

DIAGEO
Türkiye

2025

*Sustainability
Performance*



About *the report*

This report has been prepared to share our sustainability approach, our environmental and social impact, and our corporate governance performance with our stakeholders in a transparent, systematic, and comparable manner. Presenting our sustainability efforts and the impacts arising from these efforts, the practices we have developed in line with our long-term value creation objectives, and our improvement areas, our report demonstrates how we manage the environmental, social, and governance dimensions of our operations and how we integrate a sustainability perspective into our business model.

Highlighting the progress we have made in the areas of human rights, labor standards, environmental responsibility, and ethical business conduct in alignment with the commitments we have undertaken under the United Nations Global Compact, our report aims to enable our stakeholders to assess our sustainability strategy from a more in-depth perspective by providing a comprehensive overview of our long-term targets, implementation areas, and the programmes we have put in place to achieve these targets.

We prepared this report within a framework in alignment with Diageo's global sustainability approach and provided a comprehensive overview of the environmental, social, and governance (ESG) performance of our operations within Türkiye. The reporting period covers our activities between July 1, 2024 and June 30, 2025, in line with our financial calendar. The initiatives we carried out, the programmes we implemented, and the performance indicators we achieved throughout this period are addressed in detail as part of this report.

Our report consists of two main sections. The first section addresses our sustainability strategy, our management approach, and the sustainability programmes implemented across our value chain, and explain how sustainability is integrated into our business model. The second section provides our environmental, social, and governance performance indicators in line with international reporting standards, and presents our sustainability performance within a measurable and comparable framework.

During the preparation of the report, we systematically compiled and analyzed data obtained from our business units under the leadership of the **Diageo Türkiye Sustainability Committee (DTSC)**. We benefited from the expertise of **EWA Corporate Consultancy** during the data collection, and content development phases.

Our reporting approach is based on internationally recognized sustainability reporting standards. Accordingly, we developed the content of this report with reference in particular to the methodologies of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). In addition, we ensured alignment with both national and international reporting frameworks by taking into account the Türkiye Sustainability Reporting Standards (TSRS) that have been put into effect in Türkiye.

By reporting our sustainability performance on a regular basis, we aim to establish open, trust-based, and continuous communication with our stakeholders. This approach strengthens our principles of accountability and transparency, while enabling us to view stakeholder expectations and feedback as key inputs in the development of our sustainability efforts. Accordingly, we regard stakeholder feedback as an important element in the improvement of our sustainability strategy and in setting our future priorities.

We are pleased to receive our stakeholders' views and suggestions regarding Diageo Türkiye's Sustainability Performance Report for 2025 at surdurulebilirlik@diageo.com.

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Message from the *General Manager*



Dear Stakeholders,

Sustainability reports are often read simply as a collection of numbers, targets, and performance metrics. Each of these is valuable in its own right, because I firmly believe that we cannot manage an impact we don't measure. But as I share this report with you, what it truly means to me goes beyond just looking at a single year's performance; it reflects the evolution of Diageo Türkiye over the years in how we think, learn and transform.

In preparing this report for the 2025 fiscal year, we reflect on our fifteen-year journey of transformation and observed once again that sustainable value is not created simply through greater output or faster growth. It is shaped by how we approach the water we use, the farmers we work with, the culture that makes our employees feel a true sense of belonging, and the future of the cities and villages where we operate. At Diageo Türkiye, this sense of responsibility is what brings our vision of "Celebrating Life, Every Day, Everywhere" to life, guided by our "Society 2030: Spirit of Progress" strategy.

The past fiscal year was yet another period filled with uncertainty and macroeconomic challenges. Even so, we delivered a double-digit organic net sales growth. While this is a milestone we value, it isn't enough to define success on its own. What truly matters is that we achieved this growth while building a more resilient supply chain, more efficient production, a more inclusive culture, and stronger local partnerships. Across our value chain, from the vineyards where our grapes are grown and the fields where our aniseed is cultivated, to our production sites, distribution networks, employee experience and community initiatives, we continuously ask ourselves the same question: How will the decisions we make today shape the future we share tomorrow?

One of our main answers to that question has been localization. Sourcing 99% of our raw materials locally does more than just protect our supply chain, as it helps us build long-term, meaningful partnerships with local producers. By increasing the grapes we source from Trakya by 10% compared to last year and boosting our premium segment purchases by 50%, we are directly supporting agricultural growth. Furthermore, seeing our Nevşehir facility reach net-zero carbon

production capabilities has been a huge milestone in our journey toward low-carbon manufacturing.

Water is perhaps the most critical chapter of this journey. For a company like ours, where agriculture and water are at the very heart of what we do, the reality of Türkiye's water stress isn't just an abstract environmental topic. It is a matter of business continuity, community well-being, and our shared future. Guided by this approach, we achieved a 12% improvement in water efficiency at our distillation sites and a 27% improvement at our bottling facilities compared to 2020. Thanks to advanced recycling systems at our Nevşehir and Tarsus factories, we've returned thousands of cubic meters of water to productive use. We don't view water simply as a resource to consume less of, but as a natural resource we must protect, restore, and manage together with our stakeholders.

One of the initiatives that stood out most for me this year was our water transfer project in Kuskan village, Mersin. By helping restore agricultural production in a region that had struggled with water scarcity for years, the project demonstrates that sustainability extends far beyond the boundaries of our business. In Kuskan, it was not just about moving water through pipes, as it was truly about bringing the land back into production, giving young people a reason to stay instead of migrating, and supporting the revitalization of the local economy. Projects like this remind us of the simplest definition of sustainability: coming together to heal the conditions that make life possible.

The Samandağ Gastronomy Village in Hatay is another reflection of this mindset. In a region so deeply affected by the earthquake, this project blends Hatay's rich culinary roots with the economic empowerment of women, and we've been able to reach 233 women so far. Seeing 75 of these women enter the workforce or establish their own businesses is worth so much more to us than any corporate milestone. Every single number represents a real life, a family, and a local story striving to build a better future.

We know that the positive impact we want to make in the world starts with the culture we build inside our own company. For us, inclusion is how we make better choices, build stronger teams, and prepare for tomorrow. Looking back Female representation within our blue-collar workforce stood at almost zero just three years ago. Reaching 16.7% today represents meaningful progress. Reaching 50% female representation on our leadership team, seeing women make up 53.8% of our total new hires, and maintaining a 91% employee engagement index are simply the reflections of this internal culture in our numbers.

Even with all this progress, we are always looking for the next step, because sustainability isn't a fixed destination. It's a living process that forces us to constantly rethink, reprioritize, and make bold decisions whenever climate conditions, societal expectations, regulations, and economic shifts change around us.

This report isn't the final page of a finished story; it's a living record of a journey we are taking together with a sense of responsibility, openness, and shared wisdom I would like to extend my sincere thanks to all my colleagues, our producers, business partners, and stakeholders for walking this path with us.

I invite you to read this report with interest and to share your perspectives and feedback as we continue this journey together.

Best regards,
Bahar UÇANLAR
General Manager



Diageo Türkiye *at a glance*



As Diageo Türkiye, we operate as one of the key players in Türkiye's alcoholic beverage industry, combining a deep-rooted production heritage with an international vision. Our historical roots date back to the tradition of state monopolies, which began in the Ottoman period and evolved into a corporate structure while continuing its development during the Republican era. This historical legacy has played an important role in the institutionalization of alcoholic beverage production in Türkiye and formed the foundation of our current corporate structure through its evolution in line with changing economic conditions, industrial dynamics, and regulatory frameworks over time.

This historical continuity has enabled the preservation of local know-how within our production culture, while contributing to the development of a strong institutional capability enriched by modern production and management approaches.

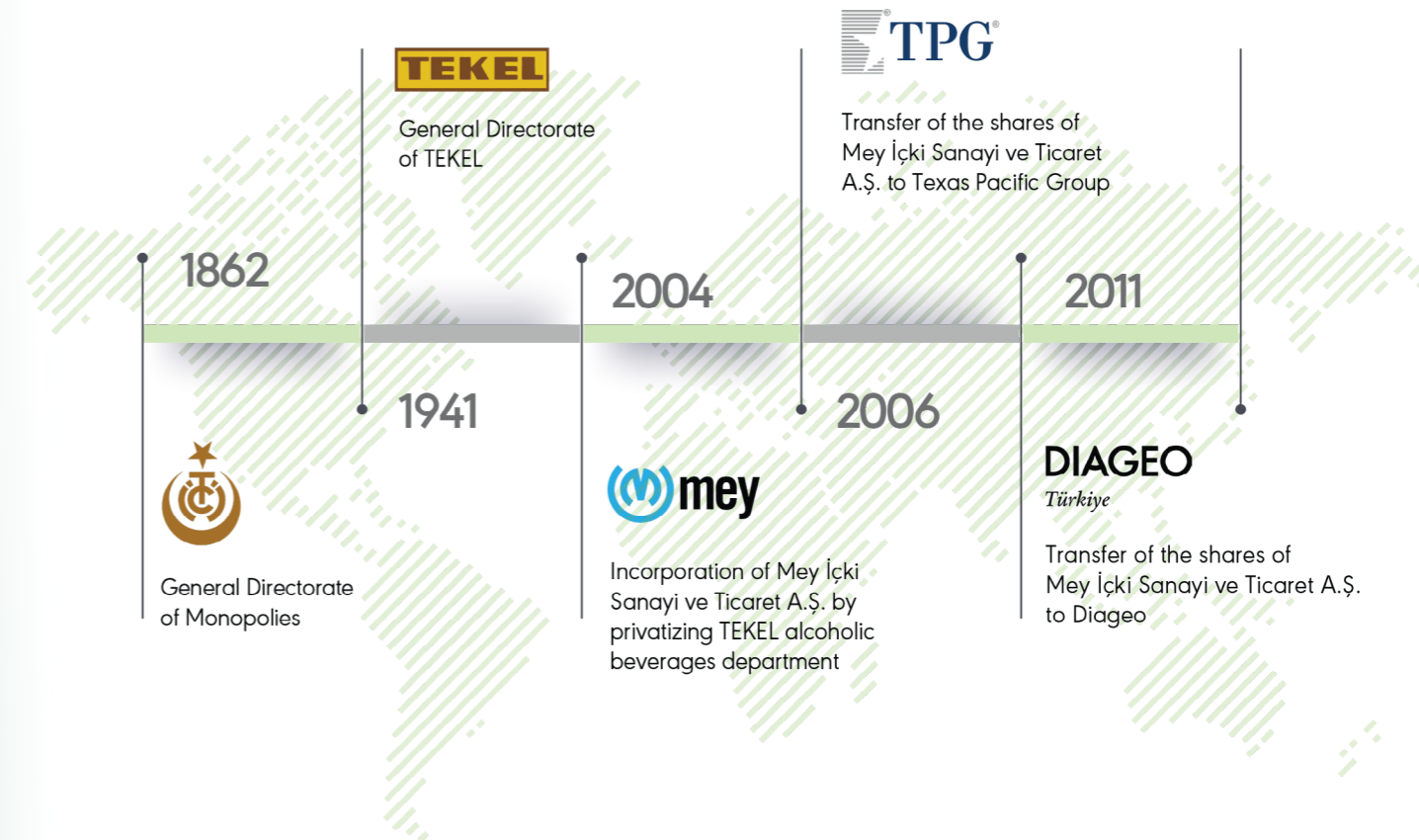
Playing a defining role in alcoholic beverage production and distribution in Türkiye for many years, this structure has undergone a significant transformation driven by privatization processes and international investment. With the structural changes implemented in the mid-2000s, we entered a new phase of development by becoming an organization integrated with global capital structures and international management standards. This transformation reshaped our corporate structure while leading to the adoption of international standards across a wide range of areas, from production processes to governance practices.

Upon our acquisition in 2011 by Diageo, one of the world's leading premium alcoholic beverage producers, we became part of a globally operating organization. This development has further strengthened the integration of our Türkiye operations with global know-how, innovation capabilities, and sustainability approaches, while enhancing our role within the global value chain.

Today, we operate as an organization that combines local production capacity with global brands, international quality standards, and strong corporate governance practices. Our production and operational infrastructure in Türkiye not only meets domestic market needs but also supports our strategic positioning within global operations. As one of the rare producers in Türkiye engaged in viticulture and holding a farmer's license, we also demonstrate our ties to the agricultural sector and our commitment to sustainable agricultural practices.

Our activities are not limited to our production processes, and they are carried out in interaction with a broad economic ecosystem extending from agricultural production to distribution networks. Accordingly, we establish direct and indirect collaborations with thousands of farmers, suppliers, and business partners, and create a comprehensive value chain that contributes to the local economy and employment.

In line with this approach, we adopt a strategic approach that supports sustainable growth by working in alignment with both our local stakeholders and our global organization, and place the protection of natural resources, the wider adoption of responsible production and consumption practices, the development of an inclusive and equitable workplace culture, and the strengthening of ethical business conduct principles at the core of our sustainability approach.



Our brands *and* product portfolio

Diageo, one of the world’s leading premium alcoholic beverage producers, operates on a global scale in over 180 countries and has a strong organizational structure with over 30,000 employees worldwide. Driving the transformation of the industry thanks to its broad brand portfolio, deep-rooted production heritage, and innovation-driven approach, Diageo maintains a prominent position in the global alcoholic beverage market through its position in the premium segment, extensive distribution network, and consumer-focused strategies. Sustainability, responsible consumption, and ethical business practices are at the core of Diageo’s operations and continue to shape its long-term value creation capacity.

As Diageo Türkiye, we operate with a broad and multi-layered alcoholic beverage portfolio that appeals to diverse consumption habits, lifestyles, and social experiences. Our product range consists of a diversified structure that includes both well-established local brands and international premium brands.

Our portfolio reflects a strategic brand management approach that brings together Türkiye’s traditional drinking culture and global consumer trends in a balanced manner. We view product diversity not only from a commercial perspective, but also as a value proposition that enriches consumer experience and brings together different cultural drinking traditions.

The products we offer through our operations within Türkiye cover a wide product range, including raki, whiskey, vodka, gin, liqueur, rum, tequila, and wine, comprising more than 100 product varieties across different segments.

Raki category: cultural heritage and production craftsmanship

The raki category represents not only a type of alcoholic beverage in Türkiye, but also a deeply rooted value reflecting gastronomy, social life, and traditions of sharing. With this understanding, we consider raki production, which is a tangible reflection of our local production know-how, agricultural resources, and traditional distillation craftsmanship, to hold a distinctive position within our portfolio from both a cultural and economic perspective.

We combine traditional production know-how with modern production technologies and international quality standards through brands in our portfolio such as Yeni Raki, Tekirdağ Rakısı, and Kulüp Raki. This helps us preserve Türkiye’s deep-rooted raki production tradition and introduce this cultural heritage to wider audiences in international markets, while increasing the visibility of Türkiye’s gastronomic heritage within global alcoholic beverage culture.

We also regard the sustainable sourcing of agricultural raw materials used in raki production as one of our strategic priorities. Accordingly, we establish long-term collaborations with local producers for the sourcing of key ingredients such as grapes and aniseed, while contributing to the wider adoption

of sustainable agricultural practices. This approach supports the strengthening of the rural economy, while enabling us to implement sustainability principles more effectively across our value chain.

Global brands and international portfolio

As part of our operations within Türkiye, we offer consumers a wide range of products not only through our local production brands, but also through our strong global brands.

International brands within Diageo’s portfolio, such as Johnnie Walker, Tanqueray, Baileys, Captain Morgan, and Don Julio, are among the leading brands contributing to the development of the premium segment in the Turkish market. These brands enable us to bring international alcoholic beverage culture together with consumers in Türkiye while supporting the development of experience-driven consumption habits. The integration of our global portfolio into the Turkish market expands our product diversity, while strengthening a flexible and dynamic portfolio management structure capable of responding to the expectations of different consumer segments.

Innovation and portfolio development

We do not limit our brand portfolio to existing products alone. Our product development efforts continue by closely monitoring changing consumer expectations as well as emerging trends in gastronomy and alcoholic beverage culture.

During our new product development processes, we consider consumer insights, gastronomy trends, sustainable production principles, and quality standards together. In this way, we aim both to strengthen our existing product categories and to introduce innovative alternatives to the market. This approach not only enhances our competitiveness but also contributes to the development of a stronger brand strategy that enriches consumer experience.

Brand experience and responsible consumption approach

For us, each product not only represents an alcoholic beverage category but also gains meaning as part of social interaction, sharing, and cultural experience. For this reason, we shape our brand strategy both within a framework focused on product quality and through a holistic approach that enhances consumer experience and supports a culture of conscious consumption.

Through our efforts in this direction, we focus on encouraging consumers to enjoy our products consciously and responsibly. Thanks to informational content, stakeholder collaborations, and accessible information platforms, we contribute to the development of conscious consumption habits. In this way, we position our product portfolio as a strategic platform that contributes to the preservation of cultural heritage, the promotion of responsible consumption habits, and the creation of sustainable value.

RAKI	VODKA	LIQUOR
<ul style="list-style-type: none"> • Yeni Raki • Tekirdağ • Altınbaş Rak • Kulüp Raki • İzmir Raki • Vefa Raki • Prototip 	<ul style="list-style-type: none"> • Ketel One • Ciroc • Smirnoff • İstanbulblue • Binboa • Gilbey’s Vodka • Bazooka 	<ul style="list-style-type: none"> • Sheridan’s • Baileys • Archer’s • Jest • Nazen
	GIN	<h3>WINE</h3> <ul style="list-style-type: none"> • Kayra • Terra • Leona • Buzbağ • Buzbağ Rezerv • Allure • Cumartesi • Güzel Marmara • Cielo • Ruffino • Chateau Bel Air • Terre Allegre • Midpoint
WHISKEY	<ul style="list-style-type: none"> • Tanqueray • Gordon’s • Gilbey’s Gin • Cin Adalin 	
<ul style="list-style-type: none"> • Bulleit • Johnnie Walker • J&B • Bells • Mortlach • Glenkinchie • Clynelish • Dimple • Cardhu • Oban • Caol Ila • Lagavulin • Singleton • Talisker • Vat 69 	TEQUILA	
	<ul style="list-style-type: none"> • Don Julio • Casamigos 	
	RUM	
	<ul style="list-style-type: none"> • Captain Morgan • Zacapa 	



Who we are? Our story *and* culture

The production heritage that began in 1862 with the General Directorate of Monopolies and, shaped Türkiye’s tradition of state monopolies through TEKEL during the Republican era, today forms a strong institutional memory and cultural continuity that remains embedded in our operations. As one of the contemporary representatives of this deep-rooted heritage, we see ourselves not only as a company engaged in production and trade, but also as part of a broader ecosystem that is closely interconnected with gastronomy, agriculture, culture, and society. As we contribute to the national economy, we also assume responsibility for preserving, developing, and passing on the culture of fermented and distilled alcoholic beverages to future generations, in solidarity with the wider gastronomy ecosystem.

As a company engaged in viticulture on its own land and holding a farmer’s license, we have the capability to directly manage a significant part of the value chain, from agricultural production through to the finished product. This structure provides a key advantage in developing sustainable agricultural practices, building strong partnerships with local producers, and promoting the responsible use of natural resources. Thanks to our agriculture-based production approach, we create value with local producers and contribute to rural development and the sustainability of agricultural production.

Joining Diageo, one of the world’s leading alcoholic beverage producers, in 2011 marked a pivotal milestone in our development journey. Thanks to Diageo’s global experience, multicultural structure, and sustainability vision, our operations within Türkiye have become more systematic, innovative, and responsible. Today, our corporate culture is built on a multi-layered value system that is inspired by local values and enriched by global best practices.

1 Head office, 6 production sites*, 2 vineyards and 3 sales warehouses, our strong network enables us to position as one of Diageo’s key production hubs on a global scale. Through this infrastructure, we produce global brands in Türkiye, and operate as a strategic production hub for other Diageo markets.

The production of “Smirnoff”, the world’s best-selling vodka, in Türkiye is a key indicator of our capability to produce in line with international quality standards and reflects our technical expertise. Our strong production infrastructure and experienced teams enable us to bring global brands together with our local production capabilities; in this way, we contribute both to the local economy and to Diageo’s global value chain.

Our achievements in international markets also stand as important indicators of our production strength and competitive positioning. We have been long maintaining our export success in our field and contributing to the transfer of value created

in Türkiye to global markets. This success reflects not only our economic performance but also our responsibility to represent Türkiye’s production capabilities and cultural alcoholic beverage heritage on international platforms.

We place positive social impact at the core of our strategy. For this reason, we carry out our operations with a long-term value creation mindset for society. Developing projects to contribute to social development, building strong collaborations with stakeholders, and managing the social impact of our operations in a measurable way are pillars of our corporate approach.

Our inclusive and diverse corporate culture aims to create a working environment where employees feel valued in all circumstances, where their ideas are respected, and where achievements are recognized. Combining different experiences, cultures, and perspectives, this structure supports the development of innovative thinking and the formation of strong teams. In alignment with our diversity and inclusion approach, we particularly run projects that support women’s involvement in working life and aim to create an inclusive workplace that promotes gender balance. By bringing together diverse perspectives, this approach contributes to the development of innovative products and the emergence of creative business models.

Sustainability lies at the core of our business model. While we carry out all our operations in line with ethical values, transparency, and accountability, we view the well-being and development of our employees as one of top priorities. We aim to manage our social and environmental impact responsibly across the entire value chain, from our local supply network and farmers to our sales teams and consumers.

To reduce our environmental impact, we implement efficiency-focused improvements across our production processes, ensure wider adoption of environmentally friendly packaging solutions, and implement initiatives aimed at reducing excessive packaging. By placing circular economy principles at the core of our business processes, we support more efficient use and repurposing of resources.

We do not only carry out corporate social responsibility activities but also operate with the vision of being a “responsible social organization.” Our experienced team from diverse cultures strives for excellence every day with our portfolio of over 100 brands, and a sense of social responsibility; we continue to shape our industry’s future through sustainability, innovation, and inclusion.



* Since the Winemaking Plant in Elazığ, which was one of our production plants in previous reporting periods, was closed in F26, it is not included in the “Who we are” section; however, in order to preserve the integrity of our F25 report, related data regarding the Winemaking Plant in Elazığ is included in the “ESG Index” section.

Our leadership team

Diageo Türkiye's Leadership Team forms our core governance structure that provides strategic direction in the implementation of our sustainability vision. The vision and priorities set by our Leadership Team involves not only financial performance but also social impact management, stakeholder relations, and our approach to environmental responsibility.

In line with Diageo's global sustainability ambitions and our "Society 2030: Spirit of Progress" strategy, our Leadership Team integrates our principles into business decisions, people management practices, and social contribution areas to ensure organization-wide adoption of our sustainability goals.

Under the leadership our team, who adopts a governance approach that prioritizes adherence to ethical values, respect for human rights, and responsiveness to societal expectations, we regularly assess our sustainability performance, systematically monitor progress against defined targets, and immediately take strategic actions when required.

We consider the proportion of women in the Leadership Team a core pillar of our commitment to inclusion. Today, a 45% women representation demonstrates the critical importance of inclusion within our corporate culture.



Bahar Uçanlar
General Manager



Ahmet Yazıcıoğlu
Corporate Communications and Corporate Affairs Director



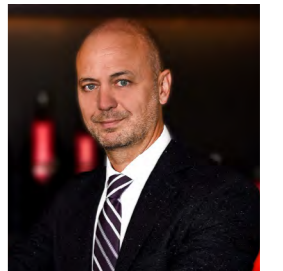
Cihan Sezgin
International Market Business Director



Deniz Keskin
Strategy and Transformation Director



Eliz Ersoy Gürsesli
Finance Director



Güran Fazla
Digital and Technology Director



Kerem Kadakal
Commercial Director



Kürşat Apan
Supply Chain Director



Osman Albora
Marketing Director



Tuğba Barutçuoğlu
Regulation and Legal Director



Ülfet Baykent Uysal
Human Resources Director

* The members of Diageo Türkiye's Leadership Team listed above indicate the structure as of the publication date of this report. Diageo Türkiye's current Leadership Team is available on our corporate website.

Corporate profile

Diageo, one of the world's leading alcoholic beverage producers, operates in more than 180 countries with a strong global organization of over 30,000 employees. As Diageo Türkiye, we operate not only as part of the organization, but also to create value and shape our market through our production strength, agricultural expertise, and deep local know-how. The integrated production model that we have developed in Türkiye, the strong supply network and local partnerships enable us to serve as an organization which implement global standards within a robust system while contributing to their ongoing development.

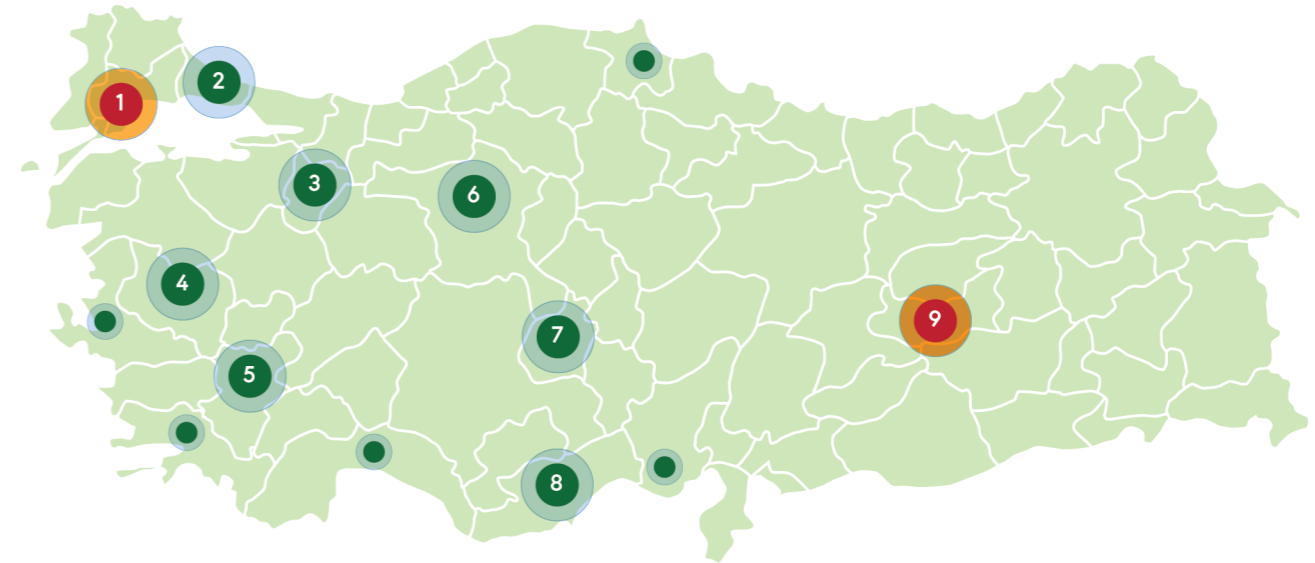
This locally driven, strong operational structure creates a broad impact area, ranging from sustainability and innovation to production and value chain management. As Diageo Türkiye, we combine global vision with local depth to develop a model that enhances competitiveness both in Türkiye and internationally and serves as a benchmark in our industry.

Our production and operation network across Türkiye, including our suma and agricultural ethyl alcohol production plants in Alaşehir and Nevşehir, our rakı production plants, our gin, vodka, and liqueur production plants in Bilecik, our anise processing facility in Acipayam, our vineyards in Elazığ and Şarköy, and our winemaking plant in Şarköy, is supported by a strong supply and distribution infrastructure. Through this setup, we create an integrated value chain extending from agricultural production to the finished product. Thanks to three major distribution warehouses and sales offices across the country, we ensure fast and effective delivery of our products to both retail points and direct consumers.



We are the export leader in the distilled alcoholic beverage industry.

By engaging in viticulture on our own lands, we support agriculture through our investments and export our products to 30 countries.



- 1 TEKİRDAĞ**
Şarköy winemaking plant
 Production of wine, aromatized wine and aromatized wine-based beverages
Şarköy vineyards
 Viticulture
- 2 İSTANBUL**
Mey İçki Sanayi ve Ticaret A.Ş.
 Head Office - Management
Mey Alkollü İçkiler Sanayi ve Ticaret A.Ş.
 Head Office - Management
- 3 BİLECİK**
Bilecik distillery plant
 Production & wholesale trade of gin, liqueur and vodka
Bilecik warehouse
 Wholesale trade of alcoholic beverages
- 4 MANİSA**
Alaşehir distillery plant
 Production of rakı, anise-flavored/resinous distilled alcoholic beverages, and anise-based aromatized alcoholic beverages
Alaşehir warehouse
 Wholesale trade of alcoholic beverages
- 5 DENİZLİ**
Acipayam anise processing facility
 Anise processing
- 6 ANKARA**
Corporate affairs office
 Corporate affairs office
- 7 NEVŞEHİR**
Nevşehir distillery plant
 Rakı and suma production
Nevşehir warehouse
 Wholesale trade of alcoholic beverages
- 8 MERSİN**
Tarsus suma plant
 Suma ve agricultural ethyl alcohol production
- 9 ELAZIĞ**
Elazığ vineyards
 Viticulture
- SALES OFFICES**
 Adana, Ankara, Antalya, Bursa, İstanbul Asya, İstanbul Avrupa, İzmir, Samsun, Muğla
 Wholesale trade of alcoholic beverages

Highlights of the reporting period



Operations within Türkiye have **maintained their position among strategic growth markets that contribute to growth within the global portfolio with net sales growth of 20.9%**. The impact of local performance on global results has become increasingly evident.



Production efficiency was enhanced by achieving a **12% improvement** in water usage efficiency at distillation facilities. At bottling facilities, water consumption was **reduced by 27%** and resource usage was optimized. This led to a significant overall improvement in water efficiency.



5,700 m³ of water was saved through the ultrafiltration system. Advanced treatment technologies have directly supported resource efficiency.



As part of **water replenishment projects, a total of 466,772 m³ of water has been returned to nature**, including **49,174 m³ achieved in F25**. This impact has been independently assured.



Diageo Türkiye was ranked among **Türkiye's Most Admired Companies**. Corporate reputation has been strengthened.



Multiple awards were received in sustainability, innovation and leadership categories. A multi-dimensional performance achievement was demonstrated.



The facility in Nevşehir has **achieved net zero carbon production capacity**. This represents a milestone in operational sustainability.



Carbon impact was lowered by ensuring a **reduction of up to 20%** in glass packaging weight. Material efficiency was improved.



The Employee Engagement Index was **measured at 91%**, maintaining a high level of engagement. This result reflects the strong corporate culture.



The Inclusion and Diversity Index **remained stable at 86%**. An inclusive working environment continues to be sustained.



The localized production model has **reduced logistics-related carbon emission**. The environmental footprint of the supply chain has been reduced.



The proportion of women in total hires **reached 53.8%**. Significant progress was made in gender balance.



The proportion of women blue-collar employees **increased to 16.7%**. Inclusivity in traditionally male-dominated areas has been strengthened.



In new hires, the share of women reached **50%** in blue-collar roles, and **65.5%** in white-collar roles. This outcome supports the equal opportunity approach.



As part of Samandağ Gastronomy Village project, **233 women participated in training programmes**. Economic participation has been supported through social impact projects.



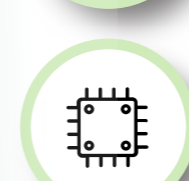
59 digital projects were launched to accelerate data-driven transformation. Digitalization has been expanded across the organization.



9 robotic automatic processes were put into use to enhance operational efficiency. Manual dependencies in processes have been reduced.



24/7 data monitoring system was introduced to ensure operational transparency. Process tracking has become uninterrupted.



In 2 production sites, digital transformation was completed. Production processes have become more traceable.



As part of the IWSA programme, **7,300 individuals were provided with training and events reached 1,200 participants**.



Through IWSA's digital platforms, **252,000 website visits** and **2.3 million YouTube views** were reached.



Supply chain resilience was strengthened by **sourcing 99% of raw materials locally**. Thanks to localization, risks have been reduced.



Grape sourcing in the Thrace region **increased by 10%**. Agricultural production capacity has been strengthened.



A **growth of 50%** was achieved in premium segment grape procurement. High-quality production has been supported.



Local production capacity was increased by through **anise cultivation on 200 decares**. Agricultural sustainability has been supported.



A total of **12,166 kg of aniseeds were produced, of which 10,169 kg were distributed to farmers**. Mechanisms to support farmers have been strengthened.



As a participant in the Collective Action Initiative, **65 producers were directly engaged**. Training programmes focused on fertilization best practices and water efficiency to strengthen producers' technical knowledge and implementation capacity.



Water efficiency was improved through drip irrigation practices. Agricultural resource use has been optimized.



Projects on fertilizer management ensured **optimization in agricultural production**. Efficiency and environmental impact have been enhanced simultaneously.

In F25, we took concrete and measurable steps in the areas of efficiency, inclusivity, digital transformation and social impact.

* Diageo Türkiye has been selected as Türkiye's Most Admired Company in the "Alcoholic Beverages" category in the Türkiye's Most Admired Companies survey conducted in collaboration with Capital Magazine and Zenna Research.

Global strategies and Türkiye's role

Diageo's global strategy stands out as an approach that demonstrates leadership across environmental, social, and governance areas, creates long-term value, and promotes inclusive growth. Based on the vision of "Celebrating Life Every Day, Everywhere", this strategy is shaped around objectives focused on sustainable growth, brand and portfolio strength, operational excellence, and inclusive leadership.

Türkiye's strong agricultural infrastructure, production capabilities, and rich gastronomic heritage, when combined with our global strategy, create a value chain that extends from local to global reach.

As Diageo Türkiye, we are positioned as one of the key operations that translate global ambition into tangible outcomes through local strength. Türkiye's strong agricultural infrastructure, production capabilities, and deep-rooted gastronomic culture, when combined with our global strategy, create a powerful value chain that is locally rooted and delivers impact on an international scale. The practices and business models we have developed in Türkiye serve as reference points within the global organization and provide knowledge and experience that can be expanded across different markets. In this way, our Türkiye operation plays a dynamic role in contributing to the evolution of our global strategy.



Our Growth Ambition: Diageo Türkiye's strategic journey

The approach, which goes beyond traditional growth thinking and is defined as "Our Growth Ambition" by Diageo extends beyond short-term commercial performance indicators. Bringing together environmental responsibility, social impact, operational excellence, and strong governance principles, this conceptual framework provides a model of sustainable growth with no precedent in practice.

As part of our operations within Türkiye, we are executing this growth vision through our strong local portfolio, deep-rooted cultural heritage, position in the rakı category, and capability to adapt to rapidly evolving consumer trends. Türkiye's rich alcoholic beverage culture, gastronomic diversity, growing premiumization trends, and young, digitally savvy consumer profile enable our global growth strategy to resonate strongly at a local level. In particular, our growth performance in whiskey and tequila categories contributes to Diageo's global brand diversification, while our local production strength, export capabilities and digitalization investments are closely aligned with our strategic priorities. This integrated structure demonstrates that our operations in Türkiye play a strategic role both in the local market and within the global value chain.



Brand and category diversification

It should be noted that we create a balanced structure that both preserves cultural heritage and offers consumers a broader, experience-led range of products when we consider Diageo's global brands together with our local alcoholic beverage portfolio. Blending our local portfolio with global brands supports growth in both the domestic market and export channels, and positions Türkiye as one of the strategic markets that strengthens Diageo's cultural diversity and brand depth. A development model that is aligned with global ambitions and transforms portfolio diversification into a strategic advantage is pursued.

Shaping consumer trends

With its young and digitally driven consumer profile, Türkiye is one of the key markets where Diageo's "premiumization" strategy can be implemented most effectively. Changing consumer expectations provide new opportunities both in product preferences and in areas such as experience, accessibility, communication, and brand engagement. Accordingly, we position the creation of new consumption occasions, the diversification of product categories, and the redesign of consumer experiences in digital environments as core elements of our strategy. This approach, which is driven by consumer insight, enables our brands to build deeper and more meaningful connections with consumers, develop flexible experience designs that adapt to evolving expectations, and strengthen brand loyalty sustainably.

In this way, we are not only aligned with current trends but also develop more innovative and higher value-added solutions that will shape future consumption behaviors.

Operational excellence

The actions we took in commercial excellence, supply chain resilience, and efficiency improvement are among key operational elements that support our growth approach. The use of local raw materials, sustainable production practices, and integrated supply chain management directly contribute to both our environmental and economic performance. We do not limit our operational excellence approach with efficiency improvement; we consider it a comprehensive management model that assures product quality, builds resilience against risks, and enhances the effective use of resources. This enables us to respond more agilely to current market conditions and build a more resilient organization prepared for possible future uncertainties.

Transformative drivers

Our investments in digitalization, as well as our data and analytics infrastructure, are of critical importance to our sustainability targets. For this reason, we consider technology a transformative driver that enhances decision-making processes, deepens consumer insights, and makes operational processes more predictable. As part of "Spirit of Progress," we remain committed to scaling responsible business practices from local to global, and place sustainability at the core of our business model as an integral driver of growth.

Addressing growth with environmental, social, and governance dimensions, this approach reflects Diageo Türkiye's long-term strategic commitment and strong alignment with global goals. "Our Growth Ambition" represents a strong expression of our ambition to build a sustainable, inclusive, and resilient future, which combines local strengths with our global vision.

"Society 2030: Spirit of Progress"

Diageo's "Society 2030: Spirit of Progress" is a 10-year Environmental, Social, and Governance (ESG) transformation programme that is shaped by the goal of contributing to a more inclusive, equitable, and sustainable world. This approach provides a comprehensive roadmap that places sustainability at the core of our business model, growth strategy, and value creation mindset. This plan, which was developed in full alignment with the United Nations Sustainable Development Goals, establishes a strong link between economic performance and social and environmental responsibility as an integral part of our long-term growth vision. In this respect, "Society 2030: Spirit of Progress" is not only a set of commitments, but also a programme that makes responsible growth possible. It prioritizes the enhancement of societal well-being, the strengthening of employee experience, and the promotion of inclusive development. Sustainability is managed through an integrated approach across the entire value chain, from agriculture and production to supply and consumer.



Accordingly, the concrete commitments we aim to achieve by 2030 clearly and measurably reflect the strategic ambition of the program. Achieving net zero carbon emissions in our own operations and reducing the carbon footprint of our supply chain by 50% are among the key indicators of our commitment to fighting climate change. We consider returning more water to nature than we consume in water-stressed regions a reflection of our approach that addresses water not only as a consumed resource, but also a shared asset that must be protected and replenished. By targeting 100% of our packaging to be reusable, recyclable, or refillable, we are integrating circular economy principles into the product life cycle. We manage resource efficiency and waste management in line with our operational excellence approach by recycling or recovering 99% of waste generated from our production processes. Working with agricultural producers in line with sustainable agriculture principles and strengthening the resilience of local farmers reflects our approach that strengthens economic, environmental, and social sustainability across the value chain in an integrated way.

When these targets are taken as a whole, it can be seen that "Society 2030: Spirit of Progress" is not only a sustainability programme for us, but also a long-term vision of progress that transforms our corporate culture, investment priorities, ways of working, and stakeholder engagement model. As Diageo Türkiye, we continue to contribute to building a more resilient, inclusive, and liveable future through projects and collaborations that turn this vision into tangible local impact.

As Diageo Türkiye, we prioritize water management, circular economy, sustainable agriculture, empowerment of women farmers, and community engagement projects to ensure that the Society 2030 approach delivers tangible and measurable impact at the local level. Our efforts in this respect reflect a comprehensive value creation approach that reduces our environmental footprint, while strengthening resilience of agricultural producers, supporting local development, and enhancing societal well-being.

The programme is shaped around three core priorities that reflect the impact we aim to create at both global and local levels.

Positive Drinking

This priority area aims to increase awareness of the harmful use of alcoholic beverages, promote behavioral change, and strengthen a culture of responsible consumption. We address product responsibility not only within the framework of regulatory compliance, but also through a broader social responsibility perspective that supports societal well-being and safe consumption practices. Accordingly, we deliver training programmes for industry professionals and our employees.

Inclusion and Diversity

The second core priority of the programme is to foster a culture in which every individual feels valued, safe, and equal, and where access to opportunities is enabled through an inclusive approach. We do not limit this approach to internal human resources policies; we approach it with a transformation perspective that strengthens inclusivity across a wide ecosystem, from supply chains and social relations to leadership practices and business partnerships.

Grain to Glass Sustainability

"Grain to Glass Sustainability," which is the third priority of the program, aims to reduce our environmental footprint across all stages of the value chain, from agriculture and production to supply and end consumption, while preserving natural resources and promoting circular solutions. With this approach, we do not limit sustainability to our own operations; we consider it across the entire value chain, from the fields where raw materials are grown to the final point of consumer consumption.

Targets defined in line with Diageo's global sustainability vision provide a common direction and performance framework for all our operations. As Diageo Türkiye, we play an active role in delivering these global commitments, making tangible contributions through our local operations, partnerships, and practices.

Promote Positive Drinking

We aim to help transform global drinking culture into a more conscious drinking culture. Accordingly, we promote responsible alcohol consumption, continue to address the harmful use of alcohol, and expand our programmes aimed at preventing underage drinking, tackling drink-driving, and reducing harmful drinking behaviors.

Champion Inclusion and Diversity

We believe that both the world and the business world become better through a culture of inclusion and diversity. Together with our partners and the communities we are part of, we aim to support inclusion and diversity and contribute to building a more open, fair, and tolerant society.

Pioneer Grain to Glass Sustainability

We are committed to protecting natural resources, which are critically important for our shared future. We establish collaborations and co-create solutions to address climate change, water stress, and biodiversity loss, and to contribute to a more sustainable world.

Preserve Water for Life

Water is the foundation of life and one of our most precious resources. We aim to reduce water usage per drink by 30% by 2030 and to replenish more water than we use in all water-stressed areas by 2026.

Become Sustainable by Design

We believe that restoring natural ecosystems is a shared responsibility for all of us. We play our part by reducing waste across our value chain, establishing collaborations with farmers to support the regeneration of vegetation, and developing innovative solutions that support sustainable growth.

Accelerate to a Low Carbon World

We recognize that building a sustainable, low-carbon future requires science-based, decisive, and effective action. Accordingly, we aim to make our own operations carbon-free by 2030 and reduce our suppliers' carbon emissions by 50% through collaboration.

Doing Business the Right Way From Grain to Glass

We believe that doing our business the right way contributes to a more fair and equitable society. For this reason, we place great importance on creating an environment in which all our stakeholders feel they are treated fairly and with respect. We act with integrity to meet external expectations and align with our own standards, and we adopt doing the our business the right way as a core principle.



Sustainability at *Diageo Türkiye*

We consider sustainability one of our core strategic priorities placed at the heart of the way we do business and shaping our long-term value creation approach. We address economic growth together with environmental responsibility, social contribution, and strong governance principles, and aim to create lasting value for our stakeholders across all areas in which we operate. In line with our vision of “Celebrating Life Every Day, Everywhere,” we position sustainability not only as a target or reporting framework, but as an integral part of all our business processes and a core element of our corporate culture. This approach ensures that both our business strategies and day-to-day operations are shaped through a sustainability perspective.

We are putting “Society 2030: Spirit of Progress”, Diageo’s global sustainability strategy, into life through tangible projects and measurable impact in our Türkiye operations, and we place at the core of our business model the fight against climate change, the protection of water resources, the acceleration of the transition to a circular economy, the support of social development, and building an inclusive business culture.

Through our efforts across a wide impact area spanning the transformation of agricultural practices, the empowerment of women farmers, resource efficiency, and waste reduction, we continuously enhance our sustainability performance. With our “Sustainability from Grain to Glass” approach, we adopt a holistic sustainability model that covers the entire value chain from raw material production to the final consumer.

We address sustainability as a shared responsibility at all levels of our organization and are building a continuously evolving corporate culture through the active engagement of our employees. The coordination and strategic direction of our sustainability activities are led by Diageo Türkiye’s Sustainability Committee (DTSC), operating under the Corporate Affairs and Corporate Communications Directorate. Supported by a multidisciplinary team comprising an experienced project leader and representatives from various departments, the Committee ensures that our sustainability objectives are managed not within the responsibility of a single function, but through an organization-wide sense of shared ownership.

The L.E.G.O. team (Leadership, Empathy, Growth, Opportunity) within DTSC, together with supporting committees, forms a key part of our innovative governance model that strengthens our sustainability framework. This structure supports a multi-stakeholder governance approach that enhances employee engagement, brings together diverse perspectives, and strengthens internal inclusivity. In this way, we move our sustainability strategy beyond targets defined solely at senior management level and transform it into a transformation journey that is shared and jointly developed across all levels of the organization.

As of 2025, we have further deepened the activities carried out under the coordination of DTSC across several strategic focus areas. In this context, we are developing strategic projects on carbon and energy management in line with emission reduction, increased use of renewable energy, and long-term carbon neutrality goals. For water management, projects aimed at replenishing water in water-stressed regions, collective action initiatives, agricultural water efficiency practices, and collaborations with stakeholders stand out. For waste reduction and packaging transformation, increasing the use of recyclable packaging and integrating circular design principles into product development processes represent key areas of progress. For social impact and local development, initiatives supporting women’s participation in economic life, partnerships developed with agricultural cooperatives, and responsible consumption programmes strengthen our approach to creating sustainable impact. In addition, GDPR processes regarding ethics, compliance, and human rights, trade union relations, and initiatives aimed at enhancing a safe working environment forms a key part of our corporate sustainability approach.

For the effective implementation of these strategic efforts across the organization, various committees and working groups also play an active role. These structures create a system that enables the integration of our sustainability goals across all functions, encourages employee engagement, and strengthens internal collaboration. This framework also ensures that sustainability is not limited to specific projects, but becomes a natural part of our day-to-day operations.

As of F25, our active committees and working groups include the Occupational Health and Safety Committee, “Bir Fikrim Var” (I Have An Idea) Committee, Diversity and Inclusion Committee, Work-Life Balance Committee, GDPR Committee, Risk Management Committee, Agile Walkers, Women in Sales, Evreka, Justice Map, the Disciplinary Committee within the Scope of Labor Union Processes, and the Year-End Meeting Organizing Committee. These committees and working groups support our sustainability goals, while serving as important platforms that strengthen internal communication, enhance employee engagement, and promote a culture of collaborative learning.

As Diageo Türkiye, as we progress towards our vision of becoming “best performing, most trusted and respected consumer goods company in Türkiye,” we position sustainability at the core of our growth strategy. We aim to create value for both today and future generations by integrating economic performance with environmental and social responsibility. Accordingly, we manage our ESG approach in a dynamic way in alignment with Diageo’s global “Spirit of Progress” plan, and continuously evolve it to respond effectively to rapidly changing stakeholder expectations.

As part of our comprehensive review process, our ESG materiality assessment methodology and governance structure have been strengthened and restructured to more accurately reflect evolving risk and opportunity areas. During this process, both the environmental and social impacts of our operations and the financial impacts across our value chain have been assessed through a robust perspective. The findings confirm the overall consistency of our strategic priorities while enabling a targeted update of our GRI-aligned reporting framework. Our ESG materials have been clarified based on stakeholder feedback and data-driven analysis to support long-term value creation.



Our contribution to the Sustainable Development Goals

We consider the United Nations Sustainable Development Goals (SDGs), set under the 2030 Agenda, a global roadmap aimed at ensuring a balanced progress between economic development and environmental and social responsibility. This framework represents a strong global call to action that requires both governments and the private sector, civil society organizations, and individuals to take shared responsibility. As Diageo Türkiye, we regard this call not only as an international policy framework, but as one of the key reference points of our business model and sustainability approach.

We aim to create value aligned with SDGs across all our areas of operation and to amplify our positive impact on society. Accordingly, we take into account the strong connection between the global development agenda and the role of business in developing our sustainability strategy, and we systematically assess the economic performance as well as the environmental and social impacts of our operations. The global framework provided by the SDGs not only gives greater meaning to our sustainability goals, but also enables us to strategically prioritize our areas of impact.

Accordingly, our prioritization analyses, conducted by considering both our corporate priorities and industrial dynamics, help us identify the sustainability areas where we can make the greatest contribution. These analyses enable us to allocate our resources to the areas with the highest potential impact and make our sustainability performance more measurable.

During the 2025 reporting period, we comprehensively assessed our projects on sustainable agriculture practices within the supply chain, water management, carbon emissions reduction, gender equality, circular packaging solutions, and local development projects in terms of their alignment with the SDGs. We conduct these analyses not only to measure our annual impact, but also to confirm that we are focused on the right strategic priorities and to deepen the long-term impact of our sustainability efforts.

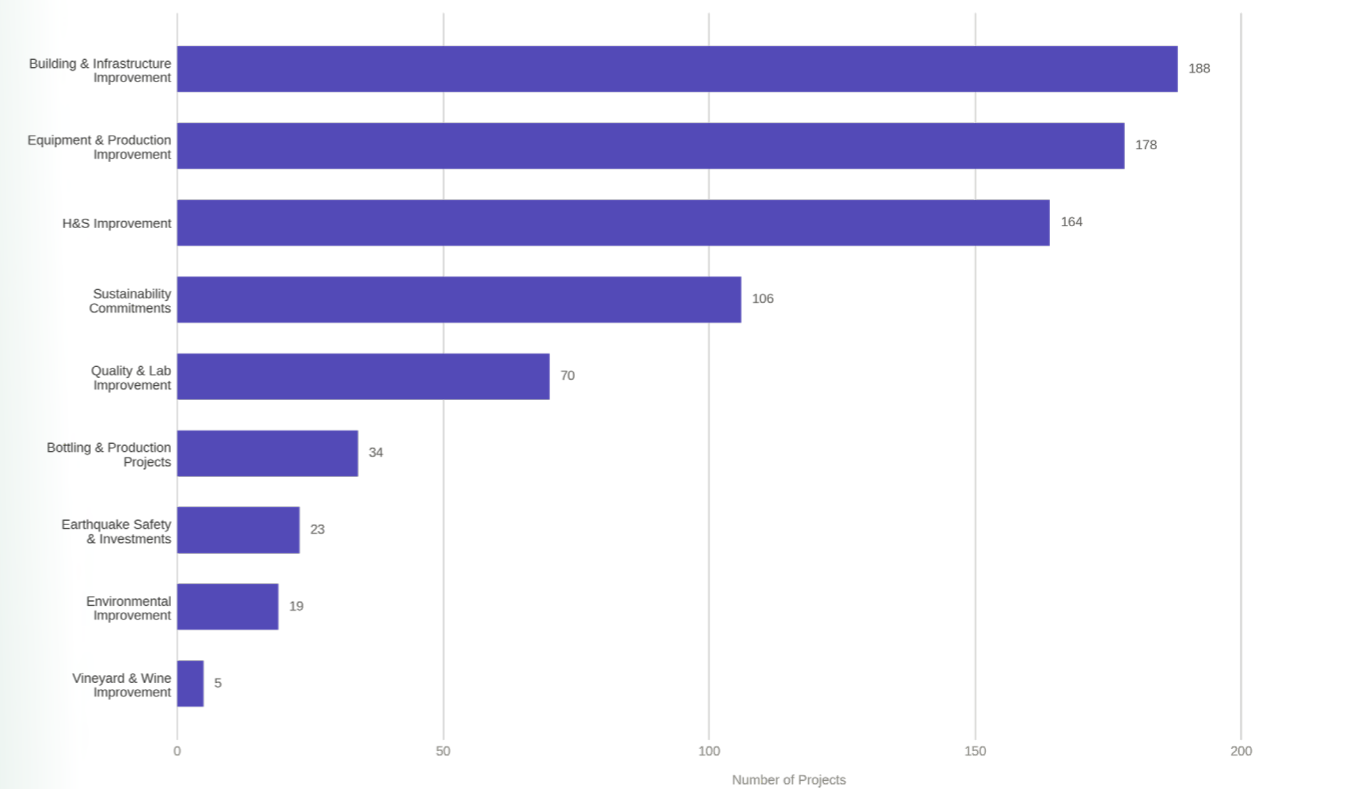
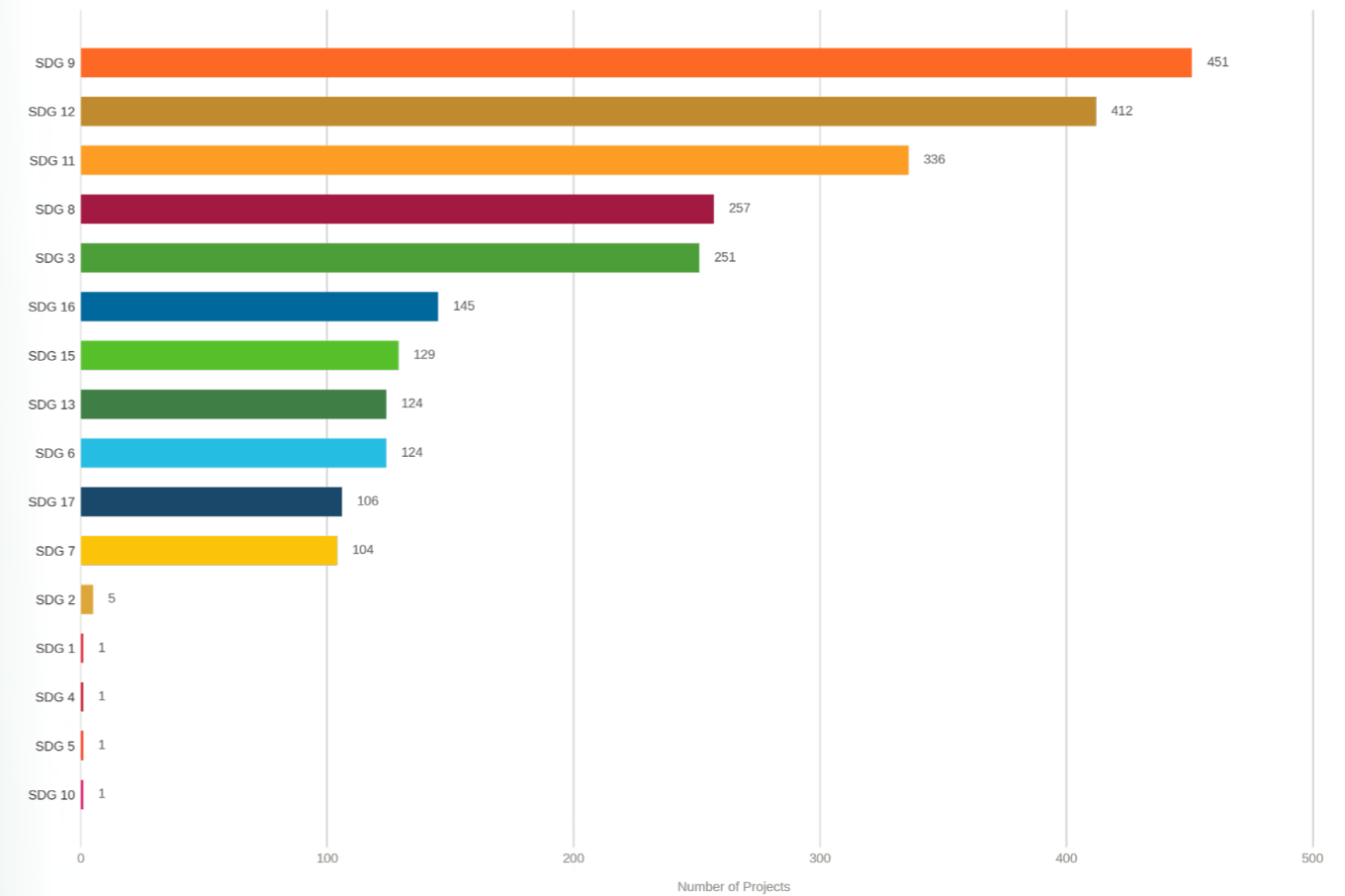
To strengthen our contribution to the SDGs, we systematically analyze the sustainable development impact of every new project. Accordingly, we measure the environmental and

social impacts of our projects and use the insights gained to further enhance our sustainability strategy. In addition, we place importance on collective action in support of inclusive development through the partnerships we establish with our suppliers and business partners. The strong relationships we build with communities also enable us to make our social impact visible at the local level and contribute more effectively to the Sustainable Development Goals.

Through the 796 sustainability projects carried out during the F25 period, we identified the SDGs to which we contributed directly or indirectly by considering the structural link between our areas of activity and the impact potential we create. These projects delivered tangible outcomes across a broad spectrum, ranging from the wider adoption of sustainable agricultural practices and the protection of water resources to supporting women's participation in economic life and advancing circular economy practices.

In this approach, where a project can be associated with more than one SDG, the number of projects aligned with each SDG is shown below. Industry, Innovation and Infrastructure (SDG 9) and Responsible Consumption and Production (SDG 12) stand out as the goals with the highest number of contributing projects.

When projects are evaluated by area of activity, building and infrastructure improvements together with equipment and production development work are seen to constitute the largest share. Investments in occupational health and safety rank third, reflecting the importance placed on employee safety. Projects under the Society 2030 commitments give concrete form to the strategic focus on creating environmental and social impact.



Annual performance: *Progress towards “Society 2030” goals*

Representing Diageo’s sustainability vision towards 2030, “Society 2030: Spirit of Progress” is not limited to setting environmental and social commitments. It represents a holistic sustainability framework that transforms the way we do business, our decision-making mechanisms, and our approach to value creation. We approach this value-driven plan as a transformation programme integrated across all dimensions of our business, including strategy, governance, production, supply chain, employee experience, and consumer engagement. Accordingly, promoting a culture of responsible consumption, strengthening diversity and inclusion, protecting natural resources, and embracing a circular economy approach constitute the core pillars of our Society 2030 vision.

As Diageo Türkiye, we make significant contributions to the global goals of Society 2030 by focusing on the protection of water resources, the reduction of carbon emissions, the empowerment of local farmers, the wider adoption of sustainable agricultural practices, and the promotion of inclusive working environments across the geographies in which we operate.

During the F25 period, we achieved tangible outcomes across a broad range of areas, from pilot projects carried out with women farmers to quality and R&D initiatives, from progress in technical improvement to workplace practices. These results demonstrate that our sustainability goals not only generate environmental and social impact, but also create strong value in terms of operational efficiency, risk management, and long-term business resilience.

In this section, we present our annual performance assessment across the key areas in which we contribute to the Society 2030 goals. Under each subheading, we present the progress made towards our strategic objectives, the activities carried out, and the tangible outcomes achieved, while also comprehensively explaining our priority focus areas for the upcoming period. In this way, we demonstrate that our sustainability approach goes beyond goals and commitments and represents a management model supported by measurable performance indicators and a culture of continuous improvement.

Strategic foundations

Our sustainable growth approach is grounded on three pillars: strong brands, shaping consumer behavior, and achieving operational excellence. We place these strategic foundations at the core of our business model, while aiming to create long-term value across all the markets in which we operate.

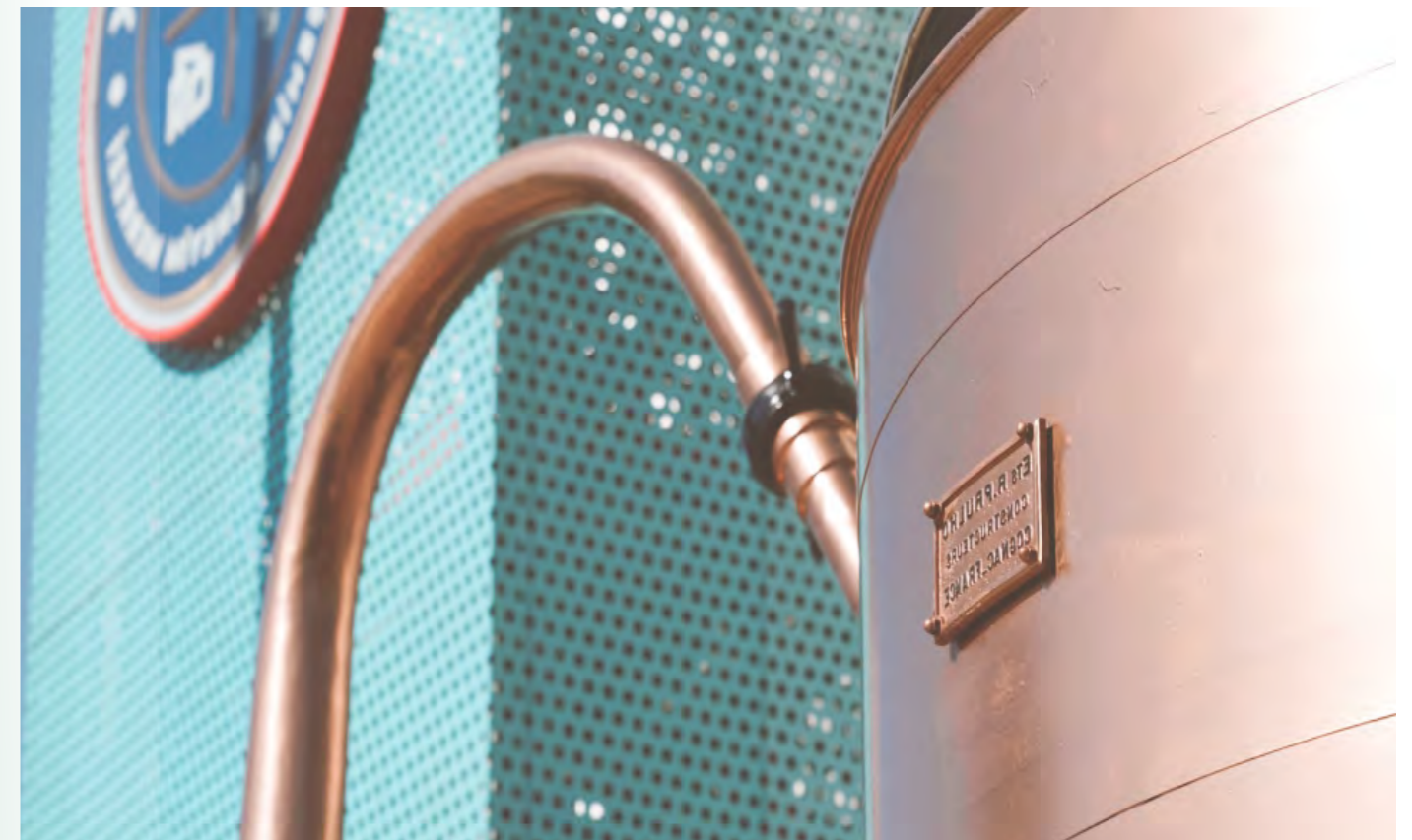
Our operations within Türkiye stand out as one of the key implementation areas of this global strategic approach. Türkiye’s deep-rooted gastronomy culture, advanced production infrastructure, and dynamic consumer market offer significant growth opportunities. For this reason, we adopt a business model that combines our global expertise with the needs of the local market to create both economic and social value. Strengthening the local supply chain, enhancing production capacity, and enriching consumer experience are among the core elements of this approach.

Brand portfolio

Diageo is one of the world’s leading alcoholic beverage companies that operate with a strong and diversified brand portfolio. Our global portfolio consists of premium and super-premium brands that appeal to diverse consumer preferences and market dynamics. This broad and balanced portfolio is among the key strategic factors that support sustainable growth across different geographies.

As Diageo Türkiye, we manage a strong and balanced brand portfolio in Türkiye by combining global standards and strategies with local production heritage. In addition to rakı brands, which represent an integral part of Türkiye’s cultural heritage, our portfolio also includes international premium alcoholic beverage brands. It enables us to offer a wide product range that appeals to different consumer segments, while also allowing us to respond rapidly and effectively to evolving consumer expectations.

For our operations within Türkiye, we shape our brand strategy around preserving the value of brands with strong local heritage while bringing the innovative approach of our global portfolio to the market. This enables us to both sustain a deeply rooted production tradition in Türkiye and introduce the experience and quality standards offered by international brands to our consumers. In this way, we maintain a balanced portfolio management approach that combines local culture with global brand strength.



Shaping consumer trends

As consumer preferences continue to evolve rapidly, we continuously develop our portfolio and experience-driven approach in alignment with the key trends shaping this transformation. Dynamics such as premiumization, personalization, and the pursuit of experiences are at the heart of our innovation and brand strategies.

The growing global cocktail culture highlights a shift in consumers towards more sophisticated and experience-led preferences. We support this transformation through our strong premium portfolio and platforms such as World Class, and play a leading role in setting industry standards.

The shift observed in consumption habits is also bringing the "less but better consumption" approach to the forefront. Accordingly, we respond to diverse consumer preferences while promoting responsible consumption through our broad product portfolio, including low- and no-alcohol alternatives.

Digitalization is also emerging as another key area redefining the consumer experience. Thanks to AI-powered tools, we provide personalized recommendations that enable consumers to discover new flavors and create experiences tailored to their own preferences.

On the other hand, in response to growing expectations around convenience and accessibility, we are expanding our portfolio in the ready-to-drink category with innovative products. We focus on offering solutions suited to different consumption occasions, while maintaining high quality standards.

New consumption occasions in which drinking experiences are paired with food are also creating growth opportunities. In this regard, we offer inspiring recommendations to consumers by pairing our products with different gastronomic experiences.

For the luxury segment, as demand for high-quality and differentiated experiences continues to strengthen, we are accelerating our growth through our super-premium brands. Our strategy in this segment aims to build stronger and more meaningful connections with consumers through iconic, high-value brands.



New products launched during the reporting period in response to the demands of our customers and consumers:

CATEGORY PRODUCT

CATEGORY	PRODUCT
Raki	Yeni Raki Rezerv
	Prototip Raki Lot 2024_0004
	Tekirdağ Rakısı Göbek 100cl
	Kulüp Raki Delüks 100 cl
	Yeni Raki Yeni Seri - Custom Design
	Usta Raki
Yeni Raki ERA	
Wine	Kayra Imperial Öküzgözü Boğazkere

Operational excellence

Value-Driven Growth

F25 was a period in which Diageo Türkiye continued to pursue its value-driven growth approach and further strengthened its financial performance on solid foundations. Net sales in the operations within Türkiye increased by 20.9%. This performance stands out as a result of our agile commercial model, which responds effectively to changing macroeconomic conditions, and our disciplined portfolio management approach.

The growth momentum demonstrated by premium segment brands highlights the successful evolution of our product portfolio towards higher value-added segments. This transformation not only supports long-term profitability, but also increases the strategic contribution of the Türkiye operations within the global portfolio. This holistic approach demonstrates the strong link between financial performance and operational excellence, while also showing that sustainable growth is supported by a value-driven business model.

Environmental Impact Management and Resource Efficiency

One of the core elements of our operational excellence approach is the implementation of practices aimed at increasing resource efficiency in production processes. Accordingly, the improvement actions taken for water and energy management enable the simultaneous enhancement of operational performance and the reduction of environmental impact.

Through optimization initiatives implemented in production processes, water use was improved by 12% in distillation facilities and by 27% in bottling facilities. Thanks to advanced water management practices, including ultrafiltration, reverse osmosis, closed-loop systems, and membrane bioreactor (MBR) technologies, significant water savings have been achieved across different facilities.

As part of water replenishment projects implemented, 466,772 m³ of water was restored to nature.

Investments in energy management accelerate the transition towards a low-carbon production infrastructure. The electric steam boiler, which was commissioned at Nevşehir Distillery, has enabled an estimated emission reduction potential of 2,400 tons of CO₂e, and the facility has achieved net zero carbon production capability. Supported by biogas and alternative energy applications, this transformation reflects an integrated management approach that addresses environmental performance and operational efficiency in parallel.

Supply Chain Resilience and Efficiency

At Diageo Türkiye, supply chain management constitutes a strategic structure that ensures operational continuity while also supporting local economic development. In line with our localization approach adopted accordingly, 99% of raw materials are sourced locally, thereby strengthening supply continuity and improving logistical efficiency.

Partnerships and support programmes in the agricultural sector enables the enhancement of producer capacity and supports the dissemination of sustainable agricultural practices.

Long-term relationships established with producers secure raw material supply, while supporting production quality consistency and strengthening the resilience of the supply chain against climate conditions. The operational excellence approach is adopted across the entire value chain.

Raw Material Efficiency and Process Optimization

In line with our operational excellence approach, we carry out comprehensive improvement initiatives to optimize raw material usage, increase resource efficiency, and reduce process losses in production. These initiatives enhance production performance and enable more efficient use of agricultural resources.

Technical revisions, fermentation optimizations, and equipment upgrades in grape, dried grape, aniseed, and wheat processing have improved production efficiency. In particular, as a result of controlling sugar losses, accelerating production flows, and simplifying processes, significant gains have been achieved in raw material efficiency.

The impact of these improvements is also evident in raw material usage trends over the years. Although variations may occur depending on production plans and agricultural supply conditions, resource usage per unit of production has become significantly more efficient. The optimization of fresh grape usage from 126,076 tons in F21 to 100,249 tons demonstrates progress in process efficiency. Similarly, the reduction of aniseed usage from 4,630 tons in F23 to 3,415 tons in F25, and wine grape usage from 6,231 tons in F21 to 3,887 tons in F25 reflects efficiency improvement in production processes.

Thanks to these initiatives, Diageo Türkiye enhances operational effectiveness while reducing its environmental footprint and creating a sustainable impact across the value chain.

Quality, Innovation, R&D and Sustainability Practices

As Diageo Türkiye, we continuously enhance our R&D activities by placing quality, innovation, and sustainability at the heart of our business model. In line with this approach, the Kraft Raki Production Plant (Yenilikhane), established within our Alaşehir Distillery, has been positioned as a key hub for innovative product development. Commissioned in October 2019, this distillery is actively used for trial and development activities; following Yeni Raki Uzun Demleme and Yeni Raki Giz, Yeni Raki Pus was also developed and launched through this infrastructure. Our R&D activities continue with a focus on new product development.

In F25, as part of our product innovation efforts, Yeni Raki Rezerv was launched, produced using slow distillation technique and made from 100% fresh grapes. Alongside this product, which stands out with its no-added-sugar formulation, subtle anise profile, and premium packaging features, Prototype Raki Lot 2024_0004 was developed using Antep Karası, Kerküş, Sultanıye, and Öküzgözü grapes, together with anise sourced from the Tefenni region of Burdur, and introduced to the market. For Prototype Raki Lot 5, which is included among future product offerings, a specific grape variety was selected following studies on different grape types, and harvesting has been completed. R&D studies on region-specific anise varieties also continue.

As part of our portfolio development activities, Yeni Raki ERA was launched as the first blended raki, blending Öküzgözü and Emir grapes. In addition, Yeni Raki Yeni Seri was introduced in limited quantities with a sugar-free formulation and a new design. Kulüp Raki Delüks and Tekirdağ Göbek were released to the market in 100 cl formats, while Usta Raki was added to the portfolio following the completion of its R&D processes.



Packaging and material optimization efforts are also ongoing with a focus on sustainability. The transition from synthetic corks to screw caps in selected wine products, the shift to labeled packaging for Tekirdağ Rakısı No 10 and Tekirdağ Rakısı Rezerv, and an average 20% reduction in glass weight for Istanbul 50 cl and 100 cl bottles have reduced the environmental impact associated with packaging.

As part of investments in production infrastructure, new-generation copper stills and fudur (large vats) systems have been commissioned, and modern labeling machines have been installed in raki production facilities. In addition, R&D projects have been initiated on the impact of aniseed seeds grown in different geographical regions on aroma and sensory characteristics, as well as the use of different yeast strains in suma production.

As part of anise cultivation improvement, the varieties "Yeni 37", "Ege 53", and "Altın 8", which were developed through collaboration with Ege University, have been registered by the Ministry of Agriculture and Forestry; during this period, 12,166 kg of seed was produced and 10,169 kg of aniseed was distributed to farmers following the cultivation across 200 decares.

As part of our sustainable agriculture practices, teams consisting of agricultural engineers provide technical support to farmers, while seed and soil analyses ensure production quality is assured. Across the supply chain, quality control processes and analyses by nationally and internationally accredited laboratories ensure the sourcing of high-quality and safe raw materials.

Water sustainability investments have resulted in a reduction from 19.7 l/lma to 17.4 l/lma in water consumption of distillation facilities, representing a 12% improvement, and a reduction from 3.1 l/l to 2.2 l/l in bottling facilities, corresponding to a 27% improvement. The ultrafiltration system at Nevşehir Distillery enabled 5,700 m³ of water savings, while a closed-loop system at Tarsus Suma Facility delivered 8,800 m³ of savings, and the membrane bioreactor (MBR) system contributed a further 12,000 m³ of water savings. Domestic water separation system at Nevşehir Distillery resulted in 1,600 m³ of water savings.

In addition, the reuse of vinasse water in fermentation processes at Tarsus and Alaşehir facilities (2,500 m³ and 3,000 m³ respectively), as well as the reverse osmosis system at Bilecik facility, have generated water savings of 3,800 m³.

For energy and emission reduction, the electric steam boiler, which was commissioned at Nevşehir Distillery, has generated an estimated potential reduction of approximately 2,400 tons of CO₂, and the facility has achieved net zero carbon production capability. At Alaşehir Distillery, the biogas chiller system is expected to deliver a reduction of 200 tons of CO₂e, while the solid fuel steam boiler is projected to achieve a reduction of approximately 1,000 tons of CO₂e.

These initiatives demonstrate that an integrated approach to quality, innovation, and sustainability has been adopted and that operational efficiency and environmental impact management advance in parallel.

The strengthening *factors*

Our sustainable growth approach is not only based on the outcomes achieved, but also on the strength of the organizational structures enabling such outcomes. The resilience of our business model is supported by a robust governance framework, advanced organizational capabilities, and a corporate culture shaped around shared values. This structure brings together the fundamental drivers that enhance our competitiveness and enable long-term success.

Digital transformation stands out as one of the key drivers of this structure. Advanced data analytics, automation, and digital decision-support systems enable us to make our business processes faster, more agile, and more predictable. This transformation not only improves operational effectiveness, but also directly supports our environmental performance by enabling more conscious resource management.

Our people focus is shaped around the principles of inclusion and diversity. A working environment that encourages different perspectives and makes every individual's contribution visible not only fosters creativity but also enables us to build stronger organizational cohesion. This approach enables our brands to build meaningful relationships with a broader audience, while driving our innovation capability forward.

Ethical values and responsible business practices establish common ground of all our activities. Practices based on respect for human rights across our supply chain, strong data security mechanisms, and a transparent governance approach contribute to building a trust-based working environment.

Preparing our organization both for today's performance targets and for the requirements of the future, this holistic approach strengthens our position as a sustainable and reputable organization.

Corporate governance

Our corporate governance approach provides a fundamental framework that ensures the effective functioning of our organizational structure and defines the quality of our relationships with stakeholders. This approach is shaped by the principles of fairness, transparency, accountability, and responsibility, and guides all our decision-making processes. These principles are not only a governance reference point, but also an integral part of our everyday ways of working.

We view our governance approach not only as a compliance requirement, but as the dissemination of the management culture across the organization. We establish a balanced and agile management model that supports sustainable growth by aligning our global strategic framework with local needs and priorities.

Our operations are led by our Leadership Team, chaired by our Country Managing Director. Consisting of directors from Corporate Communications and Corporate Affairs, International Markets Business Unit, Strategy and Transformation, Finance, Digital and Technology, Commercial, Supply Chain, Marketing, Regulatory and Legal, and Human Resources functions, this team meets on a regular basis to define strategic priorities and monitor operational performance. As part of these meetings, our sustainability performance is also comprehensively reviewed, and required actions are planned.

Our performance management processes are fully aligned with global governance standards. Through regular audit mechanisms and centralized reporting systems, we systematically monitor our operations and evaluate performance from multiple dimensions. Based on the insights, improvement areas are identified and required actions are taken in a timely manner. The performance of our Türkiye operations is regularly reported to global management and supported by comparative international analyses.

In addition, we are developing participatory mechanisms to spread our governance culture across all levels of the organization. Through Ethics and Compliance Committees, internal control structures, and regular stakeholder engagement, we encourage active participation from employees and business partners in our processes. We maintain a strong and inclusive governance structure that is aligned with global standards while also reflecting local dynamics.



Digital transformation and technology

We consider digital transformation not only a tool for efficiency through process automation, but a comprehensive transformation area that strengthens strategic decision-making processes, supports operational excellence, enhances employee experience, and integrates sustainability objectives with technology. In line with this approach, we leverage digitalization as an effective driver across all business units, and through a data-driven management approach, we make our processes more agile and effective while also building a structure that reduces environmental impact, optimizes resource use, and supports long-term sustainability performance. We position technology not only as a tool addressing today's operational needs, but also as a strategic capability that prepares us for competitive conditions of future and sustainable growth requirements.

Digitalization initiatives across production, supply chain, human resources, and quality control functions have significantly accelerated in recent years. The advanced monitoring and tracking systems installed in our production facilities enable us to monitor environmental indicators such as energy, water, and raw material usage in real time, thereby providing tangible gains in sustainable resource management. The visibility of real-time fluctuations in resource consumption supports operational efficiency improvements, while enabling more precise and effective management of our environmental performance. In addition, the systematic digital tracking of data relating to product life cycle enhances the effectiveness of our circular economy strategies and enables more informed decision-making in product, packaging, and waste management.

Digital transformation plays a critical role in reshaping the employee experience. In this respect, we support the development of our employees' capabilities and encourage their active participation in decision-making and execution processes through internal communication platforms, digital learning modules, mobile applications, and data-driven performance systems. By utilizing digital tools designed for both field and office employees, we accelerate access to information, make learning processes more inclusive and flexible, and transform professional development into a continuous experience. In this respect, training programmes delivered through digital tools serve as a vital driver for keeping employee skills current and strengthening our organizational learning culture.

Digital Transformation and Data-Driven Operations

In F25, Diageo Türkiye executed a comprehensive technology and infrastructure transformation programme to accelerate digital transformation and strengthen data-driven decision-making processes. In this context, 59 digital projects were brought to life throughout the year, and digitalization across multiple areas, including sales operations, data analytics, production infrastructure, and corporate process management, were supported.

Among these projects, applications for the digitalization of commercial operations particularly stood out. In order to enhance digital engagement with points of sale and provide stronger data flow across the commercial ecosystem, the

Diageo Link mobile application was launched. Thanks to this application, a direct digital connection was established with sales outlets, while engagement and operational efficiency were enhanced in sales processes. In addition, the Sales Cockpit (Satış Kokpiti) application contributed to faster strategic decision-making and increased operational agility by providing real-time and integrated access to data across the organization.

Infrastructure investments supporting operational growth also recorded significant progress during F25. The bonded warehouse network infrastructure, which was expanded in parallel with the growth of import operations, was strengthened through digital solutions, and the renewal of factory digital infrastructure was initiated to support production, innovation, and quality focus. In this respect, the transformation of Alaşehir and Bilecik facilities has been completed, while work at the Nevşehir and Tarsus facilities is planned to continue.

To enhance the effectiveness of corporate processes, contract and document management systems have been upgraded, the efficient use of corporate memory has been strengthened, and alignment with global regulatory frameworks has been reinforced. In addition, the digital infrastructure has been made fully ready for compliance with current financial regulations. Following the relocation of the data center, the transition to more sustainable and energy-efficient infrastructure solutions contributed to a reduction in the organization's carbon footprint.

During F25, initiatives in automation and data analytics also made a significant contribution to operational efficiency. Nine new robotic process automation processes ensured an annual efficiency gain equivalent to 41 person-days, while all automation applications put into operation to date have generated a total operational efficiency gain of 423 person-days. For the data analytics roadmap, a 24/7 monitoring system was established to strengthen data transfer processes, and cost optimization was ensured through the migration of the SAP BusinessObjects system to the Global PowerBI platform, while performance improvements in the SAP BW system resulted in significant gains in data processing speed. In addition, the ZM App was launched to enable faster and more effective monitoring of chain store sales.

These initiatives demonstrate that Diageo Türkiye's digital transformation approach is not limited to strengthening technological infrastructure; it also aims to support a data-driven management mindset and create a more agile, efficient, and sustainable operating model across the organization.

F25 digital transformation summary:

- 59 digital projects were brought to life
- 9 new robotic process automation process were put into use
- 41 person-days of annual efficiency gain
- 423 person-days of total automation-driven efficiency gain
- 2 facilities of which digital infrastructure transformation has been completed (Alaşehir, Bilecik)

Effective risk management

Diageo Türkiye considers risk management a pillar of its corporate governance structure and adopts a holistic Enterprise Risk Management (ERM) approach that supports sustainable growth objectives. The risk management system is based on a corporate framework that enables the systematic identification, assessment, and management of strategic, financial, operational, and regulatory risks that may affect the company's operations.

As part of this approach, risk management is not addressed as a process in which action is taken after risks emerge reactive process, but as a proactive management tool integrated into decision-making processes. Early identification of risks, assessment of their potential impacts, and development of appropriate control mechanisms enhance the operational resilience of the company and support the achievement of strategic goals.

As part of the risk management process, risks are identified and prioritized through a systematic methodology. When assessing risks, potential impacts on brand and reputation management, operations, employees, occupational health and safety, and financial performance are taken into consideration.

Appropriate risk mitigation strategies are implemented for identified risks, including risk acceptance, reduction, transfer, or elimination. Throughout the process, preventive, detective, and corrective control mechanisms are utilized in an integrated manner. Regular reporting is conducted to ensure effective risk management, and risk assessments are reviewed periodically.

Through this holistic approach, Diageo aims to develop a strong governance structure that can adapt to changing market conditions, proactively manage risks, and create sustainable value for its stakeholders.

As Diageo Türkiye, we identify macroeconomic volatility, potential disruptions in supply chain, raw material sourcing challenges, natural disasters, cybersecurity risks, and product safety and counterfeiting as key risk areas, and we continue to build a resilient system designed to address these challenges. While raising awareness of these risks among all our stakeholders, we continuously explore development opportunities to strengthen resilience across our entire value chain.

Inclusive and diverse culture

Our sustainability vision is based on a values-driven approach shaped around people. Accordingly, we position the principles of inclusion, equity, and diversity both as part of our organizational processes and as an integral part of our entire value chain. We consider diversity a key advantage that deepens our organizational strength and enriches our perspectives.

We design our workplace as an environment where individuals can freely express themselves regardless of their identity, background, or viewpoints, and where their contributions are visible and valued.

We do not limit our inclusion approach to standalone initiatives; instead, we expand its impact across a wide range of areas, from recruitment and leadership development to field operations, agricultural programmes, supply chain practices, and academic collaborations. Accordingly, we develop practices that consider the needs of different stakeholder groups and create tangible impact, and position inclusion as a systemic transformation area.

The initiatives we implement in alignment with Diageo's Inclusion and Diversity strategy progress in a multi-dimensional structure ranging from internal awareness programmes to industry-wide development initiatives, from supporting women farmers to strengthening the leadership journeys of young talent. This enables us to generate tangible value in both engagement and societal impact dimensions.

The initiatives summarized below reflect our approach of making inclusion an integral part of our corporate identity and positioning diversity as one of the key drivers of sustainable growth.



Employee feedback and engagement

The voice of our employees represents one of the most critical reference points of our organizational development. Accordingly, the "Your Voice" survey, conducted annually to continuously monitor and improve employee experience, is positioned as a strong feedback mechanism across the organization.

In F25, the results demonstrated that employee engagement, inclusion, and overall satisfaction levels were sustained at high levels. This data reflect the continuity of a working environment where employees feel valued, included, and supported.



Employee Satisfaction Rate (%)

	F24	F25
Employee Engagement Index:	92	91
Inclusion and Diversity Index:	86	86
How likely are you to recommend Diageo as a workplace to a friend or family member? (NPS Score - percentage is not indicated)	62	58

Our Initiatives for Women's Empowerment

As Diageo Türkiye, we position women's empowerment as a priority structured around increasing representation, promoting equal opportunity, supporting leadership development, and deepening an inclusive corporate culture. Accordingly, Women accounted for 53.8% of total hires; the proportion of women in blue-collar positions was increased to 16.7% thanks to the progress achieved through targeted initiatives particularly in operational and field roles, which have traditionally seen low woman representation. In new hires, women accounted for 50% of blue-collar recruitment and 65.5% of white-collar recruitment; internal talent pools were prioritized in promotion processes, and women's leadership development was supported through programmes such as "Future Commercial Leaders" and "Elevate".

A fair and transparent framework was maintained in compensation and benefits practices through market benchmarking and calibration mechanisms, while the experience of women employees was further strengthened through the Support for New Mothers provided to 64 women employees with children aged 0-6, as well as through physical and operational improvements implemented across working environments.



Within the supply chain, the transformation aimed at increasing women's participation and representation is supported through union collaborations, regular communication mechanisms, and data-driven practices. An environment of open dialog was strengthened through regular communication meetings conducted at the plants and structured feedback processes, enabling employees' views, suggestions, and expectations to be evaluated systematically. During this process, the election of the first women blue-collar representative at Tarsus plant, along with the active involvement of women employees from Şarköy and Tarsus plants in the women's branches of the Tek Gıda-İş Union, stood out among the tangible outcomes of the inclusive working environment. Objective assessment tools applied throughout blue-collar recruitment processes, structured offboarding interviews, and one-to-one employee engagement reinforced a fair, transparent, and trust-based working environment.

Survey and benchmarking studies conducted in collaboration with unions and various institutions to better understand the needs and expectations of women employees also contribute to the continuous improvement of practices. As a result of these comprehensive efforts, the proportion of women in blue-collar roles increased to 16.7% in F25, while progress achieved in gender equality generated a direct positive impact on organizational resilience and performance.

Samandağ Gastronomy Village

Post-Earthquake Regional Development Through Women's Economic Empowerment

The Samandağ Gastronomy Village was established to support the economic and social empowerment of women in Samandağ, Hatay, one of the regions most severely affected by the earthquakes that struck Türkiye in 2023. The project developed as part of Diageo Türkiye's **Learning for Life (L4L)** programme offers a sustainable social enterprise model that contributes to the post-earthquake recovery process. Aiming to increase women's access to entrepreneurship and employment opportunities, the programme also contributes to preserving and revitalizing rich gastronomic heritage of Hatay. Implemented in collaboration with local authorities and women's cooperatives, the project was designed as an inclusive model to support community-based development.

As part of the project, women were provided with hands-on training in gastronomy and culinary arts, hospitality, entrepreneurship, financial literacy, and leadership. Training programmes cover areas such as social entrepreneurship, business model development, financial sustainability, and strengthening local production chains to support the region's long-term economic resilience. This approach encourages women to develop sustainable enterprises through which they can establish their own businesses and contribute to local economic development.



Throughout the programme implementation period covering July 1, 2024 - June 30, 2025, a total of **233 women gained access to vocational and entrepreneurship training programmes**, while **75 of participants secured employment opportunities or established their own businesses**, enabling them to contribute to household income generation. The programme aims to reach **600 women** by July 2026. In addition, the project has contributed to transforming Hatay's gastronomic heritage into economic value while supporting women to unit around cooperative structures and collective production models, thereby making a significant contribution to strengthening local production networks.

Through this initiative, Diageo Türkiye aims not only to support individual skills development, but also to create sustainable impact by strengthening social solidarity, encouraging the preservation of cultural heritage, and supporting local economic development.



Ethics, compliance and human rights

We operate in full alignment with high ethical standards and respect for human rights, and position ethical principles among our core values in fostering a trust-based business culture and ensuring the sustainability of our corporate reputation. Commitment to ethical principles is upheld consistently across a broad sphere of influence extending from our employees and business partners to consumers and wider community stakeholders.

Diageo's Global Code of Business Conduct establishes a common code of conduct across the organization and provides a guiding framework for all employees. These principles involve a broad range of areas, including anti-bribery and anti-corruption, management of conflicts of interest, data privacy, occupational health and safety, prevention of discrimination, and protection against harassment. Accordingly, we deliver regular training programme and provide continuous updates on current developments to support our employees' full compliance with ethical principles.

As a core pillar of our ethics and compliance system, Misconduct Management provides a structured process that enables potential misconduct to be addressed effectively. This five-step approach involves the identification and reporting of misconducts, followed by planning, investigation, evaluation of findings, and implementation of the necessary corrective and preventive actions. This approach not only ensures the identification of misconduct, but also supports organizational learning and the continuous improvement of processes.

We provide open and accessible communication channels to enable our employees to safely report any violations of ethics. In this respect, the SpeakUp line offers a confidential reporting mechanism that allows employees to raise concerns without hesitation. Diageo takes a clear stance on protecting whistleblowers and adopts a zero-tolerance approach towards retaliation. As Diageo Türkiye, we support this approach by promoting "See, Hear, Speak Up", and our employees to act proactively in the face of ethical violations and our leaders to demonstrate role-model leadership that reinforces this culture.

Our commitment to human rights extends beyond internal practices and is addressed through a responsibility framework that spans our entire supply chain. Stringent standards are in place in areas such as the prevention of child labor, provision of safe working conditions, prevention of discrimination, and protection of personal data, while close collaboration is maintained with our business partners to promote the widespread adoption of these standards.

Protection of personal data

As digitalization increases, we regard the protection of personal data as a strategic priority. The security of each stakeholder's data constitutes an essential pillar of our ethical business practices, legal compliance approach, and stakeholder trust. Accordingly, we recognize data privacy and information security as a pillar of our corporate governance and responsible business approach.

To ensure full compliance with the Turkish Personal Data Protection Law (KVKK) and the European Union General Data Protection Regulation (GDPR), we have established a comprehensive data privacy policy, while we provide our employees with regular awareness-raising and training sessions, implement data access restrictions, and offer transparent privacy notices to relevant stakeholders as part of Diageo's global data privacy program. This framework strengthens transparency and accountability across data processing activities.

To prevent any data privacy breaches, we continuously upgrade technological infrastructure, conduct regular risk assessments, and swiftly activate breach reporting procedures when needed, while safeguarding stakeholder information in line with ethical principles and high security standards. In this way, our approach to data security enables not only legal compliance, but also a sustainable framework that supports stakeholder trust and strengthens our corporate reputation.



Sustainability leadership: "Society 2030"

As Diageo Türkiye, we manage sustainability as an integral part of our business strategy in line with our long-term value creation objectives. We address environmental, social, and governance priorities within the framework of the protection of natural resources, the management of social impacts, and responsible governance principles, and systematically integrate these considerations into our decision-making processes.

Our initiatives as part of Society 2030 aim to enhance natural resource efficiency, ensure the widespread adoption of circular economy practices, and strengthen our areas of social impact. Sustainability goes beyond reporting activities; it is managed as an integral part of our business model and operational processes.

We implement our global sustainability goals in alignment with the dynamics of our operations within Türkiye. In this context, "Grain to Glass" sustainable agriculture programmes, women farmer initiatives, energy efficiency and emission reduction investments, waste management practices, and water management projects are being implemented.

Through the basin-based projects in water-stressed areas and the initiatives we are part of in highly water-stressed regions, we undertake efforts to protect water resources. Within these projects, we prioritize increasing water efficiency, strengthening local stakeholder engagement, and developing ecosystem-focused solutions.

We develop sectoral collaborations, carry out joint initiatives with academic institutions, and establish long-term relationships with stakeholders across our supply chain to achieve our sustainability goals. We support the widespread adoption of sustainable agricultural practices while ensuring the continuity of raw material quality through collaborations with farmers.

These efforts help us not only manage the impacts of our own operations, but also contribute to improving environmental and social performance throughout our value chain.

The initiatives presented below demonstrate the progress we have achieved in line with our Society 2030 goals.

Sustainability in agriculture and the supply chain

As Diageo Türkiye, we view our agricultural activities as extending beyond raw material; we approach it as a strategic sphere of impact where environmental and social value are created. In line with our "From Grain to Glass" approach, we evaluate environmental impacts, social contribution, and quality considerations together across all stages extending from agricultural production to the final product. In this context, we aim to protect natural resources, empower producers, and safeguard supply continuity, while ensuring the continuity of product quality.

The initiatives we deliver in viticulture-intensive regions, we are taking concrete steps to improve agricultural productivity. By promoting the widespread adoption of drip irrigation systems, encouraging fertilizer use in line with the 4D principle, and supporting native seed varieties in green fertilization practices, we optimize resource use while improving production quality.

We make efforts to increase the participation of women farmers in production processes, thereby strengthening not only economic inclusion but also social inclusion. We support knowledge transfer and contribute to enhancing the resilience and productivity of agricultural production through technical consultancy services, sustainable agriculture training programmes, and regular field visits provided to producers.

With the initiatives undertaken in this context, we aim to create long-term value within the agricultural ecosystem and establish a production structure that evolves and strengthens together with our stakeholders.



Sustainable Agricultural Practices in Vineyards: A Production Approach that Respects Natural Cycles

In addition to viewing our viticulture activities as a production area focused on product quality, we also regard them as a critical area of responsibility in terms of protecting natural resources and maintaining ecosystem balance. Accordingly, we prioritize aligning our production processes with nature and considering the long-term impacts of our agricultural activities.

Protecting soil health, supporting biodiversity, and ensuring the efficient management of water resources constitute the focus areas of our viticulture practices. Taking into consideration the impacts of climate change on agricultural production, we are developing more resilient and sustainable production models.

In this context, the preservation of natural cycles in our vineyards is supported by the activities conducted by our expert teams of agricultural engineers, while production processes are managed in a manner that minimizes environmental impact. These efforts safeguard not only current production performance, but also the preservation of soil quality and production capacity for future generations.

1) Green and Organic Fertilization

As Diageo Türkiye, we develop parcel-based green and organic fertilization plans in order to preserve soil fertility and sustainably support ecosystem balance. Legume-based green fertilization enhances the organic matter content of the soil, improves the nutrient balance, and supports the natural flora. Organic fertilization practices strengthen the soil's water retention capacity, and contribute to improved efficiency in meeting plants' water requirements.

2) Vineyards' Winter Dormancy

During the winter, deep soil cultivation carried out in our vineyards enable rainfall to penetrate deeper soil layers and enhance water retention capacity. Drainage channels are constructed and straw bale-based solutions are applied on sloped terrain to help reduce erosion risk and support the preservation of soil structure. These contribute to the more efficient use of water resources and enhance the resilience of vineyards against changing climatic conditions.

3) Germination of Legume Seeds

Legume seeds sown as part of green fertilization practices enrich the soil with high levels of nitrogen during the germination process, thereby supporting the plant nutrient cycle. In addition, Their root systems enhance soil cohesion and help reduce the risk of rainfall-induced erosion. This process contributes to sustainable production by enabling the soil to naturally regenerate and become enriched.



4) Winter Pruning

Pruning activities carried out during winter help manage vine growth and optimize the yield-quality balance. Organic residues from pruning are shredded and returned to the soil, thereby supporting the biological cycle. During the F23, approximately 55 tons of pruning residues were returned to the soil, making a tangible contribution to the organic matter cycle.

5) Growth and Incorporation of Legume Seeds into the Soil

Fully grown legume crops are periodically cut and incorporated into the soil, and the nitrogen content is enhanced through organic matter. to enhance its organic matter and nitrogen content. This enhances soil structure quality, while reducing the need for chemical fertilizers. In this way, environmental impact is reduced while sustainable agricultural practices are further supported.

6) Vine Growth

The nutrient and water requirements of the vines are supported through soil enriched with organic matter. Thanks to the soil cultivation techniques applied, water loss caused by evaporation is reduced and soil moisture is preserved. This approach contributes to resource efficiency by optimizing irrigation needs.

7) Green Pruning (Canopy Management)

Green pruning activities ensure better airflow and optimal sunlight exposure for the vines. This helps protect plant health and improve product quality. Leaving pruned plant residues on the soil surface supports the organic matter cycle.

8) Grape Ripening Stage

During the ripening stage, the water requirements of the plants are regularly monitored using water stress measurement devices. When necessary, drip irrigation and night irrigation methods are applied to improve water-use efficiency. These particularly support the adaptation of different grape varieties to varying climatic conditions.

9) Harvest Period

Laboratory and sensory analyses are conducted prior to harvest to determine the optimum ripeness level of the grapes. Based on these analyses, harvest timing is planned to ensure product quality. The harvested grapes are then transferred to production processes under controlled conditions

10) Grape Processing

Production-derived grape stems and pomace are incorporated into recovery processes to support a circular production model. These by-products are utilized as organic fertilizer and animal feed, and reintegrated into agricultural production. In this way, resource efficiency is enhanced and waste generation is minimized.



The Future Secured Through Sustainable Agriculture

We believe that ensuring the continuity of our agriculture-based operations depends on building strong, mutually beneficial relationships with producers. As Diageo Türkiye, we design our agricultural supply model not only as a raw material procurement process, but as an integrated system that simultaneously manages quality, traceability, and environmental responsibility. Accordingly, our agricultural engineers actively involved in field operations help us maintain continuous engagement with producers and uphold standards at every stage of production through technical guidance, analysis, and monitoring processes. This structure ensures the continuity of production quality, while supporting the transformation of agricultural production into a more resilient and resource-efficient model.

For the production chain, we adopt an uninterrupted quality perspective extending from the initial cultivation stage of raw materials through to the finished product. The control and verification mechanisms implemented accordingly go beyond guaranteeing product standards and ensure an integrated assurance system for food safety and traceability. As we regard our suppliers as an integral part of this structure, we strengthen alignment with sustainable production principles through long-term partnerships.

We transform our quality assurance mechanism into a multi-layered system by supporting our laboratory infrastructure through analysis processes conducted in collaboration with nationally and internationally accredited institutions. This systematic approach strengthens consistency and transparency across every stage of our supply chain while ensuring that our sustainable value creation objectives are translated into tangible operational outcomes.

Climate Change Risks and Adaptation Strategies for Agricultural Inputs

As Diageo Türkiye, we act with the awareness that agricultural inputs forming the foundation of our product portfolio, including aniseed, grapes, sugar beet, and wheat, are highly sensitive to changes in climatic conditions. Accordingly, we monitor the impacts of climate change on agricultural production through scientific data and prospective analyses, ensure early detection of risks and develop adaptation- and mitigation-focused practices both on site and throughout our supply chain. We assess climate-related risks not only in terms of environmental impact, but also as a critical area of management for supply continuity, product quality, rural economic structure, and long-term operational resilience.

Medium- and long-term projections indicate that climate change may create varying impacts across different agricultural inputs. Increasing temperatures and water scarcity may affect flowering and seed development processes in aniseed production, thereby constraining yield performance. In grape production, extreme heat and drought conditions may alter plant development cycles, creating risks particularly for quality and aroma profiles. In sugar beet production, irregular rainfall patterns may lead to shifts in planting and harvesting periods, while extreme weather events may increase disease risks. In wheat production, factors such as spring frosts and summer droughts may heighten the risk of yield losses during critical growth stages.

We anticipate that these impacts would extend beyond agricultural production, with implications for rural development, producer welfare, and food security. For this reason, we prioritize the development and implementation of climate-resilient production systems on site. Water efficiency-enhancing practices, methods to strengthen soil health, support for varieties more resilient to climatic conditions, and initiatives aimed at improving producers' technical capabilities constitute the core focus areas of these efforts. The system we have established supports our long-term value creation objectives while ensuring the continuity of agricultural production.

Conservation and Promotion of Local Grape Varieties Denizli Misket Grape Program

As Diageo Türkiye, we position the preservation of local grape varieties and the promotion of sustainable production among our key areas of focus. Accordingly, we provided producers with grafting material from the Muskat P. Grain variety grown in Kayra vineyards in order to ensure the continuity of Muscat grape cultivation in Denizli region. This distribution to producers operating in the districts of Çal and Güney aimed to strengthen the existing vineyard assets in the region and encourage the establishment of new vineyards.

Distinguished by its aromatic character and high sugar content, the Muscat grape represents an important agricultural value for the region. However, factors such as changing climatic conditions, land-use change, and the lack of vineyard renewal in recent years pose risks to the long-term sustainability of this variety. As a result of field assessments conducted in this respect, the region was identified as suitable for varietal adaptation, and the distribution of grafting material supported both the expansion of production capacity and the preservation of local grape assets.

Regional Development and Quality-Focused Production: Transformation of Tekirdağ Vineyards

A comprehensive support programme was implemented to advance viticulture activities in Tekirdağ region and promote international wine grape varieties. In Şarköy and surrounding areas, the cultivation of varieties such as Merlot, Cabernet Sauvignon, Cabernet Franc, Sauvignon Blanc, Chardonnay, Muscat, and Shiraz, adapted to regional conditions, was encouraged.

Throughout this process, technical training and field support provided to producers facilitated the adoption of modern vineyard establishment methods, while Knowledge sharing was conducted across all production stages, from vineyard management to pre-harvest practices. These efforts aimed to increase vineyard productivity in the region and improve the quality level of the grapes produced.

Efficiency and Low-Carbon Production: Sustainable Viticulture Practices in Thrace

The activities carried out in Thrace region aimed to improve both the quantity and quality of wine grape production. Accordingly, training programmes for farmers and the wider adoption of modern viticulture practices were supported to ensure more efficient and sustainable production processes.

As a result of the activities carried out during the F25, a 10% increase was achieved in the volume of grapes sourced from the region, while premium segment grape purchases increased by 50%. In addition, localization of production contributed to the reduction of transportation-related emissions. Producers' adaptation to sustainable agricultural practices was further strengthened through the technical support provided by our agricultural engineers and production teams, thereby supporting the long-term resilience of regional viticulture.

Agricultural Partnerships

We develop sustainable collaborations across our supply chain to reduce farmers' input costs and make production processes more resilient. Through agreements established, particularly for key inputs such as fertilizers and crop protection products, we provide cost advantages aimed at easing the economic burden on producers and supporting production continuity. In this way, we are developing a value creation model that supports supply security, rural development, producer welfare, and agricultural resilience.

Climate Resilience and Supply Chain Adaptation

Recognizing that agricultural production is directly impacted by changing climatic conditions, we, as Diageo Türkiye, structure our field practices to effectively manage these risks. As part of our collaborative work with our producers, efficient use of water resources, protection of soil health, and the alignment of production processes with climate conditions are among our key priority areas. In this respect, cost advantages are provided to producers through agreements established for fertilizers and plant protection products.

These initiatives support more predictable and sustainable production processes while strengthening the economic resilience of our producers. In addition, the continuity and efficiency of our supply chain are enhanced, and contribution is made to the maintenance of a long-term and balanced production structure.

Inclusion and Diversity Policies in the Supply Chain

As Diageo Türkiye, we manage inclusion and diversity as a strategic priority across all stages of our supply chain. Accordingly, we prioritize collaboration with business partners that embed diversity as an integral part of their corporate culture. We expect our suppliers to develop inclusive and diverse workforce structures, encourage them to promote inclusion and diversity across their own value chains, and support the monitoring and continuous improvement of related initiatives.

We aim to strengthen our collaborations with organizations that adopt diversity as a core element of their corporate culture and reflect this approach in their ways of doing business. Accordingly, a target was set to increase the share of spend with businesses that support the economic inclusion of disadvantaged groups to 10% by F25 and to 15% by F30. Similarly, suppliers are encouraged to promote inclusion and diversity practices within their own organizations and to reflect this approach across their business partners. These efforts aim to strengthen inclusion across our value chain and create broader societal impact.

Sorumlu Satın Alma Yaklaşımı

Diageo's global sustainable procurement principles are also applied across our operations within Türkiye. We provide our suppliers with guidance aligned with these principles and closely monitor their implementation. In this way, we manage our procurement processes within a responsible framework that takes environmental, social, and governance (ESG) criteria into account. This approach is one of the key pillars that strengthens long-term resilience and trust across our supply chain.

Human Rights and Labor Conditions Monitoring

As Diageo Türkiye, we systematically monitor the compliance of all business partners within our supply chain with the criteria defined for human rights and working conditions. In this context, prioritization is carried out by taking into consideration factors such as the risk profile of the geography in which suppliers operate, the nature of the product or service provided, and the scale of business volume. The compliance of all business partners within our supply chain with the criteria defined for human rights and working conditions is systematically monitored. In the event of failure to meet the required standards, business relationships are reviewed for reassessment.

As part of the Supply Chain Carbon Emissions initiative, efforts to measure, monitor, and reduce emissions across our value chain are made. Sourcing 99% of raw materials locally supports supply continuity while also contributing to the reduction of logistics-related carbon emissions. This structure enables the simultaneous advancement of operational efficiency and environmental performance.

In line with Diageo's Global Supplier Standards, we evaluate supplier performance in Türkiye through a multi-dimensional framework. In addition to environmental impacts, ethical business practices, compliance with human rights, anti-corruption measures, and occupational health and safety performance are regularly monitored. The initiatives carried out in this respect support the alignment of our supply chain with our sustainability objectives and the widespread adoption of our responsible business approach across all our business partners.

Climate risk and adaptation

As Diageo Türkiye, we consider climate change a critical risk area with a direct impact on the continuity and resilience of our business model. Accordingly, the systematic analysis of climate-related impacts and the strengthening of our organizational adaptation capacity are among our key priorities. Through short-, medium-, and long-term assessments, we focus on anticipating and managing the potential impacts of changing climate conditions on our operations, supply chain, and cost structure.

Scenario analyses conducted at global level enable a comprehensive assessment of both physical and transition risks. In addition to physical risks such as drought, extreme weather events, and increasing temperatures, transition risks such as regulatory developments, carbon pricing, and the energy transition are also considered. In high-risk regions, including Türkiye, water availability, temperature changes, and climate-related vulnerabilities are closely monitored, and relevant actions are planned based on the risk priorities defined in line with the findings.

Prospective assessments particularly indicate that pressure on water resources may increase. Therefore, water management, basin-based collaborations, and collective action initiatives are prioritized. Through "Water Replenishment" and "Water Collective Action" initiatives, we take concrete steps to protect water resources, supported by energy efficiency and transition programmes aimed at reducing our carbon footprint.

Our Water Positivity Strategy and Critical Basin Initiatives

Our water positivity strategy is based on comprehensive vulnerability assessments that consider water availability, water quality, temperature variations, and flood risk. These analyses are supported by World Resources Institute (WRI) Aqueduct data and local field observations, thereby creating a strong link between global datasets and local realities. We aim not only to manage operational water use, but also to develop holistic solutions that support the long-term sustainability of water resources in the basins where we operate.

The initiatives we launched in water-stressed regions of Türkiye serve as concrete, impact-driven actions aligned with Diageo's ambition to become water positive by 2030. Accordingly, we are a partner in the "Water Collective Action" initiative in Gediz River Basin, while also designing and implementing "Water Replenishment" projects in Mersin-Gülnar, Kuskan, Manisa-Şahyar, Acıpayam-Denizli, Nevşehir, Mersin, and Northern Cyprus. These initiatives demonstrate our approach to water not only as a consumable input, but as a strategic natural resource that must be protected, replenished, and managed collectively.

"Water Replenishment" projects we implement in Mersin-Gülnar and Manisa-Şahyar are supported through initiatives such as the wider adoption of drip irrigation systems and installation of solar-powered pump systems. These projects enable significant gains to be achieved in terms of agricultural productivity, income growth, and rural development. In this respect, our projects provide integrated solutions taking both environmental impact and social benefit into consideration.

Water Replenishment

The drip irrigation transformation project we are implementing in Alaşehir in collaboration with Manisa-Şahyar Irrigation Cooperative is based on replacing open-channel irrigation systems with modern drip irrigation systems. This transformation delivered a significant improvement in water efficiency, while leading to a decrease in pesticide use as a result of the reduced spread of fungal and bacterial diseases. The project stands out as a best-practice example that simultaneously enables increased agricultural productivity and reduced environmental impact.

- In F22: 15,192 m³
- In F23: 32,517 m³
- In F24: 90,991 m³
- In F25: 48,904 m³ of water savings were achieved.



As part of our collaborations with local governments to protect drinking water resources, 8,589 aerators were installed in public spaces in Acıpayam-Denizli, Nevşehir, Mersin and Northern Cyprus. This initiative demonstrates that low-cost yet high-impact solutions aimed at reducing water consumption can be scaled and widely adopted at a societal level.

- In F23: 101,832 m³
- In F24: 46,584 m³
- In F25: 270 m³ of water savings were achieved.

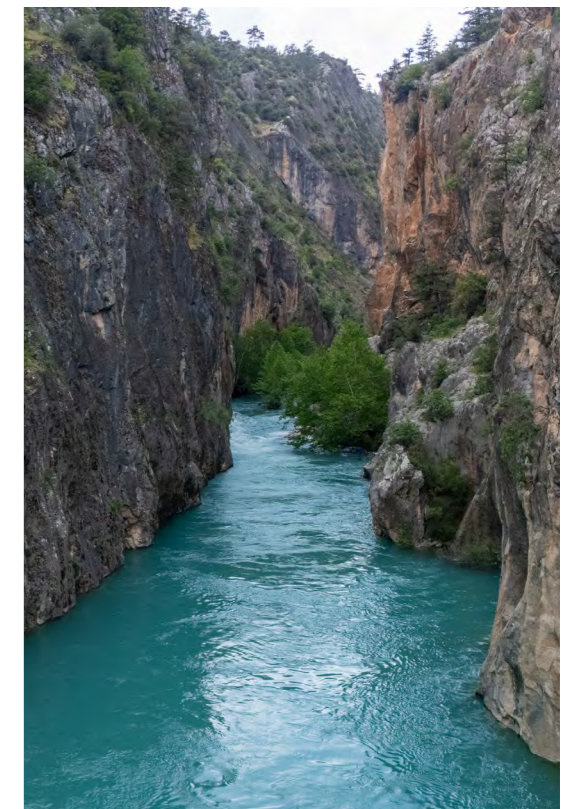


Kuskan Water Transfer Project – Karasu Brings Life to the Soil

One of the most comprehensive projects implemented in line with our water positivity targets is being carried out in Kuskan neighborhood of Gülnar district in Mersin. Approximately 600 hectares of agricultural land have fallen out of production due to prolonged drought, insufficient infrastructure, and high irrigation costs. This has weakened the regional economy and led to rural depopulation, particularly among younger populations. For this reason, the project aims not only to revitalize agricultural production but also to support local development.

As part of "Kuskan Water Transfer Project", water is transferred from the Karasu Stream to a main storage facility with a capacity of 50,000 m³ located at an altitude of approximately 1,000 meters, via solar-powered pumps. The system is supported by a pipeline exceeding 4,000 meters and two intermediate reservoirs. Enabling the effective utilization of untapped water resources, this infrastructure aims to bring the region back into productive use. Water savings of 34,560 m³ in F24 and 80,000 m³ in F25 were achieved, and the completion of drip irrigation systems across an area of approximately 16 hectares is planned for F26.

The project is expected to bring Karasu resource into agricultural production, increase farmers' incomes and create new employment opportunities. Thanks to collaborations established with the Governorship, District Governorship, relevant agricultural authorities, and Kuskan Irrigation Cooperative, the project is progressing within a multi-stakeholder framework. To date, a total of 466,772 m³ of water has been returned to nature, and these figures have been independently verified by PricewaterhouseCoopers (PwC).



Water Collective Action

Collaborative Solutions in the Gediz Basin – Strengthening Fertilizer Management and Water Efficiency Project

Increasing pressure on water resources necessitates going beyond addressing water management solely within operational boundaries. The Collective Action approach developed accordingly aims to enable basin-wide water management through multi-stakeholder collaboration between public institutions, local communities, civil society organizations, and the private sector. This approach complements site-level water efficiency practices and enables the development of collective and long-term solutions to shared water risks.

Diageo’s global Collective Action initiatives aim to provide lasting responses to structural challenges in water basins through nature-based solutions. The projects developed accordingly strengthen stakeholder collaboration, support the reduction of environmental impacts, ensure more efficient resource management, and enhance sustainability performance across entire basins.

Identified as one of the priority intervention areas in Türkiye, Gediz Basin is of critical importance due to the intensity of agricultural production and multi-dimensional pressure on water resources. Increasing water demand, areas for improvement in irrigation infrastructure, and the impacts of climate change further highlight the importance of integrated and multi-stakeholder water management practices in the basin.

The “Strengthening Fertilizer Management and Water Efficiency (GYSU)” project is a multi-stakeholder initiative aimed at ensuring the widespread adoption of sustainable agricultural practices and contributing to water conservation. As Diageo Türkiye, we provide support to the activities conducted as part of this project, and support the creation of impact at basin level by collaborating with public institutions, local authorities, producer organizations and private sector stakeholders.

The second phase of the project, carried out in 2025, focused on field research, stakeholder engagement, and capacity-building activities. As part of field studies conducted in Salihli, Sarıgöl, Saruhanlı, and Alaşehir, direct engagement was established with producers, and existing practices, needs, and operational constraints were analyzed through a data-driven approach. These studies revealed opportunities for improvement, particularly in the integration of soil and water analysis into production processes, fertilizer use practices, and irrigation infrastructure.

Based on these findings, capacity-building programmes were designed and hands-on training was delivered, directly reaching 65 producers. Training programmes focused on fertilization best practices and water efficiency to strengthen producers’ technical knowledge and implementation capacity.

As part of the project, a digital platform was also developed to support coordination among stakeholders, thereby making

information sharing and collaboration processes between producers, public institutions, and private sector representatives more effective. In addition, field operations as well as data collection and analysis processes are being supported through collaborations developed with public institutions and technology providers.

In the upcoming phases, the project is planned to be scaled up through pilot applications across production areas with varying geographical conditions, alongside the wider adoption of comprehensive soil and water analyses, and the continuation of hands-on training programmes.

The GYSU project offers a scalable model that supports sustainable transformation in Gediz Basin, integrating water management, agricultural productivity and multi-stakeholder collaboration.



Carbon Footprint and Energy Management

As Diageo Türkiye, we view our carbon emission reduction targets as an integral part of our operational excellence and long-term value creation approach. Accordingly, we are restructuring energy use within our production infrastructure and accelerating the transition to lower carbon intensity systems. By diversifying energy sources, ensuring wider adoption of renewable solutions, and implementing site-level efficiency practices, we aim to gradually improve our emissions profile.

Our carbon management efforts are not limited to our own operations; they involve a transformation process across our entire supply chain. Within processes ranging from production to logistics, high-carbon intensity areas are being reassessed; low-emission alternatives are being developed and implemented in collaboration with our business partners. Accordingly, efficiency is enhanced through energy consumption monitoring, process optimization, and technological improvements, while solutions aimed at reducing environmental impact are being applied in logistics operations.

These enable us to consider carbon management not only as an operational improvement area, but as a broader field of impact extending from investment decisions to collaboration models. In this way, we aim to accelerate the transition towards a low-carbon business model while strengthening both our environmental performance and operational resilience.



Resource efficiency

As Diageo Türkiye, we view water and energy management as a critical priority in terms of our operational resilience and long-term value creation capacity. Accordingly, we integrate resource optimization practices into our production processes, and build a system that reduces environmental impact while supporting business continuity.

As part of our operations in water-stressed regions, we aim to increase water efficiency by 40% and achieve a 30% improvement in total water consumption. Within our operations within Türkiye, process water consumption is closely monitored, water recovery practices are being widely adopted, and protection of water resources is supported through basin-based collaborations.

As part of our energy transition programme, we aim to achieve 100% renewable energy usage across all operations by 2030, it has increased to approximately 50% in Türkiye as of F25. This transition is supported through solar energy investments, energy efficiency initiatives, and alternative energy solutions.

Our resource efficiency efforts are being extended to include our supply chain to ensure that operational improvement projects simultaneously enhance efficiency and environmental performance.

Circular economy and waste reduction

As Diageo Türkiye, we shape our circular economy approach in line with internationally recognized waste hierarchy principles in waste management. Accordingly, we prioritize waste prevention at source, followed by the systematic implementation of reuse, recycling, and recovery practices. By optimizing material flows from production to post-consumption stages, we aim to increase resource efficiency and support the transformation of waste into economic value.

“Zero waste” initiatives within our operations include waste segregation by type, development of reuse scenarios, and effective management of recycling processes. Organic waste is utilized for biogas production, packaging components are integrated into recovery systems, and process-based improvements help reduce waste generation while strengthening circularity. This technical approach improves resource utilization and contributes to a measurable reduction in our environmental impact.

Sustainable packaging design and circularity

As Diageo Türkiye, we view packaging management as a critical component of the product life cycle and shape our relevant decisions in line with our objective of reducing environmental impact. From the design stage through to material selection, packaging is assessed through a holistic framework that considers resource use, recyclability potential, and carbon impact. Accordingly, we develop solutions that deliver the same performance with less material and prioritize structures supporting recycling processes.

As part of our packaging strategy, we focus on increased recycled content, the use of lower environmental impact alternatives for labels and auxiliary materials, and integrating sustainability criteria across the supply chain. Initiatives to return key packaging materials, particularly glass, back into the economy are supported in order to reduce carbon footprint and strengthen circular material flows. This approach views packaging beyond an operational element and makes it a key indicator of our sustainability performance.

Local development and social contribution

At Diageo Türkiye, our value creation approach is shaped by the objective of generating lasting and measurable impact in the geographies where we operate. We contribute to strengthening local economies by taking advantage of the opportunities provided by our agriculture-based business model, and support regional development through partnerships established with producers. The relevant initiatives extend beyond production processes and create an impact area that contributes to improved social well-being.

enable local actors to assume a stronger position within the economic system. This structure supports the creation of a long-term value chain built on knowledge sharing and a culture of collaborative production.

Our engagement with communities is not limited to field-level activities; it extends to an impact dimension that incorporates employee participation. Volunteer programmes and initiatives focused on local needs support the generation of social impact, thereby building a more inclusive and balanced development environment in the regions where we operate. The approach shaped within this framework reflects a sustainable value creation model in which business outcomes and societal contribution progress in alignment.

Our activities in rural regions support not only the sustainability of employment, but also the preservation and enhancement of production capacity. Business models developed with stakeholders, who are at the heart of agricultural production,



International Wine *and Spirits* Academy (IWSA)

Industry Competence and Cultural Sustainability Platform

The International Wine and Spirits Academy (IWSA), established by Diageo Türkiye, is a strategic training and capacity-building platform supporting the development of a qualified workforce in the tourism and gastronomy sectors. Operating under the "Fermented and Distilled Beverage Service Staff Training Programme" approved by the Turkish Ministry of National Education, IWSA plays a pioneering role in the industry as the first institution in Türkiye to introduce and localize WSET programmes with international recognition.

Having expanded its scope over time, IWSA contributes to the advancement of industrial knowledge through training programmes in wine, raki, whiskey, and cocktail disciplines, as well as university collaborations and young talent initiatives. This structure supports the improvement of quality standards within the gastronomy ecosystem while also contributing to the preservation of cultural beverage heritage.

IWSA enhances access to industrial knowledge while continuing to produce content in line with the principles of responsible communication through the extensive outreach network it has established across both physical and digital channels. The model developed accordingly offers a strong impact platform that contributes to the long-term development of the industry by bringing education, culture and digital engagement together.

Key outcomes achieved in F25:

- The number of participant of field training programmes reached 7,300
- 1,200 participants attended workshops and events
- As part of the WSET programmes, hundreds of participants across different levels received training
- The platform reached 252,000 website visitors and generated 17,430 interactions on Instagram
- Content published on Spotify achieved 43,579 listens
- A total of 2,306,788 YouTube impressions and 591,519 video views were recorded



Our global and *national* achievements

Awards

During F25, Diageo Türkiye received significant recognition and numerous awards on both national and international platforms for its achievements in product quality, innovation, sustainability, leadership and corporate governance. These achievements demonstrate that the company's quality-driven production approach, strong brand management and sustainable value creation strategy are being well received by its stakeholders.

Awards received in international competitions particularly highlight the company's performance in product quality and industry expertise, while achievements in innovation, marketing, human resources and supply chain reflect the value it created

across different functions. In addition, the recognition of projects supporting sustainability, social impact and women's empowerment demonstrates that Diageo Türkiye's approach to inclusive growth and responsible business practices is appreciated by its stakeholders.

The achievements recorded during F25 strengthened the company's corporate reputation, while enhancing the visibility of Diageo Türkiye's employees, leaders and projects on national and international platforms and reinforcing the company's strong position within the industry.



RECIPIENT / INDIVIDUAL	AWARDING ORGANIZATION	CATEGORY	AWARD
Diageo Türkiye	International Wine & Spirit Competition	Wine	3 Gold, 3 Silver and 3 Bronze
Insights and Strategy Team	Turkish Researchers Association	Innovation	İnovatif Baykuş (Innovative Owl) Award - Silver
Serkan Solmaz	Sales Network	Sales	Leadership in Sales Awards - Leader of the Year
Diageo Türkiye	Capital Magazine	Corporate Brand	Most Admired Company in Türkiye
Diageo Türkiye	Horizon Interactive Awards	Digital	Responsive Mobile Design - Silver / Corporate B2B - Bronze
Kürşat Apan	SCP Club	Supply Chain	Türkiye's Most Influential Supply Chain Professionals
Diageo Türkiye	FOMA	Sustainability / Food	Prosperity Thinking / Water - Silver
Bahar Uçanlar (General Manager)	Fast Company	Sustainability	Sustainability Leaders 50 - Top 20
Ülfet Baykent Uysal (HR Director)	Fast Company Türkiye	Human Resources	50 Innovative HR Leaders
Diageo Türkiye (Ahmet Yazıcıoğlu)	İYMSİB	Export	Alcoholic Beverages (1 st) & General Export (3 rd)
Samandağ Gastronomy Village Project	Women-Friendly Brands	Woman Entrepreneur & Women's Empowerment	Awareness Award
Osman Albora (Marketing Director)	MediaCat	Marketing / Leadership	CMO Awards - Community Builders
Bahar Uçanlar General Manager)	Fast Company	Sustainability	Sustainability Leaders 50 - Award Ceremony
Diageo Türkiye	Realta Danışmanlık	Corporate Culture / HR	Türkiye's Most Favored Companies 2025

Sponsorships

Diageo Türkiye considers supporting cultural production in the communities where it operates and contributing to initiatives that create inclusive and sustainable social value as a key area of responsibility. In line with this approach, the company provides support to artistic, cultural, gastronomic and social development projects through strategic sponsorships and partnerships.

Sponsorship activities aim not only to contribute to the delivery of events, but also to strengthen the sustainability of cultural production, support the development of creative industries, and increase access to cultural and artistic events for diverse segments of society.

Accordingly, collaborations with theaters, film festivals, art platforms, gastronomy culture projects and events focusing on social impact contribute to the development of creative industries while generating an impact aligned with sustainable development goals such as gender equality, the preservation of cultural heritage and the promotion of cultural diversity.

Diageo Türkiye's sponsorship approach aims to develop long-term partnerships that support the cultural and artistic ecosystem and contribute to the sustainability of platforms that encourage creative production.



AREA	EVENT	CONTENT
Podcast / Food Culture	Yemekte Bile Yemek Konuşuyoruz	A podcast series focusing on gastronomy culture; guests include Behzat Şahin and Levon Bağış
Theater / Festival	Şile Bezi Culture and Arts Festival	Corporate sponsorship of the theater play "Bir Baba Hamlet"
Theater / Festival	Kaş International Short Film Festival	Participation as a corporate supporter of the festival
Theater / Workshop	PSM Workshop	Support for training programmes in Dramatic Writing, Theater Production and Theater Directing
Film / Award	Ayvalık International Film Festival	Award presentation to Lisa Aksel Ayhan in the editing category under the "A New..." award
Theater	Istanbul Theater Festival Schaubühne Berlin	Support for the staging of "Richard III", directed by Thomas Ostermeier as part of the festival programme
Summit / Women	Summit "YenidenBiz Gelecek"	Main session and celebration sponsor of the summit themed "Kadınlar Çalışıyor, Toplum Kalkıyor"; speech by Özlem Yeşildere
Music / Visual Arts	Noise Media Art	An audiovisual art event featuring DJs from Berlin and artists from Istanbul
Interview / Arts	PlumeMag - Art Niyetli Sohbetler	An interview series of 15 episodes on arts and culture
Reception / Corporate Partner	King's Birthday Resepsiyonu	Corporate partnership at the King's Birthday reception
Theater / Workshop	PSM Workshop, Staging of "Kisalar"	Support for short theater plays produced for the 4th season of the PSM Workshop



ESG reporting index 2025

Reporting approach

Driven by our ambition to become the “best performing, most trusted and respected consumer goods company in Türkiye”, we conduct our operations across all stages of our value chain in accordance with responsible business principles. In our decision-making processes, we take into consideration not only financial performance, but also environmental and social impacts as well as the capacity to create long-term value. Accordingly, sustainability is viewed as a primary driver, shaping the direction of our business model.

This report presents our ESG performance, priority impact areas and strategic focus areas in a transparent, clear and comparable manner for our stakeholders. It also provides a reference framework for our future goals by demonstrating the scope of the impact generated by our operations.

Our reporting processes are designed to support assessment of ESG risks and opportunities from a holistic perspective, as well as alignment with the United Nations Sustainable Development Goals. Accordingly, data-driven and transparent insights are provided and activities carried out within the framework of “Society 2030: Spirit of Progress” are disclosed to stakeholders through the Sustainability Performance Report and ESG Reporting Index published regularly.

Non-financial performance indicators are monitored in alignment with the global reporting calendar and are regularly integrated into assessment processes.

Diageo Türkiye’s Sustainability Committee (DTSC), authorized by the Diageo Türkiye Leadership Team, is responsible for the compilation, verification and presentation of the ESG Reporting Index. All indicators and supporting data included in the report are compiled and disclosed in alignment with Diageo’s Integrated Annual Report and global ESG Reporting Index. The accuracy and integrity of the published information undergo review and approval processes by the Leadership Team and DTSC. In this way, the reporting process is governed by principles of high-level governance, accountability and data reliability.

As non-financial reporting evolves rapidly, our approach is regularly reviewed, and our reporting system is continuously enhanced to ensure compliance with updated standards and regulations.



Using the index

The ESG Reporting Index of Diageo Türkiye details how our sustainability material topics are managed, along with our performance indicators, policies, and management approach. The Index is designed to provide our stakeholders with a transparent, comparable data set to closely examine our activities. In this respect, the Index serves as an important means of communication that reinforces stakeholder trust and makes our commitment to corporate transparency visible.

Our Index is based on internationally recognized reporting standards. Accordingly, we take into consideration the Global Reporting Initiative (GRI), along with the indicators from the Sustainability Accounting Standards Board (SASB). These frameworks ensure the systematic reporting of our sustainability performance, the assessment of risks and opportunities, and industry benchmarking. In this way, our reporting approach is aligned with global best practices while helping stakeholders to interpret data more effectively.

In previous reporting periods, the Sustainable Development Goals and the United Nations Global Compact (UNGC) Index were also included within our reporting framework. Currently, UNGC reporting is submitted directly through the UNGC platform. This change was made in alignment with UNGC's updated reporting approach and demonstrates our capability to adapt our reporting system to evolving global frameworks.

Several of the sections included in the Index are linked to global sources such as Diageo's Integrated Annual Report and the ESG Reporting Index. Regular references to these sources help users to access more detailed information and ensure a holistic evaluation of our sustainability approach. Although the Index is designed as a standalone document, it also provides an interactive experience through additional content accessible via digitally linked sources. We substantiate each disclosure by relevant policy and strategy documentation, or project details, providing the opportunity for deeper exploration through referral links when needed.

We regard this Index not merely as a reporting instrument but as a reflection of our commitment to transparency, accountability, and continuous improvement. This approach ensures that our sustainability performance is reported in a reliable, comparable and accessible manner, while strengthening the trust we build with our stakeholders.

ESG materiality

A robust and dynamic ESG framework that supports sustainable growth lies at the heart of our long-term value creation approach. Accordingly, our "Spirit of Progress" ESG action plan launched in F20, was shaped through a comprehensive and multi-stakeholder materiality assessment process.

This initial assessment ensured analysis of macro trends affecting the global environment in which we operate, regulatory changes and societal expectations, while demonstrating how our business model can be aligned to maximize its contribution to the United Nations Sustainable Development Goals (UN SDGs). Throughout this process, a multi-dimensional analysis was conducted through expert workshops involving different business functions across geographies, alongside extensive internal and external stakeholder engagement. The active involvement and strategic guidance of our Board of Directors forms the foundation of the prioritization process.

To support the delivery of our "Spirit of Progress" plan and to effectively respond to rapidly evolving stakeholder expectations, we continuously review and enhance our approach to ESG materiality. Accordingly, our ESG materiality assessment process was comprehensively reviewed in 2024 and F25, and our methodology and governance structure were reinforced to better reflect the evolving risk and opportunity areas.

Our updated approach is based on the principles of Double Materiality Assessment (DMA), in line with the European Sustainability Reporting Standards (ESRS 1 and ESRS 2), and is supported by guidance published by EFRAG. The process conducted within this framework is enriched through stakeholder interviews covering the entire value chain, targeted surveys, functional leadership assessments and industry benchmarking.

This comprehensive analysis evaluates not only the environmental and social impacts of our operations, but also the financial risks and opportunities emerging across our business model and value chain, through an integrated perspective. The review conducted in F24 and F25 confirmed that our strategic priorities remain generally consistent, while enabling limited and targeted updates in the mapping of GRI-aligned disclosures.

In the period ahead, we aim to further deepen our materiality approach in line with evolving regulatory frameworks and increasing expectations for transparency. Accordingly, global regulatory developments, particularly the European Union's Omnibus package and the UK Sustainability Reporting Standards are closely monitored.

The ESG materials presented under this section have been identified through comprehensive stakeholder engagement and data-driven analysis, and reflect areas of critical importance to our long-term value creation. The topics presented are not ranked in order of relative importance, but are addressed within a holistic assessment approach.

"Spirit of Progress" ESG action plan	Own operation	Value chain
Doing business the right way from grain to glass	Health and safety	
	Product safety	
	Human rights	
	Business ethics and integrity	
Promote positive drinking	Positive drinking	
	Responsible marketing	
Pioneer grains-to-glass sustainability	Climate change	
	Sustainable sourcing	
	Water access and use	
	End-user waste from packaging material	
Champion inclusion and diversity	Employment protection and wages	
	Inclusion and diversity	

GRI index

This report has been drawn up in accordance with GRI 2021 Standards. The material topics included in this report provide a reference for the following explanations.

Foundation	Social
GRI 1 from GRI 1-1 to 1-8: Foundation 2021	GRI 401 from GRI 401-01 to 401-03: Employment 2016
General Disclosures	GRI 402-01 GRI 402: Labor / Management Relations 2016
GRI 2 from GRI 2-1 to 2-30: General Disclosures 2021	GRI 403 from GRI 403-01 to 403-10: Occupational Health and Safety 2018
Material Topics	GRI 404 from GRI 404-01 to 404-03: Training and Education 2016
GRI 3 from GRI 3-1 to 3-3: Material Topics	GRI 405-01 and 405-02 GRI 405: Diversity and Equal Opportunity 2016
Economic	GRI 406-01 GRI 406: Non-Discrimination 2016
GRI 201-01 and 201-02 GRI 201: Economic Performance 2016	GRI 407-01 GRI 407: Freedom of Association and Collective Bargaining 2016
GRI 205 from GRI 205-01 to 205-03: Anti-Corruption 2016	GRI 408-01 GRI 408: Child Labor 2016
GRI 206-01 GRI 206: Anti-Competitive Behavior 2016	GRI 409-01 GRI 409: Forced or Compulsory Labor 2016
Environmental	GRI 410-01 GRI 410: Safety Practices 2016
GRI 301 from GRI 301-01 to 301-03: Materials 2016	GRI 413-01 GRI 413: Local Communities 2016
GRI 302-01, 302-03, 302-04 GRI 302 Energy 2016	GRI 414 from GRI 414-01 to 414-02: Supplier Social Assessment 2016
GRI 301 from GRI 301-01 to 303-05: Water and Effluents 2018	GRI 416-01 and 416-02 GRI 416: Customer Health and Safety 2016
GRI 304-01 and 304-02 GRI 304: Biodiversity 2016	GRI 417 from GRI 417-01 to 417-03: Marketing and Labeling 2016
GRI 305 from GRI 305-01 to 305-07: Emissions 2016	GRI 418-01 GRI 418: Customer Privacy 2016
GRI 306 from GRI 306-01 to 306-05: Waste 2020	
GRI 308-01 and 308-02 GRI 308: Supplier Environmental Assessment 2016	

Universal standards

GRI 1: Foundation	
Reporting Principles	
Disclosure	Our response
1-1 Accuracy	<p>The performance indicators presented in this report are compiled within the framework of defined data management processes and based on datasets believed to be reliable and verifiable for the relevant reporting period. Data collection and consolidation processes have been designed in alignment with source systems, while the methodologies and assumptions applied are transparently disclosed throughout the report, and limitations regarding data coverage are clearly stated.</p> <p>Our “Water Replenishment” projects implemented as part of our operations within Türkiye are verified by the independent audit firm PwC. This verification process is conducted to ensure compliance with international standards, involving measurement methodologies, impact assessment approaches, and reporting outputs.</p> <p>In addition, data on energy consumption, water usage, waste management, and carbon emissions included in Diageo’s Global ESG Reporting Index is subject to limited assurance provided by PwC. This process ensures that data generation and reporting mechanisms are independently assessed in terms of accuracy and consistency.</p> <p>The established data management and independent assurance approach enhances the reliability of the disclosed information for decision-making purposes, enabling stakeholders to assess the data presented in a transparent, comparable and meaningful framework.</p>
1-2 Balance	<p>This report presents Diageo Türkiye’s disclosures on ESG performance through a balanced and holistic reporting approach. The content disclosed is structured not only around achieved results, but also to include the challenges and areas for improvement that impact performance development. This approach aims to strengthen the principles of objectivity and reliability in reporting.</p> <p>Performance data is assessed in line with target sets aligned with Diageo’s “Society 2030: Spirit of Progress” strategy and relevant GRI indicators, and progress is presented within a methodologically consistent and comparable framework. This enables the realistic monitoring of progress across our corporate responsibility areas.</p> <p>Rather than selectively highlighting achievements, the adopted reporting approach enables a comprehensive assessment of performance in all its aspects. In this way, the appropriate level of transparency is ensured to allow stakeholders to more effectively analyze the current situation and monitor areas for improvement.</p>
1-3 Clarity	<p>This report aims to present information on Diageo Türkiye’s sustainability performance in a user-friendly and accessible format. The content has been designed to ensure that information is clear, understandable and easily accessible when needed. Accordingly, technical terminology has been simplified as appropriate and supported with explanatory context.</p> <p>Sustainability material topics and the targets set under “Society 2030: Spirit of Progress” are made available to stakeholders through the company’s corporate communication channels. Throughout the report, alignment with this strategic framework has been systematically addressed to make the connection between performance outcomes and targets more visible.</p> <p>In addition, the ESG Reporting Index has been designed to provide users with rapid and direct access to specific topics. This approach increases the usability of the report while providing different stakeholder groups with efficient access to the information they need.</p> <p>An explanatory guide on how to use the index can be found on page 52 of our report. This structure has made it easier for users to understand the entire report.</p>
1-4 Comparability	<p>The ESG Reporting Index has been designed to enable the tracking of performance data over time series and to allow for meaningful comparisons across different reporting periods. This framework allows stakeholders to assess performance trends and benchmark results against industry references.</p> <p>The metrics and indicators utilized within the reporting scope have been selected in alignment with GRI Standards, and performance variations are presented in a format to enable analysis, supported by visual data representations. In addition, indicators enabling the monitoring of progress towards “Society 2030” goals have been integrated into the overall performance architecture of the report.</p> <p>This enables not only the evaluation of outcomes of the current reporting period, but also the review of performance of prior years, thereby allowing the direction of sustainability performance development to be clearly monitored.</p>

1-5	Completeness	<p>The scope of the report has been defined to cover all aspects of priority sustainability topics, and the detailed framework of these topics is systematically presented under the “ESG Materiality” section of the report. This ensures a direct linkage between report content and areas of focus.</p> <p>For each material topic, performance indicators and management approaches are addressed together to provide a holistic assessment based on both quantitative data and qualitative disclosures. This approach enables a clearer understanding of the scope, impact areas and boundaries of each topic.</p> <p>The reporting framework is designed to assess Diageo Türkiye’s operational activities alongside their environmental, social and governance impacts. This enables performance to be considered not only in terms of outcomes but also from an impact-oriented perspective.</p> <p>The defined scope and content approach supports the compilation of the report in alignment with the principles of transparency, balance and integrity to allow stakeholders to assess performance within a comprehensive and comparable framework.</p>
1-6	Sustainability context	<p>Diageo Türkiye’s Sustainability Performance Report for 2025 presents the company’s sustainability approach within an integrated value creation model to highlight the direct relationship between environmental, social and governance (ESG) material topics and business strategy. Extending sustainability beyond an operational topic, the report positions it as a key determinant of corporate decision-making processes and the long-term growth perspective.</p> <p>Accordingly, ESG material topics are integrated into strategic planning, risk and opportunity management, and performance monitoring processes, and are shaped around measurable indicators and targets. The reporting approach is based on the systematic identification of the environmental and social impacts of the company’s operations, the management of these impacts, and their continuous monitoring in line with the continuous improvement principle.</p> <p>The direct alignment with the United Nations Sustainable Development Goals (SDGs) enables Diageo Türkiye to align its operations with the global sustainability agenda, while demonstrating that value creation is not limited to financial performance, but is considered together with social and environmental outcomes. In this context, short-, medium- and long-term targets are defined through an impact-driven approach and managed in an integrated way with the business strategy.</p> <p>“Society 2030: Spirit of Progress”, Diageo’s global sustainability framework, serves as a reference point for local implementation. This alignment makes the contribution of Diageo Türkiye’s local operations to global goals more visible and enables sustainability performance to be assessed in a consistent and comparable manner both locally and globally.</p>
1-7	Timeliness	<p>ESG Reporting Index has been designed in alignment with the United Nations Global Compact (UNGC) reporting framework and is regularly updated and made publicly available following the close of each financial year. This ensures consistency, traceability and the continuous alignment of reporting practices with international standards.</p> <p>The reporting approach aims to provide timely and reliable data flows that support stakeholders’ decision-making processes. Accordingly, ESG data is published in line with the global reporting calendar by prioritizing the timeliness and comparability of performance indicators. In this way, a transparent and standardized dataset is provided to enable stakeholders to assess the company’s performance from a holistic perspective.</p>
1-8	Verifiability	<p>The accuracy and integrity of the environmental performance data presented in this report are assured through independent third-party verification processes. Accordingly, the “Water Replenishment” projects implemented in Türkiye are verified by the independent audit firm PwC, and methodologies, impact assessment approaches and results are evaluated in line with international assurance standards.</p> <p>In addition, indicators with respect to energy consumption, water usage, waste management and carbon emissions, included in Diageo’s Global ESG Reporting Index, is subject to limited assurance provided by PwC. This process provides independent assurance regarding the accuracy and reliability of the disclosed information by assessing the effectiveness of data collection, consolidation and reporting mechanisms.</p> <p>The applied independent verification and assurance mechanisms reinforce the alignment of reporting with the principles of transparency and accountability, and serve as a primary driver of enhancing data reliability among stakeholders.</p>

GRI 2: General Disclosures		
Organizational Profile and Its Reporting Practices		
Disclosure		Our Response
2-1	Organizational details	<p>Mey İçki Sanayi ve Ticaret A.Ş. (MEYİ) Primary Business Activity: Wholesale trade of the alcoholic beverages</p> <p>Mey Alkollü İçkiler Sanayi ve Ticaret A.Ş. (MEYA) Primary Business Activity: Production of distilled alcoholic beverages</p>
2-2	Entities included in the organisation’s sustainability reporting	<p>The scope of this report has been defined to include all legal entities operating under Diageo Türkiye within Türkiye, as well as their associated production sites, sales organizations, head offices and other operational units. The ESG data and sustainability performance reported have been consolidated to involve all of these operations.</p> <p>The scope of reporting is geographically limited to Diageo Türkiye’s operations within Türkiye. However, selected data and approaches with respect to Diageo’s global operations are included in specific sections of the report in order to support an understanding of the global strategic framework and implementation consistency. The global content presented in this respect is provided for informational purposes only and is not included in the scope of reported performance indicators.</p>
2-3	Reporting period, frequency and contact information	<p>Reporting period: Aligned with Diageo’s financial calendar, our report covers July 01, 2024 - June 30, 2025 (F25).</p> <p>Reporting frequency: Annual</p> <p>Contact: Simay Kaşıkçı - Corporate Affairs Manager simay.kasikci@diageo.com Altuğ Ünüvar - Corporate Communications Manager altug.unuvar@diageo.com</p>
2-4	Restatements of information	<p>No material changes to methodology, calculation corrections, or restatements of performance indicators have been made to data from previous reporting periods.</p> <p>However, classification revisions may have been applied to certain indicators and linguistic simplifications may have been implemented to improve data accuracy and transparency. These minor updates do not affect performance trend analysis or comparability. When comparisons with previous years are provided, any updates are clearly indicated in the footnotes.</p> <p>As Diageo Türkiye, we regard consistency and comparability of our sustainability data as a fundamental principle, and accordingly embrace a continuous improvement approach in every reporting period.</p>
2-5	External assurance	<p>Our non-financial reports are prepared in compliance with our corporate policies and aligned with internationally recognized sustainability reporting standards and protocols. By adopting a reliable and traceable data-driven approach, we aim to continuously enhance the quality of our non-financial disclosures.</p> <p>Our “Water Replenishment” projects, implemented as part of our operations within Türkiye, are validated by the independent third-party audit firm PwC. Furthermore, the energy, water, waste, and carbon emissions data we submit to Diageo’s ESG Reporting Index are subject to limited assurance procedures by PwC.</p> <p>For detailed information, please refer to page 8 of Diageo’s ESG Reporting Index for 2025.</p>
Activities and Employees		
2-6	Activities, value chain, and other business relationships	<p>Our operations within Türkiye are executed through a multi-category structure that considers diverse consumer segments with a broad and balanced product portfolio. This diversity, spanning rakı to whiskey, vodka to gin and liqueurs, as well as wine and other distilled spirits, reflects a holistic portfolio management approach that combines our local expertise with our global brand strength. Detailed information on our product portfolio is available in the “Our Brands and Product Portfolio” section of this report.</p> <p>Our operations are built on a model that integrates our local production capabilities with our global brand strength. In addition to brands we develop and produce within Türkiye, we also bring selected brands from our global portfolio to the market to offer diverse experiences and high-quality standards to consumers. This approach supports local value creation, while enabling the effective transfer of global expertise to the market.</p> <p>Our agricultural production and sourcing structure is an important component of our value chain. We are directly involved in agricultural processes through production activities in our own vineyards, while working with an extensive supplier network across the country. This creates a broad impact area through a multi-layered ecosystem.</p> <p>This ecosystem enables us to engage indirectly with thousands of farmers and small-scale enterprises and to contribute to local economic development, while helping us scale our efforts to promote sustainable supply chain practices across this wider network.</p> <p>For more information about our sustainable procurement practices, please refer to the “Sustainable Supply Chain” section of our report.</p>

2-7	Employees	<p>Diageo Türkiye provides direct employment to a total of 1,006 people through two separate companies operating within Türkiye.</p> <p>Our operations consist of management offices in İstanbul and Ankara, 6 plants in various provinces, 2 vineyards in Elazığ and Tekirdağ, 9 sales offices, and 3 warehouses.</p> <p>For more detailed information, please refer to the "Corporate Profile" section of our report.</p> <table border="1"> <thead> <tr> <th colspan="7">The total number of employees by gender distribution (Woman/Man)</th> </tr> <tr> <th rowspan="2"></th> <th colspan="2">F23</th> <th colspan="2">F24</th> <th colspan="2">F25</th> </tr> <tr> <th>W</th> <th>M</th> <th>W</th> <th>M</th> <th>W</th> <th>M</th> </tr> </thead> <tbody> <tr> <td>MEYİ</td> <td>157</td> <td>337</td> <td>183</td> <td>339</td> <td>203</td> <td>320</td> </tr> <tr> <td>MEYA</td> <td>75</td> <td>365</td> <td>118</td> <td>367</td> <td>123</td> <td>360</td> </tr> <tr> <td>Percentage</td> <td>25%</td> <td>75%</td> <td>30%</td> <td>70%</td> <td>23%</td> <td>77%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="7">W/M distribution by employment type</th> </tr> <tr> <th rowspan="2"></th> <th colspan="2">F23</th> <th colspan="2">F24</th> <th colspan="2">F25</th> </tr> <tr> <th>W</th> <th>M</th> <th>W</th> <th>M</th> <th>W</th> <th>M</th> </tr> </thead> <tbody> <tr> <td>MEYİ monthly paid</td> <td>157</td> <td>337</td> <td>183</td> <td>339</td> <td>201</td> <td>318</td> </tr> <tr> <td>MEYA monthly paid</td> <td>63</td> <td>99</td> <td>69</td> <td>100</td> <td>75</td> <td>94</td> </tr> <tr> <td>MEYA hourly paid</td> <td>12</td> <td>266</td> <td>49</td> <td>267</td> <td>50</td> <td>268</td> </tr> </tbody> </table>	The total number of employees by gender distribution (Woman/Man)								F23		F24		F25		W	M	W	M	W	M	MEYİ	157	337	183	339	203	320	MEYA	75	365	118	367	123	360	Percentage	25%	75%	30%	70%	23%	77%	W/M distribution by employment type								F23		F24		F25		W	M	W	M	W	M	MEYİ monthly paid	157	337	183	339	201	318	MEYA monthly paid	63	99	69	100	75	94	MEYA hourly paid	12	266	49	267	50	268
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2-8	Workers who are not employees	<p>During the F25 reporting period, the total extended workforce contributing to our operations through subcontractors was recorded as 248 employees. This figure excludes individuals engaged under consulting service agreements. Data on the extended workforce is regularly tracked and reported through our human resources supply management system.</p> <p>in certain areas of activity, outsourcing services are utilized in response to operational requirements. This is particularly concentrated in investment, construction, and infrastructure works carried out at our production sites, as well as logistics operations involving post-production processes and warehousing, loading, and equipment handling services. In addition, support services such as cleaning, catering, and security are also managed through outsourced service models.</p> <p>Within our agricultural operations, limited seasonal employment is applied in response to periodic production needs. Although this form of employment represents a relatively small share of our total workforce, it contributes to maintaining operational continuity.</p> <table border="1"> <thead> <tr> <th colspan="9">Subcontractor Gender Distribution (W/M)</th> </tr> <tr> <th colspan="3">F23</th> <th colspan="3">F24</th> <th colspan="3">F25</th> </tr> <tr> <th>W</th> <th>M</th> <th>Total</th> <th>W</th> <th>M</th> <th>Total</th> <th>W</th> <th>M</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>141</td> <td>396</td> <td>537</td> <td>107</td> <td>213</td> <td>320</td> <td>56</td> <td>192</td> <td>248</td> </tr> </tbody> </table>	Subcontractor Gender Distribution (W/M)									F23			F24			F25			W	M	Total	W	M	Total	W	M	Total	141	396	537	107	213	320	56	192	248																																														
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Governance		
2-9	Governance structure and composition	<p>At Diageo Türkiye, the governance model has been designed as an integrated decision-making and oversight structure to enable the systematic monitoring of performance, effective risk management, and sustainable value creation. This structure extends the transparency, accountability, and responsibility principles beyond operational processes, and positions them as the key drivers of corporate governance.</p> <p>Serving as the organization's highest decision-making and strategic steering body, Diageo Türkiye Leadership Team lies at the heart of this model. Led by the General Manager, the Leadership Team consists of senior executives responsible for the functions of marketing, sales and distribution, finance and digital transformation, human resources, supply chain, regulatory and legal affairs, and corporate affairs and communications. This multidisciplinary structure ensures the alignment of different business functions within a single strategic framework and enables decision-making processes to be managed from a holistic perspective.</p> <p>The governance approach led by the Leadership Team considers commercial performance, operational efficiency, and ESG indicators within an integrated performance management model. This approach ensures the direct integration of sustainability matters into business strategy, while allowing for a balanced and disciplined management structure between short-term operational priorities and long-term value creation.</p> <p>Performance is monitored and managed through predefined periodic review cycles and agile decision-making mechanisms deployed when needed. The performance outcomes and decisions generated through these processes are regularly communicated to the global organization to reinforce accountability and maintain a consistent, traceable, and transparent governance structure across the organization.</p> <p>For detailed information, please refer to page 10 of Diageo's ESG Reporting Index for 2025.</p>
2-11	Chair of the highest governance body	Bahar Uçanlar serves as the General Manager of Diageo Türkiye.
2-12	Role of the highest governance body in managing impacts	<p>Diageo's sustainability agenda is shaped in alignment with the vision "Society 2030: Spirit of Progress" which is defined by the Board of Director, and serves as a strategic framework guiding all markets, including the operations within Türkiye. At Diageo Türkiye, these global priorities are owned by the Leadership Team, the highest decision-making body, and ESG performance is regularly monitored and evaluated in alignment with strategic goals.</p> <p>The effective execution of sustainability governance at the operational level is ensured through the Diageo Türkiye Sustainability Committee (DTSC). The Committee is directly aligned with the Leadership Team, and this alignment is ensured through the senior executive acting as committee sponsor to assure the integration of sustainability material topics into decision-making processes.</p> <p>Established in 2020 and operating under the leadership of the Corporate Affairs and Corporate Communications Director, who is appointed from within the Leadership Team, the DTSC is built on a governance model led by a project leader and a core team. The Committee's wider representation includes members of the L.E.G.O. (Leadership, Empathy, Growth, Opportunity) team, as well as representatives from different functions, who are involved in the process when needed. This multi-layered structure serves as a platform that supports the dissemination of the sustainability agenda across the organization and enables cross-functional coordination.</p>
2-13	Delegation of responsibility for managing impacts	<p>Diageo Türkiye'de ESG etkilerinin yönetimi, çok katmanlı bir yönetim modeli çerçevesinde ele alınmakta. At Diageo Türkiye, ESG impacts are managed through a multi-layered governance model, where strategic direction, execution, and performance monitoring are structured through clearly defined areas of responsibility. Within this model, sustainability material topics are set and aligned with corporate objectives directly under the authority and responsibility of the Leadership Team.</p> <p>The strategic framework is embedded into operations through the Diageo Türkiye Sustainability Committee (DTSC), which serves as a central coordination mechanism. Operating with a project management discipline and supported by leadership sponsorship, the DTSC ensures cascading of global sustainability material topics into local implementation, their prioritization, and systematical monitoring of their progress.</p> <p>With respect to implementation, the ESG agenda is distributed across functional responsibilities, ensuring organization-wide adoption. Accordingly, each business unit is responsible for delivering performance on sustainability topics within its area of impact, tracking relevant indicators, and integrating these outputs into the global reporting infrastructure.</p> <p>This structure enables ESG performance to be both strategically owned and operationally managed in an effective manner. In addition, the data-driven monitoring and reporting approach enables management of performance in a transparent, comparable manner that supports decision-making processes. For detailed information, please refer to GRI 2-9.</p>
2-14	Role of the highest governance body in sustainability reporting	<p>All information and datasets included in this report are centrally managed by the Diageo Türkiye Sustainability Committee (DTSC) and are subject to data collection, consolidation, and control processes to ensure compliance with reporting standards. This process is conducted in line with the strategic priorities and reporting expectations defined by the Leadership Team, and content verification mechanisms are structured to ensure data integrity and consistency.</p> <p>The report is finally reviewed and approved by the Leadership Team, the company's highest governance body. In this respect, the Leadership Team assesses the alignment of disclosed information with strategic priorities and acts as the final control mechanism, confirming that the report serves as a corporate statement.</p> <p>Defined governance and control framework directly aligns sustainability reporting with corporate decision-making and oversight mechanisms, and ensures that the reporting process is conducted in accordance with the principles of transparency, accuracy and accountability within a structured framework. It strengthens the reliability of information provided to stakeholders, while reinforcing the role of reporting within the corporate governance framework.</p>

2-15	Conflict of interest	<p>Management of conflicts of interest is an integral part of our corporate governance approach and ethical business practices. Accordingly, a clear, consistent, and practicable framework has been established to ensure that employees' personal interests are aligned with the company's interests while performing their duties, and to prevent potential conflict-of-interest risks.</p> <p>Forming the foundation of this framework, the Code of Business Conduct is updated annually and made available to all employees via the internal communication platform "Meyhane." The Code of Conduct serves as a guidance to employees on how to identify, prevent, and appropriately report any conflicts of interest. Employees are required to submit regular declarations confirming their adherence to the Code, and the independent and multilingual SpeakUp channel is in place to enable the safe reporting of any violations of ethics and conflicts of interest. All reports submitted through this channel are assessed in line with principles of confidentiality and impartiality, and necessary actions are taken by the relevant functions.</p> <p>The management of conflict-of-interest risks is not limited to employees but extends to all third parties acting on behalf of the company. "Know Your Customer" and "Know Your Business Partner" processes, which are applied in this context, enables assessment of potential risks arising from business relationships proactively and activation of necessary control mechanisms.</p> <p>This holistic approach helps maintain the integrity of our decision-making processes while supporting our corporate culture in a sustainable manner in line with transparency, accountability, and ethical values.</p> <p>During the reporting period, 1 instances of conflict-of-interest were identified and assessed in accordance with the relevant procedures, and appropriate actions were taken.</p> <p>For detailed information, please refer to page 10 of Diageo's ESG Reporting Index for 2025.</p>
2-16	Communication of critical concerns	<p>At Diageo Türkiye, compliance with ethical principles is regarded as an integral part of corporate culture, and a structured reporting and investigation mechanism is in place to ensure the early detection and effective management of potential breaches. It is essential that employees and relevant stakeholders can raise concerns regarding any unethical conduct, conflicts of interest, or policy violations through safe and accessible channels.</p> <p>The reporting system established accordingly provides enables both direct and anonymous submissions via multiple access points. Operated by an independent service provider, the SpeakUp channel (telephone, email, and web-based platform), along with direct managers and the Human Resources function as well as the Legal and Internal Audit & Compliance functions, constitute core pillars of this system.</p> <p>All reports are subject to an initial review by the Internal Audit and Compliance function, serving as a central control mechanism, and formal investigation process is initiated where necessary. Investigation process is conducted under the coordination of the relevant functions (Legal, Human Resources, and Internal Audit & Compliance) and are completed within timeframes defined in Diageo's global procedures. All processes are managed through a web-based ethics reporting management system to ensure traceability and recording.</p> <p>The anti-bribery and anti-corruption control framework is regularly reviewed and updated. Accordingly, mandatory annual training programmes are delivered to all employees to strengthen policy awareness and compliance levels.</p> <p>Third-party risk management is regarded as an integral part of relationships with business partners and suppliers. In this respect, third-party risk assessment processes are conducted under the coordination of the Legal and Procurement functions, with a systematic evaluation framework that enables the early identification of potential compliance risks in place.</p> <p>For detailed information, please refer to page 10 of Diageo's ESG Reporting Index for 2025.</p>
2-17	Collective knowledge of the highest governance body	<p>At Diageo Türkiye, decision-making processes in the field of sustainability are supported by a data-driven and systematic evaluation approach at senior management level. Accordingly, integrated reports involving both economic indicators and ESG performance are prepared on a regular basis and submitted to senior management to strengthen the Leadership Team's oversight of ESG matters and its analytical capacity. These reports contribute to establishing a data-driven governance structure while enabling strategic decisions to be made within a more predictable and measurable framework.</p> <p>The resulting analysis and reporting sets are regarded as an integral part of structured Leadership Team meetings and provide direct input into performance review and strategic steering processes. This platform serves as a key decision-making mechanism that not only enables the monitoring of ESG material topics but also ensures their continuous realignment with business strategy.</p> <p>The activities conducted as part of "Society 2030: Spirit of Progress", Diageo's global sustainability vision, are subject to central monitoring and evaluation by the Diageo Türkiye Sustainability Committee (DTSC). Committee outputs are regularly reported to the Leadership Team via the sponsoring Supply Chain Director to ensure a continuous flow of information between sustainability performance and senior governance processes. This structure enables ESG performance to be effectively monitored and guided within the corporate governance framework.</p>
2-18	Evaluation of the performance of the highest governance body	The performance assessment for the top governance body is carried out annually by Diageo Plc.
2-19	Remuneration policies	For detailed information, please refer to page 11 of Diageo's ESG Reporting Index for 2025.
2-20	Process to determine remuneration	For detailed information, please refer to page 11 of Diageo's ESG Reporting Index for 2025.
2-21	Annual total compensation ratio	For detailed information, please refer to page 11 of Diageo's ESG Reporting Index for 2025.

Strategy, Policies and Practices		
2-22	Statement on sustainable development strategy	<p>Sustainability provides a strategic framework that guides our ways of doing business and long-term growth ambitions, while enabling us to place the environmental and social impacts of our operations at the center of decision-making processes.</p> <p>Content communicated through our corporate communication channels and reporting structure transparently demonstrates our strategic priorities, focus areas of impact, and progress achieved in these areas. From a senior management perspective, performance and areas of development against set targets are presented within a holistic framework.</p> <p>Efficient use of resources, reduction of climate impacts, reinforcing an inclusive workplace, and creating positive impact across the value chain are among our key priority areas. Accordingly, the relationship between our environmental and social impacts and financial performance is assessed through a sustainable development approach. In particular, initiatives aligned with the United Nations Sustainable Development Goals (SDGs) are monitored and reported in an integrated manner with our strategic objectives.</p> <p>This approach embeds sustainability across our entire business as a value creation model, rather than a standalone agenda item.</p>
2-23	Policy commitments	<p>At Diageo Türkiye, occupational health and safety, environmental management, energy efficiency, quality, and food safety are regarded as core pillars of our operational excellence approach. These areas are managed not only as a regulatory compliance requirement, but also as critical components of a human-centered value creation model and a sustainable business approach. Accordingly, creating a safe and healthy working environment for employees, ensuring product and process quality in line with international standards, and maintaining brand equity are prioritized.</p> <p>The policies, standards, and set of practices developed in line with corporate values are designed to involve not only internal operations but also the supply chain and business partners. This framework establishes a consistent compliance and performance standard across the organization, while supporting the wider adoption of sustainability principles across the value chain.</p> <p>The policies and standards in place are applied in alignment with Diageo's global corporate framework and are supported by relevant application guidelines and control mechanisms. Document sets are reviewed on a regular basis in line with updated regulations and evolving stakeholder expectations, and industry dynamics, and necessary updates are approved and introduced through defined governance processes.</p> <p>Diageo's policy commitments, which reflect its ethical values and responsible business conduct approach, are publicly disclosed on Diageo's global website and made available to all stakeholders.</p>
2-24	Embedding policy commitments	<p>At Diageo Türkiye, regulatory compliance and ethical business practices form the basis of our corporate governance approach. The risk and compliance framework is designed as a structured system that guides employee behavior, strengthens adherence to ethical standards, and ensures a consistent discipline of application across all operations.</p> <p>Corporate policies and standards provide a binding reference framework for all employees, with expectations and responsibilities clearly and measurably defined. To support the effective implementation of this framework, risk-based training programmes are delivered and updated annually. These training programmes include not only basic modules aimed at raising awareness across the organization, but also more in-depth content specific to certain functions.</p> <p>The planning, delivery, and monitoring of training processes are centrally managed by the Human Resources function. This structure goes beyond compliance requirements and supports the embedding of ethical awareness into the corporate culture and its sustainable development.</p>
2-25	Processes to remediate negative impacts	<p>At Diageo Türkiye, the responsible business approach involves mechanisms designed for addressing and remediating adverse impacts that may arise from our operations. Accordingly, a multi-channel reporting and feedback infrastructure is in place to ensure the early identification and effective management of potential breaches.</p> <p>Positioned at the heart of this system, SpeakUp platform serves as the main point of contact for reporting ethical and compliance-related risks. Designed in alignment with Diageo's Code of Business Conduct, the system is available to employees and relevant stakeholders. Operated by an independent third party, the platform offers multilingual support via telephone and digital channels, with all submissions handled under confidentiality and anonymity safeguarded where appropriate.</p> <p>For the supply chain, contractual and operational frameworks are formalized through systematic reporting mechanisms. Defined under the "Standards of Business Partnerships with Suppliers," this structure ensures that feedback from suppliers is integrated into the central system, allowing for a consistent application of our compliance approach across the value chain.</p> <p>Complaints related to environmental impacts are subject to a multi-stage assessment process. Initially handled at local level, reports are periodically reviewed by the relevant Risk Management Committees as part of monitoring and analysis processes, and the findings are then integrated into trend analysis and prioritization activities. This approach supports the proactive management of environmental risks, while providing data-driven input for decision-making processes.</p> <p>For detailed information, please refer to page 13 of Diageo's ESG Reporting Index for 2025.</p>

2-26	Mechanisms for seeking advice and raising concerns	<p>At Diageo Türkiye, providing accessible and reliable reporting mechanisms that support the visibility and effective management of ethical risks is adopted embraced as a corporate commitment. Accordingly, the SpeakUp platform is positioned as a central system that enables the reporting of any ethical concerns, as well as situations involving breaches of global policies and the Code of Business Conduct.</p> <p>The SpeakUp mechanism is not limited to employees; it is accessible to all stakeholders across the value chain, including contractors, suppliers, customers, and consumers. Reports submitted through the platform are handled in accordance with internal audit and compliance processes, with each submission assessed in line with its relevant risk level and scope, and necessary actions are taken accordingly.</p> <p>In line with Diageo's global approach, any form of retaliation against individuals who report concerns in good faith or assist in an investigation process is strictly prohibited. Any violation of this principle is considered a serious breach subject to disciplinary procedures.</p> <p>The SpeakUp system serves as one of the key enablers of a trust-based communication culture across the organization and supports the promotion of ethical awareness. This structure encourages employees and business partners to actively contribute to maintaining a safe, respectful, and responsible working environment.</p> <p>For detailed information, please refer to page 14 of Diageo's ESG Reporting Index for 2025.</p>
2-27	Compliance with laws and regulations	<p>At Diageo Türkiye, regulatory compliance is considered not only a requirement for conducting operations, but the starting point of our corporate standards. All operations are managed in full compliance with applicable national legislation, and compliance processes are supported by systematic control mechanisms.</p> <p>The Company's execution framework is designed not to be limited to local regulations alone. Where global policies and standards impose more stringent requirements, these standards are adopted as the reference point to ensure a higher level of compliance.</p> <p>This approach strengthens operational discipline, while providing a foundation for the consistent application of ethical business practices across the organization. It is also positioned as a critical governance element in maintaining stakeholder trust and ensuring the continuity of long-term value creation.</p> <p>For detailed information, please refer to page 14 of Diageo's ESG Reporting Index for 2025.</p>
2-28	Membership associations	<p>At Diageo Türkiye, stakeholder collaborations are positioned as one of the key enablers of sustainable value creation. Accordingly, shared areas of impact are developed through structured partnerships established with industry representatives, non-governmental organizations, and various platforms. These networks provide important platforms that support collective progress in sustainability, ethical business practices, social inclusion, and environmental responsibility.</p> <p>Memberships at both national and international level support industrial development, while contributing to strengthening alignment with the global sustainability agenda. This structure allows for the expansion of our sphere of impact through knowledge sharing, the transfer of best practices, and the development of common standards.</p> <p>Up-to-date information on memberships is publicly disclosed via the Company's corporate communication channels, including its corporate website.</p>
Stakeholder Engagement		
2-29	Approach to stakeholder engagement	<p>At Diageo Türkiye, stakeholders are positioned as active participants shaping our decision-making processes. This approach is based on ensuring that strategic priorities defining the direction of the organization are shaped by insights from diverse stakeholder groups.</p> <p>Accordingly, all individuals and organizations with direct or indirect engagement with our operations are systematically identified, and each stakeholder group is assessed in terms of expectations, level of impact, and priorities, which are then integrated into management processes. The engagement model is built on the principles of continuity and reciprocity, with stakeholder feedback playing a determining role in corporate evaluation and prioritization processes.</p> <p>Stakeholder mapping activities are managed through a multi-dimensional analytical approach, and structured in accordance with criteria such as level of influence, level of expectation, strategic importance, and frequency of engagement. This framework is regularly updated in line with evolving business conditions and stakeholder dynamics.</p> <p>Engagement processes are carried out through data-driven surveys, targeted one-to-one interviews, multi-stakeholder collaborations, informative platforms, and industrial participation mechanisms. This multi-layered structure ensures the systematic collection of stakeholder insights and their integration into decision-making processes.</p> <p>Diageo Türkiye aims to develop sustainable partnerships in line with the principles of trust, transparency, and mutual benefit.</p>

2-30	Collective bargaining agreements	<p>At Diageo Türkiye, the protection of employee rights and the maintenance of a fair working environment are among the key priorities of our corporate governance approach. Human resources practices are structured to support employee well-being and workplace harmony, with all related processes systematically managed in accordance with applicable legislation.</p> <p>Accordingly, full compliance with all relevant legal regulations, including Labor Law No. 4857 and Trade Unions and Collective Bargaining Agreement Law No. 6356, is ensured, with practices regularly reviewed to maintain ongoing alignment with legislation.</p> <p>MEYA and the TEKGIDA-İŞ Trade Union maintain regular communication. All processes related with our company's employees are managed in full compliance with Labor Law No. 4857 and Trade Unions and Collective Bargaining Agreement Law No. 6356. Accordingly, a Collective Bargaining Agreement has been executed with the unions organized within our plants. Constructive, open, and long-term strategic relationships are maintained with organized unions, and collaborative efforts are undertaken. Each of our plants has at least one union representative, depending on workforce size. Our plant managers and HR leaders hold regular meetings with union representatives. Collective labor agreements are renewed every two years with TEKGIDA-İŞ with the aim of ensuring the continuity of labor peace at MEYA. 100% of "Hourly-Paid" personnel within MEYA are unionized.</p> <table border="1" data-bbox="1932 680 2712 779"> <thead> <tr> <th colspan="3">Unionized employee percentage (%)</th> </tr> <tr> <th>F23</th> <th>F24</th> <th>F25</th> </tr> </thead> <tbody> <tr> <td>30</td> <td>30</td> <td>32</td> </tr> </tbody> </table>	Unionized employee percentage (%)			F23	F24	F25	30	30	32
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GRI 3: Material Topics	
Material Topics and Their Boundaries	
Disclosure	Our Response
3-1 Process to determine material topics	<p>Diageo conducted a comprehensive prioritization and positioning process in 2019 to integrate the sustainability agenda into its corporate strategy. This initiative was designed as a strategic transformation step to redefine the Company's areas of impact and place sustainability topics at the core of its business model. The process was structured within a framework fully aligned with the United Nations Sustainable Development Goals (SDGs) and was designed to involve environmental, social, and governance (ESG) dimensions.</p> <p>The analysis was based on a broad stakeholder engagement model. Through multi-stakeholder workshops and targeted interviews conducted across different geographies, data was collected from a wide range of stakeholder groups, including employees, investors, local communities, and business partners. The insights obtained were assessed in a multi-dimensional manner in terms of both stakeholder expectations and perceived risks and opportunities.</p> <p>The data collected was used not only to assess current performance but also to provide a prospective perspective, taking into consideration global trends, industrial transformation, and the evolving regulatory framework. This approach enabled the adoption of a data-driven and anticipatory methodology for the prioritization of sustainability topics.</p> <p>The priority impact areas identified accordingly formed the basis of Diageo's sustainability roadmap, and provided direct input for "Society 2030: Spirit of Progress" strategy launched in 2020. This strategy is structured around clear commitments, focus areas, and measurable performance indicators defined for environmental and social issues.</p> <p>The framework of "Spirit of Progress 2030" has been adopted as a common reference model across all markets in which Diageo operates. Accordingly, Diageo Türkiye's sustainability approach is also shaped by these strategic priorities, while related practices and performance outcomes monitored and reported in alignment with this framework.</p> <p>For detailed information, please refer to page 15 of Diageo's ESG Reporting Index for 2025.</p>
3-2 List of material topics	<p>At Diageo Türkiye, our sustainability approach is based on the integration of globally defined priorities into local operations. This framework ensures management of environmental, social, and governance (ESG) performance not as a standalone area, but as an integral part of corporate performance.</p> <p>The sustainability agenda is structured by taking into consideration stakeholder expectations, emerging risk and opportunity areas, the evolving regulatory landscape, and global commitments. This structure is aligned with the United Nations Sustainable Development Goals (SDGs) and is directly linked to Diageo's "Society 2030: Spirit of Progress" strategy.</p> <p>Performance management is conducted in line with these defined priorities, through measurable indicators, with progress regularly monitored and reported. This approach enables the systematic assessment of sustainability performance while ensuring the continued alignment with strategic objectives.</p> <p>For detailed information on these material topics, please refer to "ESG Materiality" section of our report.</p>
3-3 Management of material topics	<p>The management approach for material topics is structured in alignment with the relevant GRI Topic Standards. The disclosures provided under each topic are designed to establish the contextual framework that supports the interpretation of the related indicators.</p> <p>Information on the management approach is presented before the corresponding GRI disclosures to enable stakeholders to assess both performance data and the underlying management model in a holistic manner. This structure improves the readability of the report while making the relationship between reported data and applied management practices clear and traceable.</p>

Topic standards

Economic	
Economic Performance	
Disclosure	Our Response
3-3 Our management approach	<p>At Diageo Türkiye, economic performance is regarded as a key pillar of the value creation model and is directly linked to a long-term growth perspective. Financial results are managed not only as indicators of short-term success, but as an integrated performance area assessed alongside operational efficiency, capital allocation, and sustainability objectives.</p> <p>Economic outputs of operations within Türkiye are overseen by the Leadership Team, and performance is monitored in alignment with globally defined business plans and target sets. All markets and functions are responsible for regularly tracking and reporting financial data within their respective areas of accountability. Data obtained is periodically reviewed by global management structures and integrated into strategic decision-making processes.</p> <p>The performance management approach is not limited to internal operational indicators; macroeconomic developments, industry dynamics, and local market conditions are also systematically incorporated into decision-making processes. This multi-dimensional analytical approach enhances the ability to adapt to changing economic conditions while enabling the early identification of risks and the assessment of opportunities.</p> <p>Resource allocation and investment decisions are structured to support long-term value creation, while innovation and digital transformation are positioned as priority areas. These investments contribute both to improving operational efficiency and to unlocking new revenue streams and the strengthening of competitive advantage.</p> <p>This holistic approach ensures that economic performance is managed within a transparent, traceable, and accountable framework, while contributing to the safeguarding of sustainable growth objectives at a corporate level.</p> <p>For detailed information on our management approach to economic performance, including goals, outcomes, and performance metrics, please refer to the Diageo's Annual Report for 2025.</p>
201-01 Direct economic value generated and distributed	<p>To evaluate our economic performance, we monitor key financial indicators through a holistic approach. Organic net sales growth, operating profit growth, and free cash flow are prioritized as the primary indicators reflecting the sustainability of our performance and financial resilience.</p> <p>During the reporting period of F25, our organic sales volume increased by 4% and our organic net sales grew by 20.9% compared to the previous year.</p> <p>For more detailed information on Diageo's economic value creation and economic contributions to stakeholders, please refer to page 16 of the Diageo's ESG Reporting Index for 2025.</p>
201-02 Financial implications and other risks and opportunities due to climate change	<p>Climate change is one of the primary factors that directly affect our business continuity and the resilience of our value chain. In particular, our agriculture-based operations and raw material supply structure are highly sensitive to variability in climatic conditions. For this reason, we consider climate-related uncertainties not only as an environmental issue, but also as a critical risk area in terms of operational continuity and long-term performance.</p> <p>Rising temperatures, changing precipitation patterns, and increasing pressure on water resources may lead to fluctuations in agricultural productivity and constraints in the availability of certain inputs. This has the potential to directly impact product quality, cost base, and supply continuity. In this respect, risks related with water stress and raw material productivity are positioned at the center of our long-term planning processes.</p> <p>To manage these risks and support the transition towards a low-carbon future, we are implementing a multi-dimensional transformation programme aligned with our long-term targets. Emission reduction, energy efficiency improvements, conservation of water resources, water replenishment, and waste reduction constitute the priority focus areas of this transformation.</p> <p>These initiatives also contribute to enhancing the environmental and financial resilience of our business model.</p> <p>For detailed information, please refer to page 16 of Diageo's ESG Reporting Index for 2025.</p>

Procurement Practices		
3-3	Our management approach	<p>At Diageo Türkiye, the supply chain is viewed as a vital extension of value creation and a building block of corporate impact management. Accordingly, the supplier ecosystem is evaluated not only through operational outputs, but also against environmental and social performance indicators.</p> <p>Suppliers are selected and evaluated through a multi-dimensional framework involving quality, delivery performance and sustainability criteria, while business partners are expected to adhere to defined ethical standards, human rights principles, and occupational health and safety requirements.</p> <p>The supplier ecosystem is structured in alignment with corporate policies and standards, and the "Standards for Business Partnership with Suppliers" serves as the primary reference framework. This approach helps ensure a consistent level of compliance across the value chain while also enabling monitoring of sustainability performance at the supplier level.</p> <p>The sourcing strategy aims to optimize the supply chain geographically while supporting local value creation. Accordingly, strengthening local sourcing capacity and reducing logistics-induced emissions constitute our primary priority areas. The sourcing of grapes and anise used in the production of raki, registered with a geographical indication, from local suppliers serves a tangible example of this approach. Similarly, although no legal obligation exists, priority is granted to local suppliers for essential raw materials such as wine grapes and wheat, provided that quality and compliance standards are met.</p> <p>This structure aims to enhance supply chain resilience, contribute to local economic development, and establish a value chain aligned with sustainable development goals.</p>
204-01	Proportion of spending on local suppliers	<p>Within our supply chain management approach, we establish local sourcing as a strategic priority, with 97% of our total procurement sourced from suppliers in Türkiye. In line with approach, we have collaborated with more than 2,180 suppliers to date, while the number of active supplier recorded during the F25 reporting period reached 2,250. Our local sourcing ratio is monitored as a critical performance indicator regarding economic value creation, supply continuity, and operational resilience.</p> <p>The procurement framework is classified into direct and indirect sourcing. As part of direct sourcing, products and services were procured from 1,400 suppliers, with international suppliers accounting for 2% of this total. Within the indirect sourcing category, we collaborated with 820 suppliers, with international suppliers accounting for 5% of this total. Supplier distribution across both categories is regularly analyzed through the lenses of geographic diversification, risk management, and supply continuity.</p> <p>Prioritizing local suppliers contributes to the local economy, while strengthening our environmental and operational performance through shorter supply routes, reduced carbon footprint, and more agile operational processes. This approach facilitates the management of our supply chain in alignment with our sustainability goals and promotes responsible business practices across the value chain.</p> <p>For detailed information, please refer to page 19 of Diageo's ESG Reporting Index for 2025.</p>

Anti-corruption		
3-3	Our management approach	<p>Anti-corruption and ethical business practices constitute the pillars of our long-term value creation approach and corporate governance framework across all markets in which we operate. Accordingly, we adopt a zero-tolerance approach to all forms of bribery and corruption and position this principle as an integral part of all our business practices.</p> <p>The globally applied Anti-Bribery and Corruption Policy, Anti-Money Laundering and Prevention of Facilitation of Tax Evasion Policy, Code of Business Conduct, and Gifts and Entertainment Rules provide a clear, consistent, and binding framework for both our employees and business partners. This policy framework outlines compliance requirements, while systematizing ethical considerations into decision-making processes.</p> <p>To strengthen ethical culture across the organization, regular and mandatory training programmes are delivered to all employees. Our Code of Business Conduct guide offers practical guidance tailored to different roles and responsibilities, empowering employees in making sound decisions in potential risk areas they may encounter. Featuring a multilingual format, the guide is accessible to all employees.</p> <p>The effective management of corruption risks requires a holistic approach that extends beyond our employees to embrace the entire value chain. Accordingly, our third-party risk management processes are reinforced by "Know Your Customer" and "Know Your Business Partner" mechanisms, through which potential compliance risks are systematically assessed and, where necessary, business relationships are terminated.</p> <p>At the global level, the independent Business Integrity function oversees the implementation of relevant policies and standards while conducting regular audit, monitoring, and assessment activities. Furthermore, our Global Audit and Risk teams periodically review all operations and track identified areas for improvement through clearly defined action plans and timelines.</p> <p>Within this framework, training attainment levels, the effectiveness of control mechanisms, and identified findings are regularly reported to senior management and addressed by the Executive Board and the Audit Committee of the Board in line with the principles of transparency and accountability.</p> <p>For detailed information, please refer to page 19 of Diageo's ESG Reporting Index for 2025.</p>
205-01	Operations assessed for risks related to corruption	<p>Our anti-corruption control environment is structured in full integration with our corporate risk management system, with all operational activities subject to regular risk assessments. Accordingly, potential corruption and misconduct risks within our business units are systematically addressed through processes of identification, assessment, and prioritization, and are managed through relevant control mechanisms.</p> <p>During the F25 reporting period, our operations within Türkiye underwent a comprehensive assessment process in line with the global risk and control framework established by the Diageo Group Internal Control team. During this process, all critical functions, including procurement, supply chain, finance, sales, human resources, production, and logistics, were analyzed for corruption risk, with existing control frameworks reviewed for both design adequacy and operational effectiveness.</p> <p>The tests conducted on control points defined for the internal control programme revealed no control deficiencies or non-compliance findings. The test results confirmed that the relevant controls were adequate in terms of both design and operational effectiveness.</p> <p>Aiming to ensure continuous enhancement of its anti-corruption control environment for the prevention of corruption risks, Diageo Türkiye regularly updates its policy frameworks and refines compliance and ethics programmes for employees, while taking actions to enhance the effectiveness of whistleblowing and reporting mechanisms. This approach contributes to the sustainable integration of a culture of transparency, accountability, and compliance across the organization.</p>

205-02	Communication and training about anti-corruption policies and procedures	<p>Our anti-corruption policies and procedures are systematically reinforced through communication activities and training programmes designed to drive high levels of awareness and ownership across the organization. The goal is to ensure effective employees alignment to this framework.</p> <p>To this end, all new hires are required to complete the Code of Business Conduct training within their first 30 days of employment. This training covers essential topics including anti-corruption policies, gifts and entertainment rules, conflicts of interest, and procedures to follow in case of any violations of ethic.</p> <p>Our training approach extends beyond the onboarding process and continues throughout the year through a risk-based model. Training modules designed for specific functions and roles with higher risk profiles are regularly updated and repeated annually. For employees at manager level and team members in designated critical roles, submission of a formal declaration is required on an annual basis, through the Annual Compliance Certificate (ACC) process, confirming that they have read and understood the global policy framework and that they will adhere to these principles.</p> <p>Training content is continuously updated in line with global policies and regulatory developments and is provided in a multilingual and accessible format for all employees. The planning, implementation, and monitoring of training programmes are carried out under the coordination of the Human Resources and Compliance functions.</p> <p>Our ethics and compliance approach extends beyond our own organization to embrace the entire value chain. Accordingly, our expectations for business partners are clearly defined through the "Standards of Business Partnerships", while awareness-raising and capacity-building activities are conducted for suppliers where necessary.</p> <p>This holistic approach helps us embed anti-corruption awareness and sense of responsibility across our value chain, supporting a sustainable and robust culture of business integrity.</p> <p>For detailed information, please refer to page 20 of Diageo's ESG Reporting Index for 2025.</p>
205-03	Confirmed incidents of corruption and actions taken	<p>During the F25 reporting period, 62 cases received via the SpeakUp whistleblowing hotline were investigated, of which 16 were substantiated and resulted in a range of disciplinary actions, including the termination of employment.</p> <p>During the same reporting period, no complaints were substantiated under the "Anti-Bribery and Corruption" category. Following the completion of the investigations, complainants were formally notified that the cases had not been substantiated.</p> <p>All cases reported through SpeakUp hotline were assessed by the Internal Audit and Compliance Department, with a transparent and impartial process conducted in coordination with the Legal and Human Resources functions where necessary.</p> <p>As Diageo Türkiye, we clearly communicate our zero-tolerance approach against corruption to all our employees, business partners, and suppliers, and remain committed to maintaining a workplace where unethical behavior is not tolerated.</p>

Anti-competitive Behavior		
3-3	Our management approach	<p>We view upholding fair competition and maintaining ethical business practices as a core responsibility across all markets in which we operate, adopting a holistic approach that involves promotion of competition on a transparent, fair, and sustainable basis.</p> <p>Compliance with competition law is considered an established governance discipline throughout the organization and is integrated into employees' day-to-day decision-making processes. Accordingly, the relevant global standards and business conduct principles provide employees with a reference framework to help them appropriately assess potential risks in commercial activities.</p> <p>In practice, potential competition risks are monitored through regular analyses, while preventive and improvement actions are applied based on the risk profiles varying across business units. Rather than being limited to a reactive compliance approach, it is built on proactive risk management for the prevention of potential violations before they arise.</p> <p>In line with the principles of transparency and accountability, secure and accessible reporting mechanisms are in place for employees and business partners. Potential violations arising in practice may be reported, either anonymously or with the reporter's name, through the SpeakUp hotline, and all of these reports are evaluated by Diageo's Internal Audit and Compliance Department. All reports submitted through these channels are carefully assessed, with the necessary investigation and action processes conducted by independent functions.</p> <p>In addition, business processes are regularly reviewed through internal audit and control mechanisms, and the findings facilitate the early identification and effective management of risks related to competition law.</p> <p>This holistic approach helps us not only to ensure compliance with applicable regulations across all markets in which we operate, but also to continue to reinforce ethical and fair competition principles as an integral part of our business practices.</p>
206-01	Legal actions for anticompetitive behaviour, anti-trust, and monopoly practices	<p>Our programme for competition law compliance serves as a core pillar of our corporate compliance and risk management framework. Accordingly, potential risks related to anti-competitive behavior, anti-trust, and monopoly practices are reviewed on an annual basis, with control mechanisms established for identified risk areas and action plans put in place where required. The process aims to ensure full compliance with applicable legislation, while assuring that our business practices are aligned with ethical and competitive market principles.</p> <p>During the F25 reporting period, an audit focusing on commercial processes and involving the operations within Türkiye was conducted as part of market audits carried out by Diageo Global's Audit Team. The audit assessed the extent of implementation of competition law policies, the effectiveness of the control environment, and the integration of these policies into business processes, while also reviewing the existing structure for its design and implementation.</p> <p>No findings, legal proceedings, or formal investigations related to breaches of competition law were identified during the reporting period.</p>

Environmental	
Materials	
Disclosure	Our Response
3-3 Our management approach	<p>The environmental footprint of our product portfolio is primarily driven by the nature of the materials used and their impacts across the full life cycle. For this reason, we adopt a holistic value chain approach to resource use, involving design, production, and post-consumption stages. We aim to enhance resource efficiency while enabling the transition to a more circular business model that systematically reduces environmental impacts.</p> <p>Accordingly, across all processes, from material selection to product design, we focus on developing longer-lasting and circular solutions that optimize resource use. In doing so, we aim to minimize our greenhouse gas emissions, water and energy consumption, and waste generation. Packaging is a key priority area and a material component of our environmental footprint. Accordingly, we are redesigning our packaging to develop solutions that optimize material usage, maximize recovery potential, and minimize carbon impact.</p> <p>Our efforts to enhance circularity across different material types (including glass, plastic, aluminum, and paper/cardboard) extend beyond technical improvements and are also supported through innovation and collaborations. In particular, the reduction of disposable materials and the development of alternative solutions are crucial to this transformation.</p> <p>The sustainability of our agricultural inputs plays a critical role both for our environmental impact and supply continuity. Therefore, we support the wider adoption of environmentally friendly actions in production processes to make our agricultural supply chain more resilient and sustainable.</p> <p>While the conservation of soil health, the efficient use of water resources, and the preservation of biodiversity are the core pillars of this approach, we are developing models that enhance the economic resilience of farming communities. The practices developed in this respect aim to build an agricultural framework that is more resilient to the impacts of climate change.</p> <p>Our performance across all these areas is regularly monitored and assessed, with outputs reviewed through global governance frameworks and managed with a continuous improvement approach.</p>

301-01	Materials used by weight or volume	<p>Primary agricultural inputs used in our production processes, including fresh grapes, raisins, aniseed, wheat, and wine grapes, are managed in line with our production planning and may vary depending on seasonal conditions. In managing these inputs, we prioritize enhancing the sustainability of our production processes through greater resource efficiency.</p> <p>The improvement initiatives we implement accordingly focus on enhancing production efficiency and optimizing raw material use. We aim to achieve higher output with fewer resources by minimizing process losses, managing production flows more effectively, and applying technical efficiency practices. This approach also directly contributes to minimizing food loss and waste generation.</p> <p>For the packaging, we give priority to minimizing material use, ensuring the wider adoption of recyclable solutions, and increasing the recycled content. Data related to packaging procurement is monitored regularly, and our performance is periodically assessed to support continuous improvement.</p> <table border="1"> <thead> <tr> <th colspan="4">Raw material procurement volume (tons)</th> </tr> <tr> <th></th> <th>F23</th> <th>F24</th> <th>F25</th> </tr> </thead> <tbody> <tr> <td>Fresh grape</td> <td>122,760</td> <td>81,579</td> <td>100,249</td> </tr> <tr> <td>Dried grape</td> <td>12,022</td> <td>19,509</td> <td>16,931</td> </tr> <tr> <td>Aniseed</td> <td>4,630</td> <td>3,583</td> <td>3,415</td> </tr> <tr> <td>Wheat</td> <td>12,703</td> <td>14,791</td> <td>15,668</td> </tr> <tr> <td>Wine grape</td> <td>7,826</td> <td>5,765</td> <td>3,887</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="4">Packaging consumption volume (tons)</th> </tr> <tr> <th></th> <th>F23</th> <th>F24</th> <th>F25</th> </tr> </thead> <tbody> <tr> <td>Paper- cardboard</td> <td>532.78</td> <td>518.54</td> <td>822.67</td> </tr> <tr> <td>Metal</td> <td>822.06</td> <td>799.89</td> <td>653.27</td> </tr> <tr> <td>Glass</td> <td>32,450.60</td> <td>30,968.74</td> <td>27,715.52</td> </tr> <tr> <td>Plastic</td> <td>639.29</td> <td>578.53</td> <td>485.34</td> </tr> <tr> <td>Wooden</td> <td>1.92</td> <td>1.57</td> <td>1.1</td> </tr> <tr> <td>Other (such as PVC, synthetic cork, hood, etc.)</td> <td>64.20</td> <td>89.56</td> <td>73.40</td> </tr> </tbody> </table> <p>For detailed information, please refer to page 24 of Diageo's ESG Reporting Index for 2025.</p>	Raw material procurement volume (tons)					F23	F24	F25	Fresh grape	122,760	81,579	100,249	Dried grape	12,022	19,509	16,931	Aniseed	4,630	3,583	3,415	Wheat	12,703	14,791	15,668	Wine grape	7,826	5,765	3,887	Packaging consumption volume (tons)					F23	F24	F25	Paper- cardboard	532.78	518.54	822.67	Metal	822.06	799.89	653.27	Glass	32,450.60	30,968.74	27,715.52	Plastic	639.29	578.53	485.34	Wooden	1.92	1.57	1.1	Other (such as PVC, synthetic cork, hood, etc.)	64.20	89.56	73.40
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301-02	Recycled input materials used	<p>Packaging management is defined as one of the priority focus areas for the improvement of environmental performance under our "Society 2030: Spirit of Progress" ambitions. Accordingly, initiatives to increase recycled content, reduce material usage per unit of packaging, and redesign packaging components are undertaken in order to minimize the environmental impact of packaging. This approach aims to systematically manage the environmental impacts generated throughout the packaging life cycle.</p> <p>As part of supply chain management, key performance indicators are defined to increase the use of recycled glass, plastic, and aluminum, and related data is monitored on a regular basis. Accordingly, processes are in place to increase access to recycled raw materials through collaboration with suppliers, ensure supply continuity, and maintain quality standards. In addition, by engaging in industrial initiatives that strengthen recycling infrastructure, the wider adoption of circular economy practices is supported.</p> <p>Packaging performance indicators are periodically monitored and reported in line with set targets. In this respect, the key performance metrics include recycled content levels, material intensity, and the recyclability of packaging components. The data obtained are integrated into decision-making processes and assessed for continuous improvement.</p> <p>Detailed data on recycled material consumption during the F25 are given in the table below.</p> <table border="1" data-bbox="457 720 1222 1119"> <thead> <tr> <th>Packaging type</th> <th>Total packaging volume (tons)</th> <th>Recycled packaging consumption volume (tons)</th> </tr> </thead> <tbody> <tr> <td>Primary packaging F23</td> <td>33,720.88</td> <td>6,854.11</td> </tr> <tr> <td>F24</td> <td>32,194.91</td> <td>5,841.59</td> </tr> <tr> <td>F25</td> <td>28,770.57</td> <td>5,437.42</td> </tr> <tr> <td>Secondary packaging F23</td> <td>667.94</td> <td>659.53</td> </tr> <tr> <td>F24</td> <td>654.81</td> <td>650.84</td> </tr> <tr> <td>F25</td> <td>915.40</td> <td>913.59</td> </tr> <tr> <td>Tertiary packaging F23</td> <td>122.03</td> <td>58.28</td> </tr> <tr> <td>F24</td> <td>107.09</td> <td>48.75</td> </tr> <tr> <td>F25</td> <td>65.30</td> <td>32.67</td> </tr> </tbody> </table> <p>Primary packaging: packaging with direct contact with the product Secondary packaging: packaging used to protect the product Tertiary packaging: Packaging used for product transportation and shipping</p>	Packaging type	Total packaging volume (tons)	Recycled packaging consumption volume (tons)	Primary packaging F23	33,720.88	6,854.11	F24	32,194.91	5,841.59	F25	28,770.57	5,437.42	Secondary packaging F23	667.94	659.53	F24	654.81	650.84	F25	915.40	913.59	Tertiary packaging F23	122.03	58.28	F24	107.09	48.75	F25	65.30	32.67
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301-03	Reclaimed products and their packaging materials	<p>The effective management of packaging waste serves as a building block of our transformation programme aimed at minimizing our environmental impact. The initiatives undertaken as part of "Society 2030: Spirit of Progress" aim to reintroduce packaging materials into the value chain after use, thereby reducing the need for primary raw materials. This approach provides a systematic framework for managing the environmental impacts generated throughout the product life cycle.</p> <p>Accordingly, deposit-return models, industrial collaborations, and infrastructure development initiatives are supported to strengthen the mechanisms for the collection and reprocessing of post-consumer packaging. Priority monitoring areas include the recovery performance of glass, plastic, and aluminum packaging, and related processes are tracked through performance indicators.</p> <p>In our operations within Türkiye, packaging waste is managed in full compliance with applicable legislation and regulations, and process effectiveness is ensured through collaborations with licensed recovery entities and authorized stakeholders. This framework provides an integrated management approach that supports the circulation of packaging in the economy after use without generating environmental impact.</p> <table border="1" data-bbox="1941 657 2706 800"> <thead> <tr> <th colspan="4">Waste type (tons)</th> </tr> <tr> <th></th> <th>F23</th> <th>F24</th> <th>F25</th> </tr> </thead> <tbody> <tr> <td>Non-hazardous</td> <td>37,099.85</td> <td>41,805.79</td> <td>56,696.66</td> </tr> <tr> <td>Hazardous</td> <td>16.45</td> <td>15.41</td> <td>27.24</td> </tr> </tbody> </table> <table border="1" data-bbox="1941 825 2706 1058"> <thead> <tr> <th colspan="4">Recovery of nonhazardous waste (%)</th> </tr> <tr> <th></th> <th>F23</th> <th>F24</th> <th>F25</th> </tr> </thead> <tbody> <tr> <td>Reused/recycled</td> <td>98.16</td> <td>97.00</td> <td>94.00</td> </tr> <tr> <td>Converted to energy</td> <td>1.77</td> <td>2.86</td> <td>6.00</td> </tr> <tr> <td>Regularly landfilled</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> </tr> <tr> <td>Other</td> <td>0.35</td> <td>0.06</td> <td>0.00</td> </tr> </tbody> </table>	Waste type (tons)					F23	F24	F25	Non-hazardous	37,099.85	41,805.79	56,696.66	Hazardous	16.45	15.41	27.24	Recovery of nonhazardous waste (%)					F23	F24	F25	Reused/recycled	98.16	97.00	94.00	Converted to energy	1.77	2.86	6.00	Regularly landfilled	0.00	0.00	0.00	Other	0.35	0.06	0.00
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Energy		
3-3	Our management approach	<p>For businesses, one of the areas where they have the most direct impact in fighting climate change is energy consumption and associated emissions. Accordingly, Diageo Türkiye adopts a data-driven and disciplined management approach focused on continuously improving energy performance across its production and operational processes. The objective is to establish a balanced structure that maintains production continuity and quality standards while ensuring managing energy demand effectively.</p> <p>In line with the global "Society 2030: The Spirit of Progress" ambition, ongoing initiatives focus on minimization of energy consumption, improvement of the efficiency of existing energy consumption, and transformation of the overall energy mix. Technical upgrades in production processes, equipment modernization, and process optimization facilitate reducing energy demand, while practices such as heat recovery help minimize energy losses within the system. The key drivers of the transformation of the overall energy mix include investments in renewable energy and alternative sourcing models.</p> <p>This approach extends across the value chain beyond operations. Collaborations are established with suppliers to encourage the wider adoption of energy efficiency practices, thereby contributing to the reduction of indirect emissions.</p> <p>Performance data relating to energy consumption and emissions are regularly monitored and integrated into central reporting systems. These data serve as the primary performance indicators reviewed at senior management level and as a key input for identifying improvement areas and shaping future plans.</p>

<p>302-01 Energy consumption within the organization</p>	<p>As part of the effective management of energy performance, all energy flows across our operations are systematically measured and analyzed. Data on direct and indirect energy consumption are classified in line with defined methodologies, recorded, and integrated into decision-making processes. This dataset serves as a key reference point for developing energy efficiency initiatives and shaping actions to reduce emissions.</p> <p>Our energy consumption data for the F25 reporting period are presented in the table below.</p> <table border="1" data-bbox="463 470 1299 898"> <thead> <tr> <th colspan="10">Energy consumption (TJ)</th> </tr> <tr> <th></th> <th colspan="3">Electricity</th> <th colspan="3">Fossil fuels</th> <th colspan="3">Renewable resources</th> </tr> <tr> <th>Location</th> <th>F23</th> <th>F24</th> <th>F25</th> <th>F23</th> <th>F24</th> <th>F25</th> <th>F23</th> <th>F24</th> <th>F25</th> </tr> </thead> <tbody> <tr> <td>Alaşehir</td> <td>33.00</td> <td>38.72</td> <td>33.66</td> <td>129.94</td> <td>134.80</td> <td>77.68</td> <td>161.08</td> <td>185.95</td> <td>533.89</td> </tr> <tr> <td>Bilecik</td> <td>7.82</td> <td>9.77</td> <td>10.04</td> <td>1.30</td> <td>0.42</td> <td>0.13</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Nevşehir</td> <td>13.22</td> <td>14.81</td> <td>14.21</td> <td>50.50</td> <td>47.21</td> <td>47.07</td> <td>54.65</td> <td>38.14</td> <td>91.52</td> </tr> <tr> <td>Tarsus</td> <td>22.56</td> <td>37.09</td> <td>40.78</td> <td>88.12</td> <td>90.91</td> <td>112.85</td> <td>76.18</td> <td>62.76</td> <td>155.39</td> </tr> <tr> <td>Şarköy</td> <td>7.13</td> <td>7.74</td> <td>8.02</td> <td>2.23</td> <td>1.67</td> <td>2.00</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Elazığ</td> <td>2.65</td> <td>2.85</td> <td>2.28</td> <td>5.16</td> <td>4.16</td> <td>2.82</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Acıpayam</td> <td>2.15</td> <td>2.29</td> <td>1.80</td> <td>0.01</td> <td>0.02</td> <td>0.03</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Head Office</td> <td>0.94</td> <td>1.08</td> <td>1.28</td> <td>0.32</td> <td>0.25</td> <td>0.00</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Energy consumption (TJ)											Electricity			Fossil fuels			Renewable resources			Location	F23	F24	F25	F23	F24	F25	F23	F24	F25	Alaşehir	33.00	38.72	33.66	129.94	134.80	77.68	161.08	185.95	533.89	Bilecik	7.82	9.77	10.04	1.30	0.42	0.13				Nevşehir	13.22	14.81	14.21	50.50	47.21	47.07	54.65	38.14	91.52	Tarsus	22.56	37.09	40.78	88.12	90.91	112.85	76.18	62.76	155.39	Şarköy	7.13	7.74	8.02	2.23	1.67	2.00				Elazığ	2.65	2.85	2.28	5.16	4.16	2.82				Acıpayam	2.15	2.29	1.80	0.01	0.02	0.03				Head Office	0.94	1.08	1.28	0.32	0.25	0.00			
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<p>302-03 Energy intensity</p>	<p>We monitor energy intensity as a key performance metric to assess the energy performance of our production processes through a holistic approach. This indicator is calculated as the ratio of total energy consumption to production volume, allowing for the assessment of operational efficiency and resource efficiency.</p> <p>Data on energy intensity also facilitate the identification of improvement areas and the prioritization of energy efficiency-focused actions. Accordingly, the findings obtained are utilized as a reference for developing efficiency-enhancing practices in production processes and optimizing energy consumption.</p> <p>For detailed information, please refer to page 29 of Diageo's ESG Reporting Index for 2025.</p>																																																																																																														
<p>302-04 Reduction of energy consumption</p>	<p>Managing energy demand serves as one of the direct drivers of our emissions reduction performance. Accordingly, Diageo Türkiye focuses on gradually reducing energy consumption through technical improvements focusing on efficiency, equipment upgrades, and operational optimization across its production processes. Through process-based analyses and performance monitoring, energy-intensive areas are prioritized and targeted improvement actions are taken.</p> <p>In addition to operational practices, initiatives aimed at raising energy awareness across the organization are also undertaken. Initiatives and awareness-raising programmes that encourage employees to consider energy efficiency in their everyday ways of working are one of the key factors driving the sustainability of this transformation.</p> <p>Despite an increase in bottling-based production compared to the previous fiscal year, our total energy consumption has decreased thanks to the higher share of renewable energy and improvement projects. Share of renewable energy used: 49.4%</p> <p>For detailed information, please refer to page 29 of Diageo's ESG Reporting Index for 2025.</p>																																																																																																														

Water and Effluents		
<p>3-3</p>	<p>Our management approach</p>	<p>Since 2008, we have been systematically conducting water stress analysis across our wholly owned production sites and considering water-related risks an integral part of our operational decision-making processes. This approach helps us analyze the water risks faced across different geographies through a data-driven, holistic, and prospective perspective.</p> <p>Our water stress analyses are based on a three-layered methodology. Accordingly, data obtained from the WRI Aqueduct Water Risk Atlas are supported by external validation studies carried out by independent hydrology experts, as well as comprehensive internal assessments at site level. These assessments ensure that water-related impacts are fully analyzed by covering physical water availability, regulatory frameworks, social dynamics, and reputational risks.</p> <p>The results of our water risk assessment for 2023 were updated during the relevant financial year to reflect changes in our portfolio and the impacts of disposals. In this way, our risk prioritization remains current and aligned with our evolving operational structure.</p> <p>To develop a deeper understanding of vulnerabilities related to water resources, we conduct Source Vulnerability Assessments (SVAs) across all sites located in water-stressed areas. These assessments provide detailed insights into the resilience and long-term sustainability of our water sources while enabling us to develop more targeted and site-specific actions.</p> <p>The findings obtained serve as the foundation of our water risk mitigation and adaptation strategies. Accordingly, initiatives such as tightening water efficiency requirements, further developing water replenishment commitments, and prioritizing climate adaptation planning in high-risk regions are being undertaken.</p> <p>As of F25, SVAs have been completed at six additional sites in collaboration with our external business partner. As a result, these assessments have now been completed for all our operational production sites located in water-stressed regions since F23.</p> <p>Based on the assessments conducted in Türkiye, Alaşehir, Şarköy, Acıpayam, Nevşehir, Tarsus and Taşel have been identified as priority areas in terms of water stress. For our operations across these sites, the sustainable management of water resources is one of our critical priorities, and we aim to protect local water basins, expand efficiency-enhancing practices, and develop water management solutions in collaboration with stakeholders.</p> <p>Water is not only a critical resource for the sustainability of Diageo Türkiye's operations, but also plays a vital role in community health, agricultural production, and ecosystem continuity. As water stress is increasing across many regions of Türkiye, we prioritize the efficient and responsible management of water both in our direct operations and agricultural supply chain.</p> <p>Our "Preserve Water for Life" approach within the "Society 2030: Spirit of Progress" strategy defines our strategic direction on water responsibility and is built on four pillars:</p> <ul style="list-style-type: none"> • Water management in our operations • Water usage across our supply chain • Water initiatives in our communities • Water advocacy <p>Under our Global Environmental Policy, we commit to:</p> <ul style="list-style-type: none"> • Comply with all applicable regulations on water use and discharge, and in the absence of regulations, apply Diageo's internal standards. • Use water quality indicators to monitor our performance. • Implement locally appropriate wastewater management solutions and enable water recycling where possible. <p>In line with our operational approach, we implement continuous improvement projects to reduce water withdrawal, increase water recovery, and ensure proper wastewater management. Furthermore, we promote the widespread adoption of water-efficiency practices across our agricultural supply chain, and develop integrated solutions through drip irrigation systems and capacity-building activities for farmers.</p> <p>In addition to the efforts we make at our facilities, we aim to protect local water resources and achieve our water-positive goal through our "Water Replenishment" and "Water Collective Action" projects implemented in collaboration with our stakeholders. To evaluate how effective our approach is, we regularly monitor our water-related performance and report quarterly to Diageo. These reports are reviewed by Diageo's Executive Board and Strategic Business Review Team for 2030 "From Grain to Glass".</p>

<p>303-01 Interactions with water as a shared resource</p>	<p>Water is a critical resource that extends beyond our production activities and encompasses our entire value chain. Its broad area of impact, from the cultivation of agricultural inputs to production and packaging, demonstrates that water is not only an operational input, but also a strategic component that drives the continuity of our business model. For this reason, our approach to water goes beyond consumption volumes and is based on a comprehensive management framework aimed at securing the sustainability and accessibility of water resources.</p> <p>Accordingly, our dependency on water and the impacts of our activities on water resources are assessed in a holistic manner through data-driven analyses. In addition to the water contained in product, indirect water use associated with agricultural production processes is also included in the analysis to enable a detailed understanding of our water footprint across the value chain. This approach facilitates the early identification of risks and enables more effective planning of resource management.</p> <p>The condition of water resources in the geographies where we operate is monitored regularly, and assessments are conducted based on parameters such as regional sensitivities, climate conditions, and water availability. Throughout this process, life cycle assessments, environmental impact measurements, internationally recognized tools, and internal methodologies are applied in combination.</p> <p>In addition, water risk analyses relating to our operations are repeated periodically, and action plans are developed based on the findings obtained. Through assessments conducted across the supply chain, our water management approach is further extended, and collaborations aimed at protecting water as a shared resource are established. This framework provides an integrated approach to risk management and impact mitigation that supports the sustainable use of water resources.</p>
<p>303-02 Management of water discharge-related impacts</p>	<p>Our wastewater management approach is built on a disciplined system aimed at controlling the environmental impacts of our operations at source and minimize pressure on water ecosystems. Wastewater arising from all our operations passes through advanced treatment processes before being discharged into receiving environment, while discharge quality is assured both through compliance with legal threshold values and in line with Diageo’s global standards. This approach goes beyond environmental compliance, reflecting a proactive sense of responsibility toward the protection of water resources.</p> <p>Wastewater quality is monitored and managed with a high degree of precision through critical environmental parameters. Indicators such as temperature, pH, total suspended solids (TSS), nitrate and phosphate loads, and chemical and biological oxygen demand (COD and BOD) are regarded as key performance metrics in assessing the impact of discharged water on ecosystems. Treatment processes are continuously optimized and practices that help minimize environmental impact are systematically applied in alignment with these indicators.</p> <p>The integrated water management approach adopted at our facilities extends beyond treatment processes to include water reuse and recovery practices. Practices developed in line with local conditions advance water circularity while improving resource efficiency. All performance data is monitored regularly and reported through centralized systems to enable transparent tracking of progress against our “Spirit of Progress 2030” targets.</p>

<p>303-03 Water withdrawal</p>	<p>The following table shows the volume of water withdrawn per facility, expressed in cubic meters (m³).</p> <table border="1"> <thead> <tr> <th></th> <th>Alaşehir</th> <th>Bilecik</th> <th>Nevşehir</th> <th>Tarsus</th> <th>Şarköy</th> <th>Elazığ</th> <th>Acıpayam</th> <th>Head Office</th> </tr> </thead> <tbody> <tr> <td>Mains water</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F23</td> <td>148,577</td> <td></td> <td></td> <td>154,871</td> <td>12,373</td> <td>1,135</td> <td>1,617</td> <td>185.70</td> </tr> <tr> <td>F24</td> <td>163,672</td> <td></td> <td></td> <td>149,281</td> <td>13,859</td> <td>957</td> <td>1,603</td> <td>266.33</td> </tr> <tr> <td>F25</td> <td>116,316</td> <td></td> <td></td> <td>155,541</td> <td>10,782</td> <td>916</td> <td>1,462</td> <td>280.23</td> </tr> <tr> <td>Surface water</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F23</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F24</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F25</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Underground water</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F23</td> <td></td> <td>21,436</td> <td>56,887</td> <td></td> <td></td> <td>16,116</td> <td></td> <td></td> </tr> <tr> <td>F24</td> <td></td> <td>21,779</td> <td>45,848</td> <td></td> <td></td> <td>13,892</td> <td></td> <td></td> </tr> <tr> <td>F25</td> <td></td> <td>22,058</td> <td>33,651</td> <td></td> <td></td> <td>4,550</td> <td></td> <td></td> </tr> <tr> <td>Reused</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F23</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>120</td> <td></td> <td></td> </tr> <tr> <td>F24</td> <td></td> <td></td> <td>20</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F25</td> <td></td> <td></td> <td>5,721</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Alaşehir	Bilecik	Nevşehir	Tarsus	Şarköy	Elazığ	Acıpayam	Head Office	Mains water									F23	148,577			154,871	12,373	1,135	1,617	185.70	F24	163,672			149,281	13,859	957	1,603	266.33	F25	116,316			155,541	10,782	916	1,462	280.23	Surface water									F23									F24									F25									Underground water									F23		21,436	56,887			16,116			F24		21,779	45,848			13,892			F25		22,058	33,651			4,550			Reused									F23						120			F24			20						F25			5,721					
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Acıpayam																																																																																																																																																										
Head Office																																																																																																																																																										

303-05	Water consumption	<p>As a result of the water efficiency initiatives carried out in F25, significant improvements have been recorded in our production processes.</p> <p>Distillation Sites (Alaşehir, Acıpayam, Tarsus and Nevşehir) In F25, water consumption per unit of production at the distillation pillar stood at 17.37 lt/lma, representing an improvement of approximately 12% compared to F24.</p> <p>Bottling Sites At the bottling pillar, 2.23 litres of water were used per litre of product produced in F25, corresponding to a reduction of approximately 27% compared to F24.</p> <p>The operational improvements, equipment modernisations and employee awareness programmes we have implemented to reduce water consumption have played an important role in this achievement. In addition, efforts are focused on reuse and recovery practices to enable more efficient use of water in our production processes.</p> <p>In line with our sustainable water management approach, these advances represent important milestones within our "Society 2030: Spirit of Progress" plan.</p> <p>For detailed information, please refer to page 34 of Diageo's ESG Reporting Index for 2025.</p>
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Biodiversity

3-3	Our management approach	<p>As Diageo Türkiye, we consider the protection of ecosystems across the geographies in which we operate as a core pillar of our environmental sustainability approach. We act with an understanding that the locations of our production facilities and agricultural supply areas are home to rich biodiversity and are strongly connected to the livelihoods of local communities. Accordingly, our approach to biodiversity is shaped within a framework that prioritizes the protection of natural habitats, the safeguarding of the ecological balance of water resources, and the long-term sustainability of habitat integrity. "Society 2030: As part of the "Spirit of Progress 2030," the wider adoption of sustainable agricultural practices and the support of nature-based solutions constitute areas of implementation for this approach.</p>
304-01	Operational sites owned, leased, managed in, or adjacent to protected areas or areas of high biodiversity value outside protected areas	<p>To manage the impacts of our operations on biodiversity, we conduct regular environmental assessments across our operation sites. Our interactions with protected areas and regions of high biodiversity value are systematically analyzed, and global methodologies and local environmental assessment processes are applied simultaneously. In particular, at our sites in Acıpayam, Alaşehir, Nevşehir, Şarköy, and Tarsus, which are all located in water-stressed regions, water use, waste management, and agricultural practices are managed in line with specific sustainability criteria, while potential impacts on ecosystems are regularly monitored. Across our supply chain, efforts made in collaboration with local producers promote practices that support water efficiency, soil health, and habitat integrity, while nature impact assessment methodologies are applied alongside regional analyses and integrated into action plans.</p> <p>For detailed information, please refer to page 36 of Diageo's ESG Reporting Index for 2025.</p>
304-02	Significant impacts of activities, products and services on biodiversity	<p>As part of the assessments conducted for Diageo's Global ESG Reporting Index for 2025, the connection between our operations and protected areas or regions of high biodiversity value was analyzed using a 1 km proximity criterion. As a result of this analysis, our operations within Türkiye were found not to fall within a direct risk area under this criterion. However, our activities within water-stressed regions continue to be assessed under specific monitoring programmes. Environmental risk analyses conducted in these areas involve actions aimed at minimization of pressure on ecosystems, development nature-based solutions, and wider adoption of conservation practices in collaboration with local stakeholders. The field analyses and assessments carried out during F25 demonstrate not only that our current operations do not have a significant adverse impact on biodiversity, but also that our risk-based monitoring and continuous improvement approach is maintained.</p> <p>For detailed information, please refer to page 38 of Diageo's ESG Reporting Index for 2025.</p>

Emissions

3-3	Our management approach	<p>Climate change is considered a structural transformation area that has direct impact on our operational risk profile and the resilience of our value chain. Due to rising temperatures, pressure on water resources, extreme weather events, and potential vulnerabilities in supply chains, the effective management of greenhouse gas emissions is an integral part of our business model. Accordingly, Diageo Türkiye is implementing a clear and measurable transformation programme aimed at reducing both Scope 1 and Scope 2 emissions from our direct operations, as well as Scope 3 emissions across the value chain.</p> <p>Within the scope of the global "Society 2030: Spirit of Progress" targets, progress is being made towards achieving net zero Scope 1 and Scope 2 emissions and significantly reducing Scope 3 emissions. Defined in alignment with internationally recognized science-based standards, these targets focus on key areas of implementation including the transformation of energy use, the deployment of low-carbon production technologies, and the wider adoption of renewable energy sources.</p> <p>As the majority of operational emissions (Scope 1 and Scope 2) stems from energy consumption, the transformation of our energy infrastructure is considered a priority action area. Accordingly, emission intensity is being significantly reduced through increased use of renewable energy in production sites, the expansion of energy efficiency projects, and the modernization of existing systems. While aiming to substantially reduce Scope 1 and Scope 2 emissions, any remaining residual emissions are planned to be balanced through internationally recognized mechanisms.</p> <p>Scope 3 emissions are managed through long-term collaborations with business partners. Across processes ranging from agricultural production to packaging procurement, the adoption of low-carbon practices is encouraged, while data-driven analyses are conducted for areas of high emissions to develop targeted action plans. Accordingly, initiatives that facilitate suppliers' access to renewable energy, as well as technical support mechanisms, are also being implemented.</p> <p>All data on emission performance (Scope 1, Scope 2, and Scope 3) are regularly monitored, integrated into global reporting systems, and reviewed at senior management level. This ensures transparent performance tracking while supporting the identification of improvement areas and informed strategic decision-making. In addition, efforts to raise organization-wide awareness are made to drive the low-carbon transition across the entire organization.</p> <p>This approach extends climate action beyond an operational necessity, positioning it as a key management area that strengthens Diageo Türkiye's long-term resilience and environmental responsibility.</p>
305-01	Direct (Scope 1) GHG emissions	12,605.81 tCo2
305-02	Indirect energy (Scope 2) GHG emissions	0
305-03	Other indirect (Scope 3) GHG emissions	Diageo Türkiye's Scope 3 target is set for 2050 and is monitored by Diageo Global. For detailed information, please refer to page 41 of Diageo's ESG Reporting Index for 2025.
305-04	GHG emission intensity	For detailed information, please refer to page 41 of Diageo's ESG Reporting Index for 2025.
305-05	Reduction of GHG emissions	F25: 12,605.81 F24: 12,528.13 tCo2 F23: 12,441.06 tCo2 For detailed information, please refer to page 41 of Diageo's ESG Reporting Index for 2025.
305-06	Emissions of ozone-depleting substances (ODS)	For detailed information, please refer to page 42 of Diageo's ESG Reporting Index for 2025.
305-07	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	For detailed information, please refer to page 42 of Diageo's ESG Reporting Index for 2025.

Waste		
3-3	Our management approach	<p>Our waste management approach is shaped around the minimization of waste generated from production processes at source and the maximization of material recovery. In alignment with our the "Spirit of Progress 2030" targets, we aim to eliminate the disposal of operational waste to landfill, while systematically implementing material efficiency and circularity-focused practices across our operations.</p> <p>The achievement of zero waste to landfill since 2021 stands as a key indicator of our performance in this respect. Priority is given to recycling and reuse wherever possible; where these methods are not applicable, waste is directed to energy recovery processes. Landfilling is strictly limited to technically unavoidable cases.</p> <p>Our waste management processes are aligned with Diageo's Global Waste Elimination Standard, and waste management plans developed for each site ensure that waste sources, disposal methods, and reduction actions are regularly monitored and updated. Based on the data obtained, recovery rates and the volume of waste converted into energy are tracked, and performance is continuously improved.</p> <p>This approach reduces waste generation, while contributing to minimizing environmental impacts such as carbon emissions and water use, with all processes managed in full compliance with applicable regulatory requirements. The zero waste to landfill target was also maintained throughout F25.</p>
306-01	Waste generation and significant waste-related impacts	<p>Our waste management approach was developed as a performance area that redefines resource use and delivers measurable reductions in environmental impact. Given the pressure on natural resources and the impact of greenhouse gas emissions on the climate, we have put into action a commitment of 100% reduction to completely eliminate waste sent to landfill, with systematic improvement initiatives resulting in the reduction of total waste generated from 19,126 tons in 2007 to zero as of 2021. This helped us achieve our "Society 2030: Spirit of Progress" target nine years ahead of schedule, and this performance was formally confirmed through the "Zero Waste Certificate" obtained for our seven production facilities across Türkiye and our Head Office. Our waste management practices are driven by circular economy principles and follow the hierarchy of reduction at source, reuse, recycling, and energy recovery, with a focus on reintegrating waste into the economy without diverting it from the system. This approach eliminates waste generation, while reflecting an integrated management model that enhances resource efficiency and minimizes environmental impacts in a multidimensional manner.</p>
306-02	Management of significant waste-related impacts	<p>At Diageo Türkiye, waste management is considered not only a means of reducing the environmental impact of production outputs, but a system focused on redesigning material flows. This approach is built on the principle of reintegrating every by-product generated during production into value streams and aims to reposition waste as a resource within the value chain rather than an output exiting the system. Processes are reinforced by practices that optimize material use and ensure control of waste at source.</p> <p>Organic outputs from our operations are directed to alternative uses across different industries, thereby being transformed into economic value. By-products derived from grape- and grain-based production processes are mainly used as animal feed, while other process by-products and wastewater treatment sludge are recovered for energy generation, compost applications, incorporation into construction materials, or use as alternative fuel sources. Packaging components are integrated back into production cycles through licensed recovery systems.</p> <p>Across the supply chain, initiatives focus on packaging design and material use. Projects are being developed to optimize the weight of packaging materials, particularly glass, increase recyclable rates, and promote the use of secondary raw materials, thereby contributing to the minimization of indirect emissions across the value chain (Scope 3).</p> <p>Waste stream management is controlled through operational collaborations with authorized stakeholders and monitoring mechanisms. All processes are carried out in full compliance with regulatory requirements, and continuous improvement is ensured through traceability, reporting, and performance monitoring. In parallel, initiatives undertaken within production infrastructure enable minimization of carbon intensity and water consumption, ensuring multidimensional management of environmental impacts.</p> <p>This approach transforms waste management from a linear disposal process into a circular system in which resources are retained within the system and continuously reintegrated into value streams.</p>
306-03	Waste generated	56,723.90 ton
306-04	Waste diverted from disposal	56,723.90 ton
306-05	Waste directed to disposal	0

Supplier Environmental Assessment		
3-3	Our management approach	For detailed information, please refer to page 42 of Diageo's ESG Reporting Index for 2025.
308-01	New suppliers that were screened using environmental criteria	For detailed information, please refer to page 42 of Diageo's ESG Reporting Index for 2025.
308-02	Negative environmental impacts in the supply chain and actions taken	For detailed information, please refer to page 42 of Diageo's ESG Reporting Index for 2025.

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Disclosure	Our Response																																																																																													
3-3 Our management approach	<p>At Diageo Türkiye, organizational strength is rooted in a workforce that unites the experience and capabilities of different generations within a shared production culture. Combining industrial expertise with next-generation competencies, this structure preserves institutional memory while creating a learning and evolving organization model that enables rapid adaptation to changing business environments. This approach reinforces knowledge sharing across the organization while supporting the active involvement of employees in decision-making processes.</p> <p>Employee engagement and experience are considered critical indicators of organizational performance sustainability. Accordingly, the "Your Voice" employee survey is conducted to regularly measure employees' perceptions of, expectations for, and experiences within the organization, while team-based action plans are developed based on the insights obtained. During F25, this mechanism was utilized as an effective tool for monitoring and improving cultural transformation areas, particularly those related to agility, speed, and a sense of belonging.</p> <p>Respect for human rights and fair working conditions is an integral part of all our operations. Accordingly, in line with our "Global Human Rights Policy" and "Standard for Partnering with Suppliers," we aim to ensure an inclusive, safe, and ethical working environment both for our own employees and for all stakeholders across our value chain. Full compliance with local legislation is ensured, and non-discrimination, equal opportunity, and occupational health and safety are integrated into all of our business processes.</p> <p>Human resources practices are regularly reviewed and enhanced in line with organizational needs. Systems that support employee development, recognize performance, and make contributions visible allow not only for reinforcing employee engagement but also for sustaining the positioning as an employer of choice for skilled talent.</p> <p>Talent management and workforce planning processes are considered at senior management level and integrated into strategic decision-making mechanisms. In this way, the organization's current capabilities are strengthened, while the development of competencies required for the future workforce is secured. This holistic approach extends human capital beyond an operational function, making it a core pillar of organizational resilience and sustainable success.</p>																																																																																													
401-01 New employee hires and employee turnover	<table border="1"> <thead> <tr> <th colspan="7">W/M distribution in recruitment</th> </tr> <tr> <th></th> <th colspan="2">F23</th> <th colspan="2">F24</th> <th colspan="2">F25</th> </tr> <tr> <th></th> <th>W</th> <th>M</th> <th>W</th> <th>M</th> <th>W</th> <th>M</th> </tr> </thead> <tbody> <tr> <td>MEYİ, monthly paid employee</td> <td>30</td> <td>52</td> <td>55</td> <td>44</td> <td>45</td> <td>44</td> </tr> <tr> <td>MEYA, monthly paid employee</td> <td>18</td> <td>8</td> <td>11</td> <td>14</td> <td>17</td> <td>8</td> </tr> <tr> <td>MEYA, hourly paid employee</td> <td>10</td> <td>9</td> <td>13</td> <td>32</td> <td>6</td> <td>6</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="7">Age distribution in recruitment</th> </tr> <tr> <th></th> <th colspan="2">F23</th> <th colspan="2">F24</th> <th colspan="2">F25</th> </tr> <tr> <th></th> <th>W</th> <th>M</th> <th>W</th> <th>M</th> <th>W</th> <th>M</th> </tr> </thead> <tbody> <tr> <td>Aged under 30</td> <td>26</td> <td>22</td> <td>57</td> <td>36</td> <td>34</td> <td>33</td> </tr> <tr> <td>30 - 50 years old</td> <td>32</td> <td>47</td> <td>33</td> <td>42</td> <td>33</td> <td>25</td> </tr> <tr> <td>50+ years old</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> <td>0</td> <td>0</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="3">Employee turnover rate (%)</th> </tr> <tr> <th>F23</th> <th>F24</th> <th>F25</th> </tr> </thead> <tbody> <tr> <td>12.61</td> <td>10</td> <td>13</td> </tr> </tbody> </table>	W/M distribution in recruitment								F23		F24		F25			W	M	W	M	W	M	MEYİ, monthly paid employee	30	52	55	44	45	44	MEYA, monthly paid employee	18	8	11	14	17	8	MEYA, hourly paid employee	10	9	13	32	6	6	Age distribution in recruitment								F23		F24		F25			W	M	W	M	W	M	Aged under 30	26	22	57	36	34	33	30 - 50 years old	32	47	33	42	33	25	50+ years old	0	0	0	1	0	0	Employee turnover rate (%)			F23	F24	F25	12.61	10	13
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Employee benefits provided	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
	Monthly paid employee	Hourly paid employee (Unionized employees)
Salary	x	x
Internet allowance	applicable in certain cases	
Ergonomic support	applicable in certain cases	
Maternity leave	x	x
Paternity leave	x	x
Holiday bonus	x	x
Seniority bonus	x	
Sales incentive	applicable to certain positions	applicable to certain positions
Annual bonus	x	
Health insurance	x	x
Life insurance	x	
Relocation allowance	x	
Transportation allowance	x	
Rent allowance	applicable in certain cases	
Phone and mobile line	applicable in certain cases	
Car provision	applicable to certain positions	
Social assistance		x
Product allowance		x
Birth benefit		x
Death benefit		x
Marriage payment		x
Bonus		x
Supplementary health insurance		x
Seniority incentive bonus		applicable in certain cases
Vehicle allowance	applicable in certain cases	applicable in certain cases
Meal card	x	
Company-provided housing	applicable in certain cases	
GM award	x	
Birthday leave	x	x
Nursery Support for parents of children aged 0-6	x (for women employees and male employees with custody)	
Migros Employee Discount Card	x	
Master's Degree / English Language Learning Support	x	
Psychological Support Hotline	x	x
Online Learning Platform	x	x
Flexible Working Opportunities	x	x

401-03	Parental leave	<p>At Diageo Türkiye, employee experience is not considered being limited to working life, but a responsibility area that covers an individual's entire life. In alignment with this approach, we place emphasis on supporting our employees at every stage of their career journeys, and we consider family-friendly practices an integral part of our corporate policies.</p> <p>As part of our practices that promote gender equality and the equitable sharing of caregiving responsibilities, our support for employees during the parental journey extends beyond statutory requirements. Accordingly, we adopt an inclusive and equitable approach by providing our employees with extended parental leave entitlements, including 26 weeks of fully paid leave for mothers and 4 weeks of fully paid leave for fathers.</p> <p>These contribute to building a corporate culture that supports not only employee performance but also overall quality of life. Accordingly, the number of employees taking parental leave and its gender distribution are regularly monitored and transparently reported.</p> <table border="1"> <thead> <tr> <th colspan="7">Number of employees benefiting from Birth/Parental Leave</th> </tr> <tr> <th></th> <th colspan="2">F23</th> <th colspan="2">F24</th> <th colspan="2">F25</th> </tr> <tr> <th></th> <th>W</th> <th>M</th> <th>W</th> <th>M</th> <th>W</th> <th>M</th> </tr> </thead> <tbody> <tr> <td>MEYİ</td> <td>3</td> <td>11</td> <td>3</td> <td>3</td> <td>2</td> <td>15</td> </tr> <tr> <td>MEYA</td> <td>5</td> <td>15</td> <td>3</td> <td>11</td> <td>1</td> <td>9</td> </tr> </tbody> </table>	Number of employees benefiting from Birth/Parental Leave								F23		F24		F25			W	M	W	M	W	M	MEYİ	3	11	3	3	2	15	MEYA	5	15	3	11	1	9
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Labor / Management Relations																																					
3-3	Our management approach	<p>At Diageo Türkiye, open dialog and transparent communication are considered to have direct influence on employee engagement and corporate sustainability. The early involvement of employee representatives and unions in decision-making processes is encouraged, while our Human Resources teams maintain a participatory governance model through strong collaboration with them.</p> <p>Our working environment is built on the principles of trust, respect, and inclusion. Feedback mechanisms are not limited to formal channels; they are backed by a culture of direct and continuous communication. The constructive and early resolution of potential disputes is essential.</p> <p>The confidential SpeakUp hotline, which is accessible to all employees, suppliers, and business partners, enables management of feedback and reporting processes securely. This mechanism serves as an important governance tool that supports continuous improvement of workplace practices.</p> <p>Our operations are conducted in line with the Global Human Rights Policy and Code of Business Ethics, and a culture that respects the rights and dignity of all employees is systematically reinforced. The adoption of the same standards is also expected across the supply chain. Accordingly, potential risks are proactively addressed and necessary improvement actions are taken through "Respect in the Workplace" trainings and regular risk assessments of human rights.</p> <p>Employee engagement is measured annually through the "Your Voice" survey, and team-based development plans are put into action based on the insights obtained. This framework directly contributes to reinforcing the employee experience, ensuring workforce continuity, and supporting corporate reputation.</p>																																			
402-01	Minimum notice periods regarding operational changes	<p>At Diageo Türkiye, our relationships with employees are managed in line with the principles of trust, transparency, and legal compliance. In operational change processes, full compliance is ensured with the notice periods defined under the Turkish Labor Law, and these periods are strictly applied as follows: 2 weeks for employees with less than 6 months of service, 4 weeks for employees with 6 months to 1.5 years of service, 6 weeks for employees with 1.5 to 3 years of service, and 8 weeks for employees with more than 3 years of service. This approach ensures job security for employees while enabling management of organizational transitions in a responsible and balanced manner. Where possible, affected employees are considered for redeployment and alternative roles, while early engagement is ensured with employee representatives and unions to ensure that the process is managed in a participatory and predictable manner in the case of significant organizational changes.</p>																																			

Occupational Health and Safety		
3-3	Our management approach	<p>At Diageo Türkiye, health and safety is considered an essential management area as the basis of all operations. In order to ensure the safety of our employees, contractors, and visitors, our activities are conducted with a commitment to zero occupational accidents and occupational diseases, with full compliance to applicable legislation, internal company policies, and international best practices. Accordingly, the Global Risk Management Standards (GRMS) are applied across all business units, and health and safety processes are managed within an integrated and holistic system.</p> <p>Extending beyond the workplace, our health and safety approach also aims to drive a cultural transformation that covers all aspects of employees' lives. In line with our approach "We Are Safer Together", safe behaviors are encouraged at work, at home and while traveling, and this mindset is promoted across the organization through a shared sense of responsibility. Our leaders ensure that health and safety standards are upheld across teams and business partners, while all employees are expected to consider not only their own safety but also the safety of those around them. This approach is reinforced by Diageo's Code of Conduct.</p> <p>Health and safety performance is regularly monitored through a multi-layered tracking and reporting system. Performance indicators measured on a weekly, monthly, and quarterly basis are evaluated at different levels, from local operations to global governance structures, and reported to relevant leadership teams. Based on the insights obtained, capability-building programmes, process improvements, and technology investments are implemented to ensure continuous improvement.</p> <p>Our practices are regularly reviewed in line with Diageo's Global Health, Safety and Wellbeing Policy to ensure a continuously improved, safe, and sustainable working environment where risks are proactively managed.</p>
403-01	Occupational health and safety management system	<p>At Diageo Türkiye, occupational health and safety management is ensured through a systematic, data-driven governance model integrated into all operations. Developed in line with the Global Risk Management Standards (GRMS), this model involves not only production processes but also all organizational activities, including procurement, supply chain, sales, distribution, and support functions. The same scope is extended to third-party stakeholders such as on-site contractors and logistics service providers.</p> <p>Across all operations, applicable legal requirements are considered the minimum standard, and where Diageo's global standards are more stringent, these are adopted to ensure consistency of implementation. This approach enables the establishment of a consistent health and safety framework across a wide operational reach spanning all sites, including production facilities, offices, storage areas, technical centers, and commercial sites.</p> <p>Our occupational health and safety management system has been developed in alignment with international standards, and as of 2019, the transition to ISO 45001:2018 was completed and independently verified by the LRQA certification body. The effectiveness of the management system is regularly assessed through a robust internal audit and assurance mechanism, with performance and development areas systematically monitored.</p> <p>Within this framework, which is driven by strong senior management commitment, health and safety objectives are regularly reviewed through Management Review processes, and a continuous improvement approach is adopted across the organization. This integrated system ensures the establishment of a structure in which risks are identified before they materialize, preventive actions are immediately taken, and a safe working environment is sustained for all stakeholders.</p>

<p>403-02 Hazard identification, risk assessment, and incident investigation</p>	<p>At Diageo Türkiye, occupational health and safety management is ensured through an integrated model based on the early identification of hazards, systematic risk assessment, and the development of sustainable solutions through root cause analysis of incidents. Accordingly, Occupational Health and Safety Committee meetings are held monthly at production sites and quarterly at the head office, where existing and potential risks are discussed in detail, and action plans are developed and put in place for identified priority areas.</p> <p>Risk assessments are conducted in line with our global risk management approach by cross-functional teams with strong familiarity with the relevant operations and the necessary competencies. Emphasis is placed on the control hierarchy to eliminate hazards or reduce risks to acceptable levels, while risk assessments are dynamically updated based on triggers such as the introduction of new equipment, process changes, near-miss events, employee feedback, or actual incidents. The results of these analyses are regularly communicated to relevant employees to ensure the continuity of safe working conditions.</p> <p>All employees have the explicit authority to cease work upon unsafe conditions, and this practice is further supported through daily and weekly communication meetings, particularly in production sites. Hazard reporting is a key indicator of safety performance across all sites, while hazard cards recorded digitally are monitored daily, necessary actions are assigned to the responsible individuals, and resolve processes are tracked systematically.</p> <p>To reinforce the occupational health and safety culture, AI-supported image processing technologies are utilized to identify potential unsafe conditions and behaviors on site, while these findings are shared with employees and preventive actions are planned. Employees may also confidentially raise concerns through the SpeakUp hotline and access to comprehensive training content on hazard identification, risk assessment, and incident reporting via the My Learning Hub platform.</p> <p>Any occupational incident, regardless of whether it results in injury, is immediately investigated by local teams, while incidents resulting in lost working days are reported to the global system within 24 hours, and root cause analysis together with preventive action plans are completed within seven days at the latest. This holistic approach ensures proactive risk management and the establishment of a sustainable safety culture across all operations.</p>
<p>403-03 Occupational health services</p>	<p>At Diageo Türkiye, occupational health practices are considered within a holistic framework that is systematically managed and ensures the early identification of risks that employees may be exposed to. This approach focuses on preventing occupational accidents and work-related illnesses, while aiming to support physical, mental, and social wellbeing, which are essential for sustainable workforce performance. The Global Risk Management Standards (GRMS), forming the basis of this framework, ensure that health, safety, and wellbeing are managed consistently and in a measurable way across all locations.</p> <p>From onboarding onward, processes aimed at protecting employee health are implemented, while health-related declarations are systematically obtained, and employees' health status is regularly monitored through periodic health surveillance conducted by qualified healthcare professionals. Employees can access these services through their line managers, and when needed, they may also receive confidential counseling and support from independent healthcare professionals. These mechanisms support employees in managing their health conditions safely and maintaining continuity in their professional lives.</p> <p>To promote employees' mental and social wellbeing, services available under the confidential Employee Assistance Programme (EAP) are actively utilized. This programme offers professional support on stress, anxiety, family responsibilities, financial difficulties, and similar matters, thereby supporting a holistic employee experience.</p> <p>A similar approach is also applied to contractor personnel working on-site, and risks specific to relevant work areas are regularly assessed, and where necessary, contractors are guided to reinforce their occupational health monitoring practices.</p>

<p>403-04 Worker participation, consultation, and communication on occupational health and safety</p>	<p>At Diageo Türkiye, employee involvement plays a vital role in occupational health and safety practices as well as decision-making and delivery processes. In line with the Global Risk Management Standards (GRMS), Occupational Health and Safety committees, consisting of employee representatives, are actively functioning across all sites, and risk assessments and change management processes are carried out through these committees, with the direct contribution of employees.</p> <p>Regular safety site visits conducted by plant management teams enable observation of current conditions of production areas at the site while facilitating direct collection of employee feedback. Risks identified during these processes or reported by employees are recorded via hazard reporting cards and are eliminated through prompt corrective actions.</p> <p>Multiple communication channels are available across sites to enable employees to freely express their views. Suggestion boxes located in common areas support a continuous flow of feedback, and employee suggestions are systematically reviewed and integrated into management processes.</p> <p>The occupational health and safety culture extends beyond Diageo's employees, and contractors' personnel are also actively included in this system. Participating in daily team meetings, contractors' employees are involved in risk assessment processes, take part in site observations, and, where necessary, play an active role in incident investigation processes.</p> <p>Digital channels also play a significant role in reinforcing this culture. Training content offered via the My Learning Hub platform ensures that employee awareness is enhanced, while up-to-date procedures and implementation guidelines are made accessible to all employees via the internal occupational health and safety portal.</p> <p>This approach supports a strong safety culture that encourages employees' active involvement in the process, values feedback, and enables the early identification and visibility of risks.</p>
<p>403-05 Worker training on occupational health and safety</p>	<p>At Diageo Türkiye, occupational health and safety training programmes take employees' job scopes and the risks to which they may be exposed into consideration, and are managed systematically throughout the year. Individual annual training plans are developed to involve the knowledge and competencies required by employees and are delivered in line with a target of 18 training hours per person per year across production sites.</p> <p>Accordingly, our training approach is managed through a multi-channel and measurable framework:</p> <ul style="list-style-type: none"> • Digital training: Mandatory training content, assigned based on roles and positions, is delivered to employees via the My Learning Hub platform, with these modules being regularly updated and kept accessible at all times. • In-person training: Critical topics, including manual handling, forklift operations, and explosive atmospheres safety, are delivered through hands-on training sessions by qualified internal trainers and external expert. • Remote training: Specialized training on specific topics is delivered through video conferencing and online sessions. • Evaluation of training effectiveness: The effectiveness of training is evaluated through pre- and post-training tests, and learning levels are assessed to identify development areas and define additional training needs. <p>Participation data, test results, and development indicators across all training processes are systematically monitored, and the insights gained are utilized to continuously update content and practices.</p> <p>Contractors' personnel are also included in this comprehensive training approach; they are required to complete general occupational health and safety training prior to site entry, followed by risk and hazard training specific to their assigned areas. Contractors' personnel with access to Diageo's email accounts may also benefit from digital learning content via My Learning Hub.</p>

<p>403-06 Promotion of worker health</p>	<p>At Diageo Türkiye, not only employees' safety at work but also the physical, mental, and social factors influencing their daily lives are considered in a holistic manner, and tangible, accessible actions are taken accordingly. Activities carried out in line with the Global Risk Management Standards (GRMS) ensure that health and wellbeing practices are consistently maintained.</p> <p>Our practices are designed to directly meet employees' diverse needs:</p> <ul style="list-style-type: none"> • Protective health practices: Early identification of potential risks is ensured through regular health screenings, ergonomic checks, and physical evaluations. • Health benefits: Employees are provided with optional private health insurance, and relevant information is shared through internal communication channels. • Digital support solutions: Support for mental health is provided via Balance+, while confidential counseling services are offered as part of the Employee Assistance Programme (EAP). Access to dietitian and physiotherapist support is also available via the Heltia platform. • Ergonomic practices: To support hybrid working model, a one-time allowance is provided to employees to help meet their ergonomic needs. • Healthy living practices: Healthy lifestyle habits are encouraged through programmes and content focused on nutrition, exercise, and mindfulness. • Wellbeing content: In line with Diageo's Wellbeing Philosophy, content on mental, physical, social, and financial wellbeing is shared with employees via the intranet. <p>These practices are further supported through training and awareness-raising initiatives:</p> <ul style="list-style-type: none"> • Wellbeing and awareness-raising content is offered via My Learning Hub, alongside training on various topics, including responsible consumption habits. • Regular events are organized as part of health and wellbeing Weeks, involving topics such as mental health, stress management, and nutrition. • An open working environment where employees can freely express their views is encouraged through a psychological safety toolkit. <p>Employee feedback is collected regularly through the "Your Voice" survey, and team-based action plans are delivered based on the insights gathered.</p>
<p>403-07 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</p>	<p>At Diageo Türkiye, occupational health and safety practices are based on the principle of identification and control of risks before they arise. This approach is not limited to internal company operations; it also extends to a broader area of impact including business partners, contractors, and visitors. Across all our sites and at our Head Office, safety rules, potential risks, and emergency procedures are systematically communicated to all individuals entering the site through licensed third-party providers.</p> <p>Risk assessments are conducted regularly for all operations, and equipment safety, workflows, and workplace conditions are continuously reviewed. Based on these assessments, necessary technical and operational improvements are made, and employees are provided with both practical and theoretical training. In production sites, a target of 18 hours of occupational health and safety training per person per year is set, and training effectiveness is measured through pre- and post-tests. Emergency preparedness plans are regularly tested through drills to ensure employees are prepared for potential scenarios.</p> <p>Occupational health and safety performance is continuously monitored, and employees' active involvement in the process is encouraged. Feedback is collected via various communication channels and directly put into action. This helps maintain a continuously improving operational discipline, driven by field data rather than limited to regulatory compliance.</p> <p>Diageo Türkiye considers eliminating risks at source and making business processes safer as a key operational discipline. This approach is not limited to internal practices but also supports the adoption of the same standards across the supply chain.</p>

<p>403-08 Workers covered by an occupational health and safety management system</p>	<p>All people at Diageo Türkiye, including full-time and part-time employees, contract staff, and contractors, are required to fully comply with the Global Health, Safety and Wellbeing Policy. Global risk management standards defined accordingly are applied as an integral part of everyday ways of working.</p> <p>Compliance with policies and standards is regularly monitored through internal audits conducted with reference to ISO 45001, and necessary improvements are immediately based on the findings. All critical locations, including the Head Office, production sites, and warehouses, are certified in line with ISO 45001:2018 and are subject to regular assessments by independent certification bodies.</p> <p>Self-assessments conducted globally ensure regular assessment of the maturity of health and safety practices and enable the direct tracking of performance improvements over time. At Diageo Türkiye, this system applies to all employees and business partner without exception.</p> <p>Data on health and safety performance is reviewed in regular business performance meetings at site, regional, and global levels, and the insights gained are directly reflected in decision-making processes. This structure enhances the visibility of operational impact on the ground while ensuring that necessary actions are taken promptly.</p>																																
<p>403-09 Work-related injuries</p>	<p>At Diageo Türkiye, high-risk activities are closely monitored and managed in line with globally defined Critical Controls. The "Severe and Fatal Incident Prevention Programme" implemented accordingly aims to ensure early identification and effective control of risks with the potential for serious consequences at the site. Standardized control measures are implemented for the risk identified as part of this programme, and the continuity of these measures is regularly monitored.</p> <p>Work-related injuries or signs of occupational disease are formally recorded upon exceeding certain thresholds, and reporting process is initiated through the relevant systems. Cases leading to lost working time or requiring medical intervention are immediately reported and assessed in line with both legal obligations and internal procedures.</p> <p>Incident investigations are not limited to immediate visible causes; all causal factors are analyzed in detail to identify root causes. Based on these analyses, technical improvements, process changes, and behavior-based controls are promptly put into action on site. Findings are shared across the organization to prevent the recurrence of similar risks across different locations.</p> <p>Collected data is regularly reviewed, and practices are continuously updated based on insights derived from incident types, causes, and impacts. This process is supported through training activities, on-site practices, and efforts promoting safe behaviors, ensuring a disciplined approach to the sustained elimination of risks.</p> <table border="1" data-bbox="1941 1192 2843 1356"> <tr> <td>Hazard classification</td> <td>Plant, facility, warehouse and office</td> </tr> <tr> <td>Less hazardous</td> <td>Head office and sales offices</td> </tr> <tr> <td>Hazardous</td> <td>Facilities in Elazığ, Şarköy and Acıpayam, and Warehouses in Alaşehir, Bilecik and Nevşehir</td> </tr> <tr> <td>Highly hazardous</td> <td>Facilities in Alaşehir, Bilecik, Nevşehir and Tarsus</td> </tr> </table> <table border="1" data-bbox="1941 1381 2843 1591"> <thead> <tr> <th>Period</th> <th>Location</th> <th>Gender</th> <th>Incident type</th> </tr> </thead> <tbody> <tr> <td>F25</td> <td>Alaşehir</td> <td>Man</td> <td>Medical intervention</td> </tr> <tr> <td>F25</td> <td>Nevşehir</td> <td>Man</td> <td>Medical intervention</td> </tr> <tr> <td>F25</td> <td>Tarsus</td> <td>Man</td> <td>Medical intervention</td> </tr> <tr> <td>F25</td> <td>Şarköy</td> <td>Woman</td> <td>Lost time</td> </tr> <tr> <td>F25</td> <td>Heads Office</td> <td>Woman</td> <td>Lost time</td> </tr> </tbody> </table> <p>For detailed information, please refer to page 51 of Diageo's ESG Reporting Index for 2025.</p>	Hazard classification	Plant, facility, warehouse and office	Less hazardous	Head office and sales offices	Hazardous	Facilities in Elazığ, Şarköy and Acıpayam, and Warehouses in Alaşehir, Bilecik and Nevşehir	Highly hazardous	Facilities in Alaşehir, Bilecik, Nevşehir and Tarsus	Period	Location	Gender	Incident type	F25	Alaşehir	Man	Medical intervention	F25	Nevşehir	Man	Medical intervention	F25	Tarsus	Man	Medical intervention	F25	Şarköy	Woman	Lost time	F25	Heads Office	Woman	Lost time
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<p>403-10 Work-related ill health</p>	<p>For detailed information, please refer to page 51 of Diageo's ESG Reporting Index for 2025.</p>																																

Education and Training																																		
3-3	Our management approach	<p>At Diageo Türkiye, development is defined not as an expected outcome from employees, but rather as a key driver of sustaining organizational resilience. Accordingly, every employee is supported in adapting to changing business conditions, acquiring new skills, and enhancing their existing capabilities. This approach reflects a strong development mindset that directly connects individual growth with overall organizational performance.</p> <p>Offered learning opportunities are developed through a flexible, multi-layered structure that goes beyond a uniform training model and meets diverse needs. Extending beyond technical fields of knowledge, comprehensive content including digital capabilities, sustainability perspectives, commercial acumen, and leadership skills is made available to employees. Development efforts in these areas facilitate the rapid acquisition of skills required by evolving business needs and contribute to raising the overall competency level across the organization.</p> <p>Employees' development journeys are closely linked with performance evaluation processes and competency assessments, and the needs of each individual are regularly reviewed to create personalized development plans. In line with these plans, employees are provided with opportunities to develop themselves through both internal platforms and external learning resources.</p> <p>In accordance with the Global Human Rights Policy, access to career development opportunities is ensured for all employees, while the Global Health, Safety and Wellbeing Policy promotes safe and responsible working conditions through the relevant training.</p> <p>Learning and development activities are monitored not only in terms of participation, but also in terms of their impact. The data collected in this respect is regularly reviewed, and content, methodologies, and practices are updated in line with evolving needs.</p>																																
404-01	Average hours of training per year per employee	<p>Our corporate development approach aims to enable employees to perform their current roles effectively, while developing versatile capabilities that allow them to adapt rapidly to changing business dynamics. Accordingly, training activities conducted throughout the year are designed to involve a broad range of topics, including occupational health and safety, ethical principles, sustainability, leadership, and technical expertise. In addition, content developed by taking into consideration different job levels and areas of responsibility supports both employees' individual development and career progression.</p> <p>Training content is regularly reviewed with consideration of regulatory requirements and evolving business processes, and is updated and delivered periodically based on emerging needs. The planning process is based on role-specific requirements and the priorities of business units, while all training activities are digitally tracked, enabling participation and impact levels to be measured.</p> <p>Data on the scope and duration of training delivered throughout the year is shown in the table below based on average training hours per employee.</p> <table border="1"> <thead> <tr> <th>Training Type</th> <th>F23</th> <th>F24</th> <th>F25</th> </tr> </thead> <tbody> <tr> <td>Mandatory training hours (Induction + H&S)</td> <td>2,420</td> <td>2,360</td> <td>2,542</td> </tr> <tr> <td>Technical training hours</td> <td>-</td> <td>1,162</td> <td>863</td> </tr> <tr> <td>Competency development hours</td> <td>351</td> <td>192</td> <td>489</td> </tr> <tr> <td>Total training hours</td> <td>2,771</td> <td>3,714</td> <td>3,894</td> </tr> <tr> <td>Training hours per person</td> <td>6</td> <td>5.3</td> <td>5.52</td> </tr> <tr> <td>Total number of participants</td> <td>469</td> <td>691</td> <td>706</td> </tr> <tr> <td>Number of trainings</td> <td>10</td> <td>69</td> <td>176</td> </tr> </tbody> </table>	Training Type	F23	F24	F25	Mandatory training hours (Induction + H&S)	2,420	2,360	2,542	Technical training hours	-	1,162	863	Competency development hours	351	192	489	Total training hours	2,771	3,714	3,894	Training hours per person	6	5.3	5.52	Total number of participants	469	691	706	Number of trainings	10	69	176
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404-02	Programs for upgrading employee skills and transition assistance programs	<p>Employee development serves as a key driver of the organization's future capability level. Accordingly, learning is considered not only a periodic activity, but also a natural part of the way of working, an approach where employees can take ownership of their own development, take responsibility, and continuously progress is adopted. Playing an active role in this process, managers guide employees through regular development dialogs and closely monitor their progress.</p> <p>This approach is built on ensuring continuous learning, delivering content directly connected with business needs, and creating development experiences that support role transitions. Employees' diverse learning needs are met through a multi-layered structure ranging from short and effective learning moments to comprehensive training programmes, from on-the-job experiences to structured development journeys.</p> <p>Accordingly, My Learning Hub platform enables employees to continue learning anytime and anywhere through its rich pool of content and flexible access opportunities. The platform also offers development pathways shaped around the organization's priority competency areas, aligning individual growth with corporate objectives.</p> <p>Some of the training programmes delivered to employees during the F25 period include:</p> <ul style="list-style-type: none"> • Project Management Training • Becoming Effective Teams • Storytelling Training • Finance for Non-Finance Training • Industrial Relations Training • Team Spirit Workshop • Insight Workshop • LeaderLab Leadership Program • "Feedforward Rather Than Feedback" Session • Growth Mindset, Employee Development and Coaching Training • Financial & Commercial Awareness Training • Compensation and Job Evaluation Training • Leader Communication, Persuasion/Influence and Difficult Conversations Training • Ownership and Accountability Training • Agile Teams & Strong Leadership Workshops • Storytelling Training • Leading Transformation for an Equitable and Inclusive Organization Training • Effective Communication in Business Life • "Driving Change and Project Development with a Strategic Perspective" Training • English Language Training • Design Thinking Training • Marketing Digital Tools Workshop • Project Management Training • Excel Training • Elevate People Leaders Programme • Project Management & Design Thinking Workshop 																																		
404-03	Percentage of employees receiving regular performance and career development reviews	<p>Our performance and talent management approach is built on a strong and continuous foundation for dialog between employees and managers that does not only focus on the results but also places emphasis on development. The evaluation process considers both whether the targets been achieved and the approaches and behaviors adopted in delivering those outcomes to enabling a more balanced and comprehensive assessment framework.</p> <p>Key drivers of both individual performance and organizational progress include ensuring that defined goals are clear, measurable and trackable, the regular review of progress, and the maintenance of a strong feedback culture. Accordingly, employees are encouraged to take ownership of their own development, shape their career paths consciously, and systematically further develop their potential.</p> <p>During F25, all monthly paid employees were included in this comprehensive performance process to ensure a consistent and transparent assessment approach across the organization.</p> <table border="1"> <thead> <tr> <th colspan="7">Number of employees subject to regular performance assessment</th> </tr> <tr> <th rowspan="2"></th> <th colspan="2">F23</th> <th colspan="2">F24</th> <th colspan="2">F25</th> </tr> <tr> <th>W</th> <th>M</th> <th>W</th> <th>M</th> <th>W</th> <th>M</th> </tr> </thead> <tbody> <tr> <td>MEYİ</td> <td>157</td> <td>337</td> <td>183</td> <td>339</td> <td>203</td> <td>320</td> </tr> <tr> <td>MEYA</td> <td>63</td> <td>99</td> <td>69</td> <td>100</td> <td>73</td> <td>92</td> </tr> </tbody> </table>	Number of employees subject to regular performance assessment								F23		F24		F25		W	M	W	M	W	M	MEYİ	157	337	183	339	203	320	MEYA	63	99	69	100	73	92
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3-3	<p>Our management approach</p> <p>Inclusion and diversity serve as the key drivers of organization’s decision-making quality, innovation capacity and long-term performance. A working environment where diverse experiences and perspectives can coexist strengthens the employee experience while contributing to more balanced, creative and sustainable business outcomes. Accordingly, a corporate culture in which all employees can express themselves freely, access equal opportunities and unlock their full potential is being developed through deliberate and determined actions.</p> <p>Inclusion and diversity practices are progressed across the areas of gender equality, embracing cultural and individual differences, reinforcing a safe and supportive working environment, and promoting inclusive ways of working throughout the value chain. Policies that address the evolving needs of employees at different stages of life are out into practice, while flexible working models, tools supporting psychological safety, employee support services and wellbeing programmes help offer an inclusive employee experience. The Global Family Leave Policy, Flexible Working Principles and Wellbeing Philosophy, applicable in Türkiye, are tangible reflections of this approach.</p> <p>Inclusion and diversity efforts are supported by the Inclusion and Diversity Committee, which operates on a voluntary basis, and the implementation of identified priorities across the organization is further strengthened by this Committee. The Inclusion and Diversity Manifesto developed by the Committee clearly sets out the organization’s relevant approach and commitments for all stakeholders.</p> <p>Progress is monitored regularly through defined indicators, while employee experience and perceptions of inclusion are measured through the annual “Your Voice” survey and manager feedback processes. Based on the insights obtained, practices are reviewed to ensure continuous improvement.</p> <p>This approach ensures that a working environment where differences are embraced as a strength, every employee feels a sense of belonging and their contributions are recognized is consistently reinforced.</p>																																																																																			
405-01	<p>Diversity of governance bodies and employees</p> <p>The progress achieved in inclusion and diversity is systematically monitored in direct alignment with corporate objectives. Data obtained through HR analytics and the Workday infrastructure are evaluated within a broad framework, ranging from recruitment processes to workforce distributions to provide direct input into decision-making mechanisms. This framework enhances process transparency while enabling areas for improvement to be identified through concrete data.</p> <p>As part of annual measurement and reporting activities, diversity indicators within recruitment processes are analyzed regularly. During F25, the gender distribution of new hires across all functions was 54% women and 46% men. By function, the share of women in hires was 70% in marketing teams, 61% in the supply chain function and 86% in finance teams.</p> <p>Targeted actions were taken for field and sales operations, where women representation has been more limited, resulting in women accounting for 39% of hires in these areas and ensuring tangible progress in strengthening gender balance.</p> <p>To strengthen diversity at management level, gender and age distribution across senior positions are also regularly monitored. Talent pools, development programmes and promotion processes are designed accordingly to increase women representation in leadership roles.</p> <table border="1"> <thead> <tr> <th colspan="7">Gender and age distribution at management level</th> </tr> <tr> <th rowspan="2"></th> <th colspan="2">Aged under 30</th> <th colspan="2">30-50 years old</th> <th colspan="2">50+ years old</th> </tr> <tr> <th>W</th> <th>M</th> <th>W</th> <th>M</th> <th>W</th> <th>M</th> </tr> </thead> <tbody> <tr> <td colspan="7" style="text-align: center;">F23</td> </tr> <tr> <td>MEYİ, monthly paid employee</td> <td></td> <td></td> <td>14</td> <td>15</td> <td>2</td> <td>4</td> </tr> <tr> <td>MEYA, monthly paid employee</td> <td></td> <td></td> <td>4</td> <td>8</td> <td></td> <td>5</td> </tr> <tr> <td colspan="7" style="text-align: center;">F24</td> </tr> <tr> <td>MEYİ, monthly paid employee</td> <td></td> <td></td> <td>16</td> <td>14</td> <td>3</td> <td>3</td> </tr> <tr> <td>MEYA, monthly paid employee</td> <td></td> <td></td> <td>4</td> <td>10</td> <td></td> <td>4</td> </tr> <tr> <td colspan="7" style="text-align: center;">F25</td> </tr> <tr> <td>MEYİ, monthly paid employee</td> <td></td> <td></td> <td>18</td> <td>14</td> <td>1</td> <td>3</td> </tr> <tr> <td>MEYA, monthly paid employee</td> <td></td> <td></td> <td>4</td> <td>8</td> <td></td> <td>3</td> </tr> </tbody> </table>	Gender and age distribution at management level								Aged under 30		30-50 years old		50+ years old		W	M	W	M	W	M	F23							MEYİ, monthly paid employee			14	15	2	4	MEYA, monthly paid employee			4	8		5	F24							MEYİ, monthly paid employee			16	14	3	3	MEYA, monthly paid employee			4	10		4	F25							MEYİ, monthly paid employee			18	14	1	3	MEYA, monthly paid employee			4	8		3
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405-02	Ratio of basic salary and remuneration of women to men	For detailed information, please refer to page 53 of Diageo’s ESG Reporting Index for 2025.
Non-discrimination		
3-3	Our management approach	<p>Respect for human dignity and the principle of equality are embraced as essential standards across all ways of working. A zero-tolerance approach is adopted towards any form of discrimination or exclusionary practice to ensure that all employees have equal rights and opportunities regardless of gender, age, ethnicity, religion, language, sexual orientation or characteristics. This approach serves not only as a declaration of principle, but also as a key business discipline guiding all decisions and practices.</p> <p>Recruitment, career progression and development processes are managed through measurable and transparent evaluation mechanisms based on objective criteria. The inclusive language and an equal opportunity approach adopted during these processes extends beyond internal practices and is clearly demonstrated in job postings, communications and all interactions with external stakeholders. The aim is to establish a communication standard in which every individual feels represented and included.</p> <p>The behavioral principles set out in the Dignity at Work Policy apply for all employees. Establishing ethical boundaries, this policy is reinforced through mandatory training programmes that support the sustainability of a respectful working environment. Employees are expected to uphold these standards in their personal conduct and maintain the same sensitivity towards their colleagues.</p> <p>In case of any violations, secure and confidential reporting is available through different reporting channels, primarily the SpeakUp hotline. All reports are reviewed thoroughly, and where necessary, disciplinary actions are enacted to ensure a consistent and fair approach. The effectiveness of these processes is monitored regularly both by local structures and Global Ethics and Employee Relations teams.</p> <p>The same standards also apply throughout the value chain. As clearly set out in contractual agreements, business partners are expected to act in line with the Global Human Rights Policy and Supplier Standards.</p>
406-01	Incidents of discrimination and corrective actions within direct operations	<p>A working environment with zero tolerance to any form of discrimination is maintained, with the principles of equality and respect applied across the organization as clear and binding standards. Where employees experience or witness any adverse situation, multi-layered mechanisms are actively in place to enable secure and confidential reporting. Accordingly, the Dignity at Work Policy serves as the primary reference document that clearly sets out the boundaries of unacceptable behaviors and establishes a preventive approach.</p> <p>Reporting channels are made accessible through managers, Human Resources teams and the independent SpeakUp hotline, with all reported cases addressed in accordance with the principle of impartiality. Each report is concluded through detailed review and investigation processes as required, with the relevant actions being taken promptly based on the findings obtained.</p> <p>During the F25 reporting period, no incidents of discrimination were reported for the operations within Türkiye.</p> <p>For proactive management of potential risks, awareness-raising training programmes are regularly delivered to employees to ensure continuous updates in knowledge with respect to the discrimination definition, scope and reporting channels. Human Resources processes are also reviewed regularly for early identification of potential risk areas and implement the necessary improvements.</p>
Freedom of Association and Collective Bargaining		
3-3	Our management approach	<p>Employees’ freedom of association and collective bargaining rights are safeguarded as non-negotiable principles across all business practices. Guaranteed under the Global Human Rights Policy, these rights are exercised through a clear approach that supports employee representation and involvement in decision-making processes.</p> <p>Regular and direct engagement with employee representatives and unions creates a dialog environment built on trust and enables employee perspectives to be reflected in management processes. The same expectation applies to business partners as set out in the Standard for Partnering with Suppliers, with compliance with these principles constituting a contractual obligation.</p> <p>Practices are monitored regularly across both operations and the supply chain, and are evaluated through feedback mechanisms and internal audit processes, with corrective actions taken as required. In Türkiye, all hourly paid employees within MEYA are represented by a union, and working conditions are secured through effective collective bargaining agreements.</p>

407-01	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<p>The freedom of association and the collective bargaining right are considered essential principles serving as the foundation of employee relations, and all practices are carried out with a focus on safeguarding these rights. Operations within Türkiye are managed in full compliance with Labor Law No. 4857 and Trade Unions and Collective Bargaining Agreement Law No. 6356 to guarantee employees' representation and participation in collective bargaining processes.</p> <p>Within the corporate structure, all hourly paid employees are represented by a union, and collective bargaining agreements with the TEKGIDA-İŞ Union, periodically renewed, are in force. Setting out the framework for wages, fringe benefits, working conditions and social rights, these agreements provide employees with a predictable and balanced working environment.</p> <p>Ongoing contact between union representatives assigned to the plant and management teams builds a communication environment based on mutual trust and ensures that employee feedback are systematically incorporated into decision-making processes. This structure helps maintain labor peace and reinforce long-term stability.</p>
Child Labor		
3-3	Our management approach	<p>As child labor is considered one of the most sensitive areas of human rights violations, a clear approach with zero tolerance for exceptions is adopted in this respect. Across all operations and business relationships, full compliance with legal and international standards relating to minimum working age is ensured, and these requirements are applied as binding principles not only internally but also for all business partners.</p> <p>Activities are carried out in alignment with national regulations as well as the International Labor Organization (ILO) conventions and the United Nations Guiding Principles on Business and Human Rights. The assessments conducted to monitor human rights risks address child labor as a separate and priority issue, while recruitment processes and supply chain practices are reviewed regularly in this respect. As part of the analyses carried out during the F25 period, no instances of non-compliance or risk were identified for the operations within Türkiye.</p> <p>Preventive control mechanisms are further strengthened particularly in high-risk areas such as agricultural activities, through supplier assessments, field audits and awareness-raising efforts. The awareness levels of business partners are enhanced through training content and guidance documents to prevent risks before they arise.</p>
408-01	Operations and suppliers at significant risk for incidents of child labor	<p>In Türkiye, the Labor Law No.4857 clearly sets out the legal framework for child labor and strictly regulates minimum working age and employment conditions. Accordingly, no individuals under the age of 18 are employed as we adopt a level of sensitivity extending beyond legal requirements across our operations. We help prepare young people for professional life through internship programmes that not only focus on learning, but also provide developmental experiences.</p> <p>The same standards apply throughout the supply chain, and all business partners are expected to fully comply with national legislation, the Global Human Rights Policy and the Standard for Partnering with Suppliers. In higher-risk areas, audits and monitoring activities are intensified, and corrective actions are taken as required.</p> <p>As a result of the assessments conducted during the reporting period, no incidents of non-compliance related to child labor were identified within our operations or direct supply chain.</p> <p>For detailed information, please refer to page 55 of Diageo's ESG Reporting Index for 2025.</p>
Forced or Compulsory Labor		
3-3	Our management approach	<p>Forced and compulsory labor are unequivocally prohibited under our human rights approach, and all activities are carried out in a way that prevents any violation of this principle. Any form of employment involving coercion, debt bondage or non-contractual obligations against an employee's free will is strictly prohibited, and this approach applies not only to company operations, but also across all business partnerships as a clear requirement.</p> <p>As part of assessments to monitor compliance with human rights principles, agricultural supply chain and the operations within Türkiye are regularly reviewed through global impact analyses, and potential risk areas are systematically assessed. As a result of the reviews conducted during the F25 period, no incidents of non-compliance or findings indicating a high risk of forced labor were identified.</p> <p>All stakeholders throughout the supply chain are expected to fully comply with the principles of voluntary employment in line with the Global Human Rights Policy and the Standard for Partnering with Suppliers. It is essential to safeguard the fundamental rights of all employees, including temporary and seasonal workers, such as the right to refuse working conditions and overtime, and terminate employment.</p> <p>Any allegations of forced labor are promptly addressed and subjected to detailed investigation, with corrective actions being taken in cooperation with the relevant stakeholders where necessary. Continuous risk monitoring is ensured through existing control and audit mechanisms, and preventive practices are regularly reinforced.</p>

409-01	Operations and suppliers at significant risk of incidents of forced or compulsory labor	<p>Working hours, rest days and public holiday arrangements are scheduled in a clear and predictable manner that is fully compliant with applicable legislation, and are communicated transparently to all employees in advance. Any overtime arising from operational requirements is undertaken only upon the consent of the relevant employees and compensated in accordance with the principles set out in Labor Law No. 4857.</p> <p>Job descriptions are communicated in written form as an integral part of the onboarding process and are maintained up-to-date and accessible to all employees through the systems managed under ISO 9001. This approach aims to ensure clarity regarding roles and responsibilities and eliminate potential ambiguities and related risks.</p> <p>As part of the assessments conducted during the reporting period, no incidents of forced or compulsory labor that resulted in legal proceedings were identified. All employees are provided with transparent, fair and voluntary working conditions, and practices that could constitute coercion, forced labor or violations of rights are not tolerated.</p>
Security Practices		
3-3	Our management approach	<p>The security approach is embedded across all operations, including employee safety, physical security, incident investigations, business continuity and crisis management. The standards defined for the relevant areas extend beyond protective measures and are also applied through a management approach that anticipates risks, enables prompt response capabilities and strengthens operational resilience.</p> <p>Security practices developed for operational sites and office environments are designed based on the risk profile of each location and are managed by specialized teams in this field. Legal obligations and corporate expectations are met simultaneously, while on-site practices are continuously tested through regular controls and independent assessments.</p> <p>To raise employees' awareness of security-related matters, programmes focusing on enhancing knowledge and capabilities related to emergency preparedness, personal safety and crisis scenarios are delivered. These efforts are not limited to the transfer of information and are reinforced through practices that support the adoption of appropriate behaviors.</p> <p>The effectiveness of these practices is reviewed regularly at different management levels, while processes are updated and necessary improvements are made based on the findings obtained. In this way, strong and sustainable security management to enable adaptation to changing risk environments is maintained.</p>
410-01	Security personnel trained in human rights policies or procedures	<p>The safeguarding of human rights in security operation is considered an essential standard that takes precedence over operational requirements. Accordingly, security teams' awareness of a rights-based approach, proportional intervention and ethical conduct is strengthened through systematic training programmes. The objective is to establish a balanced and responsible framework that ensures security while safeguarding individual rights and freedoms.</p> <p>Outsourced security services are managed with the same level of sensitivity, and contractual agreements require service providers to operate in full compliance with Diageo's Code of Business Conduct and Global Human Rights Policy. The services provided by business partners are also reviewed regularly in relation to ethics and human rights.</p>
Local Communities		
3-3	Our management approach	<p>Relationships established with communities in the areas of operation are considered not only an operational necessity, but an integral part of long-term value creation. Accordingly, efforts to meet local needs and expectations while generating measurable social benefit are systematically developed and implemented. The objective is to create a lasting positive impact in the areas of operation while strengthening the resilience of the value chain.</p> <p>During prioritization, Diageo's global human rights framework and Türkiye's social and environmental dynamics are evaluated in an integrated manner, with a particular focus on the protection of water resources, wider adoption of sustainable agricultural practices, strengthening local economic structures, increasing women's participation in economic life, promoting responsible consumption and supporting environmental awareness.</p> <p>Initiatives undertaken in the relevant areas are advanced through the coordination of relevant functions and collaboration with local stakeholders, while all projects are designed in alignment with set social impact objectives and the "Society 2030: Spirit of Progress" vision. Outcomes achieved throughout implementation processes are monitored and evaluated regularly, and programmes are updated in line with feedback from local communities.</p>

413-01	Operations with local community engagement, impact assessments, and development programs	<p>Diageo Türkiye executes its social impact strategy for communities through inclusive and long-term development programmes shaped in collaboration with local stakeholders. Aiming to contribute to economic, social and environmental development of the regions, where we operate, our efforts focus on three main areas: protecting water resources, creating inclusive employment opportunities and improving life skills.</p> <p>As part of the Learning for Life Programme, we launched the "Gastronomy Village" project in the earthquake-affected Hatay/Samandağ region. Supporting women's participation in the workforce, this programme has provided training on entrepreneurship, hospitality, financial literacy, and leadership to 114 women in F25. The programme was implemented in collaboration with local authorities and women's cooperatives. The target is to reach 600 women by the end of 2025.</p> <p>The "Society 2030: Spirit of Progress" targets aim to replenish 1.5 million m³ of water back to nature in Türkiye by 2030. Water replenishment projects implemented in multiple locations include a range of technical interventions aimed at reducing groundwater use and promoting efficient irrigation practices. Within the framework of the project, existing water usage conditions in the regions were analyzed, stakeholder mapping was conducted, and extensive consultations were carried out with local stakeholders.</p> <p>Water Collective Action is being implemented in the Gediz Basin to reduce water pollution from agricultural sources and increase water efficiency. During the first phase, field research on producers' fertilizer use and irrigation practices was completed; during the second phase, training programmes and good practice models were designed based on these findings. The project is progressing in collaboration with local agricultural directorates, farmer representatives and specialized institutions.</p> <p>All of the projects of Diageo Türkiye for the communities are planned in alignment with the Sustainable Development Goals (SDGs) and their impacts are assessed regularly, and shared with the public.</p>
Supplier Social Assessment		
3-3	Our management approach	For detailed information, please refer to page 58 of Diageo's ESG Reporting Index for 2025.
414-01	New suppliers that were screened using social criteria	For detailed information, please refer to page 58 of Diageo's ESG Reporting Index for 2025.
414-02	Negative social impacts in the supply chain and actions taken	For detailed information, please refer to page 58 of Diageo's ESG Reporting Index for 2025.
Customer Health and Safety		
3-3	Our management approach	<p>Product safety and quality management lie at the heart of all operations, while consumer health protection and consistent product experience are upheld as non-negotiable standards. All processes, from production to consumption, are managed not only in compliance with legal requirements but also in line with international best practices.</p> <p>Production and packaging activities are carried out through processes designed in accordance with the ISO 9001 Quality Management System and the FSSC 22000 Food Safety System to secure hygiene, traceability and operational control mechanisms. Certification processes are backed by regular internal audits to verify the continuity and effectiveness of execution.</p> <p>To enable early identification of potential risks, factors that may compromise product integrity are systematically monitored, and mechanisms to control counterfeiting, contamination and quality deviations are applied across all stages from production to distribution. Critical quality indicators are regularly analyzed, and performance outcomes are reviewed by relevant teams, with necessary improvements implemented promptly.</p> <p>This disciplined approach ensures that maintaining consumer trust in products and continuously enhancing quality standards are upheld as a primary responsibility.</p>

416-01	Assessment of the health and safety impacts of product and Service categories	<p>Impacts related to product safety and consumer health are managed through a structured control and assessment system covering the entire product life cycle. All stages, from production processes to the supply chain, are managed through a risk-based approach that enables early identification and control of potential impacts, supported by continuous improvement mechanisms.</p> <p>All production sites operate in accordance with the ISO 9001 Quality Management System, while production and packaging processes are assured through the FSSC 22000 Food Safety Management System. These systems ensure effective management of critical control points, and compliance is regularly verified through both internal and independent third-party audits.</p> <p>The strict regulatory environment for alcoholic beverage production in Türkiye requires strict compliance discipline across all operational stages. All processes, from raw material sourcing to the delivery of finished products to consumers, are conducted in full compliance with the technical and hygiene standards set by the Ministry of Agriculture and Forestry.</p> <p>Quality assurance extends beyond system infrastructure and is supported by comprehensive testing and analytical processes. Testing performed at hundreds of control points throughout the process from raw materials to finished products generates millions of data points, and product integrity is continuously verified through physical, chemical, microbiological and sensory analyses. The performance of expert teams involved in sensory evaluation processes is also regularly monitored to ensure the consistency of product taste and quality standards.</p> <p>The global quality and risk management framework is continuously updated to adapt to changing conditions and is implemented consistently across all production sites. This comprehensive structure ensures that product safety and quality are consistently maintained and consumer trust is sustained.</p>
416-02	Incidents of non-compliance concerning the health and safety impacts of products and services	During the F25 period, no negative incident was encountered either in terms of non-compliance with the regulatory provisions or in terms of customer health and safety.
Marketing and Labeling		
3-3	Our management approach	<p>In Türkiye, the regulatory framework governing the alcoholic beverage industry imposes strict rules on marketing and communications activities and establishes clear requirements for consumer protection. All activities carried out in this respect are managed both in compliance with legal requirements and in line with the principles of responsible production and transparent communication.</p> <p>Marketing activities are designed within the scope permitted by legislation, and any direct or indirect promotional activities avoided, while truthfulness, clarity and consumer safety are adopted as primary reference points across all communication processes. Product information is presented without any misleading content, and an approach that supports consumers in making informed choices is adopted.</p> <p>Labeling processes are conducted in full compliance with national food regulations and technical standards to ensure that ingredient details, legal warnings and usage directions are provided in full and in an understandable manner. This ensures the traceability of products and the reliability of information provided to consumers.</p> <p>Global marketing responsibility principles and ethical standards are also integrated into internal control and audit mechanisms across operations within Türkiye.</p>
417-01	Requirements for product and service information and labelling	<p>In Türkiye, the rules governing the labeling of alcoholic beverages are established through a comprehensive regulatory framework covering all critical information, from product ingredients and alcohol by volume to country of origin, manufacturer details and mandatory warnings. All products are labeled in full compliance with these requirements and are subject to regular inspections by the relevant public authorities.</p> <p>The approach to providing product information is not limited to labeling; it is also provided in a transparent and accessible manner through corporate websites and other legally permitted digital platforms. This helps consumers in making informed choices based on accurate, clear and reliable information.</p> <p>All communication and information activities are conducted in line with national regulations as well as Diageo's global marketing responsibility standards, and accuracy, transparency and consumer safety are at the core of all processes.</p>
417-02	Incidents of non-compliance concerning product and service information and labelling	Two negative incidents of non-compliance with the provisions of the regulations were encountered during F25.

417-03	Incidents of non-compliance concerning marketing communications	<p>In Türkiye, the regulations governing the alcoholic beverage industry do not allow any forms of advertising, sponsorship or promotional activities targeting consumers across communication channels. These regulations cover not only direct advertising activities but also any form of communication that could generate indirect brand visibility.</p> <p>All activities are carried out in full compliance with this strict regulatory framework, and marketing and communication decisions are shaped strictly within the commercial boundaries permitted by legislation. All brand visibility-related activities are assessed and controlled in line with applicable rules established by the relevant authorities.</p> <p>Accordingly, no promotional activities directly targeting consumers are conducted, and all communication processes are carried out not only in accordance with legal obligations but also through a responsible producer approach.</p>
Customer Privacy		
3-3	Our management approach	<p>As personal data protection is considered essential for trust across all business processes, the confidentiality of data belonging to employees, customers, suppliers and other stakeholders is safeguarded to a high standard. Accordingly, the Global Data Privacy Programme is led by Diageo's Senior Data Privacy Director and provides the corporate framework for data governance.</p> <p>Data processing activities are conducted in compliance with the Personal Data Protection Law (KVKK) and relevant international regulations, based on the principles of transparency, purpose limitation, accuracy and security. The Code of Business Conduct and the Global Data Privacy Policy establish the standards applied across the full data life-cycle, from collection and storage to processing and deletion.</p> <p>With respect to cybersecurity, activities led by the Information Security Director are supported by multi-layered control mechanisms and through awareness-raising programmes aimed at safeguarding corporate information assets. This structure is further reinforced through an intelligence-driven cyber resilience approach to ensure promotion of a security culture across the organization.</p> <p>All these processes are monitored quarterly by Diageo Türkiye's Risk Management Committee. In addition, the Internal Audit team regularly reviews the effectiveness of the Global Data Privacy Programme and ensures that necessary improvement actions are taken.</p> <p>Concerns regarding data privacy may be raised via the SpeakUp hotline, managers, market legal counsel, those responsible for data privacy, Human Resources teams, or directly to the Senior Data Privacy Director, with all reports being carefully reviewed and appropriate actions being taken.</p>
418-01	Substantiated complaints for breach of customer privacy and loss of customer data	During the F25 period, there were no negative incidents regarding breach of customer privacy and loss of customer data.

SASB index

Topic	Metric	Code	Our response
Energy management	(1) Total energy consumed (2) percentage of grid electricity (3) percentage of renewable energy	FB-AB-130a.1	GRI 302
Water management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with high or extremely high baseline water stress	FB-AB-140a.1	GRI 303
	Discussion of water management risks and description of management strategies and practices to mitigate those risks	FB-AB-140a.2	GRI 303
Responsible drinking and marketing	Percentage of advertising impressions in individuals above the legal age of consumption	FB-AB-270a.1	GRI 417
	Number of incidents of non-compliance with industry or regulatory labelling and/or marketing codes	FB-AB-270a.2	GRI 417
	Total amount of monetary losses as a result of legal proceedings associated with labelling and/or marketing practices	FB-AB-270a.3	GRI 417
	Description of efforts to promote responsible consumption of alcohol	FB-AB-270a.4	GRI 417
Packaging lifecycle management	(1) Total weight of the packaging (2) percentage made from recycled or renewable materials (3) percentage recyclable or compostable	FB-AB-410a.1	GRI 306
	Description of strategies to reduce the environmental impact of packaging throughout its life cycle	FB-AB-410a.2	GRI 306
Environmental and social impacts of ingredient supply chain	Suppliers' social and environmental responsibility audit: (1) non-conformance rate, (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-AB-430a.1	GRI 308
Ingredient sourcing	Percentage of beverage ingredients sourced from regions with high or extremely high baseline water stress	FB-AB-440a.1	GRI 301
	List of priority beverage ingredients and description of sourcing risks due to environmental and social considerations	FB-AB-440a.2	GRI 3 – Effective risk management
Activity	Volume of products sold		Diageo ESG index 2025
	Number of production facilities		Corporate profile
	Total fleet road miles travelled		Diageo ESG index 2025

TSRS index

This index has been prepared in line with Diageo Türkiye’s voluntary commitment to align with national reporting frameworks, including the Turkish Sustainability Reporting Standards (TSRS), although not legally required, to further enhance transparency. Strengthening the organization’s accountability approach, this exercise enables sustainability performance to be assessed in a way that is comparable, traceable and more meaningful in relation to national standards

The following table provides a systematic presentation of the relationship between TSRS indicators and the report content through mappings with the GRI Standards. This structure facilitates stakeholders’ access to relevant topics from a holistic perspective while clearly and consistently demonstrating the report’s alignment with both national and international frameworks.

TSRS 1: General Provisions on the Disclosure of Sustainability-Related Financial Information

TSRS heading	Standard paragraf no	GRI disclosure
Governance	26 - 27	GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17
Strategy	28 - 42	GRI 2-22, 2-23, 3-3
Risk management	43 - 44	GRI 2-23, 2-27
Metrics ve targets	45 - 53	GRI 2-1, 2-2, 2-4, 2-25, 3-1, 3-2, 3-3, 302-3, 305-1, 305-2, 305-4, 305-5

TSRS 2: Climate-Related Disclosures

TSRS heading	Standard paragraf no	GRI disclosure
Governance	5 - 7	GRI 2-9, 2-12, 2-13, 2-14, 2-17, 2-22, 201-2, 302-1, 302-3, 305-1, 305-2, 305-5
Strategy	8 - 23	GRI 2-14, 2-13, 2-14, 2-17, 2-22, 201-2, 302-1, 302-3, 305-1, 305-2, 305-3, 305-4, 305-5, 305-7
Risk management	24 - 26	GRI 3-1, 201-2, 302-1, 305-1, 305-2, 305-4
Metrics ve targets	27 - 37	GRI 2-22, 2-23, 201-2, 302-1, 302-4, 305-2, 305-3, 305-4, 305-5

TSRS 2: Sector-Specific Guidance

TSRS heading	Standard paragraf no	GRI disclosure
Energy management	1 - 4	GRI 302
Water management	1 - 6	GRI 303
Environmental and social impact of ingredient supply chain	1 - 3	GRI 308
Ingredient sourcing	1 - 3	GRI 3, 301

Report boundaries and methodology

This report has been drawn up to present Diageo Türkiye’s sustainability performance in a comparable and verifiable manner, aligned with national and international reporting frameworks. The scope, methodology and data management approach of the report are detailed below.

Reporting Period:

The report covers the activities between July 01, 2024 - June 30, 2025, corresponding to fiscal year 2025 (F25) in line with Diageo’s financial reporting calendar. This alignment allows financial and non-financial performance indicators to be assessed in an integrated manner.

Reporting Boundaries:

The report covers all operations (production sites, offices, warehouses, and the relevant operational activities) of Diageo Türkiye within Türkiye. The activities and operations carried out abroad are excluded from the scope hereof; however, some sections of the report may also refer to Diageo’s global operations to provide a holistic understanding of its global sustainability approach and objectives.

Reporting Standards and Principles:

This report has been drawn up in line with internationally recognized reporting frameworks, primarily the Global Reporting Initiative (GRI) Standards. GRI approach aims to increase the level of transparency, comparability and accountability of the report. In addition, Sustainability Accounting Standards Board (SASB) standards have also been taken into account to better reflect industrial priorities. Although not legally required, the Turkish Sustainability Reporting Standards (TSRS) indicators have been used as a reference in the relevant sections to ensure alignment with the national framework.

Data Collection and Calculation Methods:

All data used during the reporting period has been collected through processes structured by the relevant business units and corporate systems, under the coordination of Diageo Türkiye Sustainability Committee (DTSC). Data management was carried out in line with the principles of accuracy, consistency and traceability, while calculations were performed in accordance with internationally recognized standards and industry practices.

Exclusions:

The report may contain limitations in some areas. Information considered to be competitively sensitive, as well as detailed financial data, has been excluded from the scope, and such limitations are clearly disclosed in the relevant sections in accordance with the principle of transparency.

Report Update:

Sustainability reporting is a dynamic process that requires continuous improvement in line with changing regulatory frameworks and stakeholder expectations, as well as operational transformations. Accordingly, the report content and methodology are regularly reviewed and updated where necessary to ensure continuous enhancement of the quality and scope of reporting.

DIAGEO

Türkiye

2025 SUSTAINABILITY PERFORMANCE

Diageo Türkiye 2025 Sustainability Performance has been drawn up for information purposes only. This report, which uses the content believed to be accurate and reliable for the period covered by the report, has not been subject to external audit. The content hereof may neither be construed as a representation, warranty or commitment, nor it is guaranteed to be complete and unchangeable.

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