INTEGRATED
REPORT
2024

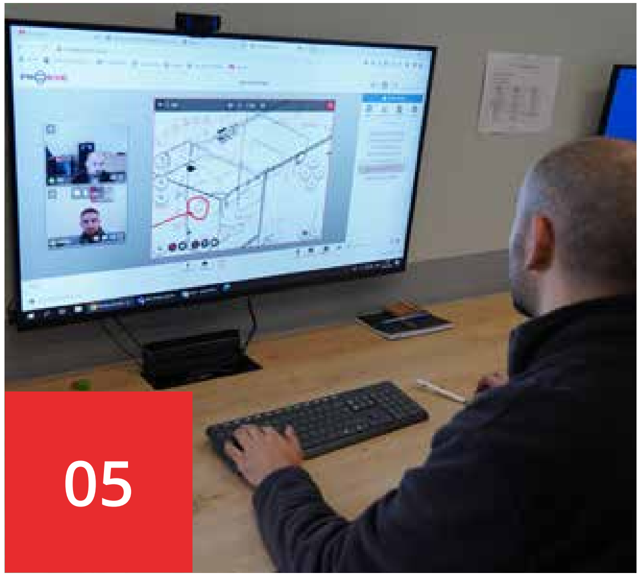
Further progress in the Transformation...

ANADOLU GROUP

ANADOLU ISUZU

Contents

VALUE ON THE BASIS OF CAPITAL ELEMENTS



APPENDICES

About the Report

2024

Anadolu Isuzu Otomotiv Sanayi ve Ticaret A.Ş. (herewith referred to as Anadolu Isuzu) is pleased to present the 2024 Integrated Annual Report to its stakeholders.

In our report, we address our sustainability approach, our performance throughout the year in line with our goals, the projects which we have realized and our future focus areas. We also address how we created our value creation model, the leveraging of our resources and areas of strength which we utilize throughout our value chain, how our performance is shaped by our material issues and focus areas, and our best practices.

In this report, we detail our performance and the projects and practices which we developed under the guidance of our sustainability strategy. The report serves as a fundamental source of information for all of our stakeholders. We have compiled the report under the headings of "Value for the Economy and Stakeholders," "Value for the Environment," "Value for Customers and Society," "Value for Employees," and "Innovative Value". It draws on our understanding of value creation and provides a holistic and transparent overview of our financial, environmental and social performance, as well as our future goals.

INTRODUCTION

Reporting Scope

Our report, covering our all operations between 1 January 2024 and 31 December 2024, provides detailed information about how we internalize and manage sustainability. This period corresponds to the Financial Year 2024 (hereinafter referred to as "FY 2024").

Our report also includes information on the carcass production activities of FZK Mühendislik ve Sınai Yatırımlar A.Ş., which we acquired in 2023. The statement of "Carcass Production Center" in our report refers to FZK Mühendislik ve Sınai Yatırımlar A.Ş.

Guiding Standards and Initiatives

As in our previous reports, our 2024 integrated annual report has been prepared in accordance with GRI Standards: Content Index Essentials 2021.

Our report also provides details of our direct and indirect contributions to the United Nations Sustainable Development Goals (SDGs).

In preparing our Integrated Annual Report, we have adhered to the Turkish Sustainability Reporting Standards (TSRS) prepared by The Public Oversight, Accounting and Auditing Standards Authority (KGK) by adopting international standards published by the International Sustainability Standards Board (ISSB). Anadolu Isuzu has only disclosed information related to climate-related risks and opportunities in accordance with TSRS 2, with the Company seeking verification by utilizing the transitional exemption specified in the relevant legislation for the first reporting year, in accordance with Article E5 of TSRS 1.

You are invited to contribute to our journey by referring your queries and comments regarding our report and sustainability activities to surduruebilirlik@isuzu.com.tr

Corporate Profile

With the mission of producing innovative, reliable and environmentally friendly commercial vehicles, we are moving forward with determination towards the goal of becoming a leader in the industry.

Laying down the foundations of our production in 1965 under the title of Çelik Montaj, we maintain our production of pickup trucks and motorcycles in the commercial vehicle segment of the automotive industry with an extensive product range, high value-added after-sales services and a wide network of dealers and technical service points.

In 1983, we adopted the name of Anadolu Isuzu Otomotiv Sanayi ve Ticaret A.Ş. (Anadolu Isuzu) with the license agreement we entered into with Japanese Isuzu Motors and the Itochu Corporation, and in 1984 we started to produce Isuzu branded vehicles at the Istanbul Kartal Factory. With our 40 years of experience, we continue our activities as a joint venture of leading groups in Turkey's and the world.

We produce and market vehicles in the truck, van, midibus and bus segments at our facilities built on an area of 318,000 m² in Çayırova Şekerpınar, with an annual production capacity of 19,000 vehicles. We stand out in our industry with our workforce of 1,522 qualified and professionally competent employees.

We offer our customers a high quality of service with our technical service infrastructure consisting of 34 sales points and 92 authorized service points throughout Turkey, our widespread dealer network, our market experience and knowledge and our production skills based on advanced technology.

We stand out in exports with our 39 distributorships in 46 countries, while we reinforce our competitiveness in the global commercial vehicle market.

As an Anadolu Group company, we act in line with our founding philosophy and values. With our vision of becoming a global and successful commercial vehicle brand that offers holistic solutions with its services and products, and which adds value to society and its business partners, we are determined to further strengthen our presence in foreign and domestic markets with the breakthroughs we will achieve in the coming years.

Vision

To be a global and successful commercial vehicle brand that offers holistic & value adding solutions to the world and its business partners.

Mission

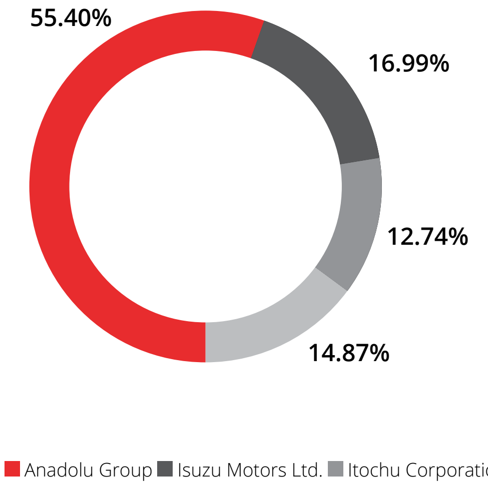
Taking an active role in building the future of transportation sector.

Capital and Shareholding Structure

Shareholder's Name	Share Amount (TRY)	Share (%)
Anadolu Group	139,606,203	55.40
Isuzu Motors Ltd.	42,826,526	16.99
Itochu Corporation	32,119,605	12.74
Other	37,447,666	14.87
Total	**252,000,000**	**100.00**

The biggest owner by voting power holds more than 50 percent of voting shares. Anadolu Isuzu's Capital and Shareholding Structure shows Anadolu Group with 55.40 percent of the shares, which means the biggest owner by voting power exceeds the 50 percent threshold.

Anadolu Isuzu's shares have been publicly traded on Borsa Istanbul under the ticker "ASUZU" since 1997.



Key Highlights

Financial and Operational Highlights

TL 18,902 million
Sales Revenues

TL 2,426 million
Gross Profit
TL 443 million
Net Profit

TRY 703 million
EBITDA

19,000 units
Annual Vehicle Production Capacity

5,787 units
Production

6,006 units
Domestic Sales

1,080 units
Exports

USD 168 million
Total Export Revenue

39 Distributorships and 137 Authorized Service Centers in International Markets

34 Sales Points and 92 Authorized Service Centers in Turkey

Environmental Indicators

Greenhouse Gas Emissions (tCO_2e)
Scope 1+2
8,008.78 (location-based)
7,003.23 (market-based)

102,829 GJ
Total Energy Consumption

28,457 GJ
Total Electricity Production

6.7 MWp
Solar Power Plant Installed Capacity

64,119 m^3
Water Consumption

4.6 m^3/unit
Water Consumption per Unit

3,766 tons
Total Waste

Social Indicators

1,522 people
Number of Employees

12%
Female Employee Ratio

19%
Female Employee Ratio in Managerial Positions

3.73%
Employee Turnover Rate

100%
Unionization Rate (for blue-collar workers)

17.7 hours
Average Training Time per Employee

80%
Rate of Local Suppliers

FROM THE MANAGEMENT

In recognition of our performance in the Environment, Social and Governance fields, the Anadolu Isuzu brand is positioned as a "sustainability leader" in international indices and ratings.

We unwaveringly advance our strong position in the industry through our innovative approach. To generate sustainable value in the short, medium and long term, we proactively address emerging market trends and tendencies. We direct all of our resources to enhancing our competitive position and market presence.

Message from the Chairman of the Board of Directors

As Anadolu Isuzu resolutely moves towards its carbon-neutral production goal, we aim to unabatedly increase the number of electric vehicles on our production lines. We also aim to clearly showcase our difference with our smart mobility solutions.

Dear stakeholders,

We are delighted to present the integrated annual report from Anadolu Isuzu, one of Türkiye's leading commercial vehicle manufacturers. The report provides information on its 2024 sustainability performance and future goals.

Our report has been prepared in compliance with the GRI and IR sustainability reporting standards and frameworks. It was prepared in accordance with the Turkish Sustainability Reporting Standards (TSRS), which were published last year by the KGK and which became mandatory at the end of 2024.

Proudly celebrating 40 years of operation

Founded with the founding will and visionary perspective of the Anadolu Group, Anadolu Isuzu celebrated its 40th year of operation in 2024.

Each chapter of its corporate history has been host to proud achievements and breakthroughs, where our Group has aimed to contribute to our country's economy and add value to people's life with high-quality, high-value-added products and services.

The world around us has witnessed significant changes during this long journey. Adapting to rapid transformation and maintaining our competitive position have always been among our group's primary goals. As an agile and innovative group of companies, our guiding principles have always been hard work, production and sharing.

The experience we have gained and the know-how we built throughout our corporate journey have inspired and served as an example not only for our group companies, but also for other participants in our lines of business. At this stage, we resolutely maintain our strong, healthy, and sustainable growth with our sound financial strategies, integrated risk management perspective, along with our business models focused on creating shareable value.

I sincerely believe our know-how and experience will always provide us with the energy we need to effectively manage all risks, especially economic uncertainties, and to transform opportunities into new business opportunities.

Our strength of internalizing sustainability

The companies which make up our group have also demonstrated impressive recent progress and performance by internalizing sustainability throughout their organizations, and therefore set the best examples.

Our subsidiaries, operating with an innovative, entrepreneurial and pioneering approach, continue their activities as leading members of the global movement in the field of sustainability. They continue to increase their contributions with each passing year.

Message from the Chairman of the Board of Directors

As the sustainability transformation is increasingly recognized as an indispensable process worldwide, we focus our efforts on numerous areas, including a carbon-neutral future, the transition to renewable energy and increasing resource efficiency. To this end, we are implementing pioneering investments and projects.

Through our sustainability efforts, we are redoubling our contribution to the Sustainable Development Goals (SDGs) which outline the framework of the 2030 global development agenda.

“We are transforming for the Future”
At Anadolu Isuzu, the “Transforming for the Future” strategy, which we had announced in 2022, outlines our roadmap for internalizing sustainability across the environmental, social and governance (ESG) axes. I am pleased to note that our performance in the ESG field over the past two years clearly demonstrates the significant success our company has achieved in a short period. This positions the Anadolu Isuzu brand as a “sustainability leader” in international indices and rankings.

As Anadolu Isuzu resolutely moves towards its carbon-neutral production goal, we aim to unabatedly increase the number of electric vehicles on our production lines. We also aim to clearly showcase our difference with our smart mobility solutions.

Expanding our presence in international markets is another pillar of our transformation journey. As part of the efforts towards the goal of transforming Anadolu Isuzu into a leading player in the global commercial vehicle sector, we submitted our offer to the Uzbekistan State Asset Management Agency at the beginning of 2025 in order to acquire a majority stocks in Uzbekistan-based vehicle manufacturer, JV SamAuto LLC. We believe this strategic step, which we have taken in anticipation of global change, will not only enhance our financial performance, but also serve as a significant channel for exporting the sustainability culture and know-how which we have built in the Turkish market to diverse regions. We also believe this will further strengthen the positive impact we have generated within our ecosystem.

At Anadolu Isuzu, we have defined our core strategic objective as tangibly and measurably improving our environmental, social, and governance performance by transforming our regions of operation and our product range.

As an international brand and a globally competitive commercial vehicle manufacturer, we hope that 2025 will be a positive and productive year for our national economy, as we continue to fulfil our responsibilities to all our stakeholders. Promptly implementing the necessary steps in the fields of production and investment will propel our national economy into a new phase of growth.

I would like to take this opportunity to extend my sincere gratitude to our employees, especially the management team at Anadolu Isuzu, and to our stakeholders, who have supported us with their contributions.

TUNCAY ÖZİLHAN
Chairman of the Board of Directors

Message from the President of the Automotive Group

In the medium term, the transition to electric, emission-free mobility is expected to become a global and inevitable necessity. Likewise, it will also be crucial that the electricity used to charge vehicles comes from renewable sources.

Dear stakeholders,

The automotive industry, which is a major and influential player in the global economy, has entered a period of rapid transformation after a long period of stagnation, driven by significant technological change and the challenges posed by the climate crisis.

With manufacturers now focusing on adapting to new market realities and changing competitive conditions, the transition to electric vehicles is gaining prominence in the automotive market.

The transition to electric, emission-free mobility has become a key focal point of the sector's transformation. Tightening global regulations on emissions and carbon-neutral production targets have increased the importance and weight of sustainability for our business.

In the medium term, the transition to electric, emission-free mobility is expected to become a global and inevitable necessity. Likewise, it will also be crucial that the electricity used to charge vehicles comes from renewable sources.

According to the International Energy Agency (IEA), global electric vehicle (EV) sales exceeded 3 million units in 2020, representing 4% of total vehicle sales. The same agency estimated that this volume exceeded 17 million units in 2024. The EV market grew by 26.1% in 2024, with over 40 million EVs on the road.

Bloomberg New Energy Finance predicts that the EVs will account for 10% of all new car sales by 2025 and 58% by 2040. Looking at the Turkish market, sales of "fully electric" cars stood at 99,489 units with an increase of 51.7% in 2024. Compared to the same period of previous year, the share of fully electric cars in total sales increased from 6.8% to 10.1%, while the share of hybrid cars increased from 11.1% to 18.8%.

Electric mobility has also gained significant importance for the commercial vehicle sector. Road transportation is considered to be a high-emission source worldwide. All stakeholders, from logistics companies to commercial vehicle manufacturers, are working intensively in this field. Logistics companies, which adapt their business models to electric vehicles early on, and commercial vehicle manufacturers, which transform their production processes, are expected to gain significant competitive advantages.

Moving towards our short, medium and long-term value creation goals while transforming for the future

As one of Türkiye's leading commercial vehicle manufacturers, Anadolu Isuzu continually advances its strong position in the sector with its innovative perspective. We proactively address evolving market trends and tendencies to generate sustainable value in the short, medium, and long term. We direct all our resources to enhance our competitive position and market presence.

In line with our customer-centric approach, we are implementing numerous projects to prepare ourselves for the future, meet personalized needs, maximize the customer experience and set ourselves apart.

Message from the President of the Automotive Group

In addition to the high production capabilities of our smart factory, we are intensively leveraging our R&D strengths to develop innovative products, integrating environmentally friendly and alternative raw materials into our production processes and ensuring greater efficiency in the use of resources.

The cornerstone in our journey towards achieving our goals is transitioning our product portfolio to an electric, emissions-free mobility structure. Reducing the emissions of the vehicles we produce and increasing the number of electric vehicles we offer our customers is crucial in maintaining the competitiveness of our product portfolio, particularly in the export market.

Thanks to the transformation which we have implemented in our operational processes and the implementation of our solar power plant investment, approximately 70% of our energy needs are met from renewable energy. Curbing the consumption of energy and water per product, as well as reducing waste, are among our top goals.

In line with the Science Based Targets Initiative (SBTi) guidance document for road transportation, we aim to reduce our Scope 1 and Scope 2 emissions by 4.2% per year, and our Scope 3 emissions, resulting from the usage phase of sold products, by at least 4.2% per year.

An increasing contribution to the SDGs
With the 17 global goals (SDGs) agreed upon by world leaders in 2015, the achievement of three key goals is targeted by 2030: ending extreme poverty, combating inequality and injustice, and mitigating climate change. At Anadolu Isuzu, as with our other companies within the Anadolu Group, the United Nations' 2030 Sustainable Development Goals (SDGs) define the framework for our contribution to various aspects of sustainability.

As set out in detail in our report, Anadolu Isuzu's activities impact eight SDGs through its value chain and nine SDGs through high material issues. When we unify the SDGs, we note that our company directly generates value for all eleven SDGs.

The common fundamental goal of our group and company is to effectively manage the economic, environmental, and social impacts arising from our activities and to positively improve and increase these impacts.

A determined and hopeful approach to the future
Our unwavering goal is to leave behind a more efficient, healthy, and livable world for future generations, with this future-oriented perspective embodied in our strategy. We meticulously take steps to continue our path forward as an ambitious stakeholder in the global commercial vehicle industry.

One of our group's latest moves in the commercial vehicle sector was our offer to acquire a majority stake in JV SamAuto LLC, an Uzbekistan-based vehicle manufacturer. This move, which we took by anticipating global change and the potential in regional markets, will not only contribute to the production capabilities we have built in the Turkish market, but also support our entry into new markets.

The transformation in the automotive industry will continue to gain pace
Anadolu Isuzu continues to implement its preparatory work with a long-term perspective in order to transform for the future. The corporate maturity and production capabilities which our company had built over 40 years will lay the foundations for the resilience and energy it will need in the future.

I would like to take this opportunity to thank the management team at Anadolu Isuzu, and all of our employees for their part in achieving our performance in 2024.

BORA KOÇAK
President of the Automotive Group

Message from the General Manager

Dear stakeholders,

We have rounded off what was a fast-moving year with a packed agenda. Against a backdrop of major developments in global geopolitics, the dynamic and rapid action taken by regulatory authorities, the dizzying pace of change in the technological landscape and the clarion calls on corporate sustainability, the world continued to experience the devastating effects of climate change triggered by global warming.

Our investments in fields such as emissions management, security technologies, R&D investments, digital infrastructure and occupational health and safety are our strategic focus areas that support both long-term financial stability and competitiveness.

At Anadolu Isuzu, we are firmly committed to sustainability and our ESG commitments, which we have internalized in our commercial strategy, and with which we aim to offer eco-friendly commercial vehicles to our customers.
We approach the energy ecosystem from a comprehensive perspective, prioritizing operational efficiency and the continuous reduction of emissions throughout our production value chain, in which we have integrated renewable energy sources.

We conduct all of our work with the goal of taking Anadolu Isuzu's progress in the field of sustainability to new heights and introducing commercial vehicles equipped with zero-emission energy solutions to the market. This holistic approach serves and contributes to the global goals outlined in the UN Sustainable Development Goals (SDGs), as well as the goals of transitioning to a green economy that our country has adopted in this field.

During 2024, we continued to simultaneously prioritize economic performance and environmental sustainability for the common benefit of our stakeholders.
We also evaluate our strategic sustainability-related activities on the basis of their impact on the company's working capital, its operational cost structure, its revenue generation capacity and investor confidence within the context of financial prioritization. Our evaluations not only support risk mitigation, but also the identification of new revenue streams and efficiency gains as financial opportunities.

Our investments in fields such as emissions management, security technologies, R&D investments, digital infrastructure and occupational health and safety are our strategic focus areas that support both long-term financial stability and competitiveness.

An unwavering commitment to the environment
By integrating sustainability practices into every stage of our business and helping stakeholders throughout our value chain adopt the same approach, we strongly affirm our role in addressing climate change.

In line with our efforts to tackle climate change in line with our strategic goals, we maintained our efforts to reduce greenhouse gas emissions generated both in our production processes and during the use of vehicles.

In 2024, we pioneered a Life Cycle Assessment (LCA) study for the Citivolt 12 m model. In this study, we modelled our products using the LCA perspective. The study examined the life cycle of the vehicles by using production data related to raw materials, transportation, and energy consumption. The results of this important study provided us with a new perspective to better understand our environmental impacts. We plan to continue our LCA studies more intensively in the coming period.

As climate change impacts people's life globally, we are focused on meticulously reviewing our operations and gradually reducing the environmental impact of our facilities to mitigate risks and adapt to climate change. In this context, we diligently maintain an inclusive workplace environment, where all our employees feel valued and feel that they are key stakeholders of action, and empowered to achieve their best.

Message from the General Manager

Following our commitment to the Science-Based Targets Initiative (SBTi) in 2022, we diligently continue our work to determine our emission reduction targets in line with the SBTi methodology.

Strong and well-structured management
Our strong corporate governance structure and the strategic guidance of our Board of Directors support us in remaining competitive, resilient and sustainable in dynamic times, while also ensuring that we fully meet the expectations the of regulatory authorities. At Anadolu Isuzu, we are committed to maintaining and advancing the highest ethical and human rights practices.

Adhering to laws and ethical values in business life, working based on trust, producing high-quality, accurate and reliable results, acting in accordance with established beliefs, rules and ideas, and respecting nature and the environment are essential elements of Anadolu Isuzu's corporate culture. We conduct our activities within the framework of Anadolu Group's Working Principles. I am pleased to note that we did not receive any complaints through our ethics notification channels during the reporting period.

An unwavering focus on the well-being and development of our employees
This focus requires a world-class work culture instilled with integrity, compliance and inclusion for all. This culture, which we have built on the basis of our 40-year past and our best practices in terms of people and culture, is an unwavering pillar of our success.

In 2024, our company had 1,522 employees, including 302 employees in our R&D Center. During the same period, we continued to create jobs in our country and hired 367 new employees. We provided a total of 16,820 hours of training to 1,144 employees in the technical and competency fields during 2024, with training in a wide range of areas including Kaizen, 5S, fire, OHS and the environment.

Increasing women's participation in working life is our goal and priority. We are taking steps to increase the participation of women, particularly in management positions, and are integrating gender equality into our business culture. In line with our 2030 sustainability goals, we aim to increase the proportion of female managers from 19%, which was in the reporting period, to 30%. In order to achieve our goal of doubling the number of female employees, we plan to ensure that at least 50% of our annual recruits are women.

We remain vigilant and diligent when it comes to the safety of our workplaces by considering our human resources. We also organize trainings to increase the awareness of our employees on OHS and base our OHS system on the joint participation and support of all our employees. While Occupational Health and Safety (OHS) remains a top priority, Anadolu Isuzu provided a total of 11,232 hours of the OHS training in 2024, with an average of 12 hours per employee. OHS trainings of contractor company employees are carried out by their own companies. Thanks to our OHS efforts and the high awareness of our employees, we did not encounter any fatal cases or occupational diseases this year, as in previous years.

New routes to support our sustainable growth
We are focused on seizing international investment opportunities to ensure our financial sustainability and uphold our reputation as a productive company. In this vein, a significant step was taken as we were preparing our report for publication; Anadolu Isuzu submitted its proposal to the State Asset Management Agency of the Republic of Uzbekistan for the acquisition of a majority stake in JV SamAuto LLC, which operates in Uzbekistan. I hope this step, which we took following a detailed financial, legal and tax review, will be beneficial for both parties.

With the implementation of this step forward, Anadolu Isuzu will complete a strategic move in its efforts to diversify its geographical range of production and take its products to new markets.

A focus on the design and production of transformative, innovative solutions to end users, contributing to solving the world's complex challenges for a low-carbon future
With its internal energy and high motivation, Anadolu Isuzu will continue to work in close collaboration with its stakeholders to generate value and build a livable world for future generations.

I would like to take this opportunity to thank the employees of Anadolu Isuzu who have contributed so significantly to generating real, shareable value in the volatile and often challenging conditions during 2024, and our stakeholders, whose support has empowered us.

I will conclude my message by reaffirming my belief that we will achieve a much stronger position in the future of the automotive industry, and I respectfully extend my greetings to our stakeholders.

TUĞRUL ARIKAN
General Manager

STRATEGY

We have built our value creation model around our corporate strategy of "Transforming for the Future".

Our sustainability approach, which we have structured on the basis of creating lasting value, guides us in exhibiting the highest performance in our priority areas throughout our value chain while transforming our business and products.

Our Strategy for the Transformation

Since the day of our foundation, we have been moving forward with a vision of generating high added value for our country and all of our stakeholders. In every step we take, we prioritize increasing our positive impact on the environment and society by ensuring sustainable growth. On this journey, we closely monitor global and sectoral developments, seeking ways to transform our own operations as well as our impact on the ecosystem.

At Anadolu Isuzu, we adopt customer-oriented transportation solutions based on advanced technology while transforming our operations, value chain and way of doing business for a sustainable world in line with our goal of becoming a global player in the commercial vehicle industry. In order to contribute to the efforts to tackle the climate crisis, we design new generation transportation solutions with net zero emission targets. Our sustainability approach, which we have structured on the basis of creating lasting value, guides us towards achieving the highest performance in our priority areas throughout the value chain while transforming our business and products.

We have built our value creation model on our corporate strategy of "Transforming for the Future". As we press ahead with an integrated structure, we have defined our power focuses, mapped our projects and performance indicators that will help us achieve our goals and help us increase our performance in strategic areas.

In this process, we determined which of the United Nations' 17 Sustainable Development Goals (SDGs) we would support. We note that we have impacted 8 SDGs through our value chain and 9 SDGs through our high priority issues. In our study of the SDGs, we determined that our Company directly produces value for 11 of the SDGs.

Our Sustainability Journey

2019
- Calculation of greenhouse gas emissions carried out according to the ISO 14064: 2006 standard
- Publication of First Sustainability Report containing 2018 data
- Publication of Sustainability Policy

2020
- Creation of European Green Deal strategic roadmap within the scope of tackling climate change

2021
- 96% of total waste recycled with implementation of Zero Waste System
- Training and information activities carried out for stakeholders and suppliers within the scope of ESG compliance

2022
- Growth achieved in electric vehicle portfolio with NovoCiti VOLT and BIG.e
- Became member of United Nations Global Compact
- Solar energy systems installed on roof of the production facilities, with solar energy meeting 55% of the electricity needed in production
- Commitment made to Science Based Targets Initiative (SBTi)
- Became member of global Drive to Zero initiative, focused on zero emissions in the commercial vehicles segment
- Climate change reporting carried out for first time within scope of CDP reporting

2023
- Creation of sustainability strategy by integrating corporate strategy with our sustainability approach
- Sustainability power centers defined, with Anadolu Isuzu's value creation model designed
- Implementation of Smart Factory project
- Launch of new electric Novo Volt

2024
- Recognized as one of best performing companies in field of sustainability with inclusion in BIST Sustainability Index
- Commissioning of innovative and technological wastewater treatment plant
- CDP climate and water was included in global A list
- Electricity generated from solar energy system starts to meet 70% of total requirement

Value Creation Model

INPUTS

Financial Capital
Strong capital structure
High brand value
TRY 22,137 million asset size
TRY 16.7 billion market capitalization

Natural Capital
Energy consumption 102,829 GJ
Water consumption 64,119 m^3

Social Capital
Customers
Suppliers
Dealer and authorized service network
Management standards

Human Capital
1,522 competent employees
Employee training

Intellectual and Produced Capital
Production capacity
Production facilities*
Smart Factory project
R&D Center
Patents
Kaizen studies
Management standards

Our value creation model can be defined as contributing to change for better in the sector and the world by deploying our competencies and power focuses.

OUTPUTS

Financial Capital
TRY 443.4 million net profit
TRY 703.4 million EBITDA
USD 168 million export revenue
TRY 1.3 billion investment

Natural Capital
Energy savings 783 MWh
Greenhouse gas emissions: 8,008.78 tons of CO_2 (location-based)
CO_2 reduction: 178 tons of CO_2e
Waste generation: 3,766 tons
Waste sent for recycling/recovery: 3,742 tons
Environmental investment: TRY 62 million

Social Capital
Over 500 domestic and international suppliers

Human Capital
367 newly hired employees

Intellectual and Produced Capital
2,712 trucks produced
1,201 pickup trucks produced
1,498 minibuses produced
376 buses produced
A total of 800 Kaizen applications achieved efficiency, occupational safety, quality, and cost savings in 2024

*Production facilities include the Main Factory, the Body work Facility and Renovated Cataphoresis Facility.

Value Creation Model

Our Value Chain

We believe it is very important to include the broad stakeholder ecosystem which comes within our area of impact, as well as our own operations, in our journey towards transformation into the future. In this context, we believe that it is vital that all of our stakeholders move forward with us in this process, and we are endeavoring to expand the range of areas in which we are strengthening with our stakeholders in line with the values we focus on.

1

R&D and Innovation
We harness the power of R&D and innovation to design more reliable and innovative vehicles.

2

Procurement Process
We obtain raw materials, parts and materials suitable for our vehicles from our suppliers.

3

Production
We produce innovative, environmentally friendly and reliable vehicles in our production facilities, built on an area of 318,000 m² with an annual production capacity of 19,000 vehicles.

4

Distribution and Logistics
After production, our products reach sales points at home and abroad through downstream logistics activities.

5

Business Activities and Sales
We reach our customers from our 34 sales points in Turkey and distributors in 46 countries abroad.

6

After-Sales Support
We create high added value in after-sales services with our wide reaching network of dealers and technical service points.

7

Customer Satisfaction
We produce solutions to increase customer satisfaction by drawing on technological developments and our management systems.

Anadolu Isuzu contributes to 8 SDGs through the value chain and 9 SDGs through high-priority issues. When the SDGs are considered on an individual basis, the Company provides a direct contribution to 11 SDGs.

Value Creation Model

Focus Area	Value Chain Step	Our role in the Transformation
R&D and Innovation	We started our transformation journey with our R&D and innovation processes, which are formed with the contribution of our R&D employees, who possess the knowledge required to create innovative and sustainable products that meet customer expectations in our rapidly changing and developing industry.	· We are developing alternative fuel and electric vehicles to prevent the use of fossil fuels as vehicle fuel and to prevent exhaust emissions. · We are engaged in mitigation efforts to maximize the range and passenger capacity of our vehicles in our current and future vehicle projects. · We conduct research on biocomposites and the use of recycled materials. · We work to produce alternative solutions for parts that cannot be supplied as a result of supply chain bottlenecks which may be experienced on a global scale, or where the parts cannot be delivered on schedule.
Procurement Process	We procure the raw materials, parts and materials we need to bring our vehicle designs to fruition from over 500 suppliers throughout the year. We carry out Our supply chain activities through four main functions consisting of Production Planning, Purchasing, Domestic and Foreign Logistics and Foreign Trade.	· We are building our supply network from qualified suppliers who are able to meet the high quality expectations of the European market. · We are transforming our commercial relations into a strategic business partnership by entering long-term agreements with our suppliers to meet our key needs. · We use electronic tracking and control systems and integrate developing industry 4.0 applications and digital solutions into our procurement processes in order to ensure optimization in our procurement operations. · We aim to increase domestic added value by increasing the level of localization in production, and carry out localization studies for our suppliers within the scope of this goal.
Production	We develop customer-oriented, high-tech and environmentally friendly transportation solutions in our facilities built on an area of 318,000 m² with an annual production capacity of 19,000 vehicles in single shift production. While we carry out mass production for our customers in the truck and van segments, we are mainly engaged in custom-made, tailor-made production in the midibus and bus segment.	· In order to minimize the environmental impact of our production activities and products, we carry out innovative projects in areas such as increasing energy efficiency, reducing waste at source and reducing water consumption. · We invest in renewable energy to reduce our Scope 1 and Scope 2 emissions on the way to decarbonization. · In order to raise environmental awareness among our employees, we organize environmental training programs and share our environmental performance targets and performance in line with these goals with our employees. · We strive to create a safe working environment, to raise employee awareness of health and safety and to prevent occupational accidents. · We ensure equal opportunity and create diversity in all of our human resources practices, from the recruitment process of our employees to education, pay and careers.

Value Creation Model

Focus Area	Value Chain Step	Our role in the Transformation
Distribution and Logistics	By providing full integration with our customers, we provide vehicle logistics services to 29 countries spread over four continents and spare parts logistics services to 27 countries over three continents. We aim to ensure the highest level of sustainability in our operations by keeping our costs under control with different transportation methods in all our logistics processes.	· We closely monitor technological innovation to optimize our logistics operations and reduce our environmental impact with the aim of increasing efficiency by integrating digital platforms such as electronic tracking and control systems into our processes. · By strengthening our existing resources with digital transformations, we develop stock and warehouse management tools and increase our capacity to carry out optimum shipments to different points. · We are undertaking strategic investments within the scope of our goal of strengthening our presence in existing markets, especially in Europe, and opening up to new markets.
Business Activities and Sales	We comprehensively and quickly respond to changing and developing expectations and needs in the markets, offering our customers reliable vehicles and services our customers with the highest safety and quality standards with our large specialized sales and marketing organization and dynamic team. We have 34 sales points and 92 authorized services in Turkey and 39 distributorships covering 46 countries abroad.	· All of our vehicle sales dealers are required to undergo an audit conducted by an independent auditor twice a year in areas such as corporate identity, facilities, sales management, organization, sales process, their website and second-hand operations, and we identify areas open to development and effect improvements in these areas. · We intensively draw on the power of digitalization in order to raise standards in our dealer and service network. · We appoint distributors and develop our sales network with the aim of reaching new markets abroad. · We carry out renovation work at all of our sales dealers as part of our efforts to ensure standardization among our vehicle sales dealers.
After-Sales Support	We focus on meeting our domestic and international customers' needs and expectations for after-sales services rapidly and to the highest standard, drawing on our network of high quality service points. We maintain customer satisfaction with our after-sales service team, which includes our devoted employees with their focus on development. We deliver our high value-added services to our customers through our authorized service points located at 92 points in 57 provinces in Turkey and at 137 different points in 46 countries abroad.	· In meeting our customers' needs for servicing and spare parts, we strengthen our systems through the digital transformation in order to use our existing resources rationally in the face of changes in demand, pricing, supply time and the production capacity of suppliers. · We determine expectations and requests by conducting satisfaction surveys among our dealers and services and prepare development action plans accordingly. · We develop various methods to increase the competencies of our sales and service consultants, such as remote technical support, remote training with active participation, technical solution videos and remote inspection services of warranty parts. In addition, we organize training to expand the knowledge and experience of our employees in the sales, service, product and market areas.
Customer Satisfaction	We consistently prioritize customer satisfaction and shape our new product and project development efforts in line with rapidly developing and changing market trends and our customers' expectations.	· We regularly conduct customer satisfaction surveys through our call center and carry out studies based on the feedback, forwarding the results of the surveys, incoming requests and complaints to the relevant units. · We organize practical driving techniques training for customers, where we inform them of safe driving and methods with the aim of saving fuel and reinforcing customer satisfaction.

Value Creation Model

Our Power Centers

We describe our power centers as the most important resources in our sustainability strategy. We define the areas where we draw on our talent and differentiate ourselves in the sector to realize our strategy and achieve our goals as our power focuses. Each of our strengths enables us to implement important projects on multiple priority issues in different areas.

Rapid Adaptation to Global and Sectoral Developments

Adapting rapidly global and sectoral changes allows us to maintain our competitiveness, take advantage of new opportunities, respond quickly to market conditions and shape our strategy in accordance with changing conditions.

Click here to view global and sectoral developments

Human Resources

We aim to create an inclusive, innovative and agile team structure that focuses on the dynamics of a sustainable future and adds value to society.

Click here to view our human resources activities

Our Approach to Innovation

Our approach to innovation and R&D allows us to stand out in the sector and create more value for our stakeholders by developing innovative products and services and accelerating digital transformation processes.

Click here to view our innovation approach and R&D activities

Financial Performance

Our strong financial performance stands as a fundamental element in allocating resources to innovative projects, maintaining our competitiveness and market position and achieving our long-term strategic goals with sustainable growth.

Click here to view our financial performance

Uninterrupted Supply Chain

The longstanding and deeply rooted relationships we have established with our suppliers enable us to maintain the quality of our products and services, increase customer satisfaction by minimizing operational interruptions and reduce our social and environmental impacts.

Click here for information about our supply chain

Corporate Governance

Acting in accordance with ethical values, honesty, fairness and standards of professionalism in line with our corporate governance approach, while effectively managing risks, supports our financial performance by allowing us to fulfil our responsibilities to all of our stakeholders and for us to reach sound strategic decisions.

Click here to view our corporate governance approach and details

Double Materiality Analysis

We examine our environmental footprint, social and governance practices and financial risk-opportunity framework at all stages of our operation from our production and supply processes to our after-sales services.

We comprehensively evaluate our activities based on a double materiality analysis while developing a long-term corporate strategy. This approach not only identifies opportunities as well as risks to our financial performance but also takes a holistic view of our Company's impacts on the social and environmental ecosystem. We thereby transform our sense of responsibility into concrete steps in the relations we establish with our stakeholders, while also clarifying our strategic goals, increasing our competitiveness.

The first step in the double materiality analysis involves considering all factors in our Company's value chain. We examine our environmental footprint, social and governance practices, and the financial risk-opportunity framework at all stages of our operations from our production and supply processes to our after-sales services. Issues such as reducing carbon emissions, encouraging development of the workforce, increasing our capacity for innovation and improving the quality of corporate governance take on even more importance in this analysis. All of these elements help our Company develop a sustainability perspective which is integrated with its business model.

We regularly collect feedback from our stakeholders (customers, suppliers, employees, dealers, workshops, investors and local communities) and define priority issues accordingly. Through this interaction, we create a vision that balances our Company's profitability and growth-oriented goals with its responsibility to society and the environment.

As well as presenting a market opportunity to create value, our efforts to develop electric and low-emission vehicles also meet stakeholder expectations by reducing environmental impacts. In addition, we consider issues such as policies on compliance with ethical and human rights standards, responsible supply chain management and improvements to corporate governance standards as part of the double materiality analysis. We thereby both minimize our legal and reputational risks and reinforce the trust of our business partners and investors.

As a result, the double materiality analysis strengthens our Company's determination to create sustainable value, enabling it to take future-oriented steps. This approach serves as a comprehensive guide in increasing competitive awareness, ensuring long-term stakeholder satisfaction and contributing to social benefit.

Impact Materiality

In line with the European Sustainability Reporting Standards (ESRS) and GRI standards put into effect by the European Union, we evaluate our environmental and social impacts with a holistic approach. Within the scope of the impact materiality approach, we not only our direct activities; we also consider the scope, scale, reversibility and temporal dimension of our impacts across the entire value chain, including the supply chain, the use of the products and after-sales services. We analyze these impacts with the contribution of all relevant stakeholder groups.

The impact materiality study which we conduct in this vein is based on literature and external trend analysis and supported by data obtained from stakeholder surveys in the materiality analysis final report.

In our study, which assessed a total sample of 1,996 people, we evaluated the priorities of a wide range of stakeholder groups, including investors, our employees, suppliers and customers, and determined our priority issues based on 435 valid responses. We then developed our environmental and social impact management in line with both our strategic goals and social expectations.

Double Materiality Analysis

The findings we obtained from the stakeholder analysis highlighted that issues such as vehicle quality and road safety, the climate crisis and environmental impacts, R&D and innovation, digitalization and cyber security, business ethics and human rights, stakeholder interaction and collaborations were of high importance to both internal and external stakeholders. This feedback, which was evaluated on the axis of both our Company's priorities and stakeholder priorities in the materiality matrix, contributed to the structuring of the domains.

When it comes to tackling climate change, we have taken systematic steps to reduce greenhouse gas emissions generated both in our production processes and during the use of vehicles. Our efforts to increase energy efficiency, use renewable sources of energy and strengthen the management of emissions helps reduce the negative impact on the climate while creating positive environmental impacts in the long term.

We evaluate carbon footprint calculations, carbon market preparedness processes and reportable climate data among the critical areas within the scope of ESRS E1 and GRI 305. By monitoring our direct and indirect impacts in this area, we aim to reduce environmental transition risks and increase long-term climate resilience.

We offer a positive contribution to public health through our solutions for road safety and vehicle quality, which are among our fields of activity having the highest level of social impact and which directly affect user safety. We support the advanced driving safety technologies which we have developed with testing and certification processes, and by placing priority on ensuring that our products are not only performance-oriented but also safety-based, we create long-term positive social impacts in the field of road safety. We address these impacts under the heading of user health and safety within the scope of ESRS S3 and GRI 416.

When it comes to tackling climate change, we have taken systematic steps to reduce greenhouse gas emissions generated both in our production processes and during the use of vehicles.

Double Materiality Analysis

The security infrastructure which we have developed to tackle cyber threats has a positive impact on both internal stakeholders and customers in terms of data privacy, customer information protection and security of processes.

Our investments in R&D and innovation generate both environmental and social benefit through the development of low-emission technologies and popularization of alternative fuel vehicles. The contributions to energy efficiency and air quality increase hand in hand with the growing use of new technologies, providing a positive impact both in terms of ESRS E1 and environmental indicators such as GRI 302 and 305. At the same time, the innovation-driven product development process provides strategic outputs such as increasing competitiveness and introducing sustainable products to the market throughout the value chain.

Our digitalization and cyber security practices have a direct impact on our Company's data security, process efficiency and service quality. The security infrastructure which we have developed to tackle cyber threats has a positive impact on both internal stakeholders and customers in terms of data privacy, customer information protection and security of processes. We evaluate these positive impacts on our digital infrastructure, traceability and measurability of our sustainability performance within the framework of the ESRS S1 and GRI 418 standards.

We consider the integration of ethical values into our corporate governance structure as fundamental elements in the management of our social and governance impacts. We evaluate business ethics principles, supplier audit processes based on human rights, complaint mechanisms and compliance policies within the framework of ESRS S2 and GRI 2-23 and GRI 205. Social impact management in the supply chain enables us to develop preventive practices, especially in areas such as child labor, discrimination and fair pay, thus reinforcing our commitment to the sustainability principles throughout our value chain.

Our activities aimed at protecting biodiversity contribute to reducing the environmental impact of our production facilities and establishing a production structure that is sensitive to ecosystems. The ecological impact assessments, habitat protection principles and rehabilitation efforts we monitor under both ESRS E4 and GRI 304 allow for a systematic assessment of our long-term impacts on biodiversity.

In the field of human resources management, issues such as employee health, occupational safety, talent development, equal opportunity and employee engagement constitute the internal social impacts of our Company. Comprehensive training programs, long-term career plans and practices supported by internal communication mechanisms increase our employees' loyalty to the organization and strengthen corporate resilience. These practices, which are evaluated within the scope of the ESRS S1 and GRI 401, 403, 405 standards, help strengthen the quality and well-being of our workforce.

Our community investment programs bolster our relationship with the local community. Through the projects we carry out in the fields of education, the environment and social development, we create a positive impact on our Company's social capital. These programs both contribute directly to the beneficiaries and lay the groundwork for building trust-based relationships with our local stakeholders. This work, which is evaluated within the scope of ESRS S4 and GRI 413, supports the social aspect of corporate impact management.

Corporate governance practices strengthen Anadolu Isuzu's management approach based on the principles of transparency, accountability and stakeholder engagement. Risk management, internal audit mechanisms, independent audit processes and corporate decision-making systems create positive impacts in terms of governance sustainability; they are monitored in detail within the scope of governance indicators such as ESRS G1 and GRI 2-9 and GRI 2-12.

We manage our impacts in all of these areas both in the context of the current situation but also with consideration of the potential impacts, long-term consequences and systematic levels of compensability. We structure our impact materiality process in accordance with the ESRS and GRI standards, integrating our impacts on environmental and social systems with strategic practices that are aimed at transparently reporting and transforming these impacts into positive impacts.

Double Materiality Analysis

	Topic	Nature of the Current Impact	Impacted Value Chain	Scale	Scope	Compensation status	Time Horizon of Potential Impact	Relevant Stakeholder Groups	Strategic Actions Taken	Impact Materiality
1	Vehicle Quality and Road Safety	The safety technologies and quality processes developed improve the safety of drivers and passengers and increase product value by contributing to corporate innovation.	Our Own Operations, Customer Use.#	**High**: Prioritizes accident reduction and travel safety	**Broad**: Customers, car owners, drivers located in different regions	**Medium**: Continuity of safety technologies maintains positive outputs. Regular improvements are carried out to ensure the continuity of the positive impact.	**Medium**: The deployment of new security technologies requires time.	Customers, Dealers, Drivers, Public Controllers	Integrating advanced security technologies into R&D projects, intensifying testing and certification processes	**Very High Priority**
2	The Climate Crisis and Environmental Impacts	Greenhouse gas emissions from production and the use of vehicles may be reduced through energy efficiency and emission management efforts, thus supporting environmental sensitivity.	Procurement, Own Operations, Customer Usage	**Medium-high**: Effects increase in parallel with the rise in production volume and vehicle use.	**Broad**: Factory site, global supply network, vehicle users in different regions	**Moderate**: Maintaining emission management and energy conservation helps ensure a sustainable positive impact on the climate.	**Long**: Climate-related improvements become clear in the medium and long term	Employees, Suppliers, Dealers, Customers, the Local Community, Public Authorities	Investments to reduce the carbon footprint (renewable energy, efficient production), preparation for carbon markets, improvements in ESG reporting.	**Very High Priority**
3	R&D and Innovation	Electric Vehicles or vehicles running on alternative fuels, and new generation production techniques enable more efficient and sustainable product development and support our competitive advantage.	Our Own Operations, Customer Use	**Medium**: The magnitude of the impact increases as the scope of projects and designs expands.	**Broad**: R&D unit, production line and end users	**Low-medium**: Regular innovation efforts maintain positive outcomes.	**Medium**: It may take several years for new technologies to reach the market and become widely used.	R&D Teams, Suppliers, Dealers, Customers, Academic Institutions	Joint R&D projects, prototype tests, intellectual property protection	**Very High Priority**

Double Materiality Analysis

	Topic	Nature of the Current Impact	Impacted Value Chain	Scale	Scope	Compensation status	Time Horizon of Potential Impact	Relevant Stakeholder Groups	Strategic Actions Taken	Impact Materiality
4	Digitalization and Cyber Security	Digitalization of production and after-sales processes increases business speed and efficiency, while cyber security practices contribute to data integrity and privacy protection.	Own Operations, Procurement, Customer Use	**Medium**: The positive impact strengthens in parallel with the reach of digital infrastructure.	**Corporate & Value Chain**: Employees, suppliers, dealers, customers	**Low-medium:** Applying the latest technologies and keeping safety standards up to date ensures a continued positive impact.	**Medium**: The integration and familiarization process progresses gradually.	Employees, IT Teams, Suppliers, Dealers, Customers	Regular penetration tests, data backup and recovery plans, international security certification processes	**Very High Priority**
5	Business Ethics and Human Rights	Creating a fair and transparent business environment paves the way for strengthening corporate reputation and increasing stakeholder trust through practices that respect human rights.	Procurement, Own Operations	**Middle**: Ethics and human rights play a decisive role in corporate values and employee satisfaction	**Broad**: Management, production site, supply chain	**Medium**: A positive level is maintained through internal audit and awareness activities. Restoring trust may take time in case of disruptions.	**Continuous**: Regular monitoring, auditing and awareness activities continue.	Employees, Suppliers, Investors, NGOs, Public Inspectors	Updating the code of ethics and compliance policies, supplier audits, expanding complaint mechanisms	**Very High Priority**
6	Stakeholder Engagement and Collaboration	Regular communication with employees, suppliers, customers and other stakeholders, along with collaborative projects and idea platforms provide solutions that add value to the organization.	Procurement, Own Operations, Customer Usage	**Medium**: As stakeholder engagement increases, the level of innovation and satisfaction also grows.	**Multilateral**: Employees, business partners, NGOs, academic institutions	**Low-medium**: Long-lasting impacts are achieved by maintaining transparent and regular participation.	**Continuous**: Meetings, surveys, and collaborations are conducted on an ongoing basis	Employees, Suppliers, Customers, NGOs, Local Governments	Establishing platforms for the management of joint projects, regular meetings, R&D and supply optimization	**Very High Priority**

Double Materiality Analysis

	Topic	Nature of the Current Impact	Impacted Value Chain	Scale	Scope	Compensation status	Time Horizon of Potential Impact	Relevant Stakeholder Groups	Strategic Actions Taken	Impact Materiality
7	Talent Management	Employee skill and career development programs increase the quality of the workforce; this approach directly relates to organizational performance and strengthens internal loyalty.	Own Operations	**Medium**: Reducing employee churn enables increased knowledge and efficiency	**Local**: Factory, offices, R&D center	**Low**: Improved morale is achieved through long-lasting talent management practices. Interruptions to the application may require restructuring.	**Medium**: The effect of development plans is usually observed over several years	Employees, HR Teams, Management Staff	Talent management plans, increases in the training budget, long-term career maps for key positions	**High Priority**
8	Occupational Health and Safety	Preventative OHS measures in production and field activities protect employee health while supporting efficient production, the environment and corporate sustainability.	Own Operations	**High**: Employee health and safety are crucial for business continuity	**Local**: Production sites, workshops	**Medium**: Regular implementation of measures maintains the benefits. It may take time to return to previous production levels in the event of disruption.	**Short**: Daily or weekly checks and continuous training	Employees OHS Specialists, Trade Unions, Administrative Units	Expansion of OHS training, equipment modernization, regular internal audit and measurement	**High Priority**
9	Customer Satisfaction and Communication	Customer feedback provides data on product and service quality. This approach is important in supporting brand reputation and customer loyalty.	Own Operations, Customer Use	**Medium**: The level of continuity and resolution of feedback significantly affects satisfaction.	**Broad**: Dealers, aftermarket network, end users	**Low**: Failure to carry out regular follow-up leads to lower satisfaction. This may be recovered but requires time.	**Continuous**: Customer complaint and survey mechanisms are applied regularly	Customers, Dealers, After-Sales Teams, Corporate Communications	Customer experience management platform, digital survey and analysis tools that measure service quality, strengthening customer feedback teams	**High Priority**

Double Materiality Analysis

	Topic	Nature of the Current Impact	Impacted Value Chain	Scale	Scope	Compensation status	Time Horizon of Potential Impact	Relevant Stakeholder Groups	Strategic Actions Taken	Impact Materiality
10	Responsible Supply Chain	Selection and auditing within the framework of sustainability in the supply chain contributes positively to the development of quality and social standards.	Procurement, Own Operations	**Medium**: The impact increases as the scope of the supply chain expands.	**Regional and International**: Suppliers operating in different locations	**Medium**: Positive results are maintained when regular follow-up and development efforts continue. Disruption may delay improvement steps.	**Medium**: Supplier relations, contract and training processes proceed gradually.	Suppliers, Quality Teams, Purchasing Department, Audit Organizations	Supplier evaluation and audit processes, adding environmental and social criteria to contracts	**High Priority**
11	Equal Opportunity and Diversity	Valuing employee differences increases innovation with inclusive policies, supporting morale and commitment within the organization.	Own Operations	**Medium**: Diversity and inclusion are effective in supporting motivation and team productivity.	**Local**: Head Office, factories, offices	**Low**: Maintaining practices ensures a long-lasting positive environment. If disrupted, it may still be resumed.	**Continuous**: HR policies and training are reviewed regularly.	Employees, HR Teams, Management, Community Groups	Inclusive education programs, monitoring diversity at the management level, internal communication campaigns	**High Priority**
12	Employee Engagement and Satisfaction	Internal communication, motivation practices, and development opportunities increase employee interest and productivity in the organization, offering a positive impact on corporate culture.	Own Operations	**Medium**: Increasing employee satisfaction benefits business performance.	**Local**: Internal units such as production, offices, R&D	**Low**: Even if programs are interrupted, they may resume with similar work.	**Medium**: The results of training and development plans become clear within a few years.	Employees, HR Teams, Managers	Internal communication platform, flexible work pilot, strengthening employee feedback mechanisms	**High Priority**

Double Materiality Analysis

	Topic	Nature of the Current Impact	Impacted Value Chain	Scale	Scope	Compensation status	Time Horizon of Potential Impact	Relevant Stakeholder Groups	Strategic Actions Taken	Impact Materiality
13	Integrated Risk Management	A holistic approach to addressing financial, operational, and strategic risks yields beneficial results for proactive decision-making and organizational stability.	Procurement, Own Operations, Customer Usage	**Medium**: A stronger impact is achieved when risk management becomes more comprehensive.	**Broad**: All business areas such as finance, production, R&D and sales.	**Low-medium**: Continuity allows positive outputs to be maintained. Failing to carry out risk analysis may lead to short-term losses, but restructuring is possible.	**Continuous**: Risk frameworks are regularly reviewed and updated.	All Divisions, Management, Supervisory Boards, Investors	Establishing a Corporate Risk Committee, updating risk inventory and action plans, reviewing insurance policies	**High Priority**
14	Corporate Governance	Transparent, participatory, and accountable governance mechanisms create a framework that strengthens stakeholder trust and supports long-term business success.	Own Operations	**Medium**: As the corporate culture becomes more internalized, the effect becomes more pronounced	**Corporate: Board** of directors, senior managers, all departments	**Low-medium**: Permanent benefits are achieved when a systematic management approach is maintained. It may be reconfigured when there is downtime or disruption.	**Continuous**: Regular organizational structural reviews, stakeholder feedback and improvement activities.	Investors, Senior Management, Employees, Supervisory Institutions	Increasing the proportion of independent members on boards of directors, strengthening audit and internal control mechanisms, stakeholder reporting	**High Priority**

Double Materiality Analysis

	Topic	Nature of the Current Impact	Impacted Value Chain	Scale	Scope	Compensation status	Time Horizon of Potential Impact	Relevant Stakeholder Groups	Strategic Actions Taken	Impact Materiality
15	Community Investment Programs	Educational, social responsibility and environmental-themed projects stimulate interaction between stakeholders and support corporate reputation while providing a positive contribution to society.	Own Operations, Local Community	**Medium**: Social good and brand awareness increase as programs expand.	**Local or Community**: The regions or communities where the projects are carried out.	**Low-medium**: Positive results are long-lasting where programs are maintained regularly. If these are neglected, possible results are still possible but would take time to achieve.	**Medium**: Most projects progress with planning and implementation periods of several years.	Local Community, NGOs, Employee Volunteers, Public Institutions	Funding pool for social responsibility projects, joint initiatives with local stakeholders, impact measurement and reporting	**High Priority**
16	Biodiversity	Steps to protect natural areas around production facilities and ecosystem sensitivity in the supply chain support environmental sustainability.	Procurement, Own Operations	**Medium**: It is important to the extent that the facility or supply activities are close to ecosystems.	Regional: Factory locations, raw material supply areas	**Medium**: When protective and monitoring measures are in place, the positive impact on biodiversity continues. If there is a disruption, additional time is required for regain.	**Long**: Preserving natural habitats requires long-term attention and actions.	Environmental Groups, Local Community, Suppliers, Public Authorities	Ecological impact assessments, principles of habitat protection in the supply chain, rehabilitation projects	**High Priority**

Double Materiality Analysis

Financial Materiality

While guiding our sustainability strategies and long-term corporate performance, we systematically apply the financial materiality approach within the framework of the European Sustainability Reporting Standards (ESRS) and GRI standards.

Financial materiality processes are aimed at analyzing the effects of current and potential impacts of environmental, social and governance issues on our Company's financial position, performance and cash flows. Under this approach, we take account of the magnitude of risks and opportunities, the probability of their occurrence and the temporal dimension, especially in line with the financial materiality principle of ESRS 1.

We consider climate change not only as an environmental impact area, but also as a serious source of financial risk. Any tightening of carbon regulations, increases in emission costs, disruptions to supply chains and operational disruptions due to climatic conditions have the potential to put pressure on cash flows in the short, medium and long term.

Anadolu Isuzu is aware that climate change can represent commercial risks and/or opportunities. Anadolu Isuzu considers climate change a serious source of financial risk; tightening carbon regulations, higher emission costs, supply chain disruptions and climate related operational interruptions have the potential to pressure cash flows in the short, medium and long term. In parallel, Anadolu Isuzu manages renewable energy investments, energy efficiency projects and carbon footprint reduction practices as levers to limit future cost increases and to strengthen capital market perception, treating this area as both a risk and an opportunity in line with ESRS E1 and GRI 201/305.

Financial materiality processes are aimed at analyzing the effects of current and potential impacts of environmental, social and governance issues on our Company's financial position, performance and cash flows.

Anadolu Isuzu evaluates strategic sustainability initiatives through their effects on working capital, operating cost structure, revenue generation capacity and investor confidence, supporting risk mitigation while enabling efficiency gains and new revenue streams. On the opportunity side via new products/services, Anadolu Isuzu's R&D in electric and alternative fuel vehicles opens new customer segments and strengthens export capacity, creating financial opportunities alongside environmental benefits.

In this vein, our renewable energy investments, energy efficiency projects and practices aimed at reducing our carbon footprint aim to limit the increases in our Company's future costs and create a positive impression in the eyes of the capital markets. We consider this area as both a risk and an opportunity within the scope of ESRS E1 and GRI 201 and 305.

Our investments in safety technologies and vehicle quality are of critical financial importance in terms of protecting brand reputation and maintaining customer loyalty, as well as user safety. Direct financial outputs of the strategic orientation in this field include reducing vehicle recall risks, reducing insurance obligations and keeping after-sales service costs under control. We view technological investments and quality control processes related to road safety not only in the scope of preventing costs, but as having the scope to provide a competitive advantage in entering new markets and in the field of public procurement. Anadolu Isuzu has a policy to protect customer health and safety and applies concrete processes to ensure our vehicles foster safety rather than risk. We operate a dedicated R&D Test Center that performs structural, functional and performance tests on vehicles, supporting safe product design and validation, and we maintain product development processes that facilitate compliance with changing safety regulations, so that evolving safety requirements are built into our products. Anadolu Isuzu also manages customer-facing safety through ongoing stakeholder engagement, including a call center, satisfaction surveys and periodic evaluations, with "vehicle quality and road safety" identified as a material customer topic that we monitor and act on. Governance for these activities sits within our Sustainability Policy's "Quality and Safety" working group, which provides an internal structure for continual improvement in customer health and safety outcomes.

Our R&D and innovation activities offer an opportunity to support our Company's financial performance, both through transforming the product portfolio and facilitating capital access. Our projects in electric and alternative fuel vehicles provide access to new customer segments and strengthen our export capacity beyond compliance with regulations. These investments are critical both in ensuring diversity of income and maintaining our profit margins. In this vein, we deem R&D expenditures as areas of financial opportunity with environmental and social impacts in line with ESRS E1 and S1, as well as GRI 302 and 305.

Double Materiality Analysis

Digitalization and cyber security are key financial priorities in the prevention of risks such as data breaches, operational downtime and loss of customer trust. The security of information systems is a guarantee not only of operational continuity but also of compliance with legal obligations. Our investments in this area ensure the avoidance of fines due to data breaches, reliability in financial audits and the fulfillment of obligations in customer contracts. In this vein, we include cyber security and digital infrastructure investments among the strategic areas which limit financial losses under the scope of ESRS S1 and GRI 418.

Ethical management, compliance with human rights and corporate governance practices are financially significant with their effects on reducing reputational risks and increasing investor confidence. Since shortcomings in compliance policies may result in significant fines, litigation and erosion of trust in investor relations, systematic governance approaches in this area produce an effect that reduces the cost of capital and strengthens long-term investor relations. We consider ethical compliance processes under indicators such as ESRS G1 and S2 and GRI 2, 205 and 406.

The talent management, employee engagement and occupational health and safety practices we maintain in the field of human resources reduce recruitment and training costs by lowering rates of employee churn while also increasing operational efficiency and securing productivity gains. This helps maintain financial sustainability, especially in sectors with limited access to qualified labor. We link our HR strategies directly to our business performance within the framework of ESRS S1 and GRI 401 and 403.

Sustainability criteria for the supply chain play a decisive role in preventing financial risks that our Company may encounter in terms of operational continuity, quality assurance and legal compliance. By regularly monitoring suppliers' environmental and social performance, it is possible to maintain production continuity and reduce unexpected costs in times of crisis while also avoiding any export barriers that may arise from supplier-related incompatibilities in international markets. This stands out as an area preventing risk of financial impact under ESRS S2 and GRI 308 and 414.

Our community investment and stakeholder relations practices reduce local risks and allow us to operate more consistently in regions with high levels of social acceptance, directly impacting the permit processes of projects in the long term and helping to prevent operational stoppages while supporting the applicability of investment plans. We report these relationships, which we evaluate not only in terms of social impact but also in terms of cost and operational continuity, in line with the ESRS S4 and GRI 413 indicators.

We regularly update our financial materiality process in line with both our internal control mechanisms and stakeholder expectations, and monitor the effects of our sustainability performance on our financial structure within the scope of integrated risk management. This approach, which we maintain in full compliance with ESRS and GRI standards, is managed in direct connection with our investor relations, capital planning and long-term value creation strategies.

Double Materiality Analysis

	Topic	Nature of Financial Materiality	Financial Impact Issue	Magnitude of Financial Impact	Time Horizon	Probability of Realization	Relevant Stakeholder Groups	Strategic Actions Taken	Financial Materiality
1	Vehicle Quality and Road Safety	Evolving safety standards and regulations boost vehicle sales and competitiveness. Although investments in new technologies bring increased costs, they have a positive impact on revenue and brand reputation.	Impact on Revenue and Profitability	**Medium-high**: New security technologies require additional resources and support a competitive position and sustainable growth in the long term.	**Medium**: Standards and customer expectations are expected to increase significantly in the medium term. Innovative product development, additional investments and process improvements will be critical to maintaining competitiveness during this period.	Medium-high	Customers, Dealers, Production/ R&D Teams, Regulatory Bodies	Evolving safety standards and regulations continuously boost vehicle sales and competitiveness. Next-generation technology investments provide lasting improvements in revenue and brand reputation.	**Very High Priority**
2	Climate Crisis and Environmental Impacts	Emission regulations and carbon taxes present additional compliance costs. Turning to low-carbon products increases revenue opportunities.	Cost and Revenue Impact	**Medium-high**: The transformation of high-carbon processes brings environmental awareness and a market advantage with a significant investment of resources.	**Long**: Tighter regulations are expected in the long term, along with more demanding consumer sentiment. The strategic transformation plans of the business are vital at this stage.	Medium-high	Employees, Suppliers, Dealers, Customers, Public Institutions, Investors	Emissions management and carbon compliance initiatives increase demand for low-carbon products, expanding opportunities for revenue generation.	**Very High Priority**
3	R&D and Innovation	R&D expenditures are raised in order to gain a competitive advantage in new generation vehicles and production techniques. Successful projects lead to increased market share and profitability.	Long-Term Profitability and Value Creation	Medium: Patent and new products consistently increase the steady stream of revenue and profitability.	**Medium**: R&D projects are expected to produce concrete outputs in the medium term. In this period, innovative products that provide a competitive advantage support market share.	Medium	R&D Teams, Investors, Strategic Business Partners	R&D projects pave the way for increased market share and profitability with the development of new generation products.	**Very High Priority**

Double Materiality Analysis

	Topic	Nature of Financial Materiality	Financial Impact Issue	Magnitude of Financial Impact	Time Horizon	Probability of Realization	Relevant Stakeholder Groups	Strategic Actions Taken	Financial Materiality
4	Digitalization and Cyber Security	While digitalization increases data processing capacity, it also brings an increased risk of cyberattacks. Effective cybersecurity systems maintain financial stability and prevent reputational damage.	Operational Continuity and Impact on Reputation	**Medium**: Robust data protection and cybersecurity practices manage potential risks, reinforcing business continuity and financial stability.	**Medium**: Comprehensive development of digital infrastructure in the medium term and bolstering cyber security measures strengthen corporate stability, with system integrations and security infrastructure at the forefront of these efforts.	Medium	IT Teams, Purchasing, Logistics, Financial Institutions	Digitalization expands data processing capacity while cybersecurity measures strengthen operational stability and corporate reputation.	**Very High Priority**
5	Business Ethics and Human Rights	Ethical and human rights standards in the supply chain may present financial risks. Companies which demonstrate compliance enhance their reputation and investor confidence.	Financial Impact as a Result of Legal and Reputational Damage	**Medium**: High compliance and ethical principles prevent criminal penalties, protecting corporate reputation and revenue streams.	**Continuous**: The regulatory framework and stakeholder expectations will expand over the long term. The company maintains a commitment to ethical principles, maintaining corporate reputation and investor confidence.	Medium	Suppliers, Investors, Employees, NGOs, Official Institutions	The Company's procurement structure and its focus on ethics and human rights creates corporate value and upholds investor confidence.	**Very High Priority**
6	Stakeholder Engagement and Collaborations	Multi-stakeholder collaboration and communication platforms create new projects and business opportunities, increasing revenue and efficiency. Lack of coordination causes loss of productivity.	Efficiency and Competitive Advantage	**Low-to-medium**: Successful projects significantly increase financial returns and support the growth potential of the business.	**Continuous**: Increasing the participation of different stakeholders in the long term helps ensure collaborations bring a lasting contribution to corporate competitiveness.	Low-medium	Employees, Suppliers, Customers, NGOs, Local Governments	Multi-stakeholder projects and shared platforms drive revenue growth through efficiency and the exchange of innovative ideas.	**Very High Priority**

Double Materiality Analysis

	Topic	Nature of Financial Materiality	Financial Impact Issue	Magnitude of Financial Impact	Time Horizon	Probability of Realization	Relevant Stakeholder Groups	Strategic Actions Taken	Financial Materiality
7	Talent Management	Competition and technological transformation require additional effort in retaining key employees. This process leads to loss of workforce, increased costs and loss of corporate memory.	Labor Cost and Efficiency	**Medium**: Increases the competitiveness of the organization by keeping talent management, operational efficiency and innovation capacity dynamic.	**Medium**: Competition for qualified employees will become more intense in the medium term, requiring the development of comprehensive strategies to maintain employee engagement.	Middle	HR Department, Employees, Management, Investors	Strategies to retain and nurture a skilled workforce help maintain organizational competitiveness by enhancing cost efficiency and performance.	**High Priority**
8	Occupational Health and Safety	Despite tightening OHS standards and higher compliance expenditures, high performance reduces insurance costs and lowers compensation risks while supporting operational continuity.	Operational Cost and Insurance Premiums	**Medium**: Increased investments in OH&S standards enhance productivity and reliability, safeguarding employee well-being.	**Short**: Expected updates to legislation and standards in the near term require the business to adapt quickly, thus limiting compensation and insurance costs.	Middle	Employees OHS Specialists, Auditors, Insurance Institutions	Comprehensive OH&S practices and modern equipment reduce insurance costs and minimize operational interruptions by reinforcing employee engagement.	**High Priority**
9	Customer Satisfaction and Communication	Digital channels and rapid feedback mechanisms increase customer loyalty and sales revenue. Inadequate management leads to customer churn and reputational damage.	Revenue and Client Portfolio Impact	**Low-medium**: An approach geared towards high satisfaction limits additional costs, strengthens workforce efficiency and increases engagement.	**Continuous**: Customer expectations and the constant evolution of communication tools require the business to regularly improve its practices in this area.	Low-medium	Customers, Dealers, Sales Units, Brand Managers	Customer experience management and digital feedback systems continuously increase customer satisfaction and sales potential.	**High Priority**

Double Materiality Analysis

	Topic	Nature of Financial Materiality	Financial Impact Issue	Magnitude of Financial Impact	Time Horizon	Probability of Realization	Relevant Stakeholder Groups	Strategic Actions Taken	Financial Materiality
10	Responsible Supply Chain	Sustainability criteria in the supply chain provide returns in terms of reputation and risk management. Lack of compliance results in operational disruptions and additional costs.	Procurement Cost and Risk Mitigation	**Medium**: Increasing global procurement standards drive the adoption of sustainable and competitive business models.	**Medium: The** development of transparency and audit mechanisms in procurement processes in the medium term contributes to production continuity and customer satisfaction.	Medium	Suppliers, Quality Teams, Audit Organizations, Investors	Responsible sourcing approaches manage risks and expand earning opportunities, leading to sustainable operations and high reputation. Diversity and inclusion policies increase innovation and employee motivation, creating corporate efficiency and brand value.	**High Priority**
11	Equal Opportunity and Diversity	Diversity policies increase innovation and employee motivation, providing efficiency gains and a positive corporate reputation. Incomplete practices weaken employee engagement and brand perception.	Workforce Performance and Market Reputation	**Low-medium**: Employee motivation and innovation level constantly increase with regular practices.	**Continuous**: Diversity-based transformation of corporate culture extends over the long term, limiting employee turnover and supporting internal innovation.	Low-medium	Employees HR Teams, Management, Community Groups, Investors	Diversity and inclusion policies increase innovation and employee motivation, creating corporate efficiency and brand value.	**High Priority**
12	Employee Engagement and Satisfaction	Digitalization and new working models rapidly raise employee expectations. Maintaining loyalty and satisfaction reduces costs and increases efficiency.	Labor Efficiency and Cost Control	**Low**: With the engagement management approach, it is easier to retain a competent workforce within the organization by restricting additional costs.	**Medium**: Renewing employee-oriented policies in the medium term increases productivity and motivation, while digital working models diversify internal adaptation processes.	Low	Employees, HR Units, Managers	Internal communication platforms and flexible working arrangements consistently increase employee satisfaction and productivity.	**High Priority**

Double Materiality Analysis

	Topic	Nature of Financial Materiality	Financial Impact Issue	Magnitude of Financial Impact	Time Horizon	Probability of Realization	Relevant Stakeholder Groups	Strategic Actions Taken	Financial Materiality
13	Integrated Risk Management	Monitoring financial, operational, and strategic risks with a holistic approach and strengthening preventive measures increases financial resilience to contingencies and cost optimization.	Financial Resilience and Management Efficiency	**Low-medium**: Effective risk analysis and planning contribute to sustainable growth by preventing unexpected negativities.	**Continuous**: The regular updating and implementation of risk frameworks leads to continuous improvements in organizational resilience, with risk inventory and action plans developed in integration with business processes.	Low-medium	All Departments, Management, Supervisory Boards, Investors	Integrated risk management ensures a high level of resilience to contingencies, providing stability in revenue and cash flow.	**High Priority**
14	Corporate Governance	Transparent and accountable governance practices enhance investor confidence, reduce the cost of capital and facilitate long-term partnerships. Shortcomings in this area may lead to difficulties in obtaining funding.	Cost of Capital and Reputation	**Low-to-medium**: Enhanced governance practices significantly boost investor confidence and corporate reputation.	**Continuous: The** improvement of the management structure and the continuous development of corporate governance principles continuously support capital flow and business partnerships.	Low-medium	Investors, Senior Management, Employees, Supervisory Institutions	Transparent corporate governance facilitates investor confidence and capital flow while supporting sustainable growth through long-term partnerships.	**High Priority**
15	Community Investment Programs	Education, social support, or environmental projects benefit from public incentives and enhance brand reputation. Incomplete planning restricts the impact of these projects.	Brand Value and Reputation-Based Financial Gain	**Low-medium**: Strategic projects support investment and growth opportunities by expanding funding and incentive opportunities.	**Medium**: Social responsibility projects increase social impact in the medium term, strengthening and supporting the bond between the organization and stakeholders and supporting its reputation.	Low-medium	Local Community, NGOs, Employee Volunteers Public Institutions	Social investment projects add value to the brand and strengthen social impact with high value-added initiatives.	**High Priority**

Double Materiality Analysis

	Topic	Nature of Financial Materiality	Financial Impact Issue	Magnitude of Financial Impact	Time Horizon	Probability of Realization	Relevant Stakeholder Groups	Strategic Actions Taken	Financial Materiality
16	Biodiversity	Practices for ecosystem protection facilitate sustainability and legal compliance in the supply of raw materials. Neglecting this increases production costs and operational risks.	Procurement and Operational Sustainability	**Low-to-medium**: New legal requirements and sensitivities in society accelerate the transition to innovative and inclusive business models.	**Long**: Protecting natural areas and raw material resources requires extensive projects and inspections. Strategic planning prioritizes this area in the long term.	Low-medium	Environmental Groups, Local Governments, Suppliers, Public Institutions	Practices focused on biodiversity ensure continuity of natural resources, leading to efficient sourcing processes and long-term gains in reputation.	**High Priority**

Double Materiality Analysis Results
With the analysis we carried out within the scope of impact materiality, we identified multidimensional impact areas along our value chain. Issues such as vehicle safety, tackling climate change, R&D and innovation, digitalization, ethical management, human rights and supply chain sustainability stood out with their high scale and wide scope in terms of impacts on environmental and social systems. We continue our work on development in these areas, which come into direct contact with the relevant stakeholder groups, depending on how long-lasting the positive impact is and the continuity of the strategic actions taken.

Our financial materiality process also evaluates the impact of our strategic activities on sustainability issues on our working capital, operational cost structure, revenue generation capacity and investor confidence. Having conducted relevant assessments, we identified new revenue areas and efficiency gains as financial opportunities, in addition to risk mitigation. Our investments in areas such as emission management, safety technologies, R&D, digital infrastructure, occupational health and safety have become strategic focus areas that support both long-term financial stability and competitiveness.

As a result of the analysis, the following issues were classified as “very high priority” in terms of both impact and financial materiality:

- **Vehicle Quality and Road Safety**
  This area, which directly affects driver and passenger safety, also positively affects sales revenues through product differentiation, customer satisfaction and brand reputation. Compliance with evolving security standards and investments in next-generation security technologies contributes to sustainable growth by providing a competitive advantage in the medium term.

Double Materiality Analysis

- **The Climate Crisis and Environmental Impacts**
  Emission regulations, carbon taxes and consumer sensitivities are of high importance both in terms of their environmental impact and in terms of financial risk. Our company's low-carbon production models and emission reduction-focused strategies enable long-term cost control and market advantage.

- **R&D and Innovation**
  R&D investments in next-generation vehicle technologies and alternative fuel systems reduce environmental impacts while also providing financial outputs such as access to new markets, increased market share and long-term revenue growth. Innovation also emerges as a strategic issue in terms of compliance with regulations and brand positioning.

- **Digitalization and Cybersecurity**
  There is a direct link between efficiency gains in operational processes along with the protection of information security and the Company's social impact and financial stability. Tackling cyberattack risks protects corporate reputation through customer trust and legal compliance, while preventing system disruptions prevents financial losses.

- **Business Ethics and Human Rights**
  Anadolu Isuzu has a policy in place to ensure the respect and protection of human rights for all employees. The company maintains a working environment that is free from discrimination or harassment based on ethnic origin, gender, age, sexual orientation, language, religion, political opinion, or any other personal characteristic. Anadolu Isuzu upholds equality of opportunity and fair treatment in every aspect of employment, including recruitment, training, promotion, and compensation.

  The company also takes measures to safeguard the dignity, health, and safety of its employees, ensuring that all workplace practices comply with international human rights principles and labor standards. Anadolu Isuzu regularly reviews its human resources and occupational policies to confirm their alignment with these principles and encourages employees to report any behavior that could infringe upon individual rights or well-being. Anadolu Isuzu acts in accordance with the fundamental human rights conventions of the International Labour Organization (ILO) and supports the principles set out in the United Nations Universal Declaration of Human Rights. The company respects the freedom, equality, and dignity of every individual and integrates these principles into its corporate culture and business practices.

  Anadolu Isuzu continuously promotes a fair and safe working environment, ensuring that its operations and relationships align with internationally recognized human rights standards, including the ILO Declaration on Fundamental Principles and Rights at Work.

  Adherence to ethical principles in supply chain and corporate processes plays a decisive role in investor confidence, regulatory compliance and long-term corporate value creation. Managing ethical risks not only avoids potential criminal penalties but also facilitates access to international funds and strategic partnerships. We conduct all our activities in full compliance with the United Nations Declaration of Human Rights and the Global Compact, as well as the legal framework and legislation regulating human rights and working life in Turkey. We strive to provide our employees with a modern work environment that respects human rights and ensures equal opportunity and participation.

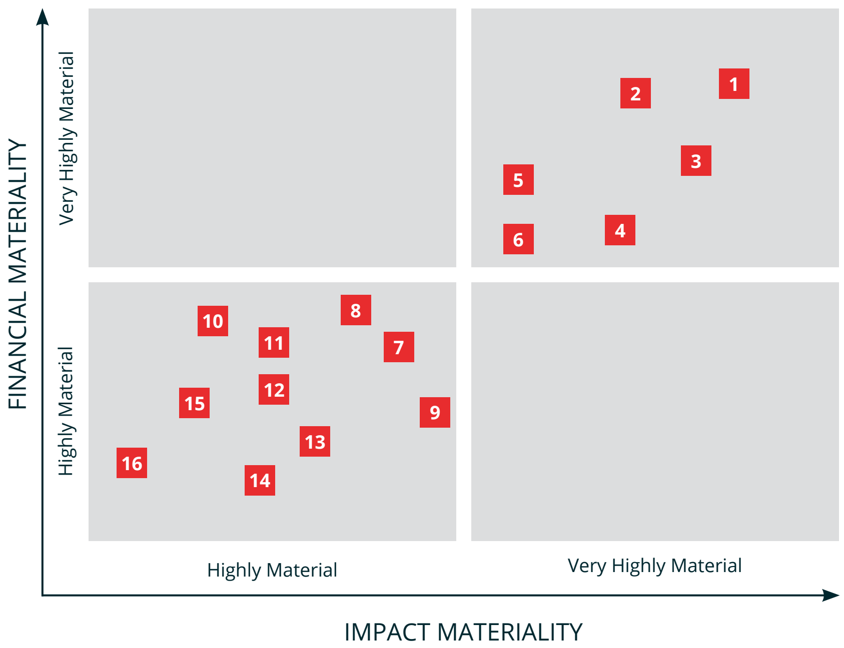
Double Materiality Analysis

- **Stakeholder Interaction and Collaborations**
  Projects that support multi-stakeholder structures not only increase social impact but also create financial opportunities by facilitating the integration of innovative ideas into corporate processes. Joint platforms and coordinated collaborations strengthen revenue generation capacity.

In addition to these areas, issues such as talent management, occupational health and safety, customer satisfaction, responsible supply chains, diversity and inclusion, employee engagement, integrated risk management, corporate governance, community investment programs and biodiversity also have a high impact and a significant level of financial importance. We regularly review these topics within the scope of our strategic sustainability management and update them in line with stakeholder expectations and external developments.

We use double materiality process as a key determining tool not only in sustainability reporting, but also in our business strategy and corporate governance systematics. We thereby aim to create long-term value by addressing the management of our environmental and social impacts and the sustainability of our financial performance in an integrated structure.

Double Materiality Analysis Matrix



1. Vehicle Quality and Road Safety
2. Climate Crisis and Environmental Impacts
3. R&D and Innovation
4. Digitalization and Cyber Security
5. Business Ethics and Human Rights
6. Stakeholder Engagement and Collaborations
7. Talent Management
8. Occupational Health and Safety
9. Customer Satisfaction and Communication
10. Responsible Supply Chain
11. Equal Opportunity and Diversity
12. Employee Engagement and Satisfaction
13. Integrated Risk Management
14. Corporate Governance
15. Community Investment Programs
16. Biodiversity

Stakeholder Communication

Stakeholder Group	Communication Tool	Stakeholder Priorities
Employees	Daily business cycle, departmental meetings, manager meetings, intranet, sharing meeting with employees	· Climate crisis and environmental impacts · R&D and innovation · Digitalization and cybersecurity · Business ethics and human rights · Stakeholder engagement and collaborations
Customers	Domestic and international customer visits, marketing communication meetings and studies, sectoral meetings, seminars and conferences, website and social media channels, Anadolu Isuzu Call Center, satisfaction surveys, periodic reports and evaluations	· Vehicle quality and road safety · Climate crisis and environmental impacts · R&D and innovation · Digitalization and cybersecurity · Stakeholder engagement and collaborations
Suppliers	Bilateral meetings, training, satisfaction surveys, periodic reports and evaluations	· Vehicle quality and road safety · Climate crisis and environmental impacts · R&D and innovation · Digitalization and cybersecurity · Stakeholder engagement and collaborations
Dealers & Business Partners	Bilateral/ multilateral and regional meetings, satisfaction surveys, domestic and international dealer meetings, interaction studies, periodic reports and evaluations	· Vehicle quality and road safety · Climate crisis and environmental impacts · R&D and innovation · Digitalization and cybersecurity · Stakeholder engagement and collaborations
Shareholders and Investors	Annual General Meeting, Board of Directors meetings, Public Disclosure Platform, periodic reporting, website and social media channels, teleconferences and road-shows organized for analysts and investors, domestic and international investor relations meetings	· Climate crisis and environmental impacts · Stakeholder engagement and collaborations
Public Institutions and Society	Reporting obligations stipulated in laws and regulations, other information flows, bilateral meetings, community contribution projects, interaction with local community of Kocaeli, which is home to the production facilities.	· Climate crisis and environmental impacts · Stakeholder engagement and collaborations
Universities	Project and vocational training activities	· Climate crisis and environmental impacts · R&D and innovation · Digitalization and cybersecurity · Stakeholder engagement and collaborations
Non-Governmental Organizations (NGOs)	Project-based studies	· Climate crisis and environmental impacts · Stakeholder engagement and collaborations
Sectoral Unions and Organizations	General meetings and periodic meetings, periodic information activities, contribution to strategy development and lobbying activities, other meetings	· Stakeholder engagement and collaborations
Group Companies	Senior management meetings, regular information activities, contribution to strategy development processes, bilateral meetings	· Climate crisis and environmental impacts · Stakeholder engagement and collaborations
Media	Press conferences and meetings, Public Disclosure Platform and press release communications, corporate communication activities, interviews with members of the press	· Stakeholder engagement and collaborations

Anadolu Isuzu Governance Model

Corporate Governance

The corporate culture we have built around the common values of the Anadolu Group guides us in all our work and decisions.

Our Corporate Governance Approach

At Anadolu Isuzu, we believe that successful corporate governance is an indispensable element of sustainable added value production. Our corporate governance approach forms the basis of sustainable economic performance and also draws the framework for ethical and honest competition. We carry out all of our activities by adhering to the highest standards in our ethical values, honesty, fairness and professionalism.

The corporate culture which we have built around the Anadolu Group's shared values guides us in all our work and decisions. We see these values as one of the keys to success and reflect them in our corporate governance approach.

We recognize the importance of conducting our operations with a transparent, accountable, and direct-communicative management model, both for sake of our economic performance and for our brand value. We share our corporate culture, which aligns with current needs and includes forward-looking expectations and strategies, with all our managers and employees.

As part of our commitment to creating long-term value for our stakeholders, our corporate governance efforts focus on developing risk, compliance and ethical approaches, establishing and approving strategies and objectives and identifying, mitigating, and systematically monitoring risks that could impact our business.

We maintain our activities within the framework of our policies which we publish and go to the greatest lengths to comply with these policies.

Our Corporate Governance Policies

Disclosure Policy
Dividend Distribution Policy
Pricing Policy
Indemnity Policy

Click here to view details of our Corporate Governance Policies.

All of our company's activities are carried out in accordance with legal regulations and the "Corporate Governance Principles" determined by the Capital Markets Board (CMB). Our Corporate Governance Principles Compliance Report contains information on the Company's practices for each of the topics mentioned in the Corporate Governance Principles. If the points set out in these principles are not applied, or in the event of conflicts of interest arising from failure to fully comply with these principles, an explanation will be required along with a statement setting out any future changes to the Company's management practices within the framework of the points contained within these principles.

During the operating period from 1 anuary 2024 to 31 December 2024 our Company complied with the Corporate Governance Principles, with no conflicts of interest arising from failures of implementation.

Our Corporate Governance Principles Compliance Statement is set out in the 2024 Annual Report.

Corporate Governance Rating

As we were preparing our report for publication, our Company's Corporate Governance Rating Score, which considers corporate governance as the driving force of success, was raised from 9.5 to 9.52 (out of 10) as of 12 June 2025.

Another important development in this field was the inclusion of the Company's shares in the "BIST Dividend Index" by Borsa Istanbul A.Ş.

In its credit rating report released on 25 July 2025 the renowned credit rating agency, JCR Eurasia, affirmed our Company's Long-Term National Corporate Credit Rating as AA (tr) and the outlook for the rating as "Stable".

Anadolu Isuzu Governance Model

Our Board of Directors

The Board of Directors at Anadolu Isuzu manages and represents the Company with a rational and prudent risk management approach by maintaining our Company's risk, growth and reward balance at an optimal level. The Board is also responsible for meeting the Company's operational and financial performance targets, which have been determined and disclosed to the public.

In this area, relevant directorates present their annual budget and business plans to the Board of Directors through the Financial Affairs Department. Throughout the year, activities are carried out in accordance with these plans, with the results obtained constantly compared with the budget as accepted by the Board of Directors with any deviations investigated.

In the process of creating annual strategic goals, the Board of Directors first approves the basic assumptions and then the strategic goals created as a result of the studies.

During the implementation process, the Board of Directors monitors the comparative results of the Company's activities with the strategic objectives on the basis of the information it receives directly from the monthly activity reports and the Board of Directors meetings. The Board of Directors at our company consists of a total of fifteen members, including a President, a Vice President and five independent members who fully meet the criteria laid out by the CMB. All of our Board members are non-executive members in accordance with the definitions published by the CMB. The duties of Chairman of the Board of Directors and General Manager are carried out by different individuals.

Anadolu Isuzu has a policy regarding the gender diversity of its Board. Anadolu Isuzu adopts and implements the Anadolu Group Board of Directors Diversity Policy, which aims to ensure equal opportunities at Board level and requires the nomination process to consider diversity factors such as gender, age, race and ethnic origin, with a minimum of 25 percent female representation and annual public reporting of progress toward this goal.

Anadolu Isuzu maintains a policy and process to ensure a well-balanced Board with adequate experience and expertise. The Corporate Governance Committee, which performs the duties of the Nomination Committee, oversees Board composition and succession planning in line with our Corporate Governance Principles, and our directors' competencies are formally tracked across financial, sectoral and sustainability expertise, demonstrating that the Board collectively possesses the knowledge and skills required to fulfill its responsibilities. The current Board profile evidences this approach through an expertise matrix recorded for each director and an average of 34 years of professional experience among Board members, supporting effective oversight of strategy and risk. Anadolu Isuzu uses both Short-Term and Long-Term Incentive Plans for senior executives and board members, and a defined share of C-suite/board monetary incentives is linked to progress toward and achievement of environmental targets under the Performance Management System and climate transition plan. These long-term incentives are structured around multi-year objectives that align executive pay outcomes with resource-efficiency, emissions-reduction, and broader sustainability goals, so that performance against these long-term targets determines the long-term component of senior executives' compensation. Anadolu Isuzu maintains an executive compensation framework that supports its ability to attract, motivate and retain high caliber senior managers. The Corporate Governance Committee performs the duties of the Remuneration Committee and oversees executive pay, and the compensation package for senior managers includes salaries, bonuses, social benefits, premiums, severance pay and notice pay, ensuring an appropriate mix of fixed and variable elements aligned with the governance structure.

Anadolu Isuzu eliminates cumulative voting in the election of board members; pursuant to Anadolu Isuzu's Articles of Association and Corporate Governance Compliance Reports, directors are elected on a one share, one vote basis and the governing documents include no provision enabling cumulative voting, so shareholders do not possess cumulative voting rights in director elections.

Anadolu Isuzu is subject to fair price provision, either under applicable law or as stated in the company documents (charter or bylaws); under the Capital Markets Board Communiqué on Takeover Bids (No. II-26.1), any change of control triggers a mandatory tender offer to all shareholders at a fair price, determined at not less than the arithmetic average of the daily weighted average prices over the prior six months and not less than the highest price paid in that period, with equal treatment afforded to all shareholders; Anadolu Isuzu conducts corporate actions in accordance with the Turkish Commercial Code and CMB regulations, and the Articles of Association include no carve out from this framework.

For Advance Notice Period Days, the minimum interval prior to the next shareholder meeting beyond which a shareholder proposal will not be accepted is 21 days; in line with the Turkish Commercial Code and CMB rules, Anadolu Isuzu convenes the General Assembly by a call made at least three weeks before the meeting date, and shareholder proposals, including resolutions and director nominations, must be submitted within the legally permitted time period and prior to publication of the call, so proposals delivered after the call is published fall inside the three-week pre-meeting window and are not accepted.

Anadolu Isuzu Governance Model

There are no rules established by the Company for the Board Members on assuming other duties outside the Company, but the regulations stipulated in the Corporate Governance Principles apply.

The Company's Board of Directors consists of a Chairman, a Vice Chairman and 13 members, adding up to a total of 15 members. All of the members of the Board of Directors were elected at the Ordinary General Assembly Meeting on 19 April 2024, to serve until a new Board of Directors is formed at the next Ordinary General Assembly Meeting.

Demographics of the Board of Directors

Independent Members: 33%

Female Members: 7%

Average Work Experience: 34 years

Education:

Doctorate: 20%

Master's Degree: 47%

Bachelor's Degree: 33%

Click for the CVs of our Board of Directors members.

Board of Directors Members and their Job Descriptions

Name	Duty	Committee Membership	Expertise
Tuncay ÖZİLHAN	Chairman	-	Financial, Sectoral
Kamilhan Süleyman YAZICI	Vice President	-	Financial, Sectoral
Talip Altuğ AKSOY	Member	1	Financial, Sectoral
Efe YAZICI	Member	1	Financial, Sectoral
Sadettin Ahmet BİLGİÇ	Member	1	Financial, Sectoral
Mehmet Hurşit ZORLU	Member	2	Financial, Sectoral
Recep Yılmaz ARGÜDEN	Member	1	Sustainability
Özdemir Osman KURDAŞ	Member	1	Sectoral
Reo SAWADA	Member	-	Sectoral
Tomoyuki YAMAGUCHI	Member	-	Sectoral
Lale DEVELİOĞLU	Independent Member	2	Financial, Sectoral, Sustainability
Barış TAN	Independent Member	1	Financial, Sectoral, Sustainability
Yusuf Kamil SONER	Independent Member	1	Financial, Sectoral, Sustainability
Münür YAVUZ	Independent Member	1	Financial, Sectoral
Ali Tarık TUNALIOĞLU	Independent Member	1	Financial, Sectoral

Committees Established within the Board of Directors

Pursuant to the provisions included in both the Turkish Commercial Code and the Communiqué on Determination and Implementation of the Principles of Corporate Governance issued by the Capital Markets Board, the Audit Committee, Corporate Governance Committee and Early Detection of Risk Committee were established for the fulfillment of the duties and responsibilities of the Board of Directors.

Following the election of the new Board Members at the Ordinary General Assembly Meeting held on 19 April 2024 and in line with the Board of Directors resolution dated 16 May 2024, the following committee members were determined in line with the Corporate Governance Principles published by the Capital Markets Board.

Corporate Governance Committee

Name	Duty
Lale DEVELİOĞLU	Chairman
Talip Altuğ AKSOY	Member
Efe YAZICI	Member
Mehmet HURŞİT ZORLU	Member
Recep Yılmaz ARGÜDEN	Member
Burak BAŞARIR	Member
Neşet Fatih VURAL	Member

The duties of the Nomination Committee and the Remuneration Committee are carried out by the Corporate Governance Committee.

The Corporate Governance Committee convened four times throughout the year.

Anadolu Isuzu Governance Model

Audit Committee

Name	Duty
Barış TAN	Chairman
Münür YAVUZ	Member

The Audit Committee convened four times throughout the year.

Early Detection of Risk Committee

Name	Duty
Lale DEVELİOĞLU	Chairman
Mehmet Hurşit ZORLU	Member
Özdemir Osman KURDAŞ	Member
Ali Tarık TUNALIOĞLU	Member

The Early Detection of Risk Committee convened twice throughout the year, and provided the Board of Directors with reports containing information about their activities and the results of the meetings held throughout the year. The Early Detection of Risk Committee informed the Board of Directors about its activities with a total of six bimonthly reports throughout the year.

Our Company's Board of Directors decided to establish a Sustainability Committee on 16 May 2024. The Committee convened twice during the year.

Sustainability Committee

Name	Duty
Yusuf Kamil SONER	Chairman
Sadettin Ahmet BİLGİÇ	Member
Burak BAŞARIR	Member
Bora KOÇAK	Member

Click for detailed information about the regulations and working principles of Anadolu Isuzu committees here.

Anadolu Isuzu has a Sustainability committee that oversees environmental and social performance across the Company. The Board of Directors directs the Sustainability Committee and approves the Sustainability Policy and related policies, while the Committee determines sustainability strategy, takes required actions and monitors performance, coordinated by the Corporate Communication and Sustainability unit. On 16 May 2024 the Board established the Sustainability Committee, which convened during the year, and senior management is responsible for the day to day execution of sustainability and climate change issues. Strategic decisions of the Committee are implemented through six cross functional Working Groups affiliated to the Committee, covering Environment and Climate, Innovation and Digitalization, Quality and Safety, Supply Chain, Corporate Governance and Ethics, and Employees.

Our Senior Management

We realize our strategic goals with our senior management, consisting of 19 senior executives who possess expertise in various fields including strategic development, R&D, human resources and supply chains.

Under the leadership of our Automotive Group President and within the framework of corporate risk management, our senior management identifies key opportunities and threats and manages them in accordance with our Company's approach to risk. In addition, our senior management is also responsible for the day-to-day execution of sustainability and climate change issues.

Name	Duty
Bora KOÇAK	Automotive Group President
Yusuf Tuğrul ARIKAN	General Manager
Hakan ÖZENÇ	Operational Functions Group Director
Hakan KEFOĞLU	R&D Group Director
Neşet Fatih VURAL	Chief Financial Officer
Barış KOCA	Quality Director
Ali SALİHİ	Strategy, Product, Projects and Business Development Director
Murat SEVER	Supply Chain Director
Hasan Yusuf TEOMAN	Sales Director
Aşkın İNCİ	IT Director
Fatih AKGÜN	Plant Director
Huseyin ALMAN	Technical Director
Murat DEDEOĞLU	International Sales Director
Özkan ERİŞ	Aftersales Director
Onur ORTATEPE	Human Resources Director
Birkan ATLAZ	R&D Electrical Electronic Systems (EES) Director
Gülşah YEREŞER	R&D Vehicle Development Director
Emre İLERİ	R&D Operations and Validation Director
Cengizhan BİLGİN	Business Development, Product and Projects Director

Click for the details of the CVs and organizational chart of our senior management.

Financial Benefits Offered to Senior Managers

The benefits (salaries, bonuses, social benefits, premium, severance pay, notice pay) provided to our senior managers in 2024 added up to TL 242,220,115

Anadolu Isuzu Governance Model

Sustainability Management

Strategies and actions focused on sustainability and climate change in our company are shaped under the responsibility and guidance of our Board of Directors.

Our Sustainability Management

Our sustainability management structure, which we have established in order to achieve our goals set within the framework of our sustainability strategy and to increase our performance, encourages every level of our Company, starting from the Board of Directors, to take steps with a focus on sustainability.

Our sustainability management structure consists of three layers with our Board of Directors at the highest layer. Our Board of Directors, which guides us in our sustainability strategy and actions, undertakes the task of directing our Sustainability Committee and approving the Sustainability Policy and complementary policies which we have created.

Our Sustainability Committee is at the heart of our sustainability management structure. The Committee, which consists of a chairman and three members, predominantly carries out the tasks of determining the sustainability strategy, taking the required actions in this strategy and monitoring the performance. The Corporate Communication and Sustainability unit is responsible for the coordination of the Committee.

Strategies and actions focused on sustainability and climate change in our company are shaped under the responsibility and guidance of our Board of Directors. Our Board of Directors provides our Sustainability Committee with guidance and approves the Sustainability Policy and related policies.

Anadolu Isuzu has an environmental management team that is operational on a day to day basis within its facilities. All company activities are carried out under an Environmental Management System aligned with ISO 14001, and environmental performance is closely monitored by employees through internal mechanisms including a monthly Environmental Bulletin prepared from operational data, department level energy consumption monitored instantly and shared with department managers to trigger corrective actions, and employee based energy training and working groups that run continuous improvement projects and share good practice through sectoral working groups. These structures evidence a team committee approach led by employees rather than only board level governance, and were actively in place in FY 2024.

Responsibilities of the Sustainability Committee

- To determine the sustainability strategy, goals and actions.
- To ensure the coordination of activities and business plans within the strategy, vision and goals in the field of sustainability.
- To create the Sustainability Policy and complementary policies and to integrate the approved policies into all business processes.
- To analyze possible risks and opportunities in priority focus areas and to monitor the efforts to take action by anticipating possible risks.
- To determine and implement policies to improve sustainability performance.
- To ensure that the sustainability vision is rolled out within the Company and among all stakeholders and to expand the sustainability network.
- To keep the roadmap up-to-date by following global trends, developments in the sector, and national and international legislation.

The strategic decisions and implementation recommendations taken by the Committee are transformed into projects and actions by our Working Groups, which we have formed with the focus of our sustainability strategy and priority issues. A total of six different working groups are in place which are affiliated to the Sustainability Committee. These groups, which have members from different levels of the relevant departments, work to implement the steps we need to take to achieve our sustainability goals.

We are committed to rolling out, adopting and implementing sustainability, which we see as an integral part of our activities, corporate governance approach and structure, throughout our value chain. In this vein, we implement the basic principles which form the basis of our Sustainability Policy, which was established by our Sustainability Committee in 2019, and we increase the value we generate on behalf of our stakeholders by transforming our activities within the scope of the sustainability framework included in our policy.

Working Groups

- Environment and Climate
- Innovation and Digitalization
- Quality and Safety
- Supply Chain
- Corporate Governance and Ethics
- Employees

Click here to view our Sustainability Policy.

In the announcement dated 20 December 2024 Borsa Istanbul A.Ş. announced that Anadolu Isuzu shares would be included in the “BIST SUSTAINABILITY INDEX” for the period from 1 January 2025 to 31 March 2025.

Risk Management at Anadolu Isuzu

Risk Management and Internal Control Mechanism

We adopt a strong and proactive approach to risk management, which we see as an integral part of achieving sustainable growth and successful financial and operational performance.

Risk Management and Internal Control System at Anadolu Isuzu is under the responsibility and control of Company management. The Corporate Risk Management function, which operates to provide assurance and consultancy to the management on these issues, reports directly to the Early Detection of Risk Committee.

Anadolu Isuzu Senior Management identifies critical opportunities and threats that may arise in terms of achieving the Company's targets within the frame of Corporate Risk Management and manages them in accordance with the risk appetite of our Company. Corporate Risk Management is a systematic and disciplined process that is established to determine Anadolu Isuzu's business strategies. It is influenced by all Company employees and covers all Company practices.

With the coordination of the Corporate Risk Management function, the risks that may arise for the goals of the Company are submitted to management for their consideration, and priority risks are identified. Material risks, and action plans aimed at reducing these risks, are shared with the Early Detection of Risk Committee to be submitted to the Board of Directors. The management and continuity of this process integrated with strategic business plans is supported by technological infrastructure.

Performance and risk indicators are used as an early warning system to monitor risks and take the necessary measures on time. The SAP system, which is integrated into all processes within the Company, is an effective technological decision support system used for this very purpose.

This allows for instantaneous monitoring of activity results, elimination of human errors, early detection of risks and increased efficiency of the internal control system. At the same time, the internal communication system with high-level technology provides the opportunity to quickly intervene in any problem and produce solutions.

Business continuity and crisis management studies are carried out and supported by effective insurance management in order to prevent and reduce losses arising from risks that may cause business and production interruptions, such as natural risks and supply chain problems.

Investments are made in backup systems to prevent system damage and data loss in case of any extraordinary situation. In addition, the Company instantly monitors environmental factors and extraordinary situations and investigates their causes, and continuously takes measures to minimize any risks.

The Internal Audit Department regularly reviews the company's risk management and internal control system within the frame of its risk-based audit plan, and reports to the Audit Committee and Company Management:

- Accuracy and reliability of Financial and Operational Information
- Efficiency of operations
- Protection of company assets
- Ensuring compliance with laws, regulations and contracts

Risk Management at Anadolu Isuzu

Code of Conduct

Anadolu Isuzu considers adhering to legal rules and ethical values in business and social life to be an indispensable element of its corporate culture.

Anadolu Isuzu's TSRS-aligned sustainability report for the 2024 reporting period, published within the company's 2024 Integrated Report, were subjected to independent external limited assurance by PwC Bağımsız Denetim ve SMMM A.Ş. The engagement was conducted in accordance with the Turkish Public Oversight Authority's assurance standards, specifically GDS 3000 (Assurance Engagements Other Than Audits or Reviews of Historical Financial Information) and GDS 3410 (Assurance Engagements on Greenhouse Gas Statements). The assurance report, titled "Independent Practitioner's Limited Assurance Report on the Information Presented under TSRS," is included in the Integrated Report and is signed by the responsible auditor, Baran Yılmaz (SMMM), dated 13 August 2025.

Risk Management and Internal Control System at Anadolu Isuzu is under the responsibility and control of Company management. The Corporate Risk Management function, which operates to provide assurance and consultancy to the management on these issues, reports directly to the Early Detection of Risk Committee.

Our Senior Management identifies critical opportunities and threats that may arise in terms of achieving our Company's targets within the frame of Corporate Risk Management and manages them in accordance with the risk appetite of our Company. Corporate Risk Management is a systematic and disciplined process that is established to determine Anadolu Isuzu's business strategies. It is influenced by all Company employees and covers all Company practices.

Since its foundation, Anadolu Group has had a consciously implemented, managed and maintained corporate culture. In addition to knowledge and experience, this corporate culture shared by all managers and employees also includes future expectations and strategies that are in line with today's conditions. Providing the best services and products for everyone and passing on its reputation to future generations form the fundamental values of Anadolu Group.

On the other hand, in order to reinforce compliance with the capital market legislation and corporate governance practices at Anadolu Group, a group that is widely recognized and trusted in domestic and foreign capital markets, the Company employees are reminded of their obligations arising from the legislation in relation to insider trading within the scope of the Anadolu Group Working Principles prepared for Group companies. Since we are a public company, there is a "Blackout Period" prohibiting the trading of the relevant Company's shares for those who have access to insider information.

Adhering to legal rules and ethical values in business and social life, working based on trust, producing quality, accurate and reliable results, acting in accordance with the established beliefs, rules and thoughts, and respecting nature and the environment are indispensable components of the Anadolu Isuzu corporate culture.

Our Company activities are carried out within the frame of Anadolu Group Working Principles available on our corporate website. Our Company is also a member of the Ethics and Reputation Society of Turkey. Our Company has an Ethics Committee chaired by the General Manager, and holds evaluation meetings at regular intervals.

Click for further information

VALUE ON THE BASIS OF CAPITAL ELEMENTS

We develop and diversify our products on the basis of changing demand conditions, customer expectations and global industry trends.

We carry out our production activities within the scope of an approach focused on increasing the added value we offer our stakeholders in every aspect, and we focus on developing environmentally friendly products that contribute to quality of life.

Global and Turkish Economy

A moderation in cost pressures due to easing supply-driven cost increases and tight monetary policies has led to a gradual decline in inflation.

Global Economy

A period of rising uncertainty in the global economy
Throughout 2024, most central banks, particularly in developed countries, have continued implementing tight monetary policies that began in 2023 to combat inflation. This has exerted pressure on global economic activity, leading to relatively weak economic growth.

While economic performance in the Eurozone and China has remained subdued, the U.S. economy has shown greater resilience. However, even the U.S. has grown below its potential.

The International Monetary Fund (IMF) estimates that global economic growth has declined from 3.3% in 2023 to 3.2% in 2024, reinforcing expectations of a "soft landing" in economic activity.

A moderation in cost pressures due to easing supply-driven cost increases and tight monetary policies has led to a gradual decline in inflation. However, geopolitical risks, rising commodity prices (particularly oil), global supply chain disruptions, and increasing food prices still pose upside risks to global inflation.

In developed economies, the disinflation process has created room for interest rate cuts. The Eurozone began cutting rates in June, followed by the U.S. Federal Reserve in September. These cautious rate cuts are expected to continue in 2025.

In 2025, global markets are anticipated to be shaped by central bank decisions, geopolitical developments, and protectionist trade policies.

Global and Turkish Economy

Automotive production stabilized at 904,513 motor vehicles in 2024 with a total of 980,341 cars sold, marking a 1% expansion in the overall market.

Turkish Economy

In the second half of 2023, Turkey implemented a tight monetary policy aimed at combating inflation. The delayed effects of these measures became evident in 2024, leading to a slowdown in economic growth starting from the second quarter. GDP growth in 2024 was on the order of 3.2%.

During this period, consumption and investment expenditures contributed less to growth, while net exports provided a positive impact, continuing a trend that began in Q1 2024.

To support its tight monetary stance, economic policymakers introduced macroprudential measures in 2024. In March 2024, the Central Bank of Türkiye (CBRT) raised its policy interest rate from 45% to 50%, maintaining this level throughout the year. Key measures included credit growth limitations and adjustments in reserve requirements to control inflation.

CPI inflation peaked at 75.5% in May 2024 before declining in the second half of the year due to base effects, ending the year at 44.4%.

The declining inflation trend led CBRT to begin a rate-cut cycle in December 2024 with a 250-basis-point reduction. However, the Monetary Policy Committee emphasized that tight monetary policy would continue until a sustained and significant decline in core inflation was achieved and inflation expectations aligned with target forecasts.

Turkey's strong monetary stance and robust foreign exchange reserve policies have bolstered investor confidence, leading to increased capital inflows. As a result, Turkey's credit rating improved, and the 5-year CDS risk premium fell to 245 basis points by 12 December 2024.

Automotive Sector in 2024

According to data released by the Automotive Industry Association, Turkey's automotive sector saw a 7% decrease in total production in 2024. During the reporting period, the total vehicle production of automotive manufacturers operating in Turkey was 1,365,296 units. The total market in 2024 balanced at the same level as the previous year, reaching 1,285,632 units.

Car production was 904,513 units, and the number of cars sold was 980,341 units, with market growth occurring at a rate of 1%.

In 2024, the production of commercial vehicles decreased by 10.7%, totaling 460,783 units. In the same period, light commercial vehicles saw an 8% decrease, while heavy commercial vehicles experienced a 25% decrease in production. The commercial vehicle market also contracted in 2024. The total commercial vehicle market shrank by 4%, the light commercial vehicle market by 3%, and the heavy commercial vehicle market by 8%.

In 2024, the production of commercial vehicles decreased by 10.7%, totaling 460,783 units. In the same period, light commercial vehicles saw an 8% decrease, while heavy commercial vehicles experienced a 25% decrease in production. The total commercial vehicle market shrank by 4%, the light commercial vehicle market by 3%, and the heavy commercial vehicle market by 8%.

The number of vehicles exported was 1,026,022 units, while the automotive main and sub-industry export value amounted to USD 36.75 billion. Compared to the previous year, total automotive exports remained at similar levels in terms of units, while car exports decreased by 1%. In 2024, total automotive exports amounted to 1,013,034 units, with 654,115 cars and 358,919 commercial vehicles exported.

According to the Uludağ Automotive Industry Exporters' Association (OİB), Turkey's automotive industry achieved exports totaling USD 37.2 billion in 2024 and ranks second in Europe in commercial vehicle production.

With its current size, the automotive industry employs 300,000 people, including 50,000 in the main industry and 250,000 in the supply industry. When adding dealers, logistics, authorized services, and private services, the total number of employed individuals exceeds 500,000.

Financial Capital - Value for the Economy and Stakeholders

Operational and Financial Performance

Why is it Important for Us?

Against a backdrop dominated by the continuing global transformation, companies need to address economic, environmental, social and governance elements from an integrated perspective. A strong and successful financial performance enables companies to increase their brand value and reputation by creating economic value, and to gain a competitive advantage by creating the necessary resources to fulfil their environmental and social responsibilities to stakeholders.

How Do We Manage It?

By integrating sustainability into our economic activities, we effectively manage risks such as environmental and economic changes. Accordingly, we are able to adapt more rapidly to developing and changing conditions and improve our financial resilience. We aim to increase our turnover, profitability and international revenues with our strategic plans which include strong and stable growth. We generate economic value with our strong market share, sustainable financial structure, our network of dealers and authorized service points at home and abroad, and our record-breaking export revenue.

Anadolu Isuzu achieved a sustainable financial and operational performance in 2024, its 40th year of operation. In this period, when the automotive industry was relatively stagnant due to the volatilities in global and national economic conditions, we achieved successful results with the support of our sound financial structure.

Our Financial Results

Our Company closely monitors financial risks and goes to considerable lengths to keep such risks within the limits determined by the Board of Directors and the Audit Committee. As a result of both global and national economic volatilities, our Company's assets contracted by 20% in 2024 when compared to the previous year, to TL 22,137 million, while its revenue decreased by 14% to TL 18,902 million.

Our gross profit decreased by 37% compared to 2023 to TL 2,426 million, with our Company recording a net profit of TL 443 million. Our EBITDA decreased by 59% compared to 2023, to TL 703 million, resulting in an EBITDA margin of 3.7% and a gross profit margin of 12.8%.

Our Company carried out TL 1,277 million of investment expenditures in the reporting period in line with its plans.

Financial Capital - Value for the Economy and Stakeholders

We add value to human life with every vehicle we develop and produce, and we support the development of our country with the income we earn from our sales.

Our Operational Performance
Carrying out our activities with the goal of achieving a balance between the domestic and foreign market in our commercial activity, we maintained our proactive customer portfolio management approach in 2024, scoring new achievements in the domestic markets.

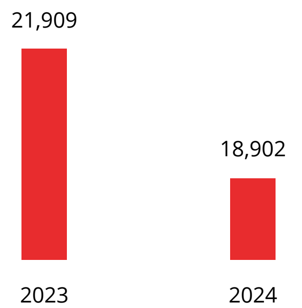
Our priorities during the reporting period continued to be a successful operational performance, a tight balance sheet and proactive risk management and management of FX open positions.

Our total production in the truck, van, medium-size coach and bus segments was 5,787 vehicles in 2024.

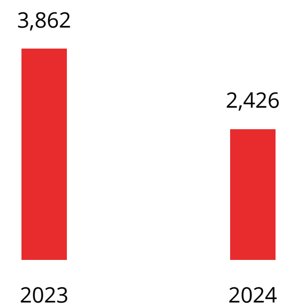
Production	2024	2023
Trucks	2,712	3,368
Light-Trucks	1,201	726
Midibuses	1,498	1,491
Buses	376	391
Total Production	**5,787**	**5,976**

Domestic Sales	2024	2023
Truck	2,485	3,356
Light Trucks	1,200	776
Pick-Ups	1,550	1,555
Midibuses	726	629
Buses	45	106
Total Domestic Sales	**6,006**	**6,422**

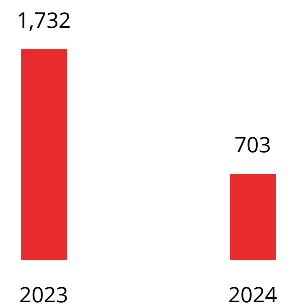
Revenues (TL million)



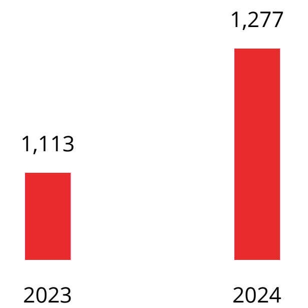
Gross Profit (TL million)



EBITDA (TL million)



Investment Expenditures (TL million)



Financial Capital - Value for the Economy and Stakeholders

Contribution to Exports

We place priority on assertively developing our presence in the global commercial vehicle market and keeping our short and medium-term strategies in line with market conditions.

At Anadolu Isuzu, we maintain our efforts to strengthen our position in foreign markets, to open up to new markets, to export to more countries and to increase our export revenues.

Our Company's most important dynamic in 2024 was again its strong export structure. In this period, we maintained our efforts to develop and diversify our export markets and evaluate new opportunities presented by the conjuncture.

We broke a new record in exports with our continued growth momentum in bus and minibus exports, and increased our export revenues to USD 168 million dollars, with vehicles consisting of USD 155 million of this figure and spare parts comprising the remaining USD 13 million.

According to OSD data, our Company accounted for 23% in exports among domestic brands, with a 42% share of midi-bus exports and 11% in exports of buses, achieving a total market share of 10% among all domestic and foreign brands. Our Citiport CNG, Grand Toro and NovoCiti Life vehicles provided the highest contribution to our midibus and bus exports.

We also broke new records in our exports of spare parts in 2024, rounding off the year with 23% growth compared to 2023.

We aim to improve our export performance in the coming periods, by bringing our innovative products to our customers on the back of our market development activities, increasing the value we provide to our country's economy.

Natural Capital - Value for the Environment

Why is it Important for Us?

The climate crisis poses a critical threat on a global scale in terms of economic, environmental and social sustainability. The climate crisis, which potentially could have irreversible effects on ecosystems, human health and economic stability, stands out as one of the most important global risks. Therefore, taking effective and decisive steps to tackle the climate crisis is vital both to secure the future of our planet and to ensure the safe existence of humanity.

With the aim of leaving a cleaner and more livable world for future generations, we continue our work and investments by prioritizing the climate crisis on all axes. Throughout our value chain, we aim to prevent environmental pollution at its source, reduce greenhouse gas emissions by increasing the use of renewable energy, while reducing the effects of climate change by providing the necessary energy efficiency. At the same time, we carry out activities aimed at increasing awareness of the climate crisis among all our stakeholders.

How Do We Manage It?

In our efforts to tackle the climate crisis and transition to a low-carbon economy, we are implementing a comprehensive transformation strategy that aligns with our Net-Zero goal. We shape this strategy within the framework of the "Strategic Business Plan" and support it with long-term environmental commitments. Accordingly, we determine our environmental priorities in line with the changing global sustainability agenda and implement comprehensive projects in areas such as decarbonization, energy efficiency and the use of renewable energy.

Our Board of Directors is responsible for strategic decisions regarding environmental management. The decisions taken by our Board of Directors are implemented by our senior management and relevant units under the leadership of our General Manager. In addition, our senior management is informed of the environmental risks and opportunities at the Management Review Meetings and targets are set accordingly. We determine our strategy and actions under the guidance of initiatives such as the Science Based Target initiative (SBTi). We play an active role in the environmental and climate change working groups of the Automotive Industry Association, TÜSİAD and Anadolu Group.

Natural Capital - Value for the Environment

In order to actively contribute to efforts to tackle climate change, we are committed to continuously improving our performance and complying with the necessary legislative obligations through our environmental management system and existing policies.

We act in line with our goal of minimizing our environmental impacts, reducing the consumption of natural resources and promoting low-carbon production models in all areas where we operate.

In order to actively contribute to efforts to tackle climate change, we are committed to continuously improving our performance and complying with the necessary legislative obligations through our environmental management system and existing policies.

In line with our sustainability approach, we operate as a brand that goes beyond legal compliance, which adopts industry-leading environmental practices, develops low-carbon production strategies and invests in sustainable technologies.

In 2024, we pressed ahead with our investments in sustainability unabatedly, spending TL 5.2 million on environmental management. As in previous years, we did not receive any penalties or complaints regarding non-compliance with environmental laws this year.

Environmental Management System and Environmental Policy

We continuously improve the environmental performance of our production activities, products, and services, ensuring strict compliance with legal requirements and the expectations of relevant stakeholders. All Company activities are monitored under the ISO 14001 Environmental Management System.

Anadolu Isuzu has an Environmental Management System and states that all Company activities are monitored under the ISO 14001 Environmental Management System applied company wide to its operations In FY 2024 this system covers all production activities operated by Anadolu Isuzu therefore the percentage of company sites that are covered by an environmental management system equals 100 percent of direct operations.

In this context, the Company is committed to:

- Preventing environmental pollution at its source,
- Increasing the use of renewable energy in line with its vision of 100% reliance on renewable sources,
- Ensuring energy efficiency to reduce greenhouse gas emissions,
- Conducting its operations in line with Net Zero emission targets,
- Placing importance on biodiversity to protect ecological balance,
- Mitigating the effects of climate change,
- Promoting the involvement and raising the awareness of suppliers and stakeholders on environmental issues,
- Establishing a sustainable environmental management system,

and ensuring the continuous protection of the environment in line with these goals.

The foundation of our environmental management approach is the main principles defined in our Environment Policy. In addition to greenhouse gas and emissions, these policies contribute to environmental sustainability with water, waste and chemical management activities.

Anadolu Isuzu has a policy to improve emission reduction in its operations and has implemented processes, mechanisms and programs that together constitute a system and a set of formal, documented processes for controlling emissions and driving continuous improvement. All activities are conducted under an ISO 14001 Environmental Management System and a documented Environmental Policy that include preventing pollution at source, increasing the use of renewable energy and ensuring energy efficiency to reduce greenhouse gas emissions; progress is reviewed and communicated through a monthly Environmental Bulletin. Guided by a formal Energy Policy and an ISO 50001-certified Energy Management System, the Company runs energy-efficiency projects and embeds energy-efficient procurement and facility/process design into plant operations. Operational emission-control mechanisms include filtration systems, periodic stack measurements for NOx, SOx and dust, and real-time oversight via the Ministry's continuous emissions monitoring system (CEMS). The Company also operates a VOC control program that monitors cumulative VOCs, verifies readings through independent third parties, and has transitioned to lower-VOC chemicals in paint shops.

Natural Capital - Value for the Environment

Anadolu Isuzu is developing green vehicles that enable product features and applications that promote responsible efficient cost effective and environmentally preferable use.

Renewable-energy and efficiency programs materially reduce operational emissions: the rooftop solar power plant (total 6.7 MWp) supplied ~65% of annual electricity and avoided ~3,490 tCO_2, while 2024 projects saved 73,892 Sm³ of natural gas (≈145.35 tCO_2e) and 73,701 kWh of electricity (≈32.5 tCO_2e). The Company's facilities maintain low-emission facility status under the national Greenhouse Gas Monitoring and Reporting Communiqué, and emission-reduction work proceeds in parallel with energy-efficiency and savings projects—demonstrating ongoing, measurable reduction of operational emissions.

Anadolu Isuzu is developing green vehicles that enable product features and applications that promote responsible efficient cost effective and environmentally preferable use. In FY 2024, Anadolu Isuzu grew its electric vehicle portfolio with NovoCiti VOLT and BIG.e and launched the new electric Novo Volt, while explicitly transitioning its product portfolio to an electric emissions free mobility structure and designing new generation transportation solutions with net zero emission targets for customers. These product offerings reduce tailpipe emissions in use and support environmentally preferable operation in urban and intercity transport and demonstrate active product development in the green hybrid category through electric vehicles.

If any such cases occur, Anadolu Isuzu reports environmental fines in its publicly available corporate reports. In FY 2024, environmental fines for Non-Compliance with Environmental Laws is recorded as 0 Turkish Liras. Therefore, Self Reported Environmental Fines are equal to 0 Turkish Liras for FY 2024 which means that there is no environmental monetary fines occurred for FY 2024.

Click here to view our Environmental Policy

Our Sectoral Collaborations

We work with a sense of responsibility in cooperation with our stakeholders to reduce the environmental impacts arising during the production process, in addition to our direct impacts on the environment. We share our environmental performance targets with our employees and announce the results through the Environmental Bulletin which we prepare using the monthly data.

Anadolu Isuzu reports partnerships and initiatives with specialized NGOs industry organizations governmental or supra governmental organizations which are focused on improving environmental issues. In FY 2024, Anadolu Isuzu was a signatory to the UN Global Compact and a supporter of the Task Force on Climate Related Financial Disclosures, and we contributed to the sector's environmental transformation by participating in the environmental working groups of the Automotive Manufacturers Association OSD and TÜSİAD, as well as Anadolu Group Holding. We work in cooperation with stakeholders to reduce environmental impacts arising during the production process and share environmental performance targets and results through a monthly Environmental Bulletin prepared from operational data.

As a signatory of the UN Global Compact, the Company has committed to upholding the ten principles in the areas of human rights, labor standards, environmental responsibility, and anti-corruption. Anadolu Isuzu has prepared a Communication on Progress (CoP) Report, transparently disclosing its efforts in these areas.

Click here for the 2024 Communication on Progress (CoP) Report

Natural Capital - Value for the Environment

Energy Management

Ensuring efficiency in our products as well as in the production process is of tremendous importance when it comes to tackling climate change.

Focusing on transforming its operational activities and products to minimize environmental impacts, our Company prioritizes energy efficiency projects and renewable energy investments in line with its goal of decarbonization.

Anadolu Isuzu Energy Policy

Anadolu Isuzu has a policy to improve its energy efficiency and applies processes mechanisms and procedures at its production facilities to deliver measurable savings. Anadolu Isuzu operates an ISO 50001 certified Energy Management System, obtained in 2022 with regular interim audits including 2024, which formalizes responsibilities measurement verification and continuous improvement actions. Anadolu Isuzu's Energy Policy requires carrying out energy savings and efficiency in production operations, supporting the procurement of energy efficient equipment and services, making energy efficient choices in facility and process design, and increasing employee awareness through training and information sharing. At plant level, Anadolu Isuzu has implemented high performance water radiant heating systems electric heaters heat curtains and economizer systems which saved 73,892 Sm³ of natural gas in 2024, and has replaced inverter compressors while switching to LED fixtures in outdoor lighting which saved 73,701 kWh of electricity. Energy consumption is monitored instantly by department and shared with managers to identify weak points and to plan short medium and long term improvement activities, while energy training and participation in the OSD Energy Efficiency Committee and Anadolu Group energy working groups support the development of energy management processes.

The main goal of Anadolu Isuzu's energy policy is long-term environmental and economic sustainability.

Anadolu Isuzu is committed to:

- Carrying out activities aimed at achieving energy savings and efficiency in production operations,
- Supporting the procurement of energy-efficient and environmentally friendly products, equipment, and services,
- Making energy-efficient choices in the design and revision of facilities and processes,
- Increasing employee awareness through training and information sharing on efficient energy use and environmental consciousness,
- Reducing energy consumption and costs to enhance long-term environmental and economic sustainability.

Guided by our Energy Policy, we are transforming our production activities to achieve high energy efficiency. We aim to reduce our Scope 1, 2 and 3 greenhouse gas emissions in order to limit the rise in global temperatures, which is the main focus of the efforts to tackle the climate crisis, to 1.5°C above pre-industrial levels.

Click here to view our Energy Policy

Natural Capital - Value for the Environment

By the end of the year, our total savings through energy projects and the use of renewable energy had reached 31,273 GJ.

Anadolu Isuzu Energy Management System

The Energy Management System established in global scale standards, was licensed with ISO 50001 certificate as a result of audits realized in 2022. Since 2022, regular interim audits have been conducted, and the 2024 audits have also been successfully completed.

Anadolu Isuzu has set targets and objectives to be achieved on energy efficiency. In line with the Science Based Targets initiative for road transport, Anadolu Isuzu commits to reduce Scope 1 and Scope 2 emissions by 4.2 percent per year, an operational decarbonization pathway that is delivered primarily through energy efficiency improvements at production facilities and tracked against internal energy performance indicators. These objectives are embedded in an ISO 50001 certified Energy Management System that formalizes annual energy objectives, responsibilities, measurement and verification. Progress is measured via energy consumption per vehicle and monitored instantly by department to plan short medium and long term improvement actions, with the 2024 baseline at 4.91 GJ per unit for subsequent year on year efficiency gains.

Our activities regarding Renewable Energy and Energy Efficiency

As Anadolu Isuzu, we take decisive steps in tackling climate change and produce various projects within the scope of energy efficiency and renewable energy.

In this context, in 2022, a Solar Power Plant (SPP) investment with an installed capacity of 5.5 MWp was commissioned to reduce Scope 2 emissions. With the second phase of 1.2 MWp commissioned in 2023, the total installed capacity reached 6.7 MWp.

Our solar power plants generated 28,457 GJ of electricity, meeting 65% of our electricity needs from clean sources[1]. By selling and offsetting the 8,620 GJ of the electricity we generate to the grid, we generated income while enabling other consumers to use renewable energy. This green energy prevented approximately 3,490 tonnes of CO_2 greenhouse gas emissions.

[1]The data pertains to the central factory; the amount of renewable energy generated was calculated by taking account of the proportion of the electricity consumption of the central factory in the total consumption.

Anadolu Isuzu discloses total primary renewable energy purchased in gigajoules. For the FY 2024, the I-REC (International Renewable Energy Certificate) certified that 8 GJ of electricity which had been drawn from the grid had been met from renewable sources, which represents renewable energy purchased for Anadolu Isuzu's own consumption.

Through our focus on improving energy efficiency, we saved a total of 73,892 Sm³ of natural gas during 2024 and prevented 145.35 tonnes of CO_2e in greenhouse gas emissions through our high-performance water radiant heating systems, electric heaters, heat curtains and economizer systems.

In addition, we saved 73,701 kWh of electricity and reduced CO_2e emissions by 32.5 tonnes by replacing inverter compressors and switching to LED fixtures in outdoor lighting. Through these practices, we contributed significantly both to environmental sustainability and operational efficiency.

With the optimizations we have achieved in our production processes, our energy consumption per vehicle manufactured was just 4.91 GJ. By the end of the year, our total savings through energy projects and the use of renewable energy had reached 31,273 GJ.

Natural Capital - Value for the Environment

Anadolu Isuzu discloses total primary renewable energy purchased and produced in gigajoules. For the current year (FY 2024), renewable energy produced and used at the factory is 19,837 GJ, and renewable energy purchased certified via I REC is 8 GJ. Therefore, Renewable energy total = Renewable energy produced + Renewable energy purchased = 19,837 + 8 = 19,845 GJ. The amount sold to the grid is 8,620 GJ and is not counted in the total.

The energy consumption of different departments in our company is monitored instantly and this data is shared with the department managers. Accordingly, weak points or areas of potential saving are identified and we then plan and implement short, medium and long-term improvement activities.

Our Energy Training and Working Groups
During 2024, we continued our activities in cooperation with the sector with the aim of strengthening our efforts in energy efficiency. Representatives from our company participated in seminars and fairs related to energy efficiency, followed new technologies and innovative applications, and carried out work on continuous improvement and future projects.

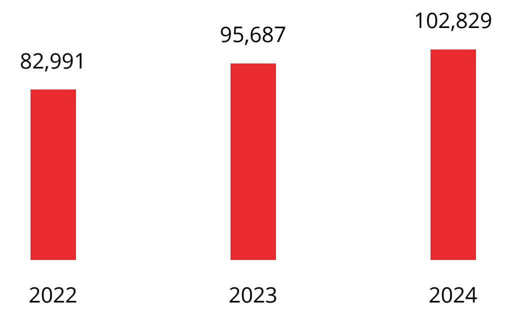
Additionally, in 2024, we played an active role in the Automotive Industry Association (OSD) Energy Efficiency Committee and Anadolu Group Energy Working Groups, evaluating good practices and contributing to the development of energy management processes.

Life cycle analysis
Anadolu Isuzu has initiated a Life Cycle Analysis (LCA) study for the Citivolt 12 m model. This study marks a first for the Company, utilizing modeling from an LCA perspective. During the product's LCA modeling, production data related to raw materials, transportation, and consumed energy are used to examine the vehicle's life cycle. This important work was completed in 2024, and as a result, environmental impacts are now better understood. Anadolu Isuzu uses environmental criteria to source and eliminate materials. In FY 2024, as we completed a Life Cycle Analysis LCA for the Citivolt 12 m model that uses production data related to raw materials transportation and energy to assess environmental impacts across the vehicle life cycle, we apply these LCA insights when evaluating and selecting lower impact material options.

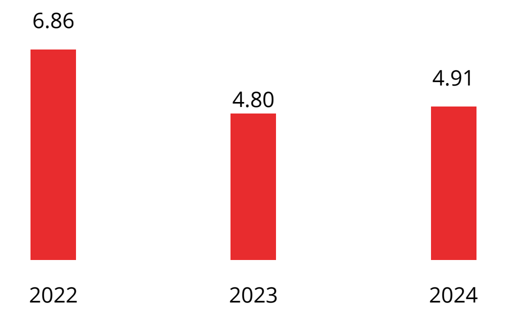
In parallel, our R&D Center conducts research on biocomposites and recycled materials as alternatives for components, further embedding environmental considerations into material selection and sourcing.

The data pertains to the central factory; the amount of renewable energy generated was calculated by taking account of the proportion of the electricity consumption of the central factory in the total consumption.

Total Energy Consumption (GJ)*



Energy Consumption per Unit (GJ/unit)*



*Since the trial runs carried out in the new facilities commissioned in 2024 continued at the same time as in the existing facilities, there was a slight increase in energy consumption in the factory.

*Data pertaining to electricity drawn from the grid by offsetting natural gas consumption is included in the energy consumption calculations per unit; the energy consumption of the Vehicle Body Production Center is not included in the calculation.

Natural Capital - Value for the Environment

Greenhouse Gas Emissions

The automotive industry has a significant impact on climate change and greenhouse gas emissions. In the sector, which produces approximately 80 million vehicles annually and accounts for 10% of the world's carbon emissions, trucks and buses account for more than 35% of direct carbon emissions from road transport[1]. Intensive efforts are therefore crucial to reduce emissions throughout the entire life cycle of the vehicle, from its production to its use[2].

In 2022, we set out a formal commitment to the Science Based Target initiative (SBTi), which aims to limit the rise in global temperatures to 1.5°C above their pre-industrial levels. In this context, we continue our work in line with our strategies, actions and goals.

According to the guidance document for road transport published on 20 March 2024, we will increase our Scope 1 and 2 emissions by 4.2% each year while we aim to reduce our Scope 3 emissions (resulting from the use of products sold) by at least 4.2% each year.

As in previous years, we have once again calculated our corporate carbon footprint for this year, ensuring that our Scope 1, Scope 2 and Scope 3 emissions are verified by a third-party independent organization within the framework of the ISO 14064-1: 2018 Standard for Verification and Reporting of Greenhouse Gas Emissions and the GHG Protocol.

In parallel with the reduction in our natural gas consumption during 2024, there was a decrease in our Scope 1 emissions to 4,421.37 tonnes of CO_2e. On the other hand, the amount of electricity consumed increased slightly as our new facilities, which were commissioned during the year, entered operation simultaneously. Our location-based Scope 2 emissions therefore increased compared to the previous year to reach 3,587 tonnes of CO_2e. Thus, our total greenhouse gas emissions during 2024 amounted to 8,008.78 tonnes of CO_2e. Our central factory accounted for 83% of these emissions, with our vehicle body production activities accounting for the remainder.

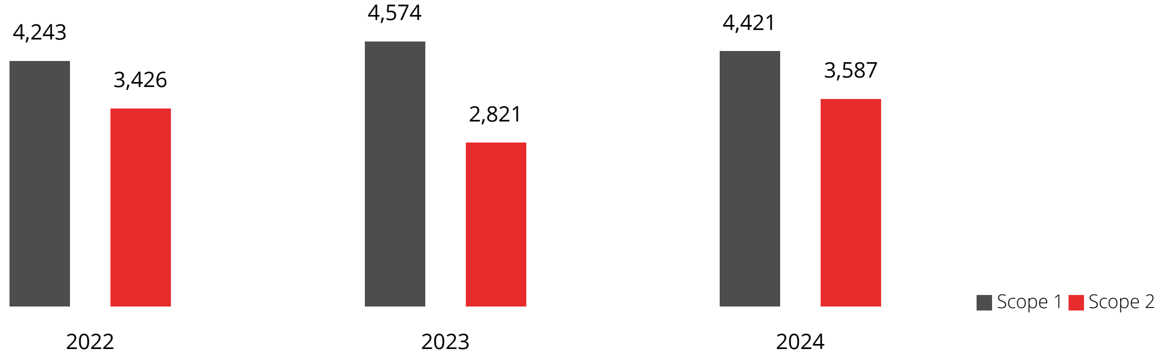
Our company's production facilities continue to maintain their low-emission facility status within the scope of the Greenhouse Gas Monitoring Reporting Communiqué. We carry out our work to reduce greenhouse gas emissions in parallel with our energy efficiency and savings projects.

https://anadoluisuzu.com.tr/surdurulebilirlik/raporlar

We achieved significant success in the 2024 CDP evaluations to receive the highest score of "A" within the scope of the Climate Change Program, which we have been a part of since 2022. With this success, our Company entered the global "A" list, once again proving its commitment to sustainability and low-carbon economy. Detailed data on Scope 3 emissions is presented in the CDP Report, which we publish regularly every year. This report comprehensively sets out our company's performance in other indirect emission sources.

Click here to view the CDP Reports

Greenhouse Gas Emissions (ton CO_2e - location based)



[1]How to navigate sustainability in the automotive industry, World Economic Forum

[2]Energy System: Transport/Trucks and Buses, International Energy Agency (IEA)

Natural Capital - Value for the Environment

Air Quality

We closely monitor air pollution caused by our production activities and work intensively to prevent air pollution.

At Anadolu Isuzu, we take various measures to protect and improve air quality in our production facilities. The filtration systems and emission control technologies in our factory contribute significantly to reducing the amount of pollutants released into the atmosphere. We adopt environmentally friendly and the best available technologies (BAT-Best Available Techniques) to minimize environmental impacts in our production processes, thus aiming to minimize our emissions.

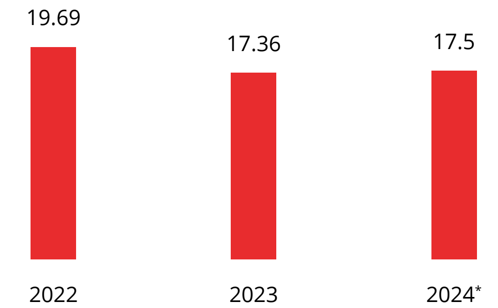
Periodic emission measurements are carried out every two years at our facilities in line with legal regulations. With these measurements, we determine the emission values of nitrogen oxides (NO_x), sulphur oxides (SO_x) and other pollutants, and transparently share this data on a pollutant basis with all authorized institutions.

In the measurements carried out in 2024, NO_2 emissions were measured at 8.77 kg/hour, NO emissions at 5.69 kg/hour, SO_2 emissions at 2.16 kg/hour and dust at 0.96 kg/hour.

In addition, our emissions are monitored instantly and continuously by integrating with the online monitoring system put in place by the Ministry of Environment, Urbanization and Climate Change through continuous emission measurement systems.

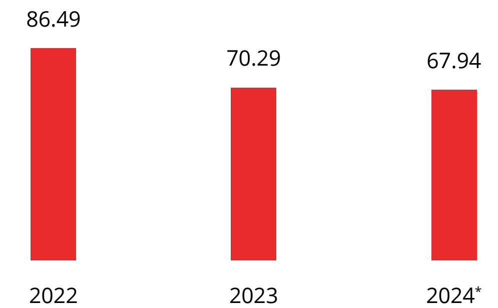
Anadolu Isuzu reports initiatives to reduce substitute or phase out toxic chemicals or substances in its production process. In FY 2024, the Company monitored VOC values from the dyeing plant on a monthly basis and kept solvent consumption under control by securing efficiency and savings in the use of chemical products, and carried out efforts to transition to products with lower VOC content in the truck and bus paint shops. These actions evidence input side substitution and reduction of harmful chemical use rather than merely managing outputs. Readings are verified by independent third party organizations and specific VOC emissions were reported below legal limits in 2024, confirming the effectiveness of these measures.

Volatile Organic Compounds (VOC) Truck Factory (gr/m²)



*2024 data is in the verification phase.

Volatile Organic Compounds (VOC) Bus Factory (gr/m²)



*2024 data is in the verification phase.

Natural Capital - Value for the Environment

Another important metric we track is volatile organic compound (VOC) emissions. Anadolu Isuzu reports initiatives to reduce substitute or phase out volatile organic compounds at its production facilities. We regularly monitor our cumulative VOC emissions and report our data in this area to the Ministry of Environment, Urbanization and Climate Change on an annual basis. The readings obtained as a result of the measurements are verified by independent third-party organizations.

Our specific VOC emissions were recorded below legal limits in 2024, while our total VOC emissions were measured at 114 tonnes.

We monitor the VOC values originating from the dyeing plant on a monthly basis, and keep the solvent consumption under control by securing efficiency and savings in the use of chemical products. In 2024, we carried out efforts to transition to products with lower VOC content in the truck and bus product groups.

Anadolu Isuzu reports initiatives to reduce SO_x and NO_x emissions at its production facilities. Anadolu Isuzu has installed and operates filtration systems and emission control technologies based on Best Available Techniques to minimize pollutants released into the atmosphere, which include nitrogen oxides and sulphur oxides. In addition, Anadolu Isuzu follows government regulations and verifies the effectiveness of these controls through periodic stack measurements that quantify NO_x and SO_x and through continuous emissions monitoring systems integrated with the Ministry's online platform, ensuring that reduction systems remain active and effective. The FY 2024 measurements reported NO_2 8.77 kg per hour, NO 5.69 kg per hour and SO_2 2.16 kg per hour, evidencing operational performance of the installed reduction technologies.

Anadolu Isuzu reports initiatives to reduce substitute or phase out particulate matter less than ten microns in diameter PM10 at its production facilities. Anadolu Isuzu has installed and operates filtration systems and emission control technologies based on Best Available Techniques to minimize dust and other particulates released into the atmosphere, and it follows government regulations with periodic stack measurements and continuous emissions monitoring to verify that these reduction systems remain active and effective. In FY 2024, stack measurements reported dust at 0.96 kg per hour, alongside NO_x and SO_x values, evidencing the operational performance of the particulate control systems.

Ozone-Depleting Substances and Fluorinated Greenhouse Gases

When it comes to ozone-depleting substances and fluorinated greenhouse gases, necessary follow-ups and notifications are carried out within the scope of the Regulation on Fluorinated Greenhouse Gases published by the Ministry of Environment, Urbanization and Climate Change. In 2024, declarations regarding air conditioning gases (fluorinated greenhouse gases) in connection with imported, exported and sold vehicles were entered into the FARAVET system, the Ministry's annual reports database. In this vein, a total of 8,700 tonnes of CO_2 equivalent greenhouse gas emissions were reported.

We regularly monitor our cumulative VOC emissions and report our data in this area to the Ministry of Environment, Urbanization and Climate Change on an annual basis.

Natural Capital - Value for the Environment

Water Management

We invest in new production technologies to reuse water and increase efficiency in all our activities.

As water resources are threatened by factors such as irregular rainfall and increased consumption caused by climate change, access to usable water resources is becoming ever more difficult. While water resources are adversely affected by factors such as irregular precipitation and increasing consumption caused by climate change, access to usable water resources is becoming increasingly difficult. With the increasing population in our country, the annual amount of usable water per capita is expected to decrease to 1,200 m^3 in 2030, 1,116 m^3 in 2040 and 1,069 m^3 in 2050.

At Anadolu Isuzu, we carry out various projects to ensure sustainable and efficient use of water and to minimize the environmental impact of wastewater generated as a result of our activities.

Anadolu Isuzu develops and operates technologies that are used for water treatment purification and that improve water use efficiency. In FY 2024, Anadolu Isuzu commissioned a SCADA based chemical and biological wastewater treatment plant, fully digitizing process control and replacing manual operations, with continuous discharge oversight by the SAIS system at the outlet across six parameters; this constitutes a proprietary operational technology for treatment and purification at site level. In parallel, Anadolu Isuzu launched an Online Water Monitoring System by installing new meters at multiple points and monitoring data in real time via the ThingsOn platform, enabling detailed consumption analysis leak detection and immediate intervention to improve water use efficiency. Anadolu Isuzu also implemented a siphonic rainwater collection system on facility rooftops to supply water for fire trucks and cleaning processes, thereby reducing freshwater intake and supporting conservation. These technologies and software enabled controls are active and in operation in FY 2024 and directly address water treatment purification and efficiency requirements.

Our Water Policy

Anadolu Isuzu has a policy to improve its water efficiency and operates processes mechanisms and procedures at its production facilities to deliver measurable savings. In FY 2024, Anadolu Isuzu launched an Online Water Monitoring System by installing new meters at multiple points and monitoring data in real time via the ThingsOn platform, which enables detailed consumption analysis leak detection and immediate intervention to prevent unnecessary use. Anadolu Isuzu also installed a siphonic rainwater collection system on the rooftops of new facilities to supply water for fire trucks and cleaning processes, thereby reducing freshwater consumption and dependence on groundwater. To improve process water management and efficiency further, Anadolu Isuzu commissioned a new chemical and biological wastewater treatment plant in December 2024, digitizing all processes and replacing manual operations; the plant is SCADA based for real time optimization and delivers treatment quality well below legal discharge limits. In addition, discharge is continuously tracked by the provincial authority through the SAIS Continuous Wastewater Monitoring System at the outlet on six parameters, ensuring systems remain active and effective; this operational program is complemented by a Water Risks and Security Assessment and Drought Action Plan that is reviewed annually, and by ISO 14046 water footprint verification obtained in 2024.

We aim for the following in line with our policy published in 2023;

- to develop various projects to reduce water consumption and use resources efficiently,
- to consider alternative sources of water, such as wastewater recovery and rainwater to reduce dependence on well water,
- to monitor water use and treatment processes instantly with digital monitoring systems,
- to share the data we obtain transparently through our Sustainability Report.

Click here to view Our Water Policy

Natural Capital - Value for the Environment

Online Water Monitoring System
In 2024, Anadolu Isuzu launched its Online Water Monitoring System. As part of this project, new water meters were installed at different points of the facility, and data from these meters began to be monitored in real-time via the ThingsOn platform.

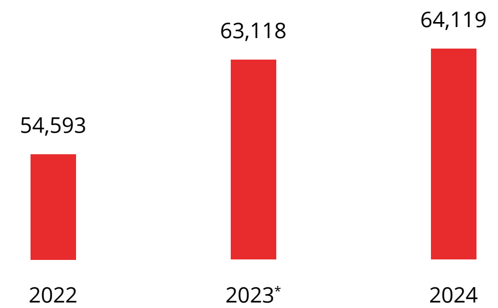
The real-time monitoring capability guides the improvement efforts needed for more efficient water use and strengthens the overall water management strategy of the facility. Thanks to this system, unnecessary water use can be prevented through detailed consumption analysis, and abnormal usage or leaks can be detected early for immediate intervention.

In 2024, the Company verified its water footprint externally and independently for the first time, obtaining the ISO 14046 certification.

We invest in new production technologies to increase the reuse of water and efficiency in all of our activities. By reducing our total water consumption and our consumption of water for each vehicle we produce, we aim to protect water resources, which will become more important than all other resources in the future. In 2024, our central factory accounted for 95% of our total water consumption of 64,119 m³.

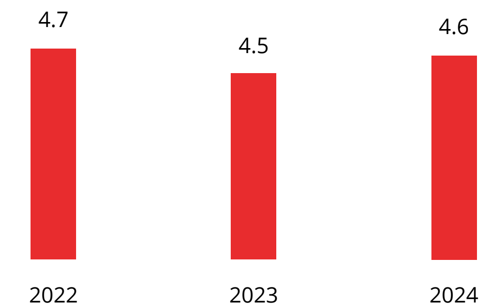
In 2024, the Company verified its water footprint externally and independently for the first time, obtaining the ISO 14046 certification. Anadolu Isuzu also began reporting to the CDP Water Security Program for the first time.

Total Water Consumption (m³)



*The Carcass Production Center has been included in the calculations as of 2023.

Water Consumption per Unit (m³/unit)*



*Carcass Production Center data is not included in the calculation of Water Consumption per Unit.

Natural Capital - Value for the Environment

To enhance sustainability in wastewater management and minimize environmental impact, the Company began constructing a new wastewater treatment plant in November 2023 and successfully commissioned it in December 2024.

Water Risk & Security Assessment, Water Resource Planning and Drought Action Plan
In 2023, Anadolu Isuzu conducted a water risk analysis at its facilities and prepared the "Water Risks & Security Assessment and Water Resources Planning & Drought Action Plan." As part of this initiative, hydrogeological (groundwater) and hydrological (surface water) conditions of the basin were examined and near-future projections were developed. To this end, short- and medium-term projections for the water supply-demand balance and drought scenarios have been developed. The plan is reviewed and monitored regularly each year to update water management strategies.

In 2024, a siphonic system was installed on the rooftops of new facilities. The project, launched in December, enables the collection of rainwater for use in fire trucks and cleaning processes. This initiative has reduced water consumption at the facility and minimized dependency on groundwater sources.

Innovative and Technological Wastewater Treatment Plant
We treat wastewater generated from our operations at our chemical and biological wastewater treatment plant in compliance with discharge standards. The pollutant levels at the plant's discharge point remain well below the legal limits set in Turkish regulations.

Since the foundation of the Anadolu Isuzu factory, two separate systems have operated for treating industrial and domestic wastewater. To enhance sustainability in wastewater management and minimize environmental impact, the Company began constructing a new wastewater treatment plant in November 2023 and successfully commissioned it in December 2024. As a result, the existing treatment capacity has been significantly increased, all processes have been digitized, and manual operations have been eliminated.

Equipped with SCADA-based automation systems, the plant allows for real-time monitoring and optimization of water treatment processes. This ensures operational efficiency and minimizes the risk of human error. The new facility, designed with an environmentally responsible approach, delivers treatment quality far exceeding legal discharge limits and contributes to sustainable water management.

Wastewater is also monitored in real-time by the provincial water authority via the Continuous Wastewater Monitoring System (SAIS) installed at the discharge point. Thanks to this system, water discharged from the facility is monitored with a total of six parameters: temperature, pH, conductivity, suspended solids, chemical oxygen demand (COD) and dissolved oxygen.

Designed to adapt to potential future regulatory tightening, the system provides infrastructure aligned with long-term environmental standards. Outfitted with cutting-edge treatment technologies, the plant supports our Company's sustainable production vision and takes its environmental responsibility a step further.

Current Status of Water Resources in Turkey, WWF Türkiye

Natural Capital - Value for the Environment

Waste Management

We aim to minimize the waste generated as a result of our production processes and to ensure the highest level of recovery by separating it at the source.

Anadolu Isuzu operates according to the principle of waste prevention at the source, which is the first step in the waste hierarchy in production processes. We continue to maintain process controls, and apply inventory management on a departmental basis for waste tracking. We have developed projects for each department to reduce its own waste through the system of waste coordinators at the line level. We have set targets for production departments in line with the product lifecycle principle.

Holding a Zero Waste Certificate, we continue our activities with an effective management of natural resources and a sustainable environmental approach. We strengthen the waste segregation processes by implementing a zero-waste system in offices and cafeterias, and organize waste management training sessions every year in the truck and bus factories, conducting awareness-raising activities.

Anadolu Isuzu reports company generated environmental restoration initiatives through clean-up and remediation activities across its operations. In FY 2024, we carried out Zero Waste and Waste Management drills and field applications for employees to actively remove mismanaged materials and clean-up work areas, strengthening on site environmental housekeeping and source segregation for recovery. We also operate an internal system to separate electronic waste from production lines and offices and transfer it to licensed recycling companies, and in FY 2024 we sent 920 kg of e waste to licensed recyclers, preventing environmental release of hazardous components. Complementing these clean-up efforts, we commissioned our new SCADA automated wastewater treatment plant in December 2024 to remediate process effluents well below legal discharge limits and digitize treatment controls, with real time discharge monitoring by the provincial authority via SAIS. These initiatives demonstrate that Anadolu Isuzu undertakes company generated restoration and clean-up actions rather than only commitments.

Anadolu Isuzu discloses the waste recycling ratio as reported by the company. In FY 2024, total waste was 3,766 tons and waste sent for recycling or recovery was 3,742 tons. Therefore, Waste recycling ratio = Waste recycled ÷ Total waste × 100 = 3,742 ÷ 3,766 × 100 ≈ 99.36%.

Anadolu Isuzu discloses Total recycled and reused waste produced in tonnes. In FY 2024, total waste generation was 3,766 tons, of which 3,742 tons were sent for recycling or recovery; therefore, Waste Recycled Total = 3,742 tons. Expressed via the formula, Total Waste Recycled = Total Waste × Recycled percentage ≈ 3,766 × 99.36% ≈ 3,742 tons.

Anadolu Isuzu has a policy to improve its use of sustainable packaging and applies processes and procedures to ensure packaging is recovered and recycled rather than entering the environment. The Company tracks total packaging used each year and operates a system to recover associated packaging waste; in FY 2024 Anadolu Isuzu achieved a 99.36% packaging waste recovery ratio, demonstrating that packaging is sent for recycling/recovery instead of landfill. These practices are implemented and monitored within the Company's Environmental Management System (ISO 14001), under which hazardous and non-hazardous wastes are predominantly directed to recovery, and packaging performance is disclosed alongside other environmental KPIs.

Natural Capital - Value for the Environment

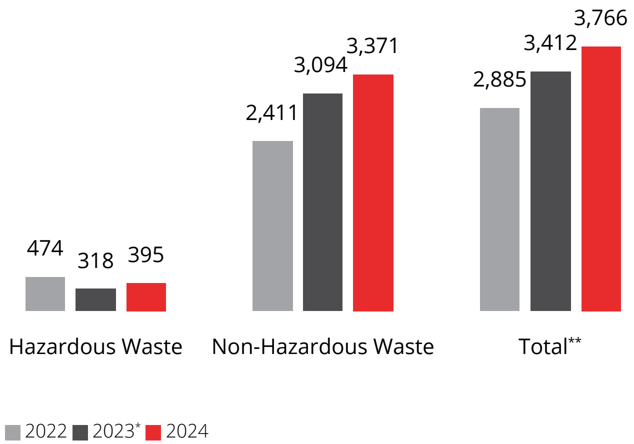
Electronic Waste Management
Anadolu Isuzu reports initiatives to recycle reduce reuse substitute treat or phase out electronic waste (e-waste) generated by its operations. Electronic waste is classified as hazardous waste and is collected separately from production lines and offices and delivered to licensed recycling companies. In FY 2024, Anadolu Isuzu records show that 920 kg of electronic waste was transferred to licensed recyclers in the reporting year, demonstrating an active system that treats and recycles e-waste rather than a future or inactive commitment.

In order to reduce waste generation and promote sustainable consumption habits, Anadolu Isuzu completely removed cardboard cups, which had been reused since the pandemic, on 1 October 2024. This initiative was implemented to support environmental sustainability and contribute to the Company's zero waste goals.

With this change, employees were encouraged to use personal and reusable cups, aiming to reduce the consumption of single-use products. The use of approximately 564,000 cardboard cups per year was eliminated, preventing the formation of 3,384 kg of non-recyclable household waste.

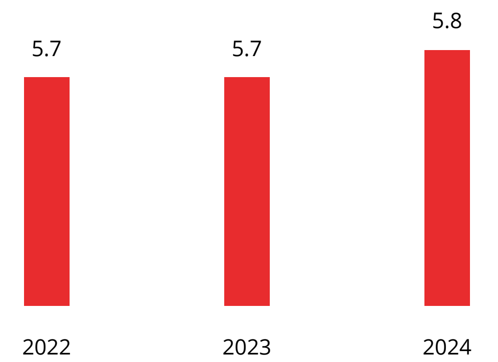
In FY 2024, Anadolu Isuzu records show that 920 kg of electronic waste was transferred to licensed recyclers in the reporting year, demonstrating an active system that treats and recycles e-waste rather than a future or inactive commitment.

Waste Amount (tonnes)



*The Carcass Production Center has been included in the calculations as of 2023.
**A large portion of hazardous and non-hazardous waste, except for medical waste, is sent for recycling.

Contaminated Waste Amount per Unit (kg/unit)*



*Carcass Production Center data is not included in the calculation of Water Consumption per Unit.

Natural Capital - Value for the Environment

Biodiversity

We evaluate our impact on biodiversity, particularly in the area where our production facility is located, and protect habitats.

We pay attention to avoid creating a negative impact on biodiversity value of the natural receiving environment because of our operations. We commit to pay utmost attention to biodiversity subjects to protect the ecological balance and reduce the impacts of climate change within the scope of our environmental policy.

We evaluate our impact on biodiversity, particularly in the area where our production facility is located, and protect habitats (land, air, water) through physical controls we carry out.

Emphasis on biodiversity Anadolu Isuzu is committed to preserving the biodiversity of the natural environment where it operates and strives to ensure that its activities have no adverse effects on biodiversity. As part of the Company's environmental policy, Anadolu Isuzu is committed to prioritizing biodiversity concerns and taking measures to mitigate the impacts of climate change to protect ecological balance.

Anadolu Isuzu reports on its impact on biodiversity and on activities to reduce its impact on native ecosystems and species, as well as the biodiversity of protected and sensitive areas. In FY 2024, Anadolu Isuzu evaluates biodiversity impacts especially around the production facility and protects habitats land air and water through physical controls. Anadolu Isuzu also sets steps to protect natural areas around production facilities and ecosystem sensitivity in the supply chain, including ecological impact assessments habitat protection principles and rehabilitation projects, monitored under ESRS E4 and GRI 304. These measures demonstrate operational actions to limit impacts in biodiversity rich areas around sites.

Natural Capital - Value for the Environment

Environmental Awareness Activities

We aim to increase the environmental awareness among all of our stakeholders through our work to tackle climate change and minimize our environmental impact.

We provide our employees, who are our most important stakeholder group, with regular informative training so they adopt our environmental goals and play an active role in achieving these goals. This training includes topics such as Zero Waste and Waste Management, Chemical Management, ADR, Environmental Accident and Prevention Methods, Carbon Footprint and the European Green Deal, Water Footprint and Water Management and Energy Efficiency, with the training supported by drills in some sections. We thereby ensure that theoretical knowledge is reinforced with field applications. We provided a total of 1,291 employee hours of environmental training in 2024.

To enhance environmental awareness within our factory premises, various information tools are used. Information notes on environmental sustainability are shared in common areas, and regular announcements are made to employees through digital screens. Additionally, posters, brochures, and internal bulletins are published to strengthen internal communication on sustainability topics.

Comprehensive awareness activities are also carried out for suppliers and other stakeholders. Training sessions are organized for suppliers on topics such as the European Union regulations, the Carbon Border Adjustment Mechanism (CBAM), and the Regulation on the Prevention of Deforestation. These training sessions cover the scope of the regulations, compliance processes, and their impact on the supply chain, providing suppliers with the necessary information and tools to meet sustainability criteria.

As of 1 October 2023, the European Union implemented the Carbon Border Adjustment Mechanism (CBAM) for steel, aluminum, electricity, fertilizers, cement, hydrogen, and spare parts produced from these materials. Since we export spare parts included in the CBAM to EU countries, we are subject to this regulation. In this context, we collect direct emissions and indirect emissions data from electricity sources from our suppliers and report them to the European Union.

The informational sessions held in this context support suppliers' integration into global sustainability standards.

Social Capital - Value for Customers and Society

Why is it Important for Us?

Meeting the diverse needs and expectations of customers to the highest standards, establishing deeply rooted relationships with suppliers and enhancing the well-being of society are at the heart of sustainability and long-term success. As a company focused on providing high levels of customer satisfaction, we unwaveringly develop and improve our product and service quality at all stages from the supply to the end user within the scope of our value chain.

In our transformation journey, we prioritize the creation of social value for all of our stakeholders with our customer-centric approach, our long-standing supplier relationships and our corporate culture that embraces support for the continuous development of society.

How Do We Manage It?

We carry out all our activities with an approach aimed at meeting the expectations of our customers, suppliers and society. We work with the aim of transferring our prestige to future generations by providing people with the best product and the highest quality of service, working to the principles of trust, transparency, loyalty and sensitivity to society and the environment.

Our social responsibility projects bring social benefit in a wide range of areas, from education and health to the environment and culture.

Social Capital - Value for Customers and Society

Customer Satisfaction and Communication

Through our expert sales and marketing organization and our dynamic team, we offer our customers a comprehensive range of tools and services which provide the highest standards of safety and quality.

Our management approach is based on responding in a full and timely manner to the ever-changing and developing needs in the markets which we offer our products and services to. As a preferred manufacturer in our sector, we consider our customers as our main focus, and we carry out our new projects and development studies in parallel with this approach, always keeping customer satisfaction at the forefront of our activities.

Our wide-reaching network of service points, our development-oriented and dedicated employees and distinguished after-sales service team contribute significantly towards creating lasting value for our customers.

In line with our goal of providing a good customer experience, we constantly improve our relationships with our customers and implement effective customer relationship management. Anadolu Isuzu monitors the impact of its products and services on consumers through internal systems and KPIs. In this vein, we regularly conduct customer satisfaction surveys through our call center. The customer satisfaction survey we conducted domestically in 2024 yielded a score of 91.2%, its highest ever value.

In addition, we carefully examine the requests and complaints from our customers and forward the notifications we receive to the relevant units to find solutions to the issues raised. We achieved an 8% reduction in the number of customer complaints received by our Company's complaint line in 2024.

Anadolu Isuzu develops new products that are marketed as reducing noise emissions, by expanding an all electric urban vehicle portfolio that inherently delivers quieter operation than internal combustion models. In FY 2024 Anadolu Isuzu showcased its electric buses Novo Volt and NovoCiti Volt at major international fairs, positioning these models for sustainable urban mobility where lower noise is a key benefit of electrification, and also promoted the compact electric BIG e, underscoring the company's marketing focus on electric solutions for cities. Anadolu Isuzu emphasizes passenger comfort and well-being in product development and is transforming its portfolio toward electric emissions free mobility, which includes the introduction of new electric models and growth in its electric line up. Together, these actions demonstrate that Anadolu Isuzu develops and markets new products that reduce noise emissions compared to conventional buses.

Social Capital - Value for Customers and Society

Our After-Sales Services

We rapidly meet the after-sales demands and expectations of our customers as accurately as possible through our quality service network located throughout Turkey.

Aiming for excellence in customer satisfaction, we continued to improve our after-sales service structure in 2024.

We have further strengthened our processes to increase the quality of the services we offer and to maximize customer experience.

As part of our digital transformation efforts, we effectively utilized remote technical training, an online wholesale spare parts sales platform, transition to tablet check sheets in authorized service/distributor development and audits, remote technical support (ProEye), and a vehicle notification system.

We will launch a new cloud-based online dealer communication system tailored to current needs and compatible with the latest technologies for domestic and international dealers, authorized services and distributors. Thanks to this system, which we will switch to in the first quarter of 2025, we have created a more effective, faster and uninterrupted communication infrastructure with our business partners.

In 2024, we made various changes to the performance evaluation criteria and audit methodology of our domestic authorized service network. We will continue our efforts in 2025 to further enhance the current performance levels of our authorized services.

SSH Technology Center
We provide remote technical support solutions at our SSH Technology Center to ensure our customers receive high standards of service. We organize interactive and participatory distance learning programs in order to develop the knowledge and competencies needed by our users while also aiming to provide fast and accessible access to information with solution videos which we have prepared for common technical issues. As part of our goal to provide effective and timely support for our international customers, we offer remote warranty parts inspection services for the international market with the aim of maintaining the highest levels of customer satisfaction.

ProEye System
In 2024, support for distributors continued through ProEye, and improvements were made to enhance the application's ease of use.

Social Capital - Value for Customers and Society

Common Fault Diagnostic Device - REDI
We introduced the common fault diagnostic device REDI, which we had been developing to provide users with faster diagnostics and service, to our authorized services in 2023. We continued development activities for the device throughout 2024 and plan to evaluate needs and add new features to the device in 2025.

EV Workshop
Our EV workshop was established in 2023 to increase the knowledge and competencies regarding electric vehicles among our technical personnel working in our after-sales service network. We will continue our activities in our special training workshop in 2025. The simulations and practical training carried out will increase the level of expertise of our technical team by enabling more effective analysis of electric vehicle systems.

Our digital sales platform: https://yedekparca.isuzu.com.tr
In 2023, significant enhancements were made to the digital sales platform https://yedekparca.isuzu.com.tr, which provides services to the entire domestic market in addition to the Anadolu Isuzu authorized service centers. With this digital sales platform, original and ANT spare parts were supplied to more than 400 points in 2024.

Power BI
In 2024, real-time sales reports, warehouse performance and stock performance reports accessing instantaneously changing data were continued to be observed and analyzed through the Power BI project.

Domestic and International Service and Spare Parts
As of the end of 2024, we provide high value-added service through authorized service centers located at 92 points in 57 provinces across Turkey and at 137 different points in 44 countries abroad. In addition, we continue to serve our domestic customers through 4 wholesale spare parts dealers.

We enhanced our system through digital transformations in order to use our current resources rationally when responding to service and spare part needs of the customers under variable circumstances such as changing demand, price, supply period and production capacity of suppliers and managed to provide a steady service flow.

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.

We have organized periodic service campaigns to further increase customer satisfaction, which has always been a top priority. The service campaigns have also attracted a great deal of interest on global service network. Isuzu Japan campaign brochures were translated into English and shared with other distributors as examples.

Spare part exports record
Our spare part exports reached a record level in 2024 and increased by 23% when compared with 2023.

We continued to ship spare parts to distributors from our Cologne-based European Spare Parts Logistics Center in 2024.

Fleet management platform: benim.isuzu.com.tr
We also continued to improve the fleet system "benim.isuzu.com.tr," launched in 2022, which allows fleet customers to update their own information and view their vehicle history. By the end of the year, the system was actively used by 1,000 companies with over 28,000 registered vehicles.

Social Capital - Value for Customers and Society

Dealer Network Expansion Activities

We focus on developing and improving our service quality every day to create a highly satisfied customer base.

Always prioritizing customer satisfaction, we design our new project efforts in a way that will lead to sustainable results in this area. As in previous years, we continued to conduct satisfaction surveys with dealers and service centers in 2024, and based on the results of these surveys, we ensured that all relevant departments prepared improvement action plans.

Thanks to our CRM system, dealers and service centers can easily contact customers who have consented to communication, reach them more effectively and increase satisfaction levels.

To ensure more efficient campaign and marketing communication with customers and to create a target audience, we conduct post-sales and cross-sales campaign communications through our investment in the Marketing Module.

Dealer and authorized service personnel training
In 2024, we provided in-person product and professional training sessions for sales managers, sales consultants, and service consultants, helping employees strengthen their knowledge and experience in sales processes, service processes, products, and market topics.

Additionally, throughout the year, practical driving technique trainings as part of the Efficient Driving program continued to be offered to municipal and fleet customers.

In these trainings, expert teams explained methods for achieving fuel savings to vehicle users, showing that improvements of 25%-30% could be achieved compared to previous driving styles. These sessions also included important information about safe driving, which helped increase customer satisfaction.

First authorized service inspections
All vehicle sales dealers of Anadolu Isuzu are audited twice a year by an independent firm, identifying areas for improvement and enabling enhancements to be made.

Regular open dealer inspections cover topics such as corporate identity, facilities, sales management, organization, sales process, website, and used car operations. Following the audits, reports are prepared and sent separately to each dealer. As a result of the process implemented in 2024, dealer success scores increased.

In addition to vehicle sales dealer audits, we auditing its 92 authorized service centers operating within Turkey for the first time in 2024. Following these audits, we held one-on-one meetings with all service centers that fell below the target score and requested action plans for the areas needing improvement

Dealer standardization efforts
In 2024, we focused on corporate structuring efforts for vehicle sales dealers and authorized service centers. Work on ensuring all dealers and service centers comply with corporate identity standards will continue at an accelerated pace in 2025.

Social Capital - Value for Customers and Society

Supply Chain

We are constantly improving our supply chain. We attach tremendous importance to optimizing the supply of materials in terms of cost, quality and logistics.

Our supply chain plays a critical role in affordably and rapidly meeting changing and diversifying customer expectations and demands in today's competitive conditions.

Our ability to quickly adapt to market dynamics allows us to effectively carry out supply chain management. We create synergies by carrying out joint indirect procurement activities with our holding and group companies, thus providing cost advantages with commercial and economic gains.

While we sell vehicles in the truck and light truck segments under mass production conditions, we mainly engage in made-to-order, customized production in the midibus and bus segments. With our Advanced Planning System, we have restructured its end-to-end material requirement planning, procurement, and integrated logistics processes to accommodate different customer demands. This transformation has increased the efficiency of material supply processes across all stages-from demand to production planning.

We export the majority of our products to the European market, which has high quality expectations. For production destined for this market, we continuously strengthen our supply network by collaborating with highly-qualified suppliers. This strategy plays a critical role in achieving sustainable production and customer satisfaction goals, enabling us to adapt easily to rapidly changing market conditions through a customer-focused and flexible production process.

We plan and carry out the procurement processes of approximately 35,000 different imported and domestic inputs that we use in our production cycle, and 14,000 different items to meet our needs for spare parts. At the end of 2024, we were collaborating with a total of over 500 suppliers, more than 400 of which were in Turkey and over 100 abroad.

We enter long-term agreements with the suppliers we work in cooperation with both at home and abroad on important supply items, and ensure that our suppliers become our strategic business partners. The commercial relations with 20% of our suppliers go back more than 30 years. These commercial relationships, shaped within the framework of our value chain, form a solid foundation to meet the needs of our wide product portfolio and maximize customer satisfaction.

Increasing the localization rate in production and keeping this rate high are among our main goals, and we prioritize the use of domestic resources.

We are working with our suppliers to support the localization of high-tech products to tackle the risk of a decrease in the share of locality in our vehicles, especially with the introduction of high-tech components.

Although most of our domestic suppliers are located in the Marmara Region, we have established strong ties with suppliers in other geographical regions of Turkey.

Sustainability in the Supply Chain

We view our supply chain processes not only as operational activities but also as a key component of sustainable development. We continuously work to promote environmental, social, and economic sustainability goals within the supply chain. In this regard, we prioritize practices aimed at reducing the carbon footprint of suppliers and encourage energy efficiency applications.

To highlight its commitment to building an ethical, responsible and sustainable supply chain, we have shared our Supply Policy primarily with our domestic suppliers. This policy communicates that the principles of human rights, occupational health and safety, environmental standards, and business ethics reflect our core values. It also emphasizes that achieving shared goals while working with suppliers to create a positive global impact is a collective responsibility.

Social Capital - Value for Customers and Society

Anadolu Isuzu has a policy to include its supply chain in the company's efforts to lessen its overall environmental impact. As Anadolu Isuzu, we expect our suppliers to comply with environmental legislation and we monitor their environmental sustainability performance, requiring continuous improvement in environmental matters as part of our supplier evaluation criteria. We also share our Supply Policy with suppliers, which sets environmental standards and frames collaboration, and we work with suppliers to reduce their carbon footprint and encourage energy efficiency applications. To advance these efforts, we engage suppliers through Supplier Day events where sustainability and collaboration are discussed, and we operate a Supplier Portal that strengthens ongoing cooperation and transparency. Anadolu Isuzu uses environmental criteria in the selection process of its suppliers and sourcing partners. Under Our Supplier Evaluation Criteria, we require suppliers to comply with environmental legislation, we monitor their environmental sustainability performance, and we demand continuous improvement in environmental matters when determining suppliers. These expectations are communicated through our Supply Policy and applied across our sourcing decisions, while our supplier engagement forums reinforce sustainability expectations. Anadolu Isuzu conducts surveys or monitoring of the environmental performance of its suppliers. In FY 2024, under Our Supplier Evaluation Criteria, we monitor suppliers' environmental sustainability performance, expect compliance with environmental legislation, and require continuous improvement in environmental matters as part of our supplier assessment and selection. These expectations are communicated through our Supply Policy, and we reinforce follow up with suppliers via structured engagement such as Supplier Day and our Supplier Portal.

Our Supplier Evaluation Criteria

We take a wide range of criteria into account when determining our suppliers and evaluate them with an objective and simple approach. We attach great importance to our suppliers' compliance with the key criteria we have set out, and we demand that they constantly achieve improvement in environmental matters.

We expect our suppliers to comply with environmental legislation in place, and carefully monitor their environmental sustainability performance by drawing on the power of digitalization.

- To comply with Anadolu Isuzu's policies and strategies in general,
- Not to allow child labor, forced labor or discrimination,
- To act in accordance with information confidentiality,
- To respect the right to collective bargaining and unionization,
- To comply with the standards imposed by the laws and the sector,
- To comply with legal working and working hours,
- To respect ethical rules,
- To produce in accordance with the legal regulations on environment and OHS issues,

To avoid human rights violations.

Anadolu Isuzu reports that suppliers and sourcing partners are required to meet environmental criteria as part of our selection and ongoing relationship management. We evaluate suppliers against clear environmental criteria and demand continuous improvement in environmental matters, expect compliance with environmental legislation and with legal regulations on environment and OHS, and monitor suppliers' environmental sustainability performance through digital tools in FY 2024.

In line with our goal of establishing sustainable and strong collaborations in supply chain management, we hosted various supplier events and took an active role in prominent industry organizations in 2024.

These procedures demonstrate that environmental requirements are embedded in our supplier relations and that we actively evaluate and monitor suppliers against those requirements.

Anadolu Isuzu has a policy to avoid the use of child labor. In our supplier expectations, we require our business partners not to allow child labor, to comply with legal working hours, to respect the right to collective bargaining and unionization, and to avoid human rights violations. These requirements are embedded in our supply chain processes and are enforced as conditions for working with Anadolu Isuzu, thereby ensuring that child labor is not permitted in our value chain. Anadolu Isuzu has a policy to avoid the use of forced labor. Our supplier expectations explicitly state that partners must not allow forced labor, must comply with legal working hours, and must respect employees' freedom of association and collective bargaining. These clauses are integral to our sourcing and supplier management, supporting a supply chain where forced labor is not tolerated.

Social Capital - Value for Customers and Society

Supplier Days
In line with our goal of establishing sustainable and strong collaborations in supply chain management, we hosted various supplier events and took an active role in prominent industry organizations in 2024.

To deepen relationships with existing suppliers and explore potential collaborations, we organized a large-scale Supplier Day in April 2024. The event brought together over 600 participants to discuss quality, efficiency, sustainability, and collaboration opportunities in supply chain processes. Supporting the development of the supplier ecosystem and managing mutual expectations more effectively, this organization became a significant part of our long-term strategic supply policies.

We also participated in another supplier day event organized by the Bursa Organized Industrial Zone in November 2024, where we had the opportunity to hold direct meetings with 17 new suppliers. This event contributed significantly to developing new partnerships and expanding our Company's supplier portfolio.

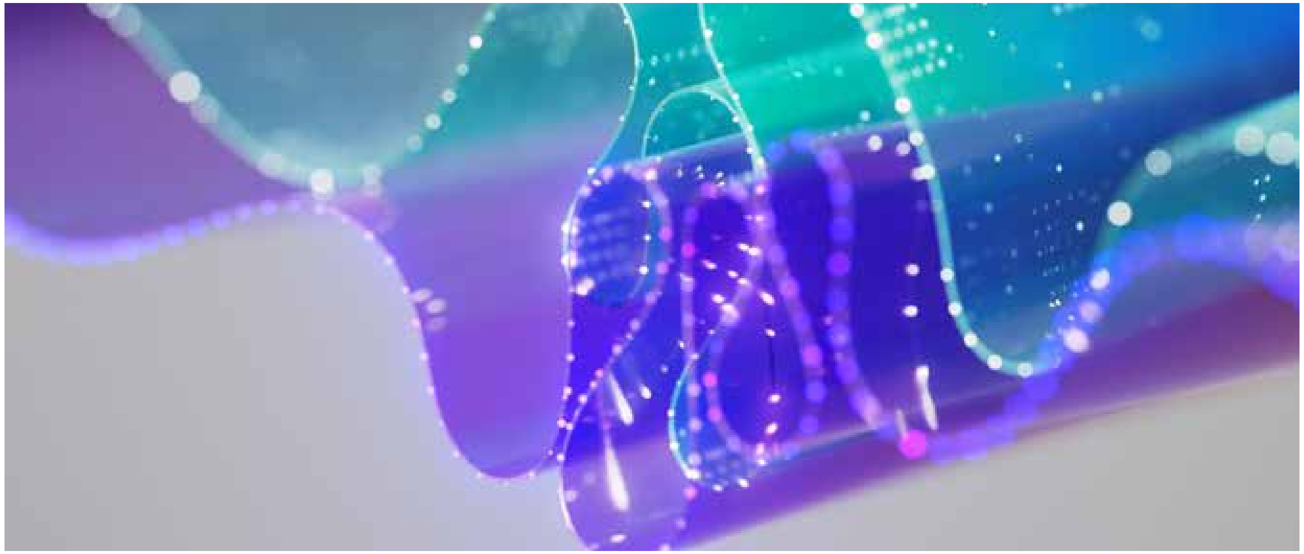
In December 2024, a presentation was made to over 200 representatives from TAYSAD member companies at an event hosted by TAYSAD. We shared details of our supply chain strategy, focus areas, and expectations from suppliers. In addition, one-on-one meetings were held with representatives from 40 TAYSAD member automotive suppliers to evaluate potential areas for collaboration.

These activities support our goal of enhancing transparency, sustainability, and long-term cooperation in supply chain management and reinforce our strategic approach toward our supplier network.

Digital transformation and Industry 4.0 applications
The Supply Chain Directorate of Anadolu Isuzu closely monitors technological innovations and utilizes electronic tracking and control systems to optimize procurement and logistics operations.

The Supplier Portal, implemented as part of this approach, digitalizes processes by managing communication with suppliers through a single platform. The portal enables efficient management of critical processes such as order tracking, access to technical documents, integrated planning, financial transparency, R&D collaborations, quality monitoring, stock management, milk-run operations, self-billing systems and e-dispatch notes.

By offering a single access point, the Supplier Portal allows us and our suppliers to manage processes more transparently, efficiently, and quickly. This system has not only digitalized supply chain processes but also strengthened and made supplier collaboration more sustainable.



We also use a Special Vehicle Portal to digitally monitor the entire process for custom vehicle production, from sales requests to design, parts procurement, and final production.

The Milk-Run System
To sustainably improve its logistics performance, we widely use the Milk-Run system in the Marmara and Aegean regions. Managed through digital platforms and extensively reported, this system enhances the efficiency and transparency of logistics processes.

Social Capital - Value for Customers and Society

Social Awareness Projects

Our activities are not limited to production. Since our establishment, we have supported social development by undertaking different tasks in the cycle of life and trade.

We create social value with the projects we implement and support, while also reaching out to every segment of society with our environmentally friendly, people-centric and socially oriented tools.

We carry out social responsibility activities on a voluntary basis in order to increase the welfare of individuals and provide sustainable and permanent value for society.

We resolutely support social development through the collaborations which we have developed. In this vein, we have become a member of the Private Sector Volunteers Association which operates with the aim of spreading the practice of corporate volunteering in the private sector and carrying it out sustainably and systematically, and we are actively involved in the association's activities.

Anadolu Isuzu has a policy to improve its good corporate citizenship and reports tangible community involvement through volunteering and partnerships. Anadolu Isuzu carries out social responsibility activities on a voluntary basis to create sustainable and permanent value for society, and is a member of the Private Sector Volunteers Association to institutionalize corporate volunteering.

Anadolu Isuzu supports and implements projects that deliver environmental and social benefits, including the long running Travelling Library Project with the Cevdet İnci Foundation, bringing books to primary school students since 2015 and reaching more than 145,000 people, as well as youth and inclusion initiatives such as the Million Women Mentor Program and the Model Development Project for Empowering Women in the Manufacturing Industry. Together, these programs demonstrate Anadolu Isuzu's ongoing involvement in the community through volunteering, philanthropy, and education focused initiatives.

Travelling Library Project

Within the scope of the project developed with Cevdet İnci Foundation, has been providing books for primary school students in financially strained regions of Izmir since 2015 with a vehicle transformed into a library. With the Travelling Library project, Anadolu Isuzu carries books to different schools and provides the opportunity to reach books for more than 145,000 people. In 2024 19 schools were visited.

Million Women Mentor Program

Our "Million Women Mentor Program" aims to bring together young women aged 15-25 working in STEM (Science, Technology, Engineering and Mathematics) fields and industry leaders on a digital platform.

Our Company's 56 expert and professional employees have supported the program by sharing their experiences with 15 female STEM students, guiding them in their careers.

Hence, the following opportunities were provided;

- Touching the lives of young women who study, work or plan to work in STEM areas, providing help and creating impact transformation on a larger scale
- Creating impact on STEM world by sharing expertise, know-how and experiences of mentors
- Strengthening mentorship, development and sharing culture by encouraging our employees to become mentors.

Women in Manufacturing Industry Project

The "Model Development Project for Empowering Women in the Manufacturing Industry" aims to enhance the competencies of women in the manufacturing industry and strengthen them in a way that aligns with future job requirements through upskilling and reskilling. This comprehensive project also aims to support the participation of female employees in the workforce and offer an exemplary transformation model for gender equality.

The project, which targets the development of a replicable model using pilot transformation applications, is carried out in cooperation with the United Nations Development Programme (UNDP), the Confederation of Turkish Employers' Associations (TİSK), and the Ministry of Industry and Technology of the Republic of Turkey. The financing of the project is provided by the European Union.

We officially launched the "Model Development Project for Empowering Women in the Manufacturing Industry" in the second half of 2024, after beginning the candidate interviews and signing the protocol on 12 September 2024. As part of this year-long project, 3 women have been employed for administrative technical positions and 2 women for operational roles.

Social Capital - Value for Customers and Society

Human Rights Policy Development Project
Under the United Nations Guiding Principles on Business and Human Rights, all companies are responsible for respecting human rights, not infringing upon the human rights of others, and taking steps to mitigate negative impacts.

In this context, Japan published a guide in 2022 to promote respect for human rights in responsible supply chains. This guide has served as a framework for companies to identify human rights violations and take necessary measures.

Adopting a human rights-sensitive approach, we launched its Human Rights Policy Development Project based on this guide. As part of the project, we formed a human rights working group with employees from various departments and provided human rights awareness training. Additionally, focus group discussions were conducted with blue-collar employees, and a survey was prepared to measure employees' perceptions of human rights.

We reviewed its existing policies and created a human rights risk map. Based on this map, we designed a Human Rights Policy outlining our commitments to human rights and shared it with all employees. Furthermore, Human Rights Policy training has been made mandatory, and this policy has been incorporated into contracts with suppliers.

Corporate Brand and Product Marketing Activities

We manage our corporate brand with a marketing strategy aimed at enhancing the reputation and brand awareness of our products and services. This strategy also focuses on developing customer and brand loyalty, aligning with current consumer and technology trends and encompassing the brand's milestones.

WE in 40 Years
With pride in our deep-rooted history since 1984, we prepared a special image campaign for our Company's 40th anniversary, sharing the "BirİZ in 40 Years" (Making Impact in 40 years) film on our social media accounts.

The communication campaign was simultaneously supported with special visual materials targeting all sales dealers and authorized service centers.

Anadolu Efes Sports Club Sponsorship
Since the 2014-2015 season, we have continued our communication activities at home games in the Basketball Super League, EuroLeague and Presidential Cup, while also providing the senior team with safe and comfortable travel with our Visigo team bus. We maintained our AESK sponsorship agreement through the 2014-2015 season.

Galatasaray Sports Club Sponsorship
As part of our goal to support sports and athletes, we extended the agreement with Galatasaray Sports Club for an additional 3 years, now running through the 2025/2026 season.

Boğaziçi University Sports Awards Sponsorship
We took part as an award sponsor in the Sports Awards organized for the past 14 years by Boğaziçi University's Sports Committee and presented the Special Achievement Award to world record holder Öznur Cüre.

100th Anniversary of Turkey-Japan Relations Reception
We participated in events organized by the Japanese Embassy on February 23rd in Ankara and by the Japanese Consulate General on March 1st in Istanbul, where we showcased the BIG-e vehicle.

Japan Self-Defense Forces Day
During the Japan Self-Defense Forces Day event organized annually by the Japanese Embassy, we exhibited the BIG-e vehicle in collaboration with Itochu.

Social Capital - Value for Customers and Society

Domestic and International Fairs/Events

Bus2Bus Berlin Fair
On 24-25 April 2024 we participated in the Bus2Bus Fair held in Berlin, where our showcased its Novo Volt and Novociti Volt models.

Busworld Istanbul Fair
We took part in Busworld Turkey, the country's largest bus fair, held at the Istanbul Expo Center at 27-31 May 2024. We exhibited our Novo Volt, NovoCiti Volt, Grand Toro, and Citiport 12 models.

IAA Transportation Hannover Fair
We participated in the IAA Transportation Fair held on 16-22 September 2024 with three BIG.e vehicles featuring different body types from the pilot production line.

FIAA Madrid Fair
Together with its Spanish distributor MobilityBus, we attended the FIAA 2024 Fair in Madrid between 22-25 October 2024. At the event, we showcased its Grand Toro, Novo Volt, and Visigo models, and offered test drives with the NovoCiti Volt outside the fair area.

Karavanist Fair
We joined the Karavanist Fair held at TÜYAP Congress and Fair Center at 17-22 December 2024 presenting the Isuzu D-Max model. The D-Max V-Cross, equipped with camping gear, was exhibited at the fair.

AgroExpo Fair
We participated in the AgroExpo International Agriculture and Livestock Fair held in İzmir at 4-8 February 2024 where we displayed the Isuzu D-Max and NPR truck models.

BIG.e Marketing and Communication Activities
As part of BIG.e's image and product communication efforts, a promotional film was produced and shared through Anadolu Isuzu's corporate social media accounts.

A ceremony was held on the production line with the participation of production employees and Anadolu Isuzu's senior management to mark the successful completion of BIG.e's test production.

A special promotional event was organized for sales dealers and authorized service centers to introduce the BIG.e.

April 23rd National Sovereignty and Children's Day Event
To support autism awareness on April 23rd, National Sovereignty and Children's Day, we collaborated with the Autism Foundation to produce seatbelt cushions. The communication campaign was supported through our Company's corporate social media channels.

Human Capital - Value for Employees

Why is it Important for Us?

We believe that innovative, broad-minded and qualified human resources which are able to adapt to change play a key role in realizing our company's vision, mission and strategy.

We view our employees as our most valuable asset and aim to be a preferred employer under all circumstances and create value for our employees with the human resources practices we have implemented.

How Do We Manage It?

In line with our values and corporate culture, serving "people first" regardless of their language, religion, race or gender forms the basis of our approach to human resources.

We prioritize employee satisfaction and productivity and strive to use a common language with our employees.

We are guided by our human resources policy, which has the mission of providing added value to our entire organization by increasing the motivation of our employees and improving their skills.

Human Capital - Value for Employees

Our Human Resources Approach

We manage our human resources processes with an approach that is efficiency-oriented, dynamic, invests in development and innovation and respects social values and beliefs.

We prioritize managing our human resources, which include professionals who support sustainable growth and provide high added value, on the basis of employee satisfaction, continuous development and open communication.

We have determined the fundamental principles that guide our human resources policies as equal opportunity for all, employing the right person for the right job, equal pay for equal work, reward based on merit, continuity and efficiency in work success, effective internal communication and sensitivity to society.

We aim to be a preferred employer under all circumstances with the human resources practices which we have implemented. Anadolu Isuzu follows the OECD Guidelines for Multinational Enterprises and embeds these expectations within its corporate governance and ethics framework through formal policies, an established Code of Conduct, and systems that ensure compliance with laws, regulations and contracts across the value chain. Anadolu Isuzu manages these topics under its Sustainability Policy via defined working groups, including Corporate Governance and Ethics, and treats ethical conduct and legal compliance as indispensable elements of its corporate culture. Anadolu Isuzu's Code of Conduct clearly states that the company strives to be a fair and responsible competitor in every market in which it operates. The company conducts all business activities with integrity, avoiding any practices that could distort fair market conditions such as price fixing, market sharing, or abuse of dominant position. Anadolu Isuzu respects the intellectual property rights, patents, and trademarks of other companies and expects the same standard of ethical conduct from its employees and business partners. By promoting transparency, honesty, and respect for competition rules, Anadolu Isuzu ensures that its commercial success is achieved solely through the quality of its products, services, and customer trust. Anadolu Isuzu describes in its Code of Conduct that it strives to maintain the highest level of general business ethics.

Anadolu Isuzu considers adhering to legal rules and ethical values in business and social life to be an indispensable element of its corporate culture, and carries out all activities by adhering to the highest standards in ethical values, honesty, fairness and professionalism. Anadolu Isuzu maintains a Code of Conduct that explicitly commits the company to conducting business in line with legal requirements and ethical values, and treats adherence to these principles as an indispensable element of corporate culture. Anadolu Isuzu provides ethics notification channels for reporting any failure to uphold the Code. Reports and the overall effectiveness of ethics and compliance are reviewed within the internal control and risk management framework by the Internal Audit Department, which reports to the Audit Committee and company management to ensure compliance with laws and to drive corrective actions. In support of continuous improvement, Anadolu Isuzu updates its code of ethics and compliance policies, undertakes supplier audits, and expands complaint mechanisms as needed.

In 2024, our Company employed 1,522 people, with a total of 302 employees in the R&D Center. In the same period, a total of 367 new employees joined our Company. Anadolu Isuzu reports the percentage of women employees. For FY 2024, female employees were 184 out of 1,522 direct employees excluding contractor employees, which corresponds to 12.1 percent of the total workforce. Anadolu Isuzu reports the percentage of women managers.

Human Capital - Value for Employees

Female employees in managerial positions account for 19 percent of managers, as stated in the Social Indicators section. This is consistent with the managerial headcount tables that show 12 women out of 63 in upper management and 16 women out of 83 in middle management, which together correspond to approximately 19 percent. We manage issues related to occupational health and safety in accordance with the requirements of our ISO 45001 Occupational Health and Safety Management System Certificate and under the guidance of our Occupational Health and Safety Policy. Our 6 OHS Committees established within our organization play a major role in the management of our activities in this field. There are 23 members and 4 employee representatives in our OHS Committees.

At Anadolu Isuzu, we regard human health and safety as a fundamental priority; we act with the awareness of our responsibility to protect the health and safety of all our stakeholders, from our employees to the subcontractors working in our factory, from the interns of our suppliers to the visitors. In this context, we aim to create and maintain safe working areas, zero occupational accidents and high employee awareness. We manage issues related to occupational health and safety in accordance with the requirements of our ISO 45001 Occupational Health and Safety Management System Certificate and under the guidance of our Occupational Health and Safety Policy.

Click here to view our Human Resources Policy

Our Human Resources Mission
Creating an innovative company culture that fosters employee engagement, collaboration, and mutual development towards a shared goal while enjoying the process.

Our Human Resources Vision
Creating an inclusive, innovative and agile team structure focused on the dynamics of a sustainable future, adding value to society.

Selection and placement processes
The selection and placement processes carried out in order to recruit qualified human resources to our Company includes determining foreign language proficiency, numerical and verbal tests, personality inventory applications and reference searches. We evaluate job candidates based on roles, independently of religion, language, race, ethnic origin, or gender concepts, upholding equality in competition and making selections with diligence and sensitivity.

We have designed a comprehensive onboarding process to ensure that new employees quickly and effectively adapt to our Company culture and increase their sense of belonging. This process is crafted with a holistic approach, aiming not only to help employees learn technical knowledge and job descriptions but also to internalize our Company's vision, mission, and values.

During the preboarding phase, "Welcome Aboard" meetings are held to reduce first-day anxiety and facilitate adaptation, and each new employee is assigned an "Orientation Coach" for one-on-one support.

In the onboarding phase, a comprehensive orientation process is carried out via digital platforms, starting with first-day training sessions. A thoughtfully prepared "Welcome Kit" is provided to help employees get to know the Company better, and this process is supported by specially developed training within AG Academy.

The orientation process is enriched with planned Technical Tours and Technical Orientation sessions and is further supported by "Bi' Ara Kahvaltı" (A Breakfast Break) events, which include a fun quiz to increase engagement. Additionally, the "Value Chain Program" conveys the Company's core values, vision and mission effectively and promotes interdepartmental interaction.

Throughout this structured process, regular feedback sessions are held with new employees to continuously improve the employee experience. The meticulously designed onboarding strategy plays a significant role in helping new employees become an integral part of the Company culture.

Human Capital - Value for Employees

Equal Opportunity and Diversity

In line with our core values and corporate culture, we serve with a "people first" approach, without discrimination based on language, religion, race, or gender.

We support equal opportunity-one of the fundamental principles of Anadolu Group-and implements it without compromise. We ensure equal opportunity and promote diversity in all human resources practices, from recruitment to training, compensation, and career development.

We take concrete steps to increase women's participation in the workforce and ensure greater representation in leadership positions, and we create a business culture that supports gender equality.

In line with our 2030 sustainability goals, we aim to increase the proportion of female managers from 19% to 30%, and plan for at least 50% of annual new hires to be women in order to double the number of female employees. In this context, we offer training and mentorship programs to support the development of female employees, meticulously applies equal opportunity policies during recruitment processes, and are committed to creating an inclusive work environment.

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

Anadolu Isuzu has a policy to drive diversity and equal opportunity. Anadolu Isuzu serves with a people first approach without discrimination based on language religion race or gender, supports equal opportunity as a fundamental principle, and implements it across human resources practices from recruitment to training compensation and career development. Anadolu Isuzu takes concrete steps to increase women's participation and representation in leadership, including 2030 targets to increase female managers from 19 percent to 30 percent and to have at least 50 percent of annual new hires be women, supported by training and mentorship programs. Anadolu Isuzu also formed an Equality Improvement Team under a protocol with the ILO, delivered gender equality training to approximately 800 employees, and published the Anti-Discrimination Policy Workplace Violence and Harassment Prevention Policy and Gender Equality Policy to sustain these efforts. Anadolu Isuzu upholds equal pay for equal work and equal opportunity in compensation across the organization. In line with these principles, the percentage of remuneration of women to men is 100 percent and the gender pay gap is 0 percent.

Anadolu Isuzu has a policy to improve the career development paths of its employees. Anadolu Isuzu favors promotion from within via the Open Jobs Model, which opens vacant positions across the Anadolu Group so current employees can pursue internal moves and advance their careers. Career development is reinforced by performance based remuneration and promotion practices at all levels, creating structured pathways for advancement in the organizational hierarchy. In addition, Anadolu Isuzu identifies development needs through a competence assessment process with manager and peer feedback and HR planning meetings, and prepares short term and long term development plans that support employees' progression toward future managerial and leadership roles through group wide development programs.

Human Capital - Value for Employees

Anadolu Isuzu describes the processes in place to ensure the freedom of association of its employees.

Open Jobs Model
The "Open Jobs Model" aims to open vacant positions to the entire Group and to allow employees to benefit from these opportunities in line with their competencies, experience and wishes. The model also enables talented individuals working in other Anadolu Group companies to be aware of career opportunities in group companies. With this platform we aim to increase communication and transparency within the Company/Group.

The "Open Jobs Model" also aims to help its employees take the initiative regarding their career, to ensure more effective use of human resources (competence and skills), to increase employee motivation and their commitment to the institution.

Union Rights and Collective Bargaining Agreement at Anadolu Isuzu
Relations with blue-collar employees at our Company are regulated within the scope of a collective bargaining agreement.

Anadolu Isuzu describes the processes in place to ensure the freedom of association of its employees. Relations with blue collar employees are regulated within the scope of a collective bargaining agreement, and Birleşik Metal İş is the bargaining agency at Anadolu Isuzu. One Head Representative and three Union Representatives are elected from within the Company and are tasked with following employee demands and complaints, representing workers in committees such as the Disciplinary Board and the Occupational Health and Safety Board, and observing employees' legal rights within the limits set by law and the Collective Bargaining Agreement. In addition, the Company reports the number of unionized employees covered by the collective bargaining agreement across recent years, evidencing the ongoing exercise of freedom of association. Anadolu Isuzu reports the percentage of employees represented by independent trade union organizations or covered by collective bargaining agreements. Based on 869 employees covered by the collective bargaining agreement and 1,522 total employees, Trade Union Representation equals 57.1 percent, calculated as 869 ÷ 1,522 × 100. Coverage is provided through a formal collective bargaining agreement where Birleşik Metal İş is the bargaining agency and elected union representatives participate in Company committees that safeguard employees' rights.

These representatives are obliged to follow the demands, complaints and problems of operations staff, represent workers in committees such as the Disciplinary Board and the Occupational Health and Safety Board, and observe their legal rights within the limits set by law and the Collective Bargaining Agreement signed between Birleşik Metal İş Union and the Turkish Employers' Association of Metal Industries (MESS).

Anadolu Isuzu favors promotion from within. Through the Open Jobs Model, Anadolu Isuzu opens vacant positions to the entire Anadolu Group, enabling current employees to apply in line with their competencies and experience and to take the initiative for internal career progression; the model is designed to increase motivation and commitment and to make more effective use of human resources, thereby supporting internal advancement. In addition, Anadolu Isuzu operates performance-based remuneration and promotion practices for employees at all levels, reinforcing a structured pathway for internal progression.

Human Capital - Value for Employees

Our Gender Equality Initiatives

On International Women's Day, March 8th, we signed an important protocol with the International Labour Organization (ILO) to promote gender equality. The protocol focuses on increasing women's access to employment opportunities and improving working conditions. Following the signing, an Equality Improvement Team was formed within our Company and quickly began its work.

This team, consisting of 24 people, was structured with attention to balance between female and male, white-collar and blue-collar employees. Throughout the process, the team held regular meetings and carried out a rigorous work schedule to implement various projects aimed at creating gender equality among employees. These initiatives, designed to ensure female employees feel supported and comfortable, were also shaped within the framework of the Equality Improvement Plan developed in cooperation with ILO.

The key focus areas of the Equality Improvement Plan are as follows:

- Ensuring equal voice and participation rights,
- Implementing inclusive employment policies,
- Ensuring equal pay for equal work,
- Creating a safe, healthy, and conducive work environment free from violence,
- Developing practices that support work-life balance.

Throughout the process, factory visits and regular communication with ILO helped continuously improve the project. In this context, approximately 800 employees received training on gender equality. The training sessions were held over 5 days with 13 separate sessions and were included in the orientation process for new employees. Additionally, comprehensive training on gender equality, inclusive language, and combating violence was provided to members of the Equality Improvement Team (EGE).

To sustain these efforts, we have developed several policy documents. We have published its Anti-Discrimination Policy, Workplace Violence and Harassment Prevention Policy, and Gender Equality Policy. Furthermore, a long-term roadmap containing the working principles and protocols for the Equality Improvement Team has been established.

Through this project, we aim to lead both its employees and the community in gender equality efforts. By holding regular communication sessions with female employees, we take their needs and opinions into account and develops appropriate solutions.

Although the protocol has been completed, the process continues for Anadolu Isuzu. The Equality Improvement Team, which has been implementing the actions identified through periodic meetings, aims to further advance gender equality efforts with the participation of new members in the upcoming periods.

On International Women's Day, March 8th, we signed an important protocol with the International Labour Organization (ILO) to promote gender equality.

Human Capital - Value for Employees

Performance Management System

We determine performance criteria and annual performance targets for employees within the framework of our Company's strategies.

Our Performance Management System allows 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.

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

We aim 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".

Anadolu Isuzu has set targets or objectives to be achieved on diversity and equal opportunity. Anadolu Isuzu takes concrete steps to increase women's participation and representation in leadership and has set 2030 targets to increase the proportion of female managers from 19 percent to 30 percent and to ensure at least 50 percent of annual new hires are women in order to double the number of female employees. These targets provide a future dated objective for employee diversity and are supported by training and mentorship programs.

Organizational development activities

We believe that one of the most critical factors in our vision of growth, change and the digital transformation in our vision is our human resources. In line with this belief, we place the creation of an inclusive, development-oriented, and sustainable work culture among our top priorities.

Emphasizing organizational development activities at all times, we continued to work on organizational design works that will serve our Company's strategic goals, and implemented new business models in 2024.

Human Capital - Value for Employees

Employee Satisfaction and Internal Communication

Emphasizing internal communication, we publish our human resources policies and procedures on a portal that is accessible to employees.

We conduct surveys with an online application to receive the opinions and suggestions of employees on different issues. With this structure, which allows employees to respond to the survey both from their smartphones and their computers, it is possible to obtain views on the desired subject at any time.

Employees may offer suggestions through the online platform. These suggestions are evaluated by the HR team and feedback is provided to the employee.

Communication sessions

Fifteen different communication sessions were held at our Company, bringing together 172 employees from various departments. These sessions featured interactive games and casual conversations, allowing participants to get to know one another more closely.

Motivational activities

One of our Company's primary goals is to enhance productivity by ensuring the loyalty of competent and experienced employees. In line with this, we increased our employee-focused events and organizations throughout 2024.

- On December 3rd, World Disability Day, our senior management gathered for breakfast with disabled employees.
- A volleyball tournament was successfully organized to strengthen team spirit and internal solidarity. The two-month-long tournament saw intense competition among 20 teams, fostering a strong sense of synergy. The tournament highlighted not only the participants' physical abilities but also their teamwork, strategic thinking, and communication skills. The friendship and fair play spirit displayed in every game once again reflected the unity and togetherness of the Anadolu Isuzu family.
- 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 dietitian questions about their eating habits, and their online dietician them creates a special diet. Anadolu Isuzu supports employees and their families through the Anadolu Group Employee and Family Support Program, which provides round the clock expert guidance via a support line and an online dietician service.
- With the ISUZUM application that allows the management of all internal processes, all processes from payroll viewing to overtime and Remed Ethics Hotline, leave entries, lunch lists, and surveys are accessible to all employees anytime, anywhere. The digital assistant DigiSu allows 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.

Data Drivers - Hackathon

In 2020, we launched the Data Drivers program to increase the number of digital transformation ambassadors, strengthen next-generation competencies and improve the ability to solve business problems using tools like artificial intelligence and machine learning.

As part of the program, a Hackathon event was held in February 2024 with digital transformation ambassadors. At the end of the event, 130 ambassadors were included in the program. New projects that add value to the Company were developed, and the top three were awarded.

At our Company, which now has over 150 digital transformation ambassadors, a total of 8 teams developed 8 projects involving 42 participants.

Under the scope of the Data Drivers Program, an intrapreneurship process has been launched to enhance competencies in entrepreneurship and innovation and ensure sustainable corporate innovation. In 2025, this process will be supported by various events such as the Explorers Club, Ideathons, and Discovery & Validation Camps.

Human Capital - Value for Employees

Training Activities

Prioritizing continuous training and development in our human resources system, we provide development trainings in order to expand the vision of our employees and support their technical skills, knowledge, and personal development.

Anadolu Isuzu has a policy to improve the skills training of its employees. Anadolu Isuzu prioritizes continuous training and development in the human resources system, identifies development needs through a competence assessment process with manager and peer feedback and HR planning meetings, and prepares short term and long term training and development plans. Anadolu Isuzu delivers structured competency and technical development trainings that build job related skills such as Kaizen 5S OHS and environmental practices, providing 16,820 training hours to 1,144 employees and 2,952 hours of competency training to 277 employees in the current reporting cycle, and offers a flexible online learning platform for self-paced upskilling. Anadolu Isuzu also publishes a catalog of 25 technical training courses and delivered 5,880 hours of technical training to 241 employees, and runs an English Language Training Program for employees and managers. Skills development is further reinforced through orientation trainings and group wide development programs that strengthen leadership and professional capabilities. In addition, Anadolu Isuzu operates the Vocational Qualification Certification process in line with national requirements, with 588 employees certified to enhance competencies.

Needs for development are determined within the scope of the competence assessment system in line with the feedback received from managers and colleagues, as well as the outputs of manager-employee interviews and HR planning meetings. Short-term and long-term training and development plans are drawn up accordingly.

Additionally, organizational development programs are carried out at our Company in order to support young talent and raise new leaders.

Anadolu Isuzu Occupational Development Program
Work force having technical know-how and skills is one of the most significant needs of the automotive sector both today and in the future.

When Anadolu Isuzu Occupational Development Program was planned, the decision was taken to raise the young work force to have a command of current technology and sustainability principles. In line with our Company's goals of promoting gender equality and increasing women's participation in the workforce within the production field, half of the young talents to be introduced to the sector have been selected from among female candidates.

Within the framework of Anadolu Isuzu Occupational Development Program, young people who wish to make career in the areas which the automotive sector is in the most need of are being raised such as painting, electric operations, welding and assembly operations. At the first phase of the project which started as of July 2022, 35 youngsters were trained to have an occupation by attending workshops in personal development and skills, Kaizen trainings and field applications for a period of 9 months. 22 people have been included in the Anadolu Isuzu team. During 2023-2024, 32 people were included in the training process as part of this project, and 23 people were hired. Selecting half of the participants from women candidates not only contributes to women employment in production areas but also once again highlights the fact that women can work at all phases of production.

Competency and Technical Development Trainings
We structured development training programs to enhance individuals' personal and professional skills, thereby supporting both individual and corporate success.

In 2024, a total of 16,820 hours of training were delivered to 1,144 employees as part of technical and competency training programs offered in various areas such as Kaizen, 5S, fire safety, occupational health and safety (OHS), and environmental practices.

Competency Trainings
We organize competency training programs to support employees' personal and professional development, increase the efficiency of business processes, strengthen knowledge and skills across different domains, and enhance our Company's overall performance.

Human Capital - Value for Employees

In 2024, a total of 2,952 hours of competency training were provided to 277 employees, covering topics such as:

- Goal Mapping
- Turning Presentations into Performance
- 8D Problem Solving Approach
- Speaking Like TED
- Functional Excel
- Financial Literacy and Personal Budget Management
- Human-Centered Collaboration and Internal Negotiation
- Project Management
- Changing Global Dynamics and the Turkish Economy
- Personal Leadership
- Brain-Based Stress Management

We also offer a flexible online learning platform to support employees' individual learning goals and professional development, allowing them to learn at their own pace and convenience. In 2024, through the "Flexible Online Learning" initiative, 28 employees received a total of 3,204 hours of training.

We implement a comprehensive English Language Training Program to enhance the language skills of employees who use English in their daily work routines. As of 2024, 38 employees received a total of 360 hours of English training. Additionally, as part of one-on-one English training sessions designed specifically for managers, 9 managers received a total of 130 hours of training. These programs aim to improve language proficiency and promote more effective communication and collaboration in business processes.

Technical Trainings

To support the technical development of its employees, we have published a catalog containing 25 different Technical Training courses, allowing employees to plan their training according to the areas they wish to improve in.

In 2024, a total of 5,880 hours of technical training were delivered to 241 employees. Trainings included:

- Fundamentals of Industry 4.0 - Autonomous and Mobile Robots
- 5 Whys Analysis and Effective Problem Solving Techniques
- Digital Twin and Virtual Commissioning
- High Voltage Technician - Level 2S

Anadolu Group Development Trainings

With the aim of creating synergy among Anadolu Group companies and supporting the Group's organizational development, a new process has been established to bring together employees from different companies and contribute to their growth.

The Development Dialogues Process, designed especially to support the personal and professional development of leaders, provides an opportunity for leaders to reinforce their strengths, identify areas for improvement, and plan the necessary steps to achieve their goals.

One-on-one meetings with leaders, the sharing of feedback, and the setting of career development goals are core elements of this process. This approach aims to enhance leaders' competencies and contribute to organizational success.

Key User

With the "Key User" project, we aims to strengthen corporate memory by transferring business processes into digital platforms. In this direction, we organized training sessions for Key Users.

A team was formed to map out all non-digital, manually executed business processes within the Flowport platform, allowing other employees to view these flows and gain awareness of the entire workflow. The Key User team received training on Soft Expert, DigiSu, and Product Ownership. A total of 16 hours of training sessions were conducted with the participation of 35 individuals.

To support the technical development of its employees, we have published a catalog containing 25 different Technical Training courses, allowing employees to plan their training according to the areas they wish to improve in.

Human Capital - Value for Employees

Agile Approach
As the Agile approach inherently drives a cultural transformation, it is essential to understand the need for change and inspire willingness for change at the individual, team, and organizational levels. We held an Agile Awareness Session aimed at everyone affected by the transformation, in order to ensure the necessary transparency.

As part of the Agile Transformation, training was provided to Company employees. The sessions, which lasted 4 hours, were attended by 274 employees.

For the Agile Transformation Team, an 8-hour training program was held with the participation of 46 employees. The total training time delivered under this initiative amounted to 384 hours.

R&D Financial Literacy Training
To foster a financial mindset within the R&D Directorate, we organized a "Financial Literacy" training program. A total of 211 R&D employees participated, receiving a combined 2,400 hours of training. The participation rate was 82.75%.

Supply Chain Trainings
The procurement trainings planned for the Supply Chain Directorate have been designed to increase organizational efficiency, strengthen supplier relations and ensure cost optimization.

These trainings, aimed at enhancing participants' skills, cover topics such as procurement strategies, supplier management, negotiation techniques and digital tools. In this context, 24 employees received a total of 181 hours of training.

Orientation Trainings
In 2024, newly hired employees were offered orientation trainings titled "Goal Mapping and Human-Centeredness" and "Internal Negotiation" to help them adapt more quickly to Anadolu Isuzu's corporate culture. A total of 41 employees participated in the 8-hour training sessions.

AG Academy Platform
AG Academy, Anadolu Group's innovative training and development platform, provides unlimited access to knowledge, enabling continuous learning while making significant contributions to the Company's overall performance.

Employees support their personal and professional growth by participating in training programs specifically designed to meet their individual needs via AG Academy. By eliminating the boundaries of learning, AG Academy offers employees the opportunity to create value both individually and organizationally.

As of 2024, newly hired administrative staff at Anadolu Isuzu complete their Isuzu Orientation Training through AG Academy. We also plan to deliver all legally required training for current administrative personnel via AG Academy.

Professional Competency Certification Studies
In accordance with the communiqué published by Ministry of Labor and Social Security of the Republic of Turkey, the Vocational Qualification Certification process is carried out at our Company.

During the reporting period workshop-based training was carried out in order to train qualified personnel for the automotive industry and grade employees based on their efforts. Training programs on mastery, mentoring and vocational qualifications were provided to enhance the competencies and skills of employees. A total of 588 Company employees received certification through these programs.

Bi-Fikir Application and Bi-Fikir Festival
The Bi-Fikir Application and Bi-Fikir Festival stand out as platforms where Anadolu Group employees present their innovative ideas, develop their creativity as individuals and teams, and provide added value to Group companies. These platforms aim to develop the creativity and innovative qualities of the employees as individuals and teams, and include these characteristics in the organizational culture.

It 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 organization where the best projects of 2024 were selected for Anadolu Group's innovation program Bi-Fikir, our Company ranked fourth in the Sustainability & People category with the "AIOSUSTAIN" project, second in the Operational Excellence category with the "Chassis Turning Line" project, and second in the New Product & Service category with the "SKD On-site Production" projects.

With the Bi'Fikir KAP project, Anadolu Group aims to expand its innovation approach beyond the Group, strengthen its employer brand, and implement useful, innovative, and feasible suggestions from university students for Group companies through open innovation.

We once again demonstrated our commitment to developing innovative and sustainable solutions, achieving great success with the "AGCharge" project at the Anadolu Group Bi'Fikir KAP competition, and winning the second prize.

The AGCharge project, which aims to design power banks from unused batteries of electric vehicles, provides environmentally friendly and energy-efficient solutions, ensuring a significant step towards a sustainable future. The innovative approach and feasibility of the project were highly appreciated by the jury during the competition.

Human Capital - Value for Employees

Our Employer Branding Work

Employer Brand - "Our Path is the Future, Our Strength is You!"
In 2024, we adopted the motto "Our Path is the Future, Our Strength is You!" to convey our areas of activity, work culture, and vision to potential job candidates.

Many practices designed to support employee development, future career paths, and working conditions were further strengthened under this employer brand umbrella.

Promotional activities at universities
We sponsor case studies by participating in the career days of Turkey's leading universities.

With Tech Tour, our Company is introduced to students and academicians from all over Turkey and abroad. The explanation of the technologies utilized, the discovery of R&D and production areas, and the answers given by the expert and experienced staff allow visitors to find out about Anadolu Isuzu.

In 2024, technical trips were organized for Middle East Technical University, Mimar Sinan University, Gazi University and Istanbul Technical University, Yıldız Technical University and Kocaeli University student clubs and Vocational High School students, sharing information about the activities and the experiences of the expert staff.

Throughout the year, we engaged with 80 universities and participated in 25 activities, reaching a total of 85,000 students.

Highlights from our interactive initiatives:

- We participated in the Defense Technologies Days organized by the Savtek club of Istanbul Technical University aimed at recruiting distinguished students in the field for our Company.
- We took part in the YEA event which is participated by more than 10,000 people from various parts of Turkey.
- We provided information about intra-company career opportunities by participating in the Career Days event organized by Middle East Technical University.
- We participated in the Interview Simulation organized by the Middle East Technical University.
- We participated in the Engineering Summit event organized by the Engineering Club of Boğaziçi University, where students were informed about our production facility and products.
- We met with Yıldız Technical University students who want to take a step towards their careers and future.
- We participated the Automotive Summer Camp event organized by the Student Career Agency of the Automotive Industry Association where CEO Talks, CHRO Talks and Connected Vehicles events were attended, reaching 70,000 students.
- Anadolu Isuzu CEO Tuğrul Arıkan participated in the Development Days organized by Gebze Technical University).
- Participation was realized in the Career Days events organized by Istanbul Technical University and Hacettepe University.
- A Coop Internship Program agreement was signed with Gaziantep University.
- We participated in Uludağ University's Otosem event, providing a seminar on Electric Vehicles and Internship Programs.
- We participated in YMG+ Automotive, an event organized by Middle East Technical University (METU), where information was shared with students about Connected Vehicles.

Talent Pick-Up
Processes have been redesigned in order to render our university-campus communication process more efficient, to provide students with the "Anadolu Isuzu employee experience" and to attract promising talented students to Anadolu Isuzu.

In this context, all internship and youth communication applications were gathered under the "Talent Pick-Up" banner and our applications were renewed.

Human Capital - Value for Employees

The project is presented with four different options:

- **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.
- **Talent Pick-Up Experience,** on the other hand, is an 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 designed for university students seeking to complete one full-term internship during the academic year (Autumn and Spring).
- **Talent Pick-Up Intro** is a program that offers preparatory, first and second-year students the opportunity to gain work experience at Anadolu Isuzu for 6 weeks during the summer break. Young talents participating in the program have the chance to work on project-focused topics across all departments of the company while also developing creative projects for Anadolu Isuzu's future strategies through the Ideathon process.

Talent Pick-Up was launched in July 2024. 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.

Processes have been redesigned in order to render our university-campus communication process more efficient, all internship and youth communication applications were gathered under the "Talent Pick-Up" banner.

Human Capital - Value for Employees

In the internship program, which was designed with rich content, where sensitivity was shown during the intern selection process and attention was paid to equality, students got involved in the process by learning about project coaches and project topics before starting their internships.

Talent Pick-Up interns worked on the topics assigned to them by the mentors throughout their internship periods. Additionally, training sessions were offered under the following topics to touch upon the personal development of the interns.

- Importance of Networking in Business Life
- People-focused Collaboration
- Negotiation at the Organization

Within the scope of Talent Pick-Up Tech Tour, the factory was visited and examined in detail with the objective of better explaining Anadolu Isuzu production lines and to talk about processes at the premises. Additionally, a technical tour was organized to Adel Factory, a group company, with the aim of creating a different vision and allowing interns to explore various fields.

In 2024, a total of 20 university students participated in the Talent Pick-Up Internship program and worked on 7 projects related with their areas. In 2024, 15 students participated in the Talent Pick-Up Intro program, with the aim of promoting equal opportunities, at least 50% of whom were selected from female candidates.

During their work experience in the Talent Pick-Up Intro program, interns also participated in a 6-week in-house Ideathon program that utilized the Design Thinking methodology, facilitated by the Makers Consultancy firm. Using techniques such as brainstorming, reverse brainstorming and SCAMPER, interns developed projects aligned with our future strategies.

Anadolu Isuzu employees organizes webinars in the areas of their expertise for university students within the scope of Talent Talks program.

In 2024, Anadolu Isuzu has received an external award for its social and community activities and performance during the current fiscal year. Specifically, Anadolu Isuzu was recognized with the “Internship Program of the Year” at the Hacettepe University Crystal Deer Awards and at the Middle East Technical University Crystal Tree Awards, evidencing third-party acknowledgement of our community-oriented, education-focused program. This constitutes a Corporate Responsibility award related to social performance in the year being reported.

Vocational High Schools-Industry Cooperation Projects

As part of the vocational high schools-industry cooperation, we provided internship opportunities to 65 senior students studying at industrial vocational high schools.

With two Anadolu Isuzu Paint Technologies Workshops at Küçükyalı Vocational and Technical Anatolian High School, significant support is provided to vocational education. To date, 72 students have received training and completed internships at the workshop.

As part of the vocational high schools-industry cooperation, we provided internship opportunities to 65 senior students studying at industrial vocational high schools.

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.

Furthermore, we interact with students from the Motor Department of Adem Ceylan Final Technical College. In this context, 12 interns were recruited.

In 2024, we have participated in technical tours and career fairs, supporting the development of projects related to electric vehicles.

Human Capital - Value for Employees

More than 70,000 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, and to increase the awareness of the automotive industry.

OSD Automotive Summer Camp

Organized between 16-19 July 2024 with the support of the Automotive Industry Exporters' Association (OİB), the online certified Automotive Summer Camp event continued to attract a considerable amount of attention in its second year.

More than 70,000 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, and to increase the awareness of the automotive industry. Our Company's representatives shared their experience in "Automotive Design of the Future" with high school and university students.

Intellectual and Produced Capital -Innovative Value

Why is it Important for Us?

As customer needs grow and diversify, competition heats up in the global and national arena and market conditions change, producing and creating innovative solutions becomes imperative. Combined with the increasing impact of the climate crisis, taking action quickly becomes vital.

In this vein, companies have to constantly invest in many areas. These areas include digital infrastructure renovations, innovative product development, redefinition of business methods, and an R&D culture transformation which includes all employees to ensure a high value-added, competitive advantage, and a low-cost and efficient production process.

At Anadolu Isuzu, we view R&D and innovation as an integral part of our value creation process, and we are taking important steps within the scope of our goal of developing new products and reaching new markets

How Do We Manage It?

The tremendous importance we attach to R&D activities and our innovative approach in the product development process allow us to offer our customers higher quality vehicles while offering an uninterrupted contribution to sustainability and the efforts to tackle the climate crisis.

During our transformation journey, we are aware that every innovation we implement in our corporate strategy and line with our approach to innovation, which is among our power centers, will create added value for the Turkish economy.

We closely follow the rapidly developing and changing trends in the world, expand our vehicle range with vehicles that run off alternative fuels, and structure our production and related processes in accordance with sustainability principles. By expanding the use of digital technologies in all of our functions, we create projects that increase production and energy efficiency, improve processes and increase occupational safety.

Intellectual and Produced Capital -Innovative Value

R&D and Innovation

Our R&D and innovation competencies enable us to improve our performance in many areas and play a key role in increasing the value we produce for our customers.

As in all sectors, the importance of smart systems and software in the automotive industry is increasing day by day. In line with this, we are producing solutions to meet our systemic and software needs, which had previously been outsourced, with our in-house facilities thanks to our developing R&D competence.

Our R&D and innovation competencies support the strengthening of our overall performance in many areas such as sustainability, cost management, efficiency and customer satisfaction.

We perform our R&D activities by closely monitoring rapidly developing and changing market trends and customer expectations, and carry out various projects by constantly ramping up our investments in this area.

In particular, we develop innovative ideas in areas such as the public transportation needs of the future, the development of low-emission vehicles with technologies to reduce their environmental impact, electric and autonomous technologies, weight and cost reduction in vehicles, system optimization, passenger comfort and well-being.

In addition to the structural, functional and performance tests we carry out for our projects, external services are also provided at the Anadolu Isuzu R&D Test Center with tests carried out for companies or organizations that request them.

Anadolu Isuzu made proactive environmental investments and expenditures in FY 2024 to reduce future risks and increase future opportunities. At our Çayırova complex we commissioned a new innovative and technological wastewater treatment plant with modern SCADA automation and advanced dosing which keeps discharge parameters far below legal limits and is designed to adapt to potential future regulatory tightening. During the year we also launched an online water monitoring system with meters placed at critical points and real time follow up on the ThingsOn platform and we installed a siphonic rooftop rainwater system to reduce mains withdrawals and flood risk. In parallel we renovated and put into operation our full cataphoresis facility which uses environmentally friendly and energy efficient digital technologies to strengthen process control and continuously improve production quality thereby lowering the risk of future non-compliance and unlocking efficiency gains. Taken together these FY 2024 investments strengthen compliance resilience and operational efficiency while creating opportunities from improved resource efficiency and cost savings.

Anadolu Isuzu R&D Center

Dating back to 2009, Anadolu Isuzu R&D Center is one of Turkey's first R&D centers certified by the Republic of Türkiye Ministry of Industry and Technology. Previously operating as an engineering department, the center underwent a major transformation in 2015 with a significant investment, evolving into a fully equipped R&D facility located in a modern building with a 6,000 m² indoor area.

The R&D Center continues to offer innovative products and services with its dynamic and expert human resources, and creates value for the customers. The Center's objective is to add increasing value to its customers and enhance Anadolu Isuzu's competitive edge on the international platform.

In this context, the Center, with its knowledge base, continues to respond to potential demands in commercial and military projects, facilitate compliance with changing regulations, meet various customer expectations, and create cost savings and added value.

Intellectual and Produced Capital -Innovative Value

Alternative-Fueled Vehicles

The need for energy, which is one of the most important factors in the economy and development, is growing in our country as well as in the whole world. Most of the energy needs of vehicles are met through fossil fuels. In parallel with this, the increase in exhaust emissions, one of the most important causes of air pollution, is leading to a rapid increase in demand for vehicles which run on alternative fuels. We continue to develop and produce vehicles which can run on alternative fuels in line with its sustainability and environmental strategies.

Mitigation efforts continued to maximize the range and number of passengers in current and future vehicle projects. On the other hand, research studies on the use of bio composites and recycled materials are carried out in the R&D Center.

As a result of the consumption simulations and analysis studies developed and implemented within the R&D department, the algorithms obtained have led to a reduction in our Company's fuel consumption levels.

Meetings were held with non-profit organizations such as OTEP, TAYSAD and TESİD and we worked on creating awareness among domestic producers in accordance with development and needs of the automotive industry. The resolution of the processes through domestic means has also contributed to the development of the Turkish automotive industry.

At Anadolu Isuzu, successful projects which meet the needs and expectations of customers continue to be carried out by integrating the technological developments into the work flow. The R&D Center not only provides the necessary data and content for these studies, but also contributes to the optimization and efficiency of the system.

As a result of the consumption simulations and analysis studies developed and implemented within the R&D department, the algorithms obtained have led to a reduction in our Company's fuel consumption levels.

Impact of Climate Change

Climate change, which will reshape economies in the long term, along with the focus on excessive consumption of resources, is starting to render current functioning unsustainable. This situation has led to the development of climate change policies in the EU and USA and the harmonization of other public policies around the concept of sustainability.

With the support of developing technology, regulatory transitions in the automotive sector in areas such as safety and emissions require the adaptation of products.

The expanding sales geography and network of our Company constitute an important channel for gathering customer feedback that will contribute to the development of existing and ongoing vehicle projects. In line with these feedback, new features, revisions and updates tailored to customer needs are implemented on vehicles within the framework of custom design and production strategy, creating added value and reinforcing a customer-centric brand image.

Continuous development activities provide opportunity for our Company to enter into new markets and to strengthen its position in current markets. Within the scope of continuous development, required optimization values for the vehicles were sustained through virtual test, analysis and simulation activities, while regulation tests and transitions were made and approvals were obtained to keep our Company's presence in new and current markets and to increase its market share. Anadolu Isuzu discloses the total amount of environmental expenditures. In FY 2024, the company reports Environmental Management Expenditure of TL 5,184,992, presented under the Environmental Management indicators table for 2022 2023 and 2024, which reflects spending on environmental protection and management activities.

Industry 4.0

Industry 4.0 is a comprehensive approach which is focused on production processes and affects all business processes, in contrast with previous industrial revolutions which had significant effects. This approach ensures that individual, customer-specific criteria are included in the design, configuration, ordering, planning, production and operation phases; it offers the potential to meet individual customer needs where even one-off products can be produced profitably.

Promising to transform existing business models with the technologies it provides, Industry 4.0 leads new opportunities for Anadolu Isuzu's export markets strategy. Thanks to the tailor-made boutique work, it is possible for the product configuration to be tailored more to customer preferences.

In this perspective, configuration supports increasing efficiency in R&D, export markets and entry into new markets, with the task of selecting a combination of parts or designing from scratch to find a viable and complete product structure within the overall architectural alternatives.

Intellectual and Produced Capital -Innovative Value

Our R&D Center has played an active role in potential sales by examining the tender specifications coming from the markets as well as the product designs specific to customer demands and preparing their feasibility, and provides all kinds of technical information and document support to the sales teams. Within the scope of these studies, 2,150 vehicles were produced with 540 different designs and 215 tender specifications were examined.

Our Patents
We continue our success in the automotive industry through the patents we have acquired as part of our R&D efforts. To date, our Company has filed a total of 380 patents, 75 utility models, and 190 domestic design applications.

Our Company has 108 patents, 34 utility models, and 185 industrial designs registered by the Turkish Patent and Trademark Office (TPE). In 2024, we applied for 9 patents, 15 utility models, and 5 domestic industrial designs, and received 1 domestic industrial design registration and 1 domestic patent registration.

Collaborations with Universities
Our R&D center continues its collaboration with Middle East Technical University (METU), Istanbul Technical University (ITU), Koç University, Sabancı University, Okan University, Gebze Technical University, Gazi University, Dokuz Eylül University, İzmir Institute of Technology, Yıldız Technical University and Çukurova University, some of the best universities in Turkey.

Within the scope of the projects developed with these universities, we focus on collaboration between industry and academia, enabling work with specialist academics. On the other hand, the Anadolu Isuzu employees continuing their master's and doctorate studies are provided with the support they need to realize their dissertations within the framework of the collaboration between the company and universities.

As part of the industry-university cooperation, opportunities are provided for undergraduate, graduate, and doctoral students to gain experience within the R&D Center.

Recognition on National and International Platforms
We believe in the importance of keeping abreast of technological developments on both national and international platforms, contributing to and improving corporate knowledge.

Our R&D Center carries out joint projects with start-ups, suppliers and SMEs within the framework of strategic collaborations in order to increase its knowledge and follow the technological developments in the world more closely. The Center, which cooperates with more than 30 companies in various scopes and carries out mentoring activities, also takes part in various activities within the framework of the TÜBİTAK projects.

The experience, knowledge and achievements gained through the activities carried out within the R&D body were presented in national and international scientific events, publications, university panels and workshops.

Thanks to its pioneering and experienced staff in the industry, the R&D Unit receives invitations to attend relevant events as a speaker where it shares its experience. It also fulfils its responsibilities to dynamic generations which will create the future of the automotive industry, which is the driving force of Turkey's economy.

Four of the 35 written and oral publications prepared by our R&D Center in Turkey and abroad were published in the SAE.

Future Goals
As in the rest of the world, the automotive sector in Turkey is experiencing difficulties due to changing global conditions. The R&D Center offers new solutions to overcome and adapt to changing conditions. The Center will continue to develop its capabilities to meet the needs of the emerging conditions and to contribute to the development of the Turkish automotive industry by drawing up alternative scenarios.

In line with our Company's short, medium and long-term goals, the Center works in synergic cooperation with other departments to meet market needs and customer expectations, and increases the added value it produces every year.

By following technological changes and global trends, the R&D center will continue to expand and develop its product range in line with customer requirements, safety needs and regulatory and legislative changes on emissions, mitigation, new materials, sustainability and efficiency. The R&D Center is also focused on supporting our Company's work in new segments such as alternative fuel vehicles.

Intellectual and Produced Capital -Innovative Value

Digital Transformation and Kaizen Activities

We continue our digital transformation efforts without interruption with the aim of continuously increasing efficiency in the production and trade cycle.

The Smart Factory Project

Aligned with our digital transformation vision, we successfully completed the first phase of its Smart Factory project. The Smart Factory project emerged as a result of the variability and diversity created by "Tailor-Made Manufacturing".

The Smart Factory project manages the complex production flow and extensive production areas with a 3D digital twin, and delivers personalized product production-related information to operators through the Internet of Things (IoT) support.

Designed entirely to fit our production areas and processes down to the finest detail, the Smart Factory project's every layer, from planning to implementation, has been developed with advanced technology applications. The project has surpassed similar applications in the industry with its high level of visuality and the detail level reached by the "digital twin" application, which is a direct reflection of all production processes in the digital world.

Thanks to the established IoT infrastructure, the Smart Factory project enables real-time, error-free monitoring of vehicles and processes with the highest precision.

Different departments such as logistics, production, quality, sales and exports can instantly access all the information they need regarding production and delivery.

The advanced functions of the project also significantly reduce paper consumption, contributing to our Company's goal of "paperless production".

Anadolu Isuzu applies Lean Manufacturing and similar quality management principles through the Kaizen continuous improvement approach within the IM (Isuzu Monozukuri) System, focusing on efficiency, quality, ergonomics, cost reduction and process. Anadolu Isuzu institutionalizes these practices with structured training and tools, including Kaizen and 5S programs, the 8D problem solving approach and 5 Whys techniques, and by deploying real time digital production traceability and process control in its Smart Factory environment.

Together, these practices constitute an internal quality management system aligned with Lean and TQM style methodologies across operations.

Smart Factory Integration of the Vehicle Tracking System

The Vehicle Tracking System, used to monitor the processes within the factory until the delivery of vehicles produced on the production line, has been integrated into the Smart Factory system as a digitalization effort.

With the transition of the system to the Smart Factory, the effectiveness of SAP integration has been increased; the traceability of production, mechanical, touch-up, and delivery has been enhanced. The tracking of affected times and the control of inefficiencies due to missing parts, return parts, part defects, etc., have been ensured with the addition of sections to the system.

Intellectual and Produced Capital -Innovative Value

Digital Process Card
Process cards were manually filled out on A4 paper, progressed on the lines with the vehicle card, and archived as output. The process has been digitalized via a process card screen on SAP-Fiori using tablets. Traceability, secure data storage, and prevention of transition to other stations without filling out the process card have been achieved.

Virtual Reality (VR) HSE Training
Through VR training and application, training on suitable personal protective equipment selection for the working environment (PPE), working at heights, etc., is provided. These trainings are conducted both digitally and practically in simulated working environments, reinforced with application.

Safety Dojo
In the Safety Dojo area, all trainings on PPE usage and importance, working at heights, lifting and carrying vehicles are conducted digitally and practically, tailored to the production structure at our Company, with experts' guidance.

Kaizen Activities
Based on a philosophy of continuous improvement, Kaizen is a word formed by combining two Japanese words; Kai (change) and Zen (good).

With Kaizen (Continuous Improvement) work, which is one of the major steps for the IM (Isuzu Monozukuri) System, our Company carries out improvement projects with a focus on efficiency, quality, ergonomics, cost reduction and process. Anadolu Isuzu holds the IM (Isuzu Monozukuri) certificate for Japanese Production Management and actively implements lean manufacturing practices in line with this system. Furthermore, the ISO 9001 Quality Management System is implemented in all production facilities.

In Kaizen project work, it is essential to seek the views of employees at all levels and involve them in the process in order to produce effective and permanent solutions and sustain the application.

The Technical Directorate at Anadolu Isuzu has adopted the Kaizen philosophy since its establishment, and has contributed significantly to employee improvement projects. The 800 Kaizen applications in 2024 achieved efficiency, occupational safety, quality and cost gains.

Automatic Tracking of PDI Charging Stations
The vehicle-based automatic tracking of PDI charging stations in the production area has been integrated into the IoT platform. This enables tracking of vehicle charging and waiting times. Daily reporting containing information such as charging time, waiting time, and number of charges is automatically generated on the IoT platform.

Tracking Usage of Industrial Doors
Real-time information from sensors in all industrial doors within the factory is sent to the IoT platform, and daily reporting is automatically done by the IoT system.

Data such as the number of door openings, duration of door being open, etc. are available on the IoT platform. Newly opened doors are displayed in green, doors open for 5 minutes in yellow and doors open for 15 minutes in red.

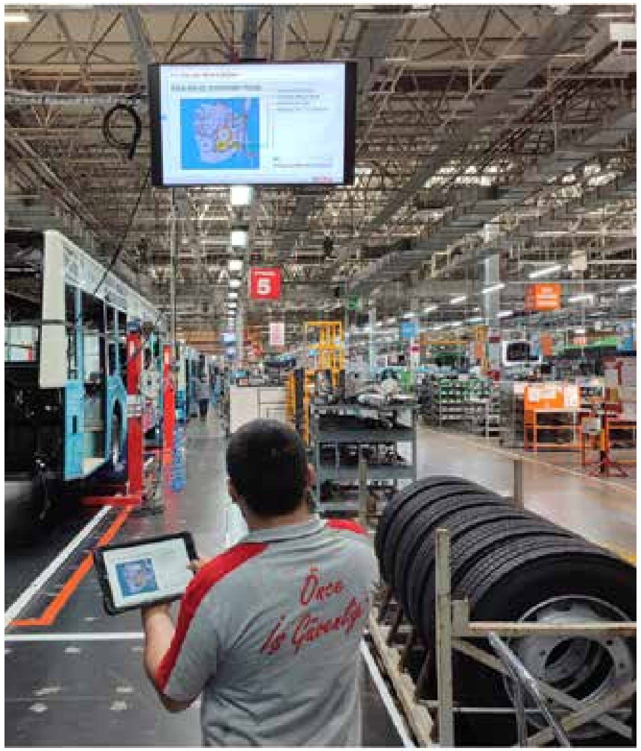
PowerApp Energy Monitoring Screens
The PowerApp application, allowing mobile tracking of the factory's energy consumption data, has been implemented. The application provides instant access to data such as the factory's electricity consumption, GES/grid breakdown, compliance with the electricity budget, etc. The application data is updated in real-time from the IoT platform.

With Kaizen (Continuous Improvement) work, which is one of the major steps for the IM (Isuzu Monozukuri) System, our Company carries out improvement projects with a focus on efficiency, quality, ergonomics, cost reduction and process.

Maintenance Mobile PM application
The Mobile PM program prepared for the maintenance team enables them to track maintenance tasks, new faults, etc., within the factory using tablets. When any maintenance or fault is resolved, the maintenance team can close the relevant notifications and end the issue through the same application.

Intellectual and Produced Capital -Innovative Value

We saved time and resources by making our newly established BIG.e production line more efficient and traceable with Smart Factory integration.



The application facilitates faster intervention by the maintenance team in faults and maintenance tasks and simplifies resource management.

BIG.e Line Smart Factory Integration
The newly established BIG.e production line has been made more efficient and traceable. Integrated with the existing RTLS (Real-Time Locating System) infrastructure, this line enables various information about vehicles being tracked in real-time at the stations to be displayed on TV screens.

Additionally, when accessing the platform, historical data can also be easily retrieved. Thus, transparency and control are increased at every stage of the production process, while time and resource savings are achieved through quick actions taken.

Ask DigiSu
We have developed DigiSu, a Generative AI-based smart assistant, to facilitate internal processes and provide quick access to information.

Trained with Company internal procedures, forms, instructions, and frequently asked questions documents, DigiSu efficiently streamlines workflows by providing the most accurate and up-to-date answers when users ask their questions.

CRM Dashboard
Developed to make customer relationship management more effective, the CRM dashboard offers analysis and tracking opportunities for the relevant teams.

With this dashboard, critical KPIs such as customer interactions, sales performance, potential opportunities, proposal status, and conversion rates can be analyzed and important metrics can be monitored.

The CRM dashboard optimizes customer management processes with real-time data tracking and supports data-driven decision-making in CRM processes by providing data on how opportunities are converted into sales.

Intellectual and Produced Capital -Innovative Value

Facilities

Our production facilities and R&D Center, which constitute our intellectual and produced capital, stand out as the most important elements of our value chain cycle.

We meet our customers' increasing needs and changing expectations with the innovative solutions which we develop.

Our company carries out its production activities at its state-of-the-art facility established on an area of 318,000 m² in Şekerpınar, Çayırova. Our facility, which has an annual production capacity of 19,000 vehicles in a single shift, constitutes our source of power in innovative and competitive vehicle production.

Our R&D Center, which we consider as a function that contributes to the profitability and sustainable future of our company, is one of the country's first fully equipped R&D centers registered with the Ministry of Science, Industry and Technology of the Republic of Turkey.

Our R&D Center's modern building, which has an enclosed area of 6,220 m^2, boasts one of the largest new test centers in Turkey and in Europe along with prototype workshops, offices and meeting areas.

Anadolu Isuzu reports about environmentally friendly or green sites and offices. In FY 2024 Anadolu Isuzu completed major refurbishments and upgrades that improve the environmental aspects of its facilities including renovating and bringing into operation a fully equipped cataphoresis facility that uses digital technologies providing environmentally friendly and energy efficient solutions commissioning a new wastewater treatment plant with SCADA based automation that enables real time monitoring and treatment quality far exceeding legal discharge limits and installing a siphonic rooftop rainwater collection system at new facilities to reuse rainwater for fire trucks and cleaning. These actions evidence that Anadolu Isuzu's sites are managed with environmentally responsible building systems that were operational by the end of FY 2024.

Full Cataphoresis Facility

In order to increase efficiency and quality in our company's production processes, our cataphoresis facility within our facility has been turned into a fully equipped facility, renovated and brought into operation. Our cataphoresis facility, which stands out with its high technology and state-of-the-art equipment, provides a significant improvement in rustproofing and protection in the automotive industry, while contributing to the digital transformation.

Systems that work with a high level of efficiency pave the way for fast and flexible production lines. The digital technologies used in the facility, which offer environmentally friendly and energy-efficient solutions, strengthen the traceability of processes and continuously improve production quality. Given the technology-intense nature of the automotive sector, which our Company operates in, we invest in intelligent transportation systems, design technological equipment and applications for vehicles which are tailor made to the countries we trade with, and which take account of the differentiating expectations of our customers.

We provide the highest value to our customers with our products defined with a focus on safe driving and comfort in the truck, van, bus and midibus segments, and we direct the transformation of our industry by representing our country in the best way in the national and international markets.

Details of our product portfolio and products are included in the 2024 Annual Report.

APPENDICES

With our 40 years of experience, we continue our activities as a joint venture of leading groups in Turkey and the world.

We are taking decisive steps towards realizing our innovation and sustainability goals for the future. Our successes in the international arena prove our Company's innovative and creative vision.

Memberships and Initiatives We Support

Our Corporate Memberships

- DEİK - Foreign Economic Relations Board
- Ethics and Reputation Association
- Gebze Chamber of Commerce
- ICI - Istanbul Chamber of Industry
- Kocaeli Chamber of Industry
- Istanbul Export Associations
- MESS - Metal Goods Industrialists' Union
- MKK - Central Securities Depository and Trade Repository of Türkiye
- Central Anatolian Exporters' Associations
- OSD - Automotive Manufacturers Association
- Private Sector Volunteers Association
- Association of Purchasing Professionals
- Smart Eureka - International R&D and Cooperation Platform
- Human Resources Managers Association of Turkey
- Turkish Quality Association
- Corporate Governance Association of Turkey
- Uludağ Exporters' Association
- HTK - Communication Technologies Cluster

Initiatives We Support

- Drive to Zero
- Science Based Target initiative (SBTi)
- United Nations Global Compact (UNGC)

R&D Center Article Publications

PUBLICATION TYPE	TITLE	PLACE OF PUBLICATION
WRITTEN PUBLICATION	DETERMINATION OF HELICAL SPRING COEFFICIENT OF ELECTRIC MOTOR MICRO TRUCK VEHICLE WITH INDEPENDENT SUSPENSION ON FRONT AXLE	SAE (Society of Automotive Engineers) https://saemobilus.sae.org/content/2024-01-5020
ORAL PUBLICATION	Estimating the Slope of Roads Using Machine Learning Algorithms	INTERNATIONAL MARMARA CONGRESS OF SCIENCE (IMASCON)
WRITTEN PUBLICATION	Analysis of Motor Cooling Lines of Electric Buses with 1D Models and Verification with Experiments	SAE (Society of Automotive Engineers)
ORAL PUBLICATION	INVESTIGATION OF CNG TANKS IN COMMERCIAL PASSENGER BUSES USING VIRTUAL ANALYSIS WITHIN THE SCOPE OF THE ECE R110 REGULATION	11th International Automotive Technologies Congress
WRITTEN PUBLICATION	APPLICATION OF ECE R80 REGULATION TO THE SEATS OF COMMERCIAL PASSENGER BUSES	11th International Automotive Technologies Congress
ORAL PUBLICATION	L7 CLASS ELECTRIC VEHICLE FRONTAL CRASH PERFORMANCE STUDY (2024/040)	11th International Automotive Technologies Congress
WRITTEN PUBLICATION	Improving Air Ducts and Service Sets for 12.3M Urban Buses with Using CFD	11th International Automotive Technologies Congress
WRITTEN PUBLICATION	CFD BASED OPTIMIZATION OF VENTURI AND SCAVENGE GEOMETRY FOR MINIMIZING EXHAUST GAS TEMPERATURE, MINIMIZING PRESSURE DROP OF EXHAUST SYSTEM AND EXTEND LIFE TIME OF THE AIR FILTER	11th International Automotive Technologies Congress
WRITTEN PUBLICATION	EVALUATION OF STEERING VIBRATION OF AN URBAN MIDIBUS	11th International Automotive Technologies Congress
ORAL PUBLICATION	New Frontiers of Innovation: Using AI in Creative Industries	6th International Design Research Conference - UTAK 2024
WRITTEN PUBLICATION	The effect of battery thermal management system unit on the roof of a bus on passenger air conditioning performance	SAE (Society of Automotive Engineers) Technical Papers
ORAL PUBLICATION	The Evolution of Mobility: The Future of Mobility in an Ageing Society	Sectoral Event Participation
WRITTEN PUBLICATION	Virtual Analysis and Optimization of Fuel Consumption for Diesel-Powered Buses	International Journal of Automotive Science and Technology (Scopus-Science Citation Index)
ORAL PUBLICATION	VALIDATION OF VIRTUAL VEHICLE DYNAMICS MODELS OF A TESTED COMMERCIAL PASSENGER BUS WITH OPTIMIZATION	11th International Automotive Technologies Congress
WRITTEN PUBLICATION	Improving the Ballistic Performance of an Armored Military Vehicle	17th German LS-DYNA Forum
ORAL PUBLICATION	Resource Assessment on an Urban Midibus body	Altair Conference
ORAL PUBLICATION	ECE R55 REAR HITCH ANALYSIS IN L7 CLASS VEHICLES	Altair Conference
ORAL PUBLICATION	OBTAINING BENDING AND TORSIONAL RIGIDITY IN BUSES THROUGH THE FINITE ELEMENT METHOD	Altair Conference
WRITTEN PUBLICATION	1005/2010 DEVELOPMENT OF THE FINITE ELEMENT METHOD OF REGULATION AND VERIFICATION BY TESTS	SAE Technical Papers
ORAL PUBLICATION	"The present and future of automotive; Electronics and software impact" seminar	EFF Organization "Automotive Innovation Summit" https://automotive-i-summit.com/konusmacilar/
ORAL PUBLICATION	Matlab Expo	https://figes.com.tr/matlab-expo-turkiye

R&D Center Article Publications

PUBLICATION TYPE	TITLE	PLACE OF PUBLICATION
WRITTEN PUBLICATION	CDD COOLANT REMEDIATION ANALYSIS FOR MICRO TRUCK-CLASS ELECTRIC VEHICLES	https://www.otekon.org/?p=final-technical-program
ORAL PUBLICATION	Developments in the Automotive Industry - Sectoral Trends	OtoSummit 2024 - Abdullah Gül University
ORAL PUBLICATION	Assurance of the Future, End-to-End Cyber Security in Commercial Vehicles	Numesys Automotive Technologies Conference - https://www.numesys.com.tr/numesys-otomotiv-teknolojileri-konferansi/
WRITTEN PUBLICATION	Development of a Traffic Speed Limit Sign Detection System Based on the Yolov4 Network	https://dergipark.org.tr/en/pub/aair/issue/80487/1184569
ORAL PUBLICATION	CFD BASED OPTIMIZATION OF VENTURI AND SCAVENGE GEOMETRY FOR MINIMIZING EXHAUST GAS TEMPERATURE, MINIMIZING PRESSURE DROP OF EXHAUST SYSTEM AND EXTENDING THE LIFETIME OF THE AIR FILTER	https://www.otekon.org/?p=final-technical-program
ORAL PUBLICATION	2024 Numesys Automotive Conference Presentation	Numesys Automotive Technologies Conference - https://www.numesys.com.tr/numesys-otomotiv-teknolojileri-konferansi/
ORAL PUBLICATION	Under-the-Hood Thermal Analysis of a Military Vehicle	Numesys Automotive Technologies Conference - https://www.numesys.com.tr/numesys-otomotiv-teknolojileri-konferansi/
WRITTEN PUBLICATION	Predictive Maintenance Analysis for Industries	2024 IEEE International Black Sea Conference on Communications and Networking (BlackSeaCom) - Tbilisi, Georgia https://ieeexplore.ieee.org/document/10646292
WRITTEN PUBLICATION	Examination of the advantages and dynamic behavior of the alternator bracket produced by 3D printing additive manufacturing compared to the traditional manufacturing method	UBAK 2ND INTERNATIONAL SCIENTIFIC RESEARCH AND INNOVATION CONGRESS
ORAL PUBLICATION	Gaziantep University EES Presentation	A presentation was made in the conference hall of the engineering dean's office organized by Gaziantep University and the protocol was signed.
WRITTEN PUBLICATION	VIOLATIONS OF HEAVY DUTY COMMERCIAL VEHICLES	INTERNATIONAL MARMARA SCIENCE CONGRESS (IMASCON) on November 30th. It is also planned to be published in full text in the IMASCOM Proceedings Book on 31 December 2024.
ORAL PUBLICATION	Performance Improvement of Electric Bus Ceiling Components using the CFD Method	This presentation was presented at the Simulation and Analysis Solutions in Automotive Technology Webinar organized by IOG Mühendik on 17 December 2024.
ORAL PUBLICATION	Anadolu Isuzu R&D Specific Technological Developments - EUROGIA Presentation	Eurogia PO Day Event in Paris on 30 September 2024 presented
WRITTEN PUBLICATION	Design and Optimization of the Cabin Heating System in a Light Commercial Electric Vehicle	PROCEEDING AND ABSTRACT BOOK OF 4TH ICENSOS 2024

Performance Indicators

Economic and Operational Performance Indicators

	2022	2023	2024
Production (#)	**5,161**	**5,976**	**5,787**
Trucks	3,090	3,368	2,712
Pickup Trucks	603	726	1,201
Midibuses and Buses	1,468	1,882	1,874
Sales (#)	**6,427**	**7,670**	**7,086**
Total Domestic Sales (#)	5,349	6,422	6,006
Total Exports (#)	1,078	1,248	1,080
Capacity Utilization Rate (%)	**27.14**	**31.43**	**30.43**
Sales Revenue (TL thousand)	**11,686,265**	**21,909,106**	**18,901,715**
Domestic	8,046,546	16,563,013	14,745,832
International	4,134,641	6,949,498	6,570,973
Other Sales Related to Main Activities	56,190	69,007	83,146
Discounts	(551,111)	-1,672,412	-2,498,235
Profit Before Tax (TL thousand)	**735,514**	**2,461,593**	**594,649**
Net Profit (TL thousand)	**784,308**	**2,330,587**	**443,446**
EBITDA (TL thousand)	**307,149**	**1,731,766**	**703,420**
Earnings Per Share (Kr)	**9.3370**	**9.2484**	**1.7597**
Distributed Economic Value (TL)			
Operating Costs	11,353,985,352	20,381,921,994	18,890,841,006
Employee Wages and Other Rights	670,635,386	1,711,405,098	1,992,899,438
Dividends Paid to Shareholders	57,042,055	412,994,983	608,052,095
Taxes Paid to the Government and Other Liabilities	3,265,190	105,074,283	0
Social Investments (including donations)	18,850,985	56,222,841	22,287,831
Total Number of R&D Employees (persons)	**171**	**276**	**302**
Number of Patents Obtained (#)	**1**	**8**	**9**
Corporate Governance Rating Score	**-**	**94.52**	**95.02**

Performance Indicators

Environmental Performance Indicators

	2022	2023	2024
Energy Consumption (GJ)			
Natural Gas	51,351	55,341	53,521
Electricity	31,477	40,253	49,066
Diesel - Generator	163.37	93.00	241.52
Total Energy Consumption*	**82,991**	**95,687**	**102,829**
Energy Consumption per Unit (GJ/unit)**	6.86	4.8	4.91

*Trials at new facilities commissioned in 2024 continued simultaneously with existing facilities. Consequently, there was a slight increase in energy consumption at the factory.
**Carcass Production Center energy consumption data and diesel fuel data are not included in the calculations of Energy Consumption per Unit.

	2022	2023	2024
Renewable Energy GJ)			
Amount of Electricity Produced - Used in the Factory	3,483	16,880	19,837
Amount of Electricity Produced - Transmitted to Grid	437	7,931	8,620
Total Electricity Production	3,920	24,811	28,457
Renewable Energy Utilization Rate (%)*	4	68	65

*Data refers to the central factory. The amount of renewable energy produced is calculated in proportion to the total electricity consumption of the central factory.

	2022	2023	2024
Greenhouse Gas Emissions (tonnes CO_2e)			
Scope 1	4,243	4,574	4,421.37
Scope 2 (Location based)	3,426	2,821	3,587.42
Scope 2 (Market based)	3,426	2,821	2,581.87
Total (Scope 1-2) Location based	**7,669**	**7,395**	**8,008.78**
Total (Scope 1-2) Market based	**7,669**	**7,395**	**7,003.23**

	2022	2023	2024*
Volatile Organic Compounds (VOC)			
Truck Factory (tonne)	12.00	11.73	10.66
Bus Factory (tonne)	58.56	95.67	101.18
Specific VOC Emission - Truck Factory (g/m^2)	19.69	17.36	17.5
Specific VOC Emission - Bus Factory (g/m^2)	86.49	70.29	67.94

Performance Indicators

	2022	2023*	2024
Water Consumption (m^3)			
Amount of Water Withdrawn from the Network	0	3,072	3,072
Amount of Water Withdrawn from Fresh/Clean Water Areas	0	0	0
Amount of Water Withdrawn from Underground	54,593	60,046	61,047
Amount of Recycled/Reclaimed Water	0	0	0
Total Water Consumption	**54,593**	**63,118**	**64,119**
Water Consumption per Unit (m^3/unit)**	4.7	4.5	4.6
Amount of Waste Water Treated***	31,273	44,863	31,786

*The Carcass Production Center has been included in the calculations as of 2023.
**Carcass Production Center data is not included in the Water Consumption per Unit calculations.
***The amount of treated wastewater refers to the central factory.

	2022	2023*	2024
Waste Amount (tonne)			
Hazardous Waste	474	318	395
Non-Hazardous Waste	2,411	3,094	3,371
Total Waste Amount*	**2,885**	**3,412**	**3,766**
Contaminated Waste Amount per Unit (kg/unit)***	5.7	5.7	5.8
Total Amount of Packaging Used	1,017	1,243	1,152
Packaging Waste Recovery Rate (%)	100	100	100

*The Carcass Production Center has been included in the calculations as of 2023.
**A large portion of hazardous and non-hazardous waste, except for medical waste, is sent for recycling.
***Carcass Production Center data is not included in the calculation of Water Consumption per Unit.

	2022	2023	2024
Environmental Management			
Environmental Training Hours Provided to Employees (hours)	2,325	1,603	1,291
Environmental Management Expenditure (TL)	1,250,839	5,867,837	5,184,992
Penalty for Non-Compliance with Environmental Laws (#)	0	0	0

Performance Indicators

Social Performance Indicators

	2022	2023	2024
HR Demographics			
Direct Employment	**983**	**1,335**	**1,522**
Female	104	168	184
Male	879	1,167	1,338
Contractor Company Employees	**104**	**155**	**112**
Employees by Category			
Operation Employee	**579**	**705**	**869**
Female	11	21	25
Male	568	684	844
Administrative Staff	**404**	**630**	**653**
Female	93	147	159
Male	311	483	494
Employees by Education Level			
Primary School	140	189	191
High School	401	522	675
University and Higher	442	624	656
Employees by Age Group			
18-30	267	513	593
31-40	423	510	585
41-50	264	273	292
51-60	29	39	52
Senior Management Structure (#)			
By Gender	**44**	**56**	**63**
Female	7	10	12
Male	37	46	51
By Age	**44**	**56**	**63**
18-30	0	1	1
31-40	17	21	23
41-50	19	26	30
51-60	8	8	9

Performance Indicators

	2022	2023	2024
Nationality	**44**	**56**	**63**
Turkish Citizen	42	54	61
Expat	2	2	2
Mid-Level Management Structure (#)			
By Gender	**54**	**78**	**83**
Female	13	13	16
Male	41	65	67
By Age	**54**	**78**	**83**
18-30	3	14	10
31-40	28	45	56
41-50	17	15	12
51-60	6	4	5
Collective Bargaining Agreement			
Number of Employees Covered by Collective Bargaining Agreement/Unionized Employees	579	705	869
Newly Recruited Employees			
By Gender	**232**	**413**	**367**
Female	21	71	54
Male	211	342	313
By Age	**232**	**413**	**367**
18-30	149	288	252
31-40	79	103	94
41-50	3	19	15
51-60	1	3	6
Employees Quitted			
By Gender	**57**	**49**	**50**
Female	13	15	14
Male	44	34	36
By Age	**57**	**49**	**50**
18-30	28	14	30
31-40	23	21	17
41-50	4	9	1
51-60	2	5	2

Performance Indicators

	2022	2023	2024
Parental Leave			
Employees on Parental Leave	**5**	**6**	**6**
Female	5	6	6
Male	0	0	0
Employees Returning from Parental Leave	**5**	**5**	**3**
Female	5	5	3
Male	0	0	0
Number of Employees Who Have Not Quitted in the Last 12 Months after Returning from Maternity Leave	**3**	**5**	**2**
Female	3	5	2
Male	0	0	0
Employee Training			
Total Training Hours	23,097	9,739	26,774
Average Training Hours per Employee	21.25	7.67	17.7
OHS Performance			
Number of Accidents	29	63	60
Accident Frequency Rate	7.2	27.6	35.04
Number of Days Lost due to Accidents	117	245	343
Number of Fatal Accidents	0	0	0
Number of Occupational Diseases	0	0	0
OHS Training			
Total OHS Training Hours	10,292	7,320	11,232
Average OHS Training Hours per Employee	10.47	12.00	12.00
OHS Committee			
Number of Board Committees	6	6	5
Number of Members in Committees	23	23	24
Number of Employee Representatives on Committees	4	4	4

GRI Content Index

Statement of use	Anadolu Isuzu Otomotiv Sanayi ve Ticaret A.Ş. has reported in accordance with the GRI Standards for the period 01.01.2024-31.12.2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI STANDARD	DISCLOSURE	LOCATION/DIRECT ANSWER
GENERAL DISCLOSURES		
GRI 2: GENERAL DISCLOSURES 2021	2-1 Organizational details	Corporate Profile, page: 4
	2-2 Entities included in the organization's sustainability reporting	About the Report, page: 2-3
	2-3 Reporting period, frequency and contact point	About the Report, page: 2-3
	2-4 Restatements of information	There was no restatement of information during the reporting period.
	2-5 External assurance	Türkiye Sürdürülebilirlik Raporlama Standartları (TSRS) ile Uyum/Bağımsız Denetçinin Sınırlı Güvence Raporu, page: 30
	2-6 Activities, value chain and other business relationships	Corporate Profile, page: 4 Our Value Chain, page: 16 2024 Annual Report https://anadoluisuzu.com.tr/_docs/annual-report-2024.pdf, page: 18-32
	2-7 Employees	Human Capital-Value for Employees, page: 73-85 Social Performance Indicators, page: 101-103
	2-8 Workers who are not employees	Social Performance Indicators, page: 101-103
	2-9 Governance structure and composition	Anadolu Isuzu Governance Model/Corporate Governance, page: 39-41
	2-10 Nomination and selection of the highest governance body	2024 Annual Report https://anadoluisuzu.com.tr/_docs/annual-report-2024.pdf, page: 115-118
	2-11 Chair of the highest governance body	Anadolu Isuzu Governance Model/Corporate Governance, page: 40
	2-12 Role of the highest governance body in overseeing the management of impacts	Anadolu Isuzu Governance Model/Sustainability Management, page: 42
	2-13 Delegation of responsibility for managing impacts	Anadolu Isuzu Governance Model/Sustainability Management, page: 42
	2-14 Role of the highest governance body in sustainability reporting	Anadolu Isuzu Governance Model/Sustainability Management, page: 42
	2-15 Conflicts of interest	Anadolu Isuzu Governance Model/Corporate Governance, page: 39-41
	2-16 Communication of critical concerns	Anadolu Isuzu Governance Model/Corporate Governance, page: 39-41
	2-17 Collective knowledge of the highest governance body	Anadolu Isuzu Governance Model/Corporate Governance, page: 39-41 2024 Annual Report https://anadoluisuzu.com.tr/_docs/annual-report-2024.pdf, page: 82-85

GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION/DIRECT ANSWER
GRI 2: GENERAL DISCLOSURES 2021	2-18 Evaluation of the performance of the highest governance body	2024 Annual Report https://anadoluisuzu.com.tr/_docs/annual-report-2024.pdf, page: 115-116
	2-19 Remuneration policies	Compensation Policy https://anadoluisuzu.com.tr/_docs/AI/_pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf
	2-20 Process to determine remuneration	Human Capital-Value for Employees, page: 73-85 Compensation Policy https://anadoluisuzu.com.tr/_docs/AI/_pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf
	2-21 Annual total compensation ratio	Human Capital-Value for Employees, page: 73-85 2024 Annual Report https://anadoluisuzu.com.tr/_docs/annual-report-2024.pdf, page: 122
	2-22 Statement on sustainable development strategy	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19
	2-23 Policy commitments	Corporate Governance Policies https://anadoluisuzu.com.tr/en/corporate-governance/corporate-management-principles-policies Sustainability Policies https://anadoluisuzu.com.tr/en/sustainability/policy
	2-24 Embedding policy commitments	Anadolu Isuzu Governance Model/Corporate Governance, page: 39-41
	2-25 Processes to remediate negative impacts	Anadolu Isuzu Governance Model/Corporate Governance, page: 39-41
	2-26 Mechanisms for seeking advice and raising concerns	Anadolu Isuzu Governance Model/Corporate Governance, page: 39-41
	2-27 Compliance with laws and regulations	There was no non-compliance with laws and regulations.
	2-28 Membership associations	Memberships and Initiatives We Support, page: 95
	2-29 Approach to stakeholder engagement	Double Materiality Analysis, page: 20-37 Stakeholder Communication, page: 38
	2-30 Collective bargaining agreements	Human Capital-Value for Employees, page: 75 Social Performance Indicators, page: 101-103

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GRI STANDARD	DISCLOSURE	LOCATION/DIRECT ANSWER
MATERIAL TOPICS		
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material topics	Double Materiality Analysis, page: 20-37
	3-2 List of material topics	Double Materiality Analysis, page: 37
VEHICLE QUALITY AND ROAD SAFETY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37
CLIMATE CRISIS AND ENVIRONMENTAL IMPACTS/BIODIVERSITY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37
GRI 201: ECONOMIC PERFORMANCE 2016	201-1 Direct economic value generated and distributed	Value Creation Model, page: 15-19 Economic and Operational Performance Indicators, page: 98
	201-2 Financial implications and other risks and opportunities due to climate change	Türkiye Sürdürülebilirlik Raporlama Standartları (TSRS) ile Uyum/Strateji ve Risk Yönetimi, page: 6-22
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1 Infrastructure investments and services supported	Intellectual and Produced Capital-Innovative Value, page: 86-93
	203-2 Significant indirect economic impacts	Double Materiality Analysis, page: 21 Türkiye Sürdürülebilirlik Raporlama Standartları (TSRS) ile Uyum/Strateji ve Risk Yönetimi, page: 6-22
GRI 207: TAX 2019	207-1 Approach to tax	2024 Annual Report, Financial Statements and Notes https://anadoluisuzu.com.tr/_docs/annual-report-2024.pdf, page: 41-43
	207-2 Tax governance, control, and risk management	2024 Annual Report, Financial Statements and Notes https://anadoluisuzu.com.tr/_docs/annual-report-2024.pdf, page: 41-43
	207-3 Stakeholder engagement and management of concerns related to tax	2024 Annual Report, Financial Statements and Notes https://anadoluisuzu.com.tr/_docs/annual-report-2024.pdf, page: 41-43
	207-4 Country-by-country reporting	2024 Annual Report, Financial Statements and Notes https://anadoluisuzu.com.tr/_docs/annual-report-2024.pdf, page: 41-43

GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION/DIRECT ANSWER
GRI 302: ENERGY 2016	302-1 Energy consumption within the organization	Natural Capital-Value for the Environment/Energy Management, page: 53-54 Environmental Performance Indicators, page: 99-100
	302-2 Energy consumption outside of the organization	Natural Capital-Value for the Environment/Energy Management, page: 53-54 Environmental Performance Indicators, page: 99-100
	302-3 Energy intensity	Natural Capital-Value for the Environment/Energy Management, page: 53-54 Environmental Performance Indicators, page: 99-100
	302-4 Reduction of energy consumption	Natural Capital-Value for the Environment/Energy Management, page: 53-54 Environmental Performance Indicators, page: 99-100 Türkiye Sürdürülebilirlik Raporlama Standartları (TSRS) ile Uyum/Strateji ve Risk Yönetimi, page: 20-22
	302-5 Reductions in energy requirements of products and services	Natural Capital-Value for the Environment/Energy Management, page: 53-54 Environmental Performance Indicators, page: 99-100 Türkiye Sürdürülebilirlik Raporlama Standartları (TSRS) ile Uyum/Strateji ve Risk Yönetimi, page: 20-22
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interactions with water as a shared resource	Natural Capital-Value for the Environment/Water Management, page: 57-58 Environmental Performance Indicators, page: 99-100 Türkiye Sürdürülebilirlik Raporlama Standartları (TSRS) ile Uyum/Strateji ve Risk Yönetimi, page: 16-18
	303-2 Management of water discharge-related impacts	Natural Capital-Value for the Environment/Water Management, page: 57-58 Environmental Performance Indicators, page: 99-100 Türkiye Sürdürülebilirlik Raporlama Standartları (TSRS) ile Uyum/Strateji ve Risk Yönetimi, page: 16-18
	303-3 Water withdrawal	Natural Capital-Value for the Environment/Water Management, page: 57-58 Environmental Performance Indicators, page: 99-100
	303-4 Water discharge	Natural Capital-Value for the Environment/Water Management, page: 57-58 Environmental Performance Indicators, page: 99-100
	303-5 Water consumption	Natural Capital-Value for the Environment/Water Management, page: 57-58 Environmental Performance Indicators, page: 99-100

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GRI STANDARD	DISCLOSURE	LOCATION/DIRECT ANSWER
GRI 304: BIODIVERSITY 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Natural Capital-Value for the Environment/Biodiversity, page: 60
	304-2 Significant impacts of activities, products and services on biodiversity	Natural Capital-Value for the Environment/Biodiversity, page: 60
	304-3 Habitats protected or restored	Natural Capital-Value for the Environment/Biodiversity, page: 60
GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	Natural Capital-Value for the Environment/Greenhouse Gas Emissions/Air Quality, page: 55-56 Environmental Performance Indicators, page: 99-100
	305-2 Energy indirect (Scope 2) GHG emissions	Natural Capital-Value for the Environment/Greenhouse Gas Emissions/Air Quality, page: 55-56 Environmental Performance Indicators, page: 99-100
	305-3 Other indirect (Scope 3) GHG emissions	Natural Capital-Value for the Environment/Greenhouse Gas Emissions/Air Quality, page: 55-56 Environmental Performance Indicators, page: 99-100
	305-4 GHG emissions intensity	Natural Capital-Value for the Environment/Greenhouse Gas Emissions/Air Quality, page: 55-56 Environmental Performance Indicators, page: 99-100
	305-5 Reduction of GHG emissions	Natural Capital-Value for the Environment/Greenhouse Gas Emissions/Air Quality, page: 55-56 Environmental Performance Indicators, page: 99-100 Türkiye Sürdürülebilirlik Raporlama Standartları (TSRS) ile Uyum/Strateji ve Risk Yönetimi, page: 6-15
	305-6 Emissions of ozone-depleting substances (ODS)	Natural Capital-Value for the Environment/Greenhouse Gas Emissions/Air Quality, page: 55-56 Environmental Performance Indicators, page: 99-100
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Natural Capital-Value for the Environment/Greenhouse Gas Emissions/Air Quality, page: 55-56 Environmental Performance Indicators, page: 99-100

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GRI STANDARD	DISCLOSURE	LOCATION/DIRECT ANSWER
GRI 306: WASTE 2020	306-1 Waste generation and significant waste-related impacts	Natural Capital-Value for the Environment/Water Management, page: 59 Environmental Performance Indicators, page: 99-100
	306-2 Management of significant waste-related impacts	Natural Capital-Value for the Environment/Water Management, page: 59 Environmental Performance Indicators, page: 99-100
	306-3 Waste generated	Natural Capital-Value for the Environment/Water Management, page: 59 Environmental Performance Indicators, page: 99-100
	306-4 Waste diverted from disposal	Natural Capital-Value for the Environment/Water Management, page: 59 Environmental Performance Indicators, page: 99-100
	306-5 Waste directed to disposal	Natural Capital-Value for the Environment/Water Management, page: 59 Environmental Performance Indicators, page: 99-100
R&D AND INNOVATION/DIGITALIZATION AND CYBER SECURITY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37 Intellectual and Produced Capital-Innovative Value, page: 86-93
BUSINESS ETHICS AND HUMAN RIGHTS/EQUAL OPPORTUNITY AND DIVERSIT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37 Risk Management at Anadolu Isuzu/Code of Conduct, page: 44 Human Capital-Value for Employees, page: 73-85 Anadolu Group Working Principles https://anadoluisuzu.com.tr/_docs/AI/_pdf/calisma-ilkeleri-2-en.pdf https://anadoluisuzu.com.tr/_docs/AI/_pdf/calisma-ilkeleri-1-en.pdf
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1 Diversity of governance bodies and employees	Anadolu Isuzu Governance Model/Corporate Governance, page: 40-41 Human Capital-Value for Employees/Equal Opportunity and Diversity, page: 75-76
	405-2 Ratio of basic salary and remuneration of women to men	At Anadolu Isuzu, there is no gender-based discrimination in remuneration.

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GRI STANDARD	DISCLOSURE	LOCATION/DIRECT ANSWER
GRI 406: NON-DISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken	There were no incidents of discrimination during the reporting period.
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Capital-Value for Employees, page: 75 Social Performance Indicators, page: 101-103
GRI 408: CHILD LABOR 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	There is no child labor at Anadolu Isuzu.
GRI 409: FORCED OR COMPULSORY LABOR 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	There were no incidents of forced or compulsory labor during the reporting period.
STAKEHOLDER INTERACTION AND COLLABORATIONS		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37 Stakeholder Communication, page: 38 Memberships and Initiatives we Support, page: 95
TALENT MANAGEMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37 Human Capital-Value for Employees, page: 73-85
GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee turnover	Human Capital-Value for Employees, page: 73-85 Social Performance Indicators, page: 101-103
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital-Value for Employees, page: 73-85 Social Performance Indicators, page: 101-103
	401-3 Parental leave	Human Capital-Value for Employees, page: 73-85 Social Performance Indicators, page: 101-103

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GRI STANDARD	DISCLOSURE	LOCATION/DIRECT ANSWER
GRI 402: LABOR/ MANAGEMENT RELATIONS 2016	402-1 Minimum notice periods regarding operational changes	2024 Annual Report, Financial Statements and Notes https://anadoluisuzu.com.tr/_docs/annual-report-2024.pdf, page: 33-34
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee	Human Capital-Value for Employees/Training Activities, page: 79-81 Social Performance Indicators, page: 101-103
	404-2 Programs for upgrading employee skills and transition assistance programs	Human Capital-Value for Employees/Training Activities, page: 79-81 Social Performance Indicators, page: 101-103
	404-3 Percentage of employees receiving regular performance and career development reviews	Human Capital-Value for Employees/Performance Management System, page: 77 Social Performance Indicators, page: 101-103
OCCUPATIONAL HEALTH AND SAFETY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37 Human Capital-Value for Employees, page: 73-85

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GRI STANDARD	DISCLOSURE	LOCATION/DIRECT ANSWER
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	Occupational Health and Safety Policy https://anadoluisuzu.com.tr/en/about/occupational-health-and-safety
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety Policy https://anadoluisuzu.com.tr/en/about/occupational-health-and-safety
	403-3 Occupational health services	Occupational Health and Safety Policy https://anadoluisuzu.com.tr/en/about/occupational-health-and-safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Social Performance Indicators, page: 101-103
	403-5 Worker training on occupational health and safety	Occupational Health and Safety Policy https://anadoluisuzu.com.tr/en/about/occupational-health-and-safety
	403-6 Promotion of worker health	Occupational Health and Safety Policy https://anadoluisuzu.com.tr/en/about/occupational-health-and-safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social Performance Indicators, page: 101-103
	403-8 Workers covered by an occupational health and safety management system	Social Performance Indicators, page: 101-103
	403-9 Work-related injuries	Social Performance Indicators, page: 101-103
CUSTOMER SATISFACTION AND COMMUNICATION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37 Social Capital-Value for Customers and Society, page: 62-66
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There were no incidents of non-compliance concerning the health and safety impacts of products and services during the reporting period.
GRI 417: MARKETING AND LABELING 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	There were no incidents of non-compliance concerning product and service information and labeling during the reporting period.
	417-3 Incidents of non-compliance concerning marketing communications	There were no incidents of non-compliance concerning marketing communications during the reporting period.
GRI 418: CUSTOMER PRIVACY 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints concerning breaches of customer privacy and losses of customer data during the reporting period.

GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION/DIRECT ANSWER
RESPONSIBLE SUPPLY CHAIN		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37 Social Capital-Value for Customers and Society/Supply Chain, page: 67-69
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1 New suppliers that were screened using environmental criteria	Social Capital-Value for Customers and Society/Supply Chain, page: 67-69
	308-2 Negative environmental impacts in the supply chain and actions taken	Social Capital-Value for Customers and Society/Supply Chain, page: 67-69
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	414-1 New suppliers that were screened using social criteria	Social Capital-Value for Customers and Society/Supply Chain, page: 67-69
	414-2 Negative social impacts in the supply chain and actions taken	Social Capital-Value for Customers and Society/Supply Chain, page: 67-69
EMPLOYEE ENGAGEMENT AND SATISFACTION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37 Human Capital-Value for Employees/Employee Satisfaction and Internal Communication, page: 78
INTEGRATED RISK MANAGEMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37 Risk Management at Anadolu Isuzu, page: 43-44 Türkiye Sürdürülebilirlik Raporlama Standartları (TSRS) ile Uyum/Strateji ve Risk Yönetimi, page: 6-22

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GRI STANDARD	DISCLOSURE	LOCATION/DIRECT ANSWER
CORPORATE GOVERNANCE		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37 Anadolu Isuzu Governance Model/Corporate Governance, page: 39-41 Anadolu Group Working Principles https://anadoluisuzu.com.tr/_docs/AI/_pdf/calisma-ilkeleri-2-en.pdf https://anadoluisuzu.com.tr/_docs/AI/_pdf/calisma-ilkeleri-1-en.pdf
GRI 205: ANTI-CORRUPTION 2016	205-3 Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption during the reporting period.
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no legal actions for anti-competitive behavior, anti-trust, and monopoly practices during the reporting period.
SOCIAL INVESTMENT PROGRAMS		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Message from the Chairman of the Board of Directors, page: 7-8 Message from the President of the Automotive Group, page: 9-10 Message from the General Manager, page: 11-12 Our Strategy for the Transformation, page: 14 Value Creation Model, page: 15-19 Double Materiality Analysis, page: 20-37 Social Capital-Value for Customers and Society/Social Awareness Projects, page: 70-71 https://anadoluisuzu.com.tr/en/sustainability/social-impact

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