the implementation of this investment.

### WE WILL CONTINUE TO BRING PEOPLE TOGETHER SAFELY WITH THE THINGS THEY LIKE AND NEED

Anadolu Isuzu's main commitment is to manufacture reliable and environment-friendly commercial vehicles which fit its stakeholders' likes and needs.

We strive to realize our commitment in full to be a global brand. We will continue to be a good corporate citizen and fulfill our ever increasing responsibilities to hand down the experience we have built to future generations

In the world where customary patterns collapsed after 2020-2021 pandemic experience, "setting an example and being open to collaborations" gained a great deal of importance. In our opinion, human beings have the financial resources and technology to fight against the climate crisis. The only part missing is synchronized action, intense collaboration and determination. To the extent global success is achieved in these areas, climate crisis can be taken under control and new opportunities and possibilities will develop which all stakeholders will benefit from. Accordingly, effective solution and collaboration focused platforms which will bring all players together should be supported at these times when civil society structures are becoming more significant.

Our Company will work on implementing the sustainability road map it has planned and presented in detail in this report and will conduct these actions within the collaboration ecosystem defined at Partnerships for the Goals which is the 17<sup>th</sup> Sustainable Development Goal of United Nations.

We also believe that economic, social and environmental value created and shared by Anadolu Isuzu will contribute to development of Turkey.

We need to work to overcome difficulties without losing our hope. Accordingly, we will continue to view stakeholder participation as the foundation of sustainability management and listen to ideas, suggestions and critics of our stakeholders carefully.

On behalf of our Board of Directors, I would like to extend my gratitude and respect to our stakeholders who created our 2021 performance.

TUNCAY ÖZILHAN  
Chairman of the Board

## LETTER FROM THE PRESIDENT OF THE AUTOMOTIVE GROUP



Dear stakeholders,

Changes the mankind is experiencing in the 21<sup>st</sup> century are being shaped by numerous parameters such as economic crisis and fluctuations, global warming as a result of climate crisis, environmental disasters, pandemics, rapid consumption of natural resources, increase in the needs of increasing population and global migration problems.

Covid-19 pandemic which left its mark on 2020-2021 period, pointed out the turning point of the great change around the globe. During this process, measures to protect human health expanded globally, while digitalization became evident as the major trend to impact the economy and life. Online shopping, home office and e-meetings which can be summarized as remote access life dominated our lives and business cycles. The pandemic process, which we believe to be over, has deeply affected the global economy. With the start of the Covid-19 pandemic, as of March 2020, governments implemented unprecedented grant and credit programs to prevent the potential economic destruction. They focused on protecting macroeconomic cycle and domestic household through expansive financial policies and real interest rates approaching zero.

However, despite precautions and relief applications, clogging of supply chains, increase in energy prices and supply-demand unbalance could not be prevented.

It looks like the change we summarized ended the low inflation period we were experiencing since 2009. With financial incentives and the impact of shocks created by disturbed supply chains, global inflation exceeded 5% in 2021 and developing economies, including our country, tended to turn into high inflation circumstances at a higher pace.

### **WE BELIEVE THAT THE FUTURE OF OUR INDUSTRY IS AT DIGITALIZATION AND ENVIRONMENT-FRIENDLY VEHICLES AND WE RESOLUTELY TAKE THE REQUIRED STEPS**

Topics affecting our industry the most are fighting against climate crisis and digitalization. In this context, transition into electric and other alternative fuel vehicles which are characterized as environment-friendly and smart mobility are becoming evident as main trends of the automotive industry.

Anadolu Isuzu, the leader of our country's commercial vehicle manufacturers, continuously develops its rightful reputation and existence in its business line with the support of an innovative approach and carries it to the future. We take the above mentioned trends proactively into consideration to create and share value in the short, medium and long-run and we pull out all the spots. Our activities which put customers at the center, which aim to meet personalized demands, to carry customer experience to new horizons and to create a difference requires a comprehensive structuring and new investments towards the future. Digital transformation activities, renewable energy investment we implemented with the target of reducing our factory's carbon foot print and smart systems integration are among priority development areas.

In addition to our factory's production competencies, we also use our R&D muscle to create competitive power in areas like providing innovative products, increasing efficiency in production and resource utilization and increasing end-user satisfaction.

# RESPECTING HUMAN RIGHTS

WE ARE STRENGTHENING OUR EMPLOYER IDENTITY WHICH RESPECTS HUMAN AND EMPLOYEE RIGHTS AND BELIEVES IN EQUAL OPPORTUNITY.

Sustainability is a concept which is internalized at all managerial levels of Anadolu Isuzu. Sustainability which is the center of our production-trade-service cycle, as well as our corporate strategy, guides us through our journey to our targets.

Our main target is to transform our vehicle portfolio to a structure that fits market facts and sustainability trends. In this respect, we address European Green Deal and similar regulations that are among global developments with a proactive perspective and we take steps not to only maintain our position at export markets but to develop it.

Our Company continues its innovations and advances particularly in electrical vehicles. Our electrical vehicles which won high recognition and admiration at the recent international fairs we participated reached high order levels and confirmed that we are moving forward at the right direction. We are determined to reflect the high potential in this area on our performance.

### **WE ARE STRENGTHENING OUR EMPLOYER IDENTITY WHICH RESPECTS HUMAN AND EMPLOYEE RIGHTS AND BELIEVES IN EQUAL OPPORTUNITY.**

In addition to economic and environmental performance, Anadolu Isuzu is also distinguished with its principled standing and possibilities built upon equal opportunity for human resources. Our company is a corporate citizen which respects human and employee rights and adopts ethical principles.

Anadolu Isuzu wins recognition and appreciation of its stakeholders with its approach in equal opportunity and strength of women in business life. In line with our mission of supporting Turkey's sustainable and inclusive development, we launch various awareness and development projects in areas such as increasing women's participation to production and equal opportunity; we work on increasing the number of women employees to join us at all levels.

### **WE INCREASE OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS (SDG).**

Anadolu Group defines its corporate targets compatible with the future of local and global stakeholders and our planet, hence it aims to manage and positively develop their economic, environmental and social impacts. The constant target of our Group and our Company is to convey the world heritage which was transferred to us by the generations before us to the generations following us in an efficient, healthy and livable condition. While this future oriented vision is becoming concrete with our From Anatolia to the Future statement, our Group is focusing on global collaborations and foresees itself as the leading stakeholder of global sustainability

Accordingly, our Group and all our subsidiaries including Anadolu Isuzu are focused on internalizing 2030 Sustainable Development Goals (SDG) accepted by the United Nations and increasing their contributions in this direction.

### **WE AIM TO HAVE AN EVEN STRONGER PLACE IN THE FUTURE OF AUTOMOTIVE INDUSTRY.**

In 2002 and thereafter, risks and opportunities will continue to come our way dynamically. I am a firm believer in battling all together to benefit from this process in full unity as a single team.

With its internal energy and high motivation, Anadolu Isuzu will continue to work in collaboration with its stakeholders to create value and to construct a livable world in 2022. By developing all sustainability outputs, primarily climate change, our Company will also continue to grow profitably and develop its contribution to Turkish economy through exports.

I would like to thank our employees, particularly Anadolu Isuzu management team, which has a great contribution to our strong value creation in unsteady and partly challenging conditions of 2021 and to our stakeholders who empower us with their support.

I would like to end my message by expressing my belief in our Company's stronger position in the future of automotive industry.

Respectfully,

BORA KOÇAK  
Automotive Group President

## MESSAGE FROM THE CEO



Dear Stakeholders,

Based on the results of World Economic Forum's (WEF) 2022 Risk Perception Research, half of the 10 global risks which have the highest impact consist of risks involving climate change and related environmental and social risks.

Our planet is experiencing extraordinary meteorological incidents and facing an increased number of frequent heat waves as the result of climate change triggered by an increase in global warming. On the other axis of this process are draughts which are causing expansive ecosystem problems, a decrease in agricultural production, waste problems which have reached a gigantic scale, huge and wild forest fires and accompanying biodiversity losses. Naturally, all these ongoing events directly relate to and affect the human life-cycle.

In 2020-2021, the Covid-19 pandemic which turned our daily lives upside down was a breaking point in this summarized process and caused a significant destruction and a stopover in the global economy. This breaking point which is believed to be the result of the overpassing and compelling interaction between mankind and nature and an unproportioned increase in the consumption of natural resources caused questioning of the endurance of the global economy and health system. Today, people are discussing how frequent similar risks may be emerging in the following periods and how far the impacts will go.

What is hopeful is the building up of global perception of short, medium and long-term physical and transitory risks and the acceleration of activities in the direction of the battle against climate crisis.

As we are pressed for time, the rapid implementation of necessary transforming investments is as significant as proper, attentive and rapid management of risks, measures and opportunities by both authorities and the private sector.

Particularly in 2021, we see that numerous actions are happening and new regulations are being put into effect to support the battle against climate crisis.

# PROTECTING COMPETITIVENESS

THE MOST IMPORTANT SUBJECT RELATED WITH THE AUTOMOTIVE INDUSTRY IS THE REDUCTION OF EMISSION LEVELS OF THE VEHICLES PRODUCED AND ACCORDINGLY PROTECTION OF THE COMPETITIVENESS.

The most significant among them is the European Green Deal which has a potential to affect our country economically. The Deal targets to implement the Carbon Border Adjustment Mechanism (CBAM). This mechanism will closely concern and affect our country, which realizes 40% of its exports to the EU, the industry and automotive sector which Anadolu Isuzu is a part of.

I am pleased to state that Anadolu Isuzu has left 2021 behind with significant steps in its sustainability journey which started its institutionalization process when the Company announced its policy in 2018. In this process, while our Company prioritized climate crisis at all axes, it also sustained required investments, R&D activities and collaboration with its stakeholders.

Aside from decreasing emissions from our production cycle, the Company also recorded achievements in being a role model in creating awareness of climate crisis along our supply and value chains.

When we consider our activities focused on sustainability, we believe that major subjects to handle for Anadolu Isuzu are our products, facilities, our impact on climate crisis and work life conditions.

We think that for Anadolu Isuzu to strengthen its performance and to become a company which is successful in the medium and long term and which has a story worth investing for, these four subjects are critical and significant.

### WE NEED TO TRANSFORM OUR PRODUCT PORTFOLIO RAPIDLY.

The most important topic concerning the automotive industry is reducing the emission levels of the vehicles produced and accordingly, maintaining the competitiveness of the product portfolio.

Especially in European countries which are our largest export market, there is a strong determination for this subject. With these developments, Anadolu Isuzu needs to transform its product portfolio to be compatible with disruptive technologies that develop as a mega trend. Disruptive technologies go beyond electrical and environment-friendly vehicles and include gas vehicles, hydrogen vehicles and smart vehicles related with smart cities.

At this point, the importance of R&D competence needs to be mentioned. R&D is traditionally Anadolu Isuzu's strong and assertive area. We aim to implement digital transformation to our products through our R&D teams and we started working in this area. We need to rapidly implement developments which will make our vehicles much safer and which will reduce accident rates.

These are Anadolu Isuzu's short and medium-term road maps which are vital.



## MESSAGE FROM THE CEO

WE ARE RESPONSIBLE FOR PROVIDING ALL EMPLOYEES AN ENVIRONMENT WITH EQUAL RIGHTS AND OPPORTUNITIES. GENDER EQUALITY, EQUAL OPPORTUNITY AND PROVIDING RIGHTS WHICH ARE DEFINED BY LAWS REGULATING WORK LIFE ARE OUR MAIN PRINCIPLE. OUR GOAL IS TO INCREASE THE NUMBER OF WOMEN EMPLOYEES AT ALL LEVELS, INCLUDING THE MANAGERIAL LEVEL.

### WE ARE CARRYING ENVIRONMENT FRIENDLY QUALITIES OF OUR FACILITIES TO A NEW DIMENSION.

Anadolu Isuzu decided to strengthen the environment friendly qualities of its production facility as a respond and preparation for recent developments. The most concrete result of this step was shaped by our principle decision to transition into renewable energy use in all our production areas in 2021.

Activities to build solar energy systems in our production facilities have started. Our goal is to launch the system in the third quarter of 2022. Hence, Anadolu Isuzu will transform into a facility that provides a significant quantity of its energy need from sustainable resources.

Another subject that we continue to work on in our facilities is energy efficiency. Investments in this area continue based on our plans and we focus on achievement results by integrating this with renewable energy usage.

### HOLISTIC MANAGEMENT OF OUR IMPACT ON CLIMATE CRISIS

Recently, Anadolu Isuzu is taking steps in managing its impacts on the climate crisis with a holistic approach. Foremost among these are restructuring of our Environment and Sustainability unit and new activities we realized in the area of sustainability. 2021 has been a period when we updated our priorities in sustainability and ESG (Environmental, Social and Governance) axes with a comprehensive stakeholder participation process. Six material issues examined

in detail in our report point out to areas we focused on and our advances for many years. Anadolu Isuzu will work on these areas with a more intense and comprehensive approach in 2022 and increase its contribution to fighting against global climate crisis.

### GREAT CHANGE IN WORK LIFE CONDITIONS

There will be challenges to be overcome and motivations by the companies in the work life for the period which is called the new normal. In order for the companies to be attractive for employees, some determinations need to be put forth and change should be internalized with a bold approach. In this context, two important concepts stand out: Equality and human rights.

We are responsible for providing an environment where equal rights and opportunities are offered to all employees. Providing gender equality, equal opportunity and rights defined by laws that regulate work life without exception is our main principle.

Moreover, it is important that the number of women working in administrative and operations as well as at management level needs to be increased. When we look from the perspective of Anadolu Isuzu, we consider women employees, particularly in operations, as a significant responsibility.

### LOOKING AT THE FUTURE HOPEFULLY IS AN IMPORTANT AND MOTIVATING STARTING POINT

We believe that collaboration is critically important in overcoming difficulties.

Scope, depth and sophistication of the climate crisis show that it is not a subject that an economic actor can overcome by itself.

To adopt collaboration culture, more effort and devoteness should be put forward.

Within the scope of collaboration for solution approach defined in 17 SDG, Anadolu Isuzu has been working significantly for the last 2 years. Localization of ecosystem, inclusion of universities, engineering companies and start-ups in our work are examples of these efforts. We aim to expand our impact by including side industry and suppliers to this system. We also believe that collaboration along the value chain is important in Turkey's success in the global supply chain.

We took significant steps to carry our collaboration beyond the borders during the first half of 2022 when we are in the process of preparing our report. I would like to mention them briefly:

### OUR MEMBERSHIP TO "DRIVE TO ZERO" INITIATIVE WAS REALIZED AS A CONCRETE STEP FOR THE CONTRIBUTION TO FIGHT AGAINST CLIMATE CRISIS.

Anadolu Isuzu was the first Turkish Automotive company to become a member of the global "Drive to Zero" initiative which consists of commercial vehicle producers of the world. We believe that this new step which strengthens our commitment to increase the rate of environment friendly vehicle production is also a pioneering progress for our industry.

Among the members of Drive to Zero, which are clamped together around the target of reaching 100% zero emission commercial vehicle (trucks and buses) sales until 2040, are commercial vehicle producers or leading companies which develop solutions for these vehicles from numerous countries, mainly from USA and EU.

We share the zero emission target of this initiative and we believe that our activities in commercial vehicle production are vitally important. Anadolu Isuzu aims to increase the variety of fully electrical and CNG engine, environment friendly low emission vehicle models.

We committed to the Science Based Target Initiative (SBTi) in May 2022 for sustainability focused actions. As a result of this commitment given in accordance with the importance we attach to sustainability and environmental protection, we took our place among the leading firms to exhibit their decisiveness in reduction of greenhouse gas emission levels arising from operations in our country and the world.

Finally, in July, we participated in the UN Global Compact initiative. Global Compact addresses companies' main responsibilities with respect to sustainability in 10 major principles defined in human rights, working conditions, environment and fight against fraud. As a company that adopted and applies these principles, Anadolu Isuzu is determined to work on developing and expanding the philosophy presented by the Global Compact in our industry and along our supply and value chain.

Dear stakeholders,

We believe that, aside from our strong corporate structure, integrated risk management, internal control mechanisms and effective stakeholder communication should be sustainable and these 4 essential elements are the back bone of ESG performance. Moreover, our Company has the necessary power and internal energy to contribute in climate crisis and global fight thanks to its strong financial and economic performance.

As a result, we trust in our sustainability strategies and we believe that we are a fully equipped and properly structured company to benefit from opportunities of the Turkish automotive industry.

I would like to extend my gratitude to all our stakeholders for their support and contribution in our sustainability journey.

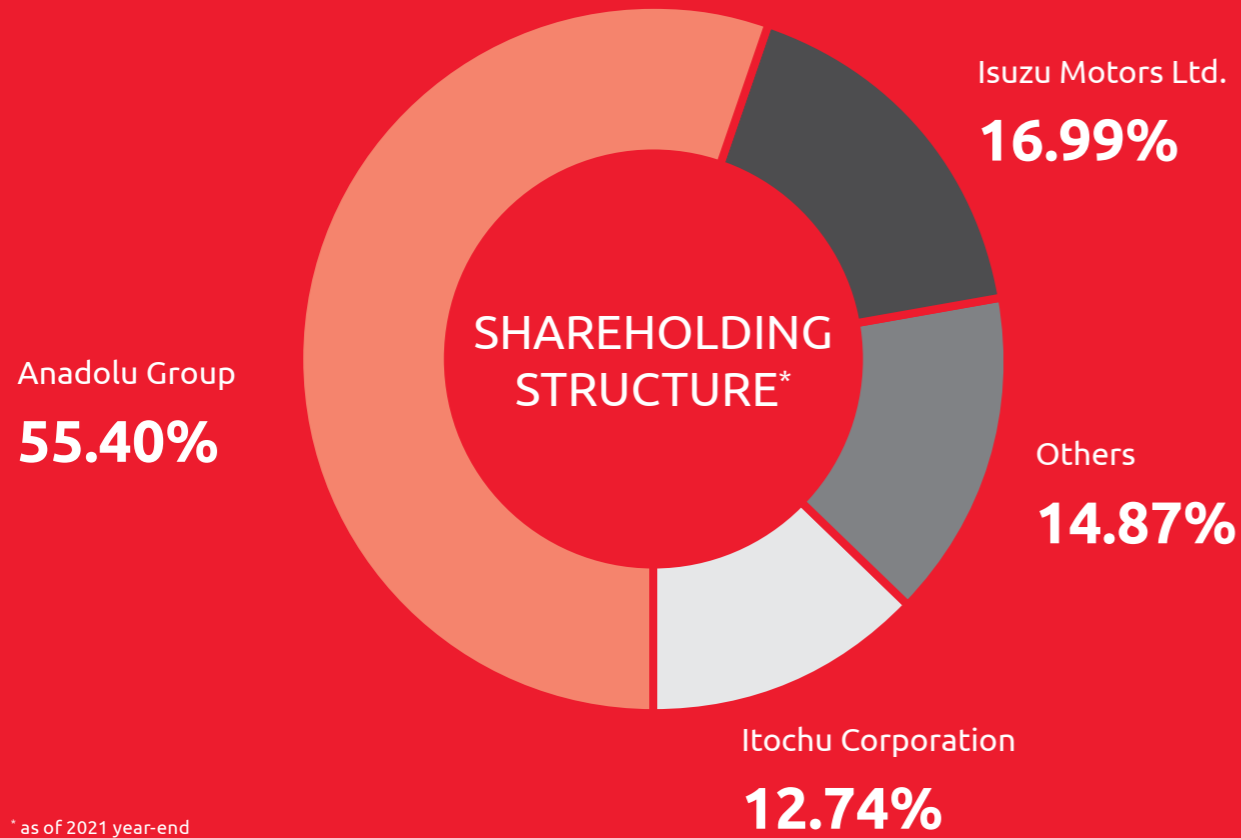
Respectfully,

TUĞRUL ARIKAN  
CEO



# ANADOLU ISUZU IN BRIEF

**i** Anadolu Isuzu, today, is operating as a joint venture of leading groups of Turkey and the world.



\* as of 2021 year-end

## SHAREHOLDING STRUCTURE

(as of 2021 year-end)

Anadolu Group	55.40%
Isuzu Motors Ltd.	16.99%
Itochu Corporation	12.74%
Others	14.87%

ANADOLU ISUZU SEES ECONOMIC, ENVIRONMENTAL AND SOCIAL SUSTAINABILITY AS COMPONENTS OF LONG-TERM, HEALTHY AND PROFITABLE PERFORMANCE; IT SHAPES ITS CORPORATE STRATEGY AND POLICIES ON THIS BASIS.

**Anadolu Isuzu conducts its operations in the automotive industry successfully since 1965.**

Starting its operations under the name of Çelik Montaj, Anadolu Isuzu manufactured pick-up trucks and motorcycles during the first years of operations continued its pick-up production with the Skoda brand until 1986.

Anadolu Isuzu assumed its current title with the license agreement signed with Isuzu Motors Ltd. in 1983. Production of Isuzu vehicles started at the Istanbul Kartal Plant in 1984.

Anadolu Isuzu operates in commercial vehicle segment of the automotive industry. The Company owns a strong product range, after-sales services of outstanding quality and an extensive dealer and technical service structure.

Anadolu Isuzu produces vehicles in truck, light truck, midibus, bus and pick-up truck segments and with products with world-wide demand, the Company has a significant position in export markets.

Anadolu Isuzu carries out its production operations at its facilities on the 300,000 m<sup>2</sup> of land located in Çayırova-Şekerpinar. Total production capacity stands at 19,012 vehicles in a single shift and in addition to production of commercial vehicles, the Company also markets its products.

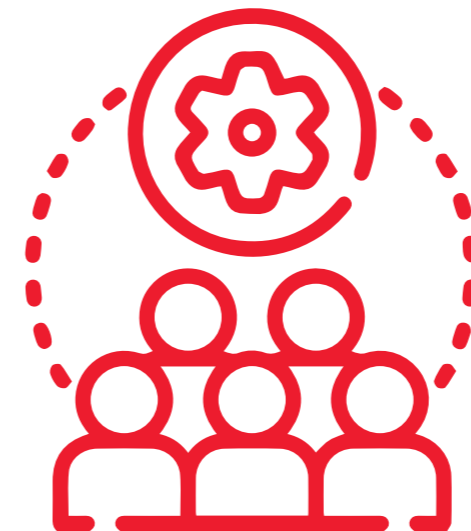
**Anadolu Isuzu sees economic, environmental and social sustainability as components of long-term, healthy and profitable performance.**

Stakeholders' interests, sustainable performance and long-term value generating power have been Anadolu Isuzu's permanent goals in economic and commercial cycles.

Anadolu Isuzu sees economic, environmental and social sustainability as elements of its long-term, healthy and profitable performance and designs its corporate strategy and policies accordingly.

Anadolu Isuzu's strong position in the industry, market experience and know-how, production skills based on advanced technology and qualified human resources have been among the significant factors shaping its competitive edge and strategy.

Serving its customers in 60 cities and with 94 after sales support services in Turkey, Anadolu Isuzu has 124 authorized service points in 37 countries abroad. As of the end of 2021, Anadolu Isuzu has a total of 921 employees. Anadolu Isuzu shares have been trading on Borsa Istanbul (BIST) under the "ASUZU" ticker since 1997.





## 2021 - KEY PERFORMANCE METRICS

### ECONOMIC INDICATORS

<b>USD 120 million</b> Exports	<b>TL 564.6 million</b> Gross Profit	<b>TL 2,678 million</b> Turnover
<b>TL 301.7 million</b> EBITDA	<b>TL 76 million</b> R&D Expenditure	<b>+400</b> Total Number of Local and International Suppliers
	<b>141</b> R&D Employees	

# CREATING LONG TERM VALUE

### ENVIRONMENTAL INDICATORS

<b>19.63 GJ</b> Energy consumption per vehicle manufactured	<b>8,857 GJ</b> Savings achieved through energy efficiency projects	<b>218 m<sup>3</sup></b> Total water savings
<b>100%</b> Packaging waste recovery rate	<b>38%</b> Reduction per vehicle in contaminated waste quantity.	<b>2,567 people x hours</b> Environment training
	<b>1,056 ton CO<sub>2</sub>e</b> Reduction in greenhouse gas emissions achieved with energy efficiency projects	

### SOCIAL INDICATORS

<b>13,705 people x hours</b> Total trainings hours	<b>4,048 hours</b> Total OHS trainings*	<b>22%</b> Increase in rate of female employees in the last five years
<b>100%</b> Rate of union membership of blue-collar employees	<b>921</b> Total workforce**	<b>4.41</b> Lost time incident rate**

\*direct employment  
\*\*including subcontractors



# OUR ESG STRATEGY

ANADOLU ISUZU IS A MANUFACTURER WHICH INTERNALIZED SUSTAINABILITY IN ECONOMIC, ENVIRONMENTAL AND SOCIAL AXES WITHIN THE SCOPE OF ITS OPERATING CYCLE.





## GOVERNANCE STRUCTURE

**Anadolu Isuzu accepts the fact that successful corporate governance is an essential element in creating sustainable added value.**

Aside from being the foundation of sustainable economic performance, corporate governance draws the framework of ethical and honest competition, balances and monitors stakeholders' interests.

Having built its corporate governance model and applications on this foundation, Anadolu Isuzu conducts all its operations in conformity with ethical values, honesty, fairness and professional standards at the highest level.

The Company sees these principles as an integral part of corporate governance to fulfil its responsibilities to stakeholders, to oversee their rights, effective use of resources, efficient work and to sustain the added value provided for its stakeholders.

**Since inception, Anadolu Isuzu has a corporate culture which it implements consciously, manages meticulously and carefully protects.**

Anadolu Isuzu uses the corporate culture values established on Anadolu Group's common values in all its works and decisions as a guide. Corporate culture which is shared by all managers and employees includes not only experience and know-how but also future expectations and strategies which comply with the requirements of our age.

The Company reflects these adopted values to its corporate governance applications which it defines as one of the keys to corporate success.

At Anadolu Isuzu, corporate governance is structured based on Corporate Governance Principles issued by the Capital Market Board (CMB). The Company's permanent goal is to continue full compliance with these principles and improve related practices.

**At Anadolu Isuzu, corporate governance activities are conducted by the Board of Directors.**

With changing legal framework and continuously developing global and national market conditions, Anadolu Isuzu Board of Directors reviews and updates governance practices on a regular basis; protects, oversees and represents the interests of shareholders and stakeholders in the best manner by focusing on transparency.

Anadolu Isuzu Board of Directors, which leads the way and provides guidance in corporate governance to the Company, consists of 14 members, 2 of which completely meet the independence criteria defined by CMB. All members of the Board of Directors are non-executive members in accordance with the definitions issued by CMB. Chairman of the Board of Directors and General Manager positions are executed by different people. As of the reporting period, there are no woman members in the Board of Directors.

Anadolu Isuzu developed and adopted corporate governance policies, principles and practices within the context of its commitment to create long term value for its shareholders and other stakeholders.

The Company's corporate governance activities provide the following:

- Improvement of risk, compliance and ethical culture,
- Preparation, approval and execution of strategy and goal sets,
- Identification, mitigation and systematic oversight of risks.

In accordance with both Turkish Commercial Code and Communique on Identification and Application of Corporate Governance Principles of CMB, Audit Committee, Corporate Governance Committee and Early Detection of Risk Committee have been established to properly perform the roles and responsibilities of the Board of Directors. All members of the Audit Committee have been

WITH CHANGING LEGAL FRAMEWORK AND CONTINUOUSLY DEVELOPING GLOBAL AND NATIONAL MARKET CONDITIONS, ANADOLU ISUZU BOARD OF DIRECTORS REVIEWS AND UPDATES GOVERNANCE PRACTICES ON A REGULAR BASIS.

selected from the independent members. Chairman of the Corporate Governance and Early Detection of Risk Committees are also from the independent members. In accordance with the CMB communiqués, Corporate Governance Committee also performs the roles of Nomination Committee and Remuneration Committee.

**For detailed information about corporate governance practices at Anadolu Isuzu:**

<https://www.anadoluisuzu.com.tr/en/corporate-governance/board-of-director>



### **Risk Management and Internal Control**

Risk Management and Internal Control Systems are under the control and responsibility of the Company's Management.

Corporate Risk Management function provides assurance and advisory to the management of Anadolu Isuzu for risk management matters. Corporate Governance function reports directly to Early Detection of Risks Committee.

Anadolu Isuzu's top management identifies significant opportunities and threats that may arise in the framework of Corporate Risk Management and manages them according to the risk appetite of the Company.

Corporate Risk Management is a systematic and disciplined process established to determine the business strategies of Anadolu Isuzu which is supported by all employees and which covers all of the Company's practices.

Company's risks which may arise in reaching its goals are submitted for management's consideration with the coordination of Corporate Risk Management function and priority risks which need to be monitored in particular are identified.

Priority risks and action plans to mitigate these risks are shared with Early Detection of Risk Committee to be presented to Board of Directors. Management and continuity of this process which is integrated with strategic business plans, is supported by a technological infrastructure in use.

Performance and risk indicators at Anadolu Isuzu are used as an early warning system for monitoring the risks and taking timely measures. The information management system that integrates all processes within the Company is an effective technological decision support system used for this purpose.



## GOVERNANCE STRUCTURE

The system allows for immediate follow up of operating results; while manual errors are eliminated, effectiveness of early detection of risk and internal control system improves. At the same time, internal communication system which uses a high level of technology allows for early intervention and solution generation to problems faced.

Business continuity and crisis management activities are carried out and supported by an efficient insurance management to prevent and reduce losses caused by business and production interruptions due to natural risks and supply chain problems.

### Highlights of Corporate Governance Performance in 2021

Number of the Board of Directors members	14
Number and ratio of Independent Board of Directors members	2, 14.3%
Chairman of the Board of Directors and General Manager	Different individuals
Number of Board of Directors meetings	3
Rate of Board of Directors meetings with full attendance	99%
Number of committees of the Board of Directors	Number of Board of Directors committees: 3 Corporate Governance Committee, Audit Committee, Early Detection of Risk Committee (The operations of Nomination Committee and Remuneration Committee are performed by the Corporate Governance Committee.)
Total number of Board of Directors resolutions	25
Rate of shareholders' attendance at General Assembly*	85.47%

\*Based on the Annual General Meeting held in 2022.



ANADOLU ISUZU INTERNALIZED THE CORPORATE CULTURE OF ANADOLU GROUP AND CONDUCTS ITS OPERATIONS UNDER ANADOLU GROUP WORKING PRINCIPLES.

### COMPLIANCE WITH LAWS AND ETHICAL PRINCIPLES

**Anadolu Isuzu believes that developing a strong brand depends on full compliance with ethical values as well as laws and regulations.**

Compliance with legal rules and ethical values in business and social life, work environment based on trust, delivering high quality, accurate and reliable results, acting in conformity with common beliefs, rules and ideas, being responsible to nature and environment are indispensable elements of Anadolu Isuzu's corporate culture.

Anadolu Isuzu internalized the corporate culture of Anadolu Group and conducts its operations under Anadolu Group Working Principles.

### For detailed information on Anadolu Isuzu's Working Principles

<https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles>

Anadolu Isuzu adopts Non-compliance Declaration Code implemented by Anadolu Group to increase transparency, support compliance with existing working principles and protect the reputation of the Group in the society.

Non-compliance Declaration Code allows employees and other stakeholders to report acts not in compliance with laws, common ethical rules and codes of the Group companies to the authorities in the Group and regulates the functions and rules required to investigate those reported incidents.

In accordance with the Code, an Ethics Board operates within Anadolu Isuzu which is led by the General Manager. The board holds periodic evaluation

meetings. Employees and other stakeholders can apply to the Ethics Board through defined communication channels within the frame of confidentiality principles.

Within the reporting period, there were no applications to the board reported through related channels on violation of the Company's ethical rules and human rights or cases of fraud. As of the same period, there were no lawsuits filed against Anadolu Isuzu.

Anadolu Isuzu is a member of Ethics and Reputation Society (TEİD).

### Sustainability Management at Anadolu Isuzu

At Anadolu Isuzu, top decisions on sustainability are taken by the Board of Directors. Activities and projects related with sustainability are executed by Commercial Functions Directorate which reports directly to the General Manager at the organizational structure.

Social, economic and environmental subjects which represent the impact of Anadolu Isuzu's operations on sustainability and expectations of stakeholders in this area are identified periodically with a risk and opportunity oriented approach.

Outputs of the analysis process and projects approved by the Company's management are carried on with working groups formed with active participation of related departments.

Competences required by these projects are included in these working groups and consulting and similar services are received from external resources when necessary, making use of best practices.



## ANADOLU ISUZU'S SUSTAINABILITY JOURNEY



## OUR SUSTAINABILITY APPROACH





# OUR VALUE CREATION MECHANISM AND SUSTAINABILITY POLICY

## VALUE CREATION MODEL

Anadolu Isuzu Value Creation Model is focused on contributing to the harmony and balance between people, society and environment. This focus serves the Company's purpose of creating more value on a global scale.

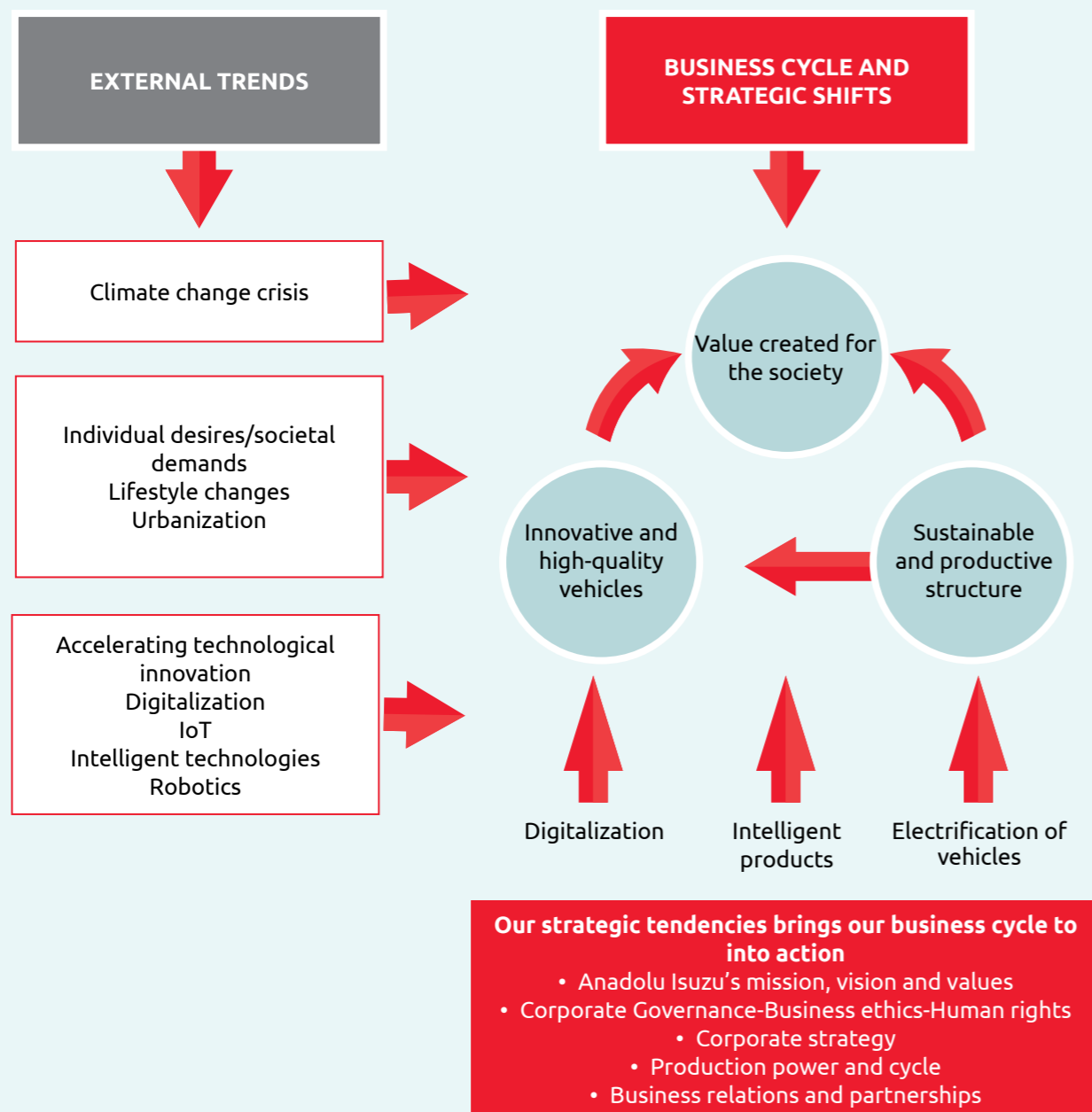
With the sustainability approach it assumed, Anadolu Isuzu is committed to support its economic growth with its corporate sustainability performance, to reach a stronger position and to create value for all stakeholders.

THE ULTIMATE OUTPUTS OF ANADOLU ISUZU'S VALUE CREATION MODEL ARE DELIVERED TO ALL STAKEHOLDERS OF THE COMPANY AND OPTIMAL USE OF RESOURCES, WHICH IS THE PERMANENT GOAL, IS PROVIDED AT EVERY STAGE POSSIBLE.

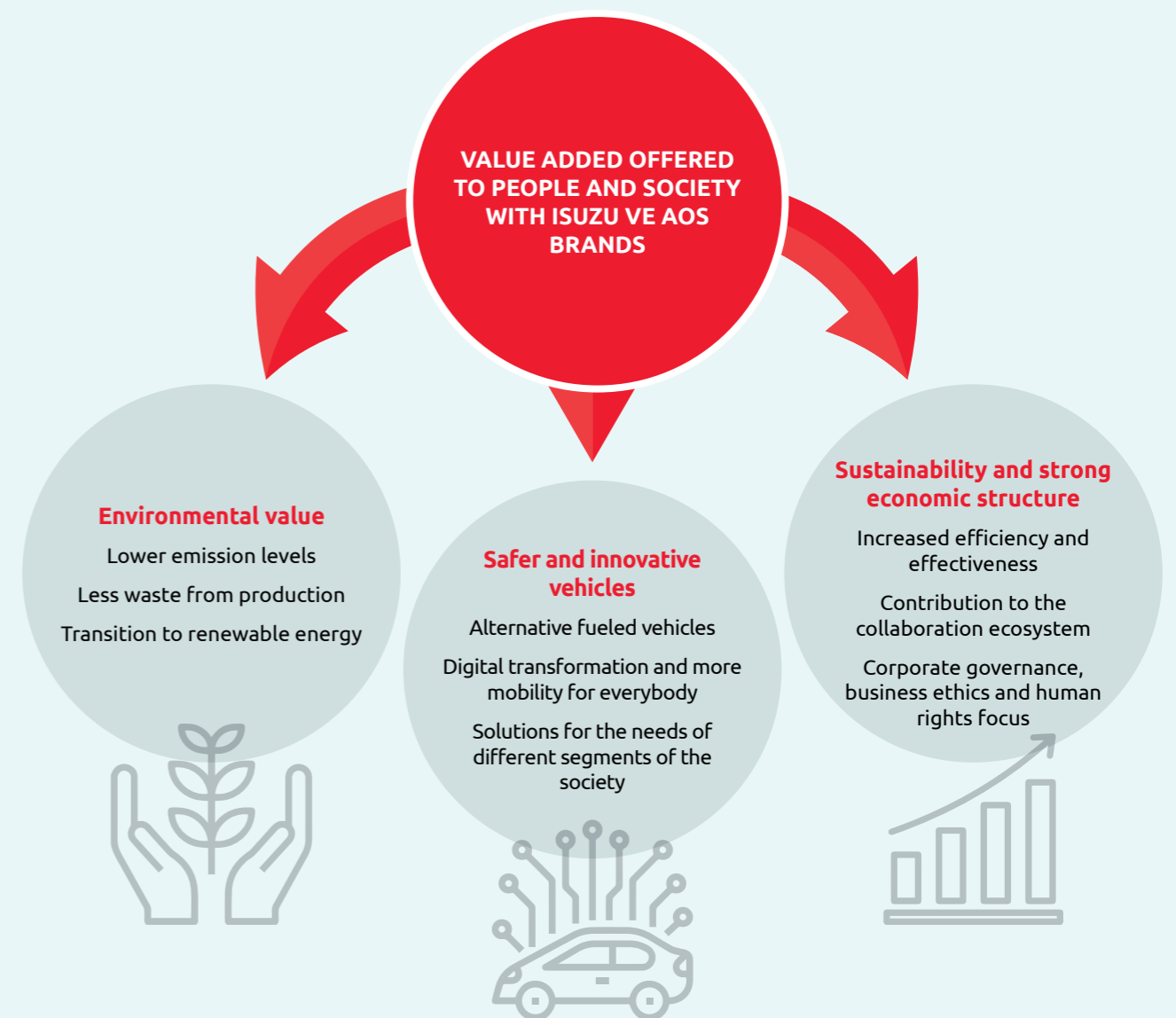
Anadolu Isuzu's Value Creation Model is founded on the optimal use of its competencies and production power; and management of business cycle with an approach focusing on efficiency in accordance with the Company's strategy.

Anadolu Isuzu considers its value creation process as an infinite cycle having multiple stakeholders. In this process, the Company aims to internalize the changes in global and local business environment and mega trends in order to be at the front line of competition.

## ANADOLU ISUZU'S VALUE CREATION MODEL AND SUSTAINABILITY COMMITMENT



## VALUE CREATED





## OUR VALUE CREATION MECHANISM AND SUSTAINABILITY POLICY



### ANADOLU ISUZU SUSTAINABILITY POLICY

#### Vision

Anadolu Isuzu is committed to internalizing and implementing sustainability and to achieving sustainability throughout its value-creation chain.

In line with this commitment, we embrace the global sustainability agenda and take measures needed to make it an integral part of our operations and of our corporate governance approach and structure.

Our primary and invariable objective is to create enduring value for our stakeholders by raising the economic, environmental, and social output of our activities to the highest possible level. We encourage our stakeholders-especially our customers, suppliers, and employees-to internalize sustainability themselves and we regard such efforts on our part as complementary elements of our primary objective.

#### Basic Principles

This Anadolu Isuzu Sustainability Policy is informed by the following basic principles:

- Be in full compliance with all laws, regulations, administrative provisions, and rules that apply to any market in which we have operations and, wherever possible, outperform minimum requirements;
- Through a corporate identity that embraces sustainability comprehensively, integrate sustainability issues into all aspects of our business and work processes and corporate decisions;
- Develop employees' awareness of sustainability issues in such a way as to help such awareness having an increasingly greater and more beneficial impact on their work and private lives;
- Minimize the adverse impact that any of our processes or activities such as R&D, production, logistics, and/or after-sales services might have on the environment;
- Respond to market and customer expectations with the recognition that sustainability is a fundamental driving force of our ability to compete in national and international markets;
- Expand the scope of our positive impact on sustainability issues through collaborations that we enter into all along our value-creation chain;
- Keep our customers and suppliers informed about our sustainability policy and support our suppliers in their efforts to implement sustainable management practices;
- Report our sustainability performance and ensure full compliance with globally-accepted criteria and guidelines in the conduct of such reporting..

In order to implement the foregoing basic principles and to enhance the value that such efforts generate along the three separate axes of economic, environmental, and social sustainability, anadolu isuzu conducts its operations within the framework described on the next page.



### SUSTAINABILITY FRAMEWORK

#### Economic performance

We focus on generating consistent financial results and on increasing our contributions to the Turkish economy and to social wellbeing through sustainable operational success.

We develop our internal, external, and market activities so as to manage risk correctly and rationally while also serving the realization of our sustainable profitability goals through effective cost management and productivity efforts.

We regard the goals of protecting and improving our balance-sheet health, increasing shareholder value, and strengthening our market presence as being essential for strong economic performance.

#### Production and service

In the conduct of our production operations and after-sales services, we work closely with our suppliers and business partners in order to deliver R&D-driven solutions and to manage risks correctly.

In the conduct of our production operations and service processes, we also meticulously assess our sustainability performance and we move forward by recognizing opportunities that are capable of nurturing continuous development.

We acknowledge that the ultimate aim of every vehicle which we develop and make and which we support through our after-sales services is to provide people with rational and economical mobility solutions and to add value to their lives.



## OUR VALUE CREATION MECHANISM AND SUSTAINABILITY POLICY

### Human resources

We believe in diversity and inclusion. In keeping with the policies and practices to which we are committed, we take a "People First" approach when dealing with each and every one of our employees. In light of our corporate values and culture, we provide our employees with humane working conditions together with a complete disregard for any differences of language, religion, race, or gender.

Through our performance, development, and feedback programs, we help all of our employees fulfill their personal and professional aspirations.

### Occupational health & safety

Our occupational health & safety management system is intended not just to satisfy the requirements of laws and regulations but also to play a major role in ensuring the continuity of workplace safety and in fostering OHS awareness among personnel. Projects are carried out in order to prevent work-related accidents, injuries, and illnesses in service of our goal of keeping incident frequencies as close to zero as possible.



### Environment

Each of us is focused on behaving as a conscientious environmental citizen should. With this in mind, we carry out projects aimed both at minimizing the adverse environmental impact of the vehicles we make and at reducing any emissions and waste arising from our production, trade, and/or service operations. In keeping with our goal of contributing to the sustainability of global water resources, we strive in various ways to reduce the consumption of water in all of our production and use processes.

### Community

The principle of voluntarism lies at the heart of the systematic and planned approach that we take in the conduct of our social responsibility activities. Such activities are carried out by employees whose participation is voluntary and whose numbers are encouraged to increase steadily year after year. Particular attention is given to education, environment, and disability issues.

### Governance and assurance

As a publicly-traded company, we regard effective corporate governance and compliance not just as a requirement of laws and regulations but also as a matter of crucial importance in achieving economic performance that is both successful and sustainable. A company embracing governance and reporting system and its associated tools as well as human resources training, oversight, and transparency in practices all contribute to our efforts in this area and drive development opportunities forward.

### Responsibility and Practice

The General Manager is responsible for the implementation of Anadolu Isuzu Sustainability Policy. Within the scope of the dynamic and project-based sustainability management that has been adopted, the relevant working groups are responsible for implementing the principles and objectives envisaged in this policy.

**ANADOLU ISUZU WILL REVIEW ALL OUTPUTS AND CONCRETE RESULTS FROM THE STUDIES FOR EACH AREA OF SUSTAINABILITY FRAMEWORK, PERIODIC UPDATES WILL BE PERFORMED WHEN NEEDED.**





# TRENDS, STAKEHOLDERS, MATERIAL ISSUES

BASED ON WORLD ECONOMIC FORUM (WEF) 2022 RISK PERCEPTION RESEARCH, A FAILURE IN CLIMATE ACTION IS PERCEIVED AS NUMBER 1 RISK BY THE PARTICIPANTS.





# TRENDS, STAKEHOLDERS, MATERIAL ISSUES

## TRENDS AFFECTING OUR OPERATIONS

Five of 10 risks which have the most impact, based on the results of the World Economic Forum (WEF) 2022 risk perception survey, are fight against climate change and environmental and social risks resulting directly and indirectly from climate change.

### WORLD ECONOMIC FORUM (WEF) RISK PERCEPTION SURVEY MOST EFFECTIVE RISKS OF LAST 10 YEARS

2020 <sup>1</sup>	2021-2022 <sup>2</sup>
● Contagious Diseases	● Climate Action Failure
● Climate Action Failure	● Extreme Weather
● Weapons of Mass Destruction	● Biodiversity Loss
● Biodiversity Loss	● Social Cohesion Erosion
● Natural Resource Crises	● Livelihood Crises
● Human Environmental Damage	● Infectious Diseases
● Livelihood Crises	● Human Environmental Damage
● Extreme Weather	● Natural Resource Crises
● Debt Crises at Large Economies	● Debt Crises at Large Economies
● Information Infrastructure Breakdown	● Geoeconomic Confrontation

**Risk color coding**

■ Economic
■ Environmental
■ Geopolitic
■ Social
■ Technologic

<sup>1</sup>World Economic Forum Global Risks Perception Survey 2020 (First 10 risks by impact)

<sup>2</sup>World Economic Forum Global Risks Perception Survey 2021-2022

## STAKEHOLDERS

**Continuous development of relations with stakeholders plays a significant role in Anadolu Isuzu's success.**

Stakeholder relations have an important role in defining and adopting an effective sustainability and corporate social responsibility strategy.

Those relations also help in identifying corporate strategy priorities and developing policies. In this context, Anadolu Isuzu defines its sustainable development opportunities offered by the economic environment and increases its contribution to economic development by versatile collaborations.

Conducting joint projects with its stakeholders in sustainability area, Anadolu Isuzu classifies its stakeholders in two major groups:

- Those who have direct contribution/impact on business cycle
- Those who have indirect impact or provide contribution on a periodic/project/as needed basis.

This approach is designed based on AA1000 Stakeholder Engagement Standard (AA1000SES) 2015 and accordingly, the first group of stakeholders is "key" stakeholders and the ones in the second group are called "other" stakeholders.



# RELATIONS WITH STAKEHOLDERS

STAKEHOLDER RELATIONS IS IMPORTANT TO DEFINE AND IMPLEMENT AN EFFECTIVE SUSTAINABILITY AND CORPORATE RESPONSIBILITY STRATEGY.



## TRENDS, STAKEHOLDERS, MATERIAL ISSUES

Anadolu Isuzu cares about being in a sustainable dialog with its stakeholders. The Company considers feedback from the process of stakeholder communication as an input to the following areas:

- Identification of strategic priorities
- Design of business processes
- Development of social responsibility projects.

### Anadolu Isuzu's Stakeholders and Platforms of Interaction

#### Employees

Daily business cycle, department meetings, management meetings, intranet, communication meetings with employees

#### Customers

Domestic and international customer visits, marketing communication meetings and activities, industry meetings, seminars and conferences, web site and social media channels, Isuzu Call Center 444 4 479, satisfaction surveys, periodic reporting and evaluations

#### Suppliers

Bilateral meetings, satisfaction surveys, periodic reporting and evaluations

#### Distributors, business partners

Bilateral and multilateral/regional meetings, satisfaction surveys, domestic and international distributor meetings, interaction activities, periodic reporting and evaluations

#### Shareholders and investors

Annual Ordinary General Assembly, meetings of Board of Directors, Public Disclosure Platform (KAP), periodic reporting, web site and social media channels, teleconferences and roadshows with analysts and investors, domestic and international investor relations meetings

#### Public institutions and community

Legal and regulatory reporting obligations, other information flow, bilateral meetings, social contribution projects, interaction with the people of Kocaeli where the premises are located

#### Universities

Projects and professional training activities

#### Non-profit organizations

Project-based activities

#### Industrial associations and institutions

General assemblies and periodic meetings, periodic informative activities, contributions to strategy development and lobbying activities, other meetings

#### Group companies

Group executive meetings, ordinary briefing activities, contributions to strategy development processes, bilateral meetings

#### Media

Press meetings and gatherings, KAP and press conference communications, corporate communication activities, newspaper columnist chats



### STAKEHOLDER ANALYSIS

#### Methodological approach

In addition to periodic interaction with stakeholder groups in the normal operating cycle, Anadolu Isuzu also performs stakeholder analyses at different times. This report includes outputs of stakeholder analysis which was conducted in 2021.

Qualitative and quantitative perspectives are used together in these analyses to identify stakeholder priorities.

Within the scope of the stakeholder analysis, a comprehensive and in-depth evaluation has been conducted with the participation of Anadolu Isuzu General Manager and sustainability representatives. Material issues identified as a result of this analysis have been assessed on the basis of the Company's strategy and operations.

### Anadolu Isuzu's Corporate Memberships

- DEİK - Foreign Economic Relations Council
- Ethics and Reputation Society
- Gebze Chamber of Commerce
- İSO - İstanbul Chamber of Industry
- Kocaeli Chamber of Industry
- İstanbul Exporters' Association
- MESS - Employers Association of Metal Industries
- MKK - Central Securities Depository of Turkey
- Central Anatolian Exporters' Association
- OSD - Automotive Industry Association
- Private Sector Volunteers Association
- Purchasing Professionals Association
- Smart Eureka - International R&D and Cooperation Platform
- Human Resource Managers Association of Turkey
- Quality Association of Turkey
- Corporate Governance Association of Turkey
- Uludağ Exporters' Association
- HTK - Communication Technologies Cluster

### International Initiatives Supported (As of June 2022)

- Drive to Zero
- SBTi
- UN Global Compact





## SUSTAINABLE DEVELOPMENT GOALS (SDGs)

### IMPACT BOUNDARIES OF THE MATERIAL TOPICS AND CONTRIBUTION TO SDG

Topic	What it means for Anadolu Isuzu	Impact frame	Stakeholders impacted	Sections where there are additional explanations
<b>Vehicle Quality and Road Safety</b>	Producing vehicles assuring quality and road safety and offering them to users is Anadolu Isuzu's main commitment. Competency of designing and producing customized products determines Anadolu Isuzu's competitive strength in different geographies and markets and it allows for developing and producing safe and qualified commercial vehicles which can respond to customers' unique needs.	External ecosystem	Customers, suppliers, distributors-business partners	<p>Foundation of Value Creation and Sharing Power - Financial Performance</p> <p>R&amp;D, Innovation and Digital Transformation</p> <p>To be Present in the Future: Taking Action in Fight Against Climate Change, Providing Energy Investments</p> <p>Corporate Citizen Adding Value to Society in Many Aspects</p>
<b>Climate Crisis and Environmental Impacts</b>	While defining climate crisis at all axes, Anadolu Isuzu continues the required transformation investments, R&D activities and collaboration with stakeholders extensively. In addition to reducing emission from production cycle, the Company realizes achievements within the scope of targets for being a role model in increasing climate crisis awareness along the supply and value chains.	Internal and external ecosystem	Employees, customers, shareholders and investors, suppliers, distributors-business partners, universities, public institutions, the society, NGOs and the Group companies	<p>Creation and Sharing Power - Financial Performance</p> <p>R&amp;D, Innovation and Digital Transformation</p> <p>Keystones of Value Chain</p> <p>To be Present in the Future: Taking Action in Fight Against Climate Change, Providing Energy Investments</p>
<b>R&amp;D and Innovation</b>	R&D is important in terms of internalizing and commercializing global trends and developments in competition. Anadolu Isuzu's R&D approach which embraces digital transformation and Industry 4.0 directly serves the Company's targets such as reduction of emission per vehicle and providing new mobility solutions	Internal and external ecosystem	Employees, customers, suppliers, distributors-business partners, universities	<p>R&amp;D, Innovation and Digital Transformation</p> <p>Keystones of Value Chain</p> <p>To be Present in the Future: Taking Action in Fight Against Climate Change, Providing Energy Investments</p>

Topic	What it means for Anadolu Isuzu	Impact frame	Stakeholders impacted	Sections where there are additional explanations
<b>Digitalization and Cyber Security</b>	Common target of digitalization activities at Anadolu Isuzu is to expand a more efficient and agile decision and execution process based on big data to all parts of the Company. In this context, cyber security is a subject getting important and material. It also comes out as a protective action.	Internal and external ecosystem	Employees, customers, suppliers, distributors-business partners, universities	<p>Foundation of Value Creation and Sharing Power - Financial Performance</p> <p>R&amp;D, Innovation and Digital Transformation</p> <p>Keystones of Value Chain</p> <p>To be Present in the Future: Taking Action in Fight Against Climate Change, Providing Energy Investments</p>
<b>Business Ethics and Human Rights</b>	Anadolu Isuzu aims to be the most preferred employer in its industry with the human resources applications it implements. In this context, the Company focuses on a career and performance management system which adds value to employees and provides them opportunity to build their individual careers.	Internal ecosystem	Employees	Competent Human Resources: Key to Short, Medium and Long-term Success
<b>Stakeholder Interaction and Collaborations</b>	Scope, depth and sophistication of the climate crisis require economic actors to adopt collaboration culture. Anadolu Isuzu conducts significant activities within the scope of partnership for solution defined in 17 SDGs for the last 2 years.	External ecosystem	All stakeholders	<p>A Corporate Citizen Adding Value to the Community in Many Aspects</p> <p>To be Present in the Future: Taking Action in Fight Against Climate Change, Providing Energy Investments</p>

Anadolu Isuzu directly contributes to the below SDGs through its activities.





# 2021 PERFORMANCE

SUSTAINABILITY-ORIENTED TOPICS THAT COME FORWARD FOR ANADOLU ISUZU ARE PRODUCT PORTFOLIO, PRODUCTION FACILITIES, IMPACT ON CLIMATE CRISIS AND WORK LIFE CONDITIONS.







# SENSITIVE TO ENVIRONMENT AND PEOPLE

FINANCIAL SUCCESS ALONE IS NOT ENOUGH IN THE WORLD, THE COMPANIES ARE EXPECTED TO BE INSTITUTIONS THAT ARE SENSITIVE TO ENVIRONMENT, PEOPLE AND THAT ADOPT GOOD CORPORATE GOVERNANCE APPLICATIONS.

## FOUNDATION OF VALUE CREATION AND SHARING POWER - FINANCIAL PERFORMANCE

### Importance of Financial Performance for Anadolu Isuzu

Today, financial success alone is not considered enough in the world, the companies are expected to be institutions that are sensitive to environment, people and that adopt good corporate governance applications. With this global transformation process, it has become an inevitable requirement that companies need to monitor economic, environmental, social and corporate governance factors as a whole and manage risks and opportunities related with these factors effectively. With sustainability applications gaining more importance every day, enterprises which adopt sustainable finance approach, have the opportunity to reduce costs and increase profitability with savings measures as well as raising brand value and reputation for their stakeholders.

Integrating sustainability to its economic operations, Anadolu Isuzu, aims to manage risks such as environmental and economic changes effectively, thus rapidly keep up with negative conditions and as a result take a longer-term and higher share of the market by adopting sustainability applications.



Related Material Topics
● Vehicle Quality and Road Safety
● Climate Crisis and Environmental Impacts
● Digitalization and Cyber Security

### MANAGEMENT APPROACH

As a fair, transparent, accountable and reliable company, Anadolu Isuzu aims to contribute to our country's sustainable development by providing products and services with high quality and variety which are compatible with the expectations of its shareholders, customers, employees, business partners, suppliers and society and which support economic growth and social development.

As one of the pioneering and leading institutions of the Turkish automotive industry, Anadolu Isuzu considers sustainable operational success and delivering strong financial results as the most important elements of its business model

Focusing on transforming its new product development and sales capacities to high value creation, the Company defines strategies to maintain and develop a healthy balance sheet, increase shareholder value and strengthen its market presence. The risk sensitive and proactive financial management plan adopted by the Company provides a stronger, resistant and resilient financial structure.





## FOUNDATION OF VALUE CREATION AND SHARING POWER - FINANCIAL PERFORMANCE

### ANADOLU ISUZU COMPLETED 2021 WITH VALUABLE ACHIEVEMENTS IN TERMS OF SUSTAINABILITY.

#### Anadolu Isuzu continued its constant growth in the competitive global market and challenging market conditions.

Strengthening its financial structure more each year, Anadolu Isuzu achieved satisfying results thanks to its market diversity with its wide range of products, outstanding marketing competencies and uninterrupted support of its shareholders.

The Company considers all social, environmental and economic elements in its operations and established a business model based on sustainable future strategies, thus continued to create value for its stakeholders.

Despite the global and local unfavorable economic conditions and shrinkage of the Turkish automotive industry during the year, Anadolu Isuzu sustained its financial stability and demonstrated a strong operational performance. The Company followed a risk based approach and followed financial strategies to keep its balance sheet in balance, hence strengthened the shareholder value.

Anadolu Isuzu mitigated the stagnation in the domestic market by applying an export-based marketing strategy and developed its operations in the defense industry.

Anadolu Isuzu's total sales stood at TL 2,678 million in 2021. The Company's asset size grew by 87% to reach TL 3,607 million.

Total investment expenditures of Anadolu Isuzu were TL 118 million in 2021 while R&D expenditures which are a key element of sustainable growth and competitive strength were close to TL 76 million.

### IN 2021, THE COMPANY'S GROSS PROFIT WAS TL 564.6 MILLION AND OPERATING INCOME WAS TL 235.6 MILLION.

#### Anadolu Isuzu's shares in the Turkish market by segments as of year-end 2021

Total number of vehicles produced by Anadolu Isuzu was 4,066 in 2021. The Company's market share by segments in Turkey have been 19% for midibuses, 6.5% for pick-ups, 41% for 6-16t trucks, 3% for 3.5t light trucks and 1.2% for buses.

#### Anadolu Isuzu's export revenues are at satisfying levels despite all unfavorable circumstances.

Unfavorable conditions due to Covid-19 pandemic for the last two years caused 26% shrinkage in the European market which is the most significant export area of Anadolu Isuzu. Shrinkages in non-European markets were even higher.

Despite all unfavorable conditions facing the industry, Anadolu Isuzu exported 1,006 vehicles and achieved to realize an export revenue of USD 120 million. USD 115 million of the export revenue in 2021 was from vehicle sales and USD 5 million was from sales of spare parts.

Sales to 10 countries in 2021 constituted 90% of Anadolu Isuzu's total exports and the first three of those countries based on revenues were Germany, Georgia and France.

In 2021, export market share among local brands which manufactures products in segments that Anadolu Isuzu operates in was 42%. The Company kept its first position in midibus segment exports among local and foreign brands, hence achieved to be the leader of Turkey's midibus exports for the 18<sup>th</sup> time and broke a record which is hard to beat. The Company's share in midibus export market was realized as 52%.





## FOUNDATION OF VALUE CREATION AND SHARING POWER - FINANCIAL PERFORMANCE

### Anadolu Isuzu gives priority to develop its presence ambitiously in the global commercial vehicle market.

Anadolu Isuzu monitors global and local market changes closely and updates short and medium-term strategies based on market facts. The Company gives priority to develop its presence ambitiously in the global commercial vehicle market, primarily in the neighboring European markets. This strategic preference which points out to the sustainability of its future road map was confirmed by the export performance recorded in recent years.

Anadolu Isuzu made a powerful entrance to Germany which is the third largest bus market in the world and the largest of Europe in 2021.

The Company made the first foreign delivery of its electrical midibus NOVOCITI VOLT in 2021.

Anadolu Isuzu was the Turkish brand, which sold the highest amount of vehicles in minibus and midibus segments in France in 2018, 2019 and 2020. The Company kept its success in 2021 and became the leader among all competitors in this segment with a market share of 42%.

In addition to bus and midibus models, truck exports continued in 2021 and 114 more Isuzu trucks produced by Anadolu Isuzu started to operate on European roads.

Anadolu Isuzu won the tender of Moldova Kishinev Municipality to purchase 100 buses in 2021 and proved that it is the company wanted in public transportation tenders in Europe.

The Company won the small bus tender of Tbilisi Transport Company with its Georgia distributor in 2021 and strengthened its position in Georgia which it has been operating since 2019.

Anadolu Isuzu made the delivery of 48 buses consisting of Citiport, Novociti Life and NovoUltra Nees models which are designed for special needs and having features for disabled passengers.

Kendo/Interliner CNG which is developed to meet the customer demands effectively in local and foreign markets won the Sustainable Bus of Year 2022 award in Intercity segment at the "Sustainable Bus Award" organization that was held by seven commercial vehicle magazines from Italy, France, England, Germany, Spain, Romania and Slovenia.

Grand Toro and Kendo/Interliner 13 CNG models launched in 2020 continued their customer promotions in 2021. Vehicle promotions continued until July 2021 within the scope of Europe Demo tour consisting of 22 countries.

ANADOLU ISUZU EXPORTED 1,006 VEHICLES IN 2021 AND ACHIEVED TO REALIZE USD 120 MILLION IN EXPORT REVENUES.

### Anadolu Isuzu established a synergic collaboration with its foreign distributors.

Anadolu Isuzu continues to develop its strong sales and service network that was built over years with great effort based on customer needs.

The Company had 35 distributors in 45 countries as of 2021 year-end. In the following period, Anadolu Isuzu is planning to increase the number of countries in which it operates to 60 by increasing the number of distributors.

Anadolu Isuzu pays significant attention to synergic collaboration with foreign distributors which play a leading role in export activities. The Company achieves expansion and recognition of its products at international markets through its distributors and realizes its sales through this channel.

↑ **USD 120 million**  
Exports

↑ **TL 301.7 million**  
EBITDA

↑ **TL 2,678 million**  
Revenues

HAVING 35 DISTRIBUTORS IN 45 COUNTRIES IN 2021, ANADOLU ISUZU TARGETS TO INCREASE THAT TO 60.







# INNOVATIVE PRODUCTS WITH DIGITAL INFRASTRUCTURE

PRODUCT DEVELOPMENT INVOLVES AN AREA FROM DEFINING BUSINESS METHODS TO CULTURAL TRANSFORMATION WITH THE PARTICIPATION OF EMPLOYEES.

## R&D, INNOVATION AND DIGITAL TRANSFORMATION: THOSE WHICH MAKE COMPETITIVE POWER SUSTAINABLE

### IMPORTANCE OF R&D AND INNOVATION FOR ANADOLU ISUZU

In today's world, consumers want their increasing needs and expectations to be met with innovative solutions. In accordance with this expectation, companies end up with massive investments in new technologies for high value added, low cost, competitive and efficient production.

These investments include a wide area from development of innovative products with digital infrastructure and definition of the way to make business to cultural transformation with the participation of employees.

As one of the leading actors of its industry, Anadolu Isuzu gives great importance to R&D and innovation areas and increases its investments in this area each year. The Company's innovative approach in product development process provides an opportunity to contribute to sustainability without interruption.



### Related Material Topics

- Vehicle Quality and Road Safety
- Climate Crisis and Environmental Factors
- R&D and Innovation
- Digitalization and Cyber Security

### MANAGEMENT APPROACH

R&D and innovation is an inseparable part of Anadolu Isuzu's value creation process. The Company conducts its activities with the awareness that it can take significant steps towards its goal of developing new products and reaching new markets through R&D and innovation.

Anadolu Isuzu believes that high quality R&D and innovation operations are requirements of producing high value added new products at reasonable cost, searching for alternative raw material resources, identifying technologies to reduce costs and using energy resources more efficiently.

In this respect, the Company is expanding the use of digital technologies at all functions, mainly in production, and implements projects that increase production and energy efficiency, improves processes and increases occupational safety.



## R&D, INNOVATION AND DIGITAL TRANSFORMATION: THOSE WHICH MAKE COMPETITIVE POWER SUSTAINABLE

### 2021 PERFORMANCE HIGHLIGHTS

#### At the soul of Anadolu Isuzu's success are its competences in R&D and innovation activities.

R&D centers which help companies for competitive advantage are also critical in terms of being compatible with the world's most updated technologies for high quality production. Success behind Anadolu Isuzu's commercial vehicle industry is its competences in R&D and innovation.

Operating in a technology intensive automotive industry, Anadolu Isuzu aims to respond to increasing customer needs and expectations with innovative solutions. In this context, the Company follows trends of the world which rapidly develop and change.

Anadolu Isuzu's R&D and innovation capabilities provide leverage in terms of designing and producing tailor-made products and play an important role in developing value offered to customers.

#### Equipped with high technology: Anadolu Isuzu R&D Center

Anadolu Isuzu's R&D Center is one of the centers which are registered with the Ministry of Science, Industry and Technology. The Center's background dates back to 2009 which was previously operating as the engineering department of the Company.

Anadolu Isuzu R&D center which was established in 2015 has a modern building with a closed space of 6,220 m<sup>2</sup> and transformed into a fully high technology equipped R&D center. The building which has all types of technology, houses one of the largest test centers in Turkey and Europe as well as a prototype workshop, office and meeting spaces.

R&D AND INNOVATION PROVIDE OPPORTUNITY TO DEVELOP INNOVATIVE TECHNOLOGIES AND CONTRIBUTE TO SUSTAINABILITY IN MANY WAYS IN ADDITION TO REDUCING COMPANIES' DEPENDENCY ON EXTERNAL RESOURCES.

The R&D Center Directorate reports directly to the General Manager and consists of 5 units led by a manager, 6 units led by supervisors and 25 teams which operate in:

#### • Vehicle Development

- » Power Pack Systems
- » Moving Parts
- » Air-conditioning Systems
- » Armor Systems
- » Interior Trim
- » External Trim
- » Defense Industry Project Management
- » Specialized Vehicles Workshop

#### • Product and Verification

- » Test, Virtual Analysis
- » Homologation
- » Method
- » Operational Documentation
- » System
- » Product Development
- » Specialized Vehicles
- » Prototype Workshop

#### • Electrical-Electronic Systems

- » Software
- » Hardware
- » New Systems

#### • Design Office

- Commercial Vehicles Project Management
- Intellectual and Industrial Property Rights and Incentives
- Defense Industry Project Management

As of the reporting period, R&D center has 181 employees and continues to provide innovative products and services and to add value to the lives of its customers with its dynamic and competent human resources.

#### New products launched in 2021 with R&D support

As always, Anadolu Isuzu launched many new models in 2021 which reflects its R&D and innovation competences and responds to customer needs.

2021 has been a year when R&D activities were conducted intensively, particularly related with alternative-fueled vehicle projects and E&E systems. During the year, the Company started to sell 100% electrical NOVOCITI VOLT which is 8 m tall with low floor and conducted the development activities for 12 m and 18 m tall low-floored vehicles which are also electrical.

Moreover, the Company completed Euro 6 StageE emission transition projects and compliance projects for driver and passenger safety regulations for all its models in its portfolio.

Designing the technological equipment and applications of its vehicles based on expectations from different countries and different customers, Anadolu Isuzu continues to invest in smart transportation systems.

To carry its investments in this area a step further, the Company conducted development activities of EES (Electrical-Electronic Systems) Architecture project to make drivers' lives easier. Within the scope of EES Architecture, the Company developed new features and new software options to be adopted in all new vehicles produced and started to apply them on NOVOCITI VOLT after Kendo/Interliner, 13CNG and Grand Toro models.

ANADOLU ISUZU R&D CENTER WHICH WAS ESTABLISHED IN 2015 HAS A MODERN BUILDING WITH A CLOSED SPACE OF 6,220 M<sup>2</sup> AND TRANSFORMED INTO A FULLY HIGH TECHNOLOGY EQUIPPED R&D CENTER.





## R&D, INNOVATION AND DIGITAL TRANSFORMATION: THOSE WHICH MAKE COMPETITIVE POWER SUSTAINABLE



The most important feature of the new models developed in Anadolu Isuzu R&D Center is that they are either natural gas or electrical vehicles with low emission levels in line with Anadolu Isuzu's sustainable environment strategies. With the advantages of being quiet and having zero emission, electrical vehicles provide a comfortable and livable city life for both passengers and the environment.

Design of models was realized at Anadolu Isuzu's R&D Center by a Turkish design team. Kendo / Interliner CNG and Grand Toro models continued to receive awards at local and international prestigious competitions. Kendo / Interliner CNG model was also successful in Design Turkey and Sustainable Bus competitions and received awards, thus reaching 4 awards.

Anadolu Isuzu started to work on biomaterials within the scope of fight against climate crisis and reducing environmental impact. In accordance with the EU Green Deal, recyclable material use which does not harm the environment has been brought into forefront. The Company's studies with start-up firms and universities on biomaterials are expected to turn into final product in the following periods and it will start to be used in vehicles.

### 5GMED project partnership that consist of local engineering and local know-how

Anadolu Isuzu became one of the 21 partners in 7 countries of the "5GMED" project which will provide 5G distribution model to Mediterranean corridor for future mobility. Within the scope of the project which is funded by the European Commission and which will be implemented until November 2023, the Company was equipped with devices using 5G and GNSS antennas and started to develop its first vehicle which will have V2X feature in the 5G section. Thanks to this project, Anadolu Isuzu aims to gain significant experience in the field of connected cars in terms of local engineering and local knowhow.

### Innovation Award for VOICE, Anadolu Isuzu's Audio Alarm System, from TESİD

Anadolu Isuzu received the special jury award in large firms category at the 19<sup>th</sup> Innovation and Creativity Awards organized by Turkish Electronic Industrialists Association (TESİD) with VOICE, the first audio alarm system in commercial vehicles.

### Anadolu Isuzu owns the patent championship title in Turkish automotive industry.

Products and services developed as a result of intense R&D activities conducted by Anadolu Isuzu succeeded to be at the highest rankings on independent lists in 2021. As the patent champion of the Turkish automotive industry, Anadolu Isuzu made 356 patents, 56 utility models and 175 design registration applications up to now.

The Company has 98 patents, 27 utility models, 172 industrial designs registered by TPE. In 2021, 19 patents, 15 utility models and 10 industrial designs were registered. In terms of intellectual rights, the Company draws a consistent profile and applied for 4 design registration by renewing its process in 2021.

FOCUSING ON INTEGRATING INNOVATION AND TECHNOLOGICAL DEVELOPMENTS INTO ITS PRODUCTS AND SERVICES, ANADOLU ISUZU IS THE LEADING ACTOR IN COMMERCIAL VEHICLE INDUSTRY WITH ITS COMPETENCIES IN INNOVATION AND R&D.

### R&D Center continued its activities extensively for contribution to export operations.

Anadolu Isuzu R&D Center continues to contribute to the Company's export activities extensively. In 2021, the Center conducted many activities focused on existing and potential customers in international markets.

Distributors, corporate customers and industry leader corporations were visited; demands and expectations of current and potential customers were collected; technological developments were reviewed in detail.

In addition to the information gathered, tender specifications of potential markets have been reviewed and studies to develop existing vehicles based on the demands of current and potential customers have been accelerated.

In this context, vehicles produced were designed and manufactured taking into consideration the tender delivery times as well as being safe, fast and having high quality.

### University collaborations and conferences participated

Focusing on university-industry collaboration, Anadolu Isuzu R&D Center had the opportunity to work with expert academics in universities within the scope of projects developed.

Anadolu Isuzu R&D Center carried on its collaborations with the leading universities of Turkey, namely METU, ITU, Yıldız Technical University, Bartın University, Sabancı University, Okan University and Gebze Technical University in 2021 as well.

Communications with TTOs (Technology Transfer Offices) were strengthened to support collaboration platforms and to increase close interaction with the universities.

Anadolu Isuzu employees who pursue their graduate and doctorate studies are supported within the scope of cooperation with these universities to carry out their dissertation projects.

R&D Center authorities who participated in a number of conferences held in Turkey and other countries in 2021 contributed greatly to Anadolu Isuzu's eminence in domestic and international platforms. The number of conferences attended in 2021 was 13.

# COMPETITIVE ADVANTAGES

PROVIDING OPPORTUNITIES TO CREATE COMPETITIVE ADVANTAGES, R&D CENTERS ARE ALSO KEYS FOR ADAPTING TO WORLDWIDE TECHNOLOGIES FOR PRODUCT AND PRODUCTION QUALITY.

## R&D, INNOVATION AND DIGITAL TRANSFORMATION: THOSE WHICH MAKE COMPETITIVE POWER SUSTAINABLE

ANADOLU ISUZU WAS EQUIPPED WITH DEVICES USING 5G AND STARTED TO DEVELOP ITS FIRST VEHICLE WHICH WILL HAVE A L2+ AUTONOMOUS DRIVING CAPABILITY IN THE 5G SECTION.

### Technology-oriented industrial move: Mobility Call

Anadolu Isuzu applied for Ministry of Science, Industry and Technology's Mobility Call that is organized with the targets of localization of future technologies and development of the country with 2 projects, and established an ecosystem to localize and commercialize critical technologies by presenting stakeholder statement to more than 10 SMEs.

### Projects supported by TEYDEB

The key functions of TÜBİTAK (Scientific and Technological Research Council of Turkey) are to develop industrial research and technology, to support, encourage and monitor innovation and to establish university-industry relations. Programs to realize these functions and activities are conducted by TEYDEB (Directorate of Technology and Innovation Support Programs).

Anadolu Isuzu conducts TEYDEB supported projects and additionally, within the scope of industry-university cooperation, offers opportunities for graduate and doctorate students to gain experience at the R&D Center.

Collaborating with SMEs at TEYDEB platform and conducting activities to develop and commercialize new technologies, Anadolu Isuzu finished the project within the scope of Eureka successfully in 2021. The Company's H2020 project is continuing.



### R&D Center contributes to literature with the scientific materials it publishes.

With the scientific works it publishes through written and verbal articles, Anadolu Isuzu R&D Center contributes to the literature. Thus, Anadolu Isuzu R&D carries on its presence not only in industry but also in academic world. Between 2009-2011, it has provided 99 verbal/written publications, presentations and articles.

Anadolu Isuzu R&D Center's medium and long-term objective is to develop the activities conducted in cooperation with other departments based on market requirements and customer expectations and to create more value. Additionally, R&D Center is focused on supporting Anadolu Isuzu's activities in new segments such as defense industry and electric vehicles.

### INDUSTRY 4.0 AND DIGITAL TRANSFORMATION PROJECTS

#### Digitalization activities to establish more efficient business models

Anadolu Isuzu continued its digitalization activities at full speed in 2021 to establish more efficient business models.

The Company continued its smart plant concept vision which started in 2021 with MES - Phase 1 project with MES - 2 Phase 2 project in 2021.

At Phase 1, "reduction of dynamic information to operator" and "real-time 3D production monitoring" areas were completed with the twin of the digital plant. At Phase 2, activities are executed with the targets of collecting Big Data by copying the data gathered and stored to continuously increase efficiency in production processes, analyzing each data in detail and supporting sustainability policies in the context of environment and energy.

With these projects and various digitalization projects conducted in line with them, Anadolu Isuzu moves on to its vision of being the industry leader and creating a unique smart plant concept with firm steps.

## INDUSTRY 4.0

ANADOLU ISUZU INFORMATION TECHNOLOGIES AND TECHNICS HAD THE OPPORTUNITY TO WORK WITH EXPERT ACADEMICS IN UNIVERSITIES WITHIN THE SCOPE OF PROJECTS DEVELOPED.





## R&D, INNOVATION AND DIGITAL TRANSFORMATION: THOSE WHICH MAKE COMPETITIVE POWER SUSTAINABLE

### Digital access to operational instructions (production)

At MES - Phase 1, access to operational instructions has been achieved from screens installed on the lines, which provide guidance for production employees in assembly processes and which is the Company's most important power in zero-error policy. Thus, these operational instructions that are the vital points of production have become highly visual and supported paperless production vision.

### Timer Pro

Line balancing as a result of video-based process analyses contributes to the Company's efficiency activities.

### Automatic differential oil filling system

Improvements in high filling sensitivity, filling speed, control and monitoring processes of Anadolu Isuzu were achieved by the automatic differential oil filling system.

### ARIS - AR supported quality control

In order to make control processes faster and more technological, ARIS application was implemented which performs part presence/absence control by matching CAD files with tablet camera images and detects major deviations/errors using Augmented Reality (AR) technology.

ARIS was developed at Anadolu Isuzu with a local start-up firm and is the first quality control application using AR in the automotive industry. This project received the 2<sup>nd</sup> place award in the most digital project and Inventors category at the Bi-Fikir (An Idea) Innovation festival and it will continue to be developed at Phase-2 and Phase-3.

### Electro-optical body measurement system

With the electro-optical system, vehicle bodies up to 13 meters can be measured with a sensitivity of 0.2 mm and deviations from CAD data are recorded in the digital environment.

### ISUZUM - digital employee platform

Digital working environment was enriched with an application which provides a communication environment for both white-collared and blue-collared employees. A higher interaction was achieved with this application which has self-service functions.

### DigiSu - robot employee

The robot employee DigiSu, which is programmed to perform routine tasks answers various questions of employees and provides some self-service functions. DigiSu works on 3 dimensional drawings at R&D and also provides service to employees on various topics such as inquiring their remaining annual vacation times.

### ProEye - remote technical support service

ProEye application was implemented which allows authorized services to connect to AIOS service team using AR glasses, tablets, mobile phones and computers to obtain live support without time and place limitations. Remote support services were provided during the year.

### Forward planning

A system was implemented to ensure supply chain can act flexible and scenario-based against rapid changing environmental conditions of today. The system optimizes production and material plans based on different sales plan scenarios and carries flexibility to the highest level.

ANADOLU ISUZU CONTINUES ITS DIGITAL TRANSFORMATION ACTIVITIES AT FULL SPEED TO ESTABLISH MORE EFFICIENT BUSINESS MODELS.



### Foreign BOSS

Dealer automation system was implemented which was developed to digitalize foreign distributors' processes with the Company. This system covers all processes from distributors' order placement to inventory management and from guarantee requests to PDI transactions.

### BOSS - service software integration

With the integration of services' own accounting software and BOSS automation system, both time and cost savings will be achieved and also data quality will increase.

### WEB configurator

A configurator which will allow customers to build their own buses online and obtain offers will be open for distributors at the first stage. The application is an intersection of the Company's processes, pricing structure, product catalog and product features and it will help customers understand the products.

### E-purchasing (indirect)

The application, which made the whole indirect purchasing process monitorable and analyzable, automated the control points such as budget control and invoice entry. The application is accessible from mobile devices and allows processing transactions rapidly and securely.

### Supplier invoice management system (Self Billing)

The system was implemented to improve the supply process and make invoicing process faster. Additionally, the system helps all stakeholders in many other ways such as speeding the period closings and supplier payments.

### Supplier Order Management Portal

As a result of carrying order process to the digital environment in order to increase communication with suppliers, Excel and e-mail traffic was minimized, supplier-SAP connection was established by data entry through the supplier portal system, data-value losses were prevented and impacts of budget changes can now be monitored completely with accurate and timely management reports.



### Insufficient part cockpit

Instant and future period insufficient information-criticality information can easily be accessed and monitored from cockpit screens, replacing manual follow-up.

### Advanced Kit Delivery

A system was implemented to allow delivery of correct parts to lines rapidly and accurately and to monitor them.





# CUSTOMER SATISFACTION

ANADOLU ISUZU IS AWARE OF ITS DEVELOPMENT NEEDS TO ESTABLISH HIGH CUSTOMER SATISFACTION AND CUSTOMER LOYALTY.

## KEY STONES OF THE VALUE CHAIN

### Importance of Product/Service Quality and Customer Satisfaction for Anadolu Isuzu

Development of product and service quality is one of the main factors affecting customer satisfaction. Today, in order to provide customized solutions to their customers who have different needs and expectations, manufacturers need to work in close communication with their customers through their extensive and skilled sales and marketing organization which are specialized in the industry and their dynamic teams.

Anadolu Isuzu is focused on developing and improving the quality of its products and services each day along the process from procurement to end user within the context of value chain. The Company is aware of the fact that it needs to establish a customer population which is highly satisfied and loyal.



### Related Material Topics

- Climate Crisis and Environmental Impacts
- R&D and Innovation
- Digitalization and Cyber Security

### MANAGEMENT APPROACH

Offering the most outstanding consumer experience with products and services which aims to fully respond to customer expectations and needs is one of the key stones of Anadolu Isuzu's production strategy. In this context, the Company develops its products and services by identifying customer needs and expectations with appropriate methods and implementing the most updated technologies.

Anadolu Isuzu completes its value chain cycle with supplier network management, marketing and dealership network development activities and after sales services, by successfully deploying its strategies, primarily in production, sales and R&D.

Taking customers to its main focus, the Company operates within the scope of its management approach which completely and timely responds to changing and developing expectations and needs of the markets where the Company's products are sold.

As a preferred producer in the industry, Anadolu Isuzu brings together its customers with vehicles and services which have the highest level of security and quality, through its extensive and skilled sales and marketing organization and its dynamic team.





## KEY STONES OF THE VALUE CHAIN

Improving the consumer experience continuously and accordingly maintaining the value of the vehicles throughout the useful life, the Company creates added value for its customers.

Anadolu Isuzu aims at carrying its success in value creation cycle from one end to the other and further developing customer satisfaction by using advanced technology and quality systems.

As a preferred producer in the industry, Anadolu Isuzu brings together its customers with vehicles and services which have the highest level of security and quality, through its extensive and skilled sales and marketing organization and its dynamic team.

### HIGHLIGHTS FROM 2021 VALUE CHAIN PERFORMANCE

**Anadolu Isuzu achieved to maintain customer satisfaction at high levels throughout the year with uninterrupted production.**

During the last 2-3 years, deterioration in supply networks on a global scale and difficulties in the supply of some inputs adversely affected the production and shipment planning of the sector.

Despite the extraordinary market conditions, Anadolu Isuzu maintained its production without interruption in 2021 and fully fulfilled its promises to its customers. This success is the natural result of Anadolu Isuzu's long-established supplier relations.

Adopting an effective customer relation management, Anadolu Isuzu aims to provide a good customer experience and a customized special service by being in continuous contact with its customers.

With its strong CRM structure, Anadolu Isuzu establishes a loyal customer base by following them from every channel and conducts meticulous activities to reach new customers in the market.

**DESPITE THE EXTRAORDINARY MARKET CONDITIONS, ANADOLU ISUZU MAINTAINED ITS PRODUCTION WITHOUT INTERRUPTION IN 2021 AND FULLY FULFILLED ITS PROMISES TO ITS CUSTOMERS.**

**ANADOLU ISUZU RESTRUCTURED ALL ITS MATERIAL NEEDS PLANNING, PROCUREMENT AND INTEGRATED LOGISTICS SYSTEMS TO FULLY AND OPTIMALLY MEET ITS NEEDS.**



**At Anadolu Isuzu's supply chain activities there are 3 main functions: Production Planning, Domestic and Foreign Purchasing, Internal and External Logistics.**

Anadolu Isuzu has a sensitive, attentive and proactive approach in production of hundreds of different models in 5 segments in 2 factories and 4 production lines in Şekerpınar and Kocaeli. The Company conducts serial production for trucks, light trucks and pick-up trucks while providing tailor-made production for midibus and buses made to order.

Anadolu Isuzu Supply Chain Directorate meets increasingly changing and differentiating needs and expectations of customers at a favorable cost and in a timely manner, thus contributing to the Company's competitive power.

Anadolu Isuzu restructured all its material needs planning, procurement and integrated logistics systems to fully and optimally meet its needs. In this respect, the Company established the Advanced Planning System which covers the process end-to-end from order to production planning.

In its procurement chain activities, Anadolu Isuzu also conducts joint indirect purchasing activities with the group companies and the Holding. The synergy created with these activities is expected to bring achievements in commercial and economic axes.

Moreover, the Company follows the regulations regarding foreign trade closely and benefits from various tax exemptions based on incentive advantages.



## KEY STONES OF THE VALUE CHAIN

### At procurement management which has a strategic significance, Anadolu Isuzu follows an approach compatible with production conditions.

In order to be present in the markets in which it operates with the most competitive conditions possible, Anadolu Isuzu pays specific attention to optimum material supply in terms of cost, quality and logistics.

As of 2021 year-end, Anadolu Isuzu works with more than 300 domestic and more than 100 foreign suppliers. Commercial relations continue for more than 30 years with 20% of the suppliers. Majority of domestic suppliers of Anadolu Isuzu are located in the Marmara Region. The Company has strategically important suppliers in other geographical regions of Turkey as well, the Aegean Region in particular.

Anadolu Isuzu aims to increase the level of local production to increase local value added. In accordance with this target, the Company conducted localization studies in 28 part groups, mostly electronic components with 21 different suppliers in 2021, within the scope of Move Project.

Anadolu Isuzu makes planning of a total of 27,000 individual items for production both domestic and import while it supplies 15,000 items for spare part needs.

Anadolu Isuzu's trade collaboration with both domestic and international suppliers of major product groups has been mutually expanded with long-term agreements. Under this value chain created with a win-win approach, the Company's commercial relations with its suppliers have been transformed into strategic business partnerships.

### Anadolu Isuzu cares about applying objective criteria when identifying its suppliers.

When selecting its suppliers, Anadolu Isuzu considers many different criteria, and follows an objective and lean approach. Some of these criteria are as follows:

- Overall compliance with Anadolu Isuzu's policies and strategies
- Refusing child labor, forced labor and any kind of discrimination
- Acting in accordance with confidentiality principle
- Paying respect for collective agreements and unionizing rights
- Compliance with standards of regulations and industry
- Compliance with legal working hours
- Respecting ethical principles
- Production in line with environmental and OHS regulations
- Use of conflict minerals in supply chain is an important problem. Regular collaboration to prevent use of these minerals, particularly causing human rights violations.



## ANADOLU ISUZU MONITORS THE TECHNOLOGICAL DEVELOPMENTS CLOSELY TO OPTIMIZE SUPPLY AND LOGISTIC OPERATIONS AND AIMS TO INCREASE EFFICIENCY WITH ELECTRONIC MONITORING AND CONTROL SYSTEMS.



### Anadolu Isuzu uses technology extensively with the target of keeping the logistic performance at the highest level.

Anadolu Isuzu monitors the technological developments closely to optimize supply and logistic operations and aims to increase efficiency with electronic monitoring and control systems.

In this respect, Anadolu Isuzu aims to sustain its highest level logistics performance by using milk-run system extensively in Marmara and Aegean regions. This system gains importance at Anadolu Isuzu supply chain every period and allows for management and reporting in digital system.

Covering a long distance in digital transformation, Anadolu Isuzu identifies digital solutions compatible with today's needs and integrates them to its business processes, particularly with Smart Shelf and Picking systems, Kit Delivery, Online Shipment Tracking, and Advanced planning systems.

### Anadolu Isuzu supplies from different parts of the world through different ways.

Imports are mainly through maritime transport from Japan and Thailand but types and volume of procurement from various parts of the world increase every day.

In this context, the rate and significance of highway transportation in all modes of transport increases. Airline transport has a small rate among all modes of transportation. Providing a full integration with its customers for product delivery operations, Anadolu Isuzu serves 26 countries in 4 continents in vehicle logistics and 25 countries in 3 continents in spare part logistics.

In terms of export sales, Anadolu Isuzu realizes most of its exports to Europe which has high quality expectations. Accordingly, it selects all its supply chain from suppliers who meet these expectations.

### Anadolu Isuzu diversifies its supply chain with its defense projects.

Anadolu Isuzu is a part of defense projects of Turkish Armed Forces as well. The Company assumed a role in leading its suppliers in this direction within the scope of developing local and domestic solutions and started joint R&D projects.

In addition to existing capabilities and competences of procurement portfolio, Anadolu Isuzu included new sub-system manufacturers in the system for the defense industry's needs and completed their validation processes.



## KEY STONES OF THE VALUE CHAIN

**Anadolu Isuzu is focused on meeting the after-sales demands and expectations of its domestic and international customers to the highest level in all of the segments it serves.**

Anadolu Isuzu believes that the actual service begins after the sale and in the importance of maintaining customer satisfaction. In 2021, the Company continued to expand its after-sales services structure, gave priority to digital transformation projects and implemented many projects.

The Company effectively used the following systems in 2021:

- Remote technical trainings
- Online communication systems for international distributors
- Online system developments for domestic distributors
- Vehicle notification system for malfunctions and spare parts
- Online wholesale spare parts sales platform
- Transition to tablet check sheet in service/distributor development and inspections
- Technical support with remote connections (PRO-EYE)

### **Anadolu Isuzu After-Sales Services Technology Center**

In 2021, with the start of the activities of After-Sales Services Technology Center, the Company started to provide faster and more proper technical repair in comparison with the methods used in the past.

Remote technical support, trainings with active participation, technical solution videos and remote guarantee part review services were implemented.



### **PRO-EYE Project**

The PRO-EYE project, which enables faster intervention in customer vehicles and faster support for Anadolu Isuzu services, was awarded first prize in the field of working methods of the future at the IDC CIO awards.

### **Digital Sales Platform**

A digital sales platform (<https://yedekparca.isuzu.com.tr>) has been implemented to serve all domestic market, aside from authorized dealers. Through this sales platform, original and ANT spare parts were supplied to more than 350 points in a period of just three months.

### **Anadolu Isuzu Digital Sales Platform**

<https://yedekparca.isuzu.com.tr>

### **BI System**

A BI System was established to monitor instant detailed performance reports of Anadolu Isuzu authorized services.

With the Power BI project, instant sales reports, warehouse performance and stock performance reports which provide access to instantly changing data can be observed and analyzed. Spare part stocks were strengthened, resulting in 10% increase in availability and 90% rate of satisfaction in spare parts at domestic and international service points.

### **International DMS System**

A foreign DMS system was established, and improvements carried out in the order process and observable stock tracking for Anadolu Isuzu distributors.

**Anadolu Isuzu has a wide service network and a distinguished after sales service team consisting of development-oriented and devoted employees.**

As a company that has ensured sustainable customer satisfaction, Anadolu Isuzu's after-sales service team, which is distinguished by its extensive service network and development-oriented and devoted employees, has great contribution to the Company's success.

The number of customer complaints reaching the complaint line decreased by 21% in 2021. As of the end of 2021, Anadolu Isuzu was delivering high value-added services through its authorized services at 94 points in Turkey and 124 different points in 37 countries abroad. In addition, three wholesaler spare parts dealers continued to serve their domestic customers.

During the Covid-19 pandemic, which has presented many variables such as changes in demand, prices, supply times, suppliers' production capacity and parts availability, Anadolu Isuzu has strengthened its spare part requirement planning and inventory control system with digital transformation for rational use of its existing resources, while providing regular service to its customers.

In this context and within the framework of the digital transformation, stock and warehouse management tools have been developed, providing added value in spare parts availability and the capacity to deliver to more than 300 different special points.

The developed MRP system strengthened stocks, ensured that optimal stock levels were maintained and services were put in place to enable the following up of cargo with the order tracking process.

**ANADOLU ISUZU REGULARLY OBTAINS VIEWS AND OPINIONS OF DEALERS AND AUTHORIZED SERVICES AND STRENGTHENS ITS CONNECTIONS WITH THE DEALER ORGANIZATION BY WORKING ON THESE OPINIONS AND MAKING IMPROVEMENTS.**

**Anadolu Isuzu carried distance training activities to develop dealer standards.**

Anadolu Isuzu regularly obtains views and opinions of dealers and authorized services and strengthens its connections with the dealer organization by working on these opinions and making improvements.

The Company continued to deliver distance trainings to employees working at dealers, services and international distributors in 2021 and organized advanced occupational trainings for those who completed their basic trainings in prior years.

The knowledge garnered gained from this training has been gradually put into practice, providing dealers and service personnel with suitable ground to carry out their work more professionally. Similarly, information was provided on automotive technology, product and system usage, and KVKK, IYS and ETK through distance learning.

Work on standardization of the vehicle dealers was stepped up in 2021, achieving a large degree of harmony in the external appearance of the dealerships. The interiors of all dealers have been renewed with updated vehicle visuals. In addition, new dealers and service networks were added to expand the service delivery area of our customers.



# OPEN TO DEVELOPMENT, ADAPTABLE TO CHANGE

ANADOLU ISUZU'S HUMAN RESOURCES IS OPEN TO DEVELOPMENT, ADAPTABLE TO CHANGE, COMPETENT AND DYNAMIC.

## COMPETENT HUMAN RESOURCES: KEY TO SHORT, MEDIUM AND LONG-TERM SUCCESS

### Importance of Human Resources for Anadolu Isuzu

Strong human resources have a critical importance for companies to sustain their presence in the market. Anadolu Isuzu believes that innovative employees who think with a wide perspective, who are adaptable to changes and who moves with common targets provide opportunity for companies to maintain and develop competitive power as well as sustaining growth.

Anadolu Isuzu's unchangeable targets are establishing and sustaining a working environment which protects employee rights, develop their competencies, where there is zero tolerance for discrimination, where there are equal opportunities for men and women, where best global standards are adopted in terms of occupational health and safety. The Company foresees establishing and conveying an ecosystem where employees' wellbeing is important and where collective learning approach and working culture with R&D are dominant.



### Related Material Topics

- Business Ethics and Human Resources

### MANAGEMENT APPROACH

Anadolu Isuzu's most valuable asset is its employees. Employees are soldiers which offer opportunities for execution of corporate strategies of Anadolu Isuzu.

With its human resources applications, Anadolu Isuzu aims to be an employer preferred in all circumstances.

The Company manages the human resources consisting of professionals who provide high value added to support sustainable development focusing on employee satisfaction, continuous development and mutual open communication.

The basic principles guiding Anadolu Isuzu's human resources policies are equal opportunity for all, hiring and assigning the right person for the right job, equal pay for equal work, merit based on success, continuity and efficiency in working success, effective internal communication and sensitivity to society.

The selection and placement processes carried out in order to recruit qualified human resources to Anadolu Isuzu includes determining foreign language proficiency, numerical and verbal tests, personality inventory applications and reference searches. Our candidates are evaluated on a role basis equally, regardless of equality, religion, language, race, ethnicity or gender, and are selected meticulously and sensitively.





## COMPETENT HUMAN RESOURCES: KEY TO SHORT, MEDIUM AND LONG-TERM SUCCESS

### Anadolu Isuzu's human resources mission, vision and strategy

Anadolu Isuzu cares about its employees being global thinkers, who are open to teamwork and communication, who place importance on development, who can analyze and who can take the initiative. The company recognizes the qualifications of leadership, strategic thinking and managerial effectiveness as a priority for the executive candidates.

**Human Resources Mission:** To improve employees' competences by increasing their motivation and loyalty, to contribute to the Company's profitability and to provide added value for the future of the organization in accordance with Anadolu Isuzu's purpose of existence and strategies.

**Human Resources Vision:** Being a strategic business partner which creates competitive advantage.

### HUMAN RESOURCES STRATEGY:

#### Anadolu Isuzu's human resources strategy is designed on essentials/targets summarized below.

- To attract the right human resources with global perspective and talent to the Company.
- To create a working culture which constantly looks for the better and human resources systems in a work environment based on open communication and trust by working in teams and with knowledge.
- To contribute to organizational efficiency and organizational development.
- To strengthen the culture of employee loyalty.
- To create a people-centric preferred employer brand.

CONTINUING TO WORK ON WOMEN'S EMPLOYMENT, ANADOLU ISUZU'S HUMAN RESOURCES DEPARTMENT ALSO IMPLEMENTS PROJECTS TO INCREASE THE SATISFACTION AND STANDARDS OF CURRENT FEMALE EMPLOYEES IN THE WORK ENVIRONMENT.

### HIGHLIGHTS FROM 2021 HUMAN RESOURCES ACTIVITIES

In the light of the values and corporate culture at Anadolu Isuzu, the Company serves under a "people first" approach without discrimination on the basis of language, religion, race or gender.

The Company upholds equality of opportunity, which is included in the working principles of Anadolu Group, and is applied unwaveringly. It ensures that the principle of equal opportunity is applied in all human resources practices starting from the recruitment process of the employees to other practices such as training, remuneration and career. Diversity is also encouraged. Anadolu Isuzu also gives importance to improve employees' creativity and innovation skills.

#### A preferred employer

Anadolu Isuzu, implements human resource applications with superior qualities with the target of being the most preferred employer in all circumstances within all the industries it operates in. The number of Anadolu Isuzu employees stood at 953 in 2021, with 141 employees working in the company's R&D Center in the same period. Anadolu Isuzu recruited 121 new people in 2021.

Employees joining Anadolu Isuzu were given a welcome kit and included in the 1-month orientation process which started from the day they started working to support their process of adaptation to the corporate culture.

WITH ANADOLU ISUZU'S EMPLOYMENT APPROACH IMPLEMENTED IN LINE WITH THE GOAL OF ENSURING THE EQUALITY BETWEEN MEN AND WOMEN, THE NUMBER OF WOMEN IN THE TOTAL NUMBER OF EMPLOYEES INCREASED BY 22% IN A PERIOD OF FIVE YEARS.



#### Increase in women employees increased by 22%

With Anadolu Isuzu's employment approach implemented in line with the goal of ensuring the equality between men and women, the number of women in the total number of employees increased by 22% in a period of five years.

Continuing to work on women's employment, Anadolu Isuzu's Human Resources Department also implements projects to increase the satisfaction and standards of current female employees in the work environment.

#### Anadolu Isuzu Performance Management System

The Anadolu Isuzu Performance Management System foresees teams and individuals to boost their performance and improve their competencies. Contributing to Company success, the Performance Management System focuses on the development of employees in addition to business results, and provides feedback on the strengths and areas of development for all employees.

**22% increase**  
Increase in number of women employees

Performance criteria and annual performance targets for employees are determined within the framework of the Company's strategies and goals.

Anadolu Isuzu aims to create sustainable targets with its performance management system, which focuses on objectively evaluating employee performance. Employees may set their goals through the system and easily carry out approval processes from any location throughout the year.

Evaluations are carried out twice a year with an "Interim Performance Evaluation" and a "Year-End Performance Evaluation".

## COMPETENT HUMAN RESOURCES: KEY TO SHORT, MEDIUM AND LONG-TERM SUCCESS

**14.88 hours**  
Average training per employee

A total of 13,705 hours of training were given to employees at Anadolu Isuzu in 2021, with an average of 14.88 hours of training per person.



### ORGANIZATIONAL DEVELOPMENT ACTIVITIES

Anadolu Isuzu attaches utmost importance to organizational development activities. The Company continued to work on organizational designs that will help the company achieve its strategic goals in 2021 and implemented new business models.

### Training activities

Anadolu Isuzu offers many opportunities for its employees in increasing and developing personal and professional knowledge. The Company's training and development activities which are conducted continuously with the target of improvement and development, aim for progress of all employees in areas of strategic focus.

Corporate development programs are also being carried to support young talents and to develop young leaders.

### Importance of internal communication

Considering internal communication activities an important element, Anadolu Isuzu publishes all HR policies and procedures on a portal accessible by all employees.

Company-wide employee satisfaction and engagement questionnaires are administered periodically. At Anadolu Isuzu employees are given the chance to make their innovative ideas heard through an e-platform, which ensures a healthy communication between the employees and the management team.

Through this remote access application, opinions and suggestions of employees in different subjects are received and surveys are conducted. Getting their opinions when needed is possible via this application which can be reached from smart phones and computers.

Employees can submit their suggestions and ideas through the online platform. They are evaluated by the human resources and feedbacks are given to employees.

### For the wellbeing and happiness of employees

Anadolu Isuzu cares about employees' wellbeing and carries activities accordingly.

In 2021, yoga sessions were held for employees' physical and mental health.

Within the scope of the Anadolu Group Employee and Family Support Program, employees may obtain information and support on any matter from experts by calling the support line at any time of their choosing.

With the online dietician application, employees may ask their assigned dietician questions about their eating habits, and their online dietician them creates a special diet.

### ISUZUM was launched in 2021.

The new intranet ISUZUM which allows management of all process was launched in 2021. With the ISUZUM application, all processes from payroll viewing to overtime and leave entries, lunch lists, and surveys are accessible to all employees anytime, anywhere.

Through ISUZUM, the digital assistant Digisu has also stepped in, allowing many transactions which are needed during the day to be carried out in a matter of seconds over WhatsApp, thus speeding up work and simplifying processes.

### World Environment Day

Within the scope of the Environment Day, informative content created in consideration of current and future needs was provided to employees with an emphasis on "where we do things matters just as much as what we do".

At Anadolu Isuzu, the power of working together, the story of producing successfully and gaining strength from cooperation was shared with all employees through the video created with the contribution of disabled employees.



### International Day of Persons with Disabilities

On the International Day of Persons with Disabilities on 3 December, employees whose child has a disability, along with their spouses, were presented with surprises, and all disabled employees at Anadolu Isuzu and the senior management team came together at a dinner event.

### Cooperation projects with educational institutions

With university-industry cooperation projects, Anadolu Isuzu aims bringing qualified and high potential work force into the Company. Within the scope of this project, seniors in universities are given the opportunity to work as long-term trainees in various departments and to be offered full-time employment following these internships.

Anadolu Isuzu internship programs were redesigned for the following period as Talent Pick-up Experience and Plus.



## COMPETENT HUMAN RESOURCES: KEY TO SHORT, MEDIUM AND LONG-TERM SUCCESS

WITHIN THE SCOPE OF THE COLLABORATION BETWEEN INDUSTRY AND VOCATIONAL HIGH SCHOOLS, 9 FINAL YEAR STUDENTS STUDYING AT INDUSTRIAL VOCATIONAL HIGH SCHOOLS WERE OFFERED INTERNSHIP OPPORTUNITIES AT ANADOLU ISUZU IN 2021.



### Vocational high school-industry collaboration activities

Within the scope of the collaboration between industry and vocational high schools, 9 final year students studying at industrial vocational high schools were offered internship opportunities at Anadolu Isuzu in 2021. The Anadolu Isuzu Paint Technologies Workshop established at the Küçükalyalı Vocational and Technical Anatolian High School continued to provide significant support to vocational education.

At the workshop, training is provided to qualified painting professionals who are willing to follow and implement innovation, who are familiar with practical applications as well as having theoretical knowledge, who adopt occupational health and safety rules and who act with environmental awareness.

The project also contributes to the development of the qualified human resources required by the industrial sector. As of 2021, a total of 62 students graduated from the Anadolu Isuzu Paint Technologies Workshop.

### A new perspective to university- campus communication

In 2021, Anadolu Isuzu was focused on carrying university-campus communication processes to a more efficient structure. Newly designed communication process aims to provide Anadolu Isuzu employee experience to candidate students and attract young promising talents to the Company.

### Talent Pick-Up

All internship and youth communication applications were gathered under the "Talent Pick-Up" banner and applications were renewed.

Talent Pick-Up is an internship program initiated in order to provide experience in Anadolu Isuzu to selected department and university students for a period of 10 weeks during the summer.

The Talent Pick-Up Experience, internship program which allows university students who can organize their course plans accordingly to gain real work experience at Anadolu Isuzu over a period of six months.

Talent Pick-Up Plus is an internship program initiated for university students seeking to complete one full-term internship during the academic year (Autumn and Spring).

In order to provide trainee candidates with a qualified recruitment experience in line with the requirements of the age, the stages of the process such as the interview, personality inventory and English test were carried out digitally.

A total of 20 university students participated in the Talent Pick-Up Internship program. During the 4-week program period, training on remote access was carried out, bringing members of Anadolu Isuzu's senior management together with interns. In the program, 20 projects were implemented in parallel with the business processes.

AS OF 2021, A TOTAL OF 62 STUDENTS GRADUATED FROM THE ANADOLU ISUZU PAINT TECHNOLOGIES WORKSHOP.

The Talent Pick-Up Internship Program, which set out with the aim of offering university students a full start to their careers with experience and success, was recognized as being among the Most Admired Talent Programs of the Year in 2021 by Toptalent.co's Top 100 Talent Program.

Anadolu Isuzu employees organize webinars within the scope of the "Talent Talks" program for university students within the framework of their expertise. Anadolu Isuzu production engineers organize a digital tour of Anadolu Isuzu factory in the Talent Tech Tour program for university students, within the framework of the production line processes that constitute their expertise.





## COMPETENT HUMAN RESOURCES: KEY TO SHORT, MEDIUM AND LONG-TERM SUCCESS

### Talent Academy

The Talent Academy is a program implemented in cooperation between Anadolu Isuzu and the Bahçeşehir University Career Center. The "CO-OP Education Model" is a model which has been implemented by Bahçeşehir University for 13 years, aiming to combine higher education with business life and to fill the gaps between the business world and the university. Within the scope of the cooperation, the 14-week Talent Academy course program got underway in the 2021-2022 academic year in order to train qualified human resources equipped with up-to-date information on Anadolu Isuzu's own fields, products, services and applications.



### Satisfaction Team at Work

Anadolu Isuzu's Satisfaction Team, representing all departments, takes the following steps aimed at supporting the satisfaction of its employees;

- Preparing activities related to areas under focus, together with the human resources department,
- Playing an active role in the creation of employee engagement action plans,
- Preparing employee engagement action plans for the company and departments and presenting them to senior management.

The "Satisfaction Team", which enables the realization of actions by evaluating development areas with a common mind, strengthened and developed the internal communication and social dialogue platforms in 2021.

The Satisfaction Team and the Human Resources Department held periodic meetings throughout the year to evaluate the demands and suggestions of the departments to increase employee loyalty and to turn these suggestions into action.

Regular information regarding the projects worked on and action plans taken were shared with the General Manager.

### OSD AUTOMOTIVE SUMMER CAMP

Organized between 1-14 July 2021 with the support of the Automotive Industry Exporters' Association (OIB) and the contributions of MESS/MEXT, the online certified Automotive Summer Camp event attracted a considerable amount of attention in its first year.

More than 53,000 students were enrolled in the Automotive Summer Camp, which was developed and implemented by the OSD Human Resources Committee of the Education Working Group, in order to increase the internship opportunities for students, which had been curtailed during the pandemic, and to increase the awareness of the automotive industry.

Anadolu Isuzu representatives shared their experience in XR, AR, MR, AR with high school and university students.

### UNION RIGHTS AND COLLECTIVE BARGAINING AGREEMENT AT ANADOLU ISUZU

Anadolu Isuzu pays respect for union rights of its employees and provides a work environment which allows them to freely use their rights.

At Anadolu Isuzu, relations with blue-collar workers are governed by a collective bargaining agreement. Metal Workers' Union (Birleşik Metal-İş) is the authorized labor union at Anadolu Isuzu. At the Company, there is one Chief Representative and three Union Representatives, who have been elected and assigned.

Subject to the limits set in the Collective Bargaining Agreement signed between the Metal Workers' Union and MESS and in the laws, these representatives are responsible for following up the demands, complaints, and problems of blue-collar employees, representing the employees on various committees including the Disciplinary Committee and the Occupational Health and Safety Committee, and observing their legal rights.

As of 2021 year-end 561 Anadolu Isuzu blue-collar employees are members of the union.

## ACTIVITIES IN HUMAN RESOURCES AREAS CREATE IMPACT, APPRECIATED AND AWARDED.

### Brandon Hall and Stevie awards

Anadolu Isuzu won awards in the Stevie Awards and Brandon Hall Group-HCM Excellence Awards, which are among the world's most prestigious awards, with its applications which impact talent, satisfaction and development in the field of human resources.

The Company's Data Drivers, Satisfaction Team and Talent Pick-Up projects were recognized with four awards in the HCM Excellence Awards held in 2021, while the Data Drivers and Satisfaction projects were recognized with two awards in the Stevie Awards, in which more than 3,700 participants from 63 countries took part.

### Anadolu Group Good Practices Day

The Talent Pick-Up brand was selected as the best project in the Good Practices Day, which was held for the first time this year by the Human Resources Department of Anadolu Group, in which a total of 37 projects from eight companies were evaluated.

### Anadolu Isuzu was the highlight of Anadolu Group's Bi-Fikir (An Idea) final.

Bi-Fikir (An Idea) Application and Bi-Fikir Festival provide a platform for Anadolu Group employees to submit their innovative ideas, further their creativity individually and as a team, and contribute added value to the Group companies. The purpose of this platform is to develop creativity and innovativeness of employees, both individually and as a team and to place these qualities to the organization culture.

# INTERNSHIP PROGRAM

TALENT PICK UP INTERNSHIP PROGRAM WAS LAUNCHED IN JULY 2021.



## COMPETENT HUMAN RESOURCES: KEY TO SHORT, MEDIUM AND LONG-TERM SUCCESS



A TOTAL OF 13,705 HOURS OF TRAINING WERE GIVEN TO EMPLOYEES AT ANADOLU ISUZU IN 2021, WITH AN AVERAGE OF 14.88 HOURS OF TRAINING PER PERSON.

The Company continues to provide Bi-Fikir with the creative and innovative ideas that Anadolu Isuzu started with the Quality Circle studies and transformed into corporate culture with active participation of employees from every field.

In the final event for Anadolu Group's innovation program, Bi-Fikir, where the best of the 2021 projects were selected, the Bus Production team received the award for best Project in the Inventor Category with its Smart Factory project, and the Utilities team was awarded for its AGV-Automatic Guided Vehicle project. In addition, the Smart Factory project was awarded the Most Digital Project Award by the Bi-Fikir jury.

Anadolu Isuzu supported the Long Vehicle Maneuverability project at the Bi-Fikir KAP Final, where innovative projects of university students were awarded.

The purposes of Bi-Fikir KAP is to carry Anadolu Group's innovation approach outside the group, to strengthen the employer brand and to gather useful, innovative, applicable project proposals from university students and implement them at group companies through open innovation.

### Kaizen Days including creative and innovative ideas

Kaizen is a word formed by combining two Japanese words.

Kai (change) and Zen (good). Those two words come together to form a philosophy which means continuous improvement.

With Kaizen, improvements are anticipated with long-term, small and strong steps. Improvements are realized without the need for investment or with minimal investment. At year-end, hundreds of Kaizens come together and significant gains are realized.

At Anadolu Isuzu, 908 Kaizen projects were implemented in 2021.

Anadolu Isuzu always supports and encourages creative and innovative ideas which start with Quality Circles and Kaizen activities and turn into corporate culture over time. Employees who presented their projects at the Kaizen Days were rewarded with Kaizen Award.



### OHS/ EMPLOYEE SAFETY

Anadolu Isuzu defines sustainability and continuous development of healthy and safe working environment as its permanent goal.

Anadolu Isuzu's occupational health and safety management structuring is secured by ISO 45001 Occupational Health and Safety Management System Standard. This system depends on cooperative participation and support of all employees.

### For Anadolu Isuzu Occupational Health and Safety Policy

[www.anadoluisuzu.com.tr/en/about/occupational-health-and-safety](http://www.anadoluisuzu.com.tr/en/about/occupational-health-and-safety)

Anadolu Isuzu considers human health and safety as a key material issue. The Company deems sustainability of safe work areas and zero-accident with employee awareness as a continuous and constant target.

With the zero-accident approach, Anadolu Isuzu reduces its IFR-Injury Frequency Rate. As a result of focus on occupational safety and health targets, 2021 injury frequency rate stayed the same as 2020, which represents a decrease of 74.8% compared to 2015 and 11.8% compared to 2016.

In terms of occupational health and safety, with near-miss notice system, work places are being reviewed by the employees and areas which need improvement are detected onsite.

WITH ZERO ACCIDENT TARGET, ANADOLU ISUZU DECREASED IFR-INJURY FREQUENCY RATE.

Activities supporting occupational safety approach at all levels are conducted with the behavior oriented safety project.

Continuing to touch human lives by conducting activities to improve and support the ergonomic conditions at the work place is one of Anadolu Isuzu's priorities.

### Human resources and Digital Transformation Program

Today, development and advancements in technology shows its deep impact on many areas. Most sectors from industry to health entered into a deep transformation process with the acceleration created by technology. This process evolves with the technological opportunities of our age and carries digitalization concept to the top items of companies' agenda.



## COMPETENT HUMAN RESOURCES: KEY TO SHORT, MEDIUM AND LONG-TERM SUCCESS

Anadolu Isuzu takes significant steps to adapt to digital transformation experienced globally. As the stakeholder of this transformation, Human Resources implemented the Digital Transformation Program in 2021 to understand digitalization from different aspects, to internalize it in daily work and life cycles properly and efficiently and to provide human resources the skills they need in this respect.

The first step of the program was the Digitalized World conference realized with Ufuk Tarhan's participation. Next step of the program was to launch the Digital Transformation Advocates structure consisting of volunteers from different departments of Anadolu Isuzu.

In 2021, Digital Transformation Advocates were offered 1,457 hours of training in digitalization, agile approach, industry 4.0, power BI and power App.

In 2021, 23 Digital Transformation Advocates were selected. These 23 people were separated into 5 different groups and worked on their projects. These 5 groups created 3 Machine Learning and 7 Power BI projects.

Data Drivers Next step which aims to apply the knowledge learned in the trainings and to transform them into projects within the Company, Digital Transformation Advocates conducted activities under the coaching of Professional consultants. Five working groups were established and theoretical knowledge was implemented in various projects through machine learning and power BI methods.

In addition to benefit from big data, Anadolu Isuzu's target is to increase competence in many areas using tools like artificial intelligence and machine learning to solve business problems and to create awareness among employees in this area.

### Full compliance with human rights

Following the principles adopted by Anadolu Group, Anadolu Isuzu conducts its operations with the target of full compliance with UN Human Rights Declaration, UN Global Compact and legal framework and legislation regulating human rights in business life in Turkey. The Company conducts projects which offer employees a modern working environment where they can participate with equal opportunities and which respects human rights.

### Anadolu Isuzu Working Principles

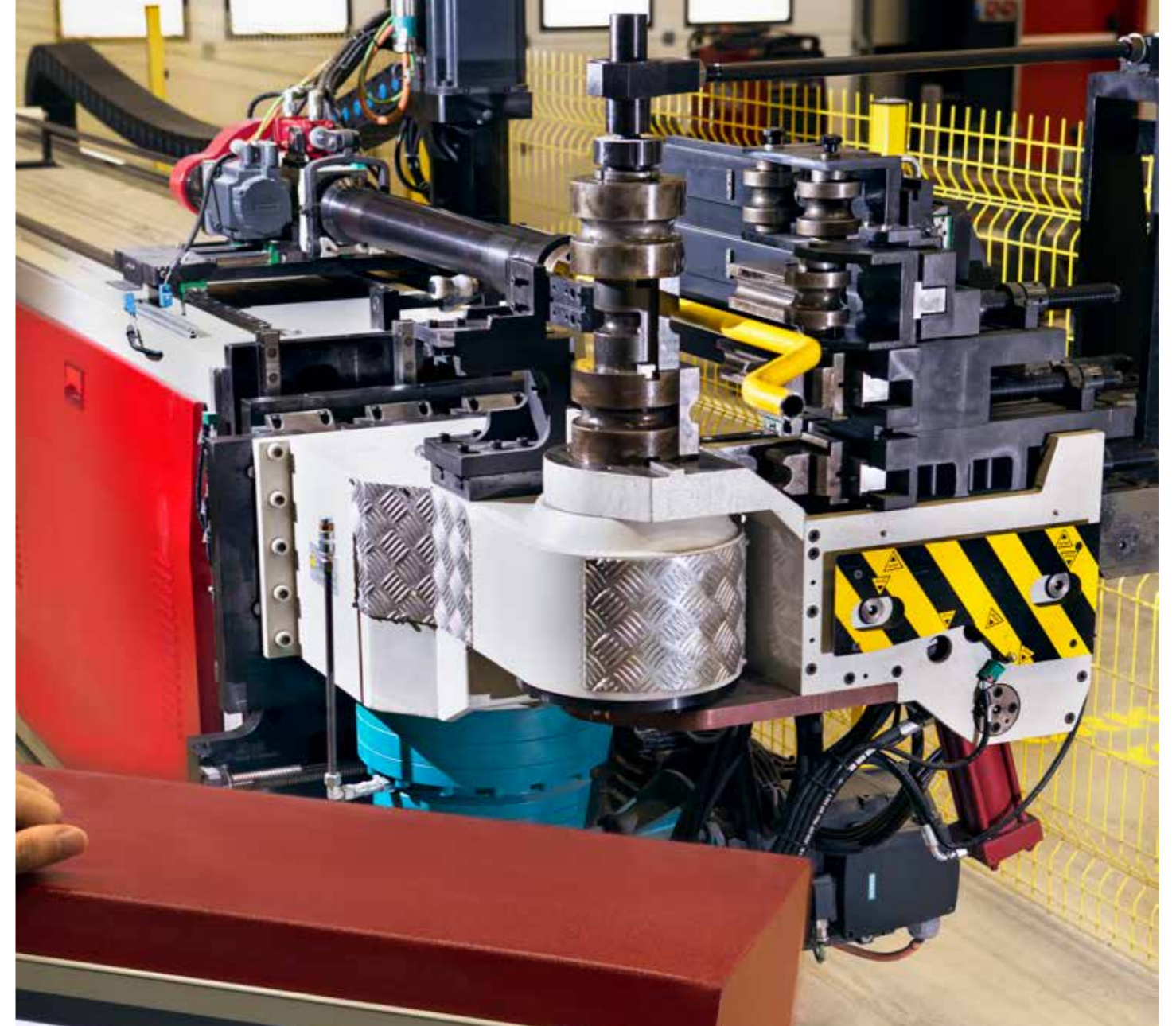
<https://www.anadoluisuzu.com.tr/img/calisma-ilkeleri-1-tr.pdf>

Anadolu Isuzu is against all types of forced labor and child labor in Turkey and in all around the world.

Anadolu Isuzu Code of Conduct which commits all commercial transactions to be conducted in compliance with ethics principles is a source of trust for the Company's stakeholders, customers, business partners, competitors and society.

Human Resources provides periodic trainings to inform employees about the ethical rules, and ensure these rules and policies are understood. They also keep a continuous communication with the employees.

In 2021, Anadolu Isuzu provided Conflict of Interests and Effective Management of Conflict of Interests training to its employees. Additionally Competition Regulations training was organized for employees to have theoretical and practical knowledge to review different cases and problems they face through the perspective of competition law.



# ANADOLU ISUZU CODE OF CONDUCT

ANADOLU ISUZU CODE OF CONDUCT IS THE SOURCE OF TRUST FOR THE COMPANY'S STAKEHOLDERS, CUSTOMERS, BUSINESS PARTNERS, COMPETITORS AND SOCIETY.





# FIGHT AGAINST CLIMATE CHANGE

ANADOLU ISUZU AIMS TO EXPAND AWARENESS ON FIGHT AGAINST CLIMATE CHANGE AND ECOLOGICAL BALANCE WITHIN THE COMPANY AND AMONG OTHER STAKEHOLDERS.

## TO BE PRESENT AT THE FUTURE: WE TAKE ACTION IN FIGHT AGAINST CLIMATE CHANGE AND PROVIDE RENEWABLE ENERGY INVESTMENTS

### Importance of Environment and Climate Management for Anadolu Isuzu

CLIMATE CRISIS is at the top of the list of global risks for nature, society and countries.

Accordingly, Anadolu Isuzu started its journey of fight against climate crisis and low carbon economy. The Company determined its environmental vision and established its environmental management system to leave a cleaner and more livable world to future generations.

Anadolu Isuzu defined its material environmental topics based on changing global sustainability agenda with the target of expanding awareness on environmental protection, energy efficiency and ecological balance within the Company and among its stakeholders.



### Related Material Topics

- Vehicle Quality and Road Safety
- Climate Crisis and Environmental Impacts
- R&D and Innovation
- Digitalization and Cyber Security
- Stakeholder Interaction and Collaborations

### MANAGEMENT APPROACH

Anadolu Isuzu develops innovative and sustainable projects to minimize the environmental impacts resulting from its production activities. Among the Company's main targets in this context are to reduce the emission, water pollution, potential environmental impacts of toxic and non-toxic waste from the Company's operations at the source, to develop and encourage recycling. In this context,

Anadolu Isuzu developed strategies towards these goals and prepared its Environmental Policy.

Anadolu Isuzu Environmental Policy makes commitments in the following areas:

Achieving energy efficiency to reduce greenhouse gas emissions by improving environmental performances of production activities, products and services, complying with related legislative requirements and expectations of related parties, preventing environmental pollution at the source and increasing the use of renewable energy resources.

- Paying attention to biodiversity topics to protect ecological balance
- Reducing the impacts of climate change
- Establishing a sustainable environmental management system
- Continuous protection of environment in accordance with the above mentioned targets.





## IMPACTS OF CLIMATE CHANGE AND ANADOLU ISUZU'S RESPONSE



İstemi kadar en az 55% emisyon salımında azaltma



# ANADOLU ISUZU'S TARGETS UNTIL 2030





## TO BE PRESENT AT THE FUTURE: WE TAKE ACTION IN FIGHT AGAINST CLIMATE CHANGE AND PROVIDE RENEWABLE ENERGY INVESTMENTS

Strategic decisions on environmental management are the responsibility of the Board of Directors. Decisions taken are implemented by the senior management and related units under the guidance of Anadolu Isuzu's General Manager. Anadolu Isuzu Environmental Management System which contributes to management of environmental problems and providing solutions to these problems brings leadership, commitment, purpose, risks and opportunities to forefront. Information on environmental risks and opportunities are presented to top management at annual Management Review Meetings and targets are identified.

**Anadolu Isuzu Environmental Policy can be accessed at:**

[www.anadoluisuzu.com.tr/en/about/environmental-policy](http://www.anadoluisuzu.com.tr/en/about/environmental-policy)



### HIGHLIGHTS FROM 2021 PERFORMANCE

**Anadolu Isuzu monitors all its activities within the framework of ISO 14001 Environmental Management System.**

Acting responsibly as a conscious manufacturer, Anadolu Isuzu conducts systematic activities in collaboration with its stakeholders in terms of reducing environmental impacts as a result of its production operations as well as decreasing its direct impact on environment.

Environmental Management System established with a sustainable approach is audited periodically and registered.

In addition to audits performed by institutions and independent audit firms accredited by Ministry of Environment, Urbanization and Climate Change, environmental processes are reviewed at 5S audits within the scope of Isuzu Monozukuri. Compliance of the Company's operations with ISO 14001 Environmental Management System, ISO 14064 Greenhouse Gas Emission Inventories and Verification Standard, ISO 50001 Energy Management System is followed by periodic independent audits and verified.

Adopting environmental impact areas throughout the product life cycle as the foundation of its environmental policy, Anadolu Isuzu develops projects that are focused on measuring and reducing its environmental footprint.

In this context, the Company closely monitors technology and uses environmental-friendly technologies compatible with its processes.

Anadolu Isuzu detects climate risks as a result of its operations proactively and manages them considering the opportunities arising from those risks. The Company integrates environmental risks

ANADOLU ISUZU CONTINUES TO DEVELOP INNOVATIVE AND SUSTAINABLE PROJECTS TO MINIMIZE THE ENVIRONMENTAL IMPACTS RESULTING FROM ITS PRODUCTION ACTIVITIES.



and opportunities directed to realization of its short, medium and long-term targets to its business processes. In 2021, no complaints or environmental sanctions were filed by the stakeholders in regards to environmental impacts of the Company's operations.

Anadolu Isuzu realized savings of TL 148,795 as a result of environmental and energy efficiency projects implemented in 2021.

In 2021, there have been many developments in the world and in our country within the scope of fight against climate change and Paris Agreement was approved by the Parliament and adopted. Within the framework of UN Green Deal, Turkey's Green Deal Action Plan was issued in 2021 and "Fit For 55" was also issued by the EU Commission in 2021.

Following those developments closely, Anadolu Isuzu took place in task forces of Automotive Industrialists association, Turkish Industrialists' and Businessmen's Association (TÜSİAD) and Anadolu Group Holding. As an export oriented vehicle manufacturer, Anadolu Isuzu conducted activities on financial impacts of EU Carbon Border Adjustment Mechanism-CBAM system, which is explained in detail within the scope of EU Green Deal. The Company also established action plans for compliance with EU Green Deal.

**Anadolu Isuzu identified its strategies for climate change and energy efficiency and formed its action plan.**

To experience the maximum benefit from natural resources, Anadolu Isuzu tries to increase the efficiency of these resources without any loss through environment friendly technologies. At the same time, the Company develops projects to reuse waste through recycling.

The Company manages its environmental approach through policies and targets in line with its short, medium and long-term strategies and integrates them with each other.

### Emission Management

Anadolu Isuzu conducts intensive activities to monitor greenhouse gas and reduce emissions to fight against climate change in accordance with the target of keeping global warming under 1.5°C defined by the Paris Climate Agreement. The Company started its processes for preparation for Science Based Targets Initiative (SBTi) to strongly demonstrate its targets.

The Company monitors Scope 1 emissions within the framework of The Regulation on Monitoring of Greenhouse Gas Emissions and The Regulation on Monitoring and Reporting of Greenhouse Gas Emissions and its greenhouse gas emissions monitoring plan was approved by the Ministry of Environment, Urbanization and Climate Change.

Anadolu Isuzu production facility maintained its low emission status in 2021 with its current processes and energy consumption data.

The Company's Scope 1, Scope 2 and Scope 3 emissions are being verified by an independent assurance firm within the framework of ISO 14064-1 Greenhouse Gas Emission Inventories and Verification Standard,

## TO BE PRESENT AT THE FUTURE: WE TAKE ACTION IN FIGHT AGAINST CLIMATE CHANGE AND PROVIDE RENEWABLE ENERGY INVESTMENTS

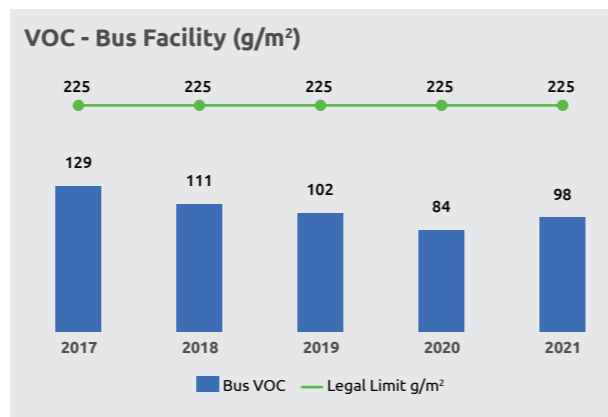
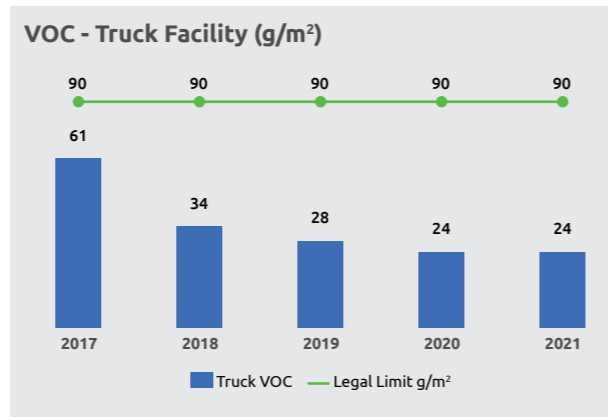
Anadolu Isuzu shows improvement at an increasing pace in zero emission in vehicles, alternative fuel and cyclical economy areas within the framework of transition to low carbon economy and fight against climate change.

The Company also focused on reducing greenhouse gas emissions as a result of energy consumption in production operations. In this context, Anadolu Isuzu develops energy efficiency projects and takes measures to reduce direct emissions. Moreover, the Company carries activities to increase awareness of climate change along its supply chain and other stakeholders.

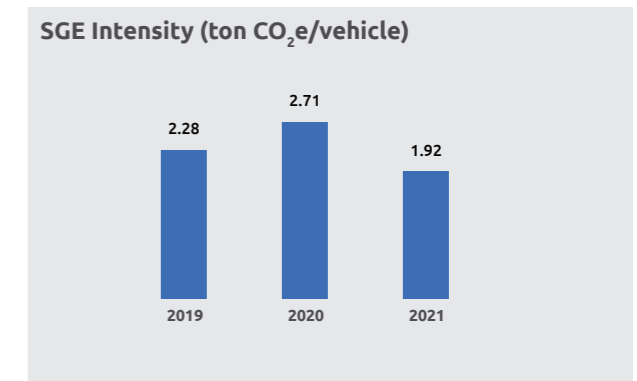
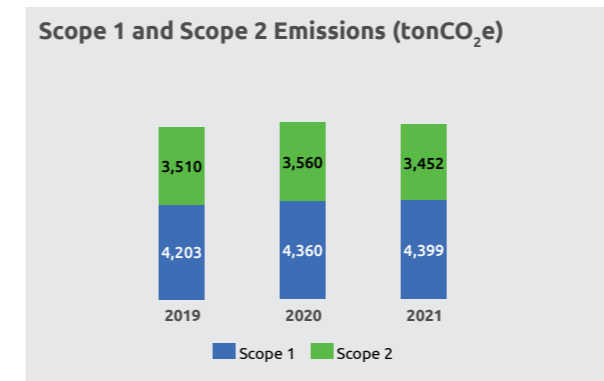
Anadolu Isuzu follows the best methods and fulfills the local regulatory requirements at the highest level to reduce emissions from the paint shop operations within control of the air quality. Regular legal measurements of emission and air quality are performed by accredited and authorized firms by the Ministry of Environment, Urbanization and Climate Change. Volatile organic compound (VOC) values are reported to the ministry within the scope of Industrial Air Pollution Control Regulation and actions are taken to reduce these values.

Anadolu Isuzu follows the VOC values from its paint shop facility monthly and sets up an action plan. These values are below the legal limits identified in Industrial Air Pollution Control Regulation. Legal limits for VOC are defined as 90 g/m<sup>2</sup> for trucks and 225 g/m<sup>2</sup> for buses. Target is approaching the European standards and our activities for VOC reduction continues.

In 2021, there have been deviations due to chemical trial activities in truck and bus product group and changes in the vehicle mix produced.



CONTINUING TO CONDUCTS ACTIVITIES FOR FIGHTING AGAINST CLIMATE CHANGE AND TRANSITION TO LOW CARBON ECONOMY, ANADOLU ISUZU PRIORITIZES TO INVEST ON PROJECTS SUPPORTING THIS TARGET.



\*Corporate carbon footprint results for 2019 and 2020 are calculated using ISO 14064-1:2006 version. The reason for the increase in Scope 1 and Scope 2 emissions in 2020 is the variety of models produced, changes in processes and working periods affected by the pandemic.  
 \*\*2021 corporate carbon footprint results are calculated according to ISO 14064-1: 2018 version.  
 \*\*\*The amount of carbon emissions per vehicle decreased by 29% in 2021 compared to 2020.

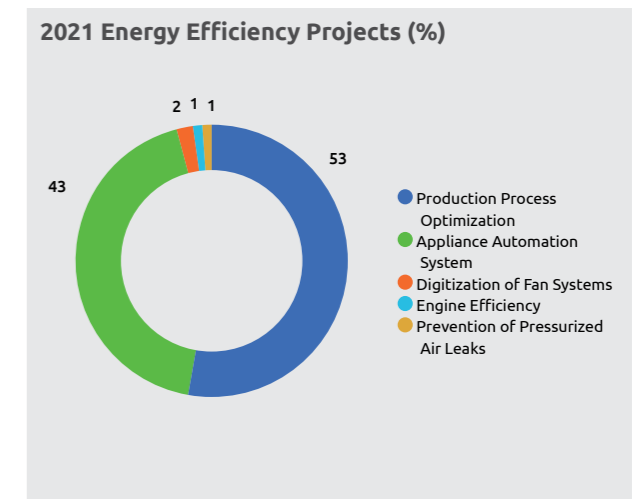
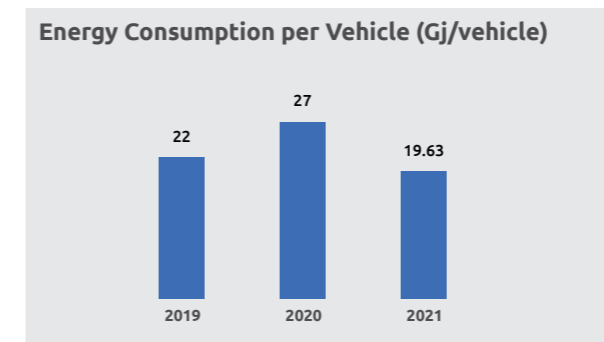
### Energy Management

Within the scope of activities to fight against climate change, Anadolu Isuzu closely monitors energy consumption and emission quantities and aims to reduce consumption through energy efficiency projects implemented.

Monthly energy reports are prepared at the Company's production facility for monitoring energy consumption and efficient use of energy resources. Consumption values are shared with the department heads daily for departments with high consumption which allows instant review of energy performances.

Anadolu Isuzu is working on integrating the European Green Deal compliance map to its policy within the scope of Europe's target of becoming the first carbon-neutral continent by 2050. In this context, the Company aims to reduce greenhouse gas emissions permanently by drawing attention to Renewable Energy, Clean Transportation, Environmental Design and Cyclical Economy areas.

THROUGH EFFICIENCY STUDIES, IT HAS PREVENTED 8,857 GJ OF ENERGY AND 1,056 TON CO<sub>2</sub>e GHG EMISSIONS.



\*The reason for the increase in energy consumption in 2019 and 2020 is the variety of models produced, changes in processes and working periods affected by the pandemic.  
 \*\*In order to reduce energy consumption in 2021, short, medium and long-term projects and action plans have been prepared. Commissioning of renewable energy investment projects by 2022 is targeted.



## TO BE PRESENT AT THE FUTURE: WE TAKE ACTION IN FIGHT AGAINST CLIMATE CHANGE AND PROVIDE RENEWABLE ENERGY INVESTMENTS

Anadolu Isuzu implemented various projects to achieve low energy consumption in its production facilities as well as for vehicles it develops and produces. In 2021, the project to increase energy efficiency at the Anadolu Isuzu plant, contributed to energy efficiency per vehicle by 28%.

Anadolu Isuzu implemented 10 energy efficiency projects in 2021. Among these projects, automation applications with real time monitoring at paint shops, optimization in production planning, change of old fixtures by LED fixtures provided energy savings of 2,460,445 kWh.

In 2022, the Company aims to provide contribution to energy efficiency with 5,500 MWp Solar Energy Plant project, phosphate heating system revision, renewal

of energy monitoring system, lighting efficiency VAP project and boiler scada project.

Anadolu Isuzu completed investment and feasibility studies of the Solar Energy Plant, which is the first renewable energy investment of the Company. In 2022, the Company expects to provide 55% of its energy need from renewable energy.

Anadolu Isuzu started the certification activities of ISO 50001 Energy Management System and it is expected to be received in 2022. The purposes of this certificate are energy savings, reduction of energy expenses and establishment of processes and systems that encourage environmental sensitivity.



ANADOLU ISUZU IMPLEMENTED VARIOUS PROJECTS TO ACHIEVE LOW ENERGY CONSUMPTION IN ITS PRODUCTION FACILITIES AS WELL AS FOR VEHICLES IT DEVELOPS AND PRODUCES.

Anadolu Isuzu aims to implement many projects in the short-term like Solar Energy Plant Phase 1, Energy Monitoring System, Boiler SCADA and Prevention of Pressurized Air Leaks and UPS revision.

In the medium-term, the Company will focus on projects such as Solar Energy Plant Phase 2, Heat Pump, Water Radiant Heating and Energy-efficient Engine Transition. In the long-term studies will be performed for Solar Plant Phase 3, Wind Power Plant and Hydrogen Technology.

In its Energy Management Policy, Anadolu Isuzu commits continuous improvement by following new technologies to increase energy efficiency, allocating resources to increase energy efficiency and protecting environment by reducing carbon footprint in energy management. The Company is working in compliance with local and international regulations on energy efficiency.

### Water Management

Water, as one of the most important natural resources, is vital for the sustainability of the planet we live on and for the future of humankind. Accordingly, Anadolu Isuzu works on more efficient use of water resources, reducing waste water by recycling applications and providing sustainability of production operations. In this context, fulfillment of requirements of Environmental Management System and exhibiting an effective water management are material targets for the Company.

Anadolu Isuzu develops long-term strategies and continues its investments to reduce water consumption with the awareness of the motto "Everyone has a right to access clean water".

The Company closely monitors water consumption in detail, and controls consumption quantities on-line to achieve savings and cost optimization. In line with the data gathered, required actions are taken based on these evaluations.

## TO BE PRESENT AT THE FUTURE: WE TAKE ACTION IN FIGHT AGAINST CLIMATE CHANGE AND PROVIDE RENEWABLE ENERGY INVESTMENTS

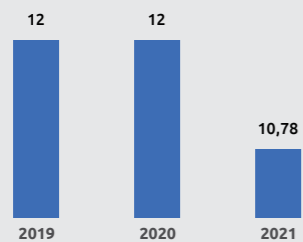
ANADOLU ISUZU CARES ABOUT IMPACT OF ITS OPERATIONS ON BIODIVERSITY OF THE NATURE.



At the integrated waste water treatment facility with a 180 m<sup>3</sup>/day capacity at Anadolu Isuzu's factory, both domestic and industrial waste water can be treated. Within the scope of the Environmental Management System, the wastewater treatment plant discharges water of a quality which complies with the discharge standards determined for industrial wastewater sources under the current Water Pollution Control Regulation.

Expanding applications for efficient use of water, Anadolu Isuzu reduced water consumption per vehicle by 5% in 2021, achieving water savings of 218 m<sup>3</sup>. The Company continuously monitors the quality of discharged water from the water treatment plant, analyzes it in compliance with local regulations and keeps it under control.

Water Consumption per Vehicle (m<sup>3</sup>/vehicle)



There has been an increase in 2019 and 2020 due to the pandemic process.

The followings are the major water efficiency projects conducted in 2021:

- Half DI fitting revision at ED descending region of cataphoresis facility
- Electro-magnetic treatment application to reduce back flush process at UF membranes
- Reduction of water consumption at the entrance spraying of rinsing pool.

### Waste Management

In accordance with the Environmental Management System, Anadolu Isuzu aims to minimize waste resulting from production processes before disposition, differentiate them at the source and recycle at the maximum level. The Company carries activities to reduce all waste in accordance with the management hierarchy, recycle them and dispose them based on Waste Management Regulation.

Waste is recycled by licensed and authorized firms. In 2021, non-hazardous waste from processes was recycled.

Anadolu Isuzu uses waste differentiation system where hazardous waste from production processes is collected based on codes and types. Waste collected is transferred to licensed firms through the Mobile Waste Tracking System of the Ministry of Environment,

THE AMOUNT OF CONTAMINATED WASTE FROM THE COMPANY'S PRODUCTION OPERATIONS DECREASED BY 36% PER VEHICLE IN 2021 COMPARED TO THE PREVIOUS YEAR.



Urbanization and Climate Change and recycled to be used as fuel raw material in energy production.

Anadolu Isuzu provides trainings and optimization activities to expand Zero Waste perspective in all its operations and activities within the scope of Zero Waste Certificate received in 2020. Through application of Zero Waste System, 98% of total waste was recycled.

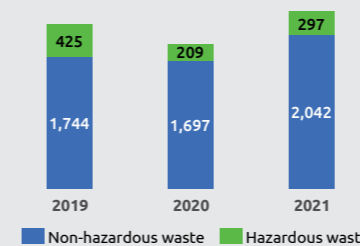
Anadolu Isuzu performs effective management of raw materials and natural resources as well as process controls by parsing of waste at its source which is the first point at the waste management hierarchy. The

Company expanded its targets to ensure continuous control of all processes within the scope of sustainable environment principle. Departmental targets for waste monitoring were set in 2021 considering encouraging waste reduction.

Waste management projects developed in 2021 are as follows:

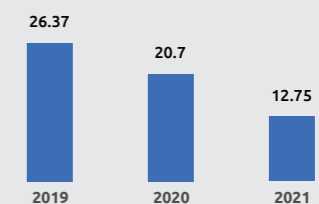
- Waste per Vehicle Monitoring Project
- Separate Collection of Pressured Containers Project
- Parsing of Spray Boxes at Their Sources Project

Amount of Waste by Types (ton)



\* There has been an increase in the total amount of waste due to the diversity in the vehicle models produced in 2021 and the increase in the number of production

Amount of Contaminated Waste per Vehicle (kg/vehicle)



\*The amount of hazardous waste per vehicle decreased by 38% in 2021 compared to 2020.



## TO BE PRESENT AT THE FUTURE: WE TAKE ACTION IN FIGHT AGAINST CLIMATE CHANGE AND PROVIDE RENEWABLE ENERGY INVESTMENTS

### Biodiversity

Anadolu Isuzu cares about impact of its operations on biodiversity of the nature. At its environmental policy, the Company makes a commitment to pay attention to biodiversity topics and to reduce its impacts on climate change with the purpose of protecting the ecological balance.

In this context, Anadolu Isuzu made donations to TEMA Foundation which fights against forest fires in our country in 2021.

### Anadolu Isuzu demands continuous development in environmental sustainability area from its suppliers.

Having a wide supplier network, Anadolu Isuzu demands from its suppliers to comply with the current environmental legislation and improve themselves continuously in terms of environmental sustainability.

The Company uses an EMS (Environment Management System) portal, which climate change questions are added, to monitor their environmental activities and take precautions necessary.

This portal is a data collection platform which can be accessed by the suppliers and environmental data are shared. In this context, environmental management system data are collected in the portal, such as waste water discharge licenses, hazardous waste temporary storage permissions, emission permissions, ISO 14001, ISO 50001, ISO14064 certificates, electric, water and raw material consumption data, greenhouse gas tracking plans and verifications

Suppliers' activities in environmental areas and their progresses are monitored through audits performed by Anadolu Isuzu in accordance with the Quality and Environmental Management Systems.

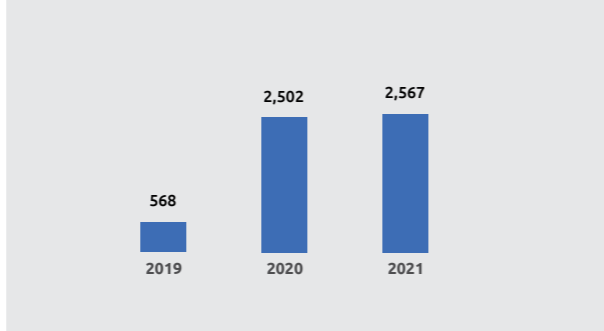
The Company uses Milk-Run system in Marmara and Aegean regions extensively to sustain its logistic performance at the highest level. Milk-Run system, which is managed and reported digitally, increases its importance at Anadolu Isuzu supply chain year after year.

Anadolu Isuzu organizes regular trainings to increase employees' environmental awareness and consciousness.

These trainings include the following subjects:

- Zero Waste and Waste Management
- Chemical Materials Management
- ADR
- Environmental Accidents and Prevention Methods
- Carbon Footprint and European Green Deal
- Water Foot print and Water Management
- Energy Efficiency

Environmental Trainings (peoplexhours)



## ANADOLU ISUZU ORGANIZES REGULAR TRAININGS TO INCREASE EMPLOYEES' ENVIRONMENTAL AWARENESS AND CONSCIOUSNESS.

In 2021, 2.376 manxhour on the job and employee trainings were delivered. Moreover drills were conducted in some departments and knowledge learned in trainings was supported. Also, 191 manxhour trainings on waste oil management regulation, engine oil change point permission license and 5S were provided for authorized services and dealers.







# SOCIAL DEVELOPMENT PROJECTS

ANADOLU ISUZU DOES NOT ONLY LIMIT THE SCOPE OF ITS OPERATIONS WITH PRODUCTION BUT ALSO PROVED ITSELF THROUGH SOCIAL DEVELOPMENT PROJECTS IMPLEMENTED OR SUPPORTED.

## A CORPORATE CITIZEN ADDING VALUE TO THE SOCIETY IN MANY ASPECTS

ANADOLU ISUZU DEFINES SUPPORTING CONTINUOUS DEVELOPMENT OF THE SOCIETY BY CREATING SOCIAL VALUE AS A SIGNIFICANT PART OF ITS CORPORATE IDENTITY.

### Importance of Adding Value to Society for Anadolu Isuzu

Today, in addition to contributing to their countries' economies, companies deem supporting their communities' development in many ways as one of their main responsibilities. Economic actors creating value adding, social responsibility projects with widespread impact, collaborate with different stakeholder groups consisting of universities, non-profit organizations and public initiatives and contribute to social development.

Working for industry and economy of our country since its inception, Anadolu Isuzu never limited its operations to solely production but proved itself in social development with the projects implemented or supported.



### Related Material Topics

- Stakeholder Interaction and Collaborations
- Climate Crisis and Environmental Impacts

### MANAGEMENT APPROACH

Anadolu Isuzu plans and implements its corporate social responsibility activities with a long-term perspective. The Company's social responsibility projects are being monitored by and supported by all levels of executive management.

With a wide population of stakeholders, Anadolu Isuzu's target for social policies is to be present at every point of commerce by its vehicles assuming different roles in life and commercial cycle for all segments of the society.

### HIGHLIGHTS OF 2021 SOCIAL RESPONSIBILITY PERFORMANCE

Anadolu Isuzu puts forward its direct and indirect contribution to society with long-term projects in different areas with the purpose of increasing the welfare of individuals and creating permanent and sustainable value for the society.

The Company follows activities of domestic and international initiatives about sustainability and supports social development activities through collaborations.

Anadolu Isuzu's target is to be a company and a brand which considers the expectations of its stakeholders, thus continued to develop sustainable projects in 2021 that respond to social needs and put environment and people at their focus.





## A CORPORATE CITIZEN ADDING VALUE TO THE SOCIETY IN MANY ASPECTS

### Private Sector Volunteers Association (ÖSGD) Membership

Since 2014, Anadolu Isuzu is focused on education, environment and disability in terms of social responsibility. The Company carries on its activities in these areas under the name of Social Awareness Projects and encourages employees to contribute to these projects on a voluntary basis.

Anadolu Isuzu is a member of Private Sector Volunteers Association (ÖSGD) which aims to expand corporate volunteering and managing this in a sustainable and systematic manner. The Company takes an active role in the Association's activities.

### "Goodness boxes"

Another of Anadolu Isuzu's social responsibility projects is "goodness boxes". In this context, unused clothes, unread books, and unwanted toys were left in the colorful gift boxes at the lobby at the Anadolu Isuzu Head Office, where these gifts would reach their new owners.

Anadolu Isuzu employees are conscious of the fact that producing and sharing with people who are in need, rather than just consuming, is the essence of being a social citizen. With this awareness, clothes and toys which are donated in the boxes are sent to Anadolu Foundation.

### Paint Technologies Workshop

Within the scope of vocational high school-industry collaboration Anadolu Isuzu developed, students who are at industrial vocational schools are offered the opportunity to work as interns at Anadolu Isuzu.

The Company aimed at providing an important support for vocational education by establishing the Anadolu Isuzu Paint Technologies Workshop at Küçükalyalı Vocational and Technical Anatolian High School in 2015.

The purpose of the workshop is to train qualified paint professionals who follow innovation and are willing to bring them into operation, who are aware of the practical applications together with the theoretical

knowledge, who can adopt the rules of occupational health and safety and act with environmental awareness. The project also contributes to the creation of qualified human resources needed by the industry.

Anadolu Isuzu continued its support for this project in 2021. As of 2021, 62 students graduated from the workshop.

### Mobile Library

Anadolu Isuzu is aware of the fact that reaching the world standards in reading depends on opportunities provided at early ages. The Company contributes to Mobile Library Project which is being conducted by İnci Foundation in İzmir with its vehicle.

Anadolu Isuzu decorated one of its vehicles to be a mobile library and continued supporting the target of providing opportunity for children to pick up the habit of reading for five years.

Within the scope of the project which is being conducted in collaboration with the Provincial Directorate for National Education and the Provincial Directorate for Culture and Tourism, the number of children reached 112,120 and the number of books lent reached 44,296 between 2015 and 2020.

Mobile Library Project who reached 130,833 students since 2015 will continue to bring children together with books in the new academic period.

Since 2015, Anadolu Isuzu brings primary school children at financially limited regions of İzmir with books with its vehicle decorated as a library. This library of Anadolu Isuzu has 7,500 books which were provided by Atatürk Community Library of İzmir.

The project which aims for children to pick up the habit of reading also brings children with young writers and supports their language development through various workshops. During 2020-2021 school year, 13,435 students were reached and 7,435 books were checked out within the scope of this project.

### Relief campaigns to reduce the impact of natural disasters

Anadolu Isuzu started relief campaigns with its employees to reduce the impacts of natural disasters which took place in different parts of our country in 2021.

The Company worked with AHBAP Association to provide food support to citizens of Sinop and Kastamonu which were affected from the floods.

### PRODUCTS WITH ADDED VALUE TO SOCIETY AND PEOPLE

#### Kendo / Interliner 13 CNG

With its 13 meter length, Kendo / Interliner 13 CNG is an ideal solution for close intercity transportation, school services and employee services of companies. From the first day of its launch to the market, Kendo / Interliner 13 CNG received appreciation of its customers with its comfort, technology, equipment, aerodynamic and modern design.

With its environment friendly CNG engine Kendo / Interliner not only protects the nature but also provides savings for customers with low fuel consumption. The vehicle consumes 25% less fuel and protects the environment with low emission.

Besides its comfort, Kendo / Interliner CNG's design is also recognized. It received the "Gold A'Design Award" for its design at the "A'Design Awards & Competition" in Italy in 2020. Moreover, Kendo/Interliner CNG received the Sustainable Bus of Year 2022 award at the "Sustainable Bus Award" organization in Europe at Intercity segment.

#### Citiport 12 CNG

Citiport 12 CNG is a product of Anadolu Isuzu's insight of creating sustainable value for the society and environment. It has a low operation cost and a vehicle which has reduced negative environmental impacts compared with other public transportation vehicles. Citiport 12 CNG also allows a comfortable journey opportunity for disabled passengers with its unique interior design. Citiport CNG allows disabled passengers to see outside more comfortably through the windows with its lighter and wider interior space.



## A CORPORATE CITIZEN ADDING VALUE TO THE SOCIETY IN MANY ASPECTS

Citiport 12 CNG has the same look as the diesel version which received the "Gold A'Design Award" at the A'Design Awards & Competition in 2018.

### Novociti Life

Isuzu Novociti Life is suitable for sustainable urbanization and is a unique solution to changing market and user needs. Designed to replace large buses, Novociti Life targets cities with narrow streets with its ideal dimensions and supports participation of disabled and elderly people to social life with its lower floored design.

Novociti Life has a wide interior space with 60 passenger capacity. With a passenger glass design which allows for effective use of daylight, the vehicle allows passengers on wheelchairs to use the side windows comfortably and enjoy the people-oriented smart design.

The vehicle provides high energy efficiency and low fuel consumption with its engine technology that meets Euro 6E emission norms and responds to the demanded standards in the international markets.

### Novo School Bus

In line with the school bus regulation effective in Turkey, Anadolu Isuzu conducted R&D activities at 6 important areas with the purpose of a safer and more comfortable journey for students.

First area involves security cameras both inside and outside the vehicle. Interior cameras provide opportunity to view all seats when students enter and exit the vehicle. Cameras outside the vehicle allow the driver to maneuver safely in the traffic with its 3600 view. Novo's new trim package enables accessing both interior and exterior camera records for at least 30 days.

Another feature of Novo is the sensor system built in every seat. The sensor system detects the weight of 9 kg and more and allows the driver to see the seats occupied from the screen in front of him. Once the engine is turned off, if any weight is detected on seats, first a voice alert starts and afterwards the system warns with hazard warning flashers and finally a honking sound. This system aims to prevent any child passenger being left in the vehicle.

Seatbelts with three adjustable height levels is another project which Anadolu Isuzu R&D team concentrates on. With this system, seatbelt safety which is the first condition in traffic is available for every passenger. Sensors in every seat allow the driver to see which seatbelts have not been fastened from the screen in front of him.

Another feature which stands out for school buses is vehicle tracking system. With this system, the location of each school bus can be tracked momentarily and recorded for at least 30 days.

Transparent screens increases the noticeability of students and the door safety system eliminates the possibility of getting stuck at the door with the sensor system. If a person or item is detected when the door is closing, the door automatically opens and safety is achieved.





## A CORPORATE CITIZEN ADDING VALUE TO THE SOCIETY IN MANY ASPECTS

### Novociti Volt

NOVOCITI VOLT, the youngest member of Anadolu Isuzu's electrical bus family, was designed based on NovoCITI LIFE's platform which is well-known since 2018. With its electrical engine and redesigned look, NOVOCITI VOLT is ready to bring zero emission, less noise and modernity.

NOVOCITI VOLT presents value to society with a green future vision thanks to its zero emission and silence. With low-floored platform and wide entrance and exit doors NOVOCITI VOLT provides ease to passengers and invites them to a cozy environment with its modern and comfortable design. NOVOCITI VOLT shines out with Anadolu Isuzu quality standards with extraordinary design, maximum safety, durability, high maneuverability and easy service opportunity.

NOVOCITI VOLT is 8 meters long and has battery packs placed on the ceiling, thoughtful weight distribution and 52 passenger capacity. With a TM4 electrical engine

the vehicle has 270 kW maximum power and 2500 Nm maximum torque. It offers three different battery choices of 142 kWh, 211 kWh and 268 kWh with an eight year guarantee and provides a distance of up to 350 km. It promises a longer range and longer brake life with a regenerative brake system.

The standard vehicle is compatible with DC charging. With the optional Internal Charging Device it also fits AC charging. The 211 kWh standard vehicle is charged in 2 hours with 150 kW DC charging while it is charged in 8,5 hours with 22 kW AC. Rapid charging system, optional telematics and driver scoring system increases operational efficiency. It is an ideal public transportation vehicle for operators and countries with the target of having alternative fueled vehicles at certain rates in their vehicle fleets. It provides greater performance with its innovative electrical engine and a more enjoyable driving with ergonomically designed work area and customizable display screen.



### Grand Toro

Grand Toro is the last member of Anadolu Isuzu's service and tourism bus family. With its 30-year of midibus production experience, the Company transfers its know-how from Novo and Turkuaz to Grand Toro. The medium sized tour bus which is 8.5 meters long fills in the gap between the larger Visigo and classical Turkuaz. Bringing the advantages of a minibus and a large bus together in a smart "Grand Midi" concept, Grand Toro is an ideal solution for airport transportation in addition to short and medium length touristic routes.

With stylish interior design and comfort features Grand Toro offers a delightful journey to its driver and passengers. It has an optimized baggage compartment which allows for easy access, easy loading and unloading. With 37 seats and 4.6 m<sup>3</sup> baggage compartment, Grand Toro not only promises being economic, agile and multi-purpose like a minibus even in city traffic, but also provides higher seating and baggage capacity. Optional wheel chair lift is another feature of Grand Toro.

Grand Toro easily meets the expectations of its segment with 206 HP engine power. Fuel consumption per seat is the most important cost factor. Grand Toro offers the highest fuel efficiency compared with its competitors in the same length class.

Grand Toro received Mobility award in Product Design category at the BIG SEE Awards 2021, which is an international design competition to find out and encourage creativity and business potential systematically in Europe.

Grand Toro was also rewarded by A' Design Award, an Italian based design competition, in 2020 even when it had not yet hit the roads. Grand Toro, designed by Anadolu Isuzu's R&D designers and engineers received the Silver A' Design Award.



# PERMANENT TARGET, ADDED VALUE

WITH ITS PERMANENT TARGET OF CREATING ADDED VALUE FOR ITS STAKEHOLDERS AT AN INCREASING TREND, ANADOLU ISUZU IS AN EXEMPLARY IMPLEMENTER OF CORPORATE GOVERNANCE AND ETHICAL VALUES IN ALL ITS OPERATIONS.

## PERFORMANCE TABLES

### Economic and Operational Performance

	2017	2018	2019	2020	2021
<b>Production (units)</b>	<b>6,366</b>	<b>4,461</b>	<b>3,379</b>	<b>2,897</b>	<b>4,066</b>
Truck	2,569	1,517	1,079	1,649	2,637
Light truck	922	560	340	3	439
Pick-up	1,620	891	465	65	-
Midibus and bus	1,255	1,493	1,495	1,180	990
<b>Sales (units)</b>	<b>6,678</b>	<b>4,918</b>	<b>4,010</b>	<b>3,049</b>	<b>5,057</b>
Total Domestic Sales (units)	6,079	3,995	2,487	2,486	4,051
Total Exports (units)	599	923	1,523	563	1,006
<b>Capacity Utilization Rate (%)</b>	<b>33.48</b>	<b>23.46</b>	<b>17.77</b>	<b>15.24</b>	<b>21.39</b>
<b>Sales Revenues (TL thousand)</b>	<b>963,126</b>	<b>1,187,863</b>	<b>1,422,988</b>	<b>1,241,213</b>	<b>2,678,042</b>
Domestic	789,381	736,728	689,547	878,241	1,701,689
Exports	230,533	528,832	804,352	425,926	1,165,242
Other Revenues from Operating Activities	6,826	9,996	11,850	10,831	22,064
Discounts	-63,613	-87,693	-82,762	-73,785	-210,954
<b>Profit Before Tax (TL thousand)</b>	<b>-68,293</b>	<b>-94,130</b>	<b>2,789</b>	<b>532</b>	<b>203,149</b>
<b>Net Profit (TL thousand)</b>	<b>-48,388</b>	<b>-80,509</b>	<b>21,788</b>	<b>13,648</b>	<b>211,426</b>
<b>EBITDA (TL thousand)</b>	<b>28,819</b>	<b>72,864</b>	<b>148,748</b>	<b>114,521</b>	<b>301,747</b>
<b>Earnings per Share (Kr)</b>	<b>-0.5761</b>	<b>-0.9584</b>	<b>0.2594</b>	<b>0.1625</b>	<b>2.5170</b>
<b>Economic Value Distributed (TL)</b>					
Operating Costs	950,489,976	1,132,020,819	1,322,037,948	1,152,751,075	2,638,075,738
Employee Wages and Salaries	71,496,588	87,213,416	93,995,088	113,362,208	165,416,794
Payments to Providers of Capital	0	0	0	0	0
Tax and Other Liabilities Paid to Government	1,064,023	1,098,616	739,109	1,202,380	1,458,726
Community Investments (including donations)	122,961	34,250	33,080	343,573	26,000
<b>Economic Value Retained</b>					
Incentives from Government (TL thousand)	1,155	1,364	1,414	3,215	272
Total R&D Budget (TL)	39,456,866	47,352,847	77,349,331	73,624,546	165,574,589
<b>Total Number of R&amp;D Employees</b>	<b>99</b>	<b>101</b>	<b>109</b>	<b>125</b>	<b>141</b>
<b>Number of Patents Acquired (units)</b>	<b>8</b>	<b>10</b>	<b>25</b>	<b>21</b>	<b>0</b>
<b>Corporate Governance Rating</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## PERFORMANCE TABLES

### Environmental Performance

	2017	2018	2019	2020	2021
<b>Total Energy Consumption (GJ)</b>	<b>79,244</b>	<b>72,327</b>	<b>73,927</b>	<b>79,638</b>	<b>80,267</b>
<b>Direct Energy Consumption- Natural Gas and Electricity (GJ)</b>	<b>79,244</b>	<b>72,327</b>	<b>73,927</b>	<b>79,638</b>	<b>80,267</b>
Number of Vehicles Manufactured	6,366	4,453	3,380	2,920	4,093
Energy Consumption per Vehicle Manufactured (GJ/vehicle)	12	16	22	27	19.63
<b>Savings Achieved Through Energy Efficiency Projects (GJ)</b>	<b>1,807</b>	<b>3,085</b>	<b>945</b>	<b>3,132</b>	<b>8,857</b>
<b>Reduction in Greenhouse Gas Emissions Achieved with Energy Efficiency Projects (ton CO<sub>2</sub>e)</b>	<b>101</b>	<b>173</b>	<b>34</b>	<b>172</b>	<b>1,056</b>
Scope 1	101	173	34	172	564
Scope 2	-	-	-	-	492
<b>Direct Greenhouse Gas Emissions (Scope 1) (ton CO<sub>2</sub>e)</b>	<b>2,761</b>	<b>2,449</b>	<b>2,566</b>	<b>4,360</b>	<b>4,399</b>
<b>Indirect Greenhouse Gas Emissions (Scope 2) (ton CO<sub>2</sub>e)</b>	<b>-</b>	<b>-</b>	<b>3,510</b>	<b>3,560</b>	<b>3,452</b>
<b>Greenhouse Gas Emissions per Vehicle Manufactured (kg CO<sub>2</sub>e/vehicle)</b>	<b>434</b>	<b>550</b>	<b>2,281</b>	<b>2,713</b>	<b>1,918</b>
<b>Total VOC Emissions (tons)*</b>	<b>31.71</b>	<b>11.81</b>	<b>7.46</b>	<b>5.49</b>	<b>10.97</b>
<b>Specific VOC Emissions (gr/m<sup>2</sup> painted surface area)*</b>	<b>60.81</b>	<b>34</b>	<b>28.19</b>	<b>24.28</b>	<b>24.08</b>
<b>Total VOC Emissions (tons)**</b>	<b>54.93</b>	<b>56.72</b>	<b>55.3</b>	<b>35.44</b>	<b>39.20</b>
<b>Specific VOC Emissions (gr/m<sup>2</sup> painted surface area)**</b>	<b>128.88</b>	<b>111.11</b>	<b>102.43</b>	<b>84.33</b>	<b>98.68</b>
<b>Total Water Drawn-Groundwater Resource (m<sup>3</sup>)</b>	<b>57,660</b>	<b>55,989</b>	<b>50,594</b>	<b>45,255</b>	<b>51,438</b>
<b>Water Consumption per Vehicle Manufactured (m<sup>3</sup>/vehicle)</b>	<b>7.88</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>10.78</b>
<b>Waste Water Discharge (m<sup>3</sup>)</b>	<b>29,214</b>	<b>27,401</b>	<b>28,220</b>	<b>19,969</b>	<b>23,526</b>
<b>Total Quantity of Hazardous Waste per Disposal Method (ton)</b>	<b>233</b>	<b>372</b>	<b>425</b>	<b>209</b>	<b>297</b>
Energy Recovery	-	-	-	-	-
Recovery	233	372	425	209	297
Landfill	-	-	-	-	-

	2017	2018	2019	2020	2021
<b>Quantity of Total Nonhazardous Waste per Disposal Method (ton)</b>	<b>2,625</b>	<b>1,996</b>	<b>1,744</b>	<b>1,697</b>	<b>2,043</b>
Energy Recovery	-	-	-	-	-
Recovery	2,625	1,996	1,744	1,697	2,043
<b>Quantity of Hazardous Waste Carried for Disposal (tons)</b>	<b>233</b>	<b>372</b>	<b>425</b>	<b>209</b>	<b>297</b>
<b>Total Quantity of Packaging Materials Used (tons)</b>	<b>847</b>	<b>721</b>	<b>609</b>	<b>624</b>	<b>877</b>
<b>Packaging Waste Recovery Rate (%)</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Environment Trainings Offered to Employees - Attendance (number of employees)</b>	<b>640</b>	<b>715</b>	<b>1,136</b>	<b>652</b>	<b>1,491</b>
Direct employees	535	579	684	561	1,348
Contracted employees	105	136	452	91	143
<b>Environment Trainings Offered to Employees - Total Hours (employee x hours)</b>	<b>320</b>	<b>357.5</b>	<b>568</b>	<b>2,502</b>	<b>2,567</b>
Direct employees	267.5	289.5	342	2,422	2,352
Contracted employees	52.5	68	226	80	215
<b>Total Environmental Management Expenditures (TL)</b>	<b>120,555</b>	<b>160,939</b>	<b>332,972</b>	<b>363,494</b>	<b>461,846</b>
<b>Penalties for Non-compliance with Environmental Regulations (unit-TL)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Environmental Impact Complaints Conveyed Through Formal Mechanisms (units)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Number of Suppliers Evaluated for Environmental Criteria (units)</b>	<b>82</b>	<b>38</b>	<b>69</b>	<b>262</b>	<b>262</b>

\* Trucks  
\*\* Buses

## PERFORMANCE TABLES

### Social Performance

	2017	2018	2019	2020	2021
<b>Employee Trainings - Number of attendees (employee)</b>	<b>1,357</b>	<b>1,531</b>	<b>1,889</b>	<b>1,616</b>	<b>2220</b>
Operational employees	906	1,149	822	1,259	1,492
Administrative employees	451	382	1,065	357	728
Female	116	140	160	64	151
Male	1,241	1,391	1,729	1,552	2069
<b>Employee Trainings - Total Hours (employee x hours)</b>	<b>19,133</b>	<b>18,399</b>	<b>12,427</b>	<b>15,276</b>	<b>13,705</b>
Operational employees	8,806	5,248	4,638	7,009	5,313.5
Administrative employees	10,327	13,151	7,794	8,267	8,391.5
Female	2,376	1,899	1,500	4,416	5161
Male	16,757	16,500	10,927	10,860	8,544
<b>Training Hours per Employee (hours/employee)</b>	<b>14.09</b>	<b>12.01</b>	<b>14.99</b>	<b>18.25</b>	<b>14.88</b>
Operational employees	9.71	4.56	8.77	21.02	24.43
Administrative employees	22.8	34.42	25.98	17.44	38.07
Female	20.4	13.56	9.38	56.4	60%
Male	13.5	11.86	6.32	11.60	12.50
<b>Trainings for Contracted Employees- Number of employees</b>	<b>0</b>	<b>15</b>	<b>30</b>		
<b>Trainings for Contracted Employees - Total Hours (employee x hours)</b>	<b>0</b>	<b>120</b>	<b>360</b>		
<b>Average Training Hours per Contracted Employee (hours/employee)</b>	<b>0</b>	<b>8</b>	<b>12</b>		

	2017	2018	2019	2020	2021
<b>OHS Trainings Offered to Employees - Number of Participants</b>					
Direct Employees	550	531	105	1,098	451
Contracted employees	0	15	30	67	0
<b>OHS Trainings Offered to Employees - Total Hours (employee x hours)</b>					
Direct Employees	4,400	4,248	1,260	8,784	4036
Contracted employees	0	120	360	536	0
<b>Occupational Disease Rate (%)</b>					
Direct Employees	0.23	0.37	0	0	0
Contracted employees	0	0	0	0	0
<b>Lost Time Incident Rate (number of lost time incident <math>\geq</math>1 day x 100,000/work hours)</b>					
Direct Employees	0.389	0.275	0.45	0.45	0.44
Contracted employees	0	0	0	0	0
<b>Work-related Fatalities (number of employees)</b>					
Direct Employees	0	0	0	0	0
Contracted employees	0	0	0	0	0
<b>Number of Employees Working in Circumstances with High Risk for Incidents or Operational Diseases</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Number of OSH Committees Established</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Number of Members of OSH Committees Established</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>21</b>	<b>21</b>
<b>Number of Representatives Working in OSH Committees Established</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Total Number of Suppliers Evaluated for Workforce Criteria (units)</b>	<b>15</b>	<b>20</b>	<b>34</b>	<b>33</b>	<b>33</b>



## PERFORMANCE TABLES

### HR Demographics

	2017	2018	2019	2020	2021
<b>Total Workforce (Number of employees)</b>	<b>982</b>	<b>913</b>	<b>951</b>	<b>1,045</b>	<b>1,104</b>
Direct employees	875	808	841	937	921
Female	80	80	94	108	106
Male	795	728	747	829	894
Contracted employees	107	105	110	108	104
<b>Total Number of Employees Based on Contract Types</b>					
Contracts of Employment of Indefinite Duration	854	802	827	863	921
Female	74	77	87	93	90
Male	780	725	740	770	831
Temporary Contracts of Employment	21	6	14	74	79
Female	6	3	7	15	16
Male	15	3	7	59	63
<b>Total Number of Employees per Category</b>					
Operational Employees	597	524	529	576	561
Female	18	13	10	23	10
Male	589	517	519	553	551
Administrative Employees	278	278	298	361	360
Female	62	67	77	85	80
Male	216	211	221	276	280
<b>Number of Employees per Employment Type</b>					
Full-time	854	802	827	937	921
Female	74	77	87	108	90
Male	780	725	740	829	831
Part-time	21	6	14	0	0
<b>Number of Employees Based on Level of Education</b>					
Primary Education	186	166	164	158	153
High School	376	346	345	377	375
University Degree and beyond	313	296	332	402	393

	2017	2018	2019	2020	2021
<b>Total Number of Employees Based on Age Groups</b>					
18-30	297	242	240	297	221
31-40	350	330	350	370	397
41-50	218	227	240	259	276
51-60	10	9	11	11	27
<b>Executive Management Structure (number of employees)</b>	<b>24</b>	<b>24</b>	<b>27</b>	<b>37</b>	<b>39</b>
Gender					
Female	3	3	4	5	5
Male	21	21	23	32	34
Age Group					
18-30	0	0	0	0	0
31-40	10	7	11	13	8
41-50	9	12	11	18	17
51-60	5	5	5	6	9
Nationality					
Republic of Turkey Citizen	23	23	25	35	32
Expatriate	1	1	2	2	2
<b>Mid-level Management Structure (number of employees)</b>	<b>32</b>	<b>42</b>	<b>47</b>	<b>47</b>	<b>53</b>
Gender					
Female	5	10	10	10	11
Male	27	32	37	37	42
Age Group					
18-30	0	2	0	1	1
31-40	16	20	25	27	27
41-50	15	19	19	16	19
51-60	1	1	3	3	6

## PERFORMANCE TABLES

	2017	2018	2019	2020	2021
<b>Labor Force Working within the Scope of Collective Agreement (Number of Employees)</b>	<b>576</b>	<b>524</b>	<b>529</b>	<b>561</b>	<b>561</b>
<b>Number of New-hired Employees</b>	<b>174</b>	<b>98</b>	<b>119</b>	<b>148</b>	<b>169</b>
Gender					
Female	27	18	36	29	33
Male	147	80	83	119	136
Age Group					
18-30	115	68	71	113	129
31-40	31	27	39	31	36
41-50	1	2	8	4	3
51-60	0	1	1	0	1
<b>Number of Resigned Employees</b>	<b>124</b>	<b>161</b>	<b>85</b>	<b>77</b>	<b>70</b>
Gender					
Female	10	27	20	20	25
Male	114	134	65	57	45
Age Group					
18-30	56	77	37	40	38
31-40	47	68	27	22	20
41-50	11	16	14	8	7
51-60	0	0	7	7	5
<b>Number of Employees on Maternity Leave</b>					
Female	1	3	6	7	3
Male	0	0	0	0	0
<b>Number of Employees who Returned from Maternity Leave</b>					
Female	1	3	5	6	3
Male	0	0	0	0	0
<b>Number of Employees who worked for 12 Months After Returning from Maternity Leave</b>					
Female	0	3	5	6	
Male	0	0	0	0	

## GRI CONTENT INDEX



GRI STANDARDS INDEX - COMPREHENSIVE			
GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
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<b>GRI 102: GENERAL DISCLOSURES 2016</b>			
<b>ORGANIZATIONAL PROFILE</b>			
<b>GRI 102: GENERAL DISCLOSURES 2016</b>	102-1	Anadolu Isuzu Otomotiv Sanayi ve Ticaret A.Ş.	
	102-2	Anadolu Isuzu in Brief, Page: 14-15	
	102-3	Fatih Sultan Mehmet Mahallesi, Balkan Caddesi, No: 58, Buyaka E Blok, Tepeüstü Ümraniye, İstanbul/Turkey	
	102-4	Turkey	
	102-5	Anadolu Isuzu in Brief, Page: 14-15  <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/articles-of-association">https://www.anadoluisuzu.com.tr/en/corporate-governance/articles-of-association</a>	
	102-6	The main production and operation area of Anadolu Isuzu is Turkey. The Company also provides its customers abroad with services through its 35 distributors in 45 countries and through 124 authorized service providers in 37 countries.	
	102-7	Anadolu Isuzu in Brief, Page: 14-15	
	102-8	Competent Human Resources: Key to Short, Medium and Long-Term Success , Page: 60-80 HR Demographics, Page: 112-114	
	102-9	Key Stones of the Value Chain, Page: 61-67  2021 Annual Report - Supply Chain, Page: 46-47 <a href="https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf">https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf</a>	
	102-10	There are no significant changes in Anadolu Isuzu's size, structure and ownership during reporting period.	
	102-11	Compliance with Laws and Ethical Principles, Page: 23  <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
	102-12	Anadolu Isuzu's Corporate Memberships, Page: 37	
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102-15	Risk Management and Internal Control, Page: 21-22		
<b>ETHICS AND INTEGRITY</b>			
102-16	Compliance with Laws and Ethical Principles, Page: 23  <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>		
102-17	Compliance with Laws and Ethical Principles, Page: 23		

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<b>GOVERNANCE</b>			
<b>GRI 102: GENERAL DISCLOSURES 2016</b>	102-18	Governance Structure, Page: 20-23  2021 Annual Report, Page: 106-127 <a href="https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf">https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf</a>	
	102-19	Sustainability Management at Anadolu Isuzu, Page: 23	
	102-20	Our Sustainability Approach, Page: 25-31	
	102-21	Our Sustainability Approach, Page: 25-31	
	102-22	2021 Annual Report, Page: 122 <a href="https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf">https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf</a>	
	102-23	The Chairman of Anadolu Isuzu has no executive duty.	
	102-24	2021 Annual Report, Page: 124-125 <a href="https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf">https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf</a>	
	102-25	Governance Structure, Page: 20-23  Disclosure Policy: <a href="https://www.anadoluisuzu.com.tr/_docs/AI/_pdf/kurumsal-yonetim-politikalari/bilgilendirme-politikasi-en.pdf">https://www.anadoluisuzu.com.tr/_docs/AI/_pdf/kurumsal-yonetim-politikalari/bilgilendirme-politikasi-en.pdf</a>	
	102-26	Governance Structure, Page: 20-23  2021 Annual Report, Page: 122-125 <a href="https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf">https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf</a>	
	102-27	Governance Structure, Page: 20-23  2021 Annual Report, Page: 122-125 <a href="https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf">https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf</a>	
	102-28	Governance Structure, Page: 20-23  2021 Annual Report, Page: 122-125 <a href="https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf">https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf</a>	
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	102-31	Governance Structure, Page: 20-23	
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	102-37	Compensation Policy <a href="https://www.anadoluisuzu.com.tr/_docs/AI/_pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf">https://www.anadoluisuzu.com.tr/_docs/AI/_pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf</a> 2021 Annual Report, Page: 129 <a href="https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf">https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf</a>	
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<b>STAKEHOLDER ENGAGEMENT</b>			
	102-40	Trends, Stakeholders, Material Issues/Stakeholders, Page: 34-37	
	102-41	65% total, 100% blue-collars	
	102-42	Trends, Stakeholders, Material Issues/Stakeholders, Page: 34-37	
	102-43	Trends, Stakeholders, Material Issues/Stakeholders, Page: 34-37	
	102-44	Trends, Stakeholders, Material Issues/Stakeholders, Page: 34-37	
<b>REPORTING PRACTICE</b>			
	102-45	2021 Annual Report, Page: 150 <a href="https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf">https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf</a>	
	102-46	About the Report, Page: 2	
	102-47	Trends, Stakeholders, Material Issues, Page: 38	
	102-48	There are no restatements of information given in previous reports.	
	102-49	There are no significant changes from previous reporting periods in the list of material topics and topic boundaries.	
	102-50	01.01.2021-31.12.2021	
	102-51	2020	

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	102-53	Ms. Neval Dereliöz Corporate Communications neval.derelioz@isuzu.com.tr Tel : +90 850 200 19 86 Fax : +90 262 658 85 69 www.isuzu.com.tr	
	102-54	This report is prepared in accordance with GRI Standards-Comprehensive option.	
	102-55	GRI Standards Index, Page: 116-132	
	102-56	The report has not been externally assured.	
<b>GRI 200: ECONOMIC STANDARD SERIES</b>			
<b>ECONOMIC PERFORMANCE</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13 Foundation of Value Creation and Sharing Power - Financial Performance, Page: 45-49	
	103-3	Letter from the Chairman, Page: 2-3 Letter from the President of the Automotive Group, Page: 4-7 Message from the CEO, Page: 8-13	
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>	201-1	Economic and Operational Performance, Page: 107	
	201-2	To Be Present At the Future: We Take Action in Fight against Climate Change and Provide Renewable Energy Investments, Page: 83-97	
	201-3	2021 Annual Report, Page: 177-178 <a href="https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf">https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf</a>	
	201-4	2021 Annual Report, Page: 175 <a href="https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf">https://www.anadoluisuzu.com.tr/_docs/_pdf/ASUZU_FR21ENG.pdf</a>	
<b>MARKET PRESENCE</b>			
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	103-2	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13 Foundation of Value Creation and Sharing Power - Financial Performance, Page: 45-49	
	103-3	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13	
<b>GRI 202: MARKET PRESENCE 2016</b>	202-1	Compensation Policy <a href="https://www.anadoluisuzu.com.tr/_docs/AI/_pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf">https://www.anadoluisuzu.com.tr/_docs/AI/_pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf</a>	
	202-2	HR Demographics, Page: 112-114  Compensation Policy <a href="https://www.anadoluisuzu.com.tr/_docs/AI/_pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf">https://www.anadoluisuzu.com.tr/_docs/AI/_pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf</a>	



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<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13 Foundation of Value Creation and Sharing Power - Financial Performance, Page: 45-49	
	103-3	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13	
<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>	203-1	Foundation of Value Creation and Sharing Power - Financial Performance, Page: 45-49	
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<b>PROCUREMENT PRACTICES</b>			
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<b>GRI 204: PROCUREMENT PRACTICES 2016</b>	204-1	Key Stones of the Value Chain, Page: 61-67	
<b>ANTI-CORRUPTION</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13 Foundation of Value Creation and Sharing Power - Financial Performance, Page: 45-49	
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<b>GRI 205: ANTI-CORRUPTION 2016</b>	205-1	Governance Structure/Compliance with Laws and Ethical Principles, Page: 23  <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
	205-2	Governance Structure/Compliance with Laws and Ethical Principles, Page: 23  <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
	205-3	Governance Structure/Compliance with Laws and Ethical Principles, Page: 23  <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	

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	103-3	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13 Governance Structure/Compliance with Laws and Ethical Principles, Page: 23  <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
<b>GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016</b>	206-1	There are no cases of anti-trust and anti-competitive behavior in the reporting period.	
<b>GRI 300: ENVIRONMENTAL STANDARD SERIES</b>			
<b>MATERIALS</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13 To Be Present At the Future: We Take Action in Fight against Climate Change and Provide Renewable Energy Investments, Page: 83-97	
	103-3	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13  Environmental Policy <a href="https://www.anadoluisuzu.com.tr/en/about/environmental-policy">https://www.anadoluisuzu.com.tr/en/about/environmental-policy</a>	
<b>GRI 301: MATERIALS 2016</b>	301-1	Continuous Improvement of Environment and Energy Performance, Page: 74-81	
	301-2	Environmental Performance, Page: 108-109	

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	103-2	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13 To Be Present At the Future: We Take Action in Fight against Climate Change and Provide Renewable Energy Investments, Page: 83-97	
	103-3	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13  Environmental Policy <a href="https://www.anadoluisuzu.com.tr/en/about/environmental-policy">https://www.anadoluisuzu.com.tr/en/about/environmental-policy</a>	
<b>GRI 302: ENERGY 2016</b>	302-1	To Be Present At the Future: We Take Action in Fight against Climate Change and Provide Renewable Energy Investments, Page: 83-97	
	302-2	Environmental Performance, Page: 108-109	
	302-3	Environmental Performance, Page: 108-109	
	302-4	Environmental Performance, Page: 108-109	
	302-5	Environmental Performance, Page: 108-109	
<b>WATER AND EFFLUENTS</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13 To Be Present At the Future: We Take Action in Fight against Climate Change and Provide Renewable Energy Investments, Page: 83-97	
	103-3	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13  Environmental Policy <a href="https://www.anadoluisuzu.com.tr/en/about/environmental-policy">https://www.anadoluisuzu.com.tr/en/about/environmental-policy</a>	
<b>GRI 303: WATER AND EFFLUENTS 2018</b>	303-1	Environmental Performance, Page: 108-109	
	303-2	There are no water sources significantly affected by the operations of Anadolu Isuzu.	
	303-3	Environmental Performance, Page: 108-109	

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	103-2	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13 To Be Present At the Future: We Take Action in Fight against Climate Change and Provide Renewable Energy Investments, Page: 83-97	
	103-3	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13  Environmental Policy <a href="https://www.anadoluisuzu.com.tr/en/about/environmental-policy">https://www.anadoluisuzu.com.tr/en/about/environmental-policy</a>	
<b>GRI 304: BIODIVERSITY 2016</b>	304-1		Not directly relevant to the operations of Anadolu Isuzu
	304-2		Not directly relevant to the operations of Anadolu Isuzu
	304-3		Not directly relevant to the operations of Anadolu Isuzu
	304-4		Not directly relevant to the operations of Anadolu Isuzu
<b>EMISSIONS</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
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<b>GRI 305: EMISSIONS 2016</b>	305-1	Environmental Performance, Page: 108-109	
	305-2	Environmental Performance, Page: 108-109	
	305-3	Environmental Performance, Page: 108-109	
	305-4	Environmental Performance, Page: 108-109	
	305-5	Environmental Performance, Page: 108-109	



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	103-3	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13  Environmental Policy <a href="https://www.anadoluisuzu.com.tr/en/about/environmental-policy">https://www.anadoluisuzu.com.tr/en/about/environmental-policy</a>	
<b>GRI 306: WASTE 2020</b>	306-1	Environmental Performance, Page: 108-109	
	306-2	Environmental Performance, Page: 108-109	
	306-3	There are no significant spills recorded during the reporting period.	
<b>ENVIRONMENTAL COMPLIANCE</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13 To Be Present At the Future: We Take Action in Fight against Climate Change and Provide Renewable Energy Investments, Page: 83-97	
	103-3	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13  Environmental Policy <a href="https://www.anadoluisuzu.com.tr/en/about/environmental-policy">https://www.anadoluisuzu.com.tr/en/about/environmental-policy</a>	
<b>GRI 307: ENVIRONMENTAL COMPLIANCE 2016</b>	307-1	There are no significant fines or sanctions recorded during the reporting period.	
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Letter from the Chairman, Page: 6-7 Letter from the President of the Automotive Group, Page: 8-9 Message from the CEO, Page: 10-13 Key Stones of the Value Chain, Page: 61-67 To Be Present At the Future: We Take Action in Fight against Climate Change and Provide Renewable Energy Investments, Page: 83-97	
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<b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016</b>	308-1	Key Stones of the Value Chain, Page: 61-67 Environmental Performance, Page: 108-109	
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<b>EMPLOYMENT</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 69-71  Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
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<b>GRI 401: EMPLOYMENT 2016</b>	401-1	HR Demographics, Page: 112-114	
	401-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 69-71 HR Demographics, Page: 112-114	
	401-3	HR Demographics, Page: 112-114	
<b>LABOR/MANAGEMENT RELATIONS</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 69-71  Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
	103-3	Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
<b>GRI 402: LABOR/MANAGEMENT RELATIONS 2016</b>	402-1	Minimum legal notice periods are applied regarding operational changes.	

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<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
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	103-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 69-71  Occupational Health and Safety Policy <a href="https://www.anadoluisuzu.com.tr/en/about/occupational-health-and-safety">https://www.anadoluisuzu.com.tr/en/about/occupational-health-and-safety</a>	
	103-3	Occupational Health and Safety Policy <a href="https://www.anadoluisuzu.com.tr/en/about/occupational-health-and-safety">https://www.anadoluisuzu.com.tr/en/about/occupational-health-and-safety</a>	
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018</b>	403-1	Competent Human Resources: Key to Short, Medium and Long-Term Success/Occupational Health and Safety, Page: 79-80 Social Performance, Page: 110-111	
	403-7	Competent Human Resources: Key to Short, Medium and Long-Term Success/Occupational Health and Safety, Page: 79-80 Social Performance, Page: 110-111	
	403-9	Competent Human Resources: Key to Short, Medium and Long-Term Success/Occupational Health and Safety, Page: 79-80 Social Performance, Page: 110-111	
	403-10	Competent Human Resources: Key to Short, Medium and Long-Term Success/Occupational Health and Safety, Page: 79-80 Social Performance, Page: 110-111	
<b>TRAINING AND EDUCATION</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 69-71  Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
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<b>GRI 404: TRAINING AND EDUCATION 2016</b>	404-1	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 72-76 Social Performance, Page: 110-111	
	404-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 72-76 Social Performance, Page: 110-111	
	404-3	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 72-76 Social Performance, Page: 110-111	

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<b>DIVERSITY AND EQUAL OPPORTUNITY</b>			
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	103-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 69-71  Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
	103-3	Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</b>	405-1	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 69-71 HR Demographics, Page: 112-114	
	405-2	This ratio is one since there is no gender-based wage discrimination in Anadolu Isuzu.	
<b>NON-DISCRIMINATION</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 69-71  Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
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<b>GRI 406: NON-DISCRIMINATION 2016</b>	406-1	There are no incidents of non-discrimination recorded during the reporting period.	



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<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>			
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	103-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 77  Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
	103-3	Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
<b>GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016</b>	407-1	There are no operations and suppliers in which the rights to exercise freedom of association or collective bargaining is violated or at significant risk recorded during the reporting period.	
<b>CHILD LABOR</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 69-71  Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
	103-3	Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
<b>GRI 408: CHILD LABOR 2016</b>	408-1	There are no operations and suppliers considered to have significant risk for incidents of child labor recorded during the reporting period.	

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<b>FORCED OR COMPULSORY LABOR</b>			
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	103-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 69-71  Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
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<b>GRI 409: FORCED OR COMPULSORY LABOR 2016</b>	409-1	There are no operations and suppliers considered to have significant risk for incidents of forced or compulsory labor recorded during the reporting period.	
<b>SECURITY PRACTICES</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Competent Human Resources: Key to Short, Medium and Long-Term Success, Page: 69-71  Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
	103-3	Human Resources Policy 27-33 <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a> Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	

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GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
<b>RIGHTS OF INDIGENOUS PEOPLE</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
	103-3	Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
<b>GRI 411: RIGHTS OF INDIGENOUS PEOPLE 2016</b>	411-1	There are no identified incidents of violations involving the rights of indigenous peoples during the reporting period.	
<b>HUMAN RIGHTS ASSESSMENT</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
	103-3	Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
<b>GRI 412: HUMAN RIGHTS ASSESSMENT 2016</b>	412-2	Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	

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	103-2	Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
	103-3	Human Resources Policy <a href="https://www.anadoluisuzu.com.tr/en/about/hr-policy">https://www.anadoluisuzu.com.tr/en/about/hr-policy</a>  Working Principles <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles">https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles</a>	
<b>GRI 413: LOCAL COMMUNITIES 2016</b>	413-2	There are no operations with significant actual and potential negative impacts on local communities during the reporting period.	
<b>SUPPLIER SOCIAL ASSESSMENT</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Key Stones of the Value Chain, Page: 61-67	
	103-3	Key Stones of the Value Chain, Page: 61-67	
<b>GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016</b>	414-1	There are no suppliers that were screened using social criteria during the reporting period.	
	414-2	There are no negative social impacts observed in the supply chain during the reporting period.	
<b>PUBLIC POLICY</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Our Sustainability Approach, Page: 25-31	
	103-3	Our Sustainability Approach, Page: 25-31	
<b>GRI 415: PUBLIC POLICY 2016</b>	415-1	Anadolu Isuzu does not provide any aids to political parties.	
<b>CUSTOMER HEALTH AND SAFETY</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	R&D, Innovation and Digital Transformation: Those Which Make Competitive Power Sustainable, Page: 51 Key Stones of the Value Chain, Page: 61-67	
	103-3	R&D, Innovation and Digital Transformation: Those Which Make Competitive Power Sustainable, Page: 51 Key Stones of the Value Chain, Page: 61-67	
<b>GRI 416: CUSTOMER HEALTH AND SAFETY 2016</b>	416-1	Key Stones of the Value Chain, Page: 61-67	
	416-2	There are no incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services during the reporting period.	



GRI STANDARDS INDEX - COMPREHENSIVE			
GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
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<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	R&D, Innovation and Digital Transformation: Those Which Make Competitive Power Sustainable, Page: 51 Key Stones of the Value Chain, Page: 61-67	
	103-3	R&D, Innovation and Digital Transformation: Those Which Make Competitive Power Sustainable, Page: 51 Key Stones of the Value Chain, Page: 61-67	
<b>GRI 417: MARKETING AND LABELING 2016</b>	417-2	There are no incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling during the reporting period.	
	417-3	There are no incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship during the reporting period.	
<b>CUSTOMER PRIVACY</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Key Stones of the Value Chain, Page: 61-67  Information Security Policy <a href="https://www.anadoluisuzu.com.tr/en/about/information-security-policy">https://www.anadoluisuzu.com.tr/en/about/information-security-policy</a>  Policy of Protecting and Processing Personal Data <a href="https://www.anadoluisuzu.com.tr/img/veri-isleme-politikasi-anadolu-isuzu.pdf">https://www.anadoluisuzu.com.tr/img/veri-isleme-politikasi-anadolu-isuzu.pdf</a>	
	103-3	Information Security Policy <a href="https://www.anadoluisuzu.com.tr/en/about/information-security-policy">https://www.anadoluisuzu.com.tr/en/about/information-security-policy</a>  Policy of Protecting and Processing Personal Data <a href="https://www.anadoluisuzu.com.tr/img/veri-isleme-politikasi-anadolu-isuzu.pdf">https://www.anadoluisuzu.com.tr/img/veri-isleme-politikasi-anadolu-isuzu.pdf</a>	
<b>GRI 418: CUSTOMER PRIVACY 2016</b>	418-1	There are no substantiated complaints received concerning breaches of customer privacy nor identified leaks, thefts, or losses of customer data during the reporting period.	
<b>SOCIOECONOMIC COMPLIANCE</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	103-1	Trends, Stakeholders, Material Issues, Page: 38	
	103-2	Governance Structure, Page: 20-23	
	103-3	Governance Structure, Page: 20-23  Corporate Governance Principles Policies <a href="https://www.anadoluisuzu.com.tr/en/corporate-governance/corporate-management-principles-policies">https://www.anadoluisuzu.com.tr/en/corporate-governance/corporate-management-principles-policies</a>	
<b>GRI 419: SOCIOECONOMIC COMPLIANCE 2016</b>	419-1	There are no incidents of non-compliance with laws and/or regulations in the social and economic area during the reporting period.	

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