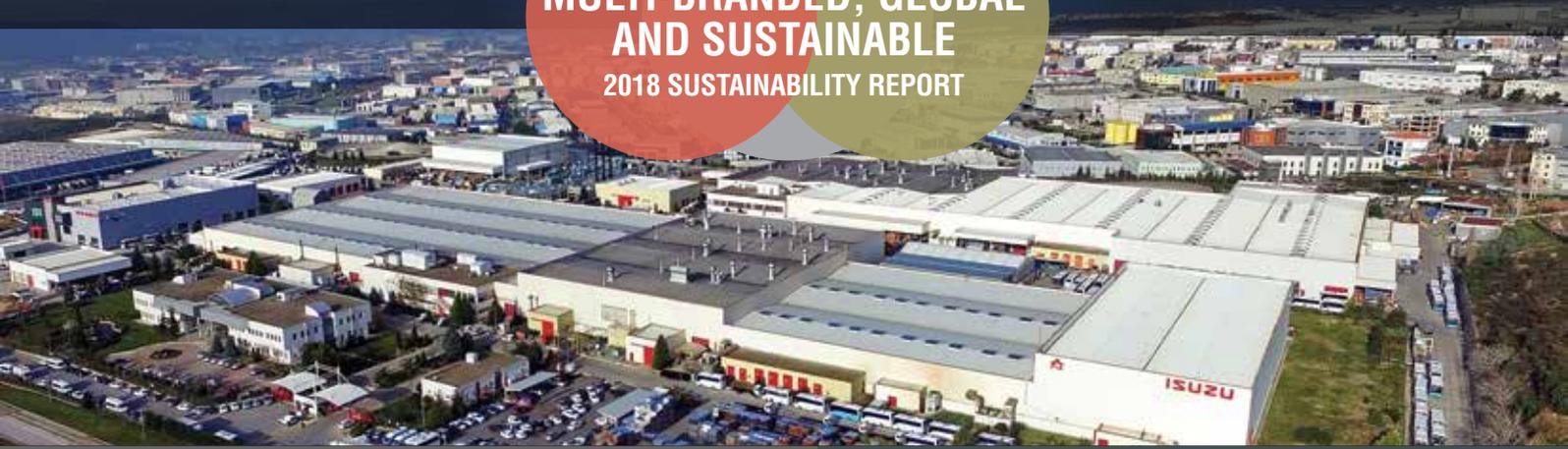
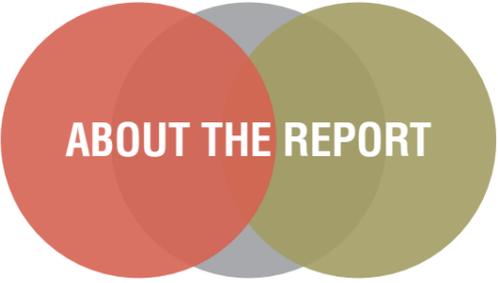


**MULTI-BRANDED, GLOBAL
AND SUSTAINABLE**
2018 SUSTAINABILITY REPORT





ABOUT THE REPORT

This report is the first sustainability report published by Anadolu Isuzu which provides information on environmental, social and managerial performance of the Company for the period between 1 January 2018 and 31 December 2018.

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

2018 Sustainability Report includes detailed information about Anadolu Isuzu's way of internalizing and managing sustainability.

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

The dialog established with the stakeholders, material issues and value generated are taken into account in detail in the report. The report was structured around 10 material issues having the first degree priority for the Company and its shareholders. It includes topics presenting financial, environmental and social performance as well as Anadolu Isuzu Value Generation Model.

Performance indicators and disclosures included in 2018 Sustainability Report have been presented in accordance with the GRI Standards: Comprehensive option (see GRI Standards Content Index, page 68). The gray references at the bottom of pages throughout the report indicate that the relevant GRI indicators and disclosures are included in that section.

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Vision 2021

Great Expectations, Great Objectives!

Anadolu Isuzu's vision for the future is to operate in more than 50 countries, besides its primary market, Turkey and to generate more than half of its business volume from foreign markets and defense industry.

The Company is focused on transforming into a multi-branded global player, by supporting this vision with its robust financial structure, strong working capital and customer-oriented business approach.

Anadolu Isuzu also aims at developing a corporate identity by

- providing rapid integrated solutions to its customers,
- being a flexible producer,
- creating value with continuous and effective customer management,
- maintaining its price-performance balance at a stable optimum level,
- keeping a high level of investor satisfaction

Exports, defense industry and new ventures constitute Anadolu Isuzu's main growth tracks in its vision for the future.

Letter from the Chairman



Within the scope of our sustainable long-term performance goal, we realize all our investments by taking consideration costs and effectiveness into.

Tuncay Özilhan
Chairman of the Board of Directors

Dear Stakeholders,

I am pleased to present the first sustainability report of Anadolu Isuzu. Being a representative of a long-established corporate history, Anadolu Isuzu's steps in its growth journey are filled with success stories adding value to people, community, environment and Turkish economy. The core of our operations which is recognized and admired by our stakeholders can be materialized in our purpose of existence: "Anadolu Isuzu is here to bring people together with reliable vehicles and services in a fast and sustainable manner!"

Our up-to-date corporate governance practices are fully compliant with regulations and they have great importance in processes of creating, maintaining and developing brand and stakeholder value. In the meantime, we care about sustainability management as an inseparable part of our corporate governance structure. Today, corporate citizenship roles and responsibilities of business people and executives have taken on a new meaning. We have taken this responsibility beyond customary models which requires us to adopt social and environmental sustainability as our priority not only in managing our business but also in our daily lives. In this context, we regard our human

resources, R&D capabilities, production power, existence in domestic and international markets, brands, corporate structuring and customers as building blocks of our sustainability approach and adopt them as key power elements which will carry us to the future.

Within the scope of our sustainable long-term performance goal, we realize all our investments by taking costs and effectiveness into consideration. We control our cost base successfully and continue to work on diversifying our revenue sources in accordance with competitive conditions. On the other hand, we observe efficiency as our key anchor in every step and process. We

With the power we get from Anatolia, we will continue our efforts decisively to make tomorrow brighter, properly manage challenges and utilize opportunities to create more added value.

need to produce more, work more for a stronger future and while doing that, we need to reduce our footprint on the nature to the lowest level possible. Establishing sustainable business and daily practices that respect the environment, conveying them to each other for compliance and cooperation is another responsibility of ours.

Adding value to the land we operate on and to the people of this land is the key philosophy adopted at inception of Anadolu Group. Our Group works with this point of view for years. Our goal is to take the world heritage we received from previous generations, utilize and develop it properly to convey it to future

generations. There is a long path ahead of us that we will walk together. This path will bear some challenges as well as opportunities and new openings. With the power we get from Anatolia, we will continue our efforts decisively to make tomorrow brighter, properly manage challenges and utilize opportunities to create more added value. A sustainable future will be built with cooperation and collaboration of every one of our stakeholders to our common sense.

On behalf of myself and the Board of Directors, I would like to express my gratitude for your trust, support, contribution and preference of Anadolu Isuzu brand.

Yours respectfully,

Tuncay Özilhan
Chairman of the Board of Directors

Message from the President of the Automotive Group



Anadolu Isuzu closely monitors and at most times acts as a pioneer in global market mega trends and sectoral developments.

Bora Koçak
President of the Automotive Group

Dear Stakeholders,

Our Automotive Group Supports the Climate Activities with an Innovative Approach.

Anadolu Group has four members operating in the automotive industry: Anadolu Isuzu, Çelik Motor, Anadolu Motor and Anadolu Landini. Our Automotive Group continues its operations in cooperation with the leading firms of the world; Isuzu for commercial vehicles, Kia for passenger vehicles, Antor and Lombardini for industrial engines, Honda for power products, Antrac for hoeing machines, Landini for tractors and Honda Marine for marine engine segments. A significant subject to highlight is the ambitious position of our Automotive Group in global and international markets. Each and every one of the

members of our Group has a well-deserved reputation in domestic and foreign markets. Our companies also lead by example globally in business development, creating new segments and their activities in R&D and manufacturing areas.

Our companies closely monitor and at most times act as a pioneer in global market mega trends and sectoral developments in accordance with their corporate identities. Among the topics we monitor and exhibit a proactive approach as a Group is the fight against climate change and global warming which concern closely our planet as well as the future of the humankind.

I am pleased to express that our automotive Group companies are focused on supporting and contributing to climate activities at an increasing rate

with an innovative approach, thanks to their R&D and production competences, their entrepreneurial attitudes and their progresses in leading new business lines.

Sustainability is a Priority and a Target that we Share Group wide.

Sustainability is a strategic target and a priority shared by all Anadolu Group companies.

As we get excited to share the first sustainability report of Anadolu Isuzu, I would like to express that in our Company; sustainability is internalized and embraced comprehensively in all aspects. Anadolu Isuzu's performance in economic, environmental and social aspects of sustainability is very encouraging. This performance is being monitored through globally accepted metrics and reporting tools and shared with our stakeholders.

As we get excited to share the first sustainability report of Anadolu Isuzu, I would like to express that in our Company; sustainability is internalized and embraced comprehensively in all aspects.

Another significant topic we relate our performance with is 17 Sustainable Development Goals (SDG) which have been issued by UN's leadership and have become guidance for the sustainability agenda. You will find these goals in this report as well.

On a recent study conducted across Anadolu Group, we presented the state of compliance of our industries and companies to Sustainable Development Goals and their contributions. Automotive Group has been one of the flagships of these contributions and it exhibits valuable examples supporting its direct contribution to 13 Sustainable Development Goals which Anadolu Isuzu relates its performance to. Projects and activities mentioned in the relevant sections of this report highlight our outputs for various areas from decent workplaces and economic growth

to industry, innovation and infrastructure; from gender equality to qualified education and climate activities.

We Proceed to the Future without Compromising our Risk Sensitive Perspective.

Developments in 2018 make us think that global and domestic conditions in 2019 and the following periods may also be somewhat volatile. Under these circumstances, our main target is to show progress in new geographical areas, new business lines and new segments and reinforce our presence in domestic market where we are traditionally a strong player.

We are determined to carry our Company to the future with a strong financial structure by properly managing risks. As long as Anadolu Isuzu sustains

its financial well-being which is the core and driving force of everything, its efficiency and its profitability, it will accelerate its performance in other aspects of sustainability and improve its model identity even further.

Anadolu Isuzu will carry its performance in sustainability areas to new horizons with the valuable contributions and support of our stakeholders.

Bora Koçak
President of the Automotive Group

General Manager's Assessment



I am pleased to share with you Anadolu Isuzu's first sustainability report which presents our Company's performance on the sustainability journey in a transparent and internationally accepted format.

Tuğrul Arıkan
General Manager

Dear Stakeholders,

I am pleased to share with you Anadolu Isuzu's first sustainability report which presents our Company's performance on the sustainability journey in a transparent and internationally accepted format.

In addition to the strategic elements such as the sustainability approach we adopt and apply at Anadolu Isuzu in accordance with our responsible corporate identity and the value creation model, the report includes detailed information on stakeholder dialog, material issues identified for the period, our contribution to Sustainable Development Goals (SDG), examples of best practices and our expectation for the future.

Reading Opportunities and Risks Accurately and Taking Reasonable Steps is our Main Approach.

Our world today is in rapid change. Global and domestic automotive industry which we are a part of is in a great transformation process. Rapidly changing digital technologies, comprehensive changes seen in regulations around the world and uncertainties in the global economy defines the widest boundaries of the external environment which affects our operations.

Meanwhile, smart cities and increasing need for mobility, development in electric and hybrid vehicles along with internet of things commanding human lives are mega trends around us which cause new models to be written all over from the start.

When we evaluate the external environment and these emerging trends in the context of sustainability, we can claim that electric and other alternative fuel vehicles will have a determinant role in the future of mankind and will be among leading actors in climate activities.

Another topic is the users of the vehicles we produce. Passenger safety and health is getting more significant all around the world and new standards going in effect in many countries points out to a more sophisticated production with new R&D studies for vehicle producers like us.

Another expectation of us for the future is that self-driving vehicles in traffic will increase and public transportation formats will transform into different dimensions.

As long as Anadolu Isuzu sustains its financial strength, increasing value we present to the users of our vehicles in all aspects, reducing our environmental footprint and eventually continuing to contribute to our community and our economy will be possible.

While we manage the rapid and complex transformation in the external environment, continuous contribution of our shareholders, our capabilities in R&D, production and human resources areas, long-established relationships with our customers and global collaborations constitute our core strengths. These strengths also enable us to make accurate assessments of business opportunities and take reasonable steps.

At the presence of this big picture, Anadolu Isuzu's main goal is to adopt the required transformation along the value chain from procurement to after sales services, carry its presence in both domestic and global markets to new dimensions and become a more efficient company which creates more value for its stakeholders.

Our Strategy is Lean and Our Course is All Four Corners of the Earth.

In accordance with our lean strategy, we envision to be a company that properly manages risks while taking on opportunities proactively and to grow in a profitable and efficient manner.

In this context, we place great emphasis on these two topics: a healthy financial structure; R&D and innovation.

We consider uncompromising execution of our corporate strategy and sustainability approach as a function of our healthy financial structure. As long as Anadolu Isuzu sustains its financial strength, increasing value we present to the users of our vehicles in all aspects, reducing our environmental footprint and eventually continuing to contribute to our community and our economy will be possible.

We consider R&D and innovation as a core facilitator in the context of our existence and progress. Rather than adapting innovation and new technologies, we are focused on being a global producer who designs and develops products and services with its own assets and being in the front line at competition. Our studies in R&D and innovation reinforce our power in product development based on customer demands and strengthen our ambition and presence in new markets.

Another important topic is developing and supporting our presence in foreign markets. We will continue to develop foreign market activities which we deem to be important to manage risks properly and in balance and which we consider a key element for the healthy future of our brands. Developments in our export figures as a result of our

General Manager's Assessment

Common belief of our stakeholders, Anadolu Group in particular, is that individual satisfaction, well-being and future of every one of our employees are valuable and essential as much as the corporate success of Anadolu Isuzu.

foreign activities during the last two years are noteworthy and the timing of it is a concrete consequence of a proper development- production- marketing- service approach.

Human Resources are Our Constant Priority.

We deem our human resources to be our most significant asset and architectures of our sustainable future.

We strongly believe that our innovative management practices in human resources area add significant value to our Anadolu Isuzu corporate brand.

Common belief of our stakeholders, Anadolu Group in particular, is that individual satisfaction, well-being and future of every one of our employees are valuable and essential as much as the corporate success of Anadolu Isuzu.

We aim a continuous development in strong performance culture in human resources area with the strength we get from this approach established at the very top.

Anadolu Isuzu's commitment to its employees is to continue to provide and develop a working environment where universal employee rights are protected, which is fully compliant with regulations, where talents at all levels are developed, where there are equal opportunities for both men and women and where all standards for occupational health and safety is provided for.

We recognize human resources as the backbone of success formula in achieving future goals and keeping our focus on that direction, we will continue to develop human resources and invest in their competences.

Our Contributions to Climate Activities Increase Every Year.

Both energy intensive production processes and negative effects of vehicles on environment, which are the end products, require the companies operating in the automotive industry to assume a strong and responsible attitude in the context of climate activities.

Anadolu Isuzu recognizes continuous improvement of emission levels of the vehicles produced as its main goal through both self-executed projects and projects conducted in cooperation with its suppliers and business partners. Few of our projects which will accelerate our contributions to climate activities are electric trucks for the logistics industry, electric buses which will serve zero emission target in urban transportation,

We believe that changes in global and national economy will continue and external environment will provide new business opportunities as much as risks.

In such circumstances, our main objective is to reinforce our strong presence in our traditional domestic market while simultaneously making moves in new geographical areas and new segments, managing risks properly to carry our Company to the future with a healthy financial structure.

hybrid truck project being developed with national resources, autonomous vehicle project in cooperation with METU and 24 meter electro mobility concept vehicles which will bring a breath of fresh air to urban transportation.

Anadolu Isuzu conducts various projects to provide lower energy consumption targets simultaneously in production facilities. As a result of these projects and activities, we achieve improvements in our energy performance every passing period.

We Follow the Path to the Future as a Company who Adopts Sustainability from One End to the Other.

We believe that changes in global and national economy will continue and external environment will provide new business opportunities as much as risks. In such circumstances, our main objective is to reinforce our strong presence in our traditional domestic market while simultaneously making moves in new geographical areas and new segments, managing risks properly to carry our Company to the future with a healthy financial structure.

In this process, we see sustainability as a remarkable value and leverage and continue to integrate it to all our business processes without compromise.

We are aware of our contribution not only to our country but also to the global ecosystem through projects we conduct, acknowledging our responsible corporate citizenship and observing transparency.

Until mankind finds a new planet to move to build a new civilization, this world will continue to host us. Our major responsibility is to use all resources efficiently and leave a livable planet to next generations.

Yours respectfully,

Tuğrul Arıkan
General Manager

Anadolu Isuzu in Brief

On 22 July 2019, Anadolu Isuzu unloaded its 170 thousandth Isuzu branded vehicle from the production line since it started manufacturing under this brand in 1984.

Anadolu Isuzu's Sustainable Growth Path Began in 1965.

The foundations of Anadolu Isuzu were laid in 1965. During the first periods, the Company produced light trucks and motorcycles and production of Skoda branded light trucks continued until 1986. Anadolu Isuzu assumed its current title with the license agreement reached with Isuzu Motors Ltd. in 1983. Production of Isuzu vehicles started in 1984. Today, Anadolu Isuzu continues its activities as a joint venture consisting of leading groups in Turkey and the world.

Operating under commercial vehicles segment of the automotive industry, Anadolu Isuzu responds to customer needs with its strong product range. Anadolu Isuzu produces vehicles in truck, light truck, midibus, bus and pick-up segments and has an ambitious position in international markets. The Company differentiates in competition with its high value added after sales services and a wide distributor- technical service structure.

Carrying out the production and marketing of commercial vehicles, the Company's production facilities are located in Şekerpınar. As of the end of 2018, the annual production capacity of Anadolu Isuzu's production facilities, which are located on 300,000 m² of land, stands at 19,000 vehicles in single shift production.

On 22 July 2019, Anadolu Isuzu unloaded its 170 thousandth Isuzu branded vehicle from the production line since it started manufacturing under this brand in 1984. This vehicle has been exported as the 17 thousandth exported commercial vehicle of the Company.

Serving its customers in 63 provinces across Turkey through 102 authorized service points, Anadolu Isuzu has a wide distribution network abroad.

As of the end of 2018, Anadolu Isuzu employed a total workforce of 802 people. Anadolu Isuzu shares have been trading on Borsa İstanbul (BIST) under the "ASUZU" ticker since 1997.

For more information

www.anadoluisuzu.com.tr

*As of year end 2018

GRI 102-2, 102-5, 102-7

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

Economic, Environmental and Social Sustainability are Among the keystones of Anadolu Isuzu's Strategy

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

The Company also assumes economic, environmental and social sustainability

as elements of long-term, healthy and profitable performance; thus shapes its corporate strategy and policies accordingly.

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

Shareholding Structure*



● Anadolu Grubu **55.40%**
 ● Isuzu Motors Ltd. **16.99%**
 ● Itochu Corporation **12.74%**
 ● Other **14.87%**



2018 - Key Performance Metrics



In 2018, Anadolu Isuzu continued to create value for its stakeholders.

The Company's medium and long-term goal is to accelerate its performance in all aspects of sustainability and to develop its leading by example role by properly managing risks and opportunities.

Economic Indicators

USD **110** million
Exports

TL **68.6** million
EBITDA

TL **1,188** million
Revenues

375
Suppliers

101
R&D employees

Environmental Indicators

16 GJ/Vehicle
Energy Consumption per Vehicle Manufactured

3,085 GJ
Savings Achieved Through Energy Efficiency Projects

173 Ton CO₂e
Reduction in Greenhouse Gas Emissions Achieved with Energy Efficiency Projects

357.5 Total Hours (employee x hours)
Environment Trainings Offered to Employees

100%
Packaging Waste Recovery Rate

Social Indicators

18,399 employee x hours
Employee Trainings - Total Hours

903
Total employees**

4,248 employee x hours
OHS Trainings Offered to Employees*

9.9%
Ratio of female employees

100%
Ratio of union membership of blue-collar employees

0.28
Lost time incident rate*

Corporate Governance at Anadolu Isuzu

CORPORATE GOVERNANCE STRUCTURE

Anadolu Isuzu conducts its operations in conformity with ethical values, honesty, fairness and professional standards at the highest level at all times.

Anadolu Isuzu deems corporate success as the substantial result of stakeholder cooperation based on trust.

Corporate governance encourages active cooperation between stakeholders by materializing team work which is an essential element of gaining a competitive edge. In other words, corporate governance makes concrete and measurable contributions to companies' development towards their planned goals.

At Anadolu Isuzu, corporate governance is structured based on Corporate Governance Principles issued by the Capital Market Board (CMB).

The Company's permanent goal is to continue full compliance with these principles and improve related practices.

A key component of long term value creation commitment

Anadolu Isuzu Board of Directors and executive management team lead the way and provide guidance in corporate governance.

Anadolu Isuzu Board of Directors consists of 11 members, 2 of which completely meet the independence criteria defined by CMB. All members of the Board of Directors are non-executive members in accordance with the definitions issued by CMB. Chairman of the Board of Directors and General Manager positions are executed by different people. As of the reporting period, there are no woman members in the Board of Directors.

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

Corporate governance activities executed by the Board of Directors of Anadolu Isuzu provide the following:

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

Under volatile and fluctuating economic conditions, one of the keys to corporate success is corporate governance. With changing legal framework and continuously developing global and national market conditions, Anadolu Isuzu Board of Directors reviews and updates governance practices on a

regular basis; protects, oversees and represents the interests of shareholders and stakeholders in the best manner by focusing on transparency.

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

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

For detailed information, you may visit the corporate governance tab on our corporate web site.

www.anadoluisuzu.com.tr/en/corporate-governance/

Highlights of Corporate Governance Performance in 2018

Number of the Board of Directors members	14
Number and ratio of Independent Board of Directors members	2, 14.3%
Chairman of the Board of Directors and General Manager	Different individuals
Number of Board of Directors meetings	10
Number of Board of Directors meetings with full attendance	10
Number of committees of the Board of Directors	3 (Corporate Governance Committee, Audit Committee, Early Detection of Risk Committee), operations of Nomination Committee and Remuneration Committee are performed by the Corporate Governance Committee.
Total number of Board of Directors resolutions	10
Rate of attendance at General Assembly*	86.21%

*Based on the Annual General Meeting held on 18 April 2019

RISK MANAGEMENT AND INTERNAL CONTROL

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

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

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

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

Company's risks which may arise in reaching its goals are submitted for management's consideration with the coordination of Corporate Risk Management function and priority risks which need to be monitored in particular are identified. Priority risks and action plans to mitigate these risks are shared with Early Detection of Risk Committee to be presented to Board of Directors. Management and continuity of this process which is integrated with strategic business plans, is supported by a technological infrastructure in use.

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

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

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

Corporate Governance at Anadolu Isuzu

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



COMPLIANCE WITH LAWS AND ETHICAL PRINCIPLES

Anadolu Isuzu cares about full compliance with regulations and ethical principles.

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

Anadolu Isuzu internalized the corporate culture of Anadolu Group and conducts its operations under Anadolu Group Working Principles which are published on its web site.

You can visit working principles tab on the corporate web site for detailed information.

www.anadoluisuzu.com.tr/en/corporate-governance/working-principles

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

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

In accordance with the Code, an Ethics Board operates within Anadolu Isuzu which is led by the General Manager. The board holds periodic evaluation meetings. Employees and other stakeholders can apply to the Ethics Board through defined communication channels within the frame of confidentiality principles.

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

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

SUSTAINABILITY MANAGEMENT AT ANADOLU ISUZU

At Anadolu Isuzu, top decisions on sustainability are taken by the Board of Directors. On daily operations, matters and projects related with sustainability are executed by Marketing and Corporate Communications Directorate which reports directly to the General Manager at the organizational structure.

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

Outputs of the analysis process and projects approved by the Company's management are carried on with working groups formed with active participation of related departments. Competences required by these projects are included in these working groups and consulting and similar services are received from external resources when necessary making use of best practices.

Anadolu Isuzu's Sustainability Approach



Climate change and increase in greenhouse gas: Critical developments threatening the future of humankind

Sustainability, addressing economic growth and development, social and environmental issues, has recently been a top item on the agenda of economic actors. More than eight billion people living in the world observe the rapid changes in ecological and social environment. In this context, global public opinion which is formed by the participation of various stakeholder groups expects proper and collective actions to be taken rapidly.

Companies which take firm steps on the future of the earth and mankind, particularly in the area of climate change, and which create measurable outcomes differentiate positively in the global markets and receive the strong support of the society.

Meanwhile, increased use of renewable energy sources, development of efficiency in all types of resources and being responsible of the nature stand out as public and corporate action areas which are of significance in regards to sustainability.

In addition to those, economic sustainability which refers to appropriate and effective management of all material resources to create value to the community and social sustainability which means taking on various tasks to generate a healthier social structure are becoming more important today.

Sustainable development is a core element of Anadolu Isuzu's strategy.

Anadolu Isuzu assumes sustainability as leverage for not only short, medium and long-term financial performance but also for providing value to its stakeholders.

R&D, technology, production power supported by competence and experience, strong corporate competencies, skilled human resources and shareholders who are individual global players are strengths which define Anadolu Isuzu's growth roadmap in creating value for the Turkish economy and its stakeholders since 1965.

Anadolu Isuzu internalized sustainability in economic, environmental and social platforms around its operation cycle and

delivers various projects and initiatives it designs in cooperation with its stakeholders.

Anadolu Isuzu is a sensible company which cares for environment and society.

With innovative, high quality and reliable vehicles produced, Anadolu Isuzu provides mobility and logistic solutions to millions of people in various parts of the earth and contributes to the development of the society in many aspects. On the other hand, Anadolu Isuzu accepts the existence of social and environmental impacts of motor vehicles both in the production process and in their cycle of use.

Anadolu Isuzu's constant goal is the proper and efficient use of all resources.

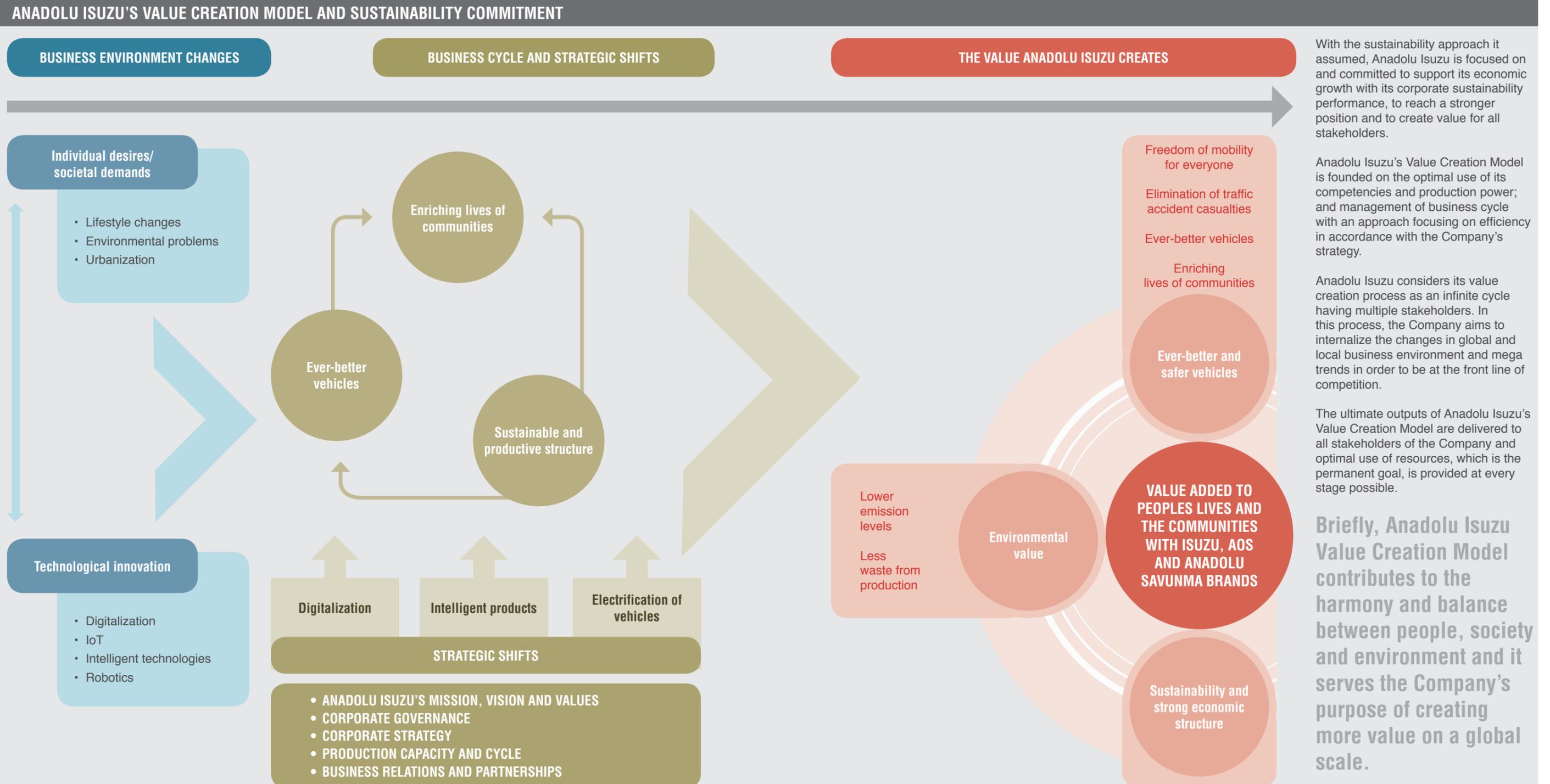
Anadolu Isuzu's constant sustainability goal is to use all resources properly and efficiently to reduce environmental impact in production-trade-service cycle.

In terms of sustainability, Anadolu Isuzu is a corporate citizen

- » who contributes to Turkish economy, its stakeholders and its society by creating value,
- » who defined its short, medium and long-term strategies and
- » who is responsible.

Anadolu Isuzu's Sustainability Approach

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



Anadolu Isuzu's Sustainability Approach

ANADOLU ISUZU SUSTAINABILITY POLICY

Vision

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

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

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

Basic Principles

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

- Be in full compliance with all laws, regulations, administrative provisions, and rules that apply to any market in which we have operations and, wherever possible, outperform minimum requirements;
- Through a corporate identity that embraces sustainability comprehensively, integrate sustainability issues into all aspects of our business and work processes and corporate decisions;
- Develop employees' awareness of sustainability issues in such a way as to help such awareness having an increasingly greater and more beneficial impact on their work and private lives;
- Minimize the adverse impact that any of our processes or activities such as R&D, production, logistics, and/or after-sales services might have on the environment;
- Respond to market and customer expectations with the

recognition that sustainability is a fundamental driving force of our ability to compete in national and international markets;

- Expand the scope of our positive impact on sustainability issues through collaborations that we enter into all along our value-creation chain;
- Keep our customers and suppliers informed about our sustainability policy and support our suppliers in their efforts to implement sustainable management practices;
- Report our sustainability performance and ensure full compliance with globally-accepted criteria and guidelines in the conduct of such reporting.

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

Sustainability Framework

Economic performance

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

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

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

Production and service

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

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

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

Human resources

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

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

Occupational health&safety

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

Environment

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

Community

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

Governance and assurance

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

Policy Implementation&Responsibility

The general manager is responsible for the implementation of this Anadolu Isuzu Sustainability Policy. In keeping with the dynamic and project-based sustainability management practices to which the company is committed, the general manager may task working groups with matters pertaining to the sustainability principles and achieving the sustainability objectives set forth in this policy.

At regular intervals, Anadolu Isuzu reviews the consequences and tangible results of its sustainability efforts, assesses their impact on every aspect of its sustainability framework, and makes such changes as may be required.

Anadolu Isuzu's Stakeholders

ABOUT STAKEHOLDERS

Anadolu Isuzu is in close relationship and interaction with the stakeholder groups within the scope of its production and commercial cycles.

Developing multi-directional collaborations and conducting joint projects with its stakeholders in sustainability area, Anadolu Isuzu classifies its stakeholders in two major groups:

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

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

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

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



Anadolu Isuzu's key stakeholders

Employees, customers, suppliers, distributors and business partners, shareholders and investors, public institutions, community

Anadolu Isuzu's other stakeholders

Universities, non-profit organizations, industrial associations and institutions, group companies, media

Anadolu Isuzu's Stakeholders and Platforms of Interaction

- **Employees**
Daily business cycle, department meetings, management meetings, intranet, communication meetings with employees
- **Customers**
Domestic and international customer visits, marketing communication meetings and activities, industry meetings, seminars and conferences, web site and social media channels, Isuzu Call Center 444 4 479, satisfaction surveys, periodic reporting and evaluations
- **Suppliers**
Bilateral meetings, satisfaction surveys, periodic reporting and evaluations
- **Distributors, business partners**
Bilateral and multilateral/regional meetings, satisfaction surveys, domestic and international distributor meetings, interaction activities, periodic reporting and evaluations
- **Shareholders and investors**
Annual Ordinary General Assembly, meetings of Board of Directors, Public Disclosure Platform (KAP), periodic reporting, web site and social media channels, teleconferences and roadshows with analysts and investors, domestic and international investor relations meetings
- **Public institutions and community**
Legal and regulatory reporting obligations, other information flow, bilateral meetings, social contribution projects, interaction with the people of Kocaeli where the premises are located
- **Universities**
Projects and professional training activities
- **Non-profit organizations**
Project-based activities
- **Industrial associations and institutions**
General assemblies and periodic meetings, periodic informative activities, contributions to strategy development and lobbying activities, other meetings
- **Group companies**
Group executive meetings, ordinary briefing activities, contributions to strategy development processes, bilateral meetings
- **Media**
Press meetings and gatherings, KAP and press conference communications, corporate communication activities, newspaper columnist chats

STAKEHOLDER ENGAGEMENT

Methodological approach

In addition to periodic interaction with stakeholder groups in the normal operating cycle, Anadolu Isuzu also performs stakeholder analyses at different times. This report includes outputs from the stakeholder analysis studies performed in April-May 2019. Qualitative and quantitative perspectives

are used together in this analysis to identify stakeholder priorities. A sample representing Anadolu Isuzu's internal stakeholder population has been surveyed online and quantitative results have been collected. Following this study, complaints, suggestions and other feedback communicated by key and other stakeholders through various channels throughout the year have been evaluated on a desk work and a holistic result has been achieved.

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

Anadolu Isuzu's Corporate Memberships

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



Anadolu Isuzu's Stakeholders

Topics Examined in this Analysis

- Developing domestic market sales
- Developing exports
- Profitability
- Full compliance with corporate governance principles
- Effectiveness of risk management
- Development of products that will differentiate in competition with their reliability, compliance with quality standards and total value they offer
- Improving competencies for designing and producing tailor-made products
- Improving alternative fueled electric cars
- Improving defense industry product line
- Efficiency studies (Kaizen, etc.)
- R&D studies
- Digital transformation and Industry 4.0 studies
- Providing qualified workforce
- Career and performance management systems to retain experienced high performing employees.
- Increasing employee satisfaction
- Establishing and developing energy efficiency systems
- Waste management
- Handling the Company's environmental and social impacts as a whole and disclosing to the public with a transparent approach
- Making the work environment ergonomic
- Full compliance to occupational health and safety regulations
- Zero incident target
- Increasing customer satisfaction- improving value proposed to customers
- Developing high standard tailor-made products
- Keeping sales and after sales services at the highest level
- Increasing the level of service quality of service stations
- Increasing domestic and foreign distributor satisfaction
- Strengthening the domestic and foreign distributor network with a healthy structure
- Improving and strengthening the effectiveness, speed and efficiency of the domestic and foreign distributor network
- Effective management of the supply chain to respond to product and service quality standards
- Collaboration with suppliers in localization activities
- Supporting suppliers for improvement of their financial operations and competencies
- Monitoring and supporting suppliers' compliance with environmental and social regulations
- Conducting activities with suppliers on awareness of human rights and work life
- Industrial collaborations
- Conducting activities which will generate a widespread impact on the growth and healthy development of the industry (trainings, support for improvement activities, cooperation with the authorities regarding regulations, etc.)

- Diversifying social responsibility projects which will increase awareness in sustainability
- Initiating projects which will support sub-industry and encourage entrepreneurship
- Providing transparent communication with all stakeholders
- Improving university-industry cooperation
- Reinforcing relations with central and local governmental institutions
- Raising Anadolu Isuzu corporate brand reputation
- Improving and strengthening eminence and perception of Anadolu Isuzu brands (ISUZU, AOS, ANADOLU DEFENSE)
- Improving effective, complete and transparent communication with shareholders and investors
- Increasing the shareholder and investor satisfaction on dividend distribution performance of the Company

Material Issues for Anadolu Isuzu

MATERIALITY ANALYSIS

Ten topics identified at stakeholder analysis are presented as "first priority" at the following materiality matrix. Full list of material issues which were examined within the scope of the stakeholder analysis were presented at page 24.

- 1 Improving exports
- 2 Keeping sales and after sales services at the highest level
- 3 Increasing customer satisfaction- improving value proposed to customers
- 4 Improving competencies for designing and producing tailor-made products
- 5 R&D activities
- 6 Improving and strengthening eminence and perception of Anadolu Isuzu brands (ISUZU, AOS, ANADOLU DEFENSE)
- 7 Career and performance management systems to retain experienced, high performing employees
- 8 Digital transformation activities and smart systems integration
- 9 Healthy management of distributor, dealer and service network
- 10 Healthy financial structure



Material Issues for Anadolu Isuzu

Material issues of Anadolu Isuzu’s management identified based on the results of the stakeholder analysis are in compliance with the Company’s mission, key goals and updated strategies.

Material issues of Anadolu Isuzu’s management identified based on the results of the stakeholder analysis are in compliance with the Company’s mission, key goals and updated strategies. Healthy financial structure, service quality, improvement of exports which has a significant role in Turkey’s permanent development, digital transformation activities and smart systems integration are clearly among top priorities of the Company. Another significant priority of Anadolu Isuzu management appears to be the investment in human resources.

Healthy financial structure which represents the Company’s financial performance with its customers, business partners, suppliers, distributors and employees stands out as one of

the important priorities. Service quality, tailor-made product design and R&D within the scope of the Company’s operations are also among priorities of the key stakeholders. In summary, results of these studies revealed that not only key stakeholders support Anadolu Isuzu’s growth strategy and targets but also they see them as a common ground.

Within the scope of a wide ecosystem, Anadolu Isuzu’s stakeholders care about the Company’s success and performance from a perspective of their own success and long-term sustainability.

Reflection of material issues in the sustainability report

Material issues are discussed in detail in the main sections of the report and realizations during the period are discussed. On the other hand, in addition to materiality analysis, determinant factors in sustainable business model have also been considered; external factors and risks, Sustainable Development Goals and industrial developments have been taken into account as supporting elements.

Social responsibility projects which were not included in the materiality analysis have also been discussed briefly in this report.



“Transforming our World: 2030 Sustainable Development Agenda” agreement which has been adopted by 193 members of United Nations on 25 September 2015 consists of 17 Sustainable Development Goals and 169 targets.

SUSTAINABLE DEVELOPMENT GOALS AND ANADOLU ISUZU’S CONTRIBUTION

“Transforming our World: 2030 Sustainable Development Agenda” agreement which has been adopted by 193 members of United Nations on 25 September 2015 consists of 17 Sustainable Development Goals and 169 targets.

17 Sustainable Development Goals put forward a wide sustainability agenda which went beyond Millennium Development Goals. These goals aim at finding solution to primary reasons

of poverty and provide development for everyone as a universal need. Global consensus around the SDG highlights a significant milestone to steer our earth to a more comprehensive and sustainable growth path.

Today, tens of thousands of companies and non-profit organizations globally experience new and exciting processes towards targets identified within the scope of SDG. The classical ways of doing business are being handled from the start under the light of universal criteria for sustainability.

Anadolu Isuzu contributes directly to 13 of these SDGs with the value it creates and shares within the scope of its sustainability priorities and social awareness projects.



Material Issues for Anadolu Isuzu

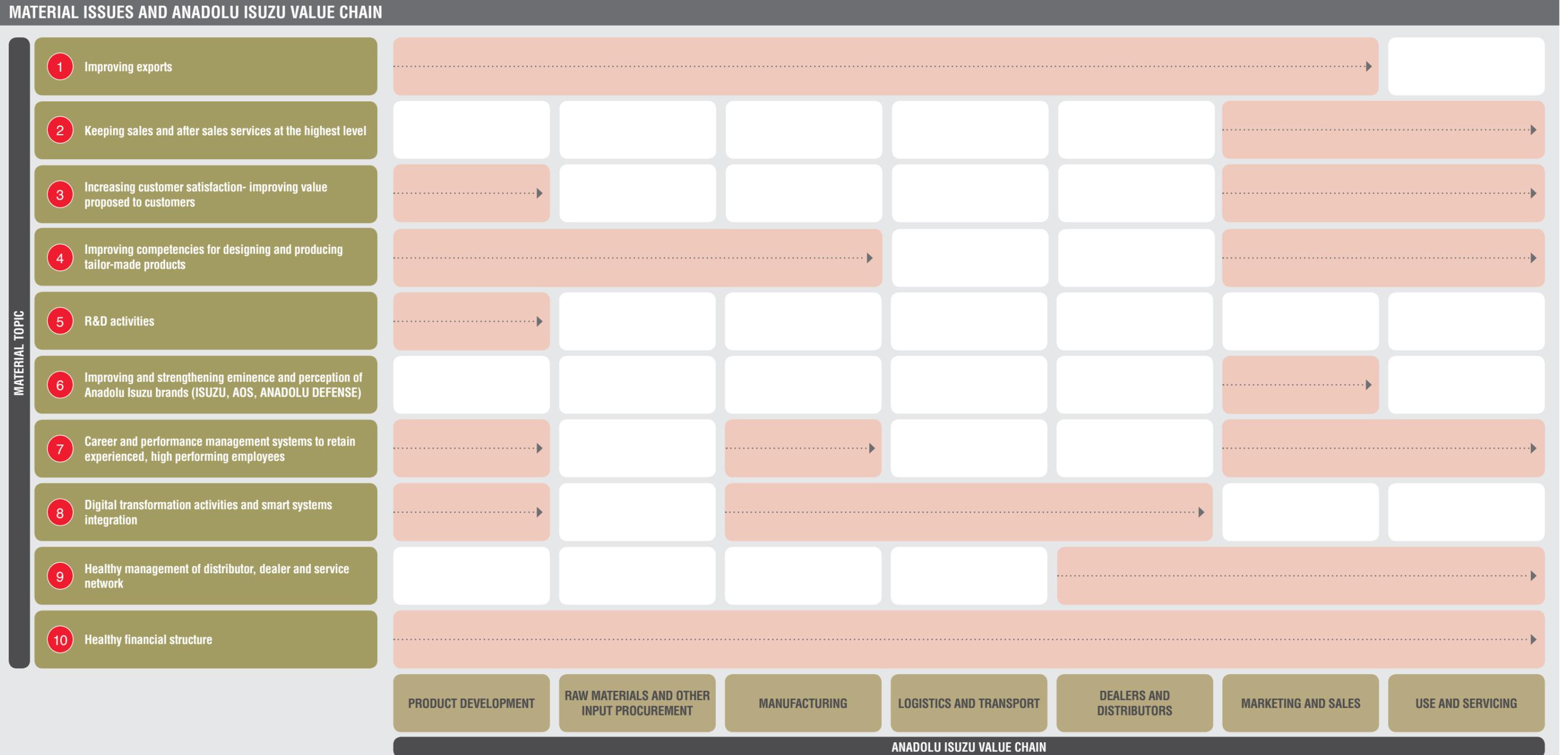
Anadolu Isuzu contributes directly to 13 of these SDGs with the value it creates and shares within the scope of its sustainability priorities and social awareness projects.

IMPACT BOUNDARIES OF THE MATERIAL TOPICS AND CONTRIBUTION TO SDG

Topic	What it means for Anadolu Isuzu	Impact frame	Stakeholders impacted	Contributed SDG	Sections where there are additional explanations
1 Improving exports	Improvement of Anadolu Isuzu's presence in domestic and foreign markets in a balanced approach has a key role in achieving the Company's medium and long-term sustainability targets	Internal and external ecosystem	All stakeholders		Leverage for Power of Sustainable Value: Financial Performance
2 Keeping sales and after sales services at the highest level	High quality of sales and after sales services is the driving force of Anadolu Isuzu's production and trade cycle and is significant from the perspective of financial success	External ecosystem	Customers, suppliers, distributors-business partners		Improving the Value Chain Even More: Higher Quality Products and Services, Happier Customers
3 Increasing customer satisfaction-improving value proposed to customers	Customer satisfaction is important for improving Anadolu Isuzu's competitive position and its financial performance	External ecosystem	Customers, suppliers, distributors-business partners		Improving the Value Chain Even More: Higher Quality Products and Services, Happier Customers
4 Improving competencies for designing and producing tailor-made products	Design and production of tailor-made products defines Anadolu Isuzu's competitive strength in different geographical locations and markets; it enables the Company to develop and produce commercial vehicles to meet specific needs of customers	External ecosystem	Customers, suppliers, distributors-business partners		R&D and Innovation: Codes for the Future Improving the Value Chain Even More: Higher Quality Products and Services, Happier Customers
5 R&D activities	R&D is important from the perspective of internalizing and commercializing global trends and competitive developments. R&D approach which embraces digital transformation and Industry 4.0 activities, directly serve Anadolu Isuzu's targets for reducing emission per vehicle and providing new mobility solutions.	Internal and external ecosystem	Employees, customers, suppliers, distributors-business partners, universities		R&D and Innovation: Codes for the Future Target of Continuous Development of Environment and Energy Performance
6 Improving and strengthening eminence and perception of Anadolu Isuzu brands (ISUZU, AOS, ANADOLU DEFENSE)	Anadolu Isuzu's brands are built on quality, endurance and reliability foundations. Improving and strengthening brand perception of various brands in target markets is important to reinforce the total value created, financial performance in particular.	Internal and external ecosystem	Employees, customers, suppliers, distributors-business partners, shareholders and investors		Improving the Value Chain Even More: Higher Quality Products and Services, Happier Customers
7 Career and performance management systems to retain experienced, high performing employees	Anadolu Isuzu aims to be the most preferred employer in its industry with the human resources practices adopted. In this context, the Company is focused on career and performance management which adds value to its employees and allows them to build their individual careers.	Internal ecosystem	Employees		Architects of the Sustainable Future: Human Resources
8 Digital transformation activities and smart systems integration	Digital transformation and smart systems integration activities conducted at Anadolu Isuzu has a common goal to expand digitalization operations all around the factory, to adapt more quickly to the changes in requirements in the production processes and reduce the environmental footprint of the Company.	Internal and external ecosystem	Employees, customers, suppliers, distributors-business partners universities		R&D and Innovation: Codes for the Future
9 Healthy management of distributor, dealer and service network	Distributors, dealers and service network constitute Anadolu Isuzu's points of interaction with the end users, product and service distribution network. Healthy management of this network is important in many aspects from customer satisfaction to market presence and total performance.	External ecosystem	Distributors-business partners, customers		Leverage for Power of Sustainable Value: Financial Performance Improving the Value Chain Even More: Higher Quality Products and Services, Happier Customers
10 Healthy financial structure	Achieving financial targets and a healthy balance sheet management, as the constant medium and long term focus, is the keystone of Anadolu Isuzu's success	Internal and external ecosystem	All stakeholders		Leverage for Power of Sustainable Value: Financial Performance
Social awareness projects conducted by Anadolu Isuzu	Social responsibility projects highlight one of the areas Anadolu Isuzu creates widespread short, medium and long term value	External ecosystem	All stakeholders		A Corporate Citizen Adding Value to the Community in Many Aspects

Material Issues for Anadolu Isuzu

Understanding how material issues impact the links of Anadolu Isuzu value chain is important to effectively manage them and create maximum value. The following infographic shows the interactive relation of 10 priorities identified by Anadolu Isuzu stakeholders with the value chain.



Value

We Create

Leverage for Power of Sustainable Value Creation: Financial Performance

R&D and Innovation: Codes for the Future

Improving the Value Chain: Higher Quality Products and Services, Happier Customers

Architects of the Sustainable Future: Human Resources

Target of Continuous Development of Environment and Energy Performance

A Corporate Citizen Adding Value to the Community in Many Aspects



FOCUS ON SUSTAINABLE GROWTH



Anadolu Isuzu continued its operations in 2018 in accordance with its global vision.

Turkish automotive Industry presented a stagnant outlook in the fluctuating global and national economic conditions of 2018.

Anadolu Isuzu maintained its financial stability and achieved a healthy sustainability performance throughout the year.

Leverage for Power of Creating Sustainable Value: Financial Performance

SIGNIFICANCE OF FINANCIAL PERFORMANCE

Companies which have strong financial structures make more sustainable contributions to the welfare and future of the society they operate in.

Companies that stand on strong financial foundations and create added value make salary payments to their employees, dividend payments to their shareholders and tax payments to the government. Additionally, they demonstrate their widest economic impacts through their business partnerships within the scope of supplier relations.

MANAGEMENT APPROACH

Anadolu Isuzu is focused on delivering financial results consistent with its objective of sustainable operational success and developing the Turkish economy in which it operates in. In this context, the Company aims to maintain and develop a healthy balance sheet, increase shareholder value, strengthen its market presence and create value for various stakeholders.

Related material topics

- 10 Healthy financial structure
- 1 Improving exports
- 3 Increasing customer satisfaction-improving value proposed to customers
- 5 R&D activities
- 9 Healthy management of distributor, dealer, service network



USD **110** million
Exports

TL **68.6** million
EBITDA

TL **1,188** million
Revenues



Even though the market conditions of 2018 were challenging from time to time, Anadolu Isuzu continued its operations without compromising its growth strategy with its strong financial structure, corporate foresight competencies, diversified product and market portfolio, marketing skills and continuous support of its shareholders.

HEADLINES OF 2018 FINANCIAL PERFORMANCE

Even though the market conditions of 2018 were challenging from time to time, Anadolu Isuzu continued its operations without compromising its growth strategy with its strong financial structure, corporate foresight competencies, diversified product and market portfolio, marketing skills and continuous support of its shareholders.

23% Increase in Total Sales

Despite the fluctuations in global and local economic conditions of 2018 and the stagnant position of the Turkish automotive industry, Anadolu Isuzu kept its financial stability and demonstrated a strong operational performance. The Company followed balancing financial strategies throughout the year in order to maintain the wellbeing of its balance sheet and pursued its actions to strengthen the shareholder value with a risk based approach.

Substituting the constriction in domestic market with its export performance, Anadolu Isuzu increased its sales volume by 23% to reach TL 1,188 million. The Company's asset size grew by 10% to TL1,600 million for the same period.

Total investment expenditures of Anadolu Isuzu has been TL 55 million in 2018 while R&D expenditures which is a key element of sustainable growth and competitive strength have been close to TL 30 million. Gross profit increased by 47% in comparison to 2017 to reach TL 184 million and operating income increased from TL 2.1 million in 2017 to TL 35.2 million in 2018.



Total number of vehicles produced has been 4,461 in 2018 and number of vehicles exported increased by 54% to 923.

Anadolu Isuzu's Share in Turkish Market by Segments in 2018

- Anadolu Isuzu's market share by segments have been 22.2 % for midibuses, 10.4% for pick-ups, 9.9% for trucks , 6.9% for 3.5t light trucks and 3.6% for buses.
- Anadolu Isuzu kept its leadership in 6t-16t truck segment in 2018 and increased its market share by 2% in 3.5t light truck segment which shrank by 42%.

73% increase in exports on USD basis

With its outstanding performance in export sales in 2018, Anadolu Isuzu increased its exports by 73% and recorded export revenues of USD 110 million. This result marks a record in Anadolu Isuzu's history and is a concrete indicator of the Company's successful execution of its strategy of "recording a strong export growth until 2020".

Buses have been the flagship products for Anadolu Isuzu's export sales with a share of 59%.

In 2018, Anadolu Isuzu realized commercial vehicle and spare part sales to nearly 30 countries achieving a strong development in different geographical areas, particularly in European market. Sales to 10 countries in 2018 constitute 91% of Anadolu Isuzu's total exports and the top three countries were Israel (21%), Romania (20%) and France (13%).

Leverage for Power of Creating Sustainable Value: Financial Performance

Early anticipation of changes in global and national markets and designing its medium term strategies based on market facts, Anadolu Isuzu gave importance to develop its presence in global commercial vehicle market with an ambitious approach, particularly in European countries across its borders. This strategic preference has become clear during the last two years and demonstrated the appropriateness of future plans and sustainability of the roadmap.

Ascending export sales graph for buses and midi buses

Anadolu Isuzu caught an increasing trend in exports of both buses and mid buses in 2018.

Citiport, Novo and NovoCiti Life have been the flagship models which clearly exhibit this accelerating trend. On the other hand, Anadolu Isuzu kept its title as the export champion for midibuses in 2018 by outscoring its competitors

Importance of synergic cooperation with foreign distributors

In 2018, foreign customer portfolio has been expanded and another focus point has been intensive cooperation with international distributors and service network. New distributor cooperations have been realized in markets such as England, Ireland, Côte d'Ivoire, Taiwan, Togo and Andorra and positive effects of this step on marketing and sales areas have been observed. During the

reporting period, the Company had 32 distributors in more than 40 countries and plans to increase this number in the medium and long run.

Anadolu Isuzu achieves product recognition and expansion in international markets through its distributors and realizes sales of products through these channels.

New geographies, new markets

In this process of concentrating on entering into new markets, results from European and Middle Eastern markets have been the forerunners of the international growth targets of the future.

In addition to these, Anadolu Isuzu continued its intense efforts on market research for new market entry and collaboration opportunities, particularly in the American continent.

An important step in development of domestic industry: NPR10

Anadolu Isuzu continues its activities for high standards in domestic production. The Company helps increase Turkey's international competitive edge and strengthens its contribution to exports.

One of the recent examples of that is NPR10 truck which is highly demanded in the domestic market. The Company started exporting trucks in 2015 with the demand from Isuzu Japan and NPR10 vehicle has been studied



32 distributors in more than 40 countries

91 % of total exports to 10 countries

180 day-term shipment

Visigo RHD project intended for exports

Anadolu Isuzu is determined to carry forward its market presence which has been built with a long term perspective and firm steps focusing on high level of customer satisfaction and efficiency.

for international markets under the name NQR90. This is the first truck developed and exported by Anadolu Isuzu. Recently, 18 NQR 90 Euro Vs have been sold to Ukraine and 6 NQR90 EuroVI OBD-Cs have been sold to Israel and Italy.

Visigo RHD: A development project for Irish and English markets

Anadolu Isuzu's objective is to offer high quality and value added products for the use of people all around the world. Visigo RHD right-hand drive buses which are currently being developed are a concrete example of activities in this area.

This vehicle which targets Irish and English markets in particular has features in line with market expectations such as automatic trunk lid, parachute emergency exit door and lift door for handicapped.

Know-how gained during the development of the design of right-hand drive will accelerate Anadolu Isuzu's presence in foreign markets.

For a stronger ecosystem: Direct Debiting System

Anadolu Isuzu carries out various projects and collaborations to help business partners and customers gain endurance against risks which may arise in the financial ecosystem.

Direct Debiting System which strengthens distributors' installment sales options, vehicle sales within the scope of agricultural credits for farmers in cooperation with the Group company Anadolu Landini and up to 180-day-term shipment options with insurance for foreign distributors are examples of these activities.

Anadolu Isuzu is determined to carry forward its market presence which has been built with a long term perspective and firm steps focusing on high level of customer satisfaction and efficiency.

R&D and Innovation: Codes for the Future

SIGNIFICANCE OF R&D AND INNOVATION

Climate change, increasing competition in global and domestic areas raise the importance of R&D and innovation activities for all economic actors.

R&D and innovation offers opportunities to develop innovative technologies and contributes to sustainability in many aspects by reducing companies' dependency on external sources.

MANAGEMENT APPROACH

Anadolu Isuzu considers R&D and innovation as a focal point in accordance with its target to increase its competitive edge in domestic and international markets. The Company believes that R&D and innovation accelerates total performance in many areas such as cost management, efficiency, customer satisfaction and sustainability, in particular, and also provides a valuable competence to adapt to worldwide technologies for product and production quality.

Related material topics

- 5 R&D activities
- 8 Digital transformation activities and smart systems integration
- 4 Developing skills to design and produce tailor-made products
- 1 Improving exports
- 3 Increasing customer satisfaction-Improving value proposed to customers



R&D
a strategic element

101
R&D employees

3 awards
A'Design Award&Competition



Operating in a business line which is interlaced with technology, Anadolu Isuzu closely monitors rapidly developing and changing trends and customer expectations, develops technologies, designs and practices as its own intellectual properties and turns them into products in line with customer expectations.

HEADLINES OF 2018 PERFORMANCE

Anadolu Isuzu pays specific attention to R&D and innovation activities and continuously develops its investments in this area within the scope of its corporate strategy.

R&D is one of the keystones of Anadolu Isuzu's strategy.

One of the main elements of Anadolu Isuzu's well-deserved success in commercial vehicle industry is its competences in R&D and innovation.

R&D and innovation activities which increase companies' competitive power in domestic and international markets enable acceleration of total performance in many areas such as cost management, efficiency, customer satisfaction and sustainability, in particular. Providing opportunities to develop their competitive edge, R&D centers are also keys for adapting to worldwide technologies for product and production quality.

Operating in a business line which is interlaced with technology, Anadolu Isuzu closely monitors rapidly developing and changing trends and customer expectations, develops technologies, designs and practices as its own intellectual properties and turns them into products in line with customer expectations.

Anadolu Isuzu's R&D and innovation capabilities also act as a valuable leverage for tailor-made design and production and play a key role in developing the value offered to customers.



Anadolu Isuzu R&D Center: The only R&D Center with a Japanese Partner

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

Anadolu Isuzu R&D Center moved to its modern building with all types of technological equipment and became a fully-equipped R&D center with investments realized in 2015.

The R&D Center with an area of 6,200 square meters includes the widest and newest test center in Turkey and Europe, a prototype workshop, offices and meeting spaces. The R&D Center Directorate reports directly to the General Manager and consists of 2 units led by a manager, 4 units led by supervisors and 19 teams which operate in New Vehicle Development, Product Verification,

Defense Industry, Special Projects, Test Center and Validation Services, Design Center, Production Center, Project Management, Intellectual and Industrial Rights and Incentives.

As of the reporting period, R&D center has 101 employees and continue to provide innovative products and services in an international platform and add value to the lives of its customers with its dynamic and competent human resources.

Anadolu Isuzu R&D Center achieved many successes in 2018.

Anadolu Isuzu won three awards in vehicles category of the Italian based international design competition A'Design Award&Competition with the participation of three vehicles. While Visigo received the most prestigious PLATINUM AWARD, Citiport and Novociti Life received the second highest, GOLDEN AWARD. In addition to that, Anadolu Isuzu design team received THE INNOVATOR OF THE YEAR award with the designs they created and their design perspectives.

R&D and Innovation: Codes for the Future

New products launched in 2018.

Anadolu Isuzu launched new products in 2018 which were shaped with its R&D and innovation skills that meet market and customer expectations.

Among those products are 18 m Citiport, Citiport Hyper, Visigo Hyper and Visigo RHD intended for the European public transportation market as well as the Company's electric vehicle EV truck and Novociti Premium.

Isuzu Novociti Life which was developed at the Anadolu Isuzu R&D center and started to be produced in 2018 facilitates the lives of disabled and older population with its lower floored design and provides a quieter and more comfortable transportation option with the engine in the back. The complete design of the vehicle was done at Anadolu Isuzu R&D center by the Turkish design team.

Anadolu Isuzu designers and engineers aim to expand equality principle by demonstrating that every individual has a right for public transportation starting from Turkey to the whole world.

Anadolu Isuzu is the Automotive Industry champion of the Turkish Patent League.

Anadolu Isuzu's product, service and R&D activities have been admired by its stakeholders in 2018 and were placed at the leading places in independent rankings. Turkish automotive industry champion Anadolu Isuzu has been the automotive company with the highest number of patents with 276 patent/utility models and its R&D center. The Company applied for 78 patents, 29 design registrations and 22 utility model registrations in 2018.



Industry champion
276 patents

91 publications
and articles

R&D activities support export performance.

Anadolu Isuzu R&D Center continued to concentrate on activities which support exports. In this context, studies have been conducted in current and/or potential markets in the international arena. Distributors, corporate customers and industry leader corporations were visited; demands and expectations of current and potential customers were collected; technological developments and expectations were analyzed in detail.

In addition to the information gathered, tender specifications of potential markets have been reviewed and studies to develop existing vehicles based on the demands of current and potential customers have been accelerated. In this context, considering the delivery times of the tenders, vehicles produced have been developed and designed so that they are more reliable, faster and have a higher quality.

University Collaborations and Conferences Participated

- Anadolu Isuzu R&D Center carried on its collaborations with the leading universities of Turkey, namely METU, ITU, Yıldız Technical University, Bartın University, Sabancı University, Okan University and Gebze Technical University. Through the projects conducted with these institutions, the Company concentrated on university-industry cooperation and opportunities were provided to work with expert academics.
- Communications with TTOs (Technology Transfer Offices) were strengthened to support collaboration platforms and to increase close interaction with the universities.

Anadolu Isuzu R&D Center's medium and long-term objective is to develop the activities conducted in cooperation with other departments based on market requirements and customer expectations and to create more value.

- Anadolu Isuzu employees who pursue their graduate and doctorate studies are supported within the scope of cooperation with these universities to carry out their dissertation projects.
- R&D Center authorities who participated in a number of conferences held in Turkey and other countries in 2018 contributed greatly to Anadolu Isuzu's eminence in domestic and international platforms. The number of conferences attended in 2018 was 9.

Increase in the number of projects supported by TÜBİTAK (Scientific and Technological Research Council of Turkey)

TÜBİTAK's key functions are to develop industrial research and technology, to support, encourage and monitor innovation and to improve university-industry relations.

Programs to realize these functions and activities planned are conducted by TEYDEB (Directorate of Technology and Innovation Support Programs). Anadolu Isuzu conducts TEYDEB supported projects and additionally, within the scope of industry-university cooperation, offers opportunities for graduate and doctorate students to gain experience at the R&D Center.

Anadolu Isuzu started its first international development project in 2018 and received Eureka ITEA cluster support.



Increase in projects supported by
TÜBİTAK

Support from
ITEA cluster
Eureka

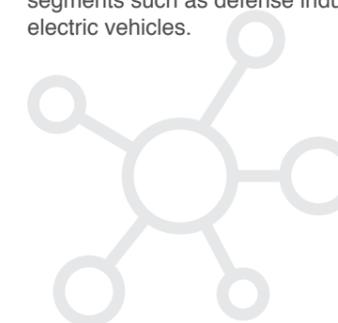
A corporate citizen who cares about sharing information

Anadolu Isuzu R&D Center publishes scientific works it creates and adds to the literature through written and verbal articles. Thus, Anadolu Isuzu R&D carries on its presence not only in industry but also in academic world. Starting with 2009, it has provided 91 verbal/written publications, presentations and articles until the end of 2018.

Anadolu Isuzu works on many development projects.

Anadolu Isuzu conducted a great number of development projects during the reporting period. Electric trucks intended for logistics industry, electric buses intended for zero emission target in public transportation, specialized mobile solutions, hybrid truck project which is conducted with 3 project partners and realized by only national resources, NOVO FTP which targets a reduction in fuel consumption, autonomous vehicle project which is carried on in cooperation with METU, 24 meter public transportation vehicles which comply with electro mobility concept are among those projects.

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



Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers

IMPORTANCE OF PRODUCT AND SERVICE QUALITY AND CUSTOMER SATISFACTION

Customer satisfaction develops in direct proportion to product and service quality. Producers, in the context of value chain, develop and extend their customer population who are strongly satisfied, as long as they develop and improve product and service quality throughout the process from procurement to the end users. Product and service quality, which also reinforces customer loyalty, is a valuable instrument which contributes to the competitive edge and corporate reputation of companies.

MANAGEMENT APPROACH

For Anadolu Isuzu, as much as developing the product and service quality with an R&D and innovation focused approach, supply chain management, marketing and distributor network development activities and after sales services are corner stones of completing the cycle and accelerating success.

Focusing on bringing people together with reliable vehicles and services with top level safety and quality standards, Anadolu Isuzu aims at carrying its success in value creation cycle from one end to the other and developing customer satisfaction by using advanced technology and quality systems.

Related material topics

- 2 Keeping sales and after sales service quality at the top level
- 3 Increasing customer satisfaction-improving value proposed to customers
- 9 Healthy management of distributor, dealer and service network
- 6 Developing and strengthening eminence and recognition of commercial brands of Anadolu Isuzu (ISUZU, AOS, ANADOLU DEFENSE)



2 factories,
4 separate
production lines

375
Suppliers

30 years of
cooperation with
20% of suppliers



While realizing serial production for truck, light truck and pick-up customers, Anadolu Isuzu manufactures tailor-made products in general for midibus and bus segments.

HEADLINES FROM VALUE CHAIN PERFORMANCE IN 2018

Anadolu Isuzu has a wide supplier network.

Anadolu Isuzu carries out production of hundreds of different types of models in 5 different vehicle segments in its 2 factories and 4 separate production lines in Şekerpınar, Kocaeli with exquisite planning.

While realizing serial production for truck, light truck and pick-up customers, Anadolu Isuzu manufactures tailor-made products in general for midibus and bus segments.

The Company conducts material planning, procurement and integrated logistics systems to meet the needs of this trend completely and in an optimum manner.

Anadolu Isuzu is in an interactive relation with a wide network of suppliers within the scope of its production operations. Anadolu Isuzu's supply chain operations include 3 main functions: Production Planning, Purchasing and Logistics.

The Company's Supply Chain Directorate aims at meeting changing and differentiating needs and expectations of customers at a favorable cost and in a timely manner, thus contributing to the firm's competitive power.

Adopting a procurement approach in line with production conditions, Anadolu Isuzu is a company which expands its horizon to international markets and realizes most of its exports to Europe where quality expectations are higher. In accordance with this approach, the Company selects its supplier network from those who will meet high quality expectations of its target market.

Collaboration with 375 suppliers

In order to be present in the markets with the most competitive conditions possible, Anadolu Isuzu pays specific attention to optimum material supply in terms of cost, quality and logistics. As of 2018 year-end, Anadolu Isuzu works with 300 domestic and 75 foreign suppliers.

Commercial relations continue for more than 30 years with 20% of the suppliers. Majority of domestic suppliers are located in Marmara Region. The Company has strategically important suppliers in other geographical regions of Turkey as well, Aegean in particular.

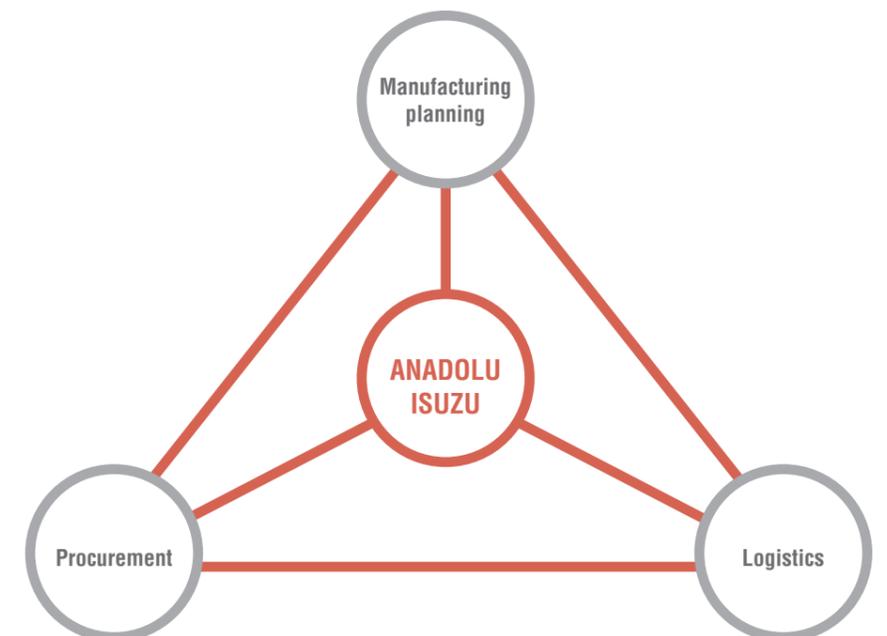
A total of 20,000 individual items are planned for production both domestic and import while 15,000 items are being supplied for spare part needs.

Anadolu Isuzu utilizes milk-run system to sustain its logistics performance at the maximum in Marmara and Aegean regions. Increasing domestically sourced materials in production and keeping it at a high level is one of the main objectives of Anadolu Isuzu.

Imports are mainly through maritime transport from Japan and Thailand but types and volume of procurement from various parts of the world increase every day. In this context, the rate and significance of highway transportation in all modes of transport increases. Airline transport has a small rate among all modes of transportation.

Providing a full integration with its customers for product delivery operations, Anadolu Isuzu serves 22 countries in 4 continents in vehicle logistics and 25 countries in 3 continents in spare part logistics.

Anadolu Isuzu's procurement activities



Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers

Studies for defense industry support a diversified supplier base.

Aside from exports, Anadolu Isuzu started to be a part of defense projects of Turkish Armed Forces. The Company assumed a role in leading its suppliers in this direction within the scope of developing local and domestic solutions and started joint R&D projects. In addition to existing capabilities and competences of procurement portfolio, new sub-system manufacturers were included in the system for the defense industry's needs and their validation processes were completed.

A strategic link in the value chain-TATRA collaboration

Anadolu Isuzu considers new collaborations which will support new insights throughout its value chain. The partnership agreement with TATRA Export in Czechia towards the end of 2017 is one of the concrete examples of this approach.

The agreement sets forth production of heavy trucks for logistic purposes. While the frame infrastructure will be purchased from TATRA, the frame and bodywork will be completed at Anadolu Isuzu plant. Trucks manufactured will be mostly sold in the Turkish market and the process of entry into the defense industry will be completed.

Increasing efficiency even more

In order to provide for optimization of procurement and logistic operations, new technologies are being closely monitored in Anadolu Isuzu Supply Chain Directorate, and with the use of electronic follow-up and control systems, efficiency increase is targeted. Best solutions for current needs are being



Exports to 4 continents,
22 countries

Spare parts to 3 continents,
25 countries

provided with smart shelf and collection systems, on-line shipment tracking and specific supply methods.

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

- Overall compliance with Anadolu Isuzu's policies and strategies
- Refusing child labor, forced labor and any kind of discrimination
- Acting in accordance with confidentiality principle
- Paying respect for collective agreements and unionizing rights

- Compliance with standards of regulations and industry
- Compliance with legal working hours
- Respecting ethical principles
- Production in line with environmental and OHS regulations

In 2018, Anadolu Isuzu continued its efforts in a decisive manner to get their dealers ready for the future and completed significant infrastructure projects during the year.

Marketing and developing distributor network: key functions for the creation of total value

With an objective to maintain customer satisfaction at the highest level for all processes from product to after sales services, Anadolu Isuzu developed BOSS, its Customer Relations Management tool which was launched in 2017, by adding new modules in 2018.

With these additions, the system allows monitoring of customer activities by the distributor employee at the field through its mobile phone or tablet. The objective of this improvement which allows for monitoring comprehensive data including customer demands, status information and frequency of interaction is to increase effectiveness of communication with customers.

With PDI (Pre Delivery Inspection) implemented in both domestic and international markets, final controls of vehicles are being performed from smart phones and tablets and flawless vehicle delivery to customer is achieved.

Anadolu Isuzu established all its customer information systems in accordance with KVKK (Law on Protection of Personal Data) and ETK (Law on Electronic Commerce) and completed its infrastructural activities for managing the customer permission processes in digital form through the program developed for the purpose of protecting personal data of its customers.

Anadolu Isuzu, which cares deeply about customer satisfaction, will continue to provide quick responses to the demands of its customers with its 24/7 call center service.

Domestic dealer network is getting ready for the future.

In 2018, Anadolu Isuzu undertook an array of innovations for the dealer network development.

A series of actions such as renewing dealer standards, designing test driving standards according to current needs, supporting regional activities by dealers and improving the effectiveness and frequency of financial campaign solutions offered to customers in showrooms started to be implemented in 2018.

Anadolu Isuzu supported the flow of information to its dealers throughout the year with the reports within the scope of the Customer Relationship Management system, BOSS. It provided dealers with integration to the BOSS system, paving the way for them to complete the relevant training programs.

In 2018, Anadolu Isuzu continued its efforts in a decisive manner to get their dealers ready for the future and completed significant infrastructure projects during the year.



Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers

Restructuring of the operation model for foreign markets

Anadolu Isuzu is going through a process of preparing for the competition conditions of the future and accordingly started a project which involves redefinition and restructuring of the frame of its operation model in order to use its competencies in a stronger, more productive and efficient way.

The project is being managed with an international consultancy firm and it will serve the purpose of growing in new geographical areas and eliminating the cost and efficiency pressure in the industry. The project includes transition from product to solution, development of entry strategies to new markets

or segments, reduction of costs and increasing portfolio value throughout the business units.

Studies involve the whole organization from one end to the other and the first phase is planned to be completed in 2019.

Continuously improved customer satisfaction

Anadolu Isuzu is focused on resolving the demands and expectations of its customers in all segments where it offers services in the quickest and best way through its service network across Turkey. Believing that real service starts after the sale, Anadolu Isuzu continued to improve after sales services organization in 2018.

High level of customer satisfaction already established was further improved in 2018. In the light of the results obtained from the 10,810 satisfaction surveys conducted with customers, Anadolu Isuzu maintained its high level of customer satisfaction in 2018.

The success of Anadolu Isuzu, which has achieved sustainable customer satisfaction, can largely be attributed to its extensive service network and its outstanding after-sales service team with their dedicated time and effort.



GRI 102-9, 103-2, 103-3, 204-1, 308-1, 308-2, 416-1

In 2018, there were no cases of non-conformity of Anadolu Isuzu vehicles used in international markets with the product and safety norms specified in legal regulations of those countries.

As of the end of 2018, Anadolu Isuzu's domestic service network was comprised of 102 authorized service centers operating in 63 provinces. Anadolu Isuzu provides its customers abroad with high added value services through 118 authorized service providers in 31 countries.

Anadolu Isuzu's quality commitment has a great contribution to value chain.

Anadolu Isuzu defines its responsibility in terms of its products and services as:

- providing safe and comfortable products and services,
- developing its products and services in a sustainable fashion,
- implementing a customer oriented approach throughout the value chain.

Additionally, Anadolu Isuzu pays great attention to its production to comply with legal regulations of the countries which their products will be used in.

Working towards the objective of offering its products and services to its customers in the highest quality standards, Anadolu Isuzu secured all of its production process in its factory with ISO 9001 Quality Management System Standards.

You can access Anadolu Isuzu Quality Policy at www.anadoluisuzu.com.tr/en/about/quality-policy.

Another topic Anadolu Isuzu cares greatly is the accuracy of the information shared with customers regarding its products and services.

While the corporate web site provides detailed information about the Company, all informative material for the product range is presented at www.isuzu.com.tr/en site. Users and potential customers can access informative catalogues, technical and equipment related features and current price lists on various

products through this web site. Providing customer satisfaction in a complete and sustainable manner is only possible by proper identification of demands and expectations.

Throughout the trade and service cycle, the Company obtains lots of information about the customers. Protection of this customer data is critical for the continuation of customer relations based on trust. In this context, collection and use of information is secured with Anadolu Isuzu Information Security Policy.

Anadolu Isuzu Information Security Policy can be accessed at www.anadoluisuzu.com.tr/en/about/information-security-policy.

Additionally, Anadolu Isuzu published its practices and policy within the scope of protection of personal data as the data controller through its corporate web site.

You can access Anadolu Isuzu's policy and practices on protection of personal data at www.anadoluisuzu.com.tr/hakkimizda/kisisel-verilerin-korunmasi.

In 2018, there were no cases of non-conformity of Anadolu Isuzu vehicles used in international markets with the product and safety norms specified in legal regulations of those countries.



GRI 102-9, 103-2, 103-3, 204-1, 308-1, 308-2, 416-1



Architects of a Sustainable Future: Human Resources

IMPORTANCE OF HUMAN RESOURCES

Companies which have a competent human resource structure are economic actors who are key determinants of competitive conditions with a strong product and service variety and a high brand value and commitment. Moreover, healthy companies have also significant commitments to their employees. Among these which came to mind at first glance are offering a work environment which will make people happy, responding to expectations in all aspects and establishing a motivating management and leadership structure.

MANAGEMENT APPROACH

Anadolu Isuzu's most valuable asset is its employees. Human resources mission of the Company is to improve their qualifications by increasing their motivation in accordance with its purpose of existence and strategies, while contributing to profitability and providing added value for the whole organization.

Related material topics

- 7 Career and performance systems to retain experienced and high performer employees
- 5 R&D activities
- 6 Improving and development of eminence and brand perception of Anadolu Isuzu commercial brands (ISUZU, AOS, ANADOLU DEFENSE)
- 8 Digital transformation activities and smart systems integration
- 10 Healthy financial structure



16 % increase in female employees

Serving **people first**



The Human Resources team at Anadolu Isuzu, which continues to work to promote women's employment, also develops projects aimed at raising the standards and satisfaction of existing women employees in the work environment.

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

Anadolu Isuzu's human resources vision is being a strategic partner to create competitive advantage.

Anadolu Isuzu's Human Resources Strategy is carried out within the following main policies:

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

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

HEADLINES FROM 2018 HUMAN RESOURCES PERFORMANCE

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

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

Anadolu Isuzu's goal is to be a preferred employer.

Anadolu Isuzu aims to be a preferred employer in all circumstances in the market through the human resources practices that it implements.



In 2018, a total of 802 people worked in Anadolu Isuzu, including 278 white collar employees and 524 blue collar employees. The total number of employees in the Company's R&D Center was 101 during the same period.

Supporting women's participation in work life

The number of women working in Anadolu Isuzu increased by 16% (as a percentage of total number of employees) in the last 2 years as a result of the employment approach carried on with the goal of providing equality among men and women.

The Human Resources team at Anadolu Isuzu, which continues to work to promote women's employment, also develops projects aimed at raising the standards and satisfaction of existing women employees in the work environment.

Architects of a Sustainable Future: Human Resources



Anadolu Isuzu performance management system

Anadolu Isuzu carries out performance management activities with the purpose of retaining and developing its qualified work force and conveying their knowledge and experience to the younger generations.

Decisions taken in the Board of Directors at Anadolu Isuzu are included in the performance targets determined on an annual basis for the employees within the framework of performance criteria. The Anadolu Isuzu Performance Management System aims to increase the performance of teams and individuals and develop their competencies.

Contributing to the success of the company, the Performance Management System focuses on the development of employees as well as business results, and provides feedback on strengths and areas for improvement for all employees.

ORGANIZATIONAL DEVELOPMENT ACTIVITIES

Attaching importance to organizational development activities, Anadolu Isuzu continued to work on organizational designs that will help the company achieve its strategic goals in 2018 and implemented new business models.

Anadolu Isuzu aims to develop all employees in its areas of strategic focus through the training and development activities undertaken to ensure continuous improvement and development. Organizational development programs are held within the Academy Isuzu to support young talents and raise new leaders at the Company. A total of 14,151 hours of training were given to employees at Anadolu Isuzu in 2018, with an average of 16.4 hours of training per person.

In an effort to create the setup for qualified workforce and establish an innovative environment for technology development, Anadolu Isuzu Human Resources implements pioneering digitalization initiatives. In 2018, 437 Anadolu Isuzu employees benefited from 30 different digital training programs and articles on AGAKADEMİ, the distance learning platform.

Considering internal communication activities an important element, Anadolu Isuzu Human Resources publishes all HR policies and procedures on a portal accessible by all employees. Moreover, company-wide employee satisfaction and engagement questionnaires are administered periodically, and employees are given the chance to make their innovative ideas heard through an e-platform, which ensures a healthy communication between the employees and the management team.

Headline of the training activities realized in 2018 are presented in detail on page 67 of the 2018 Annual Report of Anadolu Isuzu.

Anadolu Isuzu won the grand prize in the competition with its project implemented under the banner of “Power comes from the Heart” in the field of social dialogue.



Grand prize in “Company-wide Social Dialogue Best Practice Competition”

The Social Dialogue Best Practice Competition was held at the Company within the scope of the Project on Improving Social Dialogue in Work Life which is carried out by the Ministry of Families, Labor and Social Services with the technical support of the International Labor Organization. In order to contribute to the development of social dialogue mechanisms at the company level in Turkey, the competition was aimed at determining current company practices and supporting best practices by identifying them and introducing them to the public.

Anadolu Isuzu won the grand prize in the competition with its project implemented under the banner of “Power comes from the Heart” in the field of social dialogue.



Cooperation projects with educational institutions

The aim of collaboration projects with universities and vocational high schools is to bring in qualified work force with potential to Anadolu Isuzu.

In this context;

- During 2018, 10 students were employed in Manufacturing, Quality Control, Human Resources, Supply Chain and R&D Departments as project interns. In addition, short-term internship opportunity was provided to 60 students during the internship period. As a result of the cooperation with AIESEC, 2 foreign interns began working in the Exports Department.
- Under the Chief Young Officer (CYO) program, which is the internship program structured on the basis of real work experiences, four trainees implemented their projects in the Marketing and R&D departments.
- Within the scope of the cooperation between vocational high schools and the industry, 35 senior year students attending vocational high schools

were given internship opportunity at Anadolu Isuzu.

- The support extended to the Anadolu Isuzu Paint Technologies Workshop project at Küçükyalı Vocational and Technical High School launched in 2015 continued in 2018, thereby helping build on the students’ competencies.

Anadolu Isuzu participates in career days organized at Turkey’s major universities and sponsors case studies.

The Tech Tour trip gave Anadolu Isuzu a chance to introduce itself to students and academics coming from many regions of Turkey and other countries. Visitors could learn more about Anadolu Isuzu through talks about the technologies used, tours of the R&D and production areas, and with questions answered by specialized and experienced staff.

- At the Engineering Case Camp, executives from Company met the engineers of the future and introduced the world of Anadolu Isuzu with their inspirational speeches, and talked about technological trends.
- The Anadolu Isuzu R&D Center, R&D Design Process and Innovation approach were explained with

Architects of a Sustainable Future: Human Resources



- examples to the young engineers at the Faculty of Mechanical Engineering at Karadeniz Technical University.
- The experience of working at Anadolu Isuzu, as well as information about Anadolu Isuzu was explained at the Career Bus from Yıldız Station event, organized by Yıldız Technical University Economics Club.
- Executives who participated in the Automotive Days Event organized by Kocaeli University Engineering Club spoke with students about work life and their careers.
- The Company had the opportunity to interview more than 100 students through the Virtual Career Fair and Career Digital platforms through virtual media.
- Also during the year, a plant tour was organized for Anadolu Foundation Scholars and students from Marmara University, Sakarya University, Kocaeli University, Yıldız Technical University, where information was shared about the activities at the plant and experiences of specialist employees.

Union rights and collective bargaining agreement at Anadolu Isuzu

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

At Anadolu Isuzu, relations with blue-collar workers are governed by a collective bargaining agreement. Metal Workers' Union (Birleşik Metal-İş) is the authorized labor union at Anadolu Isuzu. At the Company, there is one Chief Representative and three Union Representatives, who have been elected and assigned. Subject to the limits set in the Collective Bargaining Agreement signed between the Metal Workers' Union and MESS and in the laws, these representatives are responsible for following up the demands, complaints, and problems of blue-collar employees, representing the employees on various committees including the Disciplinary Committee and the Occupational Health and Safety Committee, and observing their legal rights.

As of 2018 year-end 524 Anadolu Isuzu blue-collar employees are members of the union.

Anadolu Isuzu was the highlight of Anadolu Group's BiFikir (An Idea) final.

BiFikir (An Idea) Application and An Idea Festival provide a platform for Anadolu Group employees to submit their innovative ideas, further their creativity individually and as a team, and contribute added value to the Group companies.

Claiming places in the top three ranks for the fourth year in a row at this festival, Anadolu Isuzu proved that innovation and creativity are firmly established in its corporate culture. Anadolu Isuzu was delighted to receive high rankings in both the Explorer and Inventor categories in the 2018 grand finale.

The Infra-Red Heater project was the winner of the Inventor category, in which projects related to the Product and Process Innovation competed, while the Safe Tracking Warning System won

BiFikir
Awards in Explorer and Inventor categories

IFR
30% decrease compared with 2017



Anadolu Isuzu is focused on serving "People First" and concentrates on providing a work place without discrimination on the basis of language, religion, race or gender.

second prize in the Explorer category, where projects under the theme of Sustainable Organizational Development competed.

Anadolu Isuzu is focused on serving "People First" and concentrates on providing a work place without discrimination on the basis of language, religion, race or gender.

OHS / EMPLOYEE SAFETY

Anadolu Isuzu's permanent goal is to maintain and develop the sustainability of a healthy and safe work environment.

Anadolu Isuzu's Occupational Health and Safety Management System relies on joint participation and support of all of its employees. Anadolu Isuzu Occupational Health and Safety Management structure is based on ISO 45001 Occupational Health and Safety Management System Standard.

Occupational Health and Safety Policy can be accessed at

www.anadoluisuzu.com.tr/en/about/occupational-health-and-safety site.

Anadolu Isuzu has adopted the matter of human health and safety as a fundamental priority. The Company has adopted the unwavering goal of zero work accidents with the continuity of safe working areas and by raising employee awareness.

The Anadolu Isuzu plant, working with this target of a zero accident rate, reduces the IFR (Injury Frequency Rate) each year. Thanks to its focus on occupational safety and healthy work targets, the frequency of accidents in 2018 decreased by 85% when compared to 2015, 45% when compared to 2016 and by 30% when compared to 2017.

Anadolu Isuzu's Injury Frequency Rate in 2018 was lower than the sector average. Zero work accidents and zero occupational diseases are the most important targets in this vein.



Continuous Improvement of Environment and Energy Performance

IMPORTANCE OF ENVIRONMENT AND ENERGY PERFORMANCE

Production facilities and service networks of companies are net natural resource consumers. In this context, industrial plants are the main topic of the agenda with their greenhouse gas emissions.

Main duty of responsible corporate citizens is to evaluate their operations and work environments with a perspective which prioritize efficient use of all kinds of resources within the scope of fight against climate change and global warming and implementing new investments which allows for transferring to a more environment friendly production balance. Experience gained during this process will have significance in developing environment friendly products and services.

MANAGEMENT APPROACH

Within the scope of its Environmental Policy, Anadolu Isuzu is committed to creating a sustainable environmental management system by continuously improving the environmental performance of its production activities, products and services, without compromising the natural balances of the resources, by complying with the required legislative obligations and the expectations of the concerned parties and by preventing environmental pollution at its source. It is also committed to continuous protection of the environment in line with these goals.

Related material topics

- 5 R&D activities
- 8 Digital transformation activities and smart systems integration



ISO 14001
EMS

Environmental
Approach of reduction
of environmental
impacts at the point of
origin



Anadolu Isuzu develops innovative and sustainable projects to improve environmental performance of its production operations, products and services and to minimize their environmental impacts without disturbing the natural balance.

HEADLINES FROM 2018 ENVIRONMENTAL PERFORMANCE

Environmental management formed by a versatile approach

Anadolu Isuzu develops innovative and sustainable projects to improve environmental performance of its production operations, products and services and to minimize their environmental impacts without disturbing the natural balance.

One of the main goals of the Company is the reduction of emissions, water pollution and environmental impacts of hazardous and non-hazardous waste resulting from the Company's operations at the point of origin. Anadolu Isuzu monitors the technology closely to take steps in reducing those impacts and integrate environmental friendly technologies which conform to its processes.

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

Anadolu Isuzu follows environmental regulations closely in Turkey and Europe and structured the Environmental Management System in its factory within the frame of ISO 14001 Environmental Management Standard. Compliance of the Company's operations with ISO 14001 is monitored and verified by periodic independent audits.

Strategic decisions on environmental management are the responsibility of the Board of Directors. Decisions taken are implemented by the senior management and related units under the guidance of Anadolu Isuzu's General Manager.

Environmental management applications are also subject to audit of Ministry of Environment and Urbanization. In 2018, there were no complaints from stakeholders or no environmental penalties in regards to environmental impacts of Anadolu Isuzu's operations.

You can access Anadolu Isuzu Environmental Policy at www.anadoluisuzu.com.tr/en/about/environmental-policy.

Objective of increasing environmental awareness of employees

Anadolu Isuzu organizes periodic trainings to increase environmental consciousness and awareness of employees. The Company prepares and distributes handouts and posters to increase consciousness about minimizing environmental pollution in both work and social lives of its human resources and airs programs on big screens around the factory. Through Environmental Bulletins, the Company shares information with its employees on environmental matters and encourages voluntary contribution.

Environmental compliance of suppliers

Anadolu Isuzu has an extensive universe of suppliers. The Company expects its suppliers to comply with regulations and to improve themselves continuously in terms of environmental sustainability.

Anadolu Isuzu monitors its suppliers' activities in environmental areas and their improvements through audits performed in accordance with the Quality and Environmental Management Systems.



Increase in effectiveness of waste management

Within the scope of the Environmental Management System, Anadolu Isuzu achieves maximum recycling by differentiating waste at their origin in office areas and production lines; and minimizes non-recyclable waste.

The ending waste is delivered to licensed firms which are authorized by regulations to be included in recycling processes.

At Anadolu Isuzu, waste quantity is directly proportional with the production quantity. With the zero-waste approach, minimization of the waste is achieved by department-based inventory tracking and periodic audits.

Continuous Improvement of Environment and Energy Performance

European VOC values in European standards

At Anadolu Isuzu dining halls, waste is minimized by adopting the zero-waste principle.

As of the reporting period, use of glass products instead of carton/plastic has started in order to prevent waste. Food waste at dining halls was being sent to shelters to provide food for animal friends and waste was prevented.

Through all these activities, Anadolu Isuzu provides contribution to SDGs and serves its purpose of protecting the environment.

Volatile Organic Compound (VOC) levels at European standards

Anadolu Isuzu monitors the volatile organic compound (VOC) values released from its paint shop on a monthly basis and takes actions to reduce them.

The Company's VOC targets are significantly lower than limits defined at Industrial Air Pollution Control Regulation and they are in line with European standards.

Use of water based paints with lower solvent quantities and use of electrostatic spray guns had an impact in reducing VOC levels.

Anadolu Isuzu monitors current regulations in Europe, researches the best techniques applied and conducts joint projects with suppliers and the Ministry of Environment and Urbanization to take required actions. Anadolu Isuzu also follows closely the studies on developments in paint technologies, reduction of solvent consumptions, robotic applications and efficiency in paint applications.

Water management: A critical topic of sustainability

Water management is critical for the future of sustainability of life on our planet and the future of mankind. Despite constituting the majority of earth, water is among scarce natural resources which is being wasted and when it is not used consciously, lives of all living creatures are in danger.

Efficient use of water resources is a priority goal of Anadolu Isuzu within the scope of its Environmental Management System for the sustainability of its production operations.

Anadolu Isuzu develops long-term strategies and makes investments to reduce water consumption with the awareness of the motto "Everyone has a right to access clean water". Water consumption is closely monitored in detail, consumption quantities are controlled on-line to achieve savings and cost optimization. Required actions are taken based on these evaluations.

At the integrated waste water treatment facility with a 180 m³/day capacity at Anadolu Isuzu's factory, both domestic and industrial waste water can be treated. Within the scope of the Environmental Management System, the wastewater treatment plant discharges water of a quality which complies with

the discharge standards determined for industrial wastewater sources under the current Water Pollution Control Regulation.

Recycling of waste water discharged from the treatment plant and reusing that as the process water is one of the targets of Anadolu Isuzu, feasibility studies are being carried on.

Continuous improvement of greenhouse gas emissions

Anadolu Isuzu is focused on reducing greenhouse gas emissions within the scope of its operations. The Company monitors its emissions in accordance with Article 6, Annex 3 of the Regulation on Monitoring and Reporting of Greenhouse Gas Emissions. The monitoring plan of greenhouse gas emissions have been approved by the Ministry of Environment and Urbanization.

Anadolu Isuzu uses natural gas at its factory as the major fuel. There are 4 generators and a fire pump in the factory to be used in case of an emergency energy need which use diesel.

Main units causing greenhouse gas emissions in the Company are paint drying ovens and boilers used for heating and drying.

Environment Day 2019- tree planting event

Anadolu Isuzu organizes various events with the participation of volunteer employees on the Environment Day every year. In June 2019, around the time we prepare this report for publication, the Company launched "Leave a Mark for the Nature" event to increase environmental awareness and took the first step to create a green area.

Anadolu Isuzu conducts active projects in the area of energy efficiency. These projects involve replacing mechanical and electrical equipment with more efficient equipment in terms of energy consumption.



Anadolu Isuzu is in the process of establishing systems to obtain alerts and instant information as required making use of sensor technologies in its production facilities. Reporting is performed through tablet PCs at the field rather than using paper in order to protect the nature and environment. Efforts continue to develop systems which process and analyze the data obtained from the sensors and provide early warning of errors and flaws.

Anadolu Isuzu is focused on energy efficiency which is a significant item on local and global agenda.

Anadolu Isuzu conducts active projects in the area of energy efficiency. These projects involve replacing mechanical and electrical equipment with more efficient equipment in terms of energy consumption. In addition to those, the Company also carries out projects to recycle the energy used and to transform losses into gains.

Transition to LED technology project started in production areas. In this context, a transformation project with government incentive is being planned. Instant monitoring and analysis of equipment-based energy monitoring system rather than workshop-based energy monitoring is also being planned as part of the implementation of automation system.

Considering the fact that Turkey is 70% dependent on foreign energy resources, Anadolu Isuzu continues its research on renewable energy resources at a higher pace.

Anadolu Isuzu is focused on use of energy and natural resources in the most efficient way and is determined to continue its activities in this area.

HEADLINES OF 2018 ENERGY PERFORMANCE

Anadolu Isuzu has energy intense production processes.

Due to the characteristics of its products, Anadolu Isuzu has energy intense production processes. This industry-specific characteristic requires the Company to adopt a strong and responsible approach for climate change.

At Anadolu Isuzu, energy and emission subjects are managed with a proactive approach observing a risk-opportunity balance.

In addition to versatile activities which aim to reduce the impacts of products and production processes, transition to lower carbon economy, changes in consumption models, global trends and consumer expectations are also taken into consideration within the scope of new product development.

In accordance with the activities for fight against climate change, energy consumption and emission levels are continuously monitored, and through energy efficiency projects, reduction of consumption and greenhouse gas emissions are targeted.

Anadolu Isuzu carries on numerous projects to enable lower energy consumption target in the vehicles it develops and produces as well as in its production facilities. As a result of these projects and activities, the Company continuously improves its energy performance.

Activities continue to use the new technology, Industry 4.0 principles and implementation of these principles at Anadolu Isuzu factory. In the meantime, the Company delivers training programs to ensure cultural transformation as well as technological transformation.

A Corporate Citizen Adding Value to the Society in Many Aspects

IMPORTANCE OF ADDING VALUE TO THE SOCIETY

One of the fundamental responsibilities of companies is to contribute to social capacity and well-being of their societies. Societies demonstrate a stronger and more inclusive development as a result of collaborations of economic actors with universities, non-profit organizations and public initiatives.

Another platform for adding value is to offer value added products to all segments of the society, elder and disadvantaged people in particular, to support increasing their social participation to life.

MANAGEMENT APPROACH

Anadolu Isuzu carries out social responsibility projects to increase the well-being of individuals and create sustainable and permanent value for the society. The Company is determined to support social development activities through its collaborations. Volunteering is at the heart of social responsibility activities which are conducted in a systematic and organized approach at Anadolu Isuzu.

Related material topics

Social responsibility projects which are not in the scope of priority analysis are a constant corporate priority for Anadolu Isuzu.



Voluntary Contribution

Anadolu Foundation

Paint Technologies Workshop



HEADLINES OF 2018 SOCIAL AWARENESS PERFORMANCE

Anadolu Isuzu deems social responsibility activities as a supplement of its corporate identity. The Company touches all segments of the society and all points of commerce with the tools which assume various tasks in both life and trade cycles.

Anadolu Isuzu is an active member of Private Sector Volunteers Association (OSGD).

Since 2014, Anadolu Isuzu employees have voluntarily participated in education, environment and disability projects. The activities continuing under the framework of Social Awareness Projects have mainly focused on education, environment and disability. In this context, Anadolu Isuzu demonstrates its contribution through the voluntary participation of its employees.

Competitions were held with the aim of improving the environment in which we live and to help bring about a better environment within the scope of the Environment Day. Competitions were organized in order to reinforce the perspective of our goal of zero accidents and raising awareness of safety in the Occupational Safety Week.

Unused clothes, unread books, and unwanted toys were left in the colorful gift boxes at the lobby at the Anadolu Isuzu Head Office, where the gifts would reach their new owners. By donating these gifts, employees could share in the joy of not just consuming but by

producing and sharing. These clothes and toys which were donated in the boxes were sent to Anadolu Foundation.

Highlights from the social awareness projects undertaken by Anadolu Isuzu in 2018

- Renovation of Gebze Yıldırım Beyazıt Secondary School project was carried out within the scope of the work carried out by R&D team volunteers by their own means.
- With the support of volunteers, the education needs of children at Hakkari Gelişen Village Aralık Hamlet primary school were met.
- In cooperation with the Inter-University Animal Protection Community, volunteers from Suadiye Rotaract Club and Anadolu Isuzu came together to help stray animals in Kurtköy forest. Within the scope of the event, shelters were built from waste wood to protect the stray animals from cold winter conditions.
- Organized in cooperation with the Red Crescent Blood Center, the 17th Blood and Stem Cell Donation event was organized on 27th and 28th March.
- During the event, 71 units of blood were collected.
- Under the "We are Anadolu (Anatolia)" project, which was launched with the aim of protecting children from being abused by terror organizations and steering them away from bad habits by sharing cultural and common values and strengthening a sense of unity, 50 secondary school students from Ağrı were able to have direct production experience at Anadolu Isuzu.
- During the event, organized in cooperation with the Kocaeli Chamber of Industry, certificates were obtained within the scope of the Let the Waste Be Forests Project, which is aimed at the recycling of electronic wastes collected by Isuzu employees.
- Projects participated in the "Best Environmental Project" competition which was held within the scope of Environment Day on 5 June at Anadolu Isuzu plant, competed in the areas of natural resource use and waste reduction, prevention of contamination and reduction of VOC. Three successful projects were rewarded.



A Corporate Citizen Adding Value to the Society in Many Aspects

A distinctive example of vocational high school-industry collaboration: Paint technologies workshop

Within the scope of the collaboration between vocational high schools and industry, the Company has started providing support for vocational education by establishing the Anadolu Isuzu Paint Technologies Workshop at Küçükyalı Vocational and Technical Anatolian High School in 2015.

The purpose of the project is to train qualified paint professionals who follow innovation and are willing to bring them into operation, who are aware of the practical applications together with the theoretical knowledge, who can adopt the rules of occupational health and safety and act with environmental awareness. The project also contributes to the creation of qualified human resources needed by the industry. As of 2018, a total of 36 students have graduated from the workshop.

Vocational High School Coaches Program

Within the scope of a project conducted with OSGD, volunteers from OSGD member firms perform group coaching to students from 10th and 11th grade of vocational high schools.

These coaches get together with the same student group at least 12 times during the two year period and contribute to the employment of these students and meeting the needs of skilled and competent work force of the private sector. The project has started in 2014 and continued in 2018 with 8 volunteer coaches in 2 schools, reaching 50 students.



ANADOLU ISUZU PRODUCTS WHICH ADD VALUE TO PEOPLE...

Citiport CNG stands out as a disabled-friendly and environment-friendly vehicle.

Citiport is a product of Anadolu Isuzu's insight of creating balanced value for the society and environment. Responding to the need of environment friendly and lower emission vehicles in urban transportation in a global scale, Citiport CNG also allows a comfortable and humane journey opportunity for disabled passengers with its unique interior design. Receiving the "Gold A'Design Award" at the A'Design Award&Competition, Citiport CNG registered its design as well as its comfort. Citiport CNG allows disabled passengers to see outside more comfortably through the windows with its lighter and wider interior space.

With its compressed gas fuel system, Isuzu Citiport CNG model is an ideal public transportation vehicle which has a lower operating cost and lower negative impact on environment.

Novociti Life: a solution to support disabled and elderly people to participate to social life

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

Having a wide interior space with a 60 passenger capacity, Novociti Life has a passenger glass design which allows for effective use of daylight in the vehicle and allows passengers on wheelchairs to use the side windows comfortably. While the users enjoy Novociti Life's people oriented smart design, the vehicle provides high energy efficiency and low fuel consumption with its engine technology that meets Euro C6 emission norms and responds to the demanded standards in the international markets.

With its compressed gas fuel system, Isuzu Citiport CNG model is an ideal public transportation vehicle which has a lower operating cost and lower negative impact on environment.

AND THE SOCIETY REPRESENTATIVE PROJECTS

Isuzu Novociti Life's design also allows meeting the service needs of the vehicle at a minimum time. Moving the engine to the back of the vehicle enables the low floor platform and makes the repair and maintenance of transmission and engine easier. Maintenance doors which allow for access to the engine compartment from three sides facilitate the maintenance operations to be performed easily and in a short time.

Novo School Bus: a product that comply with the new school bus regulations

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

First area involves security cameras both inside and outside the vehicle. Interior cameras provide opportunity to view all seats when students enter and exit the vehicle. Cameras outside the

vehicle allow the driver to maneuver safely in the traffic with its 360° view. Novo's new trim package enables accessing both interior and exterior camera records for at least 30 days.

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

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

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

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



Performance Tables

Economic and Operational Performance

	2016	2017	2018
Production (units)	5,240	6,366	4,461
Truck	1,648	2,569	1,517
Light truck	662	922	560
Pick-up	1,577	1,620	891
Midibus and bus	1,353	1,255	1,493
Sales (units)	7,333	6,678	4,918
Total Domestic Sales (units)	6,667	6,079	3,995
Total Exports (units)	666	599	923
Capacity Utilization Rate (%)	27.56	33.48	23.46
Sales Revenues (TL thousand)	829,811	963,126	1,187,863
Domestic	704,723	789,381	736,728
Exports	184,385	230,533	528,832
Other Revenues from Operating Activities	5,177	6,826	9,996
Discounts	-64,474	-63,613	-87,693
Profit Before Tax (TL thousand)	-60,901	-68,293	-94,130
Net Profit (TL thousand)	-46,337	-48,388	-80,509
EBITDA (TL thousand)	16,379	28,819	68,594
Earnings per Share (Kr)	-0.5516	-0.5761	-0.9584
Economic Value Distributed (TL)			
Operating Costs	821,562,660	950,489,976	1,132,020,819
Employee Wages and Salaries	60,335,204	71,496,588	88,824,741
Payments to Providers of Capital	12,709,853	0	0
Tax and Other Liabilities Paid to Government	2,373,495	1,064,023	1,098,616
Community Investments (including donations)	58,016	122,961	34,250
Economic Value Retained			
Incentives from Government (TL thousand)	542	1,155	1,364
Total R&D Budget (TL)	36,514,573	39,456,866	47,352,847
Total Number of R&D Employees	91	99	101
Number of Patents Acquired (units)	3	8	13
Corporate Governance Rating	-	-	-

Environmental Performance

	2016	2017	2018
Total Energy Consumption (GJ)	81,014	79,244	72,327
Direct Energy Consumption- Natural Gas (GJ)	81,014	79,244	72,327
Number of Vehicles Manufactured	5,153	6,366	4,453
Energy Consumption per Vehicle Manufactured (GJ/vehicle)	16	12	16
Savings Achieved Through Energy Efficiency Projects (GJ)	613	1,807	3,085
Reduction in Greenhouse Gas Emissions Achieved with Energy Efficiency Projects (ton CO₂e)	34	101	173
Scope 1	34	101	173
Scope 2	-	-	-
Direct Greenhouse Gas Emissions (Scope 1) (ton CO₂e)	2,878	2,761	2,449
Indirect Greenhouse Gas Emissions (Scope 2) (ton CO₂e)	-	-	-
Greenhouse Gas Emissions from Employee Transportation Vehicles (Scope 3) (ton CO₂e)	-	-	-
Greenhouse Gas Emissions per Vehicle Manufactured (kg CO₂e/vehicle)	559	434	550
Total VOC Emissions (tons)	26.49	31.71	11.81
Specific VOC Emissions (gr/m² painted surface area)	56.68	60.81	34
Total VOC Emissions (tons)	56.75	54.93	56.72
Specific VOC Emissions (gr/m² painted surface area)	138.61	128.88	111.11
Total Water Drawn-Groundwater Resource (m³)	57,129	57,660	55,989
Water Consumption per Vehicle Manufactured (m³/vehicle)	11.34	7.88	10
Waste Water Discharge (m³)	32,626	29,214	27,401
Total Quantity of Hazardous Waste per Disposal Method (ton)	0.32	0.233	0.372
Energy Recovery	-	-	-
Recovery	0.32	0.233	0.372
Landfill	-	-	-
Quantity of Total Nonhazardous Waste per Disposal Method (ton)	3,144	2,625	1,996
Energy Recovery	-	-	-
Recovery	3,144	2,625	1,996
Quantity of Hazardous Waste Carried for Disposal (tons)	0.32	0.233	0.372
Total Quantity of Packaging Materials Used (tons)	1.48	0.85	0.72
Packaging Waste Recovery Rate (%)	100	100	100
Environment Trainings Offered to Employees - Attendance (number of employees)	624	640	715
Direct employees	514	535	579
Contracted employees	110	105	136
Environment Trainings Offered to Employees - Total Hours (employee x hours)	312	320	357.5
Direct employees	257	267.5	289.5
Contracted employees	55	52.5	68
Total Environmental Management Expenditures (TL)	296,237	120,555	160,939
Penalties for Non-compliance with Environmental Regulations (unit-TL)	0	0	0
Environmental Impact Complaints Conveyed Through Formal Mechanisms (units)	0	0	0
Number of Suppliers Evaluated for Environmental Criteria (units)	88	82	38

Performance Tables

Social Performance

	2016	2017	2018
Employee Trainings - Number of attendees (employee)	3,450	1,357	1,531
Operational employees	1,738	906	1,149
Administrative employees	1,712	451	382
Female	346	116	140
Male	3,104	1,241	1,391
Employee Trainings - Total Hours (employee x hours)	17,917	19,133	18,399
Operational employees	8,062	8,806	5,248
Administrative employees	9,855	10,327	13,151
Female	1,750	2,376	1,899
Male	16,167	16,757	16,500
Training Hours per Employee (hours/employee)	5.19	14.09	12.01
Operational employees	4.63	9.71	4.56
Administrative employees	5.75	22.8	34.42
Female	5.05	20.4	13.56
Male	5.2	13.5	11.86
Trainings for Contracted Employees- Number of employees	0	0	15
Trainings for Contracted Employees - Total Hours (employee x hours)	0	0	120
Average Training Hours per Contracted Employee (hours/employee)	0	0	8
OHS Trainings Offered to Employees - Number of Participants			
Direct Employees	398	550	531
Contracted employees	0	0	15
OHS Trainings Offered to Employees - Total Hours (employee x hours)			
Direct Employees	3,184	4,400	4,248
Contracted employees	0	0	120
Occupational Disease Rate (%)			
Direct Employees	0.24	0.23	0.37
Contracted employees	0	0	0
Lost Time Incident Rate (number of lost time incident \geq1 day x 100.000/work hours)			
Direct Employees	0.5	0.389	0.275
Contracted employees	NA	NA	NA
Work-related Fatalities (number of employees)			
Direct Employees	0	0	0
Contracted employees	0	0	0
Number of Employees Working in Circumstances with High Risk for Incidents or Operational Diseases	0	0	0
Number of OSH Committees Established	0	0	0
Number of Members of OSH Committees Established	20	15	15
Number of Representatives Working in OSH Committees Established	3	3	3
Total Number of Suppliers Evaluated for Workforce Criteria (units)	10	15	20

HR Demographics

	2016	2017	2018
Total Workforce (Number of employees)	925	982	913
Direct employees	823	875	808
Female	66	80	80
Male	757	795	728
Contracted employees	102	107	105
Total Number of Employees Based on Contract Types			
Contracts of Employment of Indefinite Duration	811	854	802
Female	64	74	77
Male	747	780	725
Temporary Contracts of Employment	12	21	6
Female	2	6	3
Male	10	15	3
Total Number of Employees per Category			
Operational Employees	562	597	524
Female	9	18	13
Male	553	589	517
Administrative Employees	261	278	278
Female	57	62	67
Male	204	216	211
Number of Employees per Employment Type			
Full-time	811	854	802
Female	64	74	77
Male	747	780	725
Part-time	12	21	6
Number of Employees Based on Level of Education			
Primary Education	186	186	166
High School	369	376	346
University Degree and beyond	268	313	296
Total Number of Employees Based on Age Groups			
18-30	270	297	242
31-40	353	350	330
41-50	190	218	227
51-60	10	10	9
Executive Management Structure (number of employees)	20	24	24
Gender			
Female	4	3	3
Male	16	21	21
Age Group			
18-30	0	0	0
31-40	7	10	7
41-50	10	9	12
51-60	3	5	5

Performance Tables

Social Performance

	2016	2017	2018
Nationality			
Republic of Turkey Citizen	19	23	23
Expat	1	1	1
Mid-level Management Structure (number of employees)	31	32	42
Gender			
Female	4	5	10
Male	27	27	32
Age Group			
18-30	2	0	2
31-40	14	16	20
41-50	13	15	19
51-60	2	1	1
Labor Force Working within the Scope of Collective Agreement (Number of Employees)	550	576	524
Number of New-hired Employees	67	174	98
Gender			
Female	11	27	18
Male	56	147	80
Age Group			
18-30	53	115	68
31-40	14	31	27
41-50	0	1	2
51-60	0	0	1
Number of Resigned Employees	188	124	161
Gender			
Female	15	10	27
Male	173	114	134
Age Group			
18-30	51	56	77
31-40	114	47	68
41-50	23	11	16
51-60	0	0	0
Number of Employees on Maternity Leave			
Female	7	1	3
Male	0	0	0
Number of Employees who Returned from Maternity Leave			
Female	7	1	3
Male	0	0	0
Number of Employees who worked for 12 Months After Returning from Maternity Leave			
Female	7	0	3
Male	0	0	0

GRI Standards Index - Comprehensive

GRI Standards Index - Comprehensive



GRI STATEMENT: "The service was performed on the Turkish language version of the report."

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
GRI 101: FOUNDATION 2016			
GRI 102: GENERAL DISCLOSURES 2016			
	ORGANIZATIONAL PROFILE		
GRI 102: GENERAL DISCLOSURES 2016	102-1	Anadolu Isuzu Otomotiv Sanayi ve Ticaret A.Ş.	
	102-2	Anadolu Isuzu in Brief, Page: 10-11	
	102-3	Fatih Sultan Mehmet Mahallesi, Balkan Caddesi, No: 58, Buyaka E Blok, Tepeüstü Ümraniye, İstanbul/Turkey	
	102-4	Turkey	
	102-5	Anadolu Isuzu in Brief, Page: 10-11 https://www.anadoluisuzu.com.tr/en/corporate-governance/articles-of-association	
	102-6	The main production and operation area of Anadolu Isuzu is Turkey. The Company also provides its customers abroad with services through its 32 distributors in more than 40 countries and through 118 authorized service providers in 31 countries.	
	102-7	Anadolu Isuzu in Brief, Page: 10-11	
	102-8	Architects of a Sustainable Future: Human Resources, Page: 48-53 HR Demographics, Page: 65-66	
	102-9	Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47 2018 Annual Report - Supply Chain, Page: 50-51 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf	
	102-10	There are no significant changes in Anadolu Isuzu's size, structure and ownership during reporting period.	
	102-11	Compliance with Laws and Ethical Principles, Page: 16 https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
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	102-15	Risk Management and Internal Control, Page: 15	
	ETHICS AND INTEGRITY		
	102-16	Compliance with Laws and Ethical Principles, Page: 16 https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	102-17	Compliance with Laws and Ethical Principles, Page: 16	
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	102-22	The Chairman of Anadolu Isuzu has no executive duty.	
	102-23	2018 Annual Report, Page: 112-113, 115 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf	
	102-24	Corporate Governance at Anadolu Isuzu, Page: 14-15	
	102-25	Disclosure Policy: https://cdnd.isuzu.com.tr/Al/_pdf/kurumsal-yonetim-politikalari/bilgilendirme-politikasi-en.pdf Corporate Governance at Anadolu Isuzu, Page: 14-15	
	102-26	2018 Annual Report, Page: 109-112 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf	

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GRI 102: GENERAL DISCLOSURES 2016		Corporate Governance at Anadolu Isuzu, Page: 14-15	
	102-27	2018 Annual Report, Page: 109-112 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf	
	102-28	Corporate Governance at Anadolu Isuzu, Page: 14-15 2018 Annual Report, Page: 109-112 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf	
	102-29	Corporate Governance at Anadolu Isuzu, Page: 14-15 2018 Annual Report, Page: 112-113 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf	
	102-30	Corporate Governance at Anadolu Isuzu, Page: 14-15 2018 Annual Report, Page: 112-113 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf	
	102-31	Corporate Governance at Anadolu Isuzu, Page: 14-15	
	102-32	Anadolu Isuzu Sustainability Policy/Policy Implementation & Responsibility, Page: 21	
	102-33	Corporate Governance at Anadolu Isuzu, Page: 14-15	
	102-34	Corporate Governance at Anadolu Isuzu, Page: 14-15	
	102-35	Compensation Policy https://cdnd.isuzu.com.tr/AI/pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf 2018 Annual Report, Page: 116 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf	
	102-36	Compensation Policy https://cdnd.isuzu.com.tr/AI/pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf 2018 Annual Report, Page: 116 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf	

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS	
GRI 102: GENERAL DISCLOSURES 2016	102-37	Compensation Policy https://cdnd.isuzu.com.tr/AI/pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf 2018 Annual Report, Page: 116 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf		
	102-38	Compensation Policy https://cdnd.isuzu.com.tr/AI/pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf 2018 Annual Report, Page: 116 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf		
	102-39	Compensation Policy https://cdnd.isuzu.com.tr/AI/pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf 2018 Annual Report, Page: 116 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf		
	STAKEHOLDER ENGAGEMENT			
	102-40	Anadolu Isuzu's Stakeholders/About Stakeholders, Page: 22-23		
	102-41	65% total, 100% blue-collars		
	102-42	Anadolu Isuzu's Stakeholders/Stakeholder Engagement, Page: 23-24		
	102-43	Anadolu Isuzu's Stakeholders/About Stakeholders, Page: 22-23 Anadolu Isuzu's Stakeholders/Stakeholder Engagement, Page: 23-24		
	102-44	Anadolu Isuzu's Stakeholders/About Stakeholders, Page: 22-23 Anadolu Isuzu's Stakeholders/Stakeholder Engagement, Page: 23-24		
	REPORTING PRACTICE			
	102-45	2018 Annual Report, Page: 96, 126-176 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf		
	102-46	About this Report, Page: Inside cover page		
	102-47	Material Issues for Anadolu Isuzu, Page: 25-26		
	102-48	This is the first Sustainability Report of Anadolu Isuzu.		
102-49	This is the first Sustainability Report of Anadolu Isuzu.			

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GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
GRI 102: GENERAL DISCLOSURES 2016	102-50	01.01.2018-31.12.2018	
	102-51	This is the first Sustainability Report of Anadolu Isuzu.	
	102-52	Annual	
	102-53	Ms. Handan Düzgün Corporate Communications Tel : +90 850 200 19 86 Fax : +90 262 658 85 69 www.isuzu.com.tr	
	102-54	This report is prepared in accordance with GRI Standards-Comprehensive option.	
	102-55	GRI Standards Index, Page: 68-87	
	102-56	The report has not been externally assured.	
GRI 200: ECONOMIC STANDARD SERIES			
	ECONOMIC PERFORMANCE		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Leverage for Power of Creating Sustainable Value: Financial Performance, Page: 34-37	
	103-3	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9	
GRI 201: ECONOMIC PERFORMANCE 2016	201-1	Economic and Operational Performance, Page: 62	
	201-2	Continuous Improvement of Environment and Energy Performance/Headlines of 2018 Energy Performance, Page: 54-57	
	201-3	2018 Annual Report, Page: 156-157 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf	
	201-4	2018 Annual Report, Page: 154 https://www.anadoluisuzu.com.tr/pdf/31-aralik-2018-faaliyet-raporu-v3-en.pdf	

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
	MARKET PRESENCE		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Leverage for Power of Creating Sustainable Value: Financial Performance, Page: 34-37	
	103-3	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9	
GRI 202: MARKET PRESENCE 2016	202-1	Compensation Policy https://cdnd.isuzu.com.tr/AI/_pdf/kurumsal-yonetim-politikalari/ucretlendirme-politikasi-en.pdf	
	202-2	HR Demographics, Page: 65-66	
	INDIRECT ECONOMIC IMPACTS		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Leverage for Power of Creating Sustainable Value: Financial Performance, Page: 34-37	
	103-3	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9	
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1	Leverage for Power of Creating Sustainable Value: Financial Performance, Page: 34-37	
	203-2	Economic and Operational Performance, Page: 62	

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GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
	PROCUREMENT PRACTICES		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Leverage for Power of Creating Sustainable Value: Financial Performance, Page: 34-37	
		103-3	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9
GRI 204: PROCUREMENT PRACTICES 2016	204-1	Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers, Page: 42-47	
	ANTI-CORRUPTION		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Leverage for Power of Creating Sustainable Value: Financial Performance, Page: 34-37	
		103-3	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9
GRI 205: ANTI-CORRUPTION 2016	205-1	Compliance with Laws and Ethical Principles, Page: 16 https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
		Compliance with Laws and Ethical Principles, Page: 16 https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	205-3	Compliance with Laws and Ethical Principles, Page: 16 https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
	ANTI-COMPETITIVE BEHAVIOR		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Leverage for Power of Creating Sustainable Value: Financial Performance, Page: 34-37	
		103-3	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Compliance with Laws and Ethical Principles, Page: 16 https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016	206-1	There are no cases of anti-trust and anti-competitive behavior in the reporting period.	
GRI 300: ENVIRONMENTAL STANDARD SERIES			
	MATERIALS		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Continuous Improvement of Environment and Energy Performance, Page: 54-57	
		103-3	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Environmental Policy https://www.anadoluisuzu.com.tr/en/about/environmental-policy
GRI 301: MATERIALS 2016	301-1	Continuous Improvement of Environment and Energy Performance, Page: 54-57	
	301-2	Environmental Performance, Page: 63	

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GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
	ENERGY		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Continuous Improvement of Environment and Energy Performance, Page: 54-57	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9	
	103-3	Environmental Policy https://www.anadoluisuzu.com.tr/en/about/environmental-policy	
GRI 302: ENERGY 2016	302-1	Environmental Performance, Page: 63	
	302-2	Environmental Performance, Page: 63	
	302-3	Environmental Performance, Page: 63	
	302-4	Environmental Performance, Page: 63	
	302-5	Environmental Performance, Page: 63	
	WATER		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Continuous Improvement of Environment and Energy Performance, Page: 54-57	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9	
	103-3	Environmental Policy https://www.anadoluisuzu.com.tr/en/about/environmental-policy	

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
GRI 303: WATER 2016	303-1	Environmental Performance, Page: 63	
	303-2	There are no water sources significantly affected by the operations of Anadolu Isuzu.	
	303-3	Environmental Performance, Page: 63	
	BIODIVERSITY		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Continuous Improvement of Environment and Energy Performance, Page: 54-57	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9	
	103-3	Environmental Policy https://www.anadoluisuzu.com.tr/en/about/environmental-policy	
GRI 304: BIODIVERSITY 2016	304-1		Not directly relevant to the operations of Anadolu Isuzu
	304-2		Not directly relevant to the operations of Anadolu Isuzu
	304-3		Not directly relevant to the operations of Anadolu Isuzu
	304-4		Not directly relevant to the operations of Anadolu Isuzu

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GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
	EMISSIONS		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Continuous Improvement of Environment and Energy Performance, Page: 54-57	
	103-3	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Environmental Policy https://www.anadoluisuzu.com.tr/en/about/environmental-policy	
GRI 305: EMISSIONS 2016	305-1	Environmental Performance, Page: 63	
	305-2	Environmental Performance, Page: 63	
	305-3	Environmental Performance, Page: 63	
	305-4	Environmental Performance, Page: 63	
	305-5	Environmental Performance, Page: 63	
	EFFLUENTS AND WASTE		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Continuous Improvement of Environment and Energy Performance, Page: 54-57	
	103-3	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Environmental Policy https://www.anadoluisuzu.com.tr/en/about/environmental-policy	
GRI 306: EFFLUENTS AND WASTE 2016	306-1	Environmental Performance, Page: 63	
	306-2	Environmental Performance, Page: 63	
	306-3	There are no significant spills recorded during the reporting period.	

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
	ENVIRONMENTAL COMPLIANCE		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Continuous Improvement of Environment and Energy Performance, Page: 54-57	
	103-3	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Environmental Policy https://www.anadoluisuzu.com.tr/en/about/environmental-policy	
GRI 307: ENVIRONMENTAL COMPLIANCE 2016	307-1	There are no significant fines or sanctions recorded during the reporting period.	
	SUPPLIER ENVIRONMENTAL ASSESSMENT		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9 Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47 Continuous Improvement of Environment and Energy Performance, Page: 54-57	
	103-3	Letter from the Chairman, Page: 2-3 Message from the President of the Automotive Group, Page: 4-5 General Manager's Assessment, Page: 6-9	
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1	Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47 Environmental Performance, Page: 63	
	308-2	Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47	

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GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
GRI 400: SOCIAL STANDARD SERIES			
	EMPLOYMENT		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Architects of a Sustainable Future: Human Resources, Page: 48-53	
	103-2	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
GRI 401: EMPLOYMENT 2016	401-1	HR Demographics, Page: 65-66	
	401-2	Architects of a Sustainable Future: Human Resources, Page: 48-53 HR Demographics, Page: 65-66	
	401-3	HR Demographics, Page: 65-66	
	LABOR/MANAGEMENT RELATIONS		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Architects of a Sustainable Future: Human Resources, Page: 48-53	
	103-2	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
GRI 402: LABOR/MANAGEMENT RELATIONS 2016	402-1	Minimum legal notice periods are applied regarding operational changes.	

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
	OCCUPATIONAL HEALTH AND SAFETY		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Architects of a Sustainable Future: Human Resources, Page: 48-53	
	103-2	Occupational Health and Safety Policy https://www.anadoluisuzu.com.tr/en/about/occupational-health-and-safety	
	103-3	Occupational Health and Safety Policy https://www.anadoluisuzu.com.tr/en/about/occupational-health-and-safety	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016	403-1	Architects of a Sustainable Future: Human Resources, Page: 48-53 Social Performance, Page: 64	
	403-2	Architects of a Sustainable Future: Human Resources, Page: 48-53 Social Performance, Page: 64	
	403-3	Architects of a Sustainable Future: Human Resources, Page: 48-53 Social Performance, Page: 64	
	403-4	Architects of a Sustainable Future: Human Resources, Page: 48-53 Social Performance, Page: 64	
	TRAINING AND EDUCATION		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Architects of a Sustainable Future: Human Resources, Page: 48-53	
	103-2	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	

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GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
GRI 404: TRAINING AND EDUCATION 2016	404-1	Architects of a Sustainable Future: Human Resources, Page: 48-53 Social Performance, Page: 64	
	404-2	Architects of a Sustainable Future: Human Resources, Page: 48-53 Social Performance, Page: 64	
	404-3	Architects of a Sustainable Future: Human Resources, Page: 48-53 Social Performance, Page: 64	
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Architects of a Sustainable Future: Human Resources, Page: 48-53	
	103-2	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Architects of a Sustainable Future: Human Resources, Page: 48-53 HR Demographics, Page: 65-66	
	405-2	This ratio is one since there is no gender-based wage discrimination in Anadolu Isuzu.	
NON-DISCRIMINATION			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Architects of a Sustainable Future: Human Resources, Page: 48-53	
	103-2	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
GRI 406: NON-DISCRIMINATION 2016	406-1	There are no incidents of non-discrimination recorded during the reporting period.	
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Architects of a Sustainable Future: Human Resources, Page: 48-53	
	103-2	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	407-1	There are no operations and suppliers in which the rights to exercise freedom of association or collective bargaining is violated or at significant risk recorded during the reporting period.	
CHILD LABOR			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Architects of a Sustainable Future: Human Resources, Page: 48-53	
	103-2	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
GRI 408: CHILD LABOR 2016	408-1	There are no operations and suppliers considered to have significant risk for incidents of child labor recorded during the reporting period.	

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GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
	FORCED OR COMPULSORY LABOR		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Architects of a Sustainable Future: Human Resources, Page: 48-53	
	103-2	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
GRI 409: FORCED OR COMPULSORY LABOR 2016	409-1	There are no operations and suppliers considered to have significant risk for incidents of forced or compulsory labor recorded during the reporting period.	
	SECURITY PRACTICES		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Architects of a Sustainable Future: Human Resources, Page: 48-53	
	103-2	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
	RIGHTS OF INDIGENOUS PEOPLE		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy	
	103-2	Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
GRI 411: RIGHTS OF INDIGENOUS PEOPLE 2016	411-1	There are no identified incidents of violations involving the rights of indigenous peoples during the reporting period.	
	HUMAN RIGHTS ASSESSMENT		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy	
	103-2	Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
GRI 412: HUMAN RIGHTS ASSESSMENT 2016	412-2	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	LOCAL COMMUNITIES		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy	
	103-2	Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	
	103-3	Human Resources Policy https://www.anadoluisuzu.com.tr/en/about/hr-policy Working Principles https://www.anadoluisuzu.com.tr/en/corporate-governance/working-principles	

GRI Standards Index - Comprehensive

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
GRI 413: LOCAL COMMUNITIES 2016	413-2	There are no operations with significant actual and potential negative impacts on local communities during the reporting period.	
	SUPPLIER SOCIAL ASSESSMENT		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47	
	103-3	Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47	
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	414-1	There are no suppliers that were screened using social criteria during the reporting period.	
	414-2	There are no negative social impacts observed in the supply chain during the reporting period.	
	PUBLIC POLICY		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Anadolu Isuzu's Sustainability Approach, Page: 17-21	
	103-3	Anadolu Isuzu's Sustainability Approach, Page: 17-21	
GRI 415: PUBLIC POLICY 2016	415-1	Anadolu Isuzu does not provide any aids to political parties.	
	CUSTOMER HEALTH AND SAFETY		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	R&D and Innovation: Codes for the Future, Page: 38-41 Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47	
	103-3	R&D and Innovation: Codes for the Future, Page: 38-41 Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47	
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1	Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47	
	416-2	There are no incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services during the reporting period.	
	MARKETING AND LABELING		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	R&D and Innovation: Codes for the Future, Page: 38-41 Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47	
	103-3	R&D and Innovation: Codes for the Future, Page: 38-41 Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47	

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE	OMISSIONS
GRI 417: MARKETING AND LABELING 2016	417-2	There are no incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling during the reporting period.	
	417-3	There are no incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship during the reporting period.	
	CUSTOMER PRIVACY		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26 Developing the Value Chain Even More: Higher Quality Products and Services, Happier Customers , Page: 42-47	
	103-2	Information Security Policy https://www.anadoluisuzu.com.tr/en/about/information-security-policy Policy of Protecting and Processing Personal Data https://cdnd.isuzu.com.tr/AI/_pdf/kvkk/veri-isleme-politikasi-anadolu-isuzu.pdf	
	103-3	Information Security Policy https://www.anadoluisuzu.com.tr/en/about/information-security-policy Policy of Protecting and Processing Personal Data https://cdnd.isuzu.com.tr/AI/_pdf/kvkk/veri-isleme-politikasi-anadolu-isuzu.pdf	
GRI 418: CUSTOMER PRIVACY 2016	418-1	There are no substantiated complaints received concerning breaches of customer privacy nor identified leaks, thefts, or losses of customer data during the reporting period.	
	SOCIOECONOMIC COMPLIANCE		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Material Issues for Anadolu Isuzu, Page: 25-26	
	103-2	Corporate Governance at Anadolu Isuzu, Page: 14-15 Corporate Governance at Anadolu Isuzu, Page: 14-15	
	103-3	Corporate Governance Principles Policies https://www.anadoluisuzu.com.tr/en/corporate-governance/corporate-management-principles-policies	
GRI 419: SOCIOECONOMIC COMPLIANCE 2016	419-1	There are no incidents of non-compliance with laws and/or regulations in the social and economic area during the reporting period.	

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