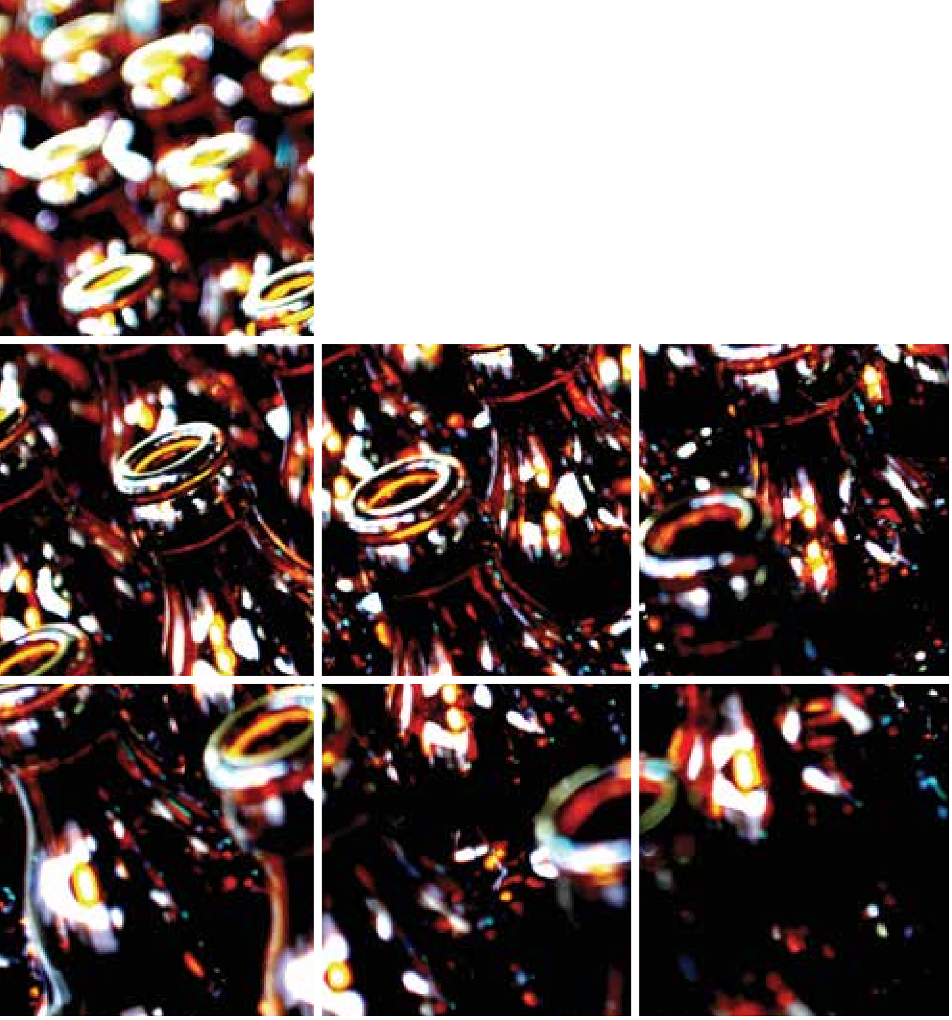
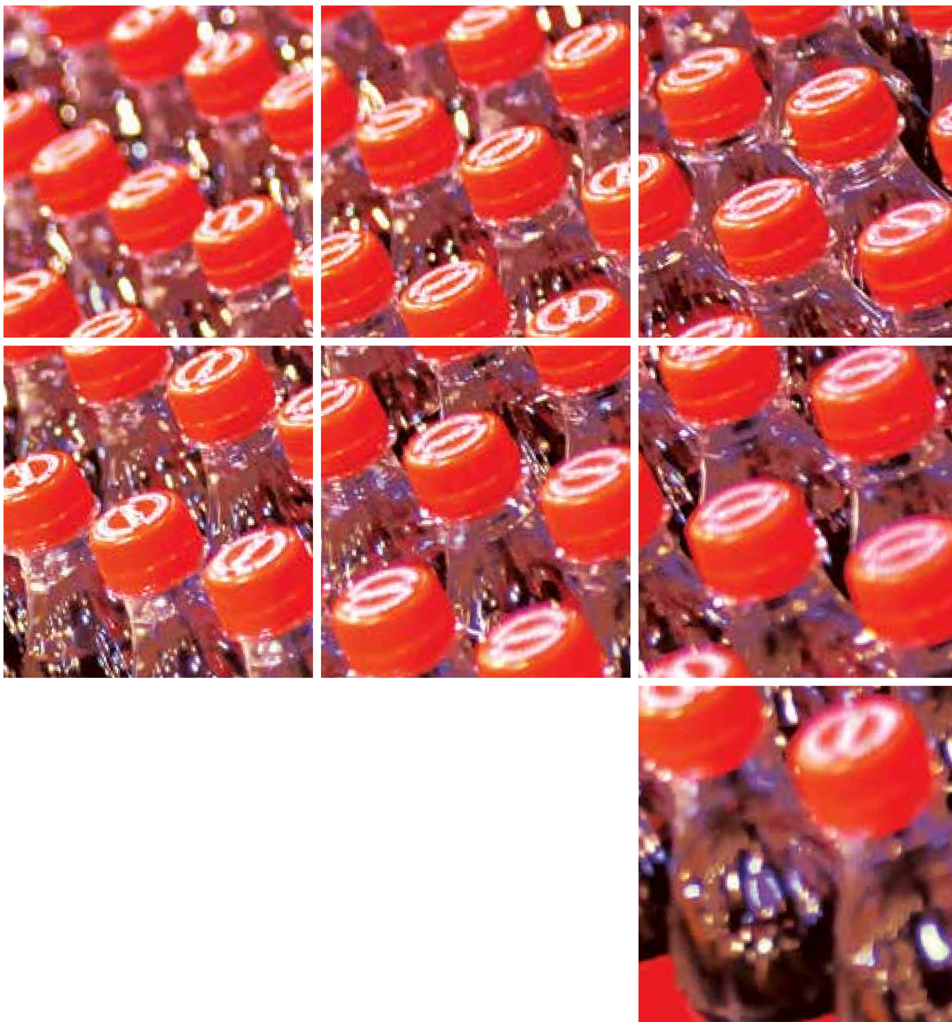


Anadolu Efes
Annual Report
2014



Contents

We're reinforcing our strong position in national and international markets.

Being one of Europe's and the world's biggest companies in its sector according to global rankings, Anadolu Efes took a proactive approach in the management of 2014's volatile market conditions as it continued to create enduring value for its stakeholders.

Anadolu Efes' effective policies and strategic undertakings as well as its solid corporate and financial structure played an important role in its success.

11th

Anadolu Efes: the world's 11th,

6th

Europe's 6th largest brewer*

6th

CCİ: the 6th** largest bottler in the Coca-Cola System.

15 breweries in 6 countries

6 malteries

Beer production capacity: 38.8 million hectoliters

Malt production capacity: 245 thousand tons

23 bottling plants in 10 countries***

Turkey's largest brewer with a 71% market share

CCİ: Turkey's largest soft drinks producer with 66% market share

More than 70 export markets

Soft drinks production capacity: 1,370 million unit cases

More than 40 beer brands

29 soft drink brands

Source: Canadean Global Beer Trends 2014, Nielsen

* *Company estimate*

** *According to information provided by The Coca-Cola Company to CCİ*

*** *In markets where there is production*

Anadolu Efes in Brief

Anadolu Efes has successfully deployed the knowledge and experience that it built up in Turkey to the international markets as well.

Anadolu Efes Biracılık ve Malt Sanayii A.Ş. (“Anadolu Efes”) engages in the production and marketing of beer, malt, and soft drinks.

Anadolu Efes is a member of the Anadolu Group.

Anadolu Group was founded in the early 1950s by the Özilhan and Yazıcı families. Exhibiting a rapid and sustainable growth since its inception, the Anadolu Group transformed into a holding company in 1969.

Being a conglomerate of more than 80 companies in 18 countries ranging from the Atlantic to the Pacific, Anadolu Group is active primarily in beer, soft drinks, automotives, retailing, and financial services sectors. In recent years the group has been diversifying the scope of its activities through investments in IT, energy, food, health services, and real estate sectors.

Anadolu Efes provides products and services to more than 600 million consumers.

Starting its business with two breweries that it opened in Turkey in 1969, Anadolu Efes shortly after established itself as the leader of the country’s domestic beer market.

As of 2014 year-end, Anadolu Efes supplies products and services to more than 600 million consumers across a wide region that includes Turkey, Russia, CIS, Central Asia, and the Middle East.

Anadolu Efes conducts its international beer operations through (“EBI”), a wholly-owned subsidiary that is based in Holland. Anadolu Efes is also the majority shareholder of Coca-Cola İçecek A.Ş. (“CCİ”), which is responsible for the conduct of the group’s Coca-Cola operations in Turkey and abroad.

Anadolu Efes operates in a region whose demographics are capable of supporting its ongoing growth.

Undertaking geographically strategic investments in the beer and soft drinks business lines since the day it was founded, Anadolu Efes successfully deploys the knowledge and experience that it built up in Turkey in international markets as well.

Anadolu Efes is a leading regional player in markets that have a high growth potential. The countries in which the company operates distinguish themselves by virtue of demographics that are better capable of supporting growth than is the case in more mature markets and therefore offer a significant potential for future development. In these markets both per capita consumption levels of beer and soft drinks and average consumer age are lower than in mature markets. This situation provides a significant leverage to Anadolu Efes in terms of sustainable growth.

A product portfolio shaped according to global trends in consumer demand is another cornerstone of Anadolu Efes’ growth. This portfolio consists of strong and well-known Anadolu Efes brands which are the preferred choices of broad-based consumer groups and which support high levels of consumer satisfaction in the markets that the company serves.

Anadolu Efes is a global force with 15 breweries, 6 malteries, and 23 bottling plants located in 16 countries.

600 million

Anadolu Efes provides products and services for more than 600 million consumers across a broad region.

Capital and Shareholder Structure

Anadolu Efes is one of the largest companies quoted at Borsa İstanbul as measured by market capitalization.

Capital and Shareholder Structure — 31 December 2014 (TRL)

Yazıcılar Holding A.Ş. ("Yazıcılar Holding")	Özilhan Sınai Yatırım A.Ş. ("Özilhan Sınai")	Anadolu Endüstri Holding A.Ş. ("AEH")*	SABMiller Harmony Ltd.	Publicly-traded and Other
139,786,634	79,812,569	35,291,953	142,105,263	195,108,843
Total issued capital				592,105,263

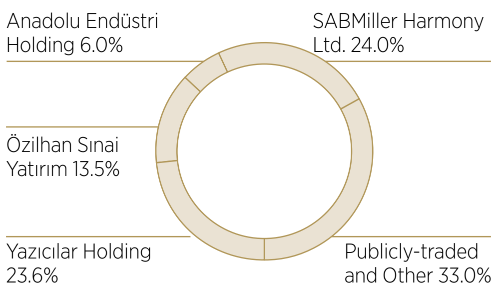
** AEH is jointly held by Yazıcılar Holding, (BIST symbol: YAZIC.IS) (68%) and Özilhan Sınai (32%).*

Registered capital ceiling
900,000,000

BIST Symbol
AEFES.IS

Company's capital is comprised of 592,105,263 shares each with a nominal value of 1 (one) TRL. 142,105,263 of the shares are owned by SABMiller Harmony Limited and are registered shares, while 450,000,000 of the shares are bearer shares.

As Anadolu Efes has established a Level 1 American Depository Receipts ("ADR") program (AEBZY/Cusip No: 032523102), its shares may be bought and sold by private investors on over-the-counter ("OTC") markets as well as by international institutional investors.

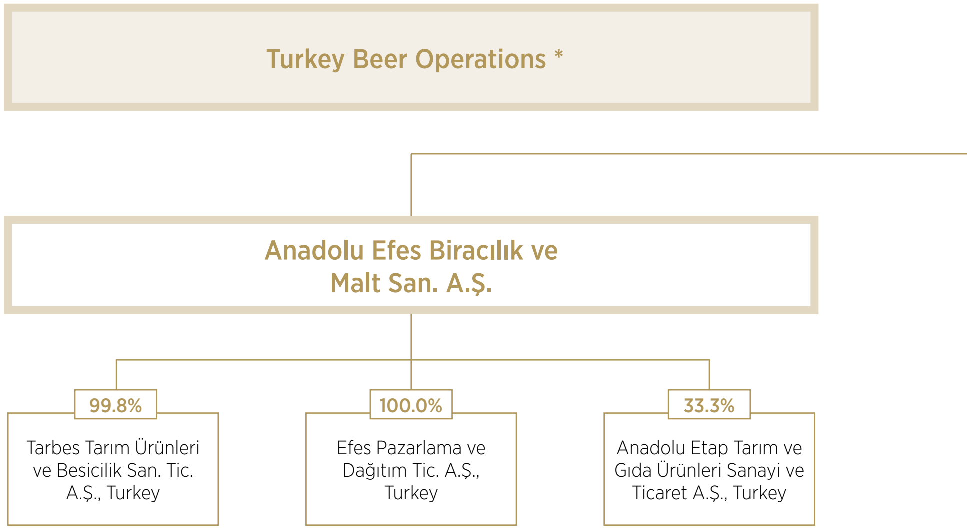


1 January- 31 December 2014	Lowest	Highest	Average	31.12.2013	31.12.2014	Change (%)
Share Price (TRL)	20.85	29.05	25.13	23.25	22.70	(2.4)
Market Capitalization (TRL million)	12,345	17,201	14,878	13,766	13,441	(2.4)
Market Capitalization (USD million)	5,228	7,961	6,812	6,462	5,776	(10.6)

Anadolu Efes is one of the largest companies trading on Borsa İstanbul ("BIST") as measured by market capitalization. Anadolu Efes' shares have consistently attracted the interest from international institutional investors ever since the shares began trading in 2000.

A higher percentage of Anadolu Efes' free float is in the hands of international institutional investors than is the case with most other publicly-traded companies in Turkey.

Anadolu Efes Subsidiaries



Anadolu Efes

- conducts its international beer operations through Efes Breweries International N.V., a wholly-owned subsidiary based in Holland.
- is the majority shareholder (50.3%) of Coca-Cola İçecek A.Ş., which is responsible for the conduct of the group's soft drink operations in Turkey and abroad.

International Beer Operations *

- 100.0% **Efes Breweries International N.V.**
  - 99.9% Moscow Efes Brewery, Russia
  - 99.9% Efes Ukraine Brewery, Ukraine
  - 100.0% JSC Lomisi, Georgia
  - 100.0% Efes Kazakhstan Brewery, Kazakhstan
  - 100.0% Efes Trade BY FLLC, Belarus
  - 96.8% Efes Vitanta Moldova Brewery, Moldova

Soft Drink Operations *

- 50.3% **Coca-Cola İçecek A.Ş.****
  - 100.0% Coca-Cola Satış Dağıtım A.Ş. (CCSD), Turkey
  - 100.0% Mahmudiye Kaynak Suyu Ltd. Şti., Turkey
  - 100.0% Coca-Cola Almaty Bottlers LLP, Kazakhstan
  - 100.0% Coca-Cola Beverages Tajikistan LLC, Tajikistan
  - 99.9% Azerbaijan Coca-Cola Bottlers LLC, Azerbaijan
  - 59.5% Turkmenistan Coca-Cola Bottlers Ltd., Turkmenistan
  - 100.0% Coca-Cola Bishkek Bottlers CJSC, Kyrgyzstan
  - 49.6% Coca-Cola Beverages Pakistan Ltd., Pakistan
  - 90.0% The Coca-Cola Bottling Company of Jordan Ltd., Jordan
  - 50.0% Syrian Soft Drink Sales and Distribution L.L.C., Syria
  - 80.0% Al Waha for Soft Drinks, Juices, Mineral Water, Plastics and Plastic Caps Production LLC, Iraq
  - 100.0% CC for Beverage Industry Limited, Iraq

* *As of 31.12.2014*
** *Direct and indirect total shareholding.*

Beer Group

Anadolu Efes’ Beer Operations Vision:
Be the most admired beverage company in our markets

Anadolu Efes operates in markets that have a high growth potential. The countries in which the company operates distinguish themselves by virtue of demographics that are better capable of supporting growth than is the case in more mature markets.

Anadolu Efes continues its efforts to expand its product portfolio and to further build up its brand value in the beer segment.

Anadolu Efes’ beer operations are composed of Turkey beer operations and international beer operations.

Anadolu Efes started out in business in Turkey in 1969 with two breweries, whose total annual production capacity at the time was just 300 thousand hectoliters.

Over the years, “Efes Pilsen” not only became the best-recognized beer brand in Turkey but also succeeded in becoming one of the country’s leading global brands.

With its superior quality and unchanging flavor, Efes Pilsen is the undisputed leader of the Turkish beer market.

By combining market investments and effective marketing strategies since the day it was founded, Anadolu Efes has built up a strong national sales network in Turkey and is the author of one of the most successful examples of entrepreneurship in the country’s business community.

Having started its international beer operations by exporting its products, Anadolu Efes continued by taking advantage of investment

“Efes Pilsen” not only became the best-recognized beer brand in Turkey but also succeeded in becoming one of the country’s leading global brands.

Anadolu Efes’ Beer Operations Mission:
Bring people together to share moments of life by enjoying our brands responsibly

opportunities in new markets. At the outset, priority was given to countries that were culturally and geographically close, undertaking its first international investments in Kazakhstan and Russia in the late 1990s. In the years that followed, the company entered the Moldovan, Georgian, and Ukrainian markets as well. Anadolu Efes is currently conducting its beer operations in six countries.

Anadolu Efes continues to pursue a strategy of making acquisitions capable of generating added value in a region including Turkey, Russia and CIS countries, where its beer operations are concentrated in.

As measured by sales volumes, Anadolu Efes is Europe’s 6th and the world’s 11th largest brewer. As of end-2014, the company had total annual production capacities of 38.8 million hectoliters of beer and 245 thousand tons of malt. Anadolu Efes has more than 40 beer labels in its brand portfolio.

In markets in which it is already strongly positioned, Anadolu Efes adheres to a strategy which is supported by its balanced brand portfolio and which is capable of exploiting market opportunities, expanding its product portfolio, and further building up its brand value.

In line with its sustainable growth policy, Anadolu Efes regards it as a fundamental objective to develop new areas of business and to continuously expand its existing operational geography.

As Turkey's largest brewer, Anadolu Efes commanded a domestic market share of 71% in 2014.

Beer Operations in Turkey

Milestones of Turkey Beer Operations

1969	1970s-1980s-1990s	1986	1998	2000
First beer production began under the "Efes Pilsen" brand.	A hop processing facility, two malteries, and two new breweries were established.	Efes Pazarlama was formed and made responsible for sales, distribution, and marketing operations in Turkey.	Anadolu Efes increased the number of its breweries in Turkey to five by acquiring the assets of the Toros brewery along with the "Marmara" brand name.	The group's four publicly traded beer and malt producing companies were merged to form Anadolu Efes.

Anadolu Efes operates in Turkey with four breweries, two malteries, and one hops processing facility. As Turkey's largest brewer, Anadolu Efes commanded a market share of 71% in 2014. Being the undisputed leader of the domestic market by a wide margin, the company has annual production capacities of 9.5 million hectoliters of beer and 115 thousand tons of malt in Turkey. "Efes", Anadolu Efes' flagship brand, is popular with consumers in more than 70 countries around the world.

Anadolu Efes' sales, distribution, and marketing activities in Turkey are carried out by Efes Pazarlama ve Dağıtım Ticaret A.Ş. ("EFPA"), a wholly-owned subsidiary of the company.

EFPA controls a network of 170 dealers and 27 distributors in 15 sales regions to keep consumers all over the country supplied with Anadolu Efes products. EFPA's own sales team directly serves dealers and distributors in five of Turkey's largest cities, principally in İstanbul, Ankara, and İzmir.

Anadolu Efes obtains all of its malt requirement from its own malteries. Hops, another essential raw material in brewing, is supplied from Tarbes Tarım Ürünleri ve Besicilik Sanayi ve Ticaret A.Ş. ("Tarbes"), another Anadolu Efes subsidiary. Tarbes has an annual production capacity of 1,200 tons.

Total consumption in the Turkish beer market is estimated to be around 9.1 million hectoliters in 2014; while per capita consumption is estimated to have been 12 liters/year.

Despite higher excise taxes imposed in recent years, Anadolu Efes managed to keep both the market's and its own sales volumes flat, thanks to its market investments and ground-breaking initiatives up until 2012. While the market grew by around 5% in 2012, much steeper taxes and more stringent sectoral regulations in 2013 exerted significant pressure on the volumes and the market experienced a 10% contraction overall that year. The effects of the regulatory changes put into effect in 2013 made themselves felt all year, long in 2014, and while the downward trend in sales volumes continued in the first half of the year, thanks to the recovery in the second half of 2014, the beer market's whole year performance remained flat.

Anadolu Efes maintained its strong position and wound up the year with a performance that exceeded its expectations under the market conditions in 2014 which proved to be quite tough, as had been foreseen by the company.

Addressing changes in consumer demand, developing new products, engaging in market investments, and trade executions will remain high-priority issues on our agenda in the period ahead.

The taxes charged on beer in Turkey are among the highest anywhere in the world. Tax increases will continue to be among the most important factors affecting the brewing industry in the years ahead as it has been the case in the past.

The excise tax charged on beer was increased by 15.6% in January 2014 and by another 4.1% in July 2014. Anadolu Efes reflected these rises in its selling prices.

As briefly summarized above, Anadolu Efes' sales volumes in 2014 were depressed by excise tax-fuelled price rises, competition, and newly-introduced regulations. Despite such constraints however, sales resumed growing again as of the third quarter of the year thanks to a beer groupwise strategy consisting of new product and SKU launches that supported affordability, efforts to drive the premiumization, and measures to strengthen and grow the product portfolio in the domestic mainstream segment.

As a result of the successful outcomes of the market investments and efforts aiming accessibility and affordability, expectations regarding the volume of Turkey beer operations which was initially a mid-to-high single digit decline, was revised to a low-to-mid single digit decline, following the year-long results modestly outperforming budget expectations.

Looking at 2014 overall it is seen that, despite lower sales volumes, the gross profit margin on our Turkish beer operations was balanced at its 2013 level, thanks to the cost-cutting initiatives. Cost-cutting measures initiated since the beginning of the year and our production network optimization program also made contribution to the operational profitability of our Turkey beer operations.

Addressing changes in consumer demand, developing new products, engaging in market investments, and trade executions will remain high-priority issues on our agenda in the period ahead. Looking behind a year in which sectoral regulations and tax increases were among our forefront concerns, Anadolu Efes remains convinced of the strength of the Turkish market and maintains its successful momentum with the support of cost-cutting initiatives.

As a result, Anadolu Efes' Turkish beer operations completed 2014 in parallel with the company's revised expectations for the year and with the company firmly maintained in its position as market leader.

Efes Turkey - Brand Portfolio

Segment	Brand
Premium	Mariachi, Miller Genuine Draft, Peroni Nastro Azzuro, Duvel, Samuel Adams, Grolsch, Amsterdam Navigator
Mainstream	Efes Pilsen, Efes Light, Efes Dark, Efes Xtra, Efes Pilsen Fıçı, Bomonti, Efes Malt, Bomonti Filtresiz, Efes Pilsen Özel Seri:10, Kozel, Beck's
Discount	Marmara Gold, Marmara Kırmızı, M34

Anadolu Efes focused on brand, innovation, and trade executions in all its operating countries in 2014 and, thanks to such efforts, it achieved market share gains in most of its operational markets.

International Beer Operations

Milestones of International Beer Operations

1996
The group entered the Kazakhstan beer market with its acquisition of a brewery in the country.

1998
Efes Breweries International N.V. was founded.

1999
Production began in Russia at a Moscow-based brewery and the "Stary Melnik" brand was launched.

2003
The Moldovan beer market was entered.

2006
The Krasny Vostok Brewing Group was acquired in Russia.

2008
The Georgian beer market was entered.

2010
"Efes Pilsener" brand beer started to be manufactured in Germany under a contract.

2011
SABMiller and Anadolu Efes signed a strategic alliance agreement.

2012
Anadolu Efes acquired all of SABMiller's beer operations in Russia and Ukraine. The new company started its operations in conjunction with Anadolu Efes' existing operations in Russia.

With its pioneering reputation, innovative practices, and committed vision, Anadolu Efes is a respected, preferred, and–most importantly–a trusted business partner in global markets as well.

Anadolu Efes conducts its international beer operations through EBI, a wholly-owned Holland-based subsidiary set up in 1998. Active in Russia, Kazakhstan, Ukraine, Moldova, and Georgia, as of 2014 year-end EBI had eleven breweries and four malteries with aggregate annual production capacities of 29.3 million hectoliters of beer and 130 thousand tons of malt respectively in this geography.

In addition to these operating facilities, Anadolu Efes also has organizations that conduct and/or coordinate group product sales, distribution, and marketing activities through companies that are owned or controlled in Belarus and Azerbaijan.

Under the strategic alliance that Anadolu Efes entered into with SABMiller Plc ("SABMiller"), the world's second largest brewer in 2012, the company further boosted its regional strength and competitive position by acquiring SABMiller's three breweries in Russia and one in Ukraine.

EBI, Anadolu Efes' subsidiary responsible for the company's international beer operations, experienced a 4.8% contraction in its consolidated sales in 2014 versus 2013 that is attributable to softer sales volumes in Russia (its largest overseas market) and political and economic developments in a number of countries such as Ukraine and Kazakhstan. Despite this, Anadolu Efes focused on brand, innovation, and trade executions in all of its operating countries in 2014 and, thanks to such efforts, it achieved market share gains in most of its operational markets.

The market leader in Kazakhstan, Moldova and Georgia, Anadolu Efes ranks second in Russia and fourth in Ukraine as measured by sales volumes.

Anadolu Efes outperformed the market in Russia and increased its market share up from 13.5% in 2013 to 14.1% in 2014.

Russia

Anadolu Efes' Russian operations account for the largest beer market in terms of sales volumes of all of its beer operations.

Anadolu Efes' Russian operations commenced with the Moscow-Efes Brewery ("MEB") that the company set up in 1997. In 2012, these operations were further strengthened with the strategic alliance that Anadolu Efes entered into with SABMiller.

Anadolu Efes has six breweries in Russia. It also has four malteries, all of which are in the city of Kazan. The portfolio of operations in Kazan include a preform plant whose annual production capacity of about 400 million PET preforms, makes Anadolu Efes largely self-sufficient.

Despite market adversities, Anadolu Efes' Russian operations performed successfully.

Over the last five years, the Russian beer market has contracted by primarily due to tightened regulatory environment, excise tax increases and macroeconomic challenges.

Average capacity utilization rates in the Russian beer market have also declined significantly during the same period. This trend continued in 2014.

At the beginning of 2014, Anadolu Efes' projection for the Russian beer market was a mid-to-high single digit decline and that the company's performance would be parallel to this.

Events in the Russian beer market unfolded in line with these expectations and the market contracted by 9% during the year. On the other hand, Anadolu Efes' Russian beer operations outperformed the initial budget parameters since the beginning of the year. Accordingly, while the company's market projections remained on course, its expectations regarding its own sales were revised to reflect its anticipation of a low-to-medium single-digit decline.

As a result, Anadolu Efes outperformed the market in line with its revised expectations and increased its market share up from 13.5% in 2013 to 14.1% in 2014, being the only multinational company in Russia to improve its market share as measured both by volume and by value in 2014 compared to 2013.

Production network optimization program impacted performance positively all year long.

Under its network optimization program in Russia, Anadolu Efes halted its brewing and malting operations in Moscow and Rostov as of the beginning of the year, and the production of these facilities were shifted to facilities located in other parts of the country.

Anadolu Efes is the largest player in the Kazakhstan beer market with a market share of 58% on a volume basis.

In addition to the contraction in sales, the profitability of Anadolu Efes' Russian beer operations was negatively affected by the lagged reflection of excise tax increases into prices and the devaluation of the local currency against USD. However the network optimization program and cost-cutting initiatives had a favorable impact on gross profit and operational profitability as expected.

Efes Russia - Brand Portfolio

Segment	Brand
High Premium	Redd's, Peroni Nastro Azzuro
Mid Premium	Grolsch, Amberweiss, Pilsner Urquell, Miller Genuine Draft
Low Premium	V. Kozel, Bavaria, Essa, Amsterdam Navigator
Upper Mainstream	Zolotaya Bochka, Stary Melnik, Stary Melnik Iz Bochonka, Efes Pilsener, Zwei Meister, 387, Rystar Primorya, Sokol
Lower Mainstream	Beliy Medved, Gold Mine Beer, Tri Bogatyrya, Green Beer, Zhigulevskoe, Moya Kaluga, Simbirskoe, Studenoe

Kazakhstan

Anadolu Efes' Kazakhstan beer operations account for the second largest and most important beer market after Russia among its international beer operations.

Anadolu Efes first entered the Kazakhstan market in 1996 when it acquired a privatized brewery in Karaganda. In 2003 the company expanded the scope of its operations by opening a new brewery in Almaty.

According to Canadean's 2014 Global Beer Trends Report, the size of the Kazakhstan beer market on a consumption basis is put at 4.4 million hectoliters. In addition to tightened regulations, due to the inflationary pressures brought by the devaluation of the Kazakh Tenge against USD in the first quarter of 2014, the Kazakhstan beer market is expected to have contracted by about 3% in 2014.

Ukraine is one of the world's largest beer markets and Anadolu Efes remains confident that Ukraine will continue to contribute increasingly more to the company's sales volumes and profitability in the years ahead.

According to figures published by Nielsen, Anadolu Efes is the largest player in the Kazakhstan beer market with an overall market share of 58% on a volume basis. Two of the labels in Efes Kazakhstan's portfolio– Beliy Medved and Kruzhka Svezhego–are the best-selling beers in the country.

Efes Kazakhstan - Brand Portfolio	
Segment	**Brand**
Super Premium	Miller Genuine Draft, Grolsh, Pilsner Urquell
Premium	Efes Pilsener, Efes Radler, Bavaria, Amsterdam Navigator, V. Kozel Lager, V. Kozel Dark, Zwei-Meister
Mainstream	Beliy Medved Lager, Beliy Medved Osoboe-Non-filtered, Beliy Medved Mild, Beliy Medved Strong, Beliy Medved Ledyanoe, Kruzhka Svezhego Lager, Kruzhka Svezhego Mild, Kruzhka White Non-filtered, Kruzhka Svezhego Extra, Karagandinskoe Lager, Karagandinskoe Strong, Karagandinskoe Mild, Zhigulevskoe Razlivnoe, Zhigulevskoe Mild
Discount	Lyubitelskoe, Bremen

Ukraine

Anadolu Efes entered the Ukrainian market with its acquisition of SABMiller's operations as a result of its strategic alliance in March 2012.

According to Canadean's 2014 Global Beer Trends Report, the size of the Ukrainian beer market on a consumption basis is estimated to be 23.7 million hectoliters in 2014, while per capita consumption is 54 liters.

According to 2014 results, the Ukrainian beer market is the thirteenth-largest market in the world as measured by total consumption. Following the contraction of 3% in 2013, owing to sociopolitical developments realized in the country in 2014 as well as to higher excise taxes, the market continued to decline in 2014 as well.

Anadolu Efes remains confident that Ukraine, being one of the largest beer markets in the world, will continue to contribute increasingly more to the company's sales volumes and profitability in the years ahead.

Efes Ukraine - Brand Portfolio	
Segment	**Brand**
Super Premium	Efes Pilsener, Grolsch, Pilsner Urquell, Redd's, Miller Genuine Draft, Stary Melnik
Premium	Zolotaya Bochka, V. Kozel, Amsterdam Navigator, Kruzhka Svezhego, Zhigulevskoe, Razlivnoe
Mainstream	Beliy Medved
Discount	Sarmat, Zhigulivske 1962

With a market share of 51% on a volume basis, Anadolu Efes is the leader of the Georgian beer market.

Moldova

Anadolu Efes entered the Moldovan market with its acquisition of a brewery in Chisinau in 2003. In a country seen to have a promising future, the company quickly became Moldova's largest brewer, gaining a more than 70% market share as measured by volume.

According to Canadean's 2014 Global Beer Trends Report, the size of the Moldovan beer market on a consumption basis is estimated to be 1.1 million hectoliters in 2014, while per capita consumption is 31 liters. According to the same report, the Moldovan beer market contracted by 8% in 2014 in response to unfavorable economic and political developments in the country.

With brands that rank in either first or second place in every price segment, Efes Moldova continues to demonstrate a successful sales performance.

Efes Moldova - Brand Portfolio

Segment	Brand
Super Premium	Grolsch, Pilsner Urquell, Miller Genuine Draft, V. Kozel, Bavaria, Redd's Mademoiselle
Premium	Efes Pilsener, Stary Melnik, Amsterdam Navigator
Mainstream	Timisoreana, Herrenhauser, Jiguleovskoe Bocikovoe, Chisinau Blonda, Chisinau Draft, Chisinau Aurie, Chisinau Speciala Tare, Chisinau Non Alco, Chisinau Radler, Chisinau Dark
Discount	Beliy Medved Svetloe, Bely Medved V rozliv, Beliy Medved Strong

Georgia

Recognizing the strategic importance of Georgian beer market, Anadolu Efes commenced beer operations in the country with acquisition of Lomisi, the largest local brewer in 2008. With its strategic location between Europe and Asia and low per capita beer consumption level, Georgia is a market that has a great potential.

According to Canadean's 2014 Global Beer Trends Report, the size of the Georgian beer market, measured on a consumption basis, is estimated to be 1.0 million hectoliters in 2014, while per capita consumption is 21 liters. According to the same report, the Georgia beer market is estimated to have grown by 6% in 2014, a performance that was also driven by an increase in the country's gross national product.

With a 51% market share as measured by volume, Anadolu Efes is the leader of the Georgian beer market. The company engages in a variety of marketing activities in order to boost per capita consumption and to increase market share through product development.

Efes Georgia - Brand Portfolio

Segment	Brand
Super Premium	Miller Genuine Draft
Premium	Efes Pilsener
Mainstream	Natakhtari, Mtieli, Kaiser, Karva, Natakhtari Extra, Natakhtari Kasris, V. Kozel, Herrenhauser

Soft Drinks Group

Milestones of Soft Drink Operations

1993
Efes Sınai Yatırım Holding was set up.

1995
Coca-Cola bottling operations commenced in Kazakhstan.

1996-1998
Bottling plants were set up in Kyrgyzstan, Azerbaijan, and Turkmenistan.

1996
Anadolu Group invested in Coca-Cola operations in Turkey.

2005
Existing Coca-Cola operations in Jordan were acquired.

2006
CCİ shares began trading on the BİST.

2006
All soft drink operations in Turkey and other countries were merged under CCİ.

2008
CCİ entered the Pakistan market.

2009
Soft drink operations were diversified with the acquisition of a stake in Anadolu Etap.

2012
Southern Iraq market was entered through an acquisition.

In 1993 Anadolu Efes set up Efes Sınai Yatırım Holding A.Ş. ("Efes Sınai"), created to carry out Coca-Cola bottling operations in the region referred to as the Commonwealth of Independent States ("CIS") and commenced soft drinks bottling operations in Kazakhstan, Kyrgyzstan, and Azerbaijan. In 2006, these soft drinks operations were merged with those of CCİ, a Turkish company in which a 33% stake was acquired by Anadolu Efes in 1996 and into which a number of other bottling and marketing companies were subsequently merged, thereby creating CCİ as it exists today.

Following this restructuring, Anadolu Efes conducts its national and international activities in the soft drinks business through CCİ, in which it now controls a 50.3% stake.

Employing more than 10,000 people, CCİ is responsible for manufacturing, selling, and distributing The Coca-Cola Company ("TCCC") branded beverages in Turkey, Pakistan, Kazakhstan, Azerbaijan, Kyrgyzstan, Turkmenistan, Jordan, Iraq, Syria and Tajikistan.

CCİ is the sole owner of Coca-Cola bottling plants in Kazakhstan, Kyrgyzstan, Azerbaijan, Tajikistan, Iraq and Jordan, while controlling the largest stake in the Coca-Cola bottling plant in Turkmenistan. Pakistan and Syria are CCİ's two biggest markets in its international operations. CCİ's activities in Pakistan are carried out by its subsidiary in which it controls 49.56% stake and which is consolidated by using the full consolidation method, and in Syria by its subsidiary in which it controls 50% stake and which is consolidated by using the equity pick-up method.

As measured by sales, CCİ is the sixth largest bottler in the Coca-Cola System.

As measured by sales, CCİ is the sixth largest bottler in the Coca-Cola System. CCİ is the market leader in Kazakhstan, Azerbaijan, Turkmenistan and Kyrgyzstan while it ranks second in Jordan, Pakistan and Iraq.

23 plants and an annual bottling capacity of 1,370 million unit cases make it possible for CCİ to keep more than 370 million consumers across a broad region supplied with an extensive lineup of still beverages -fruit juices, bottled water, energy and sports drinks, iced teas, and teas- in addition to sparkling beverages.

Anadolu Efes' Turkish and international soft drinks operations maintained their healthy growth in 2014.

Anadolu Efes' Soft Drink Operations Vision:
Be the outstanding beverage company leading the market, inspiring people, adding value through excellence.

Sustainable growth continues in the soft drinks segment.

Anadolu Efes' Turkish and international soft drinks operations maintained their healthy growth in 2014. Thanks to a high level of organic growth in international markets, the share of the company's international operations in its total sales volume increased by three percentage points year-on-year and reached 49%.

Turkey sales volume increased by 0.7% to 577.9 million unit cases in 2014. Volume growth in the first half of the year was strong, driven by higher than average temperatures and successful campaigns. However, this was dampened by adverse consumer sentiment, in addition to more wet days in the peak season resulting in limited sales volume growth for the full year. International operations delivered 14.2% volume growth in 2014. Successful campaigns and promotions across the key markets supported volume growth in international operations. Double digit volume growth was achieved in spite of some major negatives throughout 2014, such as devaluation in Kazakhstan, floods and political unrest in Pakistan and security problems in North Iraq.

Consolidated sales volume of soft drink operations increased by 6.9% in 2014 on the back of double digit growth in international markets. High rates of organic growth in Central Asia and Pakistan significantly contributed to this increase. The sparkling category grew by 4.8%, driven by Coca-Cola and Sprite brands. Water category delivered 11.4% growth. The still category excluding water grew by 15.9% in 2014, supported by the strong growth of juice and ice tea segments.

The consolidated gross profit margin of our soft drinks operations was down slightly in 2014 due to the slower growth in net revenues per unit case in Turkey and to devaluation in Kazakhstan. The consolidated EBITDA margin also declined slightly compared to the previous year mainly due to the lower operational profitability in Turkey.

Anadolu Efes is fully confident that its strong brand portfolio and its extensive operational geography will ensure healthy growth and profitability in its soft drinks operations in the period ahead.

Anadolu Efes is fully confident that its strong brand portfolio and its extensive operational geography will ensure healthy growth and profitability in its soft drinks operations in the period ahead.

Anadolu Efes' Soft Drink Operations Mission:
Build a sustainable and profitable business through refreshing consumers, partnering with consumers, delivering superior value to shareholders and being trusted by communities.

CCİ Turkey - Brand Portfolio	
Brand	**Flavors / Types**
Sparkling Beverages	
Coca-Cola	Decaf, Lemon-Lime
Sensun	-
Fanta	Orange, Mandarin, Apple, Peach, Pear, Strawberry-Kiwi, Ice Tea-Peach
Coca-Cola Light	-
Sprite	Lemon, Lime - Sugar-free
Schweppes	Bitter Lemon, Mandarin, Tonic, Soda, Lemonade, Ginger
Burn	Regular, Blue, Berry, Orient, Subzero
Coca-Cola Zero	-
Still Beverages	
Cappy	Orange, Peach, Apricot, Sour Cherry, Multifruit, Yellow Mix, Red Mix, Pineapple, Atom, 100% Apple, 100% Orange, 100% Tomato, 100% Apple-Mix, 100% Apple-Peach, 100% Apple-Sour Cherry, Pulpy Peach, Pulpy Mix, Black Mulberry, Fruit Scherbet, Vişnelim, Pulpy Lemonade, Pulpy Sugar-free Lemonade, Pulpy Orange, Pulpy Mandarin, Mixx Peach-Quince, Mixx Red Grape-Sour Cherry, Mixx Apple-Peach, Cherry, Tomato, Lemonade
Fuse Tea	Lemon, Peach, Mango-Pineapple, Watermelon
Powerade	Ice Blast, Sun Rush, Snow Storm
Damla Su	-
Damla Minera	Plain Soda, Strawberry, Apple, Lemon, Sour Cherry
Gladiator	-

Geographic Footprint

Anadolu Efes is a global force with 15 breweries, 6 malteries, and 23 bottling plants located in 16 countries.

• Beer
• Soft Drinks

Russia •
Population: 143.5 million [1]
Beer Operations
Breweries: 6
Malteries: 4
Preform manufacturing plants: 1
Brewing capacity: 21 mhl
Malt production capacity: 130 thousand tons
Per capita consumption: 55 liters/year [2]
Market share: 14% [3]
Market position: 2nd

Ukraine •
Population: 45.3 million [1]
Beer Operations
Breweries: 1
Brewing capacity: 3.2 mhl
Per capita consumption: 54 liters/year [4]
Market position: 4th

Moldova •
Population: 3.6 million [1]
Beer Operations
Breweries: 1
Brewing capacity: 1.3 mhl
Per capita consumption: 31 liters/year [4]
Market position: 1st

Georgia •
Population: 4.5 million [1]
Beer Operations
Breweries: 1
Brewing capacity: 1.1 mhl
Per capita consumption: 21 liters/year [4]
Market position: 1st

Belarus [5] •
Population: 9.4 million [1]
Beer Operations
Per capita consumption: 45 liters/year [4]

Germany [6] •
Population: 80.9 million [1]
Beer Operations
Per capita consumption: 104 liters/year [4]

Turkey ••
Population: 76.7 million [1]
Beer Operations
Breweries: 4
Malteries: 2
Hop processing facilities: 1
Brewing capacity: 9.5 mhl
Malt production capacity: 115 thousand tons
Per capita consumption: 12 liters/year [2]
Market share: 71% [3]
Market position: 1st

Soft Drink Operations
Plants: 9
Market share: 66% [3]
Market position: 1st

Kazakhstan ••
Population: 17.4 million [1]
Beer Operations
Breweries: 2
Brewing capacity: 2.6 mhl
Per capita consumption: 24 liters/year [4]
Market share: 58% [3]
Market position: 1st

Soft Drink Operations
Plants: 1
Market share: 49% [3]
Market position: 1st

Azerbaijan [5] ••
Population: 9.4 million [1]
Beer Operations
Per capita consumption: 7 liters/year [4]

Soft Drink Operations
Plants: 1
Market position: 1st [8]

Kyrgyzstan ••
Population: 5.7 million [1]
Beer Operations
Per capita consumption: 8 liters/year [4]

Soft Drink Operations
Plants: 1
Market position: 1st [8]

Pakistan •
Population: 186.3 million [1]
Soft Drink Operations
Plants: 6
Market share: 35% [3]
Market position: 2nd

Iraq •
Population: 35.9 million [1]
Soft Drink Operations
Plants: 3
Market share: 29% [7]

Turkmenistan •
Population: 5.8 million [1]
Soft Drink Operations
Plants: 1
Market position: 1st [8]

Jordan •
Population: 6.7 million [1]
Soft Drink Operations
Plants: 1
Market position: 2nd [9]

Syria •
Population: 22.8 million [1]
Soft Drink Operations

Tajikistan •
Population: 8.3 million [1]
Soft Drink Operations

(1) Turkish Statistical Institute, IMF
(2) AEFES estimate
(3) Nielsen, January-December 2014
(4) Canadean, Global Beer Trends, 2014 (estimate)
(5) In addition to exporting Efes brand throughout the world, Anadolu Efes also has organizations which conduct and/or coordinate group product sales, distribution, and marketing activities through companies which are owned or controlled in Belarus, Kyrgyzstan and Azerbaijan.
(6) Since March 2010, Efes Deutschland GmbH, Anadolu Efes' wholly-owned subsidiary in Germany, has been selling "Efes Pilsener" brand beer which is manufactured for it by Einbecker Brauhaus AG under an agreement with that firm.
(7) Retail zoom
(8) Ipsos Retail Audit
(9) CCİ estimate

Principal Operational and Financial Indicators

Income Statement Items [1]	2014	2013	Change %
Beer Sales Volume (m hectoliters) [2]	24.5	25.6	(4.4)
Soft Drink Sales Volume (m unit case) [3]	1,130,606	1,057,669	6.9
Net Sales (TRL thousand)	10,079,137	9,195,773	9.6
Net Sales per Liter (TRL)	1.14	1.07	5.9
Profit from Operations (TRL thousand)	916,176	743,854	23.2
Operating Profit Margin	9.1%	8.1%	
Depreciation and Amortization (TRL thousand)	726,504	711,713	2.1
Net Income (TRL thousand)	(512,233)	2,608,920	n.m.
Net Income Margin	(5.1%)	%28.4	
EBITDA [4] (TRL thousand)	1,702,376	1,494,687	13.9
EBITDA [4] per Liter (TRL)	0.19	0.17	10.0
EBITDA [4] Margin	16.9%	16.3%	

(1) CCİ's consolidated results are proportionally consolidated in Anadolu Efes' Financial Statements as per Anadolu Efes' 50.3% shareholding until 31.12.2012. Starting from 01.01.2013, CCİ started to be fully consolidated according to the Shareholder's Agreement regarding the governance of CCİ.
(2) 1 hectoliter = 100 liters.
(3) 1 unit case = 5.678 liters.
(4) EBITDA: Earnings before interest, tax, depreciation, and amortization are calculated by adding or subtracting depreciation and other relevant non-cash items to or from profit from operations.

13.9%

In 2014, EBITDA increased by 13.9% and reached TRL 1,702.4 million.

Total consolidated sales volumes grew by 3.5% in 2014, while total revenues increased 9.6%, outpacing the volume growth.

Balance Sheet Items	2014	2013	Change %
Cash, Cash Equivalents and Marketable Securities (TRL thousand)	1,562,489	2,309,354	(32.3)
Total Assets (TRL thousand)	20,113,805	22,366,984	(10.1)
Equity Attributable Equity Holders of the Parent (TRL thousand)	7,609,255	9,571,651	(20.5)
Total Financial Debt (including lease obligations) (TRL thousand)	4,506,798	5,275,932	(14.6)
Net Financial Debt/Equity	0.4X	0.3X	
Net Financial Debt/EBITDA	1.7X	2.0X	
Capital Expenditure (Gross) (1) (TRL thousand)	1,045,809	1,174,551	(11.0)
Number of Shares	592,105,263	592,105,263	
Earnings per Share (2) (TRL)	(0.8651)	4.4062	n.m.
Average Number of Employees	19,197	19,852	(3.3)

(1) Acquisitions excluded.
(2) Earnings per share is calculated by dividing the net profit for the period attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the period.

20.1

At year-end 2014, total assets of Anadolu Efes reached TRL 20,113.8 million.

Chairman's Message

Having put 2014 behind us, we continue to move forward with an approach that focuses on deciphering the prospects of the future.

Tuncay Özilhan
Chairman of the Board of Directors

Being one of the largest companies in its sector in Europe and all around the world, Anadolu Efes has correctly foreseen how market conditions would evolve in 2014 and made required changes in its strategy and business plans in time and successfully.

Our extensive operational geography continued to be fraught by sociopolitical volatilities and difficulties as well as by economic constraints in 2014. This situation led us to exhibit a more proactive approach in our operations and, from time to time, it required us to make courageous decisions that would power our future performance.

I am pleased to say that all of the efforts we made at Anadolu Efes throughout 2014 proved their worth and that our company maintained the line of its financial performance and fulfilled its commitments to its investors. Thanks to the well-placed and timely measures taken, our company sustained the sound development of its operational profitability.

Thanks to our successful optimization program in our beer operations and our other precautions, we were able to overcome the contractions observed in some of our markets and increase our operational profitability.

Looking at our largest two operations, we see that the sales volumes of Anadolu Efes' beer operations in Turkey were depressed in 2014 due to a number of factors such as price increases and regulatory changes. Through measures taken against such developments, our company increased its efforts to expand the premium segment, while also launching new products and SKUs that support affordability. On the other hand, thanks to the contributions resulting from our efforts to reduce costs as well as our network optimization program, it was possible to improve the EBITDA margin of our Turkey beer operations as targeted.

In the third quarter of 2014, our Turkish beer operations' sales volume increased for the first time since the second quarter of 2012. This growth trend continued in the last quarter of 2014–with the contribution of the low base effect.

The Russian beer market, where Efes Russia is one of the leading players, has contracted by more than 20% in total in the last five years. Our company outperformed the market in 2014 and increased its market share by approximately one percentage point. The results registered by our Russian subsidiary made it the only multinational company that managed to grow its market share in Russia on a year-on-year basis as measured both by volume and by value.

In the context of our network optimization program in Russia, we suspended our brewing and malting operations in Moscow and Rostov in the first quarter of the year. I am pleased to note here that the benefits of our network optimization program and of our other cost-cutting initiatives have already begun to show themselves in the operational profitability of our company's international beer operations.

While our beer markets other than Turkey and Russia have also been adversely affected by a variety of economic and political developments; in the majority of these countries, our volume performance as Efes has been better than the market average.

Steady growth in the soft drinks segment continues.

The growth trend in our company's domestic and international soft drinks operations remained on course in 2014. The share of our international soft drinks operations in our total sales volume continued to increase due to the continuation of the strong organic growth that we have achieved in international markets. Our soft drinks business line in Pakistan, one of the markets in which we believe to have a tremendous potential, registered a double-digit volume growth continuing to perform in parallel with its average growth rate over the last five years.

To sum up, Anadolu Efes continued to focus on brand, innovation, and trade executions in all of its operating countries in 2014 and managed to achieve market share gains in a majority of these markets.

Having successfully put a difficult year behind us, we are looking resolutely ahead.

Another important development for Anadolu Efes in 2014 was the appointment of Damian Gammell as the company's CEO.

Prior to his appointment as Anadolu Efes CEO, we had already been collaborating effectively with Mr. Gammell in CCİ. Following our decision to manage a variety of beverages segments together in the Anadolu Group, Mr. Gammell took over the duty of Chief Executive Officer at Anadolu Efes. I wish Mr. Gammell continued success in his new and highly motivating position.

In addition to the initiatives I mentioned above to increase our operational profitability, we also continued to concentrate on such issues as further improving our balance sheet, increasing our free cashflow generation, better managing our working capital, and alternative funding strategies in 2014.

Moody's and Standard & Poor's, who regularly monitor and evaluate our company's business activities, affirmed our credit ratings in their announcements made in the third quarter of 2014. These statements once again underscored the favorable results of the steps taken and the improvements achieved by our company in a year in which it was confronted by a variety of challenging operating conditions.

Having put 2014 behind us, we continue to move forward with an approach that focuses on deciphering the prospects of the future. We expect that our operational territory will continue to pose challenges. Situated at the center of this extensive region, our country will maintain its steady progress and continue to serve as a virtual bridge to the future.

Strong, sound, and leading companies like Anadolu Efes have the ability to quickly balance and optimize their positions no matter what market conditions may be. That ability is what will enable us to advance with our renewed strategy and roadmap and what will give us the momentum we need to create more added value in 2015 and the years that follow.

Anadolu Efes has embarked upon 2015 as a company filled with energy, dynamism, and excitement. In closing I therefore take this opportunity to extend my sincerest appreciation to all of our stakeholders who have contributed to our sustainable growth performance.

Tuncay Özilhan
Chairman

gains

Anadolu Efes focused on brand, innovation, and trade executions in all of its operating countries in 2014 and, thanks to such efforts, it achieved market share gains in most of its operational geography.

Board of Directors

Tuncay Özilhan
Chairman

Born in Kayseri on 1947, Mr. Özilhan studied in Saint-Joseph high school then graduated from the Faculty of Economics of İstanbul University. He has received his MBA degree from Long Island University in the United States. He has undertaken responsibilities such as General Director of Erciyas Brewery, Coordinator of the Beer Group and General Coordinator of the Anadolu Group.

Mr. Özilhan was appointed as the CEO of the Anadolu Group in 1984 and he is Chairman of the Anadolu Group since May 2007. He has also been serving as Chairman of Anadolu Foundation as well as various Group companies.

Mr. Özilhan served as TÜSİAD's (Turkish Industrialist's and Businessmen's Association) Chairman from 2001 to 2003 and he is currently Vice Chairman of its High Advisory Council. His other responsibilities include; Deputy Chairman and Chairman of the Turkish – Russian Business Council at the Foreign Economic Relations Board ("DEİK"), B-20 Turkey Executive Council Membership, Honorary Consul for the Republic of Estonia and President of the Anadolu Efes Sports Club.

Alan Jon Clark
Vice Chairman

Born in 1959, after graduating from University of Port Elizabeth with degrees of B.A. in Psychology and M.A. in Clinical Psychology, Alan Clark received his Doctorate of Psychology degree from the University of South Africa. He joined SABMiller Plc in 1990 as Training and Development Manager. Mr. Clark held various senior positions during his career including, SAB Ltd. Marketing Director, Amalgamated Beverage Industries Ltd. Managing Director, Appletiser South Africa (Pty) Ltd. Chairman and SABMiller Europe Managing Director. Serving as Chief Operating Officer since 2012, Alan Clark was appointed Chief Executive of SABMiller plc in April 2013. Mr. Clark is a member of the Executive Committee and Corporate Accountability and Risk Assurance Committee of SABMiller Plc.

Recep Yılmaz Argüden
Member

Dr. Argüden is the Chairman of ARGE Consulting, a management consulting firm known for value creating strategies and institution building. He is also the Chairman of Rothschild investment bank in Turkey. His career spans the private sector, public sector, multinational institutions, NGOs, and academia. Dr. Argüden served on the boards of more than 50 national and international corporations.

He is an adjunct Professor of Business Strategy; and an author of numerous books and a columnist focusing on business and strategy issues. He is a renowned governance expert and has been selected as a member of the Private Sector Advisory Group of the Global Corporate Governance Forum, as well as being the Vice-Chairman of the Public Governance Committee of the Business and Industry Advisory Committee ("BIAC") to the OECD. He is also the founder of the non-profit Argüden Governance Academy. As the elected Chair of Local Networks Advisory Group he represents the National Networks at the Board of the UN Global Compact, the world's largest sustainability platform. He is an Eisenhower Fellow, a recipient of numerous leadership, distinguished citizenship and career awards, and was selected by the World Economic Forum, as a "Global Leader for Tomorrow" for his commitment to improving the state of the world.

Mehmet Cem Kozlu
Member

Mehmet Hurşit Zorlu
Member

Damian Paul Gammell
Member

Born in 1946, Dr. Cem Kozlu completed middle and high school at Robert College after which he received his bachelor's degree from Denison University, MBA from Stanford University and PhD from Boğaziçi University. Dr. Kozlu lectured International Marketing and Export Administration at Boğaziçi University from 1978 to 1981 and was a visiting Professor in the Department of Economics at Denison University in 1985. After holding executive positions in various domestic and international companies, Dr. Kozlu was appointed General Manager and Chairman of the Board of Directors of Turkish Airlines in 1988 and held these positions until 1991. He also served as the Chairman of the Association of European Airlines ("AEA") in 1990. Cem Kozlu remained in public service as a Member of the Turkish Parliament from 1991 to 1995 and Chairman of the THY Board of Directors from 1997 to 2003. Dr. Kozlu has held different positions in The Coca-Cola Company since 1996. He assumed the posts of Turkey, Caucasia and Central Asian Republics Executive Director and the Vienna-based Central Europe, Eurasia and Middle East Group President, retiring in April 2006. Currently, he works as a consultant to The Coca-Cola Company for Eurasia & Africa and he is also the Chairman of the Board of Directors of Noktacom Medya İnternet Hizmetleri A.Ş. (media and internet services) and Singapore-based Evyap Asia.

Cem Kozlu also serves as member of the Boards of Directors of İstanbul-based Coca-Cola Satış ve Dağıtım A.Ş., Anadolu Endüstri Holding A.Ş., Kamil Yazıcı Yönetim ve Danışmanlık A.Ş., Pegasus Airlines, and The Marmara Hotels & Residences, as consultant to the Board of Directors of TAV Havalimanları Holding, and as member of the Boards of Trustees of Anadolu-Johns Hopkins Sağlık Merkezi (Anadolu-Johns Hopkins Health Center) and İstanbul Modern Sanatlar Vakfı (İstanbul Modern Arts Foundation).

Born in 1959, M. Hurşit Zorlu graduated from the Faculty of Economics of İstanbul University. After serving in various positions at Toz Metal and Turkish Airlines, he joined Efes Beverage Group affiliated to the Anadolu Group in 1984 as a Marketing Specialist. Throughout his career with the Efes Beverage Group, Mr. Zorlu held various posts including Marketing Supervisor, Assistant Project Development Manager, Project Development Manager and Business Development and Investor Relations Director. He worked as the Finance and Investor Relations Director of Efes Beverage Group from 2000 until 2008, and as the CFO of Anadolu Group from 2008 to 2013. Having been appointed as the Deputy CEO of Anadolu Group in January 2013, M. Hurşit Zorlu also holds seats on the boards of directors of various companies under the Anadolu Group. Mr. Zorlu is also a board member of several non-governmental organizations including Corporate Governance Association of Turkey, Investor Relations Association of Turkey, and Ethics and Reputation Society of Turkey.

Being a graduate of Dublin College of Marketing, Damian Gammell studied for his Masters at Oxford University and HEC Paris and graduated with an M.Sc. in Change Management. He began his professional career in 1991 at Ireland Coca-Cola Hellenic Bottlers and served at several positions including Region Manager and Balkans Southeast Europe Commercial Director. Being appointed as CEO of Coca-Cola Hellenic Bottlers Russia in 2001, Mr. Gammell also worked as Commercial Director of Coca-Cola Amatil between 2004-2005 and CEO of Coca-Cola Erfrischungsgetranke AG Germany between 2005-2011. In January 2012, he was appointed as CEO of Coca-Cola İçecek A.Ş. As of 1 January 2014, Mr. Gammell is assigned as Beverage Group President and Anadolu Efes CEO. In 2009, Damian Gammell was nominated as Young Global Leader ("YGL") of the World Economic Forum and is currently serving on the health care committee. As a YGL, he is involved in a number of global non-profit initiatives.

Salih Metin Ecevit
Member

Born in 1946, Metin Ecevit graduated from Faculty of Political Sciences in 1967. He also received a master's degree in Economics from Syracuse University in 1976. From 1967 to 1980, he worked as a Government Auditor and served as Deputy General Manager of General Directorate of Revenues at the Ministry of Finance. Mr. Ecevit joined Anadolu Group in 1980 and worked in various roles, serving as General Manager, Executive Director, and Chairman of the Board of Directors in automotive companies of the Anadolu Group. He retired in 2006, while he was serving as the Automotive Group President, owing to the retirement age limit regulations of the Group. He served as Board Member and Chairman of the Association of Imported Car Distributors in Turkey from 1992 to 2004. He is a member of the Board of Directors of many Anadolu Group companies and serves as the Chairman of the Board of Directors at Yazıcılar Holding A.Ş.

Ahmet Cemal Dördüncü
Independent Member

Born in 1953 in Istanbul, Mr. Ahmet Cemal Dördüncü graduated from the Business Administration Department of Çukurova University, and pursued graduate studies at the University of Mannheim and the University of Hannover. Having started his professional career at Claas OHG company in Germany, he then worked at Mercedes Benz A.Ş. in Turkey from 1984 to 1987. He joined Sabancı Group in 1987, and held various managerial positions at Kordsa A.Ş. until 1998. From 1998, he worked at the Group's DUSA Company, serving in the positions of Managing Director/President of DUSA South America and subsequently of DUSA North America. After his appointment to the position of Executive Vice President of Strategic Planning and Business Development at H.Ö. Sabancı Holding in 2004, he functioned as the CEO from 2005 through 2010.

Having joined the Akkök Group on 3 September 2012 as a member of the Executive Board, Mr. Dördüncü currently serves as the CEO of the Group, a position he holds since January 2013. He also serves as a member on the Boards of Directors of some other public and non-public Group companies including Aksa Akrilik Kimya Sanayii A.Ş., Akenerji Elektrik Üretim and Akiş REIT.

Ahmet Dördüncü is also an independent board member at Anadolu Isuzu, Coca-Cola İçecek, and the International Paper company registered with the U.S. Securities and Exchange Commission ("SEC").

Kamil Ömer Bozer
Independent Member

Born in 1958 in İstanbul, Ömer Bozer holds a bachelor's degree in Business Administration from the Middle East Technical University and received his MBA from Georgia State University. Mr. Bozer began his professional career in Koç Group as an MT and served as Deputy Chief Executive in Maret and General Manager at Düzey Pazarlama, respectively. He was appointed as General Manager of Migros in 2002. Ömer Bozer served at the Koç Group as President of Food, Retailing and Tourism Group (2005-2006), President of Food and Retailing Group (2006-2008) and once again as President of Food, Retailing and Tourism Group (2008-2011).

Mehmet Mete Başol
Independent Member

Born in 1957, Mete Başol graduated with a BSc degree from the Arizona State University, Department of Economics, and started his career in banking at Interbank in 1984. In 1988, he transferred to the Turkish Merchant Bank, which was an investment bank established jointly by Bankers Trust Co. New York and İşbank, as the Treasury, Fund Management and Foreign Relations Manager. In 1992 he also assumed the responsibility for the capital markets group as the Assistant General Manager. In 1995, upon the purchase of the bank completely by the Bankers Trust, he was elected to the Membership of the Board of Directors and the Credit Committee. He assumed the offices of Chairman of the Board of Directors and the General Manager of the bank whose title was changed as Bankers Trust A.Ş. during 1997-2001. During the period 2001-2003, he participated as Executive Director in the joint Board of Directors of the public banks which were established pursuant to the law (T.C. Ziraat Bankası, T. Halk Bankası, T. Emlak Bankası). Subsequently he has formed Tridea Consulting with two other partners where he advised small to medium sized companies on financial and managerial issues. After 2009, he has continued the similar work under his own entity. He also served as the Member of the Board of Directors of Galatasaray Sportif A.Ş. (2011-2012), T. İş Bankası A.Ş. (2011-2014), Dedeman Holding A.Ş. (2008-2014) and Dedeman Turizm Otelcilik Yatırım A.Ş. (2012-2014). Mehmet Mete Başol, who is currently a member of the Board of Directors of Nurol Investment Bank Inc. (2014), has been serving as an independent member of Board of Directors of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. and Coca-Cola İçecek A.Ş. since 2012.

İzzet Karaca
Independent Member

Born in 1954, Mr. İzzet Karaca graduated from Boğaziçi University Industrial Engineering Department in 1977. Having started his professional career in 1977 at Koç Research and Development Centre, he held Industrial Engineer and IT Manager position until 1985. Between 1985-1988, Mr. Karaca worked as Systems and Organization Director at Ford Otosan. Since 1988, he held several positions at Unilever in Germany, Turkey and Baltic States including Internal Audit Group Manager, Logistics Manager, Commercial Director and Managing Director. In addition, between 2011-2013, İzzet Karaca served as the Chairperson at YASED (International Investors Association). After serving as Executive Chairman at Unilever Turkey and Unilever NAMET RUB (North Africa, Middle East, Russia, Ukraine and Belarus) and being a member of the Unilever CEO Forum, Mr. Karaca has retired from his duties as of 31 December 2013.

Ahmet Boyacıoğlu
Advisor

Born in 1946, Ahmet Boyacıoğlu holds a bachelor's degree in Business Administration from the Middle East Technical University. Mr. Boyacıoğlu began his professional career with the Efes Beverage Group in 1973. He served in various positions from 1973 to 2005 including Bursa Region Sales Manager, Ege Biracılık ve Malt San. A.Ş. Sales Manager, Güney Biracılık ve Malt San. A.Ş. General Manager, Ege Biracılık ve Malt San. A.Ş. General Manager, Eastern Europe President, International Beer Operations Group President, and Strategy and Business Development Director. Mr. Boyacıoğlu was appointed as the President of the Efes Beer Group in May 2005 and retired on 1 February 2007. Currently, he is an Advisor to the Board of Directors of Anadolu Efes and sits on the Boards of Directors of some Anadolu Group companies.

Statements of Independent Status

I hereby declare that, with respect to Anadolu Efes Biracılık ve Malt Sanayii A.Ş.;

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same,
- I was not a shareholder of (%5 and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election as a member with the exception of employment as a university professor provided that such employment is in compliance with the laws and regulations that are applicable to universities,
- I am based in Turkey according to Income Tax Law dated 31.12.1960 and numbered 193.
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange

and that therefore, I will serve in my position as a member of the Company's Board of Directors as an independent board member.

03.02.2014

Ahmet Cemal Dördüncü

I hereby declare that, with respect to Anadolu Efes Biracılık ve Malt Sanayii A.Ş.;

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same,
- I was not a shareholder of (%5 and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election as a member with the exception of employment as a university professor provided that such employment is in compliance with the laws and regulations that are applicable to universities,
- I am based in Turkey according to Income Tax Law dated 31.12.1960 and numbered 193.
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange

and that therefore, I will serve in my position as a member of the Company's Board of Directors as an independent board member.

03.02.2014

Mehmet Mete Başol

I hereby declare that, with respect to Anadolu Efes Biracılık ve Malt Sanayii A.Ş.;

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same,
- I was not a shareholder of (%5 and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election as a member with the exception of employment as a university professor provided that such employment is in compliance with the laws and regulations that are applicable to universities,
- I am based in Turkey according to Income Tax Law dated 31.12.1960 and numbered 193.
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange

and that therefore, I will serve in my position as a member of the Company's Board of Directors as an independent board member.

03.02.2014

Kamil Ömer Bozer

I hereby declare that, with respect to Anadolu Efes Biracılık ve Malt Sanayii A.Ş.;

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same,
- I was not a shareholder of (%5 and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election as a member with the exception of employment as a university professor provided that such employment is in compliance with the laws and regulations that are applicable to universities,
- I am based in Turkey according to Income Tax Law dated 31.12.1960 and numbered 193.
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange

and that therefore, I will serve in my position as a member of the Company's Board of Directors as an independent board member.

03.02.2014

İzzet Karaca

Organizational Structure

President of the Beverage Group and CEO of Anadolu Efes
Damian Paul Gammell

- **Deputy CEO of the Beverage Group**
  Hüseyin Akın*
  - **Supply Chain Director**
    Kenan Özçelik**
  - **Legal Affairs Director**
    Yıldıray Efil
  - **Internal Audit Director**
    Ahmet Öztürk
  - **Human Resources Director**
    Burak Gürcan
  - **Commercial, Market Development and Corporate Affairs Director**
    Yüksel Gökbulut**
- **Chief Financial Officer**
  Onur Çevikel
- **Efes Turkey Managing Director**
  Altuğ Aksoy
- **Efes Russia Managing Director**
  Robin Michael Goetzsche
- **Eastern Europe and CIS Group Managing Director**
  Tuğrul Ağırbaş
  - **Efes Kazakhstan Managing Director**
    Serkan Eriş
  - **Efes Georgia Managing Director**
    Mehmet Koçak
  - **Efes Ukraine Managing Director**
    Ömer Öğün
  - **Efes Moldova Managing Director**
    Gökçe Yanaşmayan

* *Deputy CEO of the Beverage Group Mr. Akın has been appointed as the CEO of Coca-Cola Beverages Africa as of 1 March 2015. All the headquarters functions reporting to Mr. Akın will be reporting to Mr. Damian Gammell from 1 March 2015.*

** *Mr. Kenan Özçelik ve Mr. Yüksel Gökbulut have retired from their duties as of 31 January 2015. Mr. Martin Cecil has been appointed as Anadolu Efes Supply Chain Director effective from 1 January 2015.*

Soft Drink Group CEO
Burak Başarır

Turkey Managing Director
Lisani Atasayan

Chief Financial Officer
N. Orhun Köstem

Central Asia Region Director
Osman Kazdal

Supply Chain Services Director
Ali Hüroğlu

Pakistan Managing Director
John Seward

Human Resources Director
Rengin Onay

Middle East Region Director
Cüneyt Arat

General Counsel and Chief Ethics & Compliance Officer
R. Ertuğrul Onur

Group Commercial Excellence Director
Tugay Keskin

Corporate Affairs Director
Atilla Demir Yerlikaya

Group Strategic Business Development Director
Meltem Metin

Chief Audit Executive
Gökhan İzmirli

Senior Management - Beer Group

Damian Gammell
President of the Beverage Group and CEO of Anadolu Efes

Being a graduate of Dublin College of Marketing, Damian Gammell studied for his Masters at Oxford University and HEC Paris and graduated with an M.Sc. in Change Management. He began his professional career in 1991 at Ireland Coca-Cola Hellenic Bottlers and served at several positions including Region Manager and Balkans Southeast Europe Commercial Director. Being appointed as CEO of Coca-Cola Hellenic Bottlers Russia in 2001, Mr. Gammell also worked as Commercial Director of Coca-Cola Amatil between 2004-2005 and CEO of Coca-Cola Erfrischungsgetranke AG Germany between 2005-2011. In January 2012, he was appointed as CEO of Coca-Cola İçecek A.Ş. As of 1 January 2014, Mr. Gammell is assigned as Beverage Group President and Anadolu Efes CEO. In 2009, Damian Gammell was nominated as Young Global Leader ("YGL") of the World Economic Forum and is currently serving on the health care committee. As a YGL, he is involved in a number of global non-profit initiatives.

Hüseyin Akın
Deputy CEO of the Beverage Group

Hüseyin M. Akın holds a B.Sc. degree in electrical engineering and computer science from Princeton University, and an MBA in Marketing, Finance and International Business from the University of Chicago. Prior to joining the Coca-Cola System, he worked for Procter & Gamble as a Brand Manager and for Madra-Akın Edible Oil and Soap Company as Regional Sales Manager and Finance Director. Hüseyin Akın has been serving at The Coca-Cola Company and CCİ since 1989. He worked at the Coca-Cola System in various positions such as Marketing Manager of Caucasus & Central Asian Republics and Commercial Director of CCİ. Mr. Akın also served as Turkey Region President from 2006 to 2010. Holding the position of International Operations President for CCİ since January 2010, Mr. Akın was appointed as Deputy CEO of the Beverage Group as of 1 March 2014. Having 31 years of work experience, Mr. Akın is the Chairman of Turkish-Pakistan Business Council of the Foreign Economic Relations Board, and Head of TÜSİAD Fight Against Informal Economy Working Group. Mr. Akın has been appointed as the CEO of Coca-Cola Beverages Africa as of 1 March 2015.

Onur Çevikel
Chief Financial Officer

Onur Çevikel received his degree in Business Administration from Istanbul University.
Mr. Çevikel began his professional career with the Efes Beer Group as Finance Specialist in 1995. From 1996 to 2011, he held various positions including Finance Manager of Coca-Cola Kuban Bottlers, Finance Manager of Coca-Cola Rostov Bottlers, as well as Finance Manager, Finance Director and Operations Director of Efes Russia. Following the announcement of the strategic alliance with SABMiller Plc. in 2011, Mr. Çevikel was appointed as Integration Director leading the integration team coordinating the integration activities in Russia. Mr. Çevikel has been appointed as the Anadolu Efes Chief Financial Officer effective as of 1 January 2013.

T. Altuğ Aksoy
Efes Turkey
Managing Director

Robin Michael Goetzsche
Efes Russia
Managing Director

Tuğrul Ağırbaş
Eastern Europe and CIS Group
Managing Director

T. Altuğ Aksoy received his bachelor's degree in economics from Oglethorpe University in USA. He began his career as Finance Assistant Specialist at Anadolu Group in 1995 and was appointed as a Finance Specialist in 1996. Mr. Aksoy worked as a Human Resources and Treasury Specialist from 1998 to 2000. He served as Director of Sales and Marketing at Efes Invest from 2000 to 2003 and was appointed as the Director of Trade and Export at Efes Beer Group in January 2003. Continuing his career at the Group as the Director of Purchasing and Logistics from 2006, Mr. Aksoy was appointed Director of Supply Chain of Efes Beer Group in June 2008. Mr. Aksoy served in this position until 1 November 2011, when he was appointed as Efes Turkey Managing Director.

Robin Michael Goetzsche holds a bachelor's degree in business economics and marketing from the Wits University. Having joined SABMiller Ltd. in 1987 as Brand Manager, he then served as Brand Group Manager, District Manager Soweto & Chamdor (West Johannesburg), National Trade Marketing Manager, Kwa-Zulu Natal Region General Manager, Chamdor Region General Manager, Sales & Distribution Director, and Central and West Africa Operations Director at SABMiller Africa. Mr. Goetzsche worked as the Managing Director of Tanzania Breweries Ltd. and as the Director of Operations of SABMiller East Africa from 2008 to 2014. As of 1 May 2014, Mr. Robin Michael Goetzsche has been appointed as Efes Russia Managing Director.

Tuğrul Ağırbaş received his bachelor's degree in Business Administration from Istanbul University and joined Efes Beverage Group in 1990. From 1990 to 2001, Mr. Ağırbaş worked as Project Development Specialist, Marketing Specialist, Istanbul Region Sales Supervisor, New Product Development Supervisor, Group Product Manager, Sales Manager of Marmara Region and Marketing Manager of Miller. Mr. Ağırbaş was appointed as the Marketing Director of Efes Russia in 2001 and Managing Director of Efes Russia in June 2005. He assumed the post of Efes Turkey Managing Director on 1 January 2010. Mr. Ağırbaş was reappointed Managing Director of Efes Russia on 1 November 2011. As of 1 May 2014, Tuğrul Ağırbaş has been appointed as Eastern Europe and CIS Group Managing Director.

Serkan Eriş
Efes Kazakhstan
Managing Director

Gökçe Yanaşmayan
Efes Moldova
Managing Director

Mehmet Koçak
Efes Georgia
Managing Director

Born in 1971, Serkan Eriş received his bachelor's degree in Public Administration from Dokuz Eylül University. He began his career at Anadolu Group in 1996 as Sales Representative at Efes Turkey, where he was later appointed as Sales Supervisor. He held the position of Sales Supervisor at Efes Romania (1997-1998) and later promoted to Sales Manager position. After working as the Sales and Marketing Manager for Europe Telecommunication Company in Frankfurt from 2001 until 2003, he returned back to Anadolu Group as the Sales and Marketing Manager of Efes Kazakhstan. Serkan Eriş was appointed as Regional Sales Manager of Kazakhstan in 2006, and as the Managing Director of Efes Kazakhstan as of 1 February 2012.

Mr. Gökçe Yanaşmayan graduated from Dokuz Eylül University Department of Economics in 2000. He worked as an auditor at Arthur Andersen from 2000 to 2002 and at Ernst & Young from 2002 to 2004. After starting his career at Anadolu Efes in 2004 as Efes Kazakhstan Reporting and Budgeting Manager, he worked as Finance and Administration Manager at EBI Holland Office from 2006 until 2010 and as Finance Director at Efes Kazakhstan from 2010 until 2012. Having worked as the Finance Director at Efes Ukraine from 2012, Mr. Yanaşmayan serves as Efes Moldova Managing Director since 1 December 2014.

Mehmet Koçak holds a bachelor's degree in Business Administration from Middle East Technical University and began his professional career at the Anadolu Group as Internal Audit Specialist at Anadolu Endüstri Holding in 1993. After he worked as Finance Manager at Coca-Cola Russia Operations and as Finance Manager at Efes Moscow Brewery from 1996 to 1997, Mr. Koçak was appointed as the Trade Manager of Efes Russia Moscow Brewery in 2000. Mr. Koçak served as the Kazan Plant Director of Efes Russia from 2006 to 2007 and has been working as Efes Georgia Managing Director since 2008.

Ömer Öğün
Efes Ukraine
Managing Director

Ömer Öğün holds a bachelor's degree from the Department of Geophysical Engineering at Yıldız Technical University. Mr. Öğün began his professional career at Anadolu Group as Service Representative at Çelik Motor in 1992, where he later worked as a Sales Supervisor. He served as Planning and Logistics Manager at Coca-Cola Russia (Rostov) Operations from 1998 to 1999 and Operations Manager at Efes Russia Rostov Brewery from 2000 to 2006. Mr. Öğün was appointed as Operations Director of Efes Russia in 2006. He served as Efes Kazakhstan Managing Director from May 2008 until March 2012, when he was appointed as Efes Ukraine Managing Director.

Kenan Özçelik
Supply Chain Director

Kenan Özçelik received his bachelor's degree in Mechanical and Industrial Engineering from the Vienna University of Technology and obtained his MBA from the same University as well. Having completed the Brewing Science program at Munich Technical University, Mr. Özçelik began his career as a Systems Programmer at Siemens in 1986, and worked freelance from 1987 to 1994 before joining Anadolu Efes. He began his career at Anadolu Efes as a Filling Engineer at Erciyas Biracılık in 1994. He worked as Assistant Technical Manager at the Moscow Plant from 1999 to 2000 and Technical Manager in Efes Russia from 2000 to 2006. Appointed as the Technical Director of Efes Russia in 2006, he also served as Technical Director of Turkey Beer Group from 2006 to 2009. Mr. Özçelik was appointed as Efes Moldova Managing Director in 2009 and Efes Beer Group Supply Chain Director on 1 November 2011. Kenan Özçelik has retired from his duties as of 31 January 2015.*

Ahmet Öztürk
Internal Audit Director

Ahmet Öztürk graduated from the Department of Economics at Bilkent University and joined Anadolu Group in 1995. He began his professional career as Assistant Specialist in the Financial Affairs Department and later served in various positions with various responsibilities at international companies operating under Anadolu Group. He worked as Financial Control Manager at Coca-Cola Rostov Bottlers in 1998 and as CFO at Coca-Cola Turkmenistan, Coca-Cola Azerbaijan, Efes Ukraine and Efes Serbia operations from 1999 to 2007. Mr. Öztürk assumed responsibility for audit activities at international operations in 2007. Mr. Öztürk has been working as the Internal Audit Director at Anadolu Efes since January 2011.

** Mr. Martin Cecil has been appointed as Anadolu Efes Supply Chain Director effective 1 January 2015.*

Yıldıray Efil
Legal Affairs Director

Burak Gürcan
Human Resources Director

Yüksel Gökbulut
Commercial, Market Development and Corporate Affairs Director

Born in 1971 in Ordu, Yıldıray Efil graduated from the Faculty of Law at İstanbul University. From 2001 until 2005, he worked as Legal Advisor/Lawyer at Türkiye İş Bankası A.Ş. Mr. Efil completed Kadir Has University Sports Law Program in 2006 and Master in Sports Law in 2011. He joined Anadolu Endüstri Holding A.Ş. in 2005 as Legal Advisor/Lawyer and held the positions of Legal Affairs Manager and Assistant Legal Affairs Coordinator until 2013. Since April 2013, Mr. Efil serves as Anadolu Efes Legal Affairs Director.

Holding a bachelor's and a master's degree from the Department of Industrial Engineering at Istanbul Technical University, Mr. Gürcan began his career at Anadolu Endüstri Holding A.Ş. as an Assistant Human Resources Specialist in 1996. He held various positions at Anadolu Group companies including Marketing Supervisor, Human Resources Process Supervisor, Human Resources Team Leader, Human Resources Systems Manager, Human Resources Manager and Assistant Human Resources and Industrial Relations Coordinator from 1997 to 2011. Between 2011-2013, Mr. Gürcan served as Human Resources Director at Anadolu Medical Centre. Since 1 October 2013, Burak Gürcan has been serving as Efes Beer Group Human Resources Director.

Yüksel Gökbulut received his bachelor's degree in Journalism & Public Relations from Marmara University and worked as Sales Development and Audit Inspector at Hürriyet Holding prior to joining Efes Beverage Group. Mr. Gökbulut joined Efes Beer Group as a Marketing Specialist in 1990 and worked as a Market Research Supervisor from 1994 to 1996; Domestic Sales Assistant Manager in Ege Biracılık from 1996 to 1997; Marketing Manager in the Eastern Europe Region from 1997 to 1999 and Marketing Director of Turkey Beer operations from 1999 to 2006. Appointed as Sales Director of Efes Beer Group on 1 September 2006, Yüksel Gökbulut later served as Marketing and Sales Director of Efes Beer Group as of 15 June 2007. Mr. Gökbulut was appointed as Efes Beer Group Russian Beer Operations Managing Director on 1 January 2010 and as Eastern Europe and CIS Group Managing Director on 1 November 2011. Since 1 May 2014, Yüksel Gökbulut has been serving as Commercial, Market Development and Corporate Affairs Director. Yüksel Gökbulut has retired from his duties as of 31 January 2015.

Senior Management - Soft Drink Group

Burak Başarır
Soft Drink Group CEO

N. Orhun Köstem
Chief Financial Officer

Ali Hüroğlu
Supply Chain Services Director

Burak Başarır holds a B.A. in business administration and a minor in computer sciences from American River College. He studied management at California State University of Sacramento between 1990 and 1992 and received a B.Sc. degree in business administration from Middle East Technical University in 1995. Prior to joining Coca-Cola İçecek, he worked for Arthur Andersen as a Senior Auditor. He joined CCİ in 1998 and assumed increasing managerial responsibilities in finance and commercial functions. He was appointed as CFO in 2005 and has played an integral role during CCİ's IPO process and effectively managed the financial integration of Efes Invest in 2006. Having led the largest operation of CCİ in terms of sales volume and revenues as the Turkey Managing Director between 2010 and 2013, Mr. Başarır was appointed to the position of CEO of Coca-Cola İçecek as of 1 January 2014. Recognized as Best CFO in Turkey by Thomson Reuters Extel in 2009, he has 20 years of work experience.

N. Orhun Köstem holds a B.Sc. in Mechanical Engineering and an MBA from Middle East Technical University, as well as an M.A. in Economics Law from Bilgi University. He joined Anadolu Group in 1994 and assumed various managerial positions such as Corporate Finance and Investor Relations Director, Finance Director of Efes Breweries International, and Corporate Finance Coordinator of the Anadolu Group. Since 2010, he has been functioning as Coca-Cola İçecek's Chief Financial Officer. Mr. Köstem is one of the two Turkish executives who took part among Europe's first 20 executives in Investor Relations peer group in the European Investor Relations Survey in 2007. He was also awarded as Best CFO in Turkey at Turkey Investor Relations Awards in 2011 and 2013. Mr. Köstem is also one of the three authors of the book "A Window to Capital Markets: The A to Z of Public Offerings and Investor Relations" published in 2009.

Ali Hüroğlu holds both Bachelor of Science and Master of Science degrees in Mechanical Engineering from Black Sea Technical University. Prior to joining The Coca-Cola system, he worked for HEMA Gear manufacturing as a Process Engineer from 1983 to 1985 and for General Dynamics Forth Worth-Texas as a trainee from 1985 to 1986. He then returned to Turkey in 1986 and worked on an F-16 aircraft design and manufacturing project at Turkish Aerospace Industries in Ankara until 1990. He joined The Coca-Cola System as Plant Manager of former Trabzon production facility under the responsibility of Black Sea Sales Center in 1990. Following this, Mr. Hüroğlu worked on the construction of the Mersin production facility and was responsible for the South and Southeast Sales Center. In 1995, he transferred to the operations department, assuming the position of Operations Manager of the Mersin plant in 1996 and, later, Ankara plant and East Region Group Operation Manager. Mr. Hüroğlu serves as Group Supply Chain Services Director for Turkey and International Operations since 2001. A Board Member of the Association of Beverage Producers ("MEDER") Mr. Hüroğlu is also Coca-Cola Global Supply Chain Council Executive Committee Member since 2008. Mr. Hüroğlu has 34 years of professional experience.

Rengin Onay
Human Resources Director

Atty. R. Ertuğrul Onur
General Counsel and Chief Ethics & Compliance Officer

Atilla D. Yerlikaya
Corporate Affairs Director

Rengin Onay is a graduate of Marmara University Faculty of English Language and Literature and holds a certificate diploma in Personnel Management from Kingston Business School, London. She started her career in 1986 at The Shell Company of Turkey Limited where she held various human resources roles until her appointment to Public Relations Manager position in 1995. In 1999, she joined The Coca-Cola Company where she worked until 2007, initially as Training and Development Manager, then as HR Manager for Turkey Region and eventually as Eurasia Division Human Resources Director, responsible for 36 countries. In 2007, she joined Vodafone Turkey as Human Resources and Property Director in tandem with her role as the Chairman of Vodafone Turkey Foundation. In October 2010, she re-joined The Coca-Cola Company as Human Resources Director responsible for Turkey, Caucasus and Central Asia Business Unit and Eurasia and Africa Group Office, responsible for the management of 92 countries. Rengin Onay was appointed as Group Human Resources Director of Coca-Cola İçecek A.Ş. in May 2012. Ms. Onay is a board member of Coca-Cola Hayata Artı Foundation, Private Sector Volunteerism Association, a founding board member of Common Purpose Turkey and a member of Women Corporate Directors ("WCD") Turkey Chapter. She chaired Employment and Education Group of International Investors Association ("YASED") between 2011 and 2013.

Atty. R. Ertuğrul Onur graduated from Istanbul University's Faculty of Law in 1988. Following the completion of his apprenticeship at the Konya Bar Association, he worked as a research assistant at the same university. Mr. Onur served as Legal Counsel for Mobil Oil Türk A.Ş. and BP Petrolleri A.Ş. between 1995 and 2000. He also worked as BP Turkey Employee Representative, BP Oil Europe Works Council Member and BP Oil Europe Works Council Link Committee Member. Prior to joining The Coca-Cola system, he set up the legal department within Pfizer İlaçları and served as Assistant General Manager and Legal Director. Mr. Onur implemented various compliance programs as Compliance Liaison Officer at Pfizer Turkey. Serving as General Counsel of Coca-Cola İçecek since 2007, he was also assigned as CCİ Compliance & Ethics Officer in 2013. Mr. Onur, who has 25 years of work experience, is a member of the Istanbul Bar Association.

Atilla D. Yerlikaya holds a B.A. in Economics from Boğaziçi University. After having worked as a journalist and publisher for more than ten years, he took senior managerial positions at Philip Morris SA and Shell. He joined Coca-Cola İçecek in 2007 as Group Corporate Affairs Director. Mr. Yerlikaya is currently the Board Member of Turkish-Azerbaijan Business Council, the Deputy Chairman of the Turkish-Kazakh Business Council and Vice Chairman of Turkish-Turkmen Business Council of DEİK (Turkish Foreign Economic Relations Board). He also serves as the Vice-Chairman of UN Global Compact Turkey and the Chairman of YASED's (International Investors Association of Turkey) Food and Agriculture Commission. He has 19 years of professional experience.

Gökhan İzmirli
Chief Audit Executive

Meltem Metin
Group Strategic Business Development Director

Tugay Keskin
Group Commercial Excellence Director

Gökhan İzmirli received his B.Sc. degree in Business Administration from Bilkent University and his MBA degree from Sabancı University. Mr. İzmirli is a Certified Public Accountant and holds both Certified Internal Auditor ("CIA") and Certification in Risk Management Assurance ("CRMA") certifications. Having started his career as an auditor at KPMG, he worked as Financial Coordination Manager at Akbank between 2003 and 2007 and joined Anadolu Group in December 2007. Since then, he served as Internal Audit Manager in Anadolu Group, Audit Manager in Efes Russia and Internal Audit Manager in Efes Russia respectively. He was appointed the Group Chief Audit Executive of CCİ as of 1 January 2013.

Meltem Metin, a graduate of Istanbul University in Business Administration (English), started her career at Pamukbank Financial Control Department as a management trainee.
She joined to Anadolu Group to work as a specialist in the Financial Control Directorate in 1995. She became Financial Controller at Anadolu Endüstri Holding before being transferred to Efes Sınai Yatırım Holding in 1998, working first as a Financial Controller, then as Regional Finance Manager. In May 2000, she was appointed Finance Manager to the Kazakhstan operations of Efes Sınai (Coca-Cola Almaty Bottlers - "CCAB") during which time she was the Finance Manager for the Kyrgyzstan operations (Coca-Cola Bishkek Bottlers - "CCBB") as well. Subsequently, she was appointed General Manager of CCAB in February 2002; she additionally assumed the same position for CCBB in June 2005. With 19 years of professional experience, she has been the Group Strategic Business Development Director at CCİ since May 2009.

Tugay Keskin is a graduate of Ankara University Faculty of Political Science. Mr. Keskin joined CCİ in 1993 and served in different positions in Turkey sales function until his appointment as Turkey Sales Director in 2007. Having worked as Turkey Commercial Director since 2011, he was appointed as Coca-Cola İçecek Commercial Excellence Director on 1 January 2014.

Management's Financial Review and Expectations

Anadolu Efes' 2014 consolidated financial statements, which have been prepared in accordance with Turkish Accounting Standards ("TMS") as specified by the Public Oversight, Auditing and Accounting Standards Authority (Kamu Gözetimi Muhasebe ve Denetim Standartları Kurumu - "KGK") and which have been independently audited, show the results of consolidating the financial statements, all of which are drawn up as of the same date, of Anadolu Efes, its subsidiaries, and its joint-venture partnerships. These standards consist of TMS, Turkish Financial Reporting Standards ("TFRS"), and their associated appendices and commentaries.

Besides Anadolu Efes' independently-audited and IFRS-compliant financial statements for 2014 and 2013 prepared in accordance with CMB regulations, we are also presenting, the summaries of the results of our Turkish beer operations, of our international beer operations, and of our consolidated Coca-Cola operations on which consolidated financials are based, as additional information for the benefit of domestic and international individual and corporate investors.

The consolidated financial statements comprise the financial statements of the parent company (Anadolu Efes) and of its subsidiaries and joint ventures as drawn up on the reporting date. The purchase method of accounting is used for acquired businesses. Subsidiaries, joint ventures, and investments in associates acquired or disposed of during the year are included in the consolidated financial statements as of the date of acquisition or the date of disposal as appropriate.

A "subsidiary" is a company that is subject to Anadolu Efes' control. "Control" in this context means that Anadolu Efes is exposed to various consequences arising in such companies, that it is entitled to receive some of their earnings, and that it has the power to influence their management. Among Anadolu Efes' subsidiaries are EFPA (marketing, sales, and distribution of beer products in Turkey), Tarbes (hops production in Turkey), EBI (International Beer Operations), CCİ (domestic and international Coca-Cola operations), Cypex and Efes Deutschland.

A "joint venture" is a company in which there are contractual arrangements through which an economic activity is undertaken subject to joint control by Anadolu Efes and its subsidiaries together with one or more other parties. Until 31 December 2012, Anadolu Efes consolidated the results of its joint ventures using the proportional consolidation method. As of that date, the companies subject to the Anadolu Efes' joint control were CCİ (and its subsidiaries) and Anadolu Etap. With the introduction of TFRS 11, previously-issued consolidated financial statements were revised so as to account for CCİ (and its subsidiaries) and Anadolu Etap using the equity method instead. As a result of changes introduced by TFRS 11, joint ventures have been decided to be accounted for using the equity method starting from 1 January 2013.

Subsequently, in March 2013, the company and the Coca-Cola Export Corporation ("TCCEC"), which controls a 20.09% stake in CCİ, decided to modify certain provisions of CCİ's articles of association–in particular those pertaining to "major decisions"–by means of a shareholders' agreement that became effective on 1 January 2013. As a result of the changes made under that shareholder's agreement, Anadolu Efes began fully consolidating CCİ's results as of that date while TCCEC retains specific rights protecting its interests with respect to such decisions.

Amounts of equity and net profit belonging to minority shareholders are shown separately in the consolidated balance sheet and income statement.

Statement of general information concerning the consolidated financial results for the period ending 31 December 2014

In addition to our consolidated financial statements dated 31 December 2014 that have been prepared in accordance with the accounting principles published by the Capital Markets Board ("SPK") and for the purpose of informing domestic and foreign investors, individuals, and organizations, we are providing the summarized consolidated operational results of the Turkish beer operations, the international beer operations, and the soft drinks operations on which our consolidated financial statements are based.

Figures showing Anadolu Efes' and EBI's consolidated operating profit before non-recurring items ("BNRI") are also separately reported.

Our ability to grow volume, revenue and profit in 2014 reflects the strength of our business and our diversification.

Comments of Mr. Damian Gammell, Beverage Group President and CEO of Anadolu Efes:

"I am particularly pleased with our performance in 2014 despite some challenges we faced across our geography. Our ability to grow volume, revenue and profit in 2014 reflects the strength of our business and our diversification. This diversity between soft drinks and beer and the diversity of our geographic region, coupled with the strength of our brands in both beer and soft drinks, has allowed us to grow our business in 2014.

Our results in 2014 also reflect our ongoing commitments to growing our brands in conjunction with TCCC and with our partners at SABMiller. This focus on brands and the premium segments will allow us to continue to expand our profit going forward.

future

Our focus on brands and the premium segments will allow us to continue to expand our profit going forward.

Consolidated (TRL million)	4Q2013	4Q2014	Change %	FY2013	FY2014	Change %
Volume (mhl)	16.8	16.1	(4.1)	85.6	88.7	3.5
Net Sales	1,834.7	1,877.6	2.3	9,195.8	10,079.1	9.6
EBITDA (BNRI)	140.3	178.8	27.4	1,520.2	1,720.9	13.2
Net Income/(Loss)	(308.5)	(775.8)	(151.5)	2,853.0	(331.6)	n.m.
Net Income/(Loss) - excluding one-off items*	(231.5)	(229.6)	0.8	133.2	214.7	61.2

** One-off items include;*

1) One-off other income of TRL 2,722.2 million arising from the change in the scope of consolidation of CCİ starting from 1Q2013
2) TRL 74.6 million net income from ABank stake sale recorded in 3Q2013 (including proceeds from the sale of AInvest funds)
3) TRL 77.0 million write-down mainly related to the closure of two Russian breweries in 4Q2013
4) TRL 579.7 million loss from investing activities related to write-down of goodwill associated with our Russian & Ukrainian beer operations in 4Q2014
5) One-off gain of TRL 33.5 million coming from the sale of a land in Turkey in 4Q2014.

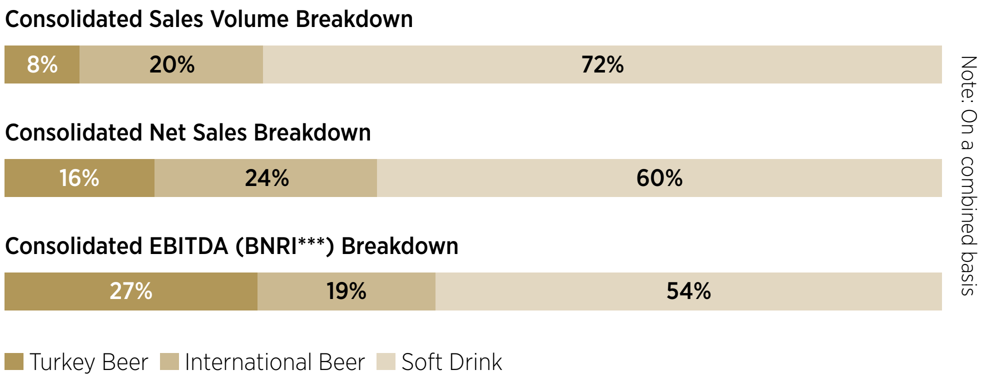
Our EBITDA (BNRI) reached TRL 1,720.9 million, with a 54 bps higher margin at 17.1%.

I am also very happy to say that we improved and overachieved our profitability and FCF targets in the year 2014. We managed to grow our total consolidated sales volumes by 3.5% in 2014, with a revenue growth of 9.6%, outpacing the volume growth. Consequently, our EBITDA (BNRI) reached TRL 1,720.9 million, with a 54 bps higher margin at 17.1%, and once again we achieved our guidance for the full year. Anadolu Efes' net income excluding one-off items was TRL 214.7 million in FY2014 versus TRL 133.2 million in FY2013, mainly contributed by the improved operating profitability in 2014. We were able to improve our FCF generation to around TRL 480 million in FY2014, significantly helping us to deleverage and improve Anadolu Efes' balance sheet health.

In 2014, we took difficult-to-execute measures successfully and achieved a more flexible infrastructure after rightsizing our beer operations. Portfolio expansion continued by leveraging strategic partnerships with SABMiller & TCCC, while capability development programs accelerated. We continued to invest in the future of our business with capacity investments across the Coca-Cola business and ongoing investments in sales & marketing as well as in the capability of our people in both AEFES and CCİ. As a result we expect to grow consolidated sales volumes of Anadolu Efes in 2015. Consolidated sales revenue growth is expected to outperform the rise in sales volumes, while EBITDA (BNRI) growth in absolute terms is also expected to outpace the revenue growth.

480 million

We were able to improve our FCF generation to around TRL 480 million in FY2014, significantly helping us to deleverage and improve Anadolu Efes' balance sheet health.



Our long term focus to grow our business will continue in 2015 as we remain optimistic about the future of our business."

Consolidated (TRL million)	4Q2013	4Q2014	Change %	FY2013	FY2014	Change %
Volume (mhl)	16.8	16.1	(4.1)	85.6	88.7	3.5
Net Sales	1,834.7	1,877.6	2.3	9,195.8	10,079.1	9.6
Gross Profit	721.3	798.3	10.7	3,995.7	4,417.1	10.5
EBIT (BNRI)	(80.0)	(10.1)	87.4	769.3	934.7	21.5
EBITDA (BNRI)	140.3	178.8	27.4	1,520.2	1,720.9	13.2
Net Income/(Loss)	(308.5)	(775.8)	(151.5)	2,853.0	(331.6)	n.m.

			Change (bps)			Change (bps)
Gross Profit Margin	39.3%	42.5%	320	43.5%	43.8%	37
EBIT (BNRI) Margin	(4.4%)	(.5%)	383	8.4%	9.3%	91
EBITDA (BNRI) Margin	7.6%	9.5%	187	16.5%	17.1%	54
Net Income Margin	(16.8%)	(41.3%)	(2,451)	31.0%	(3.3%)	n.m.

Beer Group (TRL million)	4Q2013	4Q2014	Change %	FY2013	FY2014	Change %
Volume (mhl)	5.3	4.9	(7.2)	25.6	24.5	(4.4)
Net Sales	832.1	794.3	(4.5)	4,009.3	4,093.9	2.1
Gross Profit	384.4	436.2	13.5	2,046.4	2,238.5	9.4
EBIT (BNRI)	(75.9)	2.2	n.m.	196.9	320.0	62.6
EBITDA (BNRI)	34.9	107.7	208.8	624.4	759.4	21.6
Net Income/(Loss)	(227.9)	(732.0)	(221.2%)	(64.3)	(619.7)	(864.0%)

			Change (bps)			Change (bps)
Gross Profit Margin	46.2%	54.9%	873	51.0%	54.7%	364
EBIT (BNRI) Margin	(9.1%)	0.3%	939	4.9%	7.8%	291
EBITDA (BNRI) Margin	4.2%	13.6%	937	15.6%	18.5%	298
Net Income Margin	(27.4%)	(92.2%)	(6,477)	(1.6%)	(15.1%)	(1,353)

Turkey Beer (TRL million)	4Q2013	4Q2014	Change %	FY2013	FY2014	Change %
Volume (mhl)	1.5	1.6	7.9	7.3	7.1	(3.2)
Net Sales	286.0	388.0	35.7	1,517.5	1,627.7	7.3
Gross Profit	183.5	261.7	42.6	1,055.3	1,136.2	7.7
EBIT	(6.4)	32.9	n.m.	308.6	343.5	11.3
EBITDA	23.7	68.3	187.6	419.7	483.5	15.2
Net Income/(Loss)	(66.1)	51.1	n.m.	129.6	233.2	79.9

			Change (bps)			Change (bps)
Gross Profit Margin	64.2%	67.5%	330	69.5%	69.8%	26
EBIT Margin	(2.2%)	8.5%	n.m.	20.3%	21.1%	76
EBITDA Margin	8.3%	17.6%	929	27.7%	29.7%	205
Net Income Margin	(23.1%)	13.2%	n.m.	8.5%	14.3%	578

EBI (USD million)	4Q2013	4Q2014	Change %	FY2013	FY2014	Change %
Volume (mhl)	3.8	3.3	(13.2)	18.2	17.4	(4.8)
Net Sales	263.4	173.5	(34.1)	1,300.5	1,118.4	(14.0)
Gross Profit	95.6	74.2	(22.3)	516.3	498.8	(3.4)
EBIT (BNRI)	(23.4)	(2.0)	91.4	(20.7)	23.3	n.m.
EBITDA (BNRI)	12.1	27.9	130.4	140.1	157.2	12.2
Net Income/(Loss)	(72.9)	(331.4)	(354.5)	(85.4)	(360.5)	(322.2)

			Change (bps)			Change (bps)
Gross Profit Margin	36.3%	42.8%	650	39.7%	44.6%	489
EBIT (BNRI) Margin	(8.9%)	(1.2%)	774	(1.6%)	2.1%	n.m.
EBITDA (BNRI) Margin	4.6%	16.1%	1,147	10.8%	14.1%	328
Net Income Margin	(27.7%)	(191.0%)	n.m.	(6.6%)	(32.2%)	(2,567)

CCİ (TRL million)	4Q2013	4Q2014	Change %	FY2013	FY2014	Change %
Volume (m u/c)	203.7	198.1	(2.7)	1,057.7	1,130.6	6.9
Net Sales	1,002.6	1,082.8	8.0	5,186.4	5,985.4	15.4
Gross Profit	348.7	363.5	4.2	1,958.3	2,181.4	11.4
EBIT	24.2	(7.8)	n.m.	594.0	628.5	5.8
EBITDA	105.3	70.9	(32.7)	892.1	961.5	7.8
Net Income/(Loss)*	(49.4)	(36.8)	25.6	488.8	315.4	(35.5)

			Change (bps)			Change (bps)
Gross Profit Margin	34.8%	33.6%	(121)	37.8%	36.4%	(131)
EBIT Margin	2.4%	(.7%)	n.m.	11.5%	10.5%	(95)
EBITDA Margin	10.5%	6.5%	(395)	17.2%	16.1%	(114)
Net Income Margin*	(4.9%)	(3.4%)	153	9.4%	5.3%	(415)

** Net income attributable to shareholders*

Beer Group

In 2014, the sales volumes of Turkey beer operations and international beer operations were 7.1 mhl and 17.4 mhl, respectively.

Beer Operations

Turkey Beer Operations

Volume Performance:
The growth trend started in 3Q2014 continued in the last quarter of the year as well and domestic volumes grew 11.8% to 1.5 mhl in 4Q2014 compared to 4Q2013. This was mainly contributed by the low base of 4Q2013, when volumes were under pressure due to the negative impact of the night sales restriction in off-premise channel, effective as of 9 September 2013. Consequently, Turkey beer operations' total sales volume was reported at 7.1 mhl in FY2014 compared to 7.3 mhl in FY2013, in line with our guidance. In FY2014, our average market share was 71% YTD in the off-premise channel as measured by Nielsen.

During 2014, we focused on a multi-brand portfolio approach to deliver new choices & innovation to consumers in order to capture new trends in the segment and support the growth of the premium segment as well as affordability. Together with our creative executions to maximize in-store excellence, focus on field execution and outlet activation programs, these initiatives paid-off and we were able to beat our expectations since the beginning of the year.

71%

In FY2014, our average market share was 71% YTD in the off-premise channel as measured by Nielsen.

Turkey Beer (TRL million)	4Q2013	4Q2014	Change %	FY2013	FY2014	Change %
Volume (mhl)	1.5	1.6	7.9	7.3	7.1	(3.2)
Net Sales	286.0	388.0	35.7	1.517.5	1,627.7	7.3
Gross Profit	183.5	261.7	42.6	1,055.3	1,136.2	7.7
EBIT	(6.4)	32.9	n.m.	308.6	343.5	11.3
EBITDA	23.7	68.3	187.6	419.7	483.5	15.2
Net Income/(Loss)	(66.1)	51.1	n.m.	129.6	233.2	79.9
Net Income/(Loss) - excluding one-off items*	(66.1)	17.6	n.m.	55.0	199.7	262.7

			Change (bps)			Change (bps)
Gross Profit Margin	64.2%	67.5%	330	69.5%	69.8%	26
EBIT Margin	(2.2%)	8.5%	n.m.	20.3%	21.1%	76
EBITDA Margin	8.3%	17.6%	929	27.7%	29.7%	205
Net Income Margin	(23.1%)	13.2%	n.m.	8.5%	14.3%	578
Net Income Margin- excluding one-off items*	(23.1%)	4.5%	n.m.	3.6%	12.3%	864

* *One-off items include TRL 74.6 million net income from ABank stake sale recorded in 3Q2013 and a one-off gain of TRL 33.5 million coming from the sale of a land in 4Q2014.*

Sales Revenues:
In the last quarter of 2014, net sales revenue growth significantly outpaced the volume growth and reached TRL 388.0 million, up 35.7% compared to 4Q2013. The stated rise in sales revenues in the quarter is mainly attributable to the positive mix affect and higher per liter sales prices. Thereby, for the full year 2014, net sales revenues surged by 7.3% y-o-y to TRL 1,627.7 million.

Gross Profit:
With the contribution of the volume growth, higher revenues and cost cutting initiatives, gross profit increased by 42.6% y-o-y to TRL 261.7 million in 4Q2014, with a 330 bps rise in gross margin to 67.5%. Therefore, Turkey beer operations' gross profit climbed to TRL 1,136.2 million, with an improved margin at 69.8% in FY2014 versus 69.5% in FY2013.

Operating Profitability:
Benefiting from higher gross profit and lower opex to net sales ratio, Turkey beer operations' operating profit surged to TRL 32.9 million in 4Q2014 compared to an operating loss of TRL 6.4 million in 4Q2013 with a margin of 8.5%. Consequently, for the full year 2014, Turkey beer operations' operating profit rose by 11.3%, to TRL 343.5 million, with an almost 1 pps increase in operating profit margin to 21.1% compared to the previous year.

Turkey beer operations' EBITDA more than doubled in absolute terms, reaching TRL 68.3 million in the quarter, with a jump in EBITDA margin from 8.3% in 4Q2013 to 17.6% in 4Q2014. For the full year 2014, EBITDA was up by 15.2% at TRL 483.5 million, implying more than 200 bps improvement in EBITDA margin at 29.7%, which was better than our estimates.

Financial Expenses and Net Income:
Despite the lack of TRL 74.6 million one-off gain coming from the sale of our ABank stake recorded in 2013, bottomline in FY2014 was significantly higher than its level in FY2013, nourished by the improvement in the operational profitability as well as a one-off gain of TRL 33.5 million in 4Q2014 coming from the sale of a land and lower net F/X losses. As a result, Turkey beer operations reported a TRL 233.2 million net income in FY2014 compared to TRL 129.6 million in FY2013.

11.3%

Turkey beer operations' operating profit rose by 11.3% compared to 2013 and reached TRL 343.5 million.

International Beer Operations

International beer operations are conducted by ("EBI"), 100% subsidiary of Anadolu Efes based in the Netherlands. As of 31 December 2014, EBI has operations in 5 countries with 11 breweries and 4 malteries. EBI also owns a sales and distribution company in Belarus.

Volume Performance:
EBI's consolidated sales volume was 3.3 mhl in 4Q2014 compared to 3.8 mhl in 4Q2013, marked with lower volumes in almost all operations. In Russia, our performance was slightly weaker than our forecasts in the last quarter of the year, mainly due to the economic turmoil in the country. Consequently, EBI's full year sales volume came at 17.4 mhl in 2014, down 4.8% versus FY2013.

As forecasted, the declining trend in the Russian beer market continued in 2014 due to the pressure coming from macroeconomic challenges, previous years' regulatory changes and adverse weather conditions during the peak season. In addition to Russia, which makes up 64% of EBI's total consolidated volumes as of FY2014, our sales volumes in other international operations were also impacted negatively from economic, political or industry specific reasons including the crisis and the excise tax hike in Ukraine and devaluation in Kazakhstan, leading to a lower international sales volumes in 2014 over 2013.

However, despite challenging market conditions, we reaped the benefits of our continued focus on brands, innovation and execution since the beginning of the year in all of our operating countries and we were able to improve our market share in most of our markets.

Sales Revenues:
Net sales revenues of EBI was down by 34.1% y-o-y in 4Q2014, mainly due to the volume decline and sharp devaluation of Ruble against USD in the period, despite the positive mix impact and price increases made in local currencies. Therefore for the full year 2014, consolidated international beer net sales revenues came down by 14.0% y-o-y to USD 1,118.4 million.

Gross Profit:
In the last quarter of 2014, EBI's gross profit fell by 22.3% y-o-y to USD 74.2 million, a lower decline compared to the fall in net sales revenues, implying a significant gross margin expansion

1,118.4 million

Net sales revenues of international beer operations was USD 1,118.4 million at year-end 2014.

EBI (USD million)	4Q2013	4Q2014	Change %	FY2013	FY2014	Change %
Volume (mhl)	3.8	3.3	(13.2)	18.2	17.4	(4.8)
Net Sales	263.4	173.5	(34.1)	1,300.5	1,118.4	(14.0)
Gross Profit	95.6	74.2	(22.3)	516.3	498.8	(3.4)
EBIT (BNRI)	(23.4)	(2.0)	91.4	(20.7)	23.3	n.m.
EBITDA (BNRI)	12.1	27.9	130.4	140.1	157.2	12.2
Net Income/(Loss)	(72.9)	(331.4)	(354.5)	(85.4)	(360.5)	(322.2)
Net Income/(Loss)- excluding one-off items*	(36.8)	(81.4)	(120.9)	(49.3)	(110.5)	(124.0)

			Change (bps)			Change (bps)
Gross Profit Margin	36.3%	42.8%	650	39.7%	44.6%	489
EBIT (BNRI) Margin	(8.9%)	(1.2%)	774	(1.6%)	2.1%	n.m.
EBITDA (BNRI) Margin	4.6%	16.1%	1,147	10.8%	14.1%	328
Net Income Margin	(27.7%)	(191.0%)	n.m.	(6.6%)	(32.2%)	(2,567)
Net Income Margin- excluding one-off items*	(14.0%)	(46.9%)	(3,293)	(3.8%)	(9.9%)	(609)

* One-off items include USD 36.1 million fixed asset write-down related to the closure of two Russian breweries in 4Q2013 and USD 250.0 million loss from investing activities related to write-down of goodwill related to our Russian and Ukrainian beer operations in 4Q2014.

of 650 bps to 42.8%. We were able to improve our gross profitability despite lower volumes and softer local currencies contributed by some fixed cost savings following network optimization program and positive mix impact. Thus, gross profit was reported at USD 498.8 million in FY2014 compared to USD 516.3 million in FY2013, with a 489 bps surge in gross margin at 44.6%.

Operating Profitability:
EBI's operating loss (BNRI) of USD 20.7 million in FY2013 turned into a profit (BNRI) of USD 23.3 million in FY2014, with a lower operating loss (BNRI) at USD 2.0 million in 4Q2014, compared to USD 23.4 million in 4Q2013. Rightsizing of our footprint in Russia as well as other cost reduction initiatives enabled us to save some operating expenses, contributing to a higher operating profitability in 2014.

Consequently, EBITDA (BNRI) surged from USD 12.1 million in 4Q2013 to USD 27.9 million, leading to a full year EBITDA (BNRI) of USD 157.2 million, up 12.2% y-o-y. EBITDA (BNRI) margin also marked a significant improvement of 328 bps to 14.1% in FY2014 compared to last year. EBI's contribution to Anadolu Efes' consolidated EBITDA (BNRI) was 19% in FY2014, in which Russia's share was less than half.

Financial Expenses and Net Income:
EBI's net loss (excluding one-off items) was USD 110.5 million in FY2014 versus USD 49.3 million in FY2013 despite improved operating profitability.

In FY2014, EBI reported a mostly non-cash F/X loss of USD 150.9 million, mainly coming from Russian operations. Russian operations' borrowings, consisted of particularly USD-based intercompany loans that were eliminated during consolidation, produced a mostly non-cash F/X loss as the RUB significantly depreciated against the USD in the period.

Due to depreciation of local currencies, mainly Ruble and UAH versus USD, EBI's intangible assets in its USD financial reports declined to USD 834.5 million as of 31 December 2014 compared to USD 1,769.1 million as of 31 December 2013, which also includes a non-cash USD 250.0 million goodwill and brand impairment. The deterioration in our Russian and Ukrainian beer market expectations for the medium term necessitated the recognition of the non-cash goodwill and brand write down. As a result, EBI reported a net loss of USD 360.5 million in FY2014 compared to the previous year's loss of USD 85.4 million.

Property, plant and equipment also declined to USD 616.3 million as of 31 December 2014 from USD 1,047.0 million as of 31 December 2013, due to strong USD versus local currencies, primarily Ruble and UAH.

489 bps

In 2014, EBI's gross profit margin expanded significantly and reached 44.6% with an increase of 489 bps.

Soft Drink Operations

CCİ's consolidated sales were up by 6.9% in 2014 on the back of double digit growth in international markets

Soft Drink Operations

Anadolu Efes' soft drink operations are run by CCİ. CCİ produces, sells and distributes sparkling and still beverages, primarily the brands of The Coca-Cola Company across Turkey, Pakistan, Kazakhstan, Azerbaijan, Kyrgyzstan, Turkmenistan, Jordan, Iraq, Syria and Tajikistan. Anadolu Efes is the largest shareholder of CCİ with a 50.3% shareholding in the Company.

6.9%

Consolidated sales volume in soft drink operations increased by 6.9% in 2014 on the back of double digit growth in international markets.

CCİ (TRL million)	4Q2013	4Q2014	Change %	FY2013	FY2014	Change %
Volume (m u/c)	203.7	198.1	(2.7)	1,057.7	1,130.6	6.9
Net Sales	1,002.6	1,082.8	8.0	5,186.4	5,985.4	15.4
Gross Profit	348.7	363.5	4.2	1,958.3	2,181.4	11.4
EBIT	24.2	(7.8)	n.m.	594.0	628.5	5.8
EBITDA	105.3	70.9	(32.7)	892.1	961.5	7.8
Net Income/(Loss)*	(49.4)	(36.8)	25.6	488.8	315.4	(35.5)

			Change (bps)			Change (bps)
Gross Profit Margin	34.8%	33.6%	(121)	37.8%	36.4%	(131)
EBIT Margin	2.4%	(.7%)	n.m.	11.5%	10.5%	(95)
EBITDA Margin	10.5%	6.5%	(395)	17.2%	16.1%	(114)
Net Income Margin*	(4.9%)	(3.4%)	153	9.4%	5.3%	(415)

** Net income attributable to shareholders*

Volume Performance:
Consolidated sales volume increased by 6.9% in 2014 on the back of double digit growth in international markets. The share of international operations in total sales volume continued to increase throughout 2014 and reached 49% of total volume in FY2014 compared to 46% in FY2013. The sparkling category grew by 4.8%, driven by Coca-Cola and Sprite brands. Water category delivered 11.4% growth. The still categories excluding water grew by 15.9% in 2014, supported by the strong growth of juice and ice tea segments.

In 4Q2014, Turkey sales volume decreased by 12.0% to 97.8 million unit cases, mostly driven by contraction in sparkling future consumption (FC) packages. Turkey sales volume increased by 0.7% from 573.7 million unit cases in 2013 to 577.9 million unit cases in 2014. Volume growth in the first half of the year was strong, driven by higher than average temperatures and successful campaigns. However, this was stalled by adverse consumer sentiment, particularly in Q3 and Q4, in addition to more wet days in the peak season resulting in decelerated volume growth for the full year. The sparkling beverage category contracted by mid-single digits in 2014. Still beverages, excluding water, grew at high teens in 2014 on the back of double digit growth both in ice tea and juice categories. The share of Immediate Consumption packages in the total still mix also increased. Non-ready-to-drink (NRTD) tea and water categories delivered respective 11.8% and 4.5% volume growth in 2014.

In 4Q2014, international sales volume increased by 8.4% to 100.2 million unit cases, exceeding the sales volume of Turkey operations for the first time on a quarterly basis. Volume growth in international operations decelerated in 4Q2014 due to slower volume growth in Central Asia and Iraq. International operations maintained their positive momentum in 2014, delivering 14.2% volume growth. Successful campaigns and promotions across the key markets supported volume growth in international operations. Double digit volume growth was achieved in spite of some major negatives throughout 2014, such as devaluation in Kazakhstan, floods and political unrest in Pakistan and the war in North Iraq. In Pakistan, sales volume growth was 16.5% in 2014. Central Asia continued to deliver strong volume growth with 16.0% in 2014. Middle East posted 7.0% volume growth in 2014. Iraq volume grew by 6.4% with strong organic growth in South Iraq compensating for the contraction in the North.

Sales Revenues:
On a consolidated basis, net revenue increased by 8.0% in 4Q2014, bringing FY2014 figure to TRL 5,985.4 million with 15.4% growth. The growth in net revenue per unit case was realized as 8.0% for FY2014, driven by higher contribution of international operations and weaker TRL compared to 2013.

In Turkey operations, net revenue recorded 1.7% growth in 4Q2014, bringing FY2014 figure to TRL 3,061.4 million with 5.1% growth. Net revenue per unit case increased by 15.6% and 4.3% in the last quarter of 2014 and full year 2014, respectively, thanks to higher share of immediate consumption packages and price increases effective from October 2014 onwards.

15.4%

On a consolidated basis, net revenue increased by 15.4% in FY2014 and reached TRL 5,985.4 million.

In international operations, net revenue registered 3.3% growth in 4Q2014, bringing FY2014 figure to USD 1,339.5 million with 11.9% growth. Net revenue per unit case declined by 4.7% and 2.0% in the last quarter of 2014 and full year 2014, respectively, mostly attributable to increased contribution of countries with relatively lower average revenue per unit case as well as currency impact, primarily due to Central Asia.

Gross Profit:
On a consolidated basis, gross profit margin decreased by 121 bps to 33.6% in 4Q2014, while FY2014 gross profit margin was down by 1.4 pps to 36.4%, mainly reflecting the margin contraction in Turkey which stemmed from slower growth of net revenue per unit case in the first nine months of the year. In Turkey operations, cost of sales showed a limited 2.8% increase in 4Q2014, thanks to relatively favorable raw material prices. However, the increase in the cost base outpaced revenue growth throughout 2014, as the positive impact of pricing was only limited with the last quarter. Combined with the weaker TRL impact on the cost base, gross profit margin of Turkey operations decreased by 2.1 pps to 39.8% in 2014. In international operations, cost of sales increased by 6.4% in 4Q2014, while gross margin contracted by 199 bps to 30.4%. In FY2014, cost of sales grew at a slower pace than net sales revenue, carrying gross profit margin up by 29 bps to 32.8%.

Operating Profitability:
On a consolidated basis, EBIT, excluding other items, grew by 6.8% in 2014, driven by international operations. Operating profit turned into negative in 4Q2014, bringing FY2014 EBIT margin to 10.6%, down by 85 bps yoy. Accordingly, EBITDA excluding other items grew by 7.6% in FY2014, translating into an EBITDA margin of 15.9%, down by 116 bps y-o-y.

Financial Expenses and Net Income:
In 2014, net financial expense of CCİ came in at TRL 194.3 million versus an expense of TRL 257.0 million in 2013. This was primarily driven by non-cash FX losses, due to the depreciation of Turkish Lira. Net FX loss declined to TRL 93.1 million in 2014 from TRL 202.8 million in 2013. During the same period, interest expenses increased due to refinancing of bank debt with longer maturity instruments in 2013. Net loss came in at TRL 36.8 million in 4Q2014 vs. TRL 49.4 million in 4Q2013. Excluding one-off income from investing activities stemming from full consolidation of Pakistan in 2013, net income was up by 27.6% to TRL 315.4 million in 2014.

Important Note About Discussion of the Financial Performance of CCİ
In 2013, there is one-off increase of TRL 241.6 million in 'Gain from investing activities' due to full consolidation of Pakistan operations under IFRS 3 "Business combinations achieved in stages", resulting in a value increase recognized as an income due to acquisition of subsidiary. This value increase recognized as a one-off income of TRL 241.6 million was also excluded from the income from investing activities.

11.9%

In international soft drink operations, net revenue reached USD 1,339.5 million with 11.9% growth.

Financial Overview

Debt Structure

Consolidated (TRL million)	4Q2013	4Q2014	Change %	FY2013	FY2014	Change %
Volume (mhl)	16.8	16.1	(4.1)	85.6	88.7	3.5
Net Sales	1,834.7	1,877.6	2.3	9,195.8	10,079.1	9.6
EBITDA (BNRI)	140.3	178.8	27.4	1,520.2	1,720.9	13.2
Net Income/(Loss)	(308.5)	(775.8)	(151.5)	2,853.0	(331.6)	n.m.
Net Income/(Loss) - excluding one-off items*	(231.5)	(229.6)	0.8	133.2	214.7	61.2

** One-off items include;*

1) One-off other income of TRL 2,722.2 million arising from the change in the scope of consolidation of CCİ starting from 1Q2013
2) TRL 74.6 million net income from ABank stake sale recorded in 3Q2013 (including proceeds from the sale of AInvest funds)
3) TRL 77.0 million write-down mainly related to the closure of two Russian breweries in 4Q2013
4) TRL 579.7 million loss from investing activities related to write-down of goodwill associated with our Russian & Ukrainian beer operations in 4Q2014
5) One-off gain of TRL 33.5 million coming from the sale of a land in Turkey in 4Q2014.

Anadolu Efes Consolidated - Financial Income / (Expense) Breakdown (TRL million)	FY2013	FY2014
Interest income	66.8	85.1
Interest expense	(146.8)	(193.3)
Foreign exchange gain	340.2	723.2
Foreign exchange loss	(798.0)	(1,229.7)
Other financial expenses (net)	(11.7)	(13.8)
Net Financial Income /(Expense)	**(549.4)**	**(628.5)**

Anadolu Efes' net income (excluding one-off items) was TRL 214.7 million in FY2014 versus TRL 133.2 million in FY2013, mainly contributed by the improved operating profitability in 2014.

In addition to hard currency based third party borrowings, USD-based intercompany loans also contributed to a net financial expense of TRL 628.5 million in FY2014 compared to TRL 549.4 million in FY2013, leading to a lower bottomline. The deterioration in our Russian and Ukrainian beer market expectations for the medium term necessitated the recognition of TRL 579.7 million non-cash goodwill write down, which also pulled down the bottomline in 2014. Consequently, Anadolu Efes reported a net loss of TRL 331.6 million in FY2014.

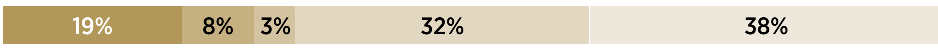
Our Net debt/EBITDA (BNRI) ratio fell from 2.0x in FY2013 to 1.7x in FY2014, contributed by both higher EBITDA (BNRI) in absolute terms and deleveraging.

214.7 million

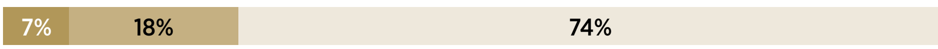
Anadolu Efes' net income (excluding one-off items) was TRL 214.7 million in FY2014.

Anadolu Efes Consolidated - Financial Income/(Loss) Breakdown	Consolidated Gross Debt	Cash & Cash Equivalents	Net Cash/ (Debt) Position
Anadolu Efes Consolidated (TRL million)	4,506.8	1,562.5	(2,944.3)
Turkey Beer (TRL million)	1,540.8	441.6	(1,099.2)
EBI (USD million)	136.3	144.0	7.7
CCİ (TRL million)	2,643.7	759.9	(1,883.7)

Anadolu Efes Consolidated - Debt Maturity Breakdown



Turkey Beer - Debt Maturity Breakdown



International Beer - Debt Maturity Breakdown

Anadolu Efes Consolidated - Debt Maturity Breakdown

2015 2016 2017 2018 2020+

Business Outlook and Guidance

On a Consolidated Basis;

- We expect consolidated sales volumes of Anadolu Efes to grow at a rate of low-to-mid single digit, contributed mainly by the growth in soft drink volumes which make up more than 70% of the total consolidated volumes of Anadolu Efes. Consolidated sales revenue growth is expected to outperform the rise in sales volumes, while EBITDA (BNRI) growth in absolute terms is also expected to outpace the revenue growth. This expected margin expansion will be supported by higher margins in both beer and soft drink operations.

Beer Operations;

- In 2014, Turkish beer market has cycled the full impact of the regulations brought in 2013 and performed better than the estimates. In 2015, we expect a low-single digit growth in our domestic volumes in line with the market.

- 2015 will be another tough year in our international beer operations that will be challenged by soft consumer sentiment due to macro economic and political factors. In Russia, we expect a higher decline than we faced in 2014 in the Russian beer market, while our performance will be in line with the market.

- Consequently, our total beer volume for 2015 is expected to decline at a rate of mid-to-high single digit, mainly driven by lower volumes in Russia and Ukraine.

- We expect total beer revenues to be lower in absolute terms. In addition to softer total beer volumes, total beer revenues will be under further pressure in 2015 due to weaker local currencies, although we expect revenue growth to outpace volume growth in Turkey beer segment.

- Cost and Opex management will continue to be our priorities, while pursuing with our investments into the markets for the sustainable growth of our business.

- In sum, we are expecting our beer group EBITDA margin to improve in 2015, despite a lower EBITDA in absolute terms, contributed by the higher share of Turkey beer operations in total beer group EBITDA. We expect flattish margins in both Turkey and international beer segments.

- In order to gain certain visibility on our production costs, we have hedged the FX component of ca. 40% of our hard currency based COGS in Turkey beer operations against TRL.

growth

In 2015, we expect consolidated sales volumes of Anadolu Efes to grow at a rate of low-to-mid single digit.

Soft Drink Operations;

- In 2015, we expect Turkey volume to grow at low single digits, while we expect international operations to grow at low-teens, and consequently consolidated volume to grow at high single digits.
- We expect net sales revenue growth to be ahead of volume growth and EBITDA growth to be ahead of revenue growth. Turkey revenues are expected be positively impacted by price increases and favorable mix. In International operations, product prices are expected to be adjusted to mitigate the effect of currency devaluations while taking affordability into account. On the other hand, CCİ is well positioned to benefit from declining raw material prices across all markets.
- In 2015, we continue to invest in key markets to capture future opportunities. Our new facilities in Multan (Pakistan), Astana (Kazakhstan) and Dushanbe (Tajikistan) are planned to be operational this year. We also continue to expand our production capacity in other countries by adding new production lines in parallel with increasing demand.

Foreseeable Risks for 2015:

Financial Markets Related: Globally emerging market related concerns combined with country/region specific economic/political issues have been resulting in significant volatility in the financial markets and local currencies. We expect this volatility to continue throughout 2015. However with an accumulated experience of operating in highly volatile markets for long years, we have a successful track record of managing and mitigating risks.

Procurement Related: A significant portion of the our cost of sales relates to raw and packaging materials and many of these raw materials are commodities, or are priced based on commodities prices. The supply and price of raw materials used by us can fluctuate as a result of a number of factors. This risk is mitigated by our long term supply contracts and using of available hedging mechanisms to a meaningful extent.

Political Environment Related: Some of Anadolu Efes' operating markets have been under political unrests for some time both in beer and soft drink sides. Any further escalation of this unrest may negatively impact our performance.

Consumption Related: With all sales generated from emerging and frontier markets, political or economic instability could deteriorate consumer sentiment.

revenues

In 2015, we expect net sales revenue growth to be ahead of volume growth and EBITDA growth to be ahead of revenue growth in our soft drink operations.

EBITDA Reconciliation

Reconciliation of EBITDA to the consolidated profit before financial income/(expense) as of 31 December 2014 and 2013 are as follows:

EBITDA (TRL million)	2013	2014
Profit/loss from Operations	743.9	916.2
Depreciation and amortization	711.7	726.5
Provision for retirement pay liability	16.7	18.6
Provision for vacation pay liability	11.9	7.5
Foreign exchange gain/loss from operating activities	8.4	28.3
Rediscount interest income/expense from operating activities	1.5	0.7
Other	0.6	4.6
EBITDA	**1,494.7**	**1,702.4**
EBITDA (BNRI*)	**1,520.2**	**1,720.9**

** Non-recurring items amounted to TRL 18.5 million in FY2014 and TRL 25.5 million in FY2013*

Important Note About Discussion of the Financial Performance

EBITDA = Earnings before interest, tax, depreciation, and amortization comprises of Profit From Operations, depreciation and other relevant non-cash items up to Profit from Operations.

Anadolu Efes

Consolidated Income Statements for the Years Ended 31.12.2013 and 31.12.2014 Prepared in accordance with IFRS as per CMB Regulations

(TRL million)

	2013/12	2014/12
SALES VOLUME (million hectoliters)	**85.6**	**88.7**
SALES	**9,195.8**	**10,079.1**
Cost of Sales (-)	-5,200.1	-5,662.0
GROSS PROFIT FROM OPERATIONS	**3,995.7**	**4,417.1**
Selling, Distribution and Marketing Expenses (-)	-2,461.8	-2,610.4
General and Administrative Expenses (-)	-797.0	-891.0
Other Operating Income	79.2	142.2
Other Operating Expense (-)	-72.1	-141.7
PROFIT FROM OPERATIONS (BNRI)*	**769.3**	**934.7**
Income From Investing Activities	2,802.0	38.7
Expenses From Investing Activities (-)	-84.2	-587.7
Income / (Loss) from Associates	-9.8	-1.7
OPERATING PROFIT BEFORE FINANCE INCOME/(EXPENSE)	**3,451.9**	**365.5**
Financial Income / Expense (net)	-549.4	-628.5
PROFIT BEFORE TAX FROM CONTINUING OPERATIONS	**2,902.4**	**-263.1**
Continuing Operations Tax Income/(Expense)		
- Current Period Tax Expense (-) / Income	-104.2	-124.7
- Deferred Tax Expense (-) / Income	54.7	56.3
INCOME/(LOSS) FOR THE PERIOD	**2,853.0**	**-331.6**
Attributable to:		
Non-Controlling Interest	244.1	180.7
Equity Holders of the Parent	2,608.9	-512.2
EBITDA (BNRI)*	**1,520.2**	**1,720.9**

** Non-recurring items amounted to TRL 18.5 million in FY2014 and TRL 25.5 million in FY2013.*

Note 1: EBITDA comprises of Profit from Operations, depreciation and other relevant non-cash items up to Profit from Operations.

Anadolu Efes

Consolidated Balance Sheets as of 31.12.2013 and 31.12.2014 Prepared In Accordance with IFRS as per CMB Regulations

(TRL million)

	2013/12	2014/12
Cash & Cash Equivalents	1,746.4	1,559.5
Financial Investments	563.0	3.0
Derivative Financial Instruments	-	3.0
Trade Receivables	888.3	1,062.9
Due from Related Parties	6.2	1.2
Other Receivables	47.5	55.5
Inventories	1,004.0	1,085.5
Other Current Assets	703.7	726.8
Total Current Assets	**4,959.1**	**4,497.4**
Other Receivables	5.6	9.5
Investments in Securities	0.8	0.8
Investments in Associates	62.8	72.5
Biological Assets	-	-
Property, Plant and Equipment (incl. inv properties)	5,876.8	5,615.2
Other Intangible Assets	8,636.8	8,236.9
Goodwill	2,453.0	1,232.5
Deferred Tax Assets	132.5	153.3
Other Non-Current Assets	239.6	295.7
Total Non-Current Assets	**17,407.9**	**15,616.4**
Total Assets	**22,367.0**	**20,113.8**

	2013/12	2014/12
Short-term Borrowings	1,740.4	875.6
Derivative Financial Instruments	0.5	0.4
Trade Payables	773.7	849.4
Due to Related Parties	27.6	37.4
Other Payables	414.4	571.7
Provision for Corporate Tax	6.8	5.2
Provisions	73.2	113.7
Other Liabilities	110.7	80.4
Total Current Liabilities	**3,147.3**	**2,533.7**
Long-term Borrowings	3,535.5	3,631.2
Other Payables	213.7	266.3
Provision for Employee Benefits	88.3	94.3
Deferred Tax Liability	1,730.6	1,633.5
Other Liabilities	189.6	130.9
Total Non-Current Liabilities	**5,757.8**	**5,756.1**
Total Equity	**13,461.9**	**11,823.9**
Total Liabilities and Shareholders' Equity	**22,367.0**	**20,113.8**

Note 1: "Financial Investments" in Current Assets mainly includes the time deposits with a maturity more than three months.

Turkey Beer Operations

Highlighted Income Statement Items for the Years Ended 31.12.2013 and 31.12.2014 Prepared In Accordance with IFRS as per CMB Regulations

(TRL million)

	2013/12	2014/12
Sales Volume (million hectoliters)	**7.3**	**7.1**
SALES	**1,517.5**	**1,627.7**
GROSS PROFIT FROM OPERATIONS	**1,055.3**	**1,136.2**
PROFIT FROM OPERATIONS	**308.6**	**343.5**
Income / Expense from Investing Activities (net)	77.4	34.8
Financial Income / Expense (net)	-256.4	-106.8
CONTINUING OPERATIONS PROFIT BEFORE TAX	**129.6**	**271.5**
Provision for Taxes	0.0	-38.3
PROFIT FOR THE YEAR	**129.6**	**233.2**
EBITDA	**419.7**	**483.5**

Note: EBITDA comprises of Profit from Operations (excluding other operating income/expense arising from Anadolu Efes' holding nature), depreciation and other relevant non-cash items up to Profit from Operations.

Turkey Beer Operations

Highlighted Balance Sheet Items as of 31.12.2013 and 31.12.2014 Prepared In Accordance with IFRS as per CMB Regulations

(TRL million)

	2013/12	2014/12
Cash, Cash equivalents and Investment in Securities	461.0	441.6
Trade Receivables	378.2	490.4
Inventories	157.0	231.3
Other Assets	227.7	272.9
Total Current Assets	**1,223.8**	**1,436.1**
Investments	5,859.1	5,870.2
Property, Plant and Equipment	463.1	486.5
Other Assets	210.6	189.7
Total Non-Current Assets	**6,532.8**	**6,546.3**
Total Assets	**7,756.6**	**7,982.4**
Trade Payables	69.6	79.6
Other Liabilities	202.0	378.2
Short-term Borrowings	346.4	112.2
Total Current Liabilities	**618.0**	**570.1**
Long-term Borrowings	1,408.8	1,428.6
Other Liabilities	278.6	331.5
Total Non-Current Liabilities	**1,687.4**	**1,760.1**
Shareholders' Equity	**5,451.2**	**5,652.3**
Total Liabilities and Shareholders' Equity	**7,756.6**	**7,982.4**

Note: Anadolu Efes subsidiaries, excluding brewing and malt production subsidiaries in Turkey and EFPA -the marketing and distribution company of the Group- and Tarbes -hops production company of the Group-, are stated on cost basis in order to provide more comprehensive presentation.

International Beer Operations (EBI)

Highlighted Income Statement Items for the Years Ended 31.12.2013 and 31.12.2014 Prepared In Accordance with IFRS as per CMB Regulations

(TRL million)

	2013/12	2014/12
Volume (million hectoliters)	**18.2**	**17.4**
NET SALES	**1,300.5**	**1,118.4**
GROSS PROFIT	**516.3**	**498.8**
PROFIT FROM OPERATIONS (BNRI)*	**-20.7**	**23.3**
Income / Expense from Investing Activities	-36.7	-248.8
Financial Income / Expense (net)	-23.4	-150.2
(LOSS)/PROFIT BEFORE TAX	**-94.1**	**-384.1**
Income Tax	8.7	23.6
(LOSS)/PROFIT AFTER TAX	**-85.4**	**-360.5**
Attributable to		
Minority Interest	0.1	0.1
Equity Holders of the Parent Company	-85.5	-360.6
EBITDA (BNRI)*	**140.1**	**157.2**

** Non-recurring items amounted to USD 8.5 million in FY2014 and USD 13.4 million in FY2013.*

Note 1: EBITDA comprises of Profit from Operations, depreciation and other relevant non-cash items up to Profit from Operations.
Note 2: Figures for EBI are obtained from consolidated financial statements prepared in accordance with IFRS after CMB reclasses.

International Beer Operations (EBI)

Highlighted Consolidated Balance Sheet Items as of 31.12.2013 and 31.12.2014 Prepared In Accordance with IFRS

(TRL million)

	2013/12	2014/12
Cash and Cash Equivalents	160.8	144.0
Trade Receivables	119.3	82.3
Inventories	180.7	120.1
Other Current Assets	39.1	23.0
Total Current Assets	**499.8**	**369.4**
Property, Plant and Equipment (incl. inv properties)	1,101.8	649.5
Intangible Assets (including goodwill)	1,769.1	834.5
Other Non-Current Assets	50.4	60.8
Total Non-Current Assets	**2,921.4**	**1,544.9**
Total Assets	**3,421.2**	**1,914.3**
Trade Payables, Due to Related Parties and Other Payables	302.7	196.0
Short-term Borrowings (including current portion of long-term debt and lease obligations)	103.5	55.5
Total Current Liabilities	**406.2**	**251.5**
Long-term Borrowings (including lease obligations)	98.0	80.8
Other Non-Current Liabilities	157.6	93.7
Total Non-Current Liabilities	**255.6**	**174.5**
Total Equity	**2,759.3**	**1,488.3**
Total Liabilities and Shareholders' Equity	**3,421.2**	**1,914.3**

Note 1: Figures for EBI are obtained from consolidated financial statements prepared in accordance with IFRS.
The functional currency of International Beer Operations (EBI) is USD. In order to present the relevant numbers in terms of TRL in 31.12.2013 and 31.12.2014 consolidated financial statements, balance sheet items were converted using the period-end exchange rate and income statement items were converted using the twelve month average exchange rates for both periods.

Soft Drink Operations (CCİ)

Highlighted Income Statement Items for the Years Ended 31.12.2013 and 31.12.2014 Prepared In Accordance with IFRS as per CMB Regulations

(TRL million)

	2013/12	2014/12
Sales Volume (million Unit Case)	**1,057.7**	**1,130.6**
Sales (net)	5,186.4	5,985.4
Cost of Sales	-3,228.1	-3,803.9
GROSS PROFIT	**1,958.3**	**2,181.4**
Operating Expenses	-1,363.1	-1,545.5
Other Operating Income / (Expense) (net)	-1.3	-7.5
EBIT	**594.0**	**628.5**
Gain / (Loss) from Associates	-2.7	-0.9
Income / Expense from Investing Activities	239.7	-0.4
Financial Income / (Expense) (net)	-257.0	-194.3
INCOME BEFORE MINORITY INTEREST & TAX	**574.0**	**432.9**
Income Taxes	-71.8	-85.7
INCOME BEFORE MINORITY INTEREST	**502.2**	**347.2**
Attributable to Minority Interest	13.4	31.8
Net Income attributable to Shareholders	488.8	315.4
EBITDA	**892.1**	**961.5**

Note 1: EBITDA comprises of profit from operations, depreciation and other relevant non-cash items up to EBIT.
Note 2: Figures for CCİ are obtained from consolidated financial results prepared in accordance with IFRS as per CMB regulations.

Soft Drink Operations (CCİ)

Highlighted Consolidated Balance Sheet Items as of 31.12.2013 and 31.12.2014 Prepared In Accordance with IFRS as per CMB Regulations

(TRL million)

	2013/12	2014/12
Cash and Cash Equivalents	916.8	757.0
Investments in Securities	563.0	3.0
Derivative Financial Instruments	0.0	2.4
Trade Receivables and Due from Related Parties (net)	383.4	422.0
Inventory (net)	461.5	575.7
Other Receivables	21.5	35.1
Other Current Assets	456.2	454.0
Total Current Assets	**2,802.4**	**2,249.2**
Investment in Associates	0.0	0.0
Property, Plant and Equipment	2,783.9	3,362.1
Intangible Assets (including goodwill)	1,301.5	1,409.1
Deferred Tax Assets	0.0	0.0
Other Non- Current Assets	118.0	181.5
Total Non-current Assets	**4,203.4**	**4,952.7**
Total Assets	**7,005.8**	**7,201.9**
Short-term Borrowings	164.3	515.3
Current Portion of Long-term Borrowings	1,004.3	113.3
Trade Payables and Due to Related Parties	433.2	557.6
Other Payables	131.0	148.6
Provision for Corporate Tax	4.5	2.0
Provisions for Employee Benefits	34.9	63.6
Employee Benefits Payable	21.1	19.5
Other Current Liabilities	21.9	23.3
Total Current Liabilities	**1,815.3**	**1,443.2**
Long-term Borrowings	1,917.6	2,015.1
Trade Payables to Third Parties	2.9	1.7
Trade Payables to Related Parties	0.0	20.0
Provisions for Employee Benefits	44.6	50.6
Deferred Tax Liabilities	185.6	212.3
Other Non- Current Liabilities	168.5	85.8
Total Non-Current Liabilities	**2,319.2**	**2,385.6**
Total Equity	**2,871.3**	**3,373.0**
Total Liabilities and Shareholders' Equity	**7,005.8**	**7,201.9**

Note 1: Figures for CCİ are obtained from consolidated financial results prepared in accordance with IFRS as per CMB regulations.

Sustainable Growth and Social Responsibility

Thanks to the practices implemented so far, Anadolu Efes has managed its sustainability priorities efficiently.

Beer Group

Anadolu Efes Sustainability Management

With the motto "To Sustain a Better Life" at its core, the "Anadolu Efes Positive Impact Plan" forms the strategic infrastructure for Anadolu Efes Sustainability Management. Thanks to the practices implemented thus far, the Company has managed its sustainability priorities efficiently.

Anadolu Efes Positive Impact Plan

Supporting the goal of sustaining a better life for future generations, the Anadolu Efes Positive Impact Plan is guided by four main behavioral patterns: emphasizing values, focusing on priorities, energizing stakeholders, and sustaining achievements.

With the motto "To Sustain a Better Life" at its core, the "Anadolu Efes Positive Impact Plan" forms the strategic infrastructure for Anadolu Efes Sustainability Management.

Performance Evaluation

In line with the Anadolu Efes Positive Impact Plan, the Company monitors the performance delivered in its priority areas through objective indicators compatible with GRI Guidelines, and share the results achieved in sustainability reports. Many of these priority areas constitute the fundamental components of its corporate performance evaluation process.

Stakeholder Engagement

Anadolu Efes meets stakeholder expectations and works toward achieving common goals thanks to its studies undertaken through a collective initiative. More detailed information on the "Anadolu Efes Positive Impact Plan" and Sustainability Management is available on the corporate website, www.anadoluefes.com.

UNGC Turkey Local Network Board Member
The UN Global Compact ("UNGC"), which was signed by Anadolu Efes in 2011, is among its leading sustainability management instruments and one that the Company develops further day by day. Membership in the UNGC is a way to express Anadolu Efes' commitment to safeguarding human rights; providing a fair work environment; upholding ethical, transparent, and accountable management principles; forming an environmentally sensitive business model; and constantly creating value for stakeholders. In addition to its studies to implement UNGC principles at every level of the value chain, Anadolu Efes also promotes efforts to make those principles widespread throughout Turkey as a UNGC Turkey Local Network Board member.

Water Management

Anadolu Efes is aware that more sources of clean water will be required to sustain a better life in the future. Through its efforts to reduce the amount of water used in its breweries and malteries, Anadolu Efes protects its most significant raw material for itself as well as for society.

water

Anadolu Efes is aware that more sources of clean water will be required to sustain a better life in the future.

Energy and Emission Management
The ISO 50001 Energy Management System Standard certification studies begun in the Anadolu Efes Turkey operations during the previous reporting period continued and new certification processes were launched for the Natakhtari plant in Georgia and the Karaganda and Almaty plants in Kazakhstan. The Global Water and Energy Consumption Reduction Project continued during the reporting period with detailed field analyses conducted by a work group comprising employees from various Anadolu Efes breweries who specialize in different fields and shared best practices.

Enhancing the Value Chain
One of the key factors underlying the long-term success of Anadolu Efes is its value chain system, which provides a profitable and sustainable business model for all business partners, from suppliers to dealers and distributors. This giant value network allows Anadolu Efes products to reach consumers all across a large operational geography. Anadolu Efes presents a successful example of growth together with the thousands of business partners that form the links of this value chain, and create programs to aid in developing their technical and managerial competences in addition to their business performance. Through its agricultural support and R&D programs, Anadolu Efes creates positive value for farmers while ensuring the sustainability of its raw material supply in terms of both quality and amount. Through such value chain enhancement projects, Anadolu Efes provides mutual benefits by implementing practices that serve to improve the productivity, business volume, and working norms of its business partners.

Product Responsibility
Anadolu Efes believes that its products best add positive value to social life when consumed by responsible people familiar with beer culture, and thus strive to improve the consumer experience in that way. Anadolu Efes' product responsibility understanding is based on the principles of "producing high-quality beers," "acting responsibly in marketing processes," and "creating positive value for stakeholders." By providing products that are made according to high quality norms and in the varieties its consumers demand, Anadolu Efes creates awareness among beer lovers and develop environments and opportunities fit to enjoy beer culture through responsible consumption.

Responsible Consumption
Anadolu Efes believes that producers must comply with responsible marketing principles in order for a responsible consumption culture to take root. Therefore it implements its marketing studies within the framework of the rules set by related laws and sector initiatives along with the principles defined on a corporate level. This means avoiding any content that may guide consumers in a negative way, that may seem discriminatory, that may include a political message, or that may violate a society's or a particular community's value judgment in a general way. Anadolu Efes also takes care to ensure that its products are only available at sales points abiding by the legal requirements and that its products are not sold to people under the proscribed legal age limit.

Operational Reliability
Anadolu Efes believes the key to sustaining a better life together with all of its stakeholders lies in their seeing the Company as a reliable neighbor. Anadolu Efes strives to create a positive impact by carrying out safe and environmentally sensitive operations. Its operational reliability understanding consists of providing customers with the requested amount of products on an uninterrupted basis, at the expected time and location, with the best possible safety and environmental standards.

model

One of the key factors underlying the long-term success of Anadolu Efes is its value chain system, which provides a profitable and sustainable business model for all business partners, from suppliers to dealers and distributors.

Anadolu Efes demonstrates its sensitivity toward social expectations by contributing to education, health, sports, culture, and arts in the countries where it operates.

Community Development
Increasing the level of economic and socio-cultural welfare of the communities in which it operates is an important element for Anadolu Efes in achieving its sustainability objectives. In the reporting period, the Company continued creating projects that support the improvement of local economies and contribute to their socio-cultural development.

Brewery operations contribute to local economies, both directly and indirectly, so every investment made in this field creates a positive impact on other fields of operation. Local employment provides a significant fraction of the human resources at Anadolu Efes operations. As with human resources, Anadolu Efes prefers to use local channels for its product supply.

Anadolu Efes demonstrates its sensitivity toward social expectations by contributing to education, health, sports, culture, and arts in the countries where it operates.

Talent Management
In order to protect its human resources, which are among its most important values, Anadolu Efes provides the atmosphere necessary for strengthening existing talents and achieving high performance, as well as a working life befitting human dignity. In this way, the Company ensures that its workforce consists of creative, hardworking, well-educated, and talented individuals.

The Anadolu Efes Code of Conduct is the core policy document laying out the Company's approach to human rights and related processes. This document, covering all company operations, is binding for all employees. Anadolu Efes also supports and abides by internationally recognized conventions such as the UN Universal Declaration of Human Rights.

Anadolu Efes evaluates employee performance by measuring the level of achievement of corporate and individual performance targets; this includes sustainability priorities set within the framework of objective criteria in its annual plan. The obtained results are taken into consideration in identifying personal improvement requirements, career planning decisions, and performance-based remuneration processes.

Anadolu Efes provides its employees with training and development opportunities in all its operations in order to meet development requirements and to increase employee performance.

training

Anadolu Efes provides its employees with training and development opportunities in all its operations in order to meet development requirements and to increase employee performance

The main objective of Anadolu Efes when it comes to decreasing material consumption is to reduce the one-way packaging material weight per distributed product.

Packaging Management

Packaging practices play an important role in providing Anadolu Efes products to consumers with the promised taste and quality, spreading its corporate message, and allowing for its products to be directly consumed with confidence. However, packaging practices also cause an environmental impact due to material consumption, waste, indirect energy consumption, and emissions. Anadolu Efes works to minimize this impact through reducing the weight of its packaging materials and increasing returnable packing and recycling practices.

The main objective of Anadolu Efes when it comes to decreasing material consumption is to reduce the one-way packaging material weight per distributed product. For this purpose, R&D studies are conducted in cooperation with packaging suppliers to develop light-weighting and packaging optimization practices.

Anadolu Efes redesigns its packaging materials to improve their technical properties and to reinforce their durability, thereby increasing the amount they can be reused and reducing the use of new material. Anadolu Efes saves glass through its reusable packaging practices, while also reducing the indirect environmental impact of packaging material production, such as energy and water consumption and CO_2 emissions. Design practices that enhance the durability of returnable packaging without increasing their weight aims to increase the rate of reuse and thus to reduce the consumption of new materials.

Anadolu Efes supports the primary disposal through recycling of one-way materials used in delivery processes and of materials lost or deemed unfit for use during production. As for returnable packaging materials, they are by definition reused. Anadolu Efes ensures the separation of packaging waste at the source, its storage in production plants, and its recycling by authorized companies. Authorized institutions are responsible for reclaiming and recycling one-way packaging materials.

(*) The information in this section is gathered from Anadolu Efes' Sustainability Report 2013. For more details, please refer to the full report available at http://www.anadoluefes.com/dosya/surdurulebilirlikraporu_in/anadolu-efes-sustainability-report-2013.pdf

R&D

R&D studies are conducted in cooperation with packaging suppliers to develop light-weighting and packaging optimization practices.

Soft Drinks Group

Based on CCİ's 2020 Vision and Strategic Framework, sustainability is identified as one of the five main pillars that the Company is built on. CCİ's overall sustainability goal is "to ensure the long-term viability of its business by being proactive and innovative in environmental protection and to be recognized as one of the most responsible corporate citizens by all stakeholders." In tandem with this approach, CCİ's sustainability strategy focuses on issues that are material for its stakeholders as well as for the Company. CCİ's sustainability framework – what it calls "me, we, world" – is its shared vision for how it can work together to create social value, enable positive change for the consumers and communities it serves, and helps preserve its environment.

An integral part of CCİ's operational framework, sustainability is managed together with its core business strategy so as to be effectively deployed throughout every layer and level of the organization.

Stakeholder Engagement and Materiality

When deciding which issues to report on, CCİ takes into account issues that are material for its sector, the Company, and its stakeholders. It derives the contents of its report from a number of different stakeholder engagement initiatives as well as desktop studies as explained below. CCİ also makes use of GRI's four Principles for Defining Report Content (Sustainability Context, Materiality, Stakeholder Inclusiveness and Completeness) when developing the contents of its report.

In February 2013, with the participation of key opinion leaders and participants from academia, civil society and government, CCİ organized an external stakeholder panel with the aim of receiving feedback on its overall environmental and reporting performance.

At the beginning of 2014, CCİ conducted for the first time an extensive stakeholder survey of its corporate reputation and perception. The survey sought to measure the perception of its stakeholders regarding CCİ's performance on reducing environmental impact, social investment, workplace conditions, financial stability, product and service quality, management quality and similar.

At the beginning of 2014, CCİ conducted a materiality analysis in line with the GRI G4 principles with its senior managers of various business functions. With this analysis it defined the most material issues for its own operations and its stakeholders.

UNGC and Carbon Disclosure Project

CCİ became a signatory to the United Nations Global Compact in 2009, and since then it has been committed to integrating the Initiative's ten principles related to the environment, human rights, labor and workplace rights, and anti-corruption measures into its overall business strategy.

Based on CCİ's 2020 Vision and Strategic Framework, sustainability is identified as one of the five main pillars that the Company is built on.

stakeholder

When deciding which issues to report on, CCİ takes into account issues that are material for its sector, the Company, and its stakeholders.

Since 2011 CCİ has been submitting a detailed annual report to the CDP on its GHG strategy, risk and opportunity analysis, and performance, results.

People

The conscious choice of its customers is crucial to us. In this regard, CCİ conducts awareness-raising activities and utilize various communication platforms to engage its stakeholders in active, healthy living. The Company makes sure that every CCİ product meets global standards for product quality and safety as set by TCCC. Also it strives to inform its customers and society at large about its products. Understanding its consumers' needs and satisfying their expectations are fundamental to the sustainability of its business. To this end, CCİ serves its products in the healthiest and most hygienic conditions with preferred packaging alternatives and sales points at appropriate prices.

At CCİ, respect for human rights is a fundamental part of its identity and its business.

Product Safety and Quality

CCİ's commitment to consumer well-being begins with its commitment to product safety and quality. The Company makes sure that all actors in its value chain, including its own factories and its strategic suppliers, comply with international food safety standards and/or TCCC's Compliance Standard ("KORE"). At its plants it implements various globally accepted standards such as the ISO 22000 Food Safety Standards. CCİ's strategic suppliers, such as suppliers of ingredients and packaging material, are required to hold a certificate that is recognized by the Global Food Safety Initiative. Compliance with product safety and quality requirements is regularly audited, unannounced, by TCCC.

CCİ Plant Certification

All its plants in Azerbaijan, Jordan, Kazakhstan, and Turkey hold the following certificates: ISO 9001, ISO 14001, OHSAS 18001 and FSSC 22000 Standards. Moreover, all its Turkish plants, including its new Hazar plant, sales operation and offices are certified against ISO 50001 Energy Management System & ISO 14064-1 GHG Standard (specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals). CCİ's all plants, where it produces preforms (namely Ankara, Çorlu, Sapanca, Kazakhstan and Azerbaijan), hold PAS 223 Packaging certificates.

Consumer Health

Producing and distributing beverages of various kinds, along with its commitment to properly informing its consumers, require us to include nutritional information on all of its labels. While CCİ applies TCCC's global labeling standards during its commercial activities, it complies with all relevant local laws and regulations in the 10 countries where it operates. Providing its consumers with clear, understandable and scientific information regarding its products not only satisfies its obligation to comply with local legal requirements, but it also represents its commitment to maintaining a healthy, transparent working relationship with its stakeholders. In addition to its labeling practices, CCİ organizes seminars and trainings to inform its stakeholders about its belief that with appropriate consumption of water-based beverages along with physical exercise, all of its products can be healthy components of an active lifestyle. Throughout its marketing efforts, social responsibility projects, and other practices involving its consumers, CCİ addresses the fact that all its products can be a part of an active healthy lifestyle. In line with TCCC, it strives to raise the standards for physical activity in countries where it operates.

health

Producing and distributing beverages of various kinds, along with its commitment to properly informing its consumers, require us to include nutritional information on all of its labels.

Responsible Advertising and Marketing

In line with its principle of complying with legal regulations, CCİ practices only responsible and law-abiding advertising and promotional practices in all countries where it operates. In addition to the various communication mediums it employs to this end, CCİ creates the channels whereby its stakeholders can actively participate in its advertising and presentation processes with their valuable suggestions, requests, and complaints. In addition to the legal requirements and the expectations of its stakeholders, TCCC's standards serve as its fundamental guide in its marketing practices.

Employees

CCİ's Workplace

The business success of CCİ depends on its employees. While developing, incorporating, and retaining the best talents, CCİ's priority is to provide a happy, safe and motivating workplace where its employees can showcase their true potential.

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Workplace Rights

At CCİ, respect for human rights is a fundamental part of its identity and its business. CCİ values the relationship with its employees and achieve success through the contribution of each employee. CCİ is determined to develop open and participatory workplaces that are based on recognizing universal human rights. Each and every employee is valued and encouraged to do his or her best. The CCİ Workplace Rights Policy ("WRP") is based on international standards of human rights according to the United Nations Universal Declaration of Human Rights, International Labor Organization Declaration of Basic Work Principles and Rights, and United Nations Global Compact.

Equality & Diversity

CCİ is committed to increasing the percentage of its female employees. It implements an equal opportunity approach in all HR policies, procedures and recruitment processes. CCİ aims to increase the percentage of women employees in Turkey to 20% by 2020.

Recruitment and Placement

Recruiting the right people with capabilities that are aligned with CCİ's culture is a strategic business priority of 2020 Vision.

Employee Development & Talent Management

CCİ recognizes all its employees as "talent." It promises to invest in its talent based on its organizational needs and the competencies that it wants to develop. Talent management is the mechanism through which CCİ ensures that it has the right people, optimally deployed and properly engaged to deliver the strategy and business results. Talent management is also a key business accountability that is owned by all its People Managers who co-create and encourage feedback and development.

CCİ's Performance Management system helps to ensure that the Company delivers successful results by improving performance and developing capabilities of teams and individuals. In its performance management system, CCİ focuses on business results as well as the development of its employees.

20%

CCİ aims to increase the percentage of women employees in Turkey to 20% by 2020.

Training

Capability development, both at the individual level as well as organizational, is a top priority for CCİ. Therefore, it creates an environment where learning and development is highly valued. Capability development initiatives in Leadership Development, Professional Development, Commercial and other functions are instrumental in ensuring that all employees are equipped to meet its strategic objectives. Acquiring knowledge and developing managerial and leadership skills are both critical for effective leadership. All trainings and development solutions are designed to be aligned with its culture and values and only after a thorough needs analysis of strategies, business needs, leadership requirements, challenges, and opportunities.

Compensation & Benefits

CCİ aims to provide market competitive, holistic, performance-driven and fiscally reasonable compensation and benefits to all employees. Beyond complying fully with local labor laws and regulations, its core principle is equal employment, without regard to race, color, gender, nationality of origin and age.

Employee Engagement

CCİ's 2020 Vision is the catalyst for building a winning culture, being a great place to work, and generating extraordinary business results year after year. Employee insights play an important role in its ability to measure its progress toward reaching its 2020 Vision of sustainable growth.

Occupational Health and Safety ("OHS") Approach

A healthy and safe working environment for all of its employees and visitors is its priority. CCİ focuses on reducing work-related incidents and creating an OHS awareness in order to lower risks at the workplace and amongst fleet operations. CCİ's ultimate goal with respect to OHS is to achieve "zero OHS incidents" in all operations.

Community

CCİ strives to respond to the needs and expectations of members of local communities and to support various grassroots initiatives where it operates. While it focuses on health, active lifestyle, environment and resource protection, education, youth development and disaster relief, it also engages in continuous dialogue with its stakeholders who are the main drivers of its community investment efforts.

CCİ strives to respond to the needs and expectations of members of local communities and to support various grassroots initiatives where it operates.

CCİ's Community Investment Strategy

- To contribute to economic growth by contracting with local suppliers and vendors and through its local hiring practices.
- To establish platforms for dialogue with members and representatives of local communities.
- To support the welfare of local communities and national societies at large by contributing to programs on environment and resource protection, health, active lifestyle, education, youth development and disaster relief.
- To encourage employee volunteerism in support of community development programs.

local

CCİ cares about the needs of local communities where it operates.

CCİ's Social Development Projects
CCİ cares about the needs of local communities where it operates. With the aim of being a reliable partner in finding common solutions to common problems, CCİ conducts and supports various social development projects, and it encourages its employees and stakeholders to take part in them.

CCİ's Active Healthy Lifestyle Projects
In every country where it operates, CCİ continues its efforts to raise awareness of the benefits of active healthy lifestyles. For instance, in 2013 it kicked off "3.2.1 Move!" in 44 schools across Turkey, inspiring more than 40,000 young people to be more physically active. In 2014, it kicked-off "3.2.1 Move!" program in Pakistan and Iraq as well. In other countries, similar projects were carried out, such as Azerbaijan's "Active Family, Healthy Community" promoting family sport by engaging parents and children in physical activity in a family environment. In its first year, the program reached more than 5,000 parents and 35,000 school children from 60 schools in 10 districts.

World
It is CCİ's priority to minimize its environmental impact by using fewer natural resources and generating less waste. This approach is essential for the sustainability of its business as well as the sustainability and welfare of the communities in which it operates.

It is CCİ's priority to minimize its environmental impact by using fewer natural resources and generating less waste.

CCİ's Environmental Approach
With its continuous efforts to minimize water consumption in its operations, to reduce its total carbon footprint, and to preserve natural resources, CCİ aims to deliver on its sustainability commitments and inspire other companies in its industry with its performance. CCİ constantly evaluates the opportunities for reducing, reusing and recycling. In line with its environmental impact management approach, it has determined three main focus areas which it manages by employing internationally-recognized standards:

- Energy Efficiency and Climate Protection
- Water Stewardship
- Sustainable Packaging and Waste

Energy Management & Climate Protection
CCİ prioritizes energy efficiency in every area of its operations, from supply to production and from distribution to sales. The Company measures its carbon footprint and takes the necessary measures to reduce it.

Energy management and climate change have priority in its sustainability strategy. CCİ sets ambitious energy use and GHG emission reduction targets, and it identifies and implements energy reduction measures and explores low carbon technology alternatives to achieve these targets. CCİ's ultimate goal is to achieve high levels of production through low energy consumption and fewer GHG emissions. With this in mind, CCİ systematically seeks measures to reduce its energy consumption during production (packaging, design, transportation and cooling processes) while improving efficiency and quality.

energy

CCİ prioritizes energy efficiency in every area of its operations, from supply to production and from distribution to sales.

Water Management
CCİ places the issue of water usage, which is fundamental to its business, at the heart of its environmental policy. Water is one of the most essential resources of life and also the main ingredient of its beverages. Establishing a water-sustainable operation is key to its business success and to the welfare of the communities in which it operates.

Given the many risk factors such as population growth, increasing per-capita consumption of natural resources, and global warming-related threats, CCİ works especially hard to become more efficient in its water use by reducing the amount of water used to produce its products. While increasing its business volume, its goal is "to produce more beverages by consuming less water."

CCİ makes use of efficient wastewater treatment techniques and recycle its wastewater.

CCİ makes use of efficient wastewater treatment techniques and recycle its wastewater. It also supports global initiatives to combat water-related issues, and local projects to preserve and improve water basins. At the local level, CCİ implements plans to protect water catchment basins in the regions where its plants are located. With its water management efforts it tries to set an example in its local communities.

Sustainable Packaging and Waste
Packaging plays an essential role in its business by protecting its products during delivery. At the same time, it significantly contributes to its environmental footprint. Therefore, CCİ strives to make its packaging more environmentally and economically sustainable. Continuously reducing the materials used in packaging as well as energy consumed in the process makes good business sense and is crucial for establishing a sustainable operation. CCİ reduces pollution by safely disposing of the waste generated by its operations. It implements recycling programs and, as a result, reduces its consumption of resources. With a focus on recyclability, minimizing resources, and increasing the use of recycled and renewable materials, CCİ works to deliver the quality beverages its consumers expect in the most efficient way possible. Additionally, CCİ supports programs that encourage consumers to recycle used beverage packaging.

(*) The information in this section is gathered from CCİ's Sustainability Report 2013. For more details, please refer to the full report available at http://www.cci.com.tr/UserFiles/pdf/CCI_Sustainability_Report_2013_09122014.pdf

waste

CCİ reduces pollution by safely disposing of the waste generated by its operations.

Rules of Ethics & Code of Conduct

At every level of its organization and in all of its processes, Anadolu Group possesses a strong and internalized corporate culture. This corporate culture is shared by all management and personnel throughout the group and incorporates not just common knowledge and experience but also future-oriented expectations and strategies that are compatible with market trends.

Anadolu Group's fundamental values of doing business consist of supplying everyone in everywhere with the best service and the best products and ensuring that the reputation the group enjoys is passed on to future generations. Anadolu Efes fully subscribes to and abides by the core ethical values and principles which Anadolu Group has identified and internalized in the conduct of its business.

Anadolu Efes regards the following as essential elements of its corporate culture:

- Conforming to ethical values and legal principles in business and community life
- Entering into and maintaining trust-based relationships
- Delivering superior-quality, correct, and reliable results
- Acting in accord with established beliefs, rules, and ideas
- Being mindful of nature and the environment.

Anadolu Efes has also been abiding by its avowed principles of social responsibility, corporate governance, and ethical guidelines with the utmost diligence for years and the company demonstrates its broad vision and pioneering identity in these matters as well.

The "Working Principles" that make up the ethical values of both the Anadolu Group and the Efes Beer Group are publicly disclosed on the Company's corporate website at www.anadoluefes.com.tr.

the best

Anadolu Group's fundamental values of doing business consist of supplying people everyone in everywhere with the best service and the best products no matter where they may be and ensuring that the respect reputation the group enjoys is passed on to future generations.

Investor and Shareholder Relations

Anadolu Efes shares all information about its past performance and future expectations impartially with all stakeholders–including, but not limited to, domestic and international shareholders, beneficiaries, investors, and capital market institutions–equally, fully, fairly, correctly, timely, and understandably in keeping with generally-accepted accounting principles and with CMB rules and regulations.

Anadolu Efes takes a proactive and transparent approach to communication with its shareholders. The company's investor relations are conducted by the Investor Relations Department, which is established within Finance Directorate.

Under the Anadolu Efes Disclosure Policy, it is a fundamental tenet that all announcements and other statements about the company that are intended for shareholders and other stakeholders must be made in such a way as to be timely, correct, complete, understandable, analyzable, and affordably accessible while also being mindful of the company's own rights and responsibilities.

Shareholders' and other stakeholders' requests for information and meetings are dealt with in accordance with the same principles. No additional information is ever divulged beyond that which has already been publicly disclosed.

Shareholders' and/or investors' requests for information about issues on which no public disclosure has been made are dealt with in the same manner. All shareholders and investors are simultaneously informed by means of material event disclosures and/or press releases.

During 2014, a total of 386 face-to-face meetings were conducted with local and international institutional and private investors, shareholders, and analysts on issues related to the company's business results, performance, and other reporting period developments.

Anadolu Efes regularly takes part in domestic and international investor conferences and other meetings which intends to provide shareholders and investors with information about the company. Company representatives attended in eleven conferences in Turkey and abroad and one roadshow was organized during 2014.

Anadolu Efes maintains a corporate website at www.anadolefes.com where it publicly discloses information about its operational results, performance, and other developments. This corporate website serves as an active communication channel accessible to shareholders, investors, analysts, and other stakeholders as required by CMB Corporate Governance Principles. All such information is provided in both Turkish and English languages.

Special case announcements that are published on the corporate website are also dispatched by email to stakeholders who have provided the company with contact information. Anadolu Efes' annual report is prepared and published in both Turkish and English. All issues required by Capital Market Laws and regulations are publicly disclosed by means of special case announcements and press releases.

transparent

Anadolu Efes takes a proactive and transparent approach to communication with its shareholders.

Credit Ratings

Anadolu Efes' financial and operational performance is closely monitored by international rating agencies.

Moody's

In its April 2014 report, Moody's Investors Service affirmed the long-term issuer rating of Anadolu Efes as "Baa3" with "Negative" outlook.
As of the date this rating was published, Anadolu Efes' rating was at par with sovereign rating.
In its September 2014 report, Moody's affirmed the long-term issuer rating for the Company and the rating for its USD 500 million notes due 2022 as "Baa3" with "Negative" outlook.
In its announcement, Moody's stated that; the actions implemented in recent quarters – such as the closure of production facilities – have resulted in a performance improvement, albeit still at a moderate pace. Sales and EBITDA grew in the first half of 2014, a trend that they expect to continue and that was also easing rating pressure. According to Moody's, Anadolu Efes has at the same time also lowered its debt for its beer operations making the company's debt maturity profile over the coming years manageable.
Moody's also added that it has affirmed the Baa3 rating as the negative trend for Anadolu Efes' beer operations that became apparent over the course of 2013 has reversed. This was further supported by tangible management action.
Concurrently, Anadolu Efes has reduced its debt thereby not only improving key debt-based credit metrics, but also strengthening its liquidity profile that has manageable maturities in the next 2 to 3 years.

Standard & Poor's

Following its annual review of the corporate credit rating in September 2014, Standard & Poor's ("S&P") maintained the long-term corporate credit rating and outlook of Anadolu Efes as "BBB-/Stable".

In its rating report, S&P stated that; the Stable outlook on Anadolu Efes reflects S&P's view of the Company's strong and resilient cash generation. S&P also takes into account the volatility inherent in emerging markets, which limits cash generation to some extent.

S&P expects the Company to maintain its adjusted debt to EBITDA between 1.5x and 2.0x, and to continue generating positive free cash flow, despite tightening regulation and investments in growth markets. The stable outlook also reflects S&P's assumption that the Company will continue to improve its capital structure by focusing on longer debt maturities and reducing exposure to floating interest rates.

Baa3

Moody's affirmed Anadolu Efes' "Baa3/Negative" long-term credit rating.

BBB-

S&P affirmed Anadolu Efes' "BBB-/Stable" credit rating.

Corporate Governance Compliance Report

Adopting the corporate governance understanding as an indispensable component in its activities, Anadolu Efes works within the framework of all existing regulations and the "Corporate Governance Principles", which are prepared by CMB, and adopts these principles as an important part of its management understanding. Furthermore, our Company aims to develop structures and principles that are appropriate for the conduct of our business and which will serve best for the benefit of our shareholders and other stakeholders.

As a result of the studies conducted by SAHA Kurumsal Yönetim ve Kredi Derecelendirme A.Ş. ("SAHA" - Corporate Governance and Credit Rating Services Inc.), Anadolu Efes received a Corporate Governance Rating of 80.96 and qualified for listing in the BIST Corporate Governance Index in 2008. In the subsequent years, SAHA's studies indicated a steady increase in the Corporate Governance Rating of Anadolu Efes and the Corporate Governance Rating of our company was finally revised up to 94.20 as of 23.05.2014.

The rating mentioned above was determined by attaching specific weights to the rating under four sub-categories. In this context, below is the distribution of the Corporate Governance Rating according to main categories.

Main sections	Weight	Note
Shareholders	25%	92.9
Public Disclosure & Transparency	25%	98.4
Stakeholders	15%	97.1
Board of Directors	35%	90.9
Total	**100%**	**94.2**

A copy of the Corporate Governance Rating Report, which has been published by SAHA is available on the Company's website, www.anadoluefes.com.

SECTION I. CORPORATE GOVERNANCE PRINCIPLES COMPLIANCE DISCLOSURE

Anadolu Efes conducts all of its operations within the framework of all existing regulations and the "Corporate Governance Principles", which are prepared by CMB. The Corporate Governance Compliance Report includes information regarding the application of each item of the Corporate Governance Principles by our company, as well as if there are principles which were not applied, the reasons for not applying these principles, the conflicts of interest arising from not applying these principles and whether there is a plan to change the company's management applications in the framework of the principles.

Our Company has complied with the Corporate Governance Principles issued by CMB except for the below-mentioned provisions that were voluntary, in the period of 01.01.2014-31.12.2014. There are no conflicts of interest arising from the below-mentioned provisions that are not implemented.

- In accordance with the Article 4.6.5 of Corporate Governance Principles, the remunerations and all other benefits provided to Board members and managers having administrative responsibilities are made public through our annual report. However, as it was done in the past, the declaration is not made separately for each person, but a cumulative number is given for all board members and managers having administrative responsibilities separately.
- While using mechanisms which are provided to the stakeholders such as indemnities, our company applies the provisions of the relevant legislations, but our company does not have a written indemnity policy for its employees yet, as required by article 3.1.2 of Corporate Governance Principles.
- Although in the previous years, more than one woman member was present in our Board of Directors, currently, there are no women Board members. It is recommended by the Corporate Governance Committee to the Board of Directors to include women members in the Board in the coming years and our efforts continue within this regard.
- While our Company is insured against damages that may be caused due to the faults of the members of the Board of Directors during the execution of their duties, the total annual responsibility limit of the relevant insurance is below the amount stated in Corporate Governance Principles. The total annual responsibility limit is determined according to the management's decision and currently the limit is expected to remain on its current levels.
- While announcements of financial statements, except for material events and footnotes which are mandatory to be disclosed to public in accordance with capital markets regulations, are not simultaneously being disclosed at Public Disclosure Platform in English as well as in Turkish, it is planned to include relevant statements in English at Public Disclosure Platform. On the other hand, currently these are available at the Company website.

Kamil Ömer Bozer
Corporate Governance Committee Chairman

Mehmet Hurşit Zorlu
Corporate Governance Committee Member

Dr. Recep Yılmaz Argüden
Corporate Governance Committee Member

İzzet Karaca
Corporate Governance Committee Member

Sue Clark
Corporate Governance Committee Member

Ayşe Dirik
Corporate Governance Committee Member

SECTION II - SHAREHOLDERS

2.1 Investor Relations Unit

Our company has adopted the principle of treating each shareholder equally, and the Investor Relations Department, established within our Company's Finance Directorate, continued to conduct the relations with our shareholders in 2014 as well. Investor Relations Unit plays an essential role in accordance with the protection of shareholders rights and making usage of these rights easier particularly the rights to obtain information and the rights to examine.

In accordance with the Disclosure Policy of our company, information regarding operations and performance of our company as well as other events is shared, through meetings with shareholders, investors, research specialists of intermediary institutions and other stakeholders. In addition, any type of information and explanation which may affect the exercise of the shareholders' rights are uploaded and updated on a regular basis on our website for the usage of the shareholders.

During 2014, 386 face-to-face meetings were conducted with local and international institutional and individual investors, shareholders, and analysts concerning issues related to the company's business results, performance, and other developments during the reporting period. Anadolu Efes participates in conferences in Turkey and abroad and other meetings to provide shareholders and investors information about the company. In this context, in 2014, company representatives took part in eleven conferences in Turkey and abroad and one roadshow was organized.

The individuals in charge of investor relations are as follows:

Onur Çevikel
Anadolu Efes CFO
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Fax: +90 216 389 58 63
e-mail: onur.cevikel@anadoluefes.com

Ayşe Dirik
Investor Relations Manager
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e-mail: ayse.dirik@anadoluefes.com
Licenses: CMB Capital Market Activities Advanced Level License, CMB Corporate Governance Rating Specialist License

R. Aslı Kılıç
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Ece Oktar Gürbüz
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Licenses: CMB Capital Market Activities Advanced Level License, CMB Corporate Governance Rating Specialist License, CMB Credit Rating Specialist License

The Corporate Governance Committee is responsible for monitoring the activities of the Investor Relations Unit of our company. Within this context, the Committee determines the standards for all announcements and main principles of investor relations, reviews these standards and principles and compliance with these every year, and gives necessary advices to the Board of Directors. The report that is prepared by the Investor Relations Unit regarding its activities and submitted to the Corporate Governance Committee at every meeting held by the Committee is also submitted to the Board of Directors by the Committee. In 2014, seven Committee meetings were held, whose dates are provided in Attachment-1. In accordance with the Corporate Governance Principles, Ayşe Dirik, who has been working as Investor Relations Manager, was appointed as a member of the Corporate Governance Committee, according to the Board decision dated 24.04.2014.

Details regarding the activities performed by this department in 2014 can be found in our Company's 2014 Annual Report.

2.2 Exercise of the Information Rights by Shareholders

Information requests of shareholders are evaluated in accordance with our company's Disclosure Policy. Additionally, as mentioned above, any type of information and announcement which may affect the exercise of the shareholders' rights are put and updated on a regular basis on our website for the usage of the shareholders.

Our Disclosure Policy dictates equal treatment of all our shareholders and investors, and provides that accurate disclosure with similar content reaches to everyone at the same time.

While shareholder's right to get and examine information given by laws, is not abolished or limited by the articles of association or the decision of any bodies of the company; every mechanism has been set up in order to ensure that shareholders use this right fully.

The Company's articles of association do not include an article that obstructs special audit and the management avoids any action that makes special audit process difficult. Our company acts in accordance with the relevant articles of Turkish Commercial Law regarding the right to ask for a special audit. In 2014, there has not been any request by shareholders for the assignment of a special auditor.

2.3 General Assembly Meetings

The General Assembly meetings of our company are held in accordance with the principles of the Corporate Governance Principles' "General Assembly" section.

The Chairman of the meeting has obtained the required information and has done the necessary preparations in order to conduct the General Assembly as per the Turkish Commercial Code, related laws and legislations.

In its meeting dated 24.03.2014, our Board of Directors resolved to hold the Annual Ordinary General Assembly Meeting regarding the Company's 2013 calendar year operations on 18.04.2014 Friday at 14:00 at the address "Esenkent Mahallesi, Deniz Feneri Sokak No: 4 Ümraniye/ ISTANBUL" and this resolution was announced to public the same day through Public Disclosure Platform.

The newspaper announcements including our invitation to our shareholders were published on Dünya newspaper, dated 26.03.2014, and on the Trade Registry Gazette, dated 26.03.2014.

For the year 2013, the balance sheet and income statement, Annual Report of the Board of Directors and the Corporate Governance Compliance report as its attachment, dividend distribution proposal of the Board of Directors, Independent External Audit Report and an information document regarding the agenda were made ready for the evaluation of our shareholders at our headquarters and our website at www.anadoluefes.com, 24 days earlier than the date of the General Assembly. Also the proxy documents that were required for participation via proxy to the General Assembly were made available at our website in order to ease the participation to the meeting.

On the website of our company, in addition to the announcement of the General Assembly, disclosures and statements that are mandatory to be made according to the regulations, as well as all matters required to be announced according to Corporate Governance Principles, were disclosed to shareholders. Namely;

- Total number of shares which reflect the current shareholding structure of the company and the voting rights of shares were announced on our website on the date of announcement of the General Assembly meeting.
- The General Assembly information document regarding the items on the agenda prepared for the Ordinary General Assembly Meeting which included information about the candidates, who were nominated for the independent Board memberships in line with Corporate Governance Principles. The candidates for the independent board memberships submitted written statements to the Nomination Committee, at the time that they were proposed as candidates, regarding their independence within the framework of the law, Articles of Association and the Corporate Governance Principles.
- While preparing the agenda of the General Assembly, every proposal has been given in a separate heading and these headings were made clear in a way that would not cause different interpretations. Strict attention has been paid not to use expressions such as “other”, “various (miscellaneous)” on the agenda. The information given before the general assembly has been given together with a reference to the related articles of the agenda.
- While preparing the agenda of the Ordinary General Assembly Meeting, there has not been any written requests that the shareholders delivered to the Investor Relations Unit in writing to be included on the agenda. Likewise, shareholders, CMB or other government institutions, which are related to the company, have not delivered any written agenda item requests to be added to the agenda.
- In order to increase the attendance of the shareholders to the General Assembly, it is aimed to hold the meetings without causing any inequalities between shareholders and enable shareholders to attend these meetings with a minimum cost. In this context, the 2013 Ordinary General Assembly Meeting was held on 18.04.2014 in İstanbul where the headquarters of the company is registered, also in accordance with the articles of association.
- The chairman of the Ordinary General Assembly has taken specific care in conveying the information about the subjects on the agenda objectively and in a detailed, clear and unbiased way. The shareholders have been given opportunities under equal conditions in explaining their considerations and questions. The chairman of the General Assembly has made sure that the questions asked by the shareholders and the questions which were not considered as trade secret have been answered directly in the General Assembly meeting. During the Ordinary General Assembly Meeting, there has not been any question irrelevant to the topics on the agenda or extensive such that they cannot be answered immediately. Questions asked during the General Assembly meeting and responses to these were recorded in the meeting minutes.
- In accordance with the Corporate Governance Principle article 1.3.7., there has not been any transaction in which persons who have privilege to access company information, had done on their behalf within the company’s field of activity.
- The board of directors and other related persons, the ones who have responsibility in preparing the financial reports, and auditors have been present in the General Assembly meeting in order to provide the necessary information and answer the questions about the important subjects on the agenda in particular.
- Although there is no such article on our articles of association, the General Assembly meetings of our company are open to public including the stakeholders and the media without having the right to speak. In the Ordinary General Assembly Meeting held in 18.04.2014, there were no attendances by any stakeholders or the media apart from Company representatives that are mentioned in the previous provision.

- There has not been any transaction that required the approval of the majority of the independent Board members for the Board of Directors to take a decision, and where the decision was left to be resolved by the General Assembly because this condition was not met.
- Shareholders who have a management control, members of the Board of Directors, managers with administrative responsibility and their spouses, relatives by blood or marriage up to second degree have not conducted a significant transaction with the company or subsidiaries thereof which may cause a conflict of interest, or/and conduct a transaction on behalf of themselves or a third party which is in the field of activity of the company or subsidiaries thereof, or become an unlimited shareholder to a corporation which operates in the same field of activity with the company or subsidiaries thereof. There were also no transactions conducted by persons who have the opportunity to access information of the company in a privileged way, on their behalf within the scope of the company's field of activity.

The 2013 Annual Ordinary General Assembly Meeting of our Company was held on 18.04.2014 with the participation of a total of 536,439,535.23 shares (91%) out of 592,105,263 shares constituting the capital amounting to TRL 592,105,263.00 of the Company.

Meeting minutes and List of Attendees were announced to public at the same day with the General Assembly through the Public Disclosure Platform. The General Assembly meeting minutes and Lists of Attendees are also available for the information of our shareholders at our website.

The following decisions were taken at the 2013 Ordinary General Assembly Meeting of our company:

The Annual Report of the Board of Directors and reports of Board of Auditors and the Independent External Audit Company, as well as the financial statements for the calendar year 2013, were discussed and approved.

The information was given to shareholders on the amounts and beneficiaries of donations and grants made by the Company in 2013; on any suretyship and guarantees granted or pledges including mortgages instituted by the Company in favor of third parties and related income and benefits; on the payments made to Board members and senior management within the scope of the "Compensation Policy", under separate agenda items at the General Assembly. While our Company does not have a separate policy under the name of "donations and grants policy", the issue is comprehensively covered at the Articles of Association.

The Board memberships of IZZET KARACA and DAMIAN PAUL GAMMELL, who were appointed on 03.12.2013 and 04.02.2014 respectively, were approved by the General Assembly. Members whose terms of duty were completed; TUNCAY ÖZİLHAN, SALİH METİN ECEVİT, RECEP YILMAZ ARGÜDEN, MEHMET CEM KOZLU, MEHMET HURŞİT ZORLU, DAMIAN PAUL GAMMELL, ALAN CLARK, AHMET DÖRDÜNCÜ (Independent member), ÖMER BOZER (Independent member), MEHMET METE BAŞOL (Independent member) and İZZET KARACA (Independent member) were appointed in lieu of the released Directors of the Board for one year term.

The selection of the Başaran Nas Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. as the external audit company for 2014-2015 fiscal year was approved.

It was decided not to distribute dividends, as no distributable profit was recorded in the legal records of our Company for the period January-December 2013.

The revision in the Dividend Distribution Policy was discussed, put to vote and accepted.

2.4. Voting Rights and Minority Rights

While our company avoids practices which make the use of voting rights difficult, the mechanisms have been set in order to enable every shareholder, including the cross-border ones, to use their voting rights in a proper and simple way. In this context, according to the Article 26 of the articles of association of the company regarding

"Participation to General Assembly via Electronic Means", shareholders having the right to attend the General Assembly can attend the meeting electronically in accordance with article 1527 of Turkish Commercial Law. In accordance with this article of articles of association, at the 2013 Ordinary General Assembly meeting, shareholders and their representatives were able to use their rights as mentioned in the regulation.

While utmost care is given to the use of minority rights, our articles of association regulates the usage of all minority rights in accordance with regulations. While, Corporate Governance Principles enables provision of minority rights to shareholders with less than 1/20 share in capital in the articles of association; articles of association of our company does not include any article broadening the extent of minority rights compared to Law.

There are no privileged shares among the shares representing the paid-in capital of our Company. There is no cross shareholding relationship with the majority shareholders of our Company.

As there is no cross-ownership associated within our Company, therefore there occurred no voting in the General Assemblies of such companies.

2.5 Dividend Right

There is no privilege granted to shareholders regarding the distribution of dividends.

Within the framework of compliance with Corporate Governance Principles, our Dividend Policy has been resolved to be handled as a written policy starting from 2005.

In its meeting held on 21.03.2014, our Board of Directors resolved to revise the Dividend Distribution Policy of the Company in accordance with the Capital Markets Board's Communiqué on Dividends dated 23.01.2014 numbered II-19.1. The revised policy was approved by our shareholders at the Ordinary General Assembly dated 18.04.2014.

In its meeting held on 07.03.2014, our Board of Directors resolved not to distribute dividends, as no distributable profit was recorded in the legal records of Anadolu Efes for the period January-December 2013, and to submit this decision to the approval of the General Assembly. This proposal was approved at our Annual Ordinary General Assembly dated 18.04.2014.

While dividend policy of our company is available on our website and annual report, detailed explanations and tables regarding the distribution of profit for the year 2014 are also provided in our Company's 2014 Annual Report.

2.6. Transfer of Shares

There are no provisions contained in the Company's Articles of Association restricting the transfer of shares, or provisions causing the transfer of shares difficult.

SECTION III - PUBLIC DISCLOSURE AND TRANSPARENCY

Acting in compliance with the principles regarding Public Disclosure and Transparency of Corporate Governance Principles, our Disclosure Policy regulates such matters; information which will be disclosed apart from the ones pointed out in the legislation, how frequently and in what ways these information's shall be disclosed, how frequently the board and the managers shall meet with the media, how frequently meetings shall be arranged to inform the public, which method shall be followed in answering the questions to the company, etc.

The information which will be disclosed to the public should be helpful in decision making process of the persons and institutions and should be prepared on time, accurately, completely, comprehensibly, interpretably, and accessible with low costs with ease at "Public Disclosure Platform" (www.kap.gov.tr) and our company's website for public use. Besides, Central Registry Agency's "e-GOVERNANCE: Corporate Governance and Investor Relations Portal" is used directly and effectively to give information to the shareholders.

During the year, 26 special case announcements were made in accordance with CMB regulations. All of the public disclosures were made on time and released on our website simultaneously.

While the Investor Relations Unit working within the Finance Directorate is responsible for pursuing the Corporate Disclosure Policy in co-ordination with the Corporate Governance Committee, the details of individuals in charge are presented under the section "Investor Relations Unit".

While announcing its year-end financial results, our company regularly discloses its expectations for the following year along with assumptions and the data on which these assumptions are based, through an information document available to public. During the year, in the case where estimates and the base for these expectations are not realized or it is understood that they are not going to be realized, the updated expectations are shared with public with the required explanation.

In its meeting held on 28.03.2014, our Board of Directors resolved to revise the Disclosure Policy of the Company in accordance with the "Communiqué on Material Events" dated 23.01.2014 numbered II-15.1. The revised Disclosure Policy is available at our Company website.

3.1 Corporate Website and Its Content

Our corporate website is at www.anadoluefes.com. In order for international investors to use it, our website is prepared in both; English and Turkish. In public disclosure, our website is used actively and the information given on the website is updated on a regular basis. The information on our website is the same and consistent with the announcements which are done in accordance with the relevant regulation and it does not include conflicting or missing information. The letterhead of our company includes our website address. In our website, all information required as per Article no 2.1 in Section 2 of Corporate Governance Principles is available.

While announcements of financial statements, except for material events and footnotes which are mandatory to be disclosed to public in accordance with capital markets regulations, are not simultaneously being disclosed at Public Disclosure Platform in English as well as in Turkish, it is planned to include relevant statements in English at Public Disclosure Platform. On the other hand, currently these are available at the Company website.

3.2. Annual Report

The annual report of our company is prepared in detail in a way that the public may access to the full and accurate information about the operations of our company, and includes information which is required in Article no 2.2.2 in Section 2 of the Corporate Governance Principles in addition to the related regulations and the other requirements specified in other parts of the Corporate Governance Principles.

SECTION IV - STAKEHOLDERS

4.1. Informing the Stakeholders

Stakeholders are persons, associations or interest groups such as employees, creditors, customers, suppliers, trade unions, several non-governmental organizations who are related to the matters on achieving the company's targets or that are related to the company's activities. Our company protects stakeholders' rights in transactions or activities conducted for the company which are set by the regulations or through the mutual contracts signed. If the rights of the stakeholders are not protected by regulations or with the mutual contracts, our company spends maximum effort to protect the rights of the stakeholders as much as possible in line with company means and within bona fide rules. Our Company acts in accordance with the Corporate Governance Principles regarding its relations with its stakeholders, and has established all necessary mechanisms. In the case of conflicts of interest that rise among the stakeholders or when a stakeholder is involved in more than one interest group; a balanced policy, as far as possible shall be followed with regard to protection of the vested rights and each right is aimed to be protected independently.

While using mechanisms which are provided for the stakeholders such as indemnities, our company applies the provisions of the relevant legislations. But our company does not have a written indemnity policy for its employees yet as required by the non-mandatory Article no 3.1.2 of Corporate Governance Principles.

Creating timely and applicable solutions to problems related to the employees and other stakeholders, in order to maintain the satisfaction of all the stakeholders, is one of the key policies of the Company. Our employees, suppliers, customers and consumers are informed on matters related to them in different ways.

The Efes Communication Line that is currently active (444 EFES / 444 33 37) serves 6 days of the week excluding Sundays between 09:00-18:00. The incoming calls are immediately replied and are resolved within specific time periods by the pre-determined responsibles of relevant departments.

Information exchange with customers and suppliers is ensured by periodic dealer meetings as well as site meetings held by individuals in charge in relevant locations. Furthermore, customers and suppliers are capable of transmitting their problems to our Company via the dealer meetings and through oral or verbal applications submitted to the Company's management.

Meetings are held with our suppliers so as to improve the quality of the current materials as well as on other sectoral developments and pilot activities are conducted with respect to the co-produced projects.

Through the wide data information network established with its customers, the Company can exchange information on a real-time basis.

Our company conducts training programs to enhance the development of the employees. These development programs include class education, e-learning, on the job training and knowledge sharing. For this purpose, in-house developed systems using internet platforms are also used.

The necessary mechanisms are formed by the Corporate Governance Committee in order for the stakeholders to communicate with the "Corporate Governance Committee" or the "Audit Committee" about Company's practices which are contrary to the legislation and unethical. On the other hand, according to its own charter, the Audit Committee is responsible for monitoring whether a system regarding compliance to the Company's code of business conduct and ethical rules is established by the management. Additionally, the Audit Committee reviews whether the management monitors Company's compliance to code of business conduct and code of ethics, makes fraud risk assessments and gives code of business conduct and fraud and code of ethics trainings to Company employees.

Stakeholders are sufficiently informed about afore-mentioned Company policies, procedures etc. regarding the protection of their rights, via several channels including emails, corporate website etc.

4.2 Participation of the Stakeholders in Management

Models supporting the participation of the stakeholders, primarily company's employees, to the management are developed in a manner not to hinder the activities of the corporation. Relevant actions are summarized below:

Employees are capable of transmitting their value adding suggestions to the management via our ino-port system, which is the Anadolu Group Innovation Portal. In addition, "Human Resources Request & Improvement Line" that facilitates submission of requisitions and improvement requirements regarding the services provided by our Human Resources function is used effectively by our employees.

Periodically, a study for Measuring Employee Loyalty is conducted and employees can also transmit their requests and suggestions for improvement regarding the company they are involved in via this way.

In order to manage the relationships with our employees working in our subsidiaries and affiliates in Turkey and in international operations, as well as to manage the corporate information flow, we launched a web-based intranet system in 2009. On the "Suggestions" field of this platform, the employees are allowed to post their requests directly to Human Resources department. As of 2013, our Human Resources Portal has been launched and our employees can obtain many human resources services via this portal which is an extensive self-service application.

As per our main system requirements, indicators designated under strategic planning process are reviewed through meetings held.

With the Efes Communication Line, complaints or claims from our customers, suppliers or consumers are replied and remedied within prescribed periods by designated officers in charge at relevant units and all incoming requests are stored in electronic media, allowing the monitoring and reporting of progress in customer satisfaction. In addition, the performance of our suppliers in terms of quality, price and delivery are monitored on our computer systems where they are scored and benchmarked on periodic basis.

In production processes, utmost care is given to quality standards and the quality of our products is under the guaranty of our company.

New product developments are steered by Customer-Consumer research results and product improvement and development work is conducted in accordance with the demand from the market with product, package and technology investments.

Within the context of trade secret, confidentiality of the information about the customers and the suppliers is taken care of. Regarding the important decisions that give rise to an outcome for the stakeholders, the opinion of the stakeholders is taken.

4.3. Human Resources Policy

Our company's human resources policy and practices in this area are in line with all of the principles of Section 3 Article no 3.3 of Corporate Governance Principles.

Our human resources mission is to develop human resources strategies and coordinate the application of human resources systems in our operations in line with our company's vision and mission and strategies in order to support our strategic growth and profitability strategies through increasing productivity of our employees, as well as establishing a qualified, motivated, loyal workforce. In line with our human resources mission our key strategy is to build up a satisfied, highly motivated and well-educated workforce that works as a team and continually develops, operates on knowledge and focuses on Company targets. Our human resources strategy is also disclosed publicly in our website.

The Human Resources Strategy of our company is designed in line with our vision and mission in order to support our strategic business plan and implemented under the following headings:

(1) Increasing organizational efficiency
(2) Centralized Strategy, Local Policy Development
(3) Right Person for the Right Position,
(4) Maintaining a Dynamic & Proactive Structure,
(5) An Unreplicated Human Capital that Creates Competitive Advantage.

Our Company gives great importance on training at all stages and at all levels in order to prepare our employees to the future. We "INVEST IN PEOPLE" through established systems where we present this importance in a transparent way. In this context, in order to develop leaders, to form a common management language and to strengthen our culture that supports continuous learning, corporate development practices have been in action since 2010 under the system "Academia Efes".

In addition, through an e-learning platform over the internet, it is aimed to improve the personal and occupational knowledge and skills of our employees. Via this platform, we are able to reach mass of employees in a short time period with the trainings which are designed interactively. The attendance is tracked on the system and exams are held in order to measure knowledge as well.

"Efes Quality Circle" project, whereby our employees voluntarily solve the problems in their respective work areas, enable a better environment for communication, creativity and innovation while contributing to our employees' personal development and hence increasing their motivation. Parallel to monetary benefits and internal development, "Efes Quality Circle" activities also provide abstract benefits like development of responsibility, proving oneself, innovation and creative thinking, as well as job satisfaction.

It is essential to implement fastidiously any resolution rendered by our Board of Directors in the pertinent field of activity. Monitoring of such applications is conducted within the framework of the designated Critical Performance Criteria focused not only on the operating performance but also profitability. The annual performance targets we have designated for our employees in line with the relevant criteria allow not only the qualitative measurement but also the indicator-based quantitative assessment of our management policies. There is no share purchase plan designed for employees.

One of our Group's commitments towards its employees in the course of every relationship, which is part of our working principles and followed strictly without any concession, is not to make any discrimination in terms of race, skin color, age, nationality, gender and religious beliefs. We take pride in different aspects and cultural diversification of our employees and consider such diversification a valuable tool for advancement towards a common objective.

In every Human Resources practice spanning from the initial recruitment to the training, compensation, career and financial means granted, equal opportunity is provided to all employees. No complaints, in particular on discrimination, have been raised by any of our employees within the period.

We are committed to respect and protect the rights granted to our employees by law and regulations.

Relations with blue-collar workers are regulated according to the collective bargaining agreement, and in the context of the agreement, 7 head representatives and 12 union representatives work in our 4 breweries and 2 malteries in Turkey. These representatives are responsible for communicating the requests, complaints and problems of our blue-collar workers to the senior management, following up the results of these, representing the employees in platforms such as Occupational Safety Board and Disciplinary Board and protecting their legal rights within the Collective Bargaining Agreement and the Legal framework. In addition, for both our blue-collar and white-collar workers, there is a Business Partnership organization deployed in our headquarters within our human resources structure and 10 regional human resources supervisors in total are affiliated to this organization. As a requirement of their job description, the afore-mentioned business partners and human resources supervisors are responsible for evaluating the requests, complaints and problems conveyed by employees and following up the results of the processes regarding these requests, complaints and problems, in coordination with the senior management.

In addition, representatives have been designated to conduct the relations with employees. For white-collar workers, a "Health and Security Worker Representative" has been selected to represent the workers on issues of occupational health and security. The duties and authorities of such representative that is selected by the workers at the workplace, as per Occupational Health and Safety Statute, are as follows:

One or more workers act as the "Health and Security Worker Representative" and participate in studies for health and security in the workplace, monitor the studies, request for measures and precautions, give suggestions and represent workers in similar matters particularly on health and security.

For blue-collar workers, a "Trade Union Representative at the workplace" is present as set forth in the collective bargaining agreements.

The trade union representatives fulfill the following delegated tasks to ensure occupational peace, maintain and safeguard the balance between the worker and the employer:
a) Ensuring the cooperation and occupational peace between the worker and the employer at the workplace,
b) Examining the demands and complaints of workers, persuading the worker in withdrawing its unreasonable demand or complaint, reflecting any demand or complaint that it will find reasonable in his sole discretion to the employer (the representative may not be penalized for his/her discretion in this process.)
c) Striving to settle amicably, conflicts or disputes to arise between the worker and employer,
d) Seeking remedies for problems that may arise in connection with implementing these contractual provisions and if necessary, conveying the matter to the employer after consulting with workers.
e) Striving to prevent, to the extent of his/her authority, any illegalized attempt or behavior, refraining from getting involved in such attempts or behaviors,
f) Regulating the relationship of workers that are trade union members with the trade union,
g) Ensuring the uninterrupted execution of the contract,
h) Transmitting any matter that he/she could not settle at the workplace to his/her affiliated branch/department in writing,
i) Fulfilling all other liabilities imposed by the legislation.

While safe working environment and conditions are provided to the employees, General Occupational Health and Safety trainings, which require the participation of all employees, are organized by our company periodically.

Job descriptions of all employees of the company can be reached through the corporate portal. Performance evaluation is carried out through an online system, and evaluation and compensation criteria as well as expectations are shared with the employees in the system starting from the beginning of the year.

4.4. Ethical Rules and Social Responsibility

Ethical rules are highly respected within our Company and these merits have been exercised for years within the corporate culture of Anadolu Group, our parent company, and our all operations are performed within this context. Anadolu Group and Efes Beer Group Working Principles, which form our ethical values, are disclosed publicly in our website, whereas the minimum ethical rules with respect to environment, discrimination, child employees and union rights have been included to public in our annual report and website.

Detailed explanations regarding the activities of our Company within the framework of social responsibility can be found in our Company's 2014 Annual Report.

SECTION V– BOARD OF DIRECTORS

5.1. Structure and Composition of the Board of Directors

Our Board which consists of at least 7, at most 13 members according to articles of association, currently is composed of one Chairman, one Vice Chairman and 9 members, totaling to eleven members.

Tuncay Özilhan	Chairman
Alan Jon Clark	Vice Chairman
S. Metin Ecevit	Member
Dr. Recep Yılmaz Argüden	Member
Mehmet Cem Kozlu	Member
Mehmet Hurşit Zorlu	Member
Damian Gammell	Member
Ahmet Cemal Dördüncü	Independent Member
Kamil Ömer Bozer	Independent Member
Mehmet Mete Başol	Independent Member
İzzet Karaca	Independent Member
Ahmet Boyacıoğlu	Consultant

The curriculum vitae of the Board members which also include their responsibilities outside of our Company are provided both in 2014 Annual Report and the website of our Company. There are no rules established by our Company regarding the Board Members taking responsibilities outside of

Our Company however the requirements of the Corporate Governance Principles are applied on this issue. In this respect, the outside positions held by the Board Members are as follows:

Board Member	Outside Positions Currently Held by the Board Members
Alan Jon Clark	Chief Executive, SABMiller
Dr. Recep Yılmaz Argüden	Chairman - ARGE Consulting, Rothschild Turkey; Board Member - Coca-Cola İçecek A.Ş., Doğuş Oto A.Ş., UN Global Compact; Chair of Local Networks Advisory Group - UNGC
Mehmet Cem Kozlu	Consultant - TCCC Eurasia &Africa Group and Yazıcılar Holding; Chairman - Noktacom Medya İnternet Hizmetleri A.Ş. and Evyap Asia (Singapour); Board Member - Coca-Cola Satış ve Dağıtım A.Ş., Anadolu Endüstri Holding, Anadolu Kafkasya Enerji Yatırımları A.Ş., Anadolu Termik Santralleri Elektrik Üretim A.Ş., Kamil Yazıcı Yönetim ve Danışmanlık A.Ş., The Marmara Hotels&Residences and Pegasus Airlines
Ahmet Cemal Dördüncü	CEO - Akkök Sanayi Yatırım ve Geliştirme A.Ş.; Board Member - Anadolu Isuzu, Coca-Cola İçecek A.Ş., International Paper; Vice Chairman - Corporate Governance Association of Turkey (“TKYD”)
Kamil Ömer Bozer	Board Member - Anadolu Isuzu, Adel Kalemcilik, Martı GYO, Martı Otelcilik ve Turizm A.Ş.; Management Committee Member - Kıraça Holding A.Ş.
Mehmet Mete Başol	Board Member - Coca-Cola İçecek A.Ş., Nurol Yatırım Bankası

The Board Members that are not listed in the table above hold seats at the boards of various Anadolu Group companies.

According to the articles of association, the Board elects a Chairman and a Vice Chairman every year. The chairman is responsible for managing the Board meetings, ensuring that negotiations are held in order and the discussions during the meetings are recorded. While authorization of the Chairman of the Board, Board members and company executives are defined in the articles of association, no one in the company is given an unlimited decision making power.

In its meeting held on 04.02.2014, our Board of Directors decided to appoint Mr. Damian Gammell for the place vacated by the resignation of Mr. Alejandro Jimenez from his duty as a member of the Board of Directors as of 31.12.2013, to complete the term of duty of Mr. Alejandro Jimenez and to be submitted to the approval of the earliest General Assembly to be held.

The existing Board of Directors executed its duties until 18.04.2014 and candidates for the Board of Directors membership were submitted to the approval of the General Assembly at its meeting held on 18.04.2014.

According to the Corporate Governance Principles, our Board of Directors is required to be composed of at least four independent members. Similarly according to relevant regulations, in the case where a separate Nomination Committee cannot be established due to the Board structuring, the Corporate Governance Committee can fulfill the responsibilities of this committee. In this respect, the Corporate Governance Committee assessed the candidate proposals of Ahmet Cemal Dördüncü, Kamil Ömer Bozer, Mehmet Mete Başol, İzzet Karaca to become an independent member, including the ones proposed by the board and shareholders, by taking into consideration of whether or not the candidate meets the independency criteria and submitted this assessment as a report dated 03.02.2014 to the Board. The candidates for the independent board membership submitted their written statements to the Nomination Committee at the time they were proposed as candidates, that they are independent within the framework of the law, articles of association and the principles.

The written statement by all independent Board members declaring their independent status in the context of the principles in the regulatory framework, articles of association and the communiqué is as follows:

I hereby declare and state that;

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same,
- I was not a shareholder of (%5 and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election as a member with the exception of employment as a university professor provided that such employment is in compliance with the laws and regulations that are applicable to universities,
- I am assumed to be a resident in Turkey in accordance with the Income Tax Law dated 31.12.1960, numbered 193;
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange

and thus I shall carry out the duties imposed upon me due to my being a board member as an independent member.

In accordance with the report of the Nomination Committee, the Board's decision to appoint Ahmet Cemal Dördüncü, Kamil Ömer Bozer, Mehmet Mete Başol and İzzet Karaca as independent Board members, was sent to CMB for opinion on 10.02.2014. CMB informed our Company that it delivers no negative opinion on independent membership of these candidates, via its written statement dated 20.02.2014.

Therefore, the precise independent Board membership candidates list and information about the candidates was disclosed to public through an information document released with the announcement of the General Assembly. Assignment of candidates whose curriculum vitae were submitted in the information document, was approved at the General Assembly dated 18.04.2014 and came into force. Individuals who were elected as Independent Board Members were neither registered nor declared on behalf of a corporate identity.

While there is one executive Board member (Damian Gammell), other members are non-executive Board members. According to our articles of association, the office terms of Board members are up to three years, and it is possible for these members to be re-elected.

In 2014, there arose no situation which revoked the independence of independent members of the Board of Directors.

While our Company is insured against damages that may be caused due to the faults of the members of the Board of Directors during the execution of their duties, the total annual responsibility limit of the relevant insurance is below the amount stated in Corporate Governance Principles. The total annual responsibility limit is determined according to the management's decision and currently the limit is expected to remain at its current levels.

Although in the previous years, more than one woman member was present in our Board of Directors, currently, there are no women Board members. It is recommended by the Corporate Governance Committee to the Board of Directors to include women members in the Board in the coming years and our efforts continue within this regard.

5.2. Working Principles of the Board of Directors

The Board of our company executes its activities transparently, accountably, fairly and responsibly in accordance with the requirements set by the Corporate Governance Principles.

The Board has a leading role to protect the efficient communication and to eradicate and find solutions for disagreements between the company and the shareholders. For this purpose the Board conducts its roles with a close cooperation with the Corporate Governance Committee and Investor Relations Unit.

In accordance with Article no 4.4.1 of Corporate Governance Principles, the Board gathers as often so that it performs its duties effectively. The gathering procedures and frequency of Board meetings, meeting and resolution quorum, process of asserting objections and the validity of Board resolutions are explicitly laid down in our Company's Articles of Association. In this context, the Board holds its ordinary meetings five-six times a year and the Board members also convene upon any extraordinary situation and negotiate and render resolutions on critical agenda issues. In accordance with our Articles of Association, majority of the members of the Board of Directors participates to the Board meetings and board decisions are taken with the vote of the majority of the total members of the Board.

The rate of participation of Board Members in these four meetings during the year 2014 has been 98% and Board members aim attending every meeting and present an opinion. When there are dissenting opinions on reasonable and detailed grounds regarding the questions asked or different opinions expressed by Board members, these are recorded in the meeting minutes.

The agenda of Board meetings comprises of the agenda issues designated in the previous Board meeting for further negotiation in the next meeting along with the issues designated by the related Group President. However, before the meeting, a Board member may propose the Chairman of the Board to make a change in the agenda. The opinion of a member, who did not attend the meeting but submitted his opinion to the Board in written format, is also submitted for other member's review.

Dates of the Board meetings are determined at the beginning of the year and accordingly the Board members are notified of the meeting dates. Furthermore Board members are also notified by means of a formal memorandum and report at least one week prior to any meeting. A secretariat is established for the meetings and all questions raised during the meetings and all issues negotiated are recorded into meeting minutes.

Each member in the Board has one voting right and Board Members do not have the right of weighted vote and/or power of veto. Board meetings are held in accordance with Article no 4.4.6 of Corporate Governance Principles.

Meeting minutes that have the nature of trade secrets are not disclosed to the public. However all of the critical matters resolved are announced through public disclosures.

The Board resolutions related to the related party transactions of our Company are taken with the majority vote of the independent members; in accordance with the Corporate Governance Principles.

There were no transactions that are in the scope of the significant transactions as described in Article 1.3.9 of Corporate Governance Principles, in 2014.

5.3. Number, Structure and Independence of the Committees established under the Board

According to Article no 4.5.1 of Corporate Governance Principles, in order the board to perform its duties properly, an Audit Committee, a Corporate Governance Committee, a Nomination Committee, an Early Determination of Risk Committee and a Remuneration Committee should be established, however, in case a separate Nomination Committee, Early Determination of Risk Committee and Remuneration Committee cannot be established due to the structure of Board, Corporate Governance Committee may fulfill the responsibilities of these committees. In this context, in addition to the Audit Committee and Corporate Governance Committee that were already present in our company, Committee for Early Detection of Risks was established according to the Board resolution dated 07.06.2012. Responsibilities of committees that are not present within Board of Directors are fulfilled by the Corporate Governance Committee according to Corporate Governance Principles.

According to Article no 4.5.2 of Corporate Governance Principles, the scope of duties, the working principles and the members of the committees' are identified and disclosed to the public by the Board. In this context, in line with the Principles, Charters regarding functions and working principles of Committees were approved on 29.06.2012 and disclosed to public on our company website at www.anadoluefes.com. Charters of the Audit Committee and Corporate Governance Committee that were revised in accordance with the new Corporate Governance Principles were approved on 06.03.2014 and were made available to public at our corporate website. There arose no necessity to revise the Charter of the Committee for Early Detection of Risks according to the new principles.

Apart from this, Article no 4.5.3 of Corporate Governance Principles requires all members of the Audit Committee and the chairman of other committees to be selected from independent Board members. In this context, selection of chairman and members to Committees was done through Board resolution dated 24.04.2014 for one year, was in line with this Corporate Governance Principle. Likewise, in line with the Principles, the chief executive/general manager does not have a role in any of the committees. Except from Hurşit Zorlu, who is a member of both Corporate Governance Committee and Early Determination of Risk Committee as his knowledge and experience is useful for both committees, and due to the same reason, Ahmet Cemal Dördüncü, who is a member in the Audit Committee as well as the Chairman of the Early Detection of Risk Committee; other Board members do not have a role in more than one committee.

Members of the committees constituted within the Board are as follows:

	Independent/ Not Independent	Executive/ Non-executive
Audit Committee		
Mete Başol-Chairman	Independent	Non-executive
Ahmet Cemal Dördüncü-Member	Independent	Non-executive
Corporate Governance Committee		
Kamil Ömer Bozer-Chairman	Independent	Non-executive
Hurşit Zorlu-Member	Not Independent	Non-executive
Dr. Recep Yılmaz Argüden-Member	Not Independent	Non-executive
İzzet Karaca-Member	Independent	Non-executive
Sue Clark-Member	Not Independent	Non-executive
Ayşe Dirik-Member	Not Independent	Executive
Committee for Early Detection of Risks		
Ahmet Cemal Dördüncü-Chairman	Independent	Non-executive
Metin Ecevit-Member	Not Independent	Non-executive
Hurşit Zorlu-Member	Not Independent	Non-executive
Dieter Schulze*-Member	Not Independent	Non-executive

* *Mr. Dieter Schulze has been appointed as the member of the Committee for Early Detection of Risks for the place vacated by the resignation of Mr. Mauricio Restrepo effective as of 31.10.2014.*

Evaluation of the Board of Directors regarding the working principles and efficiency of Committees constituted within the Board is presented as attachment to Corporate Governance Compliance Report (Attachment 1).

5.4. Risk Management and Internal Control Mechanism

The aim of risk management and internal control mechanism is the protection of the value of the assets of the company, operational safety and pursuing sustainability. Intended for this aim, risk management and internal control mechanisms have been established within the Company and fundamental principles with respect thereto are being announced via our annual report and website.

Identification of all the existing and potential risks for the Company, development of practices for obtaining competitive advantage and sustainability by minimization of the identified risks and monitoring of such practices constitute the basic starting point of the risk management system.

The Committee for Early Detection of Risks is established within the Company for early detection of risks that might endanger the existence, development and perpetuation of the Company and to implement measures required against the risks determined as well as the management of risks. The Committee for Early Detection of Risks convenes as often as deemed necessary for the effectiveness of the work, at least two times per annum and regularly briefs the Board of Directors of the Company about its meeting resolutions, important sightings and recommendations.

Enterprise Risk Management (“ERM”) project is being carried out within the Company with the support of consultants, in order to define, evaluate and monitor the current and potential risk factors that may affect reaching the goals of the Company; to determine the principles regarding management of relevant risks in accordance with the risk taking profile of the Company; and using these in decision making mechanisms.

Existing or potential risks for our Company are defined below:

Financial risk; assets and liabilities risk, credibility, equity/ debt ratio, exchange rate risk and other factors that can affect the Company’s financial status.

Strategic Risk; risk factors such as shareholders, investor relations, mergers and acquisitions that may affect the sustainable growth of the Company, corporate governance structure, company and brand value.

Operational risk; risks that may affect every part of the business from the suppliers to the customers, and so the processes including business continuity, compliance, reputation, occupational health and safety.

Environmental risk; risk factors such as fire, earthquake, etc. that can affect the Company's business continuity and safety.

Performance and risk indicators are used as early warning systems in order to trace risks and take necessary precautions on time. The SAP system that is integrated to all procedures in the Company is an efficient technological decision support system that is used for this purpose.

SAP supplies operational results in real time that eliminates the human error and improves the efficiency of the early detection of risks and internal control system. On the other hand, our high technology internal communication system enables us to quickly act and generate immediate solutions to problems as they occur.

Within the finance function, the actual results are compared to the budgeted figures on a regular basis and any deviations are analyzed.

The "Guarantee - Risk Management System" devoted to tracking customer risks has been put into service. Accordingly, purchasing limits applicable to our customers have been established and our systems are designed to prevent any product shipments in excess of prescribed limits.

Internal Control Mechanism can be defined as all practices aimed to eliminate circumstances that may affect reaching the goals of the Company negatively and/or reduce their effects and possibility. Standard definitions, policies and procedures, job descriptions and delegation structures regarding business processes constitute the basis of internal control system. In this context, holistic internal control systems including preventive and reformative ones have been established by the management, in order for the company to carry out Company's business effectively and efficiently. Through internal control systems established within the company, it is aimed to provide effectiveness and efficiency of operations, trustworthiness of the financial reporting system, compliance with regulations, and assurance regarding these issues. The relevant internal control systems are also intended to protect the assets, reputation, sustainability and profitability of the company. An internal audit function has been established within the Company. This function is organized comprising of both the headquarters and our subsidiaries, and conducts process audits investigating the efficiency of the general control environment, corporate governance and risk management structures of our company, in accordance with the laws and regulations regarding International Audit Standards, also benefitting from the auditors of Anadolu Group, who are specialized in their areas.

The execution of the accounting system of the Company, the disclosure of financial information to the public, the external audit of the Company and supervision of the functioning and efficiency of the internal control system are mainly carried out by the Audit Committee established by the Board of Directors of the Company. While carrying out the relevant function, the Audit Committee utilizes the findings of the Independent Audit, and Certified Councillorship, Internal Audit Directorate and Risk Management Directorate of Anadolu Group.

The authorities and responsibilities are defined in writing in the internal control mechanism of the Company. Within this framework, the rules governing the fulfillment of tasks by functions in their respective business areas and the holders of such responsibilities are explicitly defined. The internal control mechanism is equipped with the following features:

- Purposes and principles of activities are explicitly defined.
- The current and potential risks of the Company are defined and constantly being monitored.
- Regular reporting is made to executives.

Issues to be approved as per chart of authorities are provided to executives electronically accompanied with detailed remarks and viewed, scrutinized and approved by several executives within pre-determined limits.

Investments within the annual budgets and business plans allow us to use the state-of-the-art technology in our facilities and the most up to date technology prevailing in the global brewing industry is utilized.

All our facilities are insured in order to minimize the environmental risks, and investments for backup systems are being made against any data loss due to extraordinary events.

Additionally, environmental factors and extraordinary situations are monitored on an immediate basis and investigations are made to take necessary measures against the causes to minimize financial risk.

5.5. Strategic Objectives of the Company

While the authorization and responsibilities of the Board members are clearly listed in our articles of association, the duties and responsibilities that are carried out by Board members de facto include:

- Setting the vision and mission of the company,
- Setting the strategic targets of the company,
- Determining the human and financial resource needs of the company,
- Auditing the performance of the management,
- Approving the budget and working plans of the company,
- Checking whether the company reaches its targets, examine results of operations,
- Ensure that the operations of the company are in line with regulations, articles of association, internal rules and policies,
- Examine Corporate Governance Principles of the company and improve missing points,
- Form the committees of the Board and ensure their operability.

While The Board manages and represents the company and is particularly loyal to company's long-term interests by keeping the risk, growth and return balance of the company at the optimum level through taking strategic decisions and with rationalistic and prudent risk, it is responsible for the company to reach its preset and publicly disclosed operational and financial performance targets. In this context, related Directorships make annual budgets and business plans every year and submits them to the Board. As a result, the operating results which are held in accordance with the plans throughout the year are continuously compared with the budget that was approved by the Board of Directors and the reasons of the deviations are analyzed.

5.6. Financial Benefits

In accordance with the decision taken on Annual Ordinary General Assembly, our company does not make any payment to Board members except for the independent Board members. On the Ordinary General Assemble dated 18.04.2014, it was decided to make an annual net payment of TRL 66,000 on a monthly basis, to each independent Board member aiming to secure their independency. Apart from this, there is no other payment or benefit made to the Board members. In accordance with the Article 4.6.5 of Corporate Governance Principles, the remunerations and all other benefits provided to Board members and managers having administrative responsibility are made public through our annual report. However, the declaration is not made separately for each member, but a cumulative number is given for all board members and managers having administrative responsibility separately.

The company has not lend any money, given any loan, extended the maturity of the loans or credits, improved the conditions of the loans, given any loan under the name of an individual loan through third parties or given guarantee such as bail to a Board member or to the managers having administrative responsibility.

According to Article no 4.6.2 of Corporate Governance Principles, the remuneration principles of the Board members and managers having administrative responsibility should be in written form and the shareholders should be enabled to give their opinion after submitting these written remuneration principles to their reviews with a separate article in the General Assembly. Our remuneration policy prepared in this context is also made available to public at our company website www.anadoluefes.com.

While there is no Nomination Committee established within the Board of Directors, in line with the Corporate Governance Principles, responsibilities of this committee are fulfilled by the Corporate Governance Committee.

Attachment 1

EVALUATION OF THE BOARD OF DIRECTORS REGARDING THE WORKING PRINCIPLES AND EFFICIENCY OF THE COMMITTEES FORMED WITHIN THE BOARD

After the selection of Chairman and members made in accordance with Corporate Governance Principles, with the Board resolution dated 24.04.2014, it has been decided to;

- Appoint board member Mr. Mehmet Mete BAŞOL as the Chairman of the Audit Committee; Mr. Ahmet Cemal DÖRDÜNCÜ as a member of the Audit Committee,
- Appoint board member Mr. Kamil Ömer BOZER as the Chairman of the Corporate Governance Committee, and board members Mr. Mehmet Hurşit ZORLU, Mr. Recep Yılmaz ARGÜDEN and Mr. İzzet KARACA, and Ms. Sue CLARK and Ayşe DİRİK as members of the Corporate Governance Committee,
- Appoint board member Mr. Ahmet Cemal DÖRDÜNCÜ as the Chairman of the Early Detection of Risk Committee and board members Mr. Salih Metin ECEVİT and Mr. Mehmet Hurşit ZORLU and additionally Mr. Mauricio RESTREPO as the members of the Early Detection of Risk Committee.

Our Board of Directors resolved to appoint Mr. Dieter Schulze as the member of the Committee for Early Detection of Risks for the place vacated by the resignation of Mr. Mauricio Restrepo effective as of 31.10.2014.

Charters regarding functions and working principles of the three afore-mentioned Committees were approved on 29.06.2012 and disclosed to public on our company website at www.anadoluefes.com. Charters of the Audit Committee and Corporate Governance Committee that were revised in accordance with the new Corporate Governance Principles were approved on 06.03.2014 and were made available to public at our corporate website. There arose no necessity to revise the Charter of the Committee for Early Detection of Risks according to the new principles.

In 2014, all committees constituted within the Board of Directors have performed their functions as required in Corporate Governance Principles and their own Charters, and performed efficiently.

In 2014, in compliance with the way required for the efficiency of their functions, their Charters and annual meeting schedules;

- Audit Committee met three times on 24.02.2014, 24.09.2014 and 01.12.2014,
- Corporate Governance Committee met seven times on 25.02.2014, 07.03.2014, 25.03.2014, 24.04.2014, 25.09.2014, 06.11.2014 and 02.12.2014,
- Corporate Governance Committee met once on 03.02.2014 in order to execute duties of the Nomination Committee,
- Early Detection of Risk Committee met three times on 24.02.2014, 24.09.2014 and 01.12.2014

and submitted reports to the Board, consisting of information on their work and results of the meetings held during the year. According to this;

- Audit Committee that is responsible for taking all necessary measures in order to ensure that internal and external auditing are carried out adequately and transparently, as well as efficient performance of internal control system; has submitted all of its suggestions on areas it is responsible for including its opinion and suggestions on the internal audit and internal control system.
- Corporate Governance Committee, that has been established to follow company's compliance to Corporate Governance Principles, develop improvement processes in this area and submit suggestions to the Board, has determined whether or not the Corporate Governance Principles were applied in the company, if not what is the reason, and also determined the conflict of interests occurred due to not complying with these principles totally and gave the Board advices that will improve the corporate governance practices; and monitored the works of the Investor Relations Unit.
- Early Detection of Risk Committee, that has worked on early determination of risks that will endanger the existence, development and sustainability of the company, has worked on the application of due precautions regarding the determined risks and has worked for the aim to manage the risks, scrutinized the systems of risk management of the company in accordance with Corporate Governance Principles and Charter of the Committee for Early Detection of Risks. The Committee also submitted risk assessment reports to the Board of Directors every two months in compliance with the Article 378 of the Turkish Commercial Code numbered 6102.

Financial Information

Other Information Related to Operations

1. Anadolu Efes Biracılık ve Malt Sanayii A.Ş. Trade Registration

Trade name: Anadolu Efes Biracılık ve Malt Sanayii Anonim Şirketi

Formation date: 26 June 2000

Registration number: 91324/36346

Address of record: Bahçelievler Mahallesi Şehit İbrahim Koparır Caddesi No: 4 Bahçelievler/Istanbul/Turkey

Number of issued shares and registered share capital: 592,105,263 shares each with a par value of TRL 1.00 (one Turkish lira). On this basis the company's issued share capital amounts to TRL 592,105,263.

2. Changes in the Articles of Association during the Reporting period:

No changes were made in the Articles of Association during the reporting period.

3. Capital Structure

As of 31 December 2014, the company's registered share capital ceiling was TRL 900,000,000 and its issued capital was TRL 592,105,263. During the reporting period there was no change in the company's capital structure.

4. Production and Sales

The production and sales amounts of beer, soft drinks and malt, as well as the domestic, international and consolidated net sales revenues for 2014, are given in the tables below.

A. PRODUCTION VOLUME				
		2014	**2013**	**Change (%)**
Beer (Operations in Turkey)	Beer (mhl)	7.2	7.4	(2.7)
	Malt (ton)	94,238	95,184	(1.0%)
Beer (International Operations)	Beer (mhl)	17.0	17.9	5.3%
	Malt (ton)	69,483	113,150	(38.6%)
Total Soft Drinks	Soft Drinks (million unit cases)	1,020	965	5.7%

B. SALES VOLUME				
		2014	**2013**	**Change (%)**
Beer (Operations in Turkey)	Beer (mhl)	7.1	7.3	(3.2)
	Malt (ton)	-	-	
Beer (International Operations)	Beer (mhl)	17.4	18.2	(4.8)
	Malt (ton)	-	-	
Total Soft Drinks	Soft Drinks (million unit cases)	1,130.6	1,057.7	6.9

C. NET SALES (TRL thousand)	Turkey Beer	International Beer	Soft Drinks	Other [1] and Eliminations	Total
2014					
Sales	1,627,735	2,445,458	5,985,370	38,650	10,097,213
Intersegment sales	(12,526)	(2,014)	(143)	(3,393)	(18,076)
Sales Revenues	1,615,209	2,443,444	5,985,227	35,257	10,079,137

C. NET SALES (TRL thousand)	Turkey Beer	International Beer	Soft Drinks	Other [1] and Eliminations	Total
2013					
Sales	1,517,477	2,475,301	5,186,445	33,159	9,212,382
Intersegment sales	(13,005)	(1,132)	(85)	(2,387)	(16,609)
Sales Revenues	1,504,472	2,474,169	5,186,360	30,772	9,195,773

[1] Includes other subsidiaries included in the consolidation of Anadolu Efes and headquarters expenses.

5. Exports

Turkey-originated beer exports volume and CIF amounts in 2014, compared to 2013, are given in the table below.

EXPORTS						
	Amount (mhl)			CIF Amount (USD)		
	2014	2013	Change (%)	2014	2013	Change (%)
Exports	0.51	0.60	(15.0)	39.2	45.1	(13.1)

6. Capacity and Capacity Utilization Rates

Annual beer, malt and soft drinks production capacities and capacity utilization rates of the company's domestic and international, direct and indirect subsidiaries are as follows:

CAPACITY AND CAPACITY UTILIZATION RATES		
	Capacity	Capacity Utilization Rate in 2014 (%)
Beer (Operations in Turkey) (mhl)	9.5	76*
Beer (International Operations) (mhl)	29.3	58*
Total (mhl)	38.8	62*
Malt (Operations in Turkey) (ton)	115,000	82*
Malt (International Operations) (ton)	130,000	53*
Soft Drinks (million unit cases)	1,370	74**

* *Capacity Utilization Rate=Production Amount/Average Capacity*

** *Annual production capacity calculations are based on the formula provided by The Coca-Cola Company to all bottlers of Coca-Cola products. Calculations are made according to high season capacity utilization rates. Capacity is defined as the product obtained by multiplying the hourly unit case output of a plant at targeted utilization. Because package mix and sales may change from year to year, production capacity calculations for one year may not be directly comparable to such calculations for other years even if the numbers of production lines are the same.*

7. Investment Policy and Investment Expenditures

Anadolu Efes is a company which pursues sustainable growth, takes risks that are quantifiable and manageable, and adroitly shepherds its investments. Continuously undertaking investments in order to maintain both its organic and its inorganic growth and to expand the market and foster a beer-appreciative culture in the countries in which it operates, the company also invests without letup in order to keep pace with rising demand. Anadolu Efes carries out its international beer investments through EBI, a wholly-owned subsidiary based in Holland, while its soft drinks investments in the Turkish and international markets are carried out by CCİ, in which it is the majority shareholder. CCİ is an independent company whose operations are completely separate from the Anadolu Efes' beer operations. CCİ provides for its own investment and working capital needs from its own cash flow and/or by borrowing and it makes no demands of Anadolu Efes on this account.

All of Anadolu Efes' investments and all investments related to all beer operations taking place under Anadolu Efes' responsibility are undertaken in line with Board of Directors-approved annual budgets and investment decisions as specified in business plans. Investments in beer operations are conducted as spelled out in the company's Investment Management Guide ("Guide"), whose aims are to ensure the appropriateness of investment decisions and to achieve standardization and consistency in investment activities. Every investment is carried out so as to be compatible with that specific operation's strategic business plan. Our most important priority is to make certain that only the most profitable and essential investments are undertaken in all beer operations. As a general principle, investment decisions must be based on the specific financial projections as spelled out in detail in the Guide and they must be documented in detail as also specified in the Guide.

The investment expenditures made by Anadolu Efes in recent years consist mainly of investments undertaken in three areas: investments related to the company's growth strategy; a variety of technical investments, which include those undertaken to make improvements and to comply with the requirements of laws and regulations in existing plants; marketing-related investments, such as investments in coolers aimed at increasing the cold-availability of products.

In the near and medium terms, Anadolu Efes' investment expenditures are expected to be related mainly to equipment purchases needed for technical improvements, outlays to fulfill legal compliance requirements, and marketing-related cooler upgrades. However all of these outlays are associated exclusively with Anadolu Efes' beer operations and, as was pointed out above, CCİ is entirely responsible for financing its own investment expenditures and for satisfying any other needs for working capital that it may have. Experience shows that there may be significant discrepancies between Anadolu Efes' investment outlay projections and the company's actual expenditures. This is because investment plans and their performance are influenced by several factors such as market conditions, demand for the company's products, funding resources, operational cash flows, and other contingencies that are partly or sometimes even entirely beyond the company's control.

Total investment-related cashflows amounted to TRL 1,050.1 million in 2014 as compared with TRL 1,478.9 million in 2013.

The company's TRL 1,050.1 million investment-related cash flow in 2014 consisted essentially of TRL 983.9 million paid for acquisitions of tangible and intangible non-current assets concerned with its soft drinks and beer operations. Of the remainder, TRL 10.5 million reflects share capital increases undertaken in jointly-managed partnerships and ventures and TRL 55.8 million reflects the company's exercise of its Al Waha acquisition option.

The company's TRL 1,478.9 million investment-related cash flow in 2013 consisted essentially of TRL 1,150.8 million paid for acquisitions of tangible and intangible non-current assets concerned with its soft drinks and beer operations. Of the remainder, TRL 37.2 million reflects share capital increases undertaken in jointly-managed partnerships and ventures and TRL 290.9 million reflects the company's acquisition of a minority stake in Efes Kazakhstan.

8. Investment Incentives

Anadolu Efes takes advantage of various "investment incentives" that are provided under Turkish laws and regulations whose intent is to encourage investment in designated regions of the country. Anadolu Efes also benefits from incentives under the Ministry of Economy's "Turquality" project, specifically under the headings of "International Branding of Turkish-Made Products" and "Entrenching the 'Made In Turkey' Logo".

9. Information Related to Employees

The average number of employees for the years ended on 31.12.2013 and 31.12.2014 are as follows (numbers represent the employees of the companies that are being consolidated):

2013: 19,852
2014: 19,197

Anadolu Efes agreed with Tek-Gıda İş Labor Union on the terms of the collective bargaining agreement for the period 1 September 2013 – 31 August 2015.

The main terms of the collective agreement are as follows;
- Gross wages of the union member employees increased by TRL 310 per person per month in the first year of the collective bargaining agreement,
- In the second year of the agreement, gross wages of the union member employees will be increased by the rate of increase in the Consumer Price Index announced by the State Statistical Institute plus by TRL 70 per person per month,
- Social benefits increased by 12.4% in the first year of the agreement, while the increase will be in line with the increase in Consumer Price Index to be announced by the State Statistical Institute for the second year.

10. Donations and Assistance; Social Responsibility Project-Related Outlays; Benefits Provided to Company Directors and Senior Managers

In 2014, Anadolu Efes paid out a total of TRL 9,137,421 as charitable donations.

The consolidated value of Anadolu Efes' expenditures related to social responsibility projects was TRL 8,473,233.

Information about benefits consisting of salaries, bonuses, shares of profits, and similar forms of remuneration paid to members of the Company's Board of Directors and of its senior management is presented in the footnotes to the financial statements. The total value of all benefits provided to these persons as allowances (including travel, accommodation and representation allowances), as access to company-owned properties, as cash facilities, and as insurance and other guarantees was TRL 885,415 in 2014.

11. R&D

Anadolu Efes has been carrying out R&D work on barley, one of the most important inputs used in brewing, since 1982. The company has developed 15 barley cultivars, all of which are registered in its own name. This R&D work has resulted in such benefits as diversifying and improving plant breeds, increasing crop productivity by 30%, and improving product quality.

12. Organizational Structure

Anadolu Efes - Turkey Beer Operations

Altuğ Aksoy - Efes Beer Group - Turkey Beer Operations Managing Director
See page 37 for Altuğ Aksoy's curriculum vitae.

Görkem Özer - Marketing Director
Görkem Özer graduated from Dokuz Eylül University (Department of Business Administration) in 1997 and holds an MBA from Sabancı University. She began his career as a Sales Representative in the Aegean Sales Department of Efes Pazarlama. She subsequently served as a Marketing Representative in the Efes Turkey Marketing Directorate (1997-1998), as a Sales Supervisor in the İstanbul Sales Department (1998-1999), as a Sales Chief in the İstanbul Sales Department (1998-1999), as a Sales Systems Supervisor in the Sales Systems Department (2001-2004), as Product Manager in the Efes Turkey Marketing Directorate (2004-2006), as Marketing Manager at Efes Kazakhstan (2006-2008), as Local Brands Marketing Director in the Efes Turkey Marketing Directorate (2008-2010), and as Operational Marketing Director in the EBG Marketing and Sales Directorate (2010-2012). Görkem Özer became Marketing Director for Efes Turkey as of January 2013.

Levent Tansi - Sales Director
Levent Tansi graduated from Ankara University, Department of Agricultural Engineering in 1989 and joined Anadolu Efes in 1992 as Regional Supervisor at Ege Biracılık in Ankara. He worked as a Sales Executive at EFPA Ankara (1996-1998), Assistant Sales Manager at EFPA İstanbul (1998-1999), Kadıköy Sales Manager at EFPA İstanbul (1999-2001), Mediterranean Sales Manager at EFPA İzmir (2001-2004), Key Accounts Manager at Turkey Beer Operations (2004-2006), Market Development Manager at Efes Turkey Head Office (2006-2011), and Efes Turkey OTC Director (2011-2014). Mr. Tansi has been serving as Efes Turkey Sales Director since January 2014.

Burhan Tanık - Finance Director
Having graduated from Dokuz Eylül University Business Administration Department in 1998, Burhan Tanık worked as an auditor at Arthur Andersen between years 1998-2002, and at Ernst & Young between years 2002-2003. Mr. Tanık began his career in Anadolu Efes as Efes Beverage Group Financial Controller in 2003. Between years 2003-2006, he served as Moscow Efes Breweries Budget and Planning Manager. Following that, he worked as Efes Russia Financial Control Manager between years 2006-2007, Efes Russia Finance Director between years 2007-2012 and Efes Russia Finance and Control Director between years 2012-2013. As of 1 November 2013, Mr. Tanık has been appointed as Efes Turkey Finance Director. Mr. Tanık is a Certified Public Accountant.

M. Can Karakaş - Corporate Affairs Director
M. Can Karakaş graduated from Ankara University, Faculty of Political Sciences Business Economics and Industrial Relations Department in 1988 and worked as a journalist and as Ankara office representative respectively for Nokta news magazine from 1986 to 1994. He served as editor and news director at Inter-STAR TV channel (1994-2000) and Corporate Affairs Manager at Japan Tobacco International (2000-2010). Mr. Karakaş joined Anadolu Efes in June 2010 as Corporate Affairs Director, a position he still holds.

Ahmet Tansel Varan - Human Resources Director
Mr. Ahmet Tansel Varan graduated from İstanbul University Department of Economics in 1992 and received his master's degree in economics from the University of Vienna in 1996. He began his career at Anadolu Endüstri Holding in 1997 as Human Resources Assistant Specialist, where he worked as Human Resources Specialist from 1998 to 2000. Mr. Varan held the positions of Human Resources Supervisor at Adel Kalemcilik Tic. ve San. A.Ş. (2001-2002), HR Manager at Doğan Holding (2003), HR Manager at Ak-Al Tekstil & Aktops Tekstil (2003-2004), HR Director at Akkök Holding (2004-2005), Human Resources and Corporate Communications Director at Zorlu Energy Group (2005-2011), Assistant Coordinator at Anadolu Group Human Resources Department (2011-2013) and HR Director at Anadolu Medical Center (2013-2014). He has been appointed as Anadolu Efes Turkey Human Resources Director in July 2014.

Gani Küçükkömürcü - Supply Chain Director
Gani Küçükkömürcü graduated from the Department of Chemical Engineering at the Middle East Technical University in 1993, and completed his master's degree in Brewing and Distilling at Heriot-Watt University in Scotland. He worked at Bossa T.A.Ş. as an Operation Engineer from 1993 to 1996 and began his career in Anadolu Efes as Production Engineer at Güney Bira in 1996. He worked as Beer Production Supervisor (1998-2003); as Operations Manager at Lüleburgaz Plant (2003-2005); as Technical Manager at İstanbul Plant (2005-2006), and as Country Technical Manager of Efes Kazakhstan (2006-2009). Mr. Küçükkömürcü has been serving as the Supply Chain Director of Turkey beer operations since August 2009.

Bülent Çelikmen - OTC Director
Mr. Bülent Çelikmen graduated from Marmara University's Department of Business Administration in 1986 and received his master's degree from the European Union Department at İstanbul University. He began his career at Anadolu Efes in 1988 as Marketing Specialist in the Marketing Directorate. He then worked as Market Research Supervisor in the Market Research Unit (1993-1994), Sales and Marketing Manager at Baku Coca-Cola Bottlers (1994-1995), Assistant Sales Manager at Adana Sales Directorate (1996-1998), Assistant Sales Manager at Ankara Sales Directorate (1998-2011), Market Development Manager at Market Development Directorate (2001-2006), Sales Manager at East Marmara Sales Directorate (2006-2012), and Key Account Manager at the Sales Directorate (2012-2013). Mr. Çelikmen has been serving as Efes Turkey OTC Director since January 2014.

13. Issues Related to Group Companies

Instances in which the company increased or reduced any direct or indirect stakes it owns in the capital of any associate, subsidiary, or joint venture during the reporting period are summarized below.

	Effective rate		
	31.12.2013	31.12.2014	Reason for change
CJSC Knyaz Rurik	100.00%	0%	Merger
CJSC Mutena Maltery	100.00%	0%	Merger
LLC Moskovskii Torgovyii Dom	99.93%	0%	Liquidation
Anadolu Efes Dış Ticaret A.Ş.	99.82%	0%	Sales
Efes Sınai Dış Ticaret A.Ş.	50.35%	0%	Sales
Waha Beverages B.V	38.39%	40.22%	Exercise of put option right
Al Waha for Soft Drinks, Juices, Mineral Water, Plastics, and Plastic Caps Production LLC	32.64%	40.22%	Exercise of put option right
Tonus Joint Stock Company	49.87%	50.26%	Capital reduction

14. Other issues

The company acquired none of its own shares during the reporting period.

The company did not undergo any special audits during the reporting period. The company did undergo normal audits by public authorities as required by the laws and regulations to which it is subject.

As of the reporting date (31 December 2014), the company was not a respondent in any suit whose outcome would be capable of significantly affecting either the company's financial position or the conduct of its business.

As of the reporting date, no administrative or judicial action had been initiated against the company or any member of its Board on account of any violation of the requirements of law.

As of the reporting date, none of the members of the company's Board of Directors had demanded the issuance of any report as provided for under Article 199/4 of the Turkish Commercial Code.

The company's financial position is solid. There is no risk of its having insufficient capital or of its becoming insolvent.

None of the persons from the company's management has been engaged in business, on their own behalf or on behalf of someone else, that is in competition with the company, in accordance with the permission given by the general asseubly.

In the Affiliate Report approved by the Board of Directors of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. concerning the company's dealings with members of its own corporate group it is stated that the company was involved in no dealings that were directed by a controlling shareholder or by any entity belonging to a controlling shareholder or by any other controlling entity and there were no dealings that were undertaken solely for the benefit of a controlling shareholder or any entity belonging to a controlling shareholder; that there were no measures that were either taken or refrained from solely for the benefit of a controlling shareholder or of any entity belonging to a controlling shareholder; that all the dealings in which the company was involved during 2014 with any controlling shareholder or with any entity belonging to a controlling shareholder were conducted on an arm's-length basis and the company was, to the best of our knowledge, adequately and appropriately compensated for each and every such transaction that it entered into at the time the transaction occurred; that there were no measures that were either taken or refrained from that would have benefited a controlling shareholder of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. or any entity belonging to a controlling shareholder while also causing the company to suffer a loss and that, for this reason, there were no transactions or measures whose consequences need to be compensated for.

Conflicts of interest involving firms from which the company obtains investment advisory, rating, and other services of a similar nature; measures taken by the company to prevent such conflicts of interest.

No evidence of any conflicts of interest was observed during the reporting period. The company complies fully with Capital Markets Board regulations when obtaining investment advisory, rating, and other services of a similar nature and it exercises maximum care in order to prevent any situation that might lead to a conflict of interest.

Dividend Distribution Proposal

Dear Shareholders,

The dividend distribution table provided below proposes a cash dividend of gross TRL 0.46 (net TRL 0.3910) per each share with TRL 1 nominal value, realizing a 46% gross dividend distribution. The total proposed cash dividend of TRL 272,368,421 is to be paid from previous years' extraordinary reserves starting from 29 May 2015, and will be distributed to 592,105,263 shares representing the paid-in capital of Anadolu Efes as of 31 December 2014. I kindly ask for your approval for the stated dividend payment as well as our balance sheet for the period ending 31.12.2014 and income statement for the period 01.01.2014-31.12.2014. Both personally and on behalf of the Board of Directors, I would like to extend my kindest regards to all of our shareholders.

Tuncay Özilhan
Chairman

ANADOLU EFES BİRACILIK VE MALT SANAYİİ A.Ş
2014 Dividend Distribution Proposal (TRL)

1.	**Paid-in / Issued Capital**		**592,105,263.00**
2.	**Total Legal Reserves (as per Statutory Records)**		**249,540,752.81**
	If there are privileges for distribution of profits according to the Articles of Incorporation, information on such privileges		None.
		As per CMB	**As per Statutory Records**
3.	Profit Before Tax	(443,759,068.96)	134,866,076.40
4.	Provision for Taxes (-)	68,474,000.00	0.00
5.	**Net Income (=)**	**(512,233,068.96)**	**134,866,076.40**
6.	Previous Years' Losses (-)		13,692,841.36
7.	*First Series of Legal Reserves (-)	6,058,661,75	6,058,661.75
8.	*** NET DISTRIBUTABLE PROFIT (=)**	**(518,291,730.71)**	**115,114,573.29**
9.	Donations within the Year (+)	9,137,421.00	
10.	Net Distributable Profit including the Donations	(509,154,309.71)	
11.	First Dividend to Shareholders (5% of the share capital) - Cash Dividend - Bonus Issue - Total	(10* Amount determined by the company)	
12.	Dividends to the Holders Preferred Shares		
13.	Dividends to - Board Members - Employees - Others		
14.	Dividends to the Holders of Redeemed Shares		
15.	Second Dividend to Shareholders of Ordinary Share		
16.	Second Series of Legal Reserves	27,236,842.10	
17.	Statutory Reserves		
18.	Special Reserves		
19.	****EXTRAORDINARY RESERVES**	**-**	**91,069,619.95**
20.	Distributable Other Sources - Previous Years' Profits - Extraordinary Reserves - Other Distributable Profit as per the Law and Articles of Association	299,605,263.10	299,605,263.10

* *It has been decided to transfer the 75% (TRL 24,044,953.34) of the proceeds from the sale of the real estate carried in the assets of our Company, located in Ankara, Çankaya on parcels no. 5 and 7 of Zone no. 29322 amounting to TRL 32,059,937.79 on 21.10.2014 as per resolution of the Board of Directors at their meeting dated 22.12.2014, to a special fund account under liabilities, in accordance with Article 5/e of the Corporate Tax Law numbered 5520. This amount has not been deducted from net distributable profit.*

** *Extraordinary reserves have been decreased by the amount of TRL 24,044,953.34 as this amount has been transferred to the special fund account.*

Statement of Responsibility

BOARD OF DIRECTORS' RESOLUTION ON THE APPROVAL OF FINANCIAL STATEMENTS AND ANNUAL REPORT

RESOLUTION DATE: 5 MARCH 2015 / 10 MARCH 2015
RESOLUTION NUMBER: 2015 -267/269

DECLARATION OF RESPONSIBILITY PURSUANT TO ARTICLE 9 OF THE SECOND SECTION OF CAPITAL MARKETS BOARD COMMUNIQUE ON PRINCIPLES PERTAINING TO FINANCIAL REPORTING IN CAPITAL MARKETS

Appended to this resolution are our financial statements and annual report for January-December 2014, which have been approved by our company's Board of Directors and Audit Committee, which have been prepared in compliance with Capital Markets Board ("SPK") Communique II-14.1 on principles pertaining to financial reporting in capital markets and with Turkish Accounting/Financial Reporting Standards ("TMS"/"TFRS") and in an SPK-compatible format, and which have been independently audited.

We hereby declare:

a) We have examined the consolidated financial statements and annual report dated 31 December 2014;

b) That, to the best of our knowledge within the framework of our duties and responsibilities at our company, neither the consolidated financial statements nor the annual report contain any assertion that is untrue insofar as matters of material importance are concerned or any omission that would lead to the conclusion that such assertions were misleading as of the date on which they were made;

c) That, to the best of our knowledge within the framework of our duties and responsibilities at the company, these consolidated financial statements prepared in accordance with current financial reporting standards honestly reflect the realities of our company's assets, liabilities, financial standing, and profits & losses, and the annual report honestly reflects our company's business and performance and honestly reflects our company's financial standing along with any material risks and uncertainties that confront it.

Mete Başol
Chairman of the Audit Committee

Ahmet Dördüncü
Member of the Audit Committee

Onur Çevikel
Group CFO

Burhan Tanık
CFO

Independent Auditor's Report on the Annual Report

To the Board of Directors of

Anadolu Efes Biracılık ve Malt Sanayii A.Ş.

Auditor's Report on the Board of Directors' Annual Report

1. We have audited the annual report of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group") for the period ended 31 December 2014.

Board of Directors' responsibility for the Annual Report

2. The Group's management is responsible for the fair preparation of the annual report and its consistency with the consolidated financial statements in accordance with Article 514 of Turkish Commercial Code ("TCC") No. 6102 and Capital Markets Board's ("CMB") Communiqué Serial II, No: 14.1, "Principles of Financial Reporting in Capital Markets" (the "Communiqué") and for such internal control as management determines is necessary to enable the preparation of the annual report.

Independent Auditor's Responsibility

3. Our responsibility is to express an opinion on the Group's annual report based on the independent audit conducted pursuant to Article 397 of TCC and the Communiqué, whether or not the financial information included in this annual report is consistent with the Group's consolidated financial statements that are subject to independent auditor's report dated 5 March 2015 and presented fairly.

   Our independent audit was conducted in accordance with Independent Auditing Standards that are part of the Turkish Standards on Auditing issued by the Public Oversight Accounting and Auditing Standards Authority. Those standards require that ethical requirements are complied with and that the independent audit is planned and performed to obtain reasonable assurance whether the financial information in the annual report is fairly presented and consistent with the consolidated financial statements.

   An independent audit requires applying audit procedures to obtain audit evidence on the historical financial information. The procedures selected depend on the professional judgement of the independent auditor.

   We believe that the independent audit evidences we have obtained during our independent audit are sufficient and appropriate to provide a basis for our opinion.

Opinion

4. Based on our opinion, the financial information in the annual report of Board of Directors of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. and its subsidiaries is consistent with the audited consolidated financial statements and presented fairly, in all material respects.

Other Responsibilities Arising From Regulatory Requirements

5. Pursuant to subparagraph 3 of Article 402 of the TCC No. 6102, within the context of ISA 570 "Going Concern", we have not encountered any significant issue which we are required to be reported with regard to the inability of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. to continue its operations for the foreseeable future.

Başaran Nas Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.
a member of PricewaterhouseCoopers

Burak Özpoyraz, SMMM
Partner

Istanbul, 10 March 2015

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish
Anadolu Efes Biracılık ve Malt Sanayii Anonim Şirketi

Consolidated Financial Statements as of 31 December 2014 together with Independent Auditor's Report

Independent Auditor's Report

To the Board of Directors of
Anadolu Efes Biracılık ve Malt Sanayii A.Ş.

Report on the Consolidated Financial Statements

1. We have audited the accompanying consolidated financial statements of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated balance sheet as at 31 December 2014 and the consolidated statement of profit or loss, consolidated statement of other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the period then ended and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Consolidated Financial Statements

2. The Group's management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Turkish Accounting Standards and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Independent Auditor's Responsibility

3. Our responsibility is to express an opinion on these consolidated financial statements based on our audit. Our audit was conducted in accordance with standards on auditing issued by the Capital Markets Board of Turkey and Independent Auditing Standards that part of Turkish Standards on Auditing issued by the Public Oversight Accounting and Auditing Standards Authority. Those standards require that ethical requirements are complied with and that the audit is planned and performed to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

   An independent audit involves performing procedures to obtain evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on independent auditor's professional judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to error or fraud. In making those risk assessments, the independent auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An independent audit includes also evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

   We believe that the independent audit evidence we have obtained during our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

4. In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. and its subsidiaries as at 31 December 2014 and their financial performance and cash flows for the period then ended in accordance with Turkish Accounting Standards.

Other Responsibilities Arising From Regulatory Requirements

5. In accordance with subparagraph 4 of Article 398 of the Turkish Commercial Code ("TCC") No: 6102; auditor's report on the early risk identification system and committee has been submitted to the Company's Board of Directors on 5 March 2015.
6. In accordance with subparagraph 4 of Article 402 of the TCC; no significant matter has come to our attention that causes us to believe that the Company's bookkeeping activities for the period 1 January - 31 December 2014 is not in compliance with the code and provisions of the Company's articles of association in relation to financial reporting.
7. In accordance with subparagraph 4 of Article 402 of the TCC; the Board of Directors submitted to us the necessary explanations and provided required documents within the context of audit.

Başaran Nas Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.
a member of PricewaterhouseCoopers

Burak Özpoyraz, SMMM
Partner

Istanbul, 5 March 2015

Consolidated Financial Statements as of December 31, 2014

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Anadolu Efes Biracılık ve Malt Sanayii Anonim Şirketi

Consolidated Statement of Financial Position as at December 31, 2014

(Currency- Unless otherwise indicated thousands of Turkish Lira (TRL))

		Audited	
	Notes	**2014**	2013
ASSETS			
Current Assets		**4.497.418**	4.959.127
Cash and Cash Equivalents	6	**1.559.518**	1.746.369
Financial Investments	7	**2.971**	562.985
Trade Receivables			
- Trade Receivables from Related Parties	34	**1.201**	6.213
- Trade Receivables from Third Parties	10	**1.062.931**	888.315
Other Receivables from Third Parties	11	**55.492**	47.523
Inventories	12	**1.085.532**	1.004.016
Prepaid Expenses	13	**436.152**	430.509
Derivative Financial Instruments	9	**3.005**	-
Prepaid Income Tax		**91.945**	74.556
Other Current Assets	22	**198.671**	198.641
Non-Current Assets		**15.616.387**	17.407.857
Financial Investments		**767**	786
Other Receivables from Third Parties	11	**9.506**	5.566
Investments in Associates	14	**72.517**	62.755
Investment Property	15	**77.078**	117.135
Property, Plant and Equipment	16	**5.538.159**	5.759.638
Intangible Assets			
- Goodwill	18	**1.232.465**	2.453.049
- Other Intangible Assets	17	**8.236.894**	8.636.751
Prepaid Expenses	13	**252.884**	222.670
Deferred Tax Asset	32	**153.272**	132.529
Other Non-Current Assets	22	**42.845**	16.978
TOTAL ASSETS		**20.113.805**	22.366.984

The accompanying notes form an integral part of these consolidated financial statements.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish
Anadolu Efes Biracılık ve Malt Sanayii Anonim Şirketi

Consolidated Statement of Financial Position as at December 31, 2014

(Currency- Unless otherwise indicated thousands of Turkish Lira (TRL))

		Audited	
	Notes	2014	2013
LIABILITIES			
Current Liabilities		**2.533.723**	3.147.302
Short-term Borrowings	8	**521.571**	303.369
Short-term Portion of Long-term Borrowings	8	**354.072**	1.437.073
Trade Payables			
- Trade Payables to Related Parties	34	**37.360**	27.630
- Trade Payables to Third Parties	10	**849.359**	773.687
Employee Benefits Payable	21	**44.022**	53.612
Other Payables to Third Parties	11	**571.691**	414.449
Derivative Instruments	9	**388**	479
Deferred Income	13	**26.414**	50.654
Provision for Income Tax		**5.186**	6.753
Short-term Provisions			
- Short-term Provision for Employee Benefits	21	**112.165**	67.786
- Other Short-term Provisions		**1.544**	5.396
Other Current Liabilities	22	**9.951**	6.414
Non-Current Liabilities		**5.756.143**	5.757.756
Long-term Borrowings	8	**3.631.155**	3.535.490
Trade Payables to Third Parties		**27.148**	2.895
Other Payables to Third Parties	11	**239.124**	210.821
Deferred Income	13	**2.611**	3.643
Long-term Provision for Employee Benefits	21	**94.269**	88.319
Deferred Tax Liability	32	**1.633.503**	1.730.612
Other Non-Current Liabilities	22	**128.333**	185.976
Equity		**11.823.939**	13.461.926
Equity Attributable to Equity Holders of the Parent		**7.609.255**	9.571.651
Issued Capital	23	**592.105**	592.105
Inflation Adjustment to Issued Capital	23	**63.583**	63.583
Share Premium/Discount	23	**3.137.684**	3.137.684
Other Reserves	23	**(235.742)**	(235.742)
Cumulative Other Comprehensive Income/Expense will not be Reclassified to Profit and Loss			
- Revaluation and Remeasurement Loss	23	**(10.480)**	(5.398)
Cumulative Other Comprehensive Income/Expense will be Reclassified to Profit and Loss			
- Currency Translation Differences	23	**(498.289)**	968.155
- Hedge Gain/Loss	23	**2.234**	(304)
- Revaluation Gain	23	**8.817**	(10.008)
Restricted Reserves	23	**249.541**	249.541
Accumulated Profit	23	**4.812.035**	2.203.115
Net Income/(Loss)		**(512.233)**	2.608.920
Non-Controlling Interests	4	**4.214.684**	3.890.275
TOTAL LIABILITIES		**20.113.805**	22.366.984

The accompanying notes form an integral part of these consolidated financial statements.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish
Anadolu Efes Biracılık ve Malt Sanayii Anonim Şirketi

Consolidated Income Statement for the Year Ended December 31, 2014

(Currency- Unless otherwise indicated thousands of Turkish Lira (TRL))

		Audited	
	Notes	**2014**	2013
Revenue	5, 24	**10.079.137**	9.195.773
Cost of Sales (-)	24	**(5.662.038)**	(5.200.108)
GROSS PROFIT		**4.417.099**	3.995.665
General and Administrative Expenses (-)	25	**(891.023)**	(797.048)
Sales, Distribution and Marketing Expenses (-)	25	**(2.610.369)**	(2.461.797)
Other Operating Income	27	**142.170**	79.155
Other Operating Expenses (-)	27	**(141.701)**	(72.121)
PROFIT FROM OPERATIONS		**916.176**	743.854
Income from Investing Activities	28	**38.678**	2.801.995
Expenses from Investing Activities (-)	29	**(587.672)**	(84.161)
Income/(Loss) from Associates	14	**(1.723)**	(9.821)
OPERATING PROFIT BEFORE FINANCE INCOME/(EXPENSE)		**365.459**	3.451.867
Finance Income	30	**810.889**	406.981
Finance Expenses (-)	31	**(1.439.428)**	(956.405)
PROFIT BEFORE TAX FROM CONTINUING OPERATIONS		**(263.080)**	2.902.443
Continuing Operations Tax Income/Expense			
- Current Period Tax Expense (-)	32	**(124.729)**	(104.161)
- Deferred Tax Income	32	**56.255**	54.708
PROFIT/(LOSS) FOR THE PERIOD		**(331.554)**	2.852.990
Profit/(Loss) for the Period Attributable to			
- Non-Controlling Interest	4	**180.679**	244.070
- Equity Holders of the Parent		**(512.233)**	2.608.920
Earnings Per Share (Full TRL)	33	**(0,8651)**	4,4062

As the details stated in "Note 3 - Transactions Related with 2013" the nonrecurring gain amounting to TRL 2.722.194 is recognized in the consolidated income statement under "Income from Investing Activities" for the year ended December 31, 2013.

The accompanying notes form an integral part of these consolidated financial statements.

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Consolidated Statement of Other Comprehensive Income for the Year Ended December 31, 2014

(Currency- Unless otherwise indicated thousands of Turkish Lira (TRL))

	Audited	
	2014	2013
PROFIT/(LOSS) FOR THE PERIOD	**(331.554)**	2.852.990
OTHER COMPREHENSIVE INCOME		
Items that will not be reclassified to Profit and Loss		
Actuarial Loss from Defined Benefit Plans	**(9.120)**	(3.368)
Taxation on Other Comprehensive Income that will not be reclassified to Profit and Loss		
- Deferred Tax Expense (-)/Income	**1.824**	674
To be Classified to Profit and Loss		
Currency Translation Differences	**(1.297.816)**	1.231.176
Available for Sale Financial Investments Revaluation (Loss)/Gain	**-**	(63.158)
Cash Flow Hedge (Loss)/Gain	**4.431**	(754)
Other Comprehensive Income that will be reclassified to Profit and Loss	**37.455**	(10.006)
Taxation on Other Comprehensive Income that will be reclassified to Profit and Loss		
- Deferred Tax Expense (-)/Income	**(886)**	3.309
OTHER COMPREHENSIVE INCOME/LOSS	**(1.264.112)**	1.157.873
TOTAL COMPREHENSIVE INCOME	**(1.595.666)**	4.010.863
Total Comprehensive Income Attributable to		
- Non-Controlling Interest	**366.730**	567.413
- Equity Holders of the Parent	**(1.962.396)**	3.443.450

The accompanying notes form an integral part of these consolidated financial statements.

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Consolidated Statement of Changes In Equity for the Year Ended December 31, 2014

(Currency- Unless otherwise indicated thousands of Turkish Lira (TRL))

				Cumulative Other Comprehensive Income/Expense that will not be reclassified to Profit and Loss	Cumulative Other Comprehensive Income/Expense that will be reclassified to Profit and Loss		
	Issued Capital	Inflation Adjustment to Issued Capital	Share Premium/ Discount	Revaluation and Remeasurement Gain/(Loss)	Currency Translation Differences	Hedge Gain/ (Loss)	Revaluation Gain/(Loss)
Balance as of January 1, 2013 (Beginning) (Previously Reported)	592.105	63.583	3.137.684	-	141.456	113	55.875
Restatement due to change in IFRS 11	-	-	-	-	-	-	-
Restatement due to change in IAS 19	-	-	-	(7.152)	-	-	-
Balances as of January 1, 2013 (Beginning) (Restated)	592.105	63.583	3.137.684	(7.152)	141.456	113	55.875
Transfers	-	-	-	-	-	-	-
Total Comprehensive Income	-	-	-	(238)	905.079	(304)	(70.007)
Dividends	-	-	-	-	-	-	-
Change in non-controlling interest due to purchase of non-controlling interest (Note 3)	-	-	-	-	-	-	-
Transfers due to Change in Scope of Consolidation (*)	-	-	-	1.992	(78.380)	(113)	4.124
Change in Non-Controlling Interests due to Change in Scope of Consolidation (**)	-	-	-	-	-	-	-
Balance as of December 31, 2013 (Ending)	592.105	63.583	3.137.684	(5.398)	968.155	(304)	(10.008)
Balances as of January 1, 2014 (Beginning) (Restated)	**592.105**	**63.583**	**3.137.684**	**(5.398)**	**968.155**	**(304)**	**(10.008)**
Transfers	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Comprehensive Income	**-**	**-**	**-**	**(5.082)**	**(1.466.444)**	**2.538**	**18.825**
Dividends	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Balance as of December 31, 2014 (Ending)	**592.105**	**63.583**	**3.137.684**	**(10.480)**	**(498.289)**	**2.234**	**8.817**

(*) The transfers reflect transferred amounts to the statement of income which are previously recognized in other comprehensive income as a result, effective from January 1, 2013 CCİ and CCBPL, previously accounted by using equity method is included in scope of consolidation.

(**) The change represents changes in non-controlling interests resulting from including CCİ and CCBPL in consolidation as of January 1, 2013.

The accompanying notes form an integral part of these consolidated financial statements.

		Accumulated Profit				
Other Reserves	Restricted Reserves	Accumulated Profit/(Loss)	Net Income	Equity Attributable to Equity Holders of the Parent	Non- Controlling Interests	Equity
(10.653)	209.644	1.908.080	606.870	6.704.757	82.034	6.786.791
-	-	-	-	-	(12.405)	(12.405)
-	-	2.219	2.941	(1.992)	-	(1.992)
(10.653)	209.644	1.910.299	609.811	6.702.765	69.629	6.772.394
-	39.897	292.816	(332.713)	-	-	-
-	-	-	2.608.920	3.443.450	567.413	4.010.863
-	-	-	(277.098)	(277.098)	(40.064)	(317.162)
(225.089)	-	-	-	(225.089)	(65.807)	(290.896)
-	-	-	-	(72.377)	-	(72.377)
-	-	-	-	-	3.359.104	3.359.104
(235.742)	249.541	2.203.115	2.608.920	9.571.651	3.890.275	13.461.926
(235.742)	**249.541**	**2.203.115**	**2.608.920**	**9.571.651**	**3.890.275**	**13.461.926**
-	**-**	**2.608.920**	**(2.608.920)**	**-**	**-**	**-**
-	**-**	**-**	**(512.233)**	**(1.962.396)**	**366.730**	**(1.595.666)**
-	**-**	**-**	**-**	**-**	**(42.321)**	**(42.321)**
(235.742)	**249.541**	**4.812.035**	**(512.233)**	**7.609.255**	**4.214.684**	**11.823.939**

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Anadolu Efes Biracılık ve Malt Sanayii Anonim Şirketi

Consolidated Statement of Cash Flows for the Year Ended December 31, 2014

(Currency- Unless otherwise indicated thousands of Turkish Lira (TRL))

		Audited	
	Notes	2014	2013
A. CASH FLOWS FROM OPERATING ACTIVITIES		**1.569.239**	1.263.694
Profit/(Loss) for the Period		**(331.554)**	2.852.990
Adjustments Related to Reconciliation of Profit for the Period			
Depreciation and Amortization	5, 15, 16, 17, 26	**726.504**	711.713
Provision/(Reversal of Provision) for Inventory Obsolescence, net	12	**1.240**	4.698
Impairment/(Reversal of Impairment) on Property, Plant And Equipment, net	16, 28, 29	**5.845**	75.326
Impairment/(Reversal of Impairment) on Intangibles, net	17, 18, 28, 29	**579.726**	1.226
Provision/(Reversal of Provision) for Doubtful Receivables, net	10	**1.613**	2.290
Provision for Retirement Pay Liability	5, 21, 24, 25	**18.592**	16.714
Provision for Vacation Pay Liability	5, 21	**7.507**	11.941
Provision for Long Term Incentive Plan	21	**16.816**	10.493
Borrowing Expenses	31	**661**	661
Equity Loss/(Income) from Associates	14	**1.723**	9.821
Gain on Sale of Subsidiaries	28, 29	**120**	(74.566)
Income Recognized due to Change in Scope of Consolidation	28	**-**	(2.722.194)
Interest Income and Expense Adjustment	30, 31	**108.200**	79.974
Foreign Exchange Loss from Borrowings		**582.183**	610.173
Tax Income/Expense Adjustment	32	**68.474**	49.453
Gain/Loss from Sales of Non-Current Assets	28, 29	**(36.697)**	2.395
Change in Working Capital			
Adjustments Related to Increase/Decrease in Inventory		**(78.393)**	(97.893)
Adjustments Related to Increase/Decrease in Trade Receivables		**(170.727)**	(53.434)
Adjustments Related to Increase/Decrease in Other Operating Receivables		**(61.402)**	45.708
Adjustments Related to Increase/Decrease in Trade Payables		**105.823**	58.848
Adjustments Related to Increase/Decrease in Other Operating Payables		**230.860**	(148.835)
Vacation Pay, Retirement Pay Liability And Long Term Incentive Plan Paid	21	**(51.377)**	(30.065)
Other Reconciling Adjustments		**1.257**	(579)
Taxes Paid		**(157.755)**	(153.164)

The accompanying notes form an integral part of these consolidated financial statements.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish
Anadolu Efes Biracılık ve Malt Sanayii Anonim Şirketi

Consolidated Statement of Cash Flows for the Year Ended December 31, 2014 (continued)

(Currency- Unless otherwise indicated thousands of Turkish Lira (TRL))

		Audited	
	Notes	2014	2013
B. CASH FLOWS FROM INVESTING ACTIVITIES		**(1.050.188)**	(842.826)
Cash Inflow from Sale of Tangible and Intangible Assets		**61.919**	23.773
Cash Outflow from Purchase of Tangible and Intangible Assets		**(1.045.809)**	(1.174.551)
Cash Inflow from the Sale of Other Subsidiaries or Share of Funds or Debt Instruments		**49**	92.197
Capital Increase in Jointly Controlled Entities	14	**(10.535)**	(37.201)
Capital Increase from Non-Controlling Interests		**-**	53.627
Cash Outflow from Acquisition of Non-Controlling Interests, net	3	**(55.812)**	(290.896)
Cash Inflow due to Change in Scope of Consolidation	3	**-**	490.225
C. CASH FLOWS FROM FINANCING ACTIVITIES		**(722.995)**	(192.685)
Cash Inflow from Borrowings		**735.969**	2.889.437
Cash Outflows from Repayment of Borrowings		**(1.869.146)**	(2.341.738)
Dividends Paid	23	**-**	(277.098)
Dividends Paid to Non-Controlling Interests	4	**(42.321)**	(40.064)
Interest Received		**85.981**	67.587
Interest Paid		**(192.254)**	(135.881)
Change in Time Deposits With Maturity More Than Three Months		**558.776**	(354.928)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS BEFORE CURRENCY TRANSLATION DIFFERENCES (A+B+C)		**(203.944)**	228.183
D. EFFECT OF CURRENCY TRANSLATION DIFFERENCES ON CASH AND CASH EQUIVALENTS		**17.118**	122.396
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS (A+B+C+D)		**(186.826)**	350.579
E. CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD	6	**1.737.209**	1.386.630
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD (A+B+C+D+E)		**1.550.383**	1.737.209

The accompanying notes form an integral part of these consolidated financial statements.

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Notes to the Consolidated Financial Statements as at December 31, 2014

(Currency- Unless otherwise indicated thousands of Turkish Lira (TRL))

NOTE 1. GROUP'S ORGANIZATION AND NATURE OF ACTIVITIES

General

Anadolu Efes Biracılık ve Malt Sanayii A.Ş. (Anadolu Efes, the Company) was established in İstanbul in 1966. Certain shares of Anadolu Efes are listed on the Borsa İstanbul (BIST).

The registered office of the Company is located at the address "Bahçelievler Mahallesi Şehit İbrahim Koparır Caddesi No: 4 Bahçelievler - İstanbul".

The Company, its subsidiaries and joint ventures will be referred to as the "Group". The average number of permanent personnel employed in the Group is 19.197 (December 31, 2013- 19.852).

The consolidated financial statements of the Group approved by the Board of Directors of the Company and signed by the Chief Financial Officer and Finance Director were issued on March 5, 2015. General Assembly and specified regulatory bodies have the right to make amendments to statutory financial statements after issue.

Nature of Activities of the Group

The operations of the Group consist of production, bottling, selling and distribution of beer under a number of trademarks and also production, bottling, selling and distribution of sparkling and still beverages with The Coca- Cola Company trademark. The Group owns and operates fifteen breweries (four in Turkey, six in Russia and five in other countries), six malt production facilities (two in Turkey, four in Russia) and also nine facilities in Turkey, fourteen facilities in other countries for sparkling and still beverages production.

The Group also has joint control over Anadolu Etap Penkon Gıda ve Tarım Ürünleri San. ve Tic. A.Ş. (Anadolu Etap), which undertakes production and sales of fruit juice concentrates and purees in Turkey. (In January 2014 legal entity name of Anadolu Etap Tarım ve Gıda Ürünleri San. ve Tic. A.Ş has been changed as Anadolu Etap Penkon Gıda ve Tarım Ürünleri San. ve Tic. A.Ş). The Group also has joint control over Syrian Soft Drink Sales & Dist. LLC (SSDSD) which undertakes distribution and sales of sparkling and still beverages in Syria.

List of Shareholders

As of December 31, 2014 and December 31, 2013, the composition of shareholders and their respective percentage of ownership can be summarized as follows:

	December 31, 2014		December 31, 2013	
	Amount	**%**	Amount	%
Yazıcılar Holding A.Ş.	**139.787**	**23,61**	139.787	23,61
Özilhan Sınai Yatırım A.Ş.	**79.813**	**13,48**	79.813	13,48
Anadolu Endüstri Holding A.Ş. (AEH)	**35.292**	**5,96**	35.292	5,96
SABMiller Harmony Ltd. [(1)]	**142.105**	**24,00**	142.105	24,00
Publicly traded and other	**195.108**	**32,95**	195.108	32,95
	592.105	**100,00**	592.105	100,00

Capital structure of AEH, the shareholder of the Company, comprises of Yazıcılar Holding A.Ş. (68%) and Özilhan Sınai Yatırım A.Ş. (32%); consequently, as of December 31, 2014 Yazıcılar Holding A.Ş. and Özilhan Sınai Yatırım A.Ş. together with SABMiller AEL represent directly and indirectly more than half of the voting rights of the Company according to the shareholder agreement.

[(1)] Following the transfer of 24% shares of the Company to SABMiller Anadolu Efes Ltd (SABMiller AEL) in the context of strategic alliance with SABMiller in 2012, SABMiller AEL has transferred its shareholding in the Company to SABMiller Harmony Ltd.

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Notes to the Consolidated Financial Statements as at December 31, 2014 (continued)

(Currency- Unless otherwise indicated thousands of Turkish Lira (TRL))

NOTE 1. GROUP'S ORGANIZATION AND NATURE OF ACTIVITIES (continued)

List of Subsidiaries

The subsidiaries included in the consolidation and their effective shareholding rates at December 31, 2014 and December 31, 2013 are as follows:

				Effective Shareholding And Voting Rights %	
Subsidiary	**Subsidiary**	**Principal Activity**	**Segment**	**2014**	2013
Efes Breweries International N.V. (EBI)	The Netherlands	Facilitating foreign investments in breweries	International Beer	**100,00**	100,00
CJSC Moscow-Efes Brewery (Efes Moscow)	Russia	Production and marketing beer	International Beer	**99,93**	99,93
CJSC Knyaz Rurik (Knyaz Rurik) (1)	Russia	Investment company	International Beer	**-**	100,00
CJSC Mutena Maltery (Mutena Maltery) (1)	Russia	Production of malt	International Beer	**-**	100,00
CJSC Vostok Solod (2)	Russia	Production of malt	International Beer	**99,93**	99,93
LLC Moskovskii Torgovyii Dom (3)	Russia	Sales company	International Beer	**-**	99,93
JSC FE Efes Kazakhstan Brewery (Efes Kazakhstan)	Kazakhstan	Production and marketing of beer	International Beer	**100,00**	100,00
International Beers Trading LLP (IBT)	Kazakhstan	Marketing of beer	International Beer	**100,00**	100,00
Efes Vitanta Moldova Brewery S.A. (Efes Moldova)	Moldova	Production and marketing of beer and low alcoholic drinks	International Beer	**96,83**	96,83
Euro-Asien Brauerein Holding GmbH (Euro-Asien)	Germany	Investment company of EBI	International Beer	**100,00**	100,00
JSC Lomisi (Efes Georgia)	Georgia	Production, marketing and sales of beer and carbonated soft drinks	International Beer	**100,00**	100,00
PJSC Efes Ukraine (Efes Ukraine)	Ukraine	Production and marketing of beer	International Beer	**99,94**	99,94
Central Asian Beverages B.V. (Central Asian)	The Netherlands	Investment company of EBI	International Beer	**-**	100,00
Efes Trade BY FLLC (Efes Belarus)	Belarus	Market development	International Beer	**100,00**	100,00
Efes Pazarlama ve Dağıtım Ticaret A.Ş. (Ef-Pa) (4)	Turkey	Marketing and distribution company of the Group	Turkey Beer	**100,00**	100,00
Tarbes Tarım Ürünleri ve Besicilik Sanayi Ticaret A.Ş. (Tarbes) (4)	Turkey	Providing hops (major ingredient of beer) to the breweries of the Group	Turkey Beer	**99,75**	99,75
Anadolu Efes Dış Ticaret A.Ş. (Aefes Dış Ticaret) (5)	Turkey	Foreign trade	Other	**-**	99,82
Cypex Co. Ltd. (Cypex)	Republic of Northern Cyprus	Marketing and distribution of beer	Other	**99,99**	99,99
Anadolu Efes Technical and Management Consultancy N.V. (AETMC)	The Netherlands Antilles	Providing technical assistance	Other	**99,75**	99,75
Efes Holland Technical Management Consultancy B.V. (EHTMC)	The Netherlands	Providing technical assistance	Other	**99,75**	99,75

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(Currency- Unless otherwise indicated thousands of Turkish Lira (TRL))

NOTE 1. GROUP'S ORGANIZATION AND NATURE OF ACTIVITIES (continued)

List of Subsidiaries (continued)

Subsidiary	Subsidiary	Principal Activity	Segment	Effective Shareholding And Voting Rights % 2014	2013
Efes Deutschland GmbH (Efes Germany)	The Netherlands	Marketing and distribution of beer	Other	**100,00**	100,00
Coca-Cola İçecek A.Ş. (CCİ) (6)	Turkey	Production, bottling of Coca-Cola products	Soft Drinks	**50,26**	50,26
Coca-Cola Satış Dağıtım A.Ş. (CCSD)	Turkey	Distribution and selling of Coca-Cola, Doğadan and Mahmudiye products	Soft Drinks	**50,25**	50,25
Mahmudiye Kaynak Suyu Ltd. Şti. (Mahmudiye)	Turkey	Filling and selling of natural spring water	Soft Drinks	**50,26**	50,25
Efes Sınai Dış Ticaret A.Ş. (EST) (7)	Turkey	Foreign trade	Soft Drinks	**-**	50,35
J.V. Coca-Cola Almaty Bottlers Limited Liability Partnership (Almaty CC)	Kazakhstan	Production, bottling, distribution and selling of and distribution of Coca Cola products	Soft Drinks	**50,26**	50,26
Tonus Turkish-Kazakh Joint Venture Limited Liability Partnership (Tonus) (9)	Kazakhstan	Investment company of CCİ	Soft Drinks	**50,26**	49,87
Azerbaijan Coca-Cola Bottlers LLC (Azerbaijan CC)	Azerbaijan	Production, bottling, distribution and selling of Coca Cola products	Soft Drinks	**50,19**	50,19
Coca-Cola Bishkek Bottlers Closed Joint Stock Company (Bishkek CC)	Kyrgyzstan	Production, bottling, distribution and selling of Coca Cola products	Soft Drinks	**50,26**	50,26
CCI International Holland B.V. (CCI Holland)	The Netherlands	Investment company of CCİ	Soft Drinks	**50,26**	50,26
CC for Beverage Industry Limited (CCBL)	Iraq	Production, bottling, distribution and selling of Coca Cola products	Soft Drinks	**50,26**	50,26
The Coca-Cola Bottling Company of Jordan Ltd. (Jordan CC)	Jordan	Production, bottling, distribution and selling of Coca Cola products	Soft Drinks	**45,23**	45,23
Coca-Cola Beverages Pakistan Ltd (CCBPL)	Pakistan	Production, bottling, distribution and selling of Coca Cola products	Soft Drinks	**24,91**	24,91
Turkmenistan Coca-Cola Bottlers Ltd. (Turkmenistan CC)	Turkmenistan	Production, bottling, distribution and selling of Coca Cola products	Soft Drinks	**29,90**	29,90
Waha Beverages B.V	The Netherlands	Investment company of CCİ	Soft Drinks	**40,22**	38,39
Al Waha for Soft Drinks, Juices, Mineral Water, Plastics, and Plastic Caps Production LLC (Al Waha) (8)	Iraq	Production, bottling, distribution and selling of Coca Cola products	Soft Drinks	**40,22**	32,64
Coca-Cola Beverages Tajikistan Limited Liability Company (Coca Cola Tajikistan)	Tajikistan	Production, bottling, distribution and selling of Coca Cola products	Soft Drinks	**50,26**	50,26

(1) In June 2014, CJSC Mutena Maltery and CJSC Knyaz Rurik were merged to Efes Moscow.
(2) Subsidiaries of Efes Moscow.
(3) LLC Moskovskii Torgovyii Dom has been closed in February 2014.
(4) The Company's beer operations in Turkey form the Turkey Beer Operations together with Ef-Pa and Tarbes.
(5) Anadolu Efes Dış Ticaret A.Ş has been sold in June 2014. Disposal impacts by the sale of the subsidiary have been reflected to consolidated financial statements.
(6) Shares of CCİ are currently traded on BIST.
(7) Efes Sınai Dış Ticaret A.Ş. has been sold in May 2014.
(8) The purchase of remaining 15,00% shares with a buying option in Al Waha, was completed by Waha B.V., a 76.40% subsidiary of CCI, as of January 14, 2014. The payment of total purchase price of USD 26.000.000 was completed following the finalization of the ongoing capital increase process in Waha B.V. in the Netherlands. Following the share capital increase, CCI's direct share in Waha B.V. increased from 76,40% to 80,03% (The Group's share has been increased from 38,39% to 40,22%) and accordingly indirect share in Al Waha increased from 64,94% to 80,03% (The Group's share has been increased from 32,64% to 40,22%).
(9) According to Kazakh law, in the event that the company purchases its own shares, it is mandatory for the company to offer other shareholder(s) to acquire the redeemed shares and pursuant to Article 33.3 of Commercial Code of Kazakhstan, unless shareholder(s) buy(s) such shares, the company is obliged to decrease its share capital. Therefore, as per the resolution of the "Tonus" shareholders, dated on April 18, 2014, the share capital was decreased and after the completion of the registration, CCİ's shares in Tonus increased to 100% from 99,23% as of October 2014. This transaction does not have any effect on the consolidated financial statements.

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NOTE 1. GROUP'S ORGANIZATION AND NATURE OF ACTIVITIES (continued)

Work Environments and Economic Conditions of Subsidiaries and Joint Ventures in Foreign Countries

Certain countries, in which consolidated subsidiaries and joint ventures operate, have undergone substantial political and economic changes in recent years. Accordingly, such markets do not possess well-developed business infrastructures and the Group's operations in such countries might carry risks, which are not typically associated with those in more developed markets. Uncertainties regarding the political, legal, tax and/or regulatory environment, including the potential for adverse changes in any of these factors, could significantly affect the commercial activities of subsidiaries and joint ventures.

Deterioration in macroeconomic conditions in Russia and Ukraine, devaluation of Russian Ruble and Ukrainian Hryvnya, ongoing political instability in Ukraine, possibility of military operations in the region could have an adverse effect on the results of International Beer segment. Consequently, the deterioration in the Group's international beer market expectations for the medium term resulted in recognition of impairment on goodwill (Note 18).

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS

2.1 Basis of Preparation and Presentation of Consolidated Financial Statements

The consolidated financial statements are prepared in accordance with Communiqué Serial II, No:14.1, "Principles of Financial Reporting in Capital Markets" (the Communiqué) published in the Official Gazette numbered 28676 on 13 June 2013. According to Article 5 of the Communiqué, consolidated financial statements are prepared in accordance with the Turkish Accounting Standards (TAS) issued by Public Oversight Accounting and Auditing Standards Authority (POAASA). TAS contains Turkish Accounting Standards, Turkish Financial Reporting Standards (TFRS) and its addendum and interpretations.

The consolidated financial statements of the Group are prepared as per the CMB announcement of 7 June 2013 relating to financial statements presentations. Comparative figures are reclassified, where necessary, to conform to changes in the presentation of the current year's consolidated financial statements.

In accordance with the CMB resolution issued on 17 March 2005, listed companies operating in Turkey are not subject to inflation accounting effective from 1 January 2005. Therefore, the consolidated financial statements of the Group have been prepared accordingly.

The Company and its Turkish subsidiaries, associates and joint ventures maintain their books of accounts and prepare their statutory financial statements in accordance with the Turkish Commercial Code ("TCC"), tax legislation, the Uniform Chart of Accounts issued by the Ministry of Finance and principles issued by CMB. The foreign subsidiaries maintain their books of account in accordance with the laws and regulations in force in the countries in which they are registered. These consolidated financial statements have been prepared under historical cost conventions except for financial assets and financial liabilities which are carried at fair value. The consolidated financial statements are based on the statutory records, which are maintained under historical cost conventions, with the required adjustments and reclassifications reflected for the purpose of fair presentation in accordance with TAS.

2.2 Functional and Reporting Currency

Functional and reporting currency of the Company and its subsidiaries, joint ventures located in Turkey is Turkish Lira. As a result of the structure of subsidiaries and joint ventures located in foreign countries and the fact that some foreign subsidiaries and joint ventures carry out their transactions mostly in Euro (EURO) or US Dollars (USD) more than in any other currency, those foreign subsidiaries or joint ventures have adopted EURO or USD as their functional currencies.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.2 Functional and Reporting Currency (continued)

Functional Currency of Significant Subsidiaries Located in Foreign Countries

		Functional Currency	
Subsidiary	**Local Currency**	**2014**	2013
EBI	EURO	**USD**	USD
Efes Moscow	Russian Ruble (RUR)	**RUR**	RUR
Efes Kazakhstan	Kazakh Tenge (KZT)	**KZT**	KZT
Efes Vitanta	Moldovan Leu (MDL)	**MDL**	MDL
Efes Georgia	Georgian Lari (GEL)	**GEL**	GEL
Efes Ukraine	Ukraine Hryvnya (UAH)	**UAH**	UAH
AETMC	EURO	**EURO**	EURO
EHTMC	EURO	**EURO**	EURO
Efes Germany	EURO	**EURO**	EURO
CCI Holland	EURO	**USD**	USD
Almaty CC	KZT	**USD**	USD
Azerbaijan CC	Azerbaijani Manat (AZM)	**USD**	USD
Bishkek CC	Kyrgyz Som (KGS)	**USD**	USD
CCBPL	Pakistan Rupee (PKR)	**PKR**	PKR
CCBL	Iraqi Dinar (IQD)	**USD**	USD
Al Waha	Iraqi Dinar (IQD)	**USD**	USD
Jordan CC	Jordan Dinar (JOD)	**USD**	USD
Turkmenistan CC	Turkmenistan Manat (TMT)	**USD**	USD
Coca-Cola Tajikistan	Somoni (TJS)	**USD**	USD

2.3 Changes in Accounting Policies

Adoption of new and revised International Financial Reporting Standards

Standards, Amendments and IFRICs applicable to 31 December 2014 year ends:

- Amendment to IAS 32, 'Financial instruments: Presentation', on offsetting financial assets and financial liabilities, effective from annual periods beginning on or after 1 January 2014. This amendment updates the application guidance in IAS 32, 'Financial instruments: Presentation', to clarify some of the requirements for offsetting financial assets and financial liabilities on the balance sheet.
- Amendments to IAS 36, 'Impairment of assets', effective from annual periods beginning on or after 1 January 2014. These amendments address the disclosure of information about the recoverable amount of impaired assets if that amount is based on fair value less costs of disposal.
- Amendment to IAS 39 'Financial instruments: Recognition and measurement', on novation of derivatives and hedge accounting, effective from annual periods beginning on or after 1 January 2014. These narrow-scope amendments allow hedge accounting to continue in a situation where a derivative, which has been designated as a hedging instrument, is notated to effect clearing with a central counterparty as a result of laws or regulation, if specific conditions are met.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.3 Changes in Accounting Policies (continued)

Adoption of new and revised International Financial Reporting Standards (continued)

Standards, Amendments and IFRICs applicable to 31 December 2014 year ends (continued)**:**

- IFRIC 21, 'Levies', effective from annual periods beginning on or after 1 January 2014. This interpretation is on IAS 37, 'Provisions, contingent liabilities and contingent assets'. IAS 37 sets out criteria for the recognition of a liability, one of which is the requirement for the entity to have a present obligation as a result of a past event (known as an obligating event). The interpretation clarifies that the obligating event that gives rise to a liability to pay a levy is the activity described in the relevant legislation that triggers the payment of the levy.
- Amendments to IFRS 10, 'Consolidated financial statements', IFRS 12 and IAS 27 for investment entities, effective from annual periods beginning on or after 1 January 2014. These amendments mean that many funds and similar entities will be exempt from consolidating most of their subsidiaries. Instead, they will measure them at fair value through profit or loss. The amendments give an exception to entities that meet an 'investment entity' definition and which display particular characteristics. Changes have also been made IFRS 12 to introduce disclosures that an investment entity needs to make.

New IFRS standards, amendments and IFRICs effective after 1 January 2015:

- Annual improvements 2012; effective from annual periods beginning on or after 1 July 2014. These amendments include changes from the 2010-2012 cycle of the annual improvements project, that affect 7 standards:
  - IFRS 2, 'Share-based payment'
  - IFRS 3, 'Business Combinations'
  - IFRS 8, 'Operating segments'
  - IFRS 13, 'Fair value measurement'
  - IAS 16, 'Property, plant and equipment' and IAS 38,'Intangible assets'
  - Consequential amendments to IFRS 9, 'Financial instruments', IAS 37, 'Provisions, contingent liabilities and contingent assets', and
  - IAS 39, Financial instruments - Recognition and measurement'

- Annual improvements 2013; effective from annual periods beginning on or after 1 July 2014. These amendments include changes from the 2011-12-13 cycle of the annual improvements project, that affect 4 standards:
  - IFRS 1, 'First time adoption'
  - IFRS 3, 'Business combinations'
  - IFRS 13, 'Fair value measurement' and
  - IAS 40, 'Investment property'.

- IFRS 14 'Regulatory deferral accounts', effective from annual periods beginning on or after 1 January 2016. IFRS 14, 'Regulatory deferral accounts' permits first-time adopters to continue to recognise amounts related to rate regulation in accordance with their previous GAAP requirements when they adopt IFRS. However, to enhance comparability with entities that already apply IFRS and do not recognise such amounts, the standard requires that the effect of rate regulation must be presented separately from other items.
- Amendment to IFRS 11, 'Joint arrangements' on acquisition of an interest in a joint operation, effective from annual periods beginning on or after 1 January 2016. This amendment adds new guidance on how to account for the acquisition of an interest in a joint operation that constitutes a business. The amendments specify the appropriate accounting treatment for such acquisitions.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.3 Changes in Accounting Policies (continued)

Adoption of new and revised International Financial Reporting Standards (continued)

New IFRS standards, amendments and IFRICs effective after 1 January 2015 (continued)**:**

- Amendment to IAS 16, 'Property, plant and equipment' and IAS 38, 'Intangible assets', on depreciation and amortisation, effective from annual periods beginning on or after 1 January 2016. The amendment clarifies that the use of revenue based methods to calculate the depreciation of an asset is not appropriate because revenue generated by an activity that includes the use of an asset generally reflects factors other than the consumption of the economic benefits embodied in the asset. This also has clarified that revenue is generally presumed to be an inappropriate basis for measuring the consumption of the economic benefits embodied in an intangible asset.
- Amendments to IAS 27, 'Separate financial statements' on the equity method, effective from annual periods beginning on or after 1 January 2016. These amendments allow entities to use the equity method to account for investments in subsidiaries, joint ventures and associates in their separate financial statements.
- Amendments to IFRS 10, 'Consolidated financial statements' and IAS 28, 'Investments in associates and joint ventures', effective from annual periods beginning on or after 1 January 2016. These amendments address an inconsistency between the requirements in IFRS 10 and those in IAS 28 in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The main consequence of the amendments is that a full gain or loss is recognised when a transaction involves a business (whether it is housed in a subsidiary or not). A partial gain or loss is recognised when a transaction involves assets that do not constitute a business, even if these assets are housed in a subsidiary.
- IFRS 15 'Revenue from contracts with customers', effective from annual periods beginning on or after 1 January 2017. IFRS 15, 'Revenue from contracts with customers' is a converged standard from the IASB and FASB on revenue recognition. The standard will improve the financial reporting of revenue and improve comparability of the top line in financial statements globally.
- IFRS 9 'Financial instruments', effective from annual periods beginning on or after 1 January 2018. This standard replaces the guidance in IAS 39. It includes requirements on the classification and measurement of financial assets and liabilities; it also includes an expected credit losses model that replaces the current incurred loss impairment model.
- Amendments to IAS 16 'Property, plant and equipment', and IAS 41, 'Agriculture', regarding bearer plants, effective from annual periods beginning on or after 1 January 2016. These amendments change the financial reporting for bearer plants, such as grape vines, rubber trees and oil palms. It has been decided that bearer plants should be accounted for in the same way as property, plant and equipment because their operation is similar to that of manufacturing. Consequently, the amendments include them within the scope of IAS 16, instead of IAS 41. The produce growing on bearer plants will remain within the scope of IAS 41.
- Amendment to IAS 19 regarding defined benefit plans, effective from annual periods beginning on or after 1 July 2014. These narrow scope amendments apply to contributions from employees or third parties to defined benefit plans. The objective of the amendments is to simplify the accounting for contributions that are independent of the number of years of employee service, for example, employee contributions that are calculated according to a fixed percentage of salary.
- Annual improvements 2014, effective from annual periods beginning on or after 1 January 2016. These set of amendments impacts 4 standards:
  - IFRS 5, 'Non-current assets held for sale and discontinued operations' regarding methods of disposal.
  - IFRS 7, 'Financial instruments: Disclosures', (with consequential amendments to IFRS 1) regarding servicing contracts.
  - IAS 19, 'Employee benefits' regarding discount rates.
  - IAS 34, 'Interim financial reporting' regarding disclosure of information.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.4 Changes in Accounting Estimates

The accounting estimates of the Group are adopted to be the same as prior years and there is no material change from prior years' accounting policies except for the change explained in Note 2.12.

2.5 Offsetting

Financial assets and liabilities are offset and the net amount are reported in the consolidated financial statements when there is a legally enforceable right to set-off the recognized amounts and there is an intention to settle on a net basis or realize the assets and settle the liabilities simultaneously.

2.6 Basis of Consolidation

The consolidated financial statements comprise the financial statements of the parent company, Anadolu Efes, its subsidiaries drawn up to the reporting date. The financial statements of the companies included in the consolidation have been prepared based on the accounting policies and presentation formats adopted by the Group in accordance with CMB Financial Reporting Standards.

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated by using the full consolidation method; therefore, the carrying value of subsidiaries is eliminated against the related shareholders' equity. The equity and net income attributable to minority shareholders' interests of subsidiaries are shown separately in the consolidated balance sheet and consolidated income loss statement.

Joint ventures are companies in respect of which there are contractual arrangements through which an economic activity is undertaken subject to joint control by the Group and its subsidiaries together with one or more other parties. The Group's interest in joint ventures is accounted with equity method starting from January 1, 2013 according to IFRS 11.

Intercompany balances and transactions, including intercompany profits and unrealized profits and losses are eliminated. Consolidated financial statements are prepared using uniform accounting policies for similar transactions and other events in similar circumstances.

The acquisition method of accounting is used for business combinations. Subsidiaries, joint ventures or investment in associates, acquired or disposed of during the year are included in the consolidated financial statements from the date of acquisition or to the date of disposal.

2.7 Cash and Cash Equivalents

Cash and cash equivalents comprise cash in hand, bank deposits and short-term investments, which can easily be converted into cash for a certain amount, has high liquidity with original maturities of 3 months or less. The deposits with the original maturities more than 3 months are classified to financial investments. The amounts paid under reverse repurchase agreements are included in the cash and cash equivalents.

2.8 Trade Receivables and Provisions for Doubtful Receivables

Trade receivables that are originated by the Group by the way of providing goods or services are generally collected in 5 to 90 day terms. Trade receivables are recognized and carried at discounted amount if they bear significant interest less an allowance for any uncollectible amounts. The provisions for doubtful receivables are set aside when there is objective evidence that a receivable cannot be collected and is charged as an expense in the consolidated financial statements. The provision is the difference between the carrying amount and the recoverable amount, being all cash flows, including amounts recoverable from guarantees and collaterals.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.9 Related Parties

Parties are considered to be related if one party directly or indirectly has the ability to control the other party or exercise significant influence over the other party in making the financial and operating decisions or be the associate of the Group. Related parties also include individuals who are principle owners, management and members of the Group's board of directors and their families. Amounts due from and due to related parties are carried at cost. Related party transactions are transfers of resources, services or obligations between related parties, regardless of whether a price is charged.

2.10 Inventories

Inventories are valued at the lower of cost and net realizable value. Net realizable value is the selling price in the ordinary course of business, less the costs of completion, marketing and distribution. Cost is determined primarily on the basis of the weighted average cost method. For processed inventories, cost includes direct materials, direct labor and the applicable allocation of fixed and variable overhead costs based on a normal operating capacity.

2.11 Financial Investments

The Group has classified its financial assets as "available-for-sale" in accordance with IAS 39 "Financial Instruments: Recognition and Measurement". Financial assets, intended to be held for an indefinite period of time, which may be sold in response to needs for liquidity or changes in interest rates are classified as available-for-sale. These financial assets are included in non-current assets unless management has the intention of holding the investment for less than twelve months from the balance sheet date, or unless they will need to be sold to raise working capital, in which case they are included in current assets. Management determines the appropriate classification of its financial assets at the time of the purchase and re-evaluates such designation on a regular basis.

All investments are initially carried at cost, being the fair value of the consideration given and including acquisition changes associated with the investment. After initial recognition, investments classified as available-for-sale are measured at fair value. For investments actively traded in organized financial markets, fair value is determined by reference to stock exchange quoted market bid prices at the close of business on the balance sheet date and negative or positive valuation differences of investments, which are measured at fair value, have been recognized under comprehensive income statements as "value increase in available-for-sale securities" in the consolidated financial statements. Negative valuation differences that are exceeding previously recorded value increases are reflected to income statement.

Investments classified as available-for-sale investments, that do not have a quoted market price on an active market and whose fair value cannot be reliably measured by alternative valuation methods, are measured at cost. The carrying amounts of such investments are reviewed at each balance sheet date for impairment.

All the acquisitions and disposals of the available for sale securities are recorded in the accounts at the date of obligation of the Group for purchasing or selling the asset.

2.12 Property, Plant and Equipment

Property, plant and equipment (PP&E) are stated at cost less accumulated depreciation and any impairment in value. Land is not depreciated. Depreciation is computed by the straight-line method over the following estimated useful lives:

Buildings and land improvements	10-50 years
Machinery and equipment	4-20 years
Leasehold improvements	4-15 years
Furniture and fixtures	3-15 years
Vehicles	5-10 years
Returnable bottles and cases	5-10 years
Other tangible assets	2-14 years

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.12 Property, Plant and Equipment (continued)

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amount. The recoverable amount of property, plant and equipment is the greater of net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs. The increase in the carrying amount of an asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined (net of amortization or depreciation) had no impairment loss been recognized for the asset in prior years. The increase is recognized in the consolidated income statement (Note 28).

The Group has changed the accounting estimates with regards to useful lives of machinery and equipment of CCI in 2014 and increased its assumption for useful lives from 12 years to 20 years. This estimation change does not require any retrospective application on the financial statements and its effect on current year depreciation is amounting to TRL 30.621 positively.

The Group management accounts returnable bottles under property, plant and equipment. Deposit obligations relating to such returnable bottles are reflected in other payables. The Group carries the liabilities related to returnable packages of Turkey Beer operation in the consolidated balance sheet, until the return of these packages from points of sales. The Group sells its products also in non-returnable bottles. For such sales, there is no deposit obligation of the Group.

Expenses for repair and maintenance of property, plant and equipment are normally charged to the income statement. They are, however, capitalized and depreciated through the estimated useful life of the property, plant and equipment in exceptional cases if they result in an enlargement or substantial improvement of the respective assets.

2.13 Other Intangible Assets

Intangible assets acquired separately from a business are capitalized at cost.

Intangible assets acquired as part of an acquisition of a business are capitalized separately from goodwill, if the fair value can be measured reliably. Intangible assets, excluding development costs, created within the business are not capitalized and expenditure is charged against profits in the year in which it is incurred. Supplies relating to promotion and marketing activities are incurred as expense when the right to reach these supplies is recognized. Intangible assets are amortized on a straight-line basis over the best estimate of their useful lives. Intangible assets with indefinite useful life formed in the financial statements in accordance with purchase method, are not subject to amortization and the carrying amounts of such intangibles are reviewed for impairment at least annually and whenever there is an indication of possible impairment.

a) Brands

The brands, which belong to International Beer Operations and which are acquired as part of a business combination, are carried at their fair value and brands are separately carried at cost in the financial statements. The Group expects that the brands will generate cash inflow indefinitely and therefore are not amortized. The brands are tested for impairment annually.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.13 Other Intangible Assets (continued)

b) Bottlers and Distribution Agreement

Bottlers and distribution agreements include

i) Bottlers and distribution agreements that are signed with the Coca Cola Company identified in the financial statements of the subsidiaries acquired through change in scope of consolidation in 2013.

ii) "Distribution Agreements" that are signed with SABMiller Group Companies identified in the fair value financial statements of the subsidiaries acquired by EBI in 2012.

Since the Group management expects to renew these agreements without any additional costs after expiration, it is decided that there are no definite useful lives of such assets. The intangible assets relating to the bottlers and distribution agreements are therefore not amortized. Bottlers and distribution agreements are tested for impairment annually.

c) License Agreements

License and distribution agreements includes, the agreements that are signed with SABMiller Group Companies, identified in the fair value financial statements of subsidiaries acquired in 2012 in the scope of consolidation. Since the Group management expects to renew these agreements without any additional costs after expiration, it is decided that there are no definite useful lives of such assets. The intangible assets relating to the bottlers and distribution agreements are therefore not amortized. License and distribution agreements are tested for impairment annually.

d) Rights

The rights acquired as part of a business combination is carried at their fair value and if they are acquired separately, then they are carried at cost in the financial statements. Rights in the consolidated financial statements comprise mainly water sources usage rights and are amortized on a straight-line basis over 10 to 40 years.

e) Software

The cost of acquisition of new software is capitalized and treated as an intangible asset if these costs are not an integral part of the related hardware. Software is amortized on a straight-line basis over 1 to 5 years.

2.14 Business Combinations and Goodwill

A business combination is the bringing together of separate entities or business into one reporting entity.

The Group accounted business combinations that occurred before January 1, 2010 using the purchase method according to the IFRS 3 before revision. In this method, the cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition.

When a business combination agreement provides for an adjustment to the cost of the combination contingent on future events, the acquirer shall include the amount of that adjustment in the cost of the combination at the acquisition date if the adjustment is probable and can be measured.

Goodwill is accounted for in the consolidated financial statements being the excess of the cost of the business combination over the Group's share is the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities and the fair value of the non-controlling interest in the acquiree.

Goodwill recognized in business combinations is tested for impairment annually (as of December 31) or more frequently, if events or changes in circumstances indicate impairment, instead of amortization. Even though these circumstances do not indicate impairment in the following periods, the impairment loss of goodwill recognized in consolidated income statement is not subject to be reversed. During the impairment test, goodwill relates to cash-generating units.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.14 Business Combinations and Goodwill (continued)

The excess of the Group's share in the net fair value of the identifiable assets, liabilities and contingent liabilities over the cost of business combination is accounted for as an income in the related year (gain from bargain purchase).

In business combinations involving entities under common control, assets and liabilities subject to a business combination are recognized at their carrying amounts in the consolidated financial statements. As a result of these transactions, neither goodwill nor gain from bargain purchase is directly accounted for in the financial statements.

For business combinations occurred after January 1, 2010, the Group applied revised IFRS 3 "Business Combination" which is effective for the periods beginning on January 1, 2010.

IFRS 3 (Revised) introduces a number of changes in the accounting of business combinations which will impact the amount of goodwill recognized, the reported profit or loss in the period that a business combination occurs, and profit or loss of the future periods. Such changes include the expensing of acquisition related costs and recognizing subsequent changes in fair value of contingent consideration in the profit or loss (rather than by adjusting goodwill). However, as permitted by the revised standard in accordance with the transition period application, the Group recognized subsequent changes in the fair value of contingent consideration balances originated in previous periods before the effective date of IFRS 3 (Revised) by adjusting goodwill.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognized in profit or loss.

The Group applies a policy of treating transactions with minority interests as transactions with equity owners of the Group. Accordingly, for share purchases from minority interests, the difference between any consideration paid and the relevant share acquired of the carrying value of the net assets of the subsidiary is accounted for as an equity transaction.

2.15 Trade Payables

Trade payables are non-derivative financial liabilities with fixed or determinable payments that are not quoted in an active market. Such financial liabilities are initially recognised at fair value and represented by the original invoice amount. After initial recognition, trade payables are measured at amortised cost using the effective interest rate method. The Group's trade payables are due within twelve months after the financial statement date, therefore classified under current liabilities.

2.16 Borrowings

All borrowings are initially recognized at cost, being the fair value of the consideration received net of issue costs associated with the borrowing. After initial recognition, borrowings are subsequently measured at amortized cost using the effective interest rate method. Amortized cost is calculated by taking into account any issue costs, and any discount or premium on settlement. Gains and losses are recognized in net profit or loss when the obligations related with the borrowings are removed.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least 12 months after the balance sheet date.

a) Finance Lease

Finance leases, which transfer to the Group substantially all the risks and benefits incidental to ownership of the leased item, are capitalized at the inception of the lease at the fair value of the leased property or, if lower, at the present value of the minimum lease payments.

Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. The initial direct costs attributable for the finance lease are added to the amount recognized as an asset. Capitalized leased assets are depreciated over the estimated useful life of the asset.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.16 Borrowings (continued)

b) Operating Lease

Leases where the lessor retains substantially all the risks and benefits of ownership of the asset are classified as operating leases. The Group recognizes operating lease payments as an expense in the income statement on a straight-line basis over the lease term.

2.17 Current Income Tax and Deferred Tax

The tax expense for the year comprises current and deferred tax. Tax is recognized in the income statement, except to the extent that it relates to items recognized directly in equity. In such case, the tax is also recognized in equity.

The current income tax charge is calculated in accordance with the tax laws enacted or substantively enacted at the balance sheet date in the countries where the subsidiaries and joint ventures of the Group operate.

Corporate Tax Rate of Significant Subsidiaries Located in Foreign Countries

	2014	2013
Netherlands	**25%**	25%
Russia	**20%**	20%
Kazakhstan	**20%**	20%
Moldova	**12%**	12%
Georgia	**15%**	15%
Ukraine	**18%**	19%
Azerbaijan	**20%**	20%
Kyrgyzstan	**10%**	10%
Pakistan	**34%**	35%
Iraq	**15%**	15%
Jordan	**14%**	14%
Turkmenistan	**8%**	8%
Tajikistan	**15%**	15%

Deferred tax is provided, using the liability method, on all temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes. Deferred tax liabilities are recognized for all taxable temporary differences. Deferred tax related to the equity items is carried under the equity and not reflected to income statement. Deferred tax assets are recognized for all deductible temporary differences, carry-forward of unused tax assets and unused tax losses, to the extent of the probability that taxable profit will be available against which the deductible temporary differences, carry-forward of unused tax assets and unused tax losses can be utilized. The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the balance sheet date.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to net off current tax assets against current income tax liabilities and the deferred taxes relate to the same taxation authority.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.18 Employee Benefits

a) Defined Benefit Plans

In accordance with existing social legislation in Turkey, the Group companies operating in Turkey are required to make lump-sum termination indemnities to each employee who has completed over one year of service with the Group and whose employment is terminated due to retirement or for reasons other than resignation or misconduct. In the consolidated financial statements the Group has reflected a liability using the Projected Unit Credit Method and based on estimated inflation rates and factors derived using the Group's experience of personnel terminating their services and being eligible to receive such benefits and discounted by using the current market yield at the balance sheet date on government bonds.

b) Defined Contribution Plans

The Group pays contributions to the Social Security Institution of Turkey on a mandatory basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognized as employee benefit expense when they are paid.

c) Long Term Incentive Plans

The Group provides a benefit to its employees over a certain seniority level under the name "long term incentive plan". Provision for long term incentive plan accrued in consolidated financial statements reflects the discounted value of the estimated total provision of possible future liabilities until the financial statement date.

2.19 Provisions, Contingent Assets and Liabilities

a) Provisions

Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as an interest expense.

b) Contingent Assets and Liabilities

Contingent liabilities are not recognized in the consolidated financial statements, but are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognized in the consolidated financial statements, but disclosed when an inflow of economic benefits is probable.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.20 Foreign Currency Translations

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recorded in the consolidated income statement of the relevant period, as foreign currency loss or gain. Foreign currency translation rates announced by the Central Bank of the Republic of Turkey and used by the Group's subsidiaries in Turkey as of respective year-ends are as follows:

Date	USD/TRL (full)	EURO/TRL (full)
December 31, 2014	2,3189	2,8207
December 31, 2013	2,1343	2,9365

The assets and liabilities of subsidiaries and joint ventures operating in foreign countries are translated at the rate of exchange ruling at the balance sheet date and the equity items are translated using the exchange rates at the date of the transaction. The income statements of foreign subsidiaries and joint ventures are translated at average exchange rates. Differences resulting from the deviation between the values of investment related to equity accounts of consolidated subsidiaries and joint ventures and the appreciation of foreign currencies against the Turkish Lira are accounted to equity as "currency translation differences". Goodwill and fair value adjustments arising from the acquisition of a foreign entity are treated as assets and liabilities of the acquiring company and are recorded at the exchange rate of balance sheet date. On disposal of a foreign entity, currency translation differences are recognized in the income statement as a component of the gain or loss on disposal.

2.21 Paid in Capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as deduction, net of tax, from the proceeds.

2.22 Dividends Payable

Dividends payable are recognized as an appropriation of profit in the period in which they are declared.

2.23 Subsequent Events

The Group adjusts the amount recognized in its financial statements to reflect the adjusting events after the balance sheet date. If non-adjusting events after the balance sheet date have material influence on the economic decisions of users of the financial statements, they are disclosed in the notes to the consolidated financial statements.

2.24 Revenue

Revenue is recognized to the extent of probability that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenues are stated net of discounts and returns, value added and sales taxes. The following specific recognition criteria must also be met before revenue is recognized:

a) Sale of Goods

Revenue is recognized when the significant risks and rewards of ownership of the goods have passed to the buyer and the amount of revenue can be measured reliably.

b) Interest Income

Interest income is recognized as the interest accrues. Interest income is reflected under the "financial income" in the consolidated income statement.

c) Dividend Income

Dividend income is recognized when the right to collect the dividend is established.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.25 Borrowing Costs

Borrowing costs include interest charges and other costs incurred in connection with the borrowing of funds. Borrowing costs that are directly attributable to the acquisition or construction of a qualifying asset are capitalized. Borrowing costs other than these are recoded as expensed at the date they are incurred.

2.26 Segment Reporting

The Group management monitors the operating results of its three business units separately for the purpose of making decisions about resource allocation and performance assessment. The three operating segments are Turkey Beer Operations (Turkey Beer), which is conducted by the Company; International Beer Operations (International Beer), which is conducted by EBI; and Soft Drinks Operations (Soft Drinks) which is conducted by CCİ.

Segment performance is evaluated based on profit from operations before depreciation, amortization and non-cash expenses (EBITDA). EBITDA has been determined as the optimum indicator by the Group management for the evaluation of the performance of the operating segments by considering the comparability with the entities in the same business (Note 5).

2.27 Earnings per Share

Earnings per share in the consolidated income statements are calculated by dividing the net profit for the year attributable to equity holders of the parent by the weighted average number of ordinary shares outstanding during the year. In Turkey, companies can increase their share capital by making distribution of free shares to existing shareholders from inflation adjustment to shareholders equity.

For the purpose of the earnings per share computations, the weighted average number of shares outstanding during the year has been adjusted with respect to free shares issued without corresponding change in resources by giving them retroactive effect for the period in which they were issued and each earlier period.

2.28 Reporting of Cash Flows

In the consolidated statement of cash flows, cash flows are classified and reported according to their operating, investing and financing activities. Cash flows related with investing activities present the cash flows provided from and used in the Group's investing activities and cash flows related with financing activities present the proceeds and repayments of sources in the Group's financing activities.

2.29 Hedge Accounting

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognized asset or liability or an unrecognized firm commitment that is attributable to a particular risk and could affect profit or loss (except for foreign currency risk)
- Cash flow hedges when hedging exposure to variability in cash flows that is either attributable to a particular risk associated with a recognized asset or liability (such as all or some future interest payments on variable rate debt) or a highly probable forecast transaction or the foreign currency risk in an unrecognized firm commitment that could affect profit or loss
- Net investment hedges when hedging the exposure relating to the net investment in foreign operations.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they were designated.

For fair value hedges, the change in the fair value of a hedging instrument is recognized in the statement of consolidated income. The change in the fair value of the hedged item attributable to the risk hedged is recorded as part of the carrying value of the hedged item and is also recognized in the statement of consolidated income as part of financial income and expense.

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.29 Hedge Accounting (continued)

For cash flow hedges, the effective portion of the gain or loss on the hedging instrument is recognized directly as other comprehensive income in the cash flow hedge reserve, while any ineffective portion is recognized immediately in the statement of consolidated income as part of financial income and expense. Amounts recognized as other comprehensive income are transferred to the statement of consolidated income when the hedged transaction affects profit or loss, such as when the hedged financial income or financial expense is recognized or when a forecast purchase occurs.

For net investment hedges, gains and losses on the hedging instrument relating to the effective portion of the foreign currency hedge of net investments in foreign operations are recognized as other comprehensive income while any gains and losses relating to the ineffective portion are recognized in income statement. The gain or loss on the hedging instrument that has been recognized in equity is transferred to income statement on the disposal of the foreign operation.

Where the hedged item is the cost of a non-financial asset or non-financial liability, the amounts recognized as other comprehensive income are transferred to the statement of consolidated income when sales occur.

CCİ uses aluminum swap contracts in order to offset the possible losses that may arise from anticipated purchases of cans which are subject to aluminum price volatility and designates these aluminum swap transactions as hedging instruments for cash flow hedge relation against high probable future outflows as the hedged item. It has also made forward currency purchase agreements for resin purchases in order to offset the possible losses due to the fact that resin prices are denominated in foreign currency, designates these forward currency purchases as hedging instruments for cash flow hedge relation against highly probable future outflows arising from foreign currency denominated resin purchases as the hedged item.

Turkey Beer designates a portion of its foreign currency denominated time deposits for foreign currency denominated raw material procurements and uses forward contracts in order to offset the possible losses that may arise from anticipated procurements which are subject to foreign currency volatility and designates these transactions as hedging instruments for cash flow hedge relation against high probable future outflows as the hedged item.

Other derivatives not designated for hedge accounting

Other derivatives not designated for hedge accounting are recognized initially at fair value; attributable transaction costs are recognized in statement of consolidated income when incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes in the fair value of such derivatives are recognized in the consolidated income statement as part of finance income and costs.

2.30 Use of Estimates

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of balance sheet date. Actual results may vary from the current estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in income statement in the periods in which they become known. The source of the estimates and assumptions which may cause to significant adjustments at assets and liabilities at following periods as of balance sheet date are as follows:

a) Provision for doubtful receivables is an estimated amount that management believes to reflect for possible future losses on existing receivables that have collection risk due to current economic conditions. During the impairment test for the receivables, the debtors, other than the key accounts and related parties, are assessed with their prior year performances, their credit risk in the current market, their performance after the balance sheet date up to the issuing date of the financial statements; and also the renegotiation conditions with these debtors are considered (Note 10).

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NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.30 Use of Estimates (continued)

b) During the assessment of the reserve for inventory obsolescence the following are considered; analyzing the inventories physically and historically, considering the employment and usefulness of the inventories respecting to the technical personnel view. Sales prices listed, average discount rates given for sale and expected cost incurred to sell are used to determine the net realizable value of the inventories (Note 12).

c) The Group performs impairment test for tangible assets, intangible assets with indefinite useful life and goodwill annually or when circumstances indicate that the carrying value may be impaired. As of December 31, 2014, impairment test for the intangible assets with indefinite useful life and goodwill is generated by comparing its carrying amount with the recoverable amount. The recoverable amount is the higher of net selling price and value in use.

In these calculations, estimated free cash flows before tax from financial budgets and approved by Board of Directors are used. Approved free cash flows before tax are calculated for 5 - 10 years period by using expected growth rates. Estimated free cash flows before tax are discounted to expected present value for future cash flows. Key assumptions such as country specific market growth rates, gross domestic product (GDP) per capita and consumer price indices were derived from external sources. Main estimates such as raw material and good prices, working capital requirements and capital expenditures were based on the Group's key assumptions and historical operating data.

The enterprise value used as a base for the impairment test has been calculated using cash flow projections from the strategic business plan approved by the Board of Directors. Perpetuity growth rate used in impairment test in the operating units is between 0,86% - 3,00% (December 31, 2013 - 1,00% - 3,00%) and after tax discount rate is between 9,14% and 17,46% (December 31, 2013 - 7,7% - 12,1%). Impairment amounting to TRL 579.726 has been identified for the intangible assets of International Beer Operations (Note 17, 18). If all factors other than growth rate and change in estimated post-tax discount rate remain constant, changes in these two factors may result in change in the amount of the impairment.

d) The liability for the put option that has been measured by applying different valuation techniques and assumptions has been presented in "other current liabilities" and "other non-current liabilities" in the consolidated balance sheet based on their remaining maturities (Note 22).

e) The discount rates related with retirement pay liability are actuarial assumptions determined with future salary increase and the employee's turnover rates (Note 21).

f) Deferred tax asset is only recorded if it is probable that a taxable income will be realized in the future. Under the circumstances that a taxable income will be realized in the future, deferred tax is calculated over the temporary differences by carrying forward the deferred tax asset in the previous years and the accumulated losses. As of December 31, 2014, the estimations made to indicate that the company will incur taxable profits in the future periods were reasonable and deferred tax asset was recorded (Note 32).

NOTE 3. BUSINESS COMBINATIONS

Transactions Related with 2014

Al Waha Put Option

As of December 31, 2013, according to shareholders agreement signed with NKG, NKG had an option to sell (and Waha B.V. had an obligation to buy) its remaining 15% participatory shares in Al Waha and Waha B.V. had an option to buy (and NKG will had obligation to sell) NKG's 15% participatory shares in Al Waha with an amount of USD 26 million. In January 2014, the put option has been realized following the payment of TRL 55.812 (equivalent of USD 26 million) by CCI with the share transfer.

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NOTE 3. BUSINESS COMBINATIONS (continued)

Transactions Related with 2013

a) Termination of Shareholder Status with Heineken in Kazakhstan

The transfer of the 28% shares and the consequent payment by EBI to Heineken has been completed in January 2013. USD 165.395 payment equivalent of TRL 290.896 made by EBI has been covered by the Group's existing cash sources. As a result of the acquisition, the Group's effective shareholding rate in Efes Kazakhstan has increased to 100%. The difference between the purchase consideration and the carrying amount of the shares purchased amounting to TRL 225.089 is accounted for in "Other Reserves" under equity in the consolidated statement of financial position.

b) EBRD Put Option

In January 2013, EBI acquired 8,76% shares of Efes Moscow for USD 43 million from European Bank of Reconstruction and Development (EBRD) as a result of the realization of put option held by EBRD. Following the completion of the transaction, EBI's effective shareholding rate has increased to 99,73%. At the same time, EBI and EBRD entered into a loan agreement of which proceeds were utilized to pay the purchase consideration by EBI. Pursuant to the Share Purchase and Sale Agreement between EBI and EBRD, EBRD transferred its 8,76% stake in Efes Moscow to EBI, while the value of the shares were converted into a 7-year loan at EBI level with a nominal value of USD 43 million, with interest rates of Libor+2,5% for the first 2 years and Libor+2,0% for the remaining 5 years. Anadolu Efes is the "Sponsor" of the loan.

c) Shareholders' Agreement regarding governance of CCİ

The Group and TCCEC which owns the 20,09% of CCİ has signed Shareholder Agreement related with the management of CCİ. Anadolu Efes and TCCEC have decided to modify provisions of CCİ's Articles of Association in particular those described as "major decisions". As a result of such amendment, TCCEC will have certain protective rights on such major decisions in accordance with the Shareholders Agreement.

The Company has gained control power over the CCİ with the Association Agreement, which is effective as of January 1, 2013. Consequently, effective from January 1, 2013, Anadolu Efes is started to include CCİ in consolidation, whereas CCİ has been consolidated into Anadolu Efes' financial results by using proportionate consolidation method with effective shareholding rate of 50,26% until December 31, 2012.

	Fair value
Cash and cash equivalents	490.225
Trade and other receivables	307.771
Inventories	348.218
Other assets	537.677
Property, plant and equipment	2.509.905
Intangible assets	6.434.886
Financial liabilities	(1.822.514)
Trade payables	(294.585)
Other liabilities	(362.482)
Deferred tax liability	(1.349.187)
Non- controlling interests	(207.100)
Fair value of the net assets acquired	**6.592.814**
Fair value of already held shares prior to obtaining control power	3.573.347
Group's share in net assets	(3.313.231)
Goodwill arising from acquisition	**260.116**

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NOTE 3. BUSINESS COMBINATIONS (continued)

c) Shareholders' Agreement regarding governance of CCİ (continued)

Fair value gain of the carrying amount of net assets on financial statements as of the date the Company gains control power on CCİ is as follows:

	CCİ
Carrying amount of net the assets	1.885.447
Ownership rate of the Group which the control is changed	50,26%
Fair value of already held shares prior to obtaining control power	3.573.347
Net assets acquired by the Group	(947.537)
Goodwill arising from previous years acquisitions of CCİ shares	(235.602)
Carrying amount of CCİ on Group financial statements (Note 9)	(1.183.139)
Fair value difference resulted from control power change	**2.390.208**
Other comprehensive income recognized in the income statement due to acquisition of subsidiary	90.354
Value increase recognized as an income due to acquisition of subsidiary	**2.480.562**

d) Amended Shareholders' Agreement regarding governance of CCBPL

CCİ owns 49,39% of CCBPL, operating in Pakistan. Atlantic Industries, a wholly owned subsidiary of TCCC, also owns a 49,39% stake and a local shareholder, the Packages Group, owns 1,22% of CCBPL. It was decided to amend CCBPL's Shareholders Agreement and the amendment process was completed in March 2013. As a result of such amendment which is effective from January 1, 2013, control power of CCBPL was transferred to CCİ and CCBPL is included in CCİ financial statements by using full consolidation method.

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NOTE 3. BUSINESS COMBINATIONS (continued)

Transactions Related with 2013 (continued)

d) Amended Shareholders' Agreement regarding governance of CCBPL (continued)

Fair value difference amounting TRL 259.612 attributable to the already held shares prior to obtaining control over CCİ is accounted under the "other operating income" in consolidated financial statements. In accordance with IFRS 3, foreign currency translation differences which are amounting to TRL (17.980) attributable to previously held shares, are accounted as "income from investing activities" (Note 28).

Fair value gain of the carrying amount of net assets on financial statements as of the date CCİ gains control power on CCBPL is as follows:

	Fair value
Cash and cash equivalents	570
Trade and other receivables	20.233
Inventories	57.656
Other current assets	38.595
Property, plant and equipment	500.275
Intangible assets	178.948
Other non-current assets	16.495
Financial liabilities	(287.665)
Trade payables	(9.198)
Due to related parties	(6.007)
Other payables	(36.265)
Deferred tax liability	(91.900)
Other liabilities	(21.002)
Goodwill recognized during acquisition of CCBPL shares at prior years	2.795
Value of net assets	**363.530**
Fair value of shares of CCBPL owned by the Group	420.985
Less: Total value of net assets owned by CCI before re-measurement	(179.548)
Increase in provisional fair value due to acquisition of subsidiary	**241.437**

	CCBPL
Carrying amount of net the assets	323.937
Ownership rate of the CCİ which the control is changed	49,39%
Fair value of already held shares prior to obtaining control power	420.985
Net assets acquired by the CCİ	(159.992)
Goodwill arising from previous years acquisitions of Pakistan shares	(1.381)
Carrying amount of CCBPL on CCİ financials	(161.373)
Fair value difference resulted from control power change	**259.612**
Less: Currency translation difference recognized in the Income statement due to acquisition of subsidiary	(17.980)
Value increase recognized as an income due to acquisition of subsidiary (Note 28)	**241.632**

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NOTE 4. INFORMATION ABOUT MATERIAL NON-CONTROLLING INTERESTS IN SUBSIDIARIES

The Company has control over CCİ while it has 50,26% ownership interest in CCİ. CCİ is included in consolidation by using the full consolidation method and equity and net income attributable to non-controlling interests is recorded as "non-controlling interests" in statement of financial position and profit and loss statement.

Non-controlling interest reflected to profit and loss statement in the period is amounting to TRL 180.679 (31 December 2013 - TRL 244.070), of which TRL 180.499 (31 December 2013 - TRL 230.529) is related with net income of CCİ attributable to non-controlling interests.

Non-controlling interest reflected to statement of financial position at the end of the period is amounting to TRL 4.214.684 (31 December 2013 - TRL 3.890.275), of which TRL 4.211.381 (31 December 2013 - TRL 3.590.263) is related with equity of CCİ attributable to non-controlling interests.

In 2014, dividend payment amounting to TRL 42.321 (31 December 2013 - TRL 40.064), has been made to non-controlling interests. TRL 42.283 (31 December 2013 - TRL 39.859), of this amount has been made by CCI.

The Group management has identified CCİ as a separate operating segment. Summarized information on statement of financial position and profit and loss statement is given as "Soft Drinks" segment in Note 5 "Segment Information".

Summarized statement of cash flows of CCİ is given below:

	2014	2013
Net cash generated from operating activities	**748.035**	660.365
Net cash used in investing activities	**(219.724)**	(1.080.112)
Net cash generated from financing activities	**(739.082)**	774.517
Currency translation adjustment	**50.969**	73.026
Net increase/(decrease) in cash and cash equivalents	**(159.802)**	427.796

NOTE 5. SEGMENT REPORTING

The management monitors the operating results of its three business units separately for the purpose of making decisions about the resource allocation and performance assessment. The three operating segments are Turkey Beer Operations (Turkey Beer) which is conducted by the Company, International Beer Operations (International Beer) which is conducted by EBI and Soft Drinks Operations (Soft Drinks) which is conducted by CCİ.

Segment performance is evaluated based on profit from operations before depreciation, amortization and non-cash expenses (EBITDA). EBITDA has been determined as the optimum indicator by the Group management for the evaluation of the performance of the operating segments by considering the comparability with the entities in the same business.

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NOTE 5. SEGMENT REPORTING (continued)

The Group's segment reporting in accordance with IFRS 8 is disclosed as follows:

	Turkey Beer	International Beer	Soft Drinks	Other [(1)] and Eliminations	Total
January 1 - December 31, 2014					
Revenues	1.627.735	2.445.458	5.985.370	38.650	10.097.213
Inter-segment revenues	(12.526)	(2.014)	(143)	(3.393)	(18.076)
Total Revenues	**1.615.209**	**2.443.444**	**5.985.227**	**35.257**	**10.079.137**
EBITDA	**483.542**	**325.248**	**961.531**	**(67.945)**	**1.702.376**
Profit/(loss) for the period	**233.168**	**(821.366)**	**347.204**	**(90.560)**	**(331.554)**
Capital expenditures	**147.803**	**163.716**	**737.549**	**576**	**1.049.644**
January 1 - December 31, 2013					
Revenues	1.517.477	2.475.301	5.186.445	33.159	9.212.382
Inter-segment revenues	(13.005)	(1.132)	(85)	(2.387)	(16.609)
Total Revenues	1.504.472	2.474.169	5.186.360	30.772	9.195.773
EBITDA	419.730	241.203	892.055	(58.301)	1.494.687
Profit/(loss) for the period	129.617	(162.535)	260.532	2.625.376	2.852.990
Capital expenditures	161.436	302.204	704.032	7.583	1.175.255

[(1)] Includes other subsidiaries included in the consolidation of the Group, headquarters expenses and non- recurring income amounting to TRL 2.722.194 for the period between January 1 - December 31, 2013 as the details are given in "Note 3 - Transactions Related with 2013".

	Turkey Beer	International Beer	Soft Drink	Other [(1)] and Eliminations	Total
December 31, 2014					
Segment assets	**7.982.423**	**4.439.040**	**7.201.860**	**490.482**	**20.113.805**
Segment liabilities	**2.330.155**	**987.824**	**3.828.828**	**1.143.059**	**8.289.866**
Investment in associates	**-**	**-**	**-**	**72.517**	**72.517**
December 31, 2013					
Segment assets	7.756.508	7.173.873	7.005.772	430.831	22.366.984
Segment liabilities	2.305.316	1.284.611	4.134.427	1.180.704	8.905.058
Investment in associates	-	-	-	62.755	62.755

[(1)] Includes other subsidiaries included in the consolidation of the Group.

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NOTE 5. SEGMENT REPORTING (continued)

Reconciliation of EBITDA to the consolidated Operating Profit/Loss before Finance Expense and its components as of December 31, 2014 and 2013 are as follows:

	2014	2013
EBITDA	**1.702.376**	1.494.687
Depreciation and amortization expenses	**(726.504)**	(711.713)
Provision for retirement pay liability	**(18.592)**	(16.714)
Provision for vacation pay liability	**(7.507)**	(11.941)
Foreign exchange gain/loss from operating activities	**(28.324)**	(8.396)
Rediscount interest income/expense from operating activities	**(716)**	(1.473)
Other	**(4.557)**	(596)
PROFIT/(LOSS) FROM OPERATIONS	**916.176**	743.854
Income from Investing Activities	**38.678**	2.801.995
Expense from Investing Activities (-)	**(587.672)**	(84.161)
Income/(Loss) from Associates	**(1.723)**	(9.821)
OPERATING PROFIT/(LOSS) BEFORE FINANCE EXPENSE	**365.459**	3.451.867

NOTE 6. CASH AND CASH EQUIVALENTS

	2014	2013
Cash on hand	**4.315**	4.696
Bank accounts		
- Time deposits	**1.399.754**	1.559.266
- Demand deposits	**143.564**	173.247
Other	**2.750**	-
Cash and cash equivalents in cash flow statement	**1.550.383**	1.737.209
Interest income accrual	**9.135**	9.160
	1.559.518	1.746.369

As of December 31, 2014, annual interest rates of the TRL denominated time deposits vary between 7,99% and 13,5% (December 31, 2013 - 4,5% - 10,1%) and annual interest rates of the USD, EURO denominated and other time deposits vary between 0,2% and 22,0% (December 31, 2013- 0,2% - 5,0%). As of December 31, 2014, there is no cash deposit pledged as collateral by the Group (December 31, 2013 - TRL 4.425). As of December 31,2014, the Group has designated its time deposits amounting to TRL 62.610 (equivalent of USD 27 million) for the future raw material purchases in the scope of hedge accounting (December 31, 2013 - None).

NOTE 7. FINANCIAL INVESTMENTS

Short-term Financial Investments

	2014	2013
Time deposits with maturity more than three months	**2.971**	562.985
	2.971	562.985

Time deposits with maturities over three months are denominated in AZM (December 31, 2013 - USD and AZM). They were made for 181 days periods (December 31, 2013 - for 91 to 181 months) and interest rate is 7,50% (December 31, 2013 - 3,35% and 6,00%).

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NOTE 8. SHORT AND LONG TERM BORROWINGS

As of December 31, 2014, total borrowings consist of principal (finance lease obligations included) amounting to TRL 4.480.620 (December 31, 2013- TRL 5.249.671) and interest expense accrual amounting to TRL 26.178 (December 31, 2013 - TRL 26.261). As of December 31, 2014 and 2013, total amount of borrowings and the effective interest rates are as follows:

	2014			2013		
Short-term	**Amount**	**Fixed rate**	**Floating rate**	Amount	Fixed rate	Floating rate
Borrowings						
TRL denominated borrowings	3.872	-	-	3.760	-	-
Foreign currency denominated borrowings (USD)	162.649	-	Libor+ 1.35% - Libor + 2.00%	141.828	5,00%	Libor+1,00% - Libor +1,20%
Foreign currency denominated borrowings (EUR)	6.235	3,90%	Euribor+ 2.95%	-	-	-
Foreign currency denominated borrowings (Other)	348.815	9,13%	Kibor + 0,40% - Kibor+ 0.50%	157.781	9,37%	Kibor + 0,40%-Kibor+ 0,80%
	521.571			303.369		
Short-term portion of long term borrowings						
TRL denominated borrowings	15.233	10,00%	-	15.460	9,75% - 10,00%	-
Foreign currency denominated borrowings (USD)	337.453	3,38% - 4,75%	Libor + 1.00% - Libor+2.50%	1.279.607	1,95% - 4,75%	Libor + 1,40% - Libor + 3,50%
Foreign currency denominated borrowings (EURO)	1.386	-	Euribor + 2.00% - Euribor+2.65%	142.006	3,25%	Euribor + 1,80% - Euribor+ 2,65%
	354.072			1.437.073		
	875.643			1.740.442		
Long-term						
Borrowings						
TRL denominated borrowings	-	-	-	15.000	10,00%	-
Foreign currency denominated borrowings (USD)	3.261.336	3,38% - 4,75%	Libor +2.00% - Libor+2.50%	3.226.849	3,38% - 4,75%	Libor + 2,00%- Libor + 3,50%
Foreign currency denominated borrowings (EURO)	369.819	-	Euribor + 2.00% - Euribor +2.65%	293.641	-	Euribor + 2,35% - Euribor + 2,65%
	3.631.155			3.535.490		
	4.506.798			5.275.932		

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NOTE 8. SHORT AND LONG TERM BORROWINGS (continued)

Repayments of long-term borrowings are scheduled as follows:

	2014	2013
2015	**-**	239.102
2016	**344.171**	348.532
2017	**136.599**	48.784
2018 and thereafter	**3.150.385**	2.899.072
	3.631.155	3.535.490

As of December 31, 2014, TRL 39.806 (December 31, 2013 - TRL 33.769) of the total borrowings are secured by the Group related with CCİ, its subsidiaries and joint ventures with property, plant and equipment pledge amounting to TRL 69.764 (December 31, 2013 - TRL 61.707).

Lessee - Finance Lease

Properties leased by the Group include buildings, machinery and equipment, motor vehicles and furniture and fixtures. The most significant obligations assumed under the lease terms, other than rental payments, are the upkeep of the facilities, insurance and property taxes. Lease terms generally range from 3 to 25 years with options to renew at varying terms.

As of December 31, 2014 and 2013, the costs of the property plant and equipment obtained by finance lease are TRL 73.805 and TRL 76.425, respectively whereas net book values are TRL 1.803 and TRL 1.987, respectively.

Lessee - Operating Lease

The Group has operational leasing agreements with Çelik Motor Ticaret A.Ş. a related party of the Group.

NOTE 9. DERIVATIVE FINANCIAL INSTRUMENTS

As of December 31, 2014 CCI has 4 aluminum swap transactions with a total nominal amount of TRL 17.811 for 4.000 tones. The total of these aluminum swap contracts are designated as hedging instruments as of June 18, 2013, July 15, 2013, July 16, 2013 and November 28, 2013 in cash flow hedges related to forecasted cash flow, for the high probability purchases of production material exposed to commodity price risk (Note 36).

As of December 31, 2014 the Company has resin forward transactions with a total nominal amount of TRL 62.239, for 6 forward purchase contracts amounting to USD 26.840 million. The total of these resin contracts are designated as hedging instruments as of July 25, 2014, August 19, 2014, October 17, 2014, October 21, 2014 and October 30, 2014 in cash flow hedges related to forecasted cash flow, for the high probability purchases of resin, exposed to foreign currency risk (Note 36).

As of December 31, 2014 Turkey Beer has foreign currency forward transactions with a total nominal amount of TRL 11.595, for 12 forward purchase contracts. The total of these forward contracts are designated as hedging instruments as of November 28, 2014 in cash flow hedges related to forecasted cash flow, for the highly probable purchases of raw materials exposed to foreign currency risk (Note 36).

The effective portion of the change in fair value of hedges is recognized in other comprehensive income.

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NOTE 9. DERIVATIVE FINANCIAL INSTRUMENTS (continued)

	2014		2013	
	Nominal Value	**Fair Value Asset/ (Liability)**	Nominal Value	Fair Value Asset/ (Liability)
Commodity swap contracts	**17.811**	**(388)**	23.303	(479)
Forward contracts	**73.834**	**3.005**	-	-
	91.645	**2.617**	23.303	(479)

The Company uses forward USD purchase agreements to keep USD share of cash portfolio in a certain level and to protect it for the possible effect of fluctuation in USD against TRL. Such derivative instruments are measured at fair value and changes are reflected in the income statement. As of December 31, 2014 there are not any outstanding forward purchase contracts, as which TRL 2.564 was reflected to financial statements (Note 30).

The ineffective portion of the foreign currency forward transaction, which has a nominal value of TRL 11.595, of Turkey Beer amounting to TRL 15 is accounted as "Gain on derivative transactions" in Finance Income as of December 31, 2014 (Note 30).

NOT 10. TRADE RECEIVABLES AND PAYABLES

a) Short Term Trade Receivables

	2014	2013
Trade receivables	**1.048.265**	885.518
Notes and cheques receivables	**42.482**	30.677
Provision for doubtful receivables (-)	**(27.816)**	(27.880)
	1.062.931	888.315

The movement of provision for doubtful accounts as of December 31, 2014 and 2013 is as follows:

	2014	2013
Balance at January 1	**27.880**	8.548
Current year provision	**8.099**	4.346
Provisions no longer required	**(6.486)**	(2.056)
Write-offs from doubtful receivables	**(184)**	(219)
Recognized due to change in scope of consolidation	**-**	15.724
Currency translation differences	**(1.493)**	1.537
Balance at December 31	**27.816**	27.880

b) Short-Term Trade Payables

	2014	2013
Trade payables	**756.751**	722.100
Accrued Expenses	**92.608**	51.587
	849.359	773.687

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NOTE 11. OTHER RECEIVABLES AND PAYABLES

a) Other Current Receivables

	2014	2013
Receivables from tax office	**15.041**	11.677
Due from personnel	**10.949**	9.581
Other	**29.502**	26.265
	55.492	47.523

b) Other Non-Current Receivables

	2014	2013
Deposits and guarantees given	**6.382**	4.479
Other	**3.124**	1.087
	9.506	5.566

c) Other Current Payables

	2014	2013
Taxes other than on income	**447.639**	308.025
Deposits and guarantees taken	**122.046**	97.941
Other	**2.006**	8.483
	571.691	414.449

d) Other Non-Current Payables

As of December 31, 2014, other non-current payables consists of deposits and guarantees taken amounting to TRL 239.124 (December 31, 2013 - TRL 210.821).

NOTE 12. INVENTORIES

	2014	2013
Finished and trade goods	**315.380**	235.007
Work-in-process	**67.527**	96.027
Raw materials	**461.243**	432.841
Packaging materials	**113.506**	88.064
Supplies	**63.642**	79.703
Bottles and cases	**38.511**	41.284
Other	**30.177**	38.713
Reserve for obsolescence (-)	**(4.454)**	(7.623)
	1.085.532	1.004.016

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NOTE 12. INVENTORIES (continued)

The movement of reserve for obsolescence as of December 31, 2014 and 2013 is as below:

	2014	2013
Balance at January 1	**7.623**	1.305
Current year provision	**3.292**	5.186
Provisions no longer required	**(2.052)**	(488)
Inventories written-off	**(4.676)**	(3.392)
Change in scope of consolidation	**-**	4.300
Currency translation differences	**267**	712
Balance at December 31	**4.454**	7.623

NOTE 13. PREPAID EXPENSES

a) Short Term Prepaid Expenses

	2014	2013
Prepayments	**267.179**	240.868
Advances given to suppliers	**168.973**	189.641
	436.152	430.509

b) Long Term Prepaid Expenses

	2014	2013
Prepayments	**170.709**	163.617
Advances given to suppliers	**82.175**	59.053
	252.884	222.670

c) Short Term Deferred Income

	2014	2013
Advances taken	**24.575**	44.565
Deferred income	**1.839**	6.089
	26.414	50.654

d) Long Term Deferred Income

	2014	2013
Deferred income	**2.611**	3.643
	2.611	3.643

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NOT 14. INVESTMENTS IN ASSOCIATES

	2014		2013	
	Ownership	**Amount**	Ownership	Amount
Anadolu Etap	**33,33%**	**72.517**	33,33%	62.755
SSDSD [1]	**25,13%**	**-**	25,13%	-
		72.517		62.755

Group's share of total assets and liabilities as of December 31, 2014 and 2013 and profit/(loss) for the period of investment in associates as of December 31, 2014 and 2013 in Group's financial statements are as follows:

	Anadolu Etap		SSDSD	
	2014	2013	**2014**	2013
Total Assets	**159.262**	141.606	**1.516**	1.982
Total Liabilities	**86.745**	78.851	**5.278**	4.520
Net Assets	**72.517**	62.755	**(3.762)**	(2.538)

	Anadolu Etap		SSDSD	
	2014	2013	**2014**	2013
Group's Share of Profit/(Loss) for the period	**(774)**	(7.093)	**(949)**	(2.728)

The movement of investments in associates as of December 31, 2014 and 2013 are as follows:

	2014	2013
Balance at January 1	**62.755**	1.215.786
Income/Loss from associates	**(1.723)**	(9.821)
Amount recognized due to change in scope of consolidation [1]	**-**	2.390.208
Disposals of investments in associates as a result of changes in scope of consolidation [2]	**-**	(3.573.347)
Additions to investments in associates as a result of changes in scope of consolidation [3]	**-**	436
Currency translation differences	**(54)**	(246)
Unrealized losses under IAS 28	**1.004**	2.538
Capital increase [4]	**10.535**	37.201
Balance at December 31	**72.517**	62.755

(1) The amount consists of fair value difference attributable to the already held shares prior to obtaining control over CCİ (Note 3c).

(2) The amount consists of disposal of investments in associates resulted from including CCİ in consolidation scope in 2013 (Note 3c).

(3) As stated above, as a result of consolidation of CCİ in 2013, SSDSD, which has been accounted by using equity method in CCİ financial statements, started to be accounted as an investment in associates in Group's financial statements.

(4) Capital increase provided to Anadolu Etap

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NOT 15. INVESTMENT PROPERTIES

Cost	2013	Additions	Disposals	Currency translation differences	Transfers	2014
Land and land improvements	15.928	-	-	(6.010)	542	10.460
Buildings	163.756	-	-	(64.793)	16.486	115.449
Construction in progress	7.899	102	(123)	(2.613)	(1.042)	4.223
	187.583	**102**	**(123)**	**(73.416)**	**15.986**	**130.132**
Accumulated depreciation (-)	**2013**	**Additions**	**Disposals**	**Currency translation differences**	**Transfers**	**2014**
Land and land improvements	-	-	-	-	-	-
Buildings	70.448	3.450	-	(29.164)	8.320	53.054
Construction in progress	-	-	-	-	-	-
	70.448	**3.450**	**-**	**(29.164)**	**8.320**	**53.054**
Net book value	**117.135**					**77.078**

Cost	2012	Additions	Disposals	Currency translation differences	Transfers	2013
Land and land improvements	-	-	-	-	15.928	15.928
Buildings	-	-	-	-	163.756	163.756
Construction in progress	-	-	-	-	7.899	7.899
	-	**-**	**-**		**187.583**	**187.583**
Accumulated depreciation (-)	**2012**	**Additions**	**Disposals**	**Currency translation differences**	**Transfers**	**2013**
Land and land improvements	-	-	-	-	-	-
Buildings	-	-	-	-	70.448	70.448
Construction in progress	-	-	-	-	-	-
	-	**-**	**-**	**-**	**70.448**	**70.448**
Net book value	**-**					**117.135**

The fair value of investment property is assumed to approximate its carrying value as of December 31, 2014 and 2013.

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NOTE 16. PROPERTY, PLANT AND EQUIPMENT

For the year ended December 31, 2014, the movements of property, plant and equipment are as follows:

Cost	2013	Additions	Disposals	Currency translation differences	Impairment/ (Impairment reversal), net	Transfers (*)	2014
Land and land improvements	454.189	3.236	(387)	(28.604)	-	47.616	**476.050**
Buildings	1.586.905	14.451	(2.683)	(208.156)	-	63.982	**1.454.499**
Machinery and equipment	4.417.872	168.334	(87.100)	(691.763)	-	284.043	**4.091.386**
Vehicles	163.457	12.805	(26.584)	(11.816)	-	491	**138.353**
Other tangibles	2.044.312	299.925	(112.569)	28.094	-	18.721	**2.278.483**
Leasehold improvements	21.991	9.346	(2)	(511)	-	1.938	**32.762**
Construction in progress	407.894	524.844	(1)	(24.007)	-	(433.148)	**475.582**
	9.096.620	**1.032.941**	**(229.326)**	**(936.763)**	**-**	**(16.357)**	**8.947.115**
Accumulated depreciation (-)	**2013**	**Additions (**)**	**Disposals**	**Currency translation differences**	**Impairment/ (Impairment reversal), net**	**Transfers (*)**	**2014**
Land and land improvements	57.028	8.825	(71)	(14.372)	-	15	**51.425**
Buildings	306.957	52.265	(1.311)	(35.504)	-	(8.315)	**314.092**
Machinery and equipment	2.062.811	317.896	(83.167)	(389.460)	203	(16)	**1.908.267**
Vehicles	62.046	21.397	(23.999)	(4.790)	(90)	-	**54.564**
Other tangibles	844.384	303.878	(95.771)	13.435	5.732	-	**1.071.658**
Leasehold improvements	3.756	5.748	-	(554)	-	-	**8.950**
	3.336.982	**710.009**	**(204.319)**	**(431.245)**	**5.845**	**(8.316)**	**3.408.956**
Net book value	**5.759.638**						**5.538.159**

As at December 31, 2014; amounting to TRL 4.691 financial expense attributable to construction in progress is capitalized (December 31, 2013 - TRL 126).

(*) There are transfers amounting to TRL 7.666 to investment properties and TRL 375 to other intangible assets in 2014.

(**) As at December 31, 2014 depreciation amounting to TRL 4.631 is related to inventories (2013 - TRL 12.187) (Note 26).

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NOTE 16. PROPERTY, PLANT AND EQUIPMENT (continued)

For the year ended December 31, 2013, the movements of property, plant and equipment are as follows:

Cost	2012	Additions	Disposals	Addition Through Change in Scope of Consolidation	Investment properties	Currency translation differences	Impairment/ (Impairment reversal), net	Transfers (*)	2013
Land and land improvements	141.640	8.253	(2.954)	307.117	(15.928)	27.693	-	(11.632)	454.189
Buildings	967.768	16.079	(773)	582.776	(163.756)	143.986	-	40.825	1.586.905
Machinery and equipment	2.727.954	205.433	(58.833)	977.916	-	371.600	-	193.802	4.417.872
Vehicles	82.795	28.443	(22.263)	45.952	-	22.294	-	6.236	163.457
Other tangibles	1.055.945	392.793	(110.178)	530.920	-	136.541	-	38.291	2.044.312
Leasehold improvements	5.226	11.525	(1.117)	(543)	-	231	-	6.669	21.991
Construction in progress	128.149	474.521	(997)	65.767	(7.899)	24.529	-	(276.176)	407.894
	5.109.477	**1.137.047**	**(197.115)**	**2.509.905**	**(187.583)**	**726.874**	**-**	**(1.985)**	**9.096.620**

Accumulated depreciation (-)	2012	Additions	Disposals	Addition Through Change in Scope of Consolidation	Investment properties	Currency translation differences	Impairment/ (Impairment reversal), net	Transfers (*)	2013
Land and land improvements	31.768	9.563	(292)	-	-	2.986	7.048	5.955	57.028
Buildings	286.195	60.375	(185)	-	(70.448)	28.597	1.631	792	306.957
Machinery and equipment	1.548.729	354.673	(53.550)	-	-	164.124	55.329	(6.494)	2.062.811
Vehicles	43.677	22.491	(16.805)	-	-	12.083	600	-	62.046
Other tangibles	613.321	257.607	(99.002)	-	-	61.993	10.718	(253)	844.384
Leasehold improvements	3.349	1.368	(1.113)	-	-	152	-	-	3.756
	2.527.039	**706.077**	**(170.947)**	**-**	**(70.448)**	**269.935**	**75.326**	**-**	**3.336.982**
Net book value	**2.582.438**								**5.759.638**

(*) There are transfers to intangible assets in 2013 amounting to TRL 1.985.

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NOTE 17. OTHER INTANGIBLE ASSETS

For the year ended December 31, 2014, the movements of other intangible assets are as follows:

Cost	2013	Additions	Disposals	Currency translation differences	Impairment/ (Impairment reversal), net	Transfers	2014
Bottling contracts	6.750.479	-	-	183.553	-	-	**6.934.032**
Licence agreements	1.365.250	-	-	(505.399)	-	-	**859.851**
Brands	448.562	-	-	(57.878)	(10.251)	-	**380.433**
Rights	36.428	1.775	(87)	(26)	-	375	**38.465**
Other intangible assets	84.862	14.826	(1.218)	(19.641)	-	-	**78.829**
	8.685.581	**16.601**	**(1.305)**	**(399.391)**	**(10.251)**	**375**	**8.291.610**

Accumulated amortization (-)	2013	Additions	Disposals	Currency translation differences	Impairment/ (Impairment reversal), net	Transfers	2014
Bottling contracts	-	-	-	-	-	**-**	**-**
Licence agreements	-	-	-	-	-	**-**	**-**
Brands	-	-	-	-	-	**-**	**-**
Rights	15.877	5.603	(1)	(18)	-	**-**	**21.461**
Other intangible assets	32.953	12.073	(1.212)	(10.559)	-	**-**	**33.255**
	48.830	**17.676**	**(1.213)**	**(10.577)**	**-**	**-**	**54.716**
Net book value	**8.636.751**						**8.236.894**

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NOTE 17. OTHER INTANGIBLE ASSETS (continued)

For the year ended December 31, 2013, the movements of other intangible assets are as follows:

Cost	2012	Additions	Disposals	Addition Through Change in Scope of Consolidation	Currency translation differences	Impairment/ (Impairment reversal), net	Transfers	2013
Bottling contracts	-	-	-	6.401.133	349.346	-	-	6.750.479
Licence agreements	1.226.281	-	-	-	138.969	-	-	1.365.250
Brands	385.742	6.446	-	-	57.600	(1.226)	-	448.562
Rights	15.232	1.640	-	17.535	36	-	1.985	36.428
Other intangible assets	32.991	30.122	(299)	16.218	5.830	-	-	84.862
	1.660.246	**38.208**	**(299)**	**6.434.886**	**551.781**	**(1.226)**	**1.985**	**8.685.581**

Accumulated amortization (-)	2012	Additions	Disposals	Addition Through Change in Scope of Consolidation	Currency translation differences	Impairment/ (Impairment reversal), net	Transfers	2013
Bottling contracts	-	-	-	-	-	-	-	-
Licence agreements	-	-	-	-	-	-	-	-
Brands	-	-	-	-	-	-	-	-
Rights	10.974	4.900	-	-	3	-	-	15.877
Other intangible assets	17.172	12.923	(299)	-	3.157	-	-	32.953
	28.146	**17.823**	**(299)**	**-**	**3.160**	**-**	**-**	**48.830**
Net book value	**1.632.100**							**8.636.751**

NOTE 18. GOODWILL

Movement of the goodwill during the period is as follows:

	2014	2013
At January 1	**2.453.049**	1.783.196
Recognized due to change in scope of consolidation (Note 3)	**-**	389.189
Impairment (Note 29)	**(569.475)**	
Currency translation differences	**(651.109)**	280.664
At December 31	**1.232.465**	2.453.049

As of December 31, 2014 and 2013, operating segment distributions of goodwill are presented below:

	Turkey Beer	International Beer	Soft Drinks	Other	Total
2014	**50.099**	**679.875**	**502.491**	**-**	**1.232.465**
2013	50.099	1.938.972	463.978	-	2.453.049

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NOTE 19. GOVERNMENT INCENTIVES AND GRANTS

As of December 31, 2014, the Group used an incentive for its investment amounting to TRL 104.015 (December 31, 2013 - TRL 64.657) on Bursa mineral water and Elazığ, Köyceğiz, Çorlu, Ankara and Mersin production lines by generating a total tax advantage of TRL 20.032 (December 31, 2013 - TRL 13.994). The tax advantage amounting to TRL 656 was recognized during 2014 (December 31, 2013 - TRL 67).

NOTE 20. COMMITMENTS AND CONTINGENCIES

Parent Company (Anadolu Efes) and Subsidiaries Included in Full Consolidation

As of December 31, 2014 and 2013 guarantees, pledges and mortgages (GPMs) given in favor of the parent company and subsidiaries included in full consolidation are as follows:

	December 31, 2014								
	Total TRL Equivalent	Original Currency TRL	Original Currency Thousand USD	Original Currency Thousand EUR	Original Currency Thousand KZT	Original Currency Thousand RUR	Original Currency Thousand UAH	Original Currency Thousand PKR	Other Foreign Currency TRL Equivalent
A. GPMs given on behalf of the Company's legal personality	**380.439**	277.025	5.848	2.769	-	279.099	5.389	2.667.000	8.147
B. GPMs given in favor of subsidiaries included in full consolidation [(1)]	**607.438**	-	158.978	31.150	-	-	-	6.486.963	1.092
C. GPMs given by the Company for the liabilities of 3rd parties in order to run ordinary course of business	-	-	-	-	-	-	-	-	-
D. Other GPMs	**10.200**	10.200	-	-	-	-	-	-	-
i. GPMs given in favor of parent company	-	-	-	-	-	-	-	-	-
ii. GPMs given in favor of group companies not in the scope of B and C above	**10.200**	10.200	-	-	-	-	-	-	-
iii. GPMs given in favor of third party companies not in the scope of C above	-	-	-	-	-	-	-	-	-
Total	**998.077**	287.225	164.826	33.919	-	279.099	5.389	9.153.963	9.239
Ratio of other GPMs over the Company's equity (%)	**0,1%**	-	-	-	-	-	-	-	-

(1) Includes the GPMs given in favor of subsidiaries included in full consolidation for their borrowings.

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NOTE 20. COMMITMENTS AND CONTINGENCIES (continued)

Parent Company (Anadolu Efes) and Subsidiaries Included in Full Consolidation (continued)

	December 31, 2013								
	Total TRL Equivalent	Original Currency TRL	Original Currency Thousand USD	Original Currency Thousand EUR	Original Currency Thousand KZT	Original Currency Thousand RUR	Original Currency Thousand UAH	Original Currency Thousand PKR	Other Foreign Currency TRL Equivalent
A. GPMs given on behalf of the Company's legal personality	**409.772**	**300.122**	**6.879**	**1.771**	**-**	**11.524**	**79.436**	**2.927.984**	**8.312**
B. GPMs given in favor of subsidiaries included in full consolidation [1]	**604.795**	**-**	**231.323**	**13.520**	**-**	**-**	**-**	**3.513.025**	**-**
C. GPMs given by the Company for the liabilities of 3rd parties in order to run ordinary course of business									
D. Other GPMs	-	-	-	-	-	-	-	-	-
i. GPMs given in favor of parent company	-	-	-	-	-	-	-	-	-
ii. GPMs given in favor of group companies not in the scope of B and C above	-	-	-	-	-	-	-	-	-
iii. GPMs given in favor of third party companies not in the scope of C above	-	-	-	-	-	-	-	-	-
Total	**1.014.567**	**300.122**	**238.202**	**15.291**	**-**	**11.524**	**79.436**	**6.441.009**	**8.312**
Ratio of other GPMs over the Company's equity (%)	-	-	-	-	-	-	-	-	-

[1] Includes the GPMs given in favor of subsidiaries included in full consolidation for their borrowings.

CCİ, Its Subsidiaries and Joint Ventures

a) Put Options

According to the put option that has been granted to Day Investments Ltd. by CCİ, Day Investments Ltd. will have right to sell its shares in Turkmenistan CC to CCİ at the price of USD 2.360 thousand. The Group's portion of the liability for the put option amounting to TRL 5.473 has been presented in "other current liabilities" (December 31, 2013- TRL 5.037).

According to the put option signed with European Refreshment (ER), ER has an option to sell (and CCI will have an obligation to buy) its remaining 19,97% participatory shares in Waha B.V. The Group's share of the put option liability amounting to TRL 85.761 is recorded under "other long term liabilities" (December 31, 2013- TRL 113.040).

As of December 31, 2014, according to shareholders agreement signed with NKG, NKG had an option to sell (and Waha B.V. had an obligation to buy) its remaining 15% participatory shares in Al Waha and Waha B.V. had an option to buy (and NKG will had obligation to sell) NKG's 15% participatory shares in Al Waha with an amount of USD 26 million. In January 2015, put option has been realized following the payment of the amount related with the share transfer (Note 3).

b) Murabaha

During 2012 CCBPL and Standard Chartered Bank (SCB) have made murabaha facility agreement. Based on this agreement, SCB and CCBPL agree that they shall enter into a series of sugar and resin purchase transactions from time to time on the dates and in the amounts to be agreed between them subject to the terms of this agreement. As of December 31, 2014, CCBPL has TRL 110.612 sugar and resin purchase commitment from SCB until the end of September 30, 2015 and TRL 10.203 sugar and resin purchase commitment from SCB until the end of March 30, 2015 and expense accrual of TRL 1.040 payable for the profit share of SCB was reflected in the financial statements.

Operational Lease

As of December 31, 2014, the Group's contingent liability, for the following years resulting from the non- cancellable operational lease agreements is amounting to TRL 39.434 (December 31, 2013- TRL 40.479).

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NOTE 20. COMMITMENTS AND CONTINGENCIES (continued)

CCİ, Its Subsidiaries and Joint Ventures (continued)

Tax and Legal Matters

Legislation and regulations regarding taxation and foreign currency transactions in most of the territories in which the Group operates out of Turkey continue to evolve as a result of the transformation from command to market oriented economy managed by the government. The various legislation and regulations are not always clearly written and the interpretation related with the implementation of these regulations is subject to the opinions of the local, regional and national tax authorities, the Central Bank and Ministry of Finance. Tax declarations, together with other legal compliance areas (as examples, customs and currency control) are subject to review and investigation by a number of authorities, who are enabled by law to impose significant fines, penalties and interest charges. These facts create tax risks in the territories in which the Group operates substantially more so than typically found in countries with more developed tax systems.

NOTE 21. EMPLOYEE BENEFITS

a) Employee Benefits Obligations

As of December 31, 2014 and 2013, employee benefits obligations are as follows:

	2014	2013
Payables to personnel	8.103	23.997
Social security liabilities	24.156	16.557
Other	11.763	13.058
	44.022	53.612

b) Short Term Provision for Employee Benefits

As of December 31, 2014 and 2013, short term provision for employee benefits are as follows:

	2014	2013
Provision for vacation pay liability	31.949	45.264
Management bonus accrual	44.075	12.238
Other	36.141	10.284
	112.165	67.786

As of December 31, 2014 and 2013, the movement of provision for vacation pay liability is as below:

	2014	2013
Balance at January 1	45.264	21.154
Payments and used vacations	(13.404)	(2.623)
Current year provision	7.507	11.941
Recognized due to change in scope of consolidation	-	11.740
Currency translation differences	(7.418)	3.052
	31.949	45.264

As of December 31, 2014 and 2013, the movement of management bonus accruals is as below:

	2014	2013
Balance at January 1	12.238	28.482
Payments	(55.003)	(62.806)
Current year provision	84.143	33.331
Recognized due to change in scope of consolidation	-	10.264
Currency translation differences	2.697	2.967
	44.075	12.238

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NOTE 21. EMPLOYEE BENEFITS (continued)

c) Long Term Provision for Employee Benefits

	2014	2013
Employment termination benefits	**86.013**	79.616
Long term incentive plans	**8.256**	8.703
	94.269	88.319

In accordance with existing social legislation, the Group's companies incorporated in Turkey are required to make lump-sum payments to employees whose employment is terminated due to retirement or for reasons other than resignation or misconduct. Such payments are calculated on the basis of 30 days' pay. The retirement pay liability as at December 31, 2014 is subject to a ceiling of full TRL 3.438 (December 31, 2013 - full TRL 3.254) (Retirement pay liability ceiling has been increased to full TRL 3.541 as of January 1, 2015). In the consolidated financial statements as of December 31, 2014 and 2013, the Group reflected a liability calculated using the projected unit credit method and based upon factors derived using their experience of personnel terminating their services and being eligible to receive retirement pay and discounted by using the current market yield at the balance sheet date on government bonds. Accordingly, net discount rates determined by considering expected payment dates are in a range between 1,69% and 3,49% (December 31, 2013 - 3,76%- 3,80%)

Movement of provision for employment termination benefits represented in the consolidated financial statements is as follows:

	2014	2013
Balance at January 1	**79.616**	38.503
Payments	**(20.504)**	(8.833)
Interest cost	**6.573**	3.853
Current year provision	**12.019**	12.861
Recognized due to change in scope of consolidation	**-**	30.796
Actuarial loss	**8.309**	2.436
	86.013	79.616

Movement of provision for long-term incentive plan represented in the consolidated financial statements is as follows:

	2014	2013
Balance at January 1	**8.703**	12.841
Payments	**(17.469)**	(18.609)
Interest cost	**541**	1.285
Current year provision	**16.275**	9.208
Recognized due to change in scope of consolidation	**-**	2.017
Actuarial loss	**206**	1.961
	8.256	8.703

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NOTE 22. OTHER ASSETS AND LIABILITIES

a) Other Current Assets

	2014	2013
Value Added Tax (VAT) deductible or to be transferred	**196.885**	196.689
Other	**1.786**	1.952
	198.671	198.641

b) Other Non-Current Assets

	2014	2013
Deferred VAT and other taxes	**42.663**	16.697
Other	**182**	281
	42.845	16.978

c) Other Current Liabilities

	2014	2013
Put option liability (Note 20)	**5.473**	5.037
Other	**4.478**	1.377
	9.951	6.414

d) Other Non-Current Liabilities

	2014	2013
Put option liability (Note 20)	**85.761**	168.532
Deferred VAT and other taxes	**42.018**	16.601
Other	**554**	843
	128.333	185.976

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NOTE 23. EQUITY

a) Issued Capital and Adjustments to Share Capital and Equity Investments

	2014	2013
Common shares 1 full TRL per value		
Authorized capital	**900.000**	900.000
Issued capital	**592.105**	592.105

The composition of shareholders and their respective percentage of ownership as of December 31, 2014 and 2013 are given at Note 1 - Group's Organization and Nature of Activities.

As of December 31, 2014 and 2013, there is no privileged share representing the capital. According to the articles of association, foundation shares that do not represent the share capital receives 2% of the profit that remains after 10% of the paid in capital is deducted from the distributable profit.

b) Restricted Reserves Allocated from Net Profit, Revaluation Fund and Accumulated Profits

The legal reserves consist of first and second legal reserves in accordance with the Turkish Commercial Code. The first legal reserve is appropriated out of the statutory net income (inflation-restated income in accordance with CMB) at the rate of 5%, until the total reserve reaches a maximum of 20% of the Company's issued capital (inflation-restated issued capital in accordance with the communiqués and announcements of CMB). The second legal reserve is appropriated at the rate of 10% of all distributions in excess of 5% of the Company's issued capital (inflation-restated capital in accordance with CMB). The legal reserves are not available for distribution unless they exceed 50% of the issued capital, other than that legal reserves cannot be used.

Quoted companies are subject to dividend requirements regulated by the CMB as follows: Based on the CMB Decree 1/6, dated January 9, 2009, companies that take their consolidated financial statements as basis for their distributable profit, shall consider the profits of their subsidiaries, joint ventures and associates to the extent that such profits do not exceed the amount recorded in the statutory financial statements of these companies and without considering whether a profit distribution resolution is taken at their annual general meetings. Such profits as reported in the financial statement as per Communiqué.

In accordance with the CMB decision dated January 27, 2010, it's decided to remove the obligation related with the minimum dividend distribution rate for publicly traded companies.

Inflation adjustment to shareholders' equity and carrying amount of extraordinary reserves can only be netted-off against prior years' losses and used as an internal source for capital increase. However, when inflation adjustment to shareholders' equity is used for cash dividend distribution, it is subject to income tax.

Net income for the year and other statutory resources treated for dividend distribution are TRL 940.165 as of December 31, 2014 (December 31, 2013 - TRL 863.616).

At the Anadolu Efes Ordinary General Meeting, it is decided not to distribute dividends in 2014 related with the year ended December 31, 2013. The Group distributed dividend in 2013, related with the year ended December 31, 2012, for a gross amount of full TRL 0,45 per share, amounting to a total of TRL 277.098 including payments to founders.

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NOTE 23. EQUITY (continued)

b) Restricted Reserves Allocated from Net Profit, Revaluation Fund and Accumulated Profits (continued)

For December 31, 2014 and 2013, nominal amounts, equity restatement differences and restated value of equity are as follows:

December 31, 2014	Nominal Amount	Equity Restatement Differences	Restated Amount
Issued capital	592.105	63.583	655.688
Legal reserves	249.541	74.697	324.238
Extraordinary reserves	435.771	26.091	461.862
	1.277.417	**164.371**	**1.441.788**
Share Premium/Discount			**3.137.684**
Cumulative Other Comprehensive Income/Expense that will not be Classified to Profit and Loss			
- Revaluation and Remeasurement Gain/Loss			**(10.480)**
Cumulative Other Comprehensive Income/Expense that will be Classified to Profit and Loss			
- Currency Translation Differences			**(498.289)**
- Hedge Loss			**2.234**
- Revaluation Gain			**8.817**
Other Reserves			**(235.742)**
Accumulated profit (Including net income)			**3.763.243**
Equity attributable to equity holders of the parent			**7.609.255**

December 31, 2013	Nominal Amount	Equity Restatement Differences	Restated Amount
Issued capital	592.105	63.583	655.688
Legal reserves	249.541	74.697	324.238
Extraordinary reserves	435.771	26.091	461.862
	1.277.417	164.371	1.441.788
Share Premium/Discount			3.137.684
Cumulative Other Comprehensive Income/Expense that will not be reclassified to Profit and Loss			
- Revaluation and Remeasurement Gain/Loss			(5.398)
Cumulative Other Comprehensive Income/Expense that will be reclassified to Profit and Loss			
- Currency Translation Differences			968.155
- Hedge Loss			(304)
- Revaluation Gain			(10.008)
Other Reserves			(235.742)
Accumulated profit (Including net income)			4.275.476
Equity attributable to equity holders of the parent			9.571.651

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NOTE 24. SALES AND COST OF SALES

Revenues	2014	2013
Domestic revenues	**4.671.663**	4.412.306
Foreign revenues	**5.407.474**	4.783.467
Total sales, net	**10.079.137**	9.195.773
Cost of Sales (-)		
Net change in inventory	**4.551.818**	4.124.002
Depreciation and amortization expense on PP&E and intangible assets	**326.101**	354.132
Personnel expenses	**295.637**	281.036
Utility expenses	**194.957**	198.618
Provision for retirement pay liability	**2.763**	4.210
Other expenses	**290.762**	238.110
Total cost of sales	**5.662.038**	5.200.108
Gross Operating Profit	**4.417.099**	3.995.665

NOTE 25. OPERATING EXPENSES

a) General and Administrative Expenses

	2014	2013
Personnel expenses	**424.185**	367.200
Service rendered from outside	**167.383**	149.574
Depreciation and amortization expense on PP&E and intangible assets	**64.095**	49.767
Taxation (other than on income) expenses	**34.255**	35.870
Utilities and communication expenses	**23.320**	21.864
Meeting and travel expenses	**17.407**	17.338
Insurance expenses	**14.842**	12.952
Provision for retirement pay liability	**6.426**	6.407
Repair and maintenance expenses	**6.333**	6.387
Other expenses	**132.777**	129.689
	891.023	797.048

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NOTE 25. OPERATING EXPENSES (continued)

b) Selling, Distribution and Marketing Expenses

	2014	2013
Advertising, selling and marketing expenses	**1.042.414**	1.008.841
Personnel expenses	**538.468**	486.883
Transportation and distribution expenses	**455.645**	421.051
Depreciation and amortization expense on PP&E and intangible assets	**331.972**	306.716
Utilities and communication expenses	**45.134**	48.799
Rent expenses	**32.892**	29.884
Repair and maintenance expenses	**26.258**	18.875
Provision for retirement pay liability	**9.403**	6.097
Other expenses	**128.183**	134.651
	2.610.369	2.461.797

NOTE 26. EXPENSES BY NATURE

a) Depreciation and Amortization Expenses

	2014	2013
Cost of sales	**(326.101)**	(354.132)
Marketing, selling and distribution expenses	**(331.972)**	(306.716)
General and administration expenses	**(64.095)**	(49.767)
Inventories	**(4.631)**	(12.187)
Other operating expenses	**(4.336)**	(1.098)
	(731.135)	(723.900)

b) Personnel Expenses

	2014	2013
Cost of sales	**(295.637)**	(281.036)
Marketing, selling and distribution expenses	**(538.468)**	(486.883)
General and administration expenses	**(424.185)**	(367.200)
	(1.258.290)	(1.135.119)

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NOTE 27. OTHER OPERATING INCOME/EXPENSES

a) Other Operating Income

	2014	2013
Foreign exchange gains arising from operating activities	**43.487**	24.629
Income from scrap and other materials	**18.155**	17.189
Insurance compensation income	**2.420**	3.279
Rent income	**1.546**	1.272
Rediscount income	**1.017**	522
Other income	**75.545**	32.264
	142.170	79.155

b) Other Operating Expenses

	2014	2013
Foreign exchange losses arising from operating activities	**(71.811)**	(33.025)
Donations	**(9.137)**	(6.323)
Depreciation and amortization expense on PPE & intangible assets	**(4.336)**	(1.098)
Rediscount expense	**(1.733)**	(1.995)
Other expenses	**(54.684)**	(29.680)
	(141.701)	(72.121)

NOTE 28. INCOME FROM INVESTING ACTIVITIES

	2014	2013
Gain on sale of fixed assets	**37.985**	3.330
Reversal of impairment on property, plant and equipment (Note 16)	**693**	1.884
Income recognized due to change in scope of consolidation	**-**	2.722.194
Gain on sale of financial investments	**-**	74.566
Other	**-**	21
	38.678	2.801.995

NOTE 29. EXPENSE FROM INVESTING ACTIVITIES

	2014	2013
Provision for impairment on intangible assets (Note 17, 18)	**(579.726)**	(1.226)
Provision for impairment on tangible assets (Note 16)	**(6.538)**	(77.210)
Loss on sale of fixed assets	**(1.288)**	(5.725)
Loss from the disposal of investment in associates	**(120)**	-
	(587.672)	(84.161)

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NOTE 30. FINANCE INCOME

	2014	2013
Foreign exchange gain	**723.203**	340.161
Interest income	**85.107**	66.820
Gain on derivative transactions	**2.579**	-
	810.889	406.981

NOTE 31. FINANCE EXPENSE

	2014	2013
Foreign exchange loss	**(1.229.697)**	(797.956)
Interest expense	**(193.307)**	(146.794)
Borrowing costs	**(661)**	(661)
Other financial expenses	**(15.763)**	(10.994)
	(1.439.428)	(956.405)

NOTE 32. TAX ASSETS AND LIABILITIES

The corporation tax rate for the fiscal year is 20% in Turkey (2013 - 20%). Corporate tax returns are required to be filed until the twenty fifth of the fourth month following the fiscal year end and paid in full until the end of the same month. The tax legislation provides for a provisional tax of 20% (2013 - 20%) to be calculated and paid based on earnings generated for each quarter. The amounts thus calculated and paid are offset against the final corporate tax liability for the fiscal year.

According to the Turkish Tax Law, corporate tax losses can be carried forward for a maximum period of five years following the year in which the losses were incurred

The tax authorities can inspect tax returns and the related accounting records for a retrospective maximum period of five years. In Turkey, the tax legislation does not permit to file a consolidated tax return. Therefore, provision for taxes, as reflected in the consolidated financial statements, has been calculated on a separate-entity basis.

The main components of tax income and expenses as of December 31, 2014 and 2013 are as follows:

	2014	2013
Current period tax expense	**(124.729)**	(104.161)
Deferred tax income/(expense), net	**56.255**	54.708
	(68.474)	(49.453)

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NOTE 32. TAX ASSETS AND LIABILITIES (continued)

As of December 31, 2014 and 2013, the reconciliation of theoretical income tax calculated with the tax rates used in the countries that Anadolu Efes operates in and total income tax is as follows:

	2014	2013
Consolidated profit before tax	**(263.080)**	2.902.443
Effect of associate income net off tax	**1.723**	9.821
Taxable profit	**(261.357)**	2.912.264
Enacted tax rate	**20%**	20%
Tax calculated at the parent company tax rate	**52.271**	(582.453)
Tax effect of non-deductible expenses	**(1.973)**	(29)
Effect of provision for impairment on goodwill and other intangible assets	**(115.945)**	-
Tax effect of gain recognized due to the change in scope of consolidation	**-**	544.443
Tax effect of income excluded from tax bases	**14.538**	9.438
Effect of different tax rates	**981**	(909)
Other	**(18.346)**	(19.943)
	(68.474)	(49.453)

As of December 31, 2014 and 2013 consolidated deferred tax assets and liabilities calculated by using effective tax rates are summarized as below:

	Asset		Liability		Net	
	2014	2013	**2014**	2013	**2014**	2013
Trade receivables and payables	**-**	-	**(16.291)**	(16.291)	**(16.291)**	(16.291)
PP&E and intangible assets	**-**	-	**(1.851.058)**	(1.966.338)	**(1.851.058)**	(1.966.338)
Inventories	**20.556**	25.380	**-**	-	**20.556**	25.380
Carry forward losses	**269.681**	221.370	**-**	-	**269.681**	221.370
Retirement pay liability and other employee benefits	**16.445**	16.687	**-**	-	**16.445**	16.687
Other provisions	**35.278**	76.752	**-**	-	**35.278**	76.752
Other	**45.158**	44.357	**-**	-	**45.158**	44.357
	387.118	384.546	**(1.867.349)**	(1.982.629)	**(1.480.231)**	(1.598.083)

As of December 31, 2014 and 2013, the movement of deferred tax liability is as follows:

	2014	2013
Balance at January 1	**(1.598.083)**	(258.595)
Recorded to the consolidated income statement	**56.255**	54.708
Recognized in other comprehensive income	**988**	2.585
Recognized due to the change in scope of consolidation (Note 3)	**-**	(1.349.187)
Foreign currency differences	**60.609**	(47.594)
Balance at December 31	**(1.480.231)**	(1.598.083)

As a result of the Group management's assessment that sufficient taxable income will be generated and such carried losses will be utilized until 2024, deferred tax asset amounting to TRL 269.681 has been recognized.

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NOTE 33. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the net income for the period attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the period.

Weighted average number of shares represents the number of shares as a result of capital increase and adjusted number of shares at the beginning period multiplied with the time-weighting factor. Time weighting factor is calculated by dividing the number of days that the shares are available by the total number of days of the period.

Following table illustrates the net income and share figures used in earnings per share calculation:

	2014	2013
Net income/(loss)	**(512.233)**	2.608.920
Weighted average number of shares	**592.105.263**	592.105.263
Earnings/(losses) per share (full TRL)	**(0,8651)**	4,4062

NOTE 34. RELATED PARTY BALANCES AND TRANSACTIONS

a) Balances with Related Parties

Bank and Available-For-Sale Securities Balances with Related Parties

	2014	2013
Alternatifbank [(1)(2)]	**602.390**	255.794

As of December 31, 2014, maturities of time deposits on Alternatifbank are less than three months and the weighted average interest rates for TRL denominated time deposits is 10,36% (December 31, 2013 - 8,66%) and USD denominated time deposits is 2,71% (December 31, 2013- 3,20%).

As of December 31, 2014 the Group has demand deposits amounting to TRL 10.633 on Alternatifbank [(1) (2)] (December 31, 2013 - TRL 9.263).

(1) Related party of Yazıcılar Holding A.Ş.(a shareholder)
(2) Related party of AEH (a shareholder)

Due from Related Parties

	2014	2013
SSDSD	**1.037**	1.513
AEH [(2) (3)]	**95**	4.587
Efes Turizm İşletmeleri A.Ş. [(3) (4)]	**30**	45
Artı Varlık Yönetim A.Ş. [(4)]	**20**	-
Anadolu Efes Spor Kulübü	**1**	4
SABMiller Group Companies [(5)]	**-**	41
Other	**18**	23
	1.201	6.213

(1) Non-current financial investment of the Group
(2) The shareholder of the Group
(3) Related party of Yazıcılar Holding A.Ş. (a shareholder)
(4) Related party of AEH (a shareholder)
(5) Related party of SABMiller Harmony Ltd (a shareholder)
(6) Related party of Özilhan Sınai Yatırım A.Ş. (a shareholder)

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NOTE 34. RELATED PARTY BALANCES AND TRANSACTIONS (continued)

a) Balances with Related Parties (continued)

Due to Related Parties

	2014	2013
SABMiller Group Companies (5)	**27.783**	18.434
Çelik Motor Ticaret A.Ş. (3) (4)	**2.899**	2.970
Oyex Handels GmbH (3) (4)	**2.560**	2.972
Anadolu Bilişim Hizmetleri A.Ş. (1) (3) (4)	**1.752**	1.767
AEH (2) (3)	**1.112**	1.111
Anadolu Vakfı	**856**	31
AEH Anadolu Gayrimenkul Yatırımları A.Ş. (4)	**176**	-
Efes Turizm İşletmeleri A.Ş. (3) (4)	**163**	338
Other	**59**	7
	37.360	27.630

The Group has TRL 1.124 and TRL 2.486 short term and long term deferred revenue, respectively related to AEH (2013 - TRL 577 and TRL 1.881).

b) Transactions with Related Parties

Purchases of Goods, Services and Donations

	Nature of transaction	2014	2013
Anadolu Efes Spor Kulübü	Service	**60.004**	61.215
SABMiller Group Companies (5)	Service and purchase of trade goods	**59.063**	49.872
Oyex Handels GmbH (3) (4)	Purchase of materials and fixed assets	**30.300**	7.266
Çelik Motor Ticaret A.Ş. (3) (4)	Vehicle leasing	**27.533**	26.948
AEH (2) (3)	Consultancy service	**23.519**	21.578
Anadolu Bilişim Hizmetleri A.Ş. (1) (3) (4)	Information service	**11.612**	13.898
Efes Turizm İşletmeleri A.Ş. (3) (4)	Travel and accommodation	**10.404**	11.322
Anadolu Vakfı	Donations	**8.634**	5.892
AEH Münih (3) (4)	Purchase of materials and fixed assets	**6.482**	8.345
AEH Anadolu Gayrimenkul Yatırımları A.Ş. (4)	Service	**1.786**	-
Arge Danışmanlık A.Ş	Consultancy service	**482**	597
Ahmet Boyacıoğlu	Consultancy service	**257**	292
Mehmet Cem Kozlu	Consultancy service	**142**	189
Anadolu Isuzu Otomotiv San. ve Tic. A.Ş. (3) (4)	Rent Expense	**13**	648
Other		**528**	682
		240.759	208.744

(1) Non-current financial investment of the Group
(2) The shareholder of the Group
(3) Related party of Yazıcılar Holding A.Ş. (a shareholder)
(4) Related party of AEH (a shareholder)
(5) Related party of SABMiller Harmony Ltd (a shareholder)

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NOTE 34. RELATED PARTY BALANCES AND TRANSACTIONS (continued)

b) Transactions with Related Parties (continued)

Finance Income/(Expenses), Net

	Nature of transaction	2014	2013
Alternatifbank (3) (4)	Interest income/(expense), net	**30.034**	7.041
		30.034	7.041

Other Income/(Expenses), Net

	Nature of transaction	2014	2013
Ankara Anadolu Gayrimenkul Yatırımları A.Ş. (4)	Fixed asset sale	**33.500**	-
SSDSD	Sales income	**5.665**	1.245
SABMiller Group Companies (5)	Other income	**4.824**	155
AEH (2) (3)	Other income	**1.151**	45
Çelik Motor Ticaret A.Ş. (3) (4)	Other income	**405**	84
Alternatifbank (3) (4)	Rent income	**121**	113
Anadolu Efes Spor Kulübü	Other income	**65**	72
Anadolu Bilişim Hizmetleri A.Ş. (1) (3) (4)	Rent income	**10**	8
Other		**31**	40
		45.772	1.762

(1) Non-current financial investment of the Group
(2) The shareholder of the Group
(3) Related party of Yazıcılar Holding A.Ş. (a shareholder)
(4) Related party of AEH (a shareholder)
(5) Related parties of SABMiller Harmony Ltd. (a shareholder)

Director's remuneration

As of December 31, 2014 and 2013, total benefits to Anadolu Efes Board of Directors are TRL 349 and TRL 277, respectively. Remuneration and similar benefits received by total executive members of the Board of Directors and executive directors as of December 31, 2014 and 2013 are as follows:

	2014	2013
Short-term employee benefits	**31.998**	27.967
Post-employment benefits	**-**	-
Other long term benefits	**3.742**	5.627
Termination benefits	**1.718**	-
Share-based payments	**-**	-
	37.458	33.594

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NOTE 35. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

The Group's principal financial instruments comprise bank borrowings, finance leases, cash and short-term deposits. The main purpose of these financial instruments is to raise funds for the Group's operations. Besides, The Group has various other financial instruments such as trade debtors and trade creditors, which arise directly from its operations.

The main risks arising from the Group's financial instruments can be identified as foreign currency risk, credit risk, interest rate risk, price risk and liquidity risk. The board/management reviews and agrees policies for managing each of these risks. The Group also monitors the market price risk arising from all financial instruments. Related policies can be summarized as follows:

a) Interest Rate Risk

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing assets and liabilities. The Group manages interest rate risk by using natural hedges that arise from offsetting interest rate of assets and liabilities or derivative financial instruments.

Certain parts of the interest rates related to borrowings are based on market interest rates; therefore the Group is exposed to interest rate fluctuations on domestic and international markets. The Group's exposure to market risk for changes in interest rates relates primarily to the Group's debt obligations.

The Group's financial instruments sensitive to interest rate risk is as follows:

	2014	2013
Financial instruments with fixed interest rate		
Financial assets		
Financial assets at fair value through profit or loss	**1.411.860**	2.131.411
Financial liabilities	**3.386.503**	3.149.442
Financial instruments with floating interest rate		
Financial liabilities	**1.120.295**	2.390.763

At December 31, 2014, if interest rate on the Group's foreign currency denominated borrowings would have been 100 basis points higher/lower with all other variables held constant, then profit before tax and minority interest for the period ended March 31, 2015 which is the following reporting period, would be:

	2014	2013
Change in USD denominated borrowing interest rate	**1.633**	4.215
Change in EURO denominated borrowing interest rate	**935**	984
Change in Other denominated borrowing interest rate	**622**	238
Total	**3.190**	5.437

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NOTE 35. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

b) Foreign Currency Risk

Foreign currency risk arises from the EURO and USD denominated assets and liabilities of the Group. The Group has transactional currency exposures. Such exposures arise from sales or purchases or borrowings by the Group in currencies other than the Group's functional currency. The Group manages foreign currency risk by using natural hedges that arise from offsetting foreign currency denominated assets and liabilities. Net foreign currency exposure for the consolidated Group companies as of December 31, 2014 and December 31, 2013 are presented below:

Foreign Currency Position Table

2014

	Total TRL Equivalent (Functional Currency)	Thousand USD	TRL Equivalent	Thousand EURO	TRL Equivalent	Other Foreign Currency TRL Equivalent
1. Trade Receivables and Due from Related Parties	67.998	5.119	11.870	730	2.060	54.068
2a. Monetary Financial Assets (Cash and cash equivalents included)	536.667	215.103	498.802	4.070	11.479	26.386
2b. Non- monetary Financial Assets	-	-	-	-	-	-
3. Other Current Assets and Receivables	57.073	91	211	202	570	56.292
4. Current Assets	**661.738**	**220.313**	**510.883**	**5.002**	**14.109**	**136.746**
5. Trade Receivables and Due from Related Parties	-	-	-	-	-	-
6a. Monetary Financial Assets	-	-	-	-	-	-
6b. Non-monetary Financial Assets	-	-	-	-	-	-
7. Other	38.224	-	-	11.050	31.168	7.056
8. Non-Current Assets	**38.224**	**-**	**-**	**11.050**	**31.168**	**7.056**
9. Total Assets	**699.962**	**220.313**	**510.883**	**16.052**	**45.277**	**143.802**
10.Trade Payables and Due to Related Parties	(199.226)	(16.030)	(37.171)	(24.139)	(68.090)	(93.965)
11.Short- term Borrowings and Current Portion of Long-term Borrowings	(494.861)	(212.961)	(493.835)	(364)	(1.026)	-
12a. Monetary Other Liabilities	(22.619)	(2.360)	(5.473)	(114)	(321)	(16.825)
12b. Non-monetary Other Liabilities	(3.261)	-	-	(3)	(9)	(3.252)
13. Current Liabilities	**(719.967)**	**(231.351)**	**(536.479)**	**(24.620)**	**(69.446)**	**(114.042)**
14. Trade Payables and Due to Related Parties	-	-	-	-	-	-
15. Long-Term Borrowings	(3.617.849)	(1.400.699)	(3.248.080)	(131.091)	(369.769)	-
16 a. Monetary Other Liabilities	(85.760)	(36.983)	(85.760)	-	-	-
16 b. Non-monetary Other Liabilities	-	-	-	-	-	-
17. Non-Current Liabilities	**(3.703.609)**	**(1.437.682)**	**(3.333.840)**	**(131.091)**	**(369.769)**	**-**
18. Total Liabilities	**(4.423.576)**	**(1.669.033)**	**(3.870.319)**	**(155.711)**	**(439.215)**	**(114.042)**
19. Off Statement of Financial Position Derivative Items' Net Asset/(Liability) Position	**73.834**	**31.840**	**73.834**	**-**	**-**	**-**
19a. Total Hedged Assets	**73.834**	**31.840**	**73.834**	**-**	**-**	**-**
19b. Total Hedged Liabilities	**-**	**-**	**-**	**-**	**-**	**-**
20. Net Foreign Currency Asset/(Liability) Position	**(3.649.780)**	**(1.416.880)**	**(3.285.602)**	**(139.659)**	**(393.938)**	**29.760**
21. Monetary Items Net Foreign Currency Asset/(Liability) Position	**(3.815.650)**	**(1.448.811)**	**(3.359.647)**	**(150.908)**	**(425.667)**	**(30.336)**
22. Total Fair Value of Financial Instruments Used to Manage the Foreign Currency Position	**-**	**-**	**-**	**-**	**-**	**-**
23.Total value of Hedged Foreign Currency Assets	**3.005**	**1.052**	**3.005**	**-**	**-**	**-**

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NOTE 35. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

b) Foreign Currency Risk (continued)

Foreign Currency Position Table

2013

	Total TRL Equivalent (Functional Currency)	Thousand USD	TRL Equivalent	Thousand EURO	TRL Equivalent	Other Foreign Currency TRL Equivalent
1. Trade Receivables and Due from Related Parties	39.000	4.683	9.995	752	2.209	26.796
2a. Monetary Financial Assets (Cash and cash equivalents included)	865.229	277.258	591.751	73.082	214.605	58.873
2b. Non- monetary Financial Assets	-					
3. Other Current Assets and Receivables	41.821	1	3	1.046	3.072	38.746
4. Current Assets	946.050	281.942	601.749	74.880	219.886	124.415
5. Trade Receivables and Due from Related Parties	-	-	-	-	-	-
6a. Monetary Financial Assets	-	-	-	-	-	-
6b. Non-monetary Financial Assets	-	-	-	-	-	-
7. Other	1.789	1	2	-	-	1.787
8. Non-Current Assets	1.789	1	2	-	-	1.787
9. Total Assets	947.839	281.943	601.751	74.880	219.886	126.202
10.Trade Payables and Due to Related Parties	(114.998)	(29.811)	(63.625)	(13.336)	(39.162)	(12.211)
11.Short- term Borrowings and Current Portion of Long-term Borrowings	(1.274.301)	(532.594)	(1.136.715)	(46.854)	(137.586)	-
12a. Monetary Other Liabilities	(27.162)	(2.360)	(5.038)	(130)	(382)	(21.742)
12b. Non-monetary Other Liabilities	-	-	-	-	-	-
13. Current Liabilities	(1.416.461)	(564.765)	(1.205.378)	(60.320)	(177.130)	(33.953)
14. Trade Payables and Due to Related Parties	-	-	-	-	-	-
15. Long-Term Borrowings	(3.298.114)	(1.407.705)	(3.004.464)	(100.000)	(293.650)	-
16 a. Monetary Other Liabilities	(168.533)	(78.964)	(168.533)	-	-	-
16 b. Non-monetary Other Liabilities	-	-	-	-	-	-
17. Non-Current Liabilities	(3.466.647)	(1.486.669)	(3.172.997)	(100.000)	(293.650)	-
18. Total Liabilities	(4.883.108)	(2.051.434)	(4.378.375)	(160.320)	(470.780)	(33.953)
19. Off Statement of Financial Position Derivative Items' Net Asset/(Liability) Position	-	-	-	-	-	-
19a. Total Hedged Assets	-	-	-	-	-	-
19b. Total Hedged Liabilities	-	-	-	-	-	-
20. Net Foreign Currency Asset/(Liability) Position	(3.935.269)	(1.769.491)	(3.776.624)	(85.440)	(250.894)	92.249
21. Monetary Items Net Foreign Currency Asset/ (Liability) Position	(3.978.879)	(1.769.493)	(3.776.629)	(86.486)	(253.966)	51.716
22. Total Fair Value of Financial Instruments Used to Manage the Foreign Currency Position	-	-	-	-	-	-
23.Total value of Hedged Foreign Currency Assets	-	-	-	-	-	-

The information regarding the export and import figures realized as of December 31, 2014 and 2013 is as follows:

	2014	2013
Total Export	**181.585**	184.134
Total Import	**1.715.117**	1.463.657

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NOTE 35. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

b) Foreign Currency Risk (continued)

The following table demonstrates the sensitivity analysis of foreign currency as of December 31, 2014 and 2013:

	Foreign Currency Position Sensitivity Analysis			
	December 31, 2014(*)		December 31,2013(*)	
	Income/(Loss)			
	Increase of the foreign currency	**Decrease of the foreign currency**	Increase of the foreign currency	Decrease of the foreign currency (*)
Increase/decrease in USD by 10%:				
USD denominated net asset/(liability)	**(335.965)**	**335.965**	(377.662)	377.662
USD denominated hedging instruments (-)	**7.383**	**(7.383)**	-	-
Net effect in USD	**(328.582)**	**328.582**	(377.662)	377.662
Increase/decrease in EURO by 10%:				
EURO denominated net asset/(liability)	**(42.567)**	**42.567**	(25.089)	25.089
EURO denominated hedging instruments (-)	**-**	**-**	-	-
Net effect in EURO	**(42.567)**	**42.567**	(25.089)	25.089
Increase/decrease in other foreign currencies by 10%:				
Other foreign currency denominated net asset/(liability)	**(3.034)**	**3.034**	9.225	(9.225)
Other foreign currency hedging instruments (-)	**-**	**-**	-	-
Net effect in other foreign currency	**(3.034)**	**3.034**	9.225	(9.225)
TOTAL	**(374.183)**	**374.183**	(393.526)	393.526

(*) Monetary assets and liabilities eliminated in scope of consolidation are not included.

	Foreign Currency Position Sensitivity Analysis			
	December 31, 2014		December 31,2013	
	Equity			
	Increase of the foreign currency	**Decrease of the foreign currency**	Increase of the foreign currency	Decrease of the foreign currency (*)
Increase/decrease in USD by 10%:				
USD denominated net asset/(liability)	**345.122**	**(345.122)**	588.612	(588.612)
USD denominated hedging instruments (-)	**-**	**-**	-	-
Net effect in USD	**345.122**	**(345.122)**	588.612	(588.612)
Increase/decrease in EURO by 10%:				
EURO denominated net asset/(liability)	**2.673**	**(2.673)**	2.714	(2.714)
EURO denominated hedging instruments (-)	**-**	**-**	-	-
Net effect in EURO	**2.673**	**(2.673)**	2.714	(2.714)
TOTAL	**347.795**	**(347.795)**	591.326	(591.326)

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NOTE 35. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

c) Liquidity Risk

Liquidity risk is the risk that an entity will be unable to meet its net funding requirements. The risk is mitigated by matching the cash in and out flow volume supported by committed lending limits from qualified credit institutions.

The table below summarizes the maturity profile of the Group's financial liabilities on the consolidated balance sheet as of December 31, 2014 and 2013;

2014 Contractual maturities	**Carrying value**	**Contractual payment (=I+II+III+IV)**	**Less than 3 month (I)**	**Between 3-12 month (II)**	**Between 1-5 year (III)**	**More than 5 year (IV)**
Financial Liabilities	4.506.798	4.839.007	133.291	792.150	2.329.111	1.584.455
Trade payable and due to related parties	913.867	913.867	810.368	76.353	27.146	-
Liability for put option	91.234	91.234	-	5.473	85.761	-
Total	**5.511.899**	**5.844.108**	**943.659**	**873.976**	**2.442.018**	**1.584.455**

2013 Contractual maturities	Carrying value	Contractual payment (=I+II+III+IV)	Less than 3 month (I)	Between 3-12 month (II)	Between 1-5 year (III)	More than 5 year (IV)
Financial Liabilities	5.275.932	5.770.400	922.211	931.065	2.416.168	1.500.956
Trade payable and due to related parties	752.625	752.625	692.093	57.228	3.304	-
Liability for put option	173.569	173.569	-	5.037	168.532	-
Total	6.202.126	6.696.594	1.614.304	993.330	2.588.004	1.500.956

d) Price Risk

This is a combination of currency, interest and market risks which the Group manages through natural hedges that arise from offsetting the same currency receivables and payables, interest bearing assets and liabilities. Market risk is closely monitored by the management using the available market information and appropriate valuation methods.

e) Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Group attempts to control credit risk by limiting transactions with specific counterparties and continually assessing the creditworthiness of the counterparties.

Concentrations of credit risk arise when a number of counterparties are engaged in similar business activities or activities in the same geographic region, or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations of credit risk indicate the relative sensitivity of the Group's performance to developments affecting a particular industry or geographic location.

The Group seeks to manage its credit risk exposure through diversification of sales activities to avoid undue concentrations of risks with individuals or groups of customers in specific locations or businesses. The Group also obtains guarantees from the customers when appropriate.

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NOTE 35. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

e) Credit Risk (continued)

Maximum exposure to credit risk and aging of financial assets past due but not impaired as of December 31, 2014 and 2013 are disclosed as below:

	Receivables						
	Trade Receivables		Other Receivables				
Current Year	Due from related parties	Due from third parties	Due from related parties	Due from third parties	Deposits	Derivative Instruments	Other
Maximum exposure to credit risk at the end of reporting period (A+B+C+D+E)	1.201	1.062.931	-	64.998	1.555.424	-	334.203
- Maximum credit risk secured by guarantees	-	756.762	-	-	-	-	-
A. Net carrying amount of financial assets that are neither past due nor impaired	1.201	987.945	-	64.998	1.555.424	-	-
B. Carrying amount of financial assets whose term has been renegotiated, otherwise past due or impaired	-	-	-	-	-	-	-
C. Net carrying amount of financial assets past due but not impaired	-	73.561	-	-	-	-	-
- Under guarantee	-	11.839	-	-	-	-	-
D. Net carrying amount of financial assets impaired	-	1.425	-	-	-	-	-
- past due (gross carrying value)	-	29.241	-	-	-	-	-
- impaired (-)	-	(27.816)	-	-	-	-	-
- Net carrying amount of financial assets under guarantee	-	1.425	-	-	-	-	-
- not past due (gross carrying value)	-	-	-	-	-	-	-
- impaired (-)	-	-	-	-	-	-	-
- Net carrying amount of financial assets under guarantee	-	-	-	-	-	-	-
E. Off- balance sheet items which include credit risk	-	-	-	-	-	-	334.203

Current Year	Trade Receivables	Other Receivables	Deposits	Derivative Instruments	Other
Past due between 1-30 days	46.845	-	-	-	-
Past due between 1-3 months	16.339	-	-	-	-
Past due between 3-12 months	2.003	-	-	-	-
Past due for more than 1 year	8.374	-	-	-	-

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NOTE 35. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

e) Credit Risk (continued)

	Receivables						
	Trade Receivables		Other Receivables				
Prior Year	Due from related parties	Due from third parties	Due from related parties	Due from third parties	Deposits	Derivative Instruments	Other
Maximum exposure to credit risk at the end of reporting period (A+B+C+D+E)	6.213	888.315	-	53.089	2.304.658	-	338.190
- Maximum credit risk secured by guarantees	-	475.010	-	-	-	-	-
			-				
A. Net carrying amount of financial assets that are neither past due nor impaired	6.213	747.045	-	53.089	2.304.658	-	-
B. Carrying amount of financial assets whose term has been renegotiated, otherwise past due or impaired	-	-	-	-	-	-	-
C. Net carrying amount of financial assets past due but not impaired	-	139.661	-	-	-	-	-
- Under guarantee	-	33.621	-	-	-	-	-
D. Net carrying amount of financial assets impaired	-	1.609	-	-	-	-	-
- past due (gross carrying value)	-	29.489	-	-	-	-	-
- impaired (-)	-	(27.880)	-	-	-	-	-
- Net carrying amount of financial assets under guarantee	-	1.609	-	-	-	-	-
- not past due (gross carrying value)	-	-	-	-	-	-	-
- impaired (-)	-	-	-	-	-	-	-
- Net carrying amount of financial assets under guarantee	-	-	-	-	-	-	-
E. Off- balance sheet items which include credit risk	-	-	-	-	-	-	338.190

Prior Year	Trade Receivables	Other Receivables	Deposits	Derivative Instruments	Other
Past due between 1-30 days	77.219	-	-	-	-
Past due between 1-3 months	44.465	-	-	-	-
Past due between 3-12 months	9.636	-	-	-	-
Past due for more than 1 year	8.341	-	-	-	-

f) Capital Risk Management

The Group's policy is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximize shareholder value. The Group periodically measures Net Debt to EBITDA ratio to maintain capital risk management. Net Debt is calculated by deducting cash and cash equivalents from total borrowings.

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NOTE 36. FINANCIAL INSTRUMENTS

Fair Value

Fair value is the amount for which an asset could be exchanged, or a liability settled between knowledgeable, willing parties in an arm's length transaction. The optimum fair value of a financial instrument is the quoted market value, if any.

The financial assets and liabilities which are denominated in foreign currencies are evaluated by the foreign exchange rates prevailing on the date of balance sheet which approximate to market rates. The following methods and assumptions were used to estimate the fair value of each class of financial instrument of the Group for which it is practicable to estimate a fair value:

a) Financial Assets

The fair values of certain financial assets carried at cost in the consolidated financial statements, including cash and cash equivalents plus the respective accrued interest and other financial assets are considered to approximate their respective carrying values due to their short-term nature and negligible credit losses. The carrying value of trade receivables along with the related allowance for unearned income and uncollectibility are estimated to be their fair values.

b) Financial Liabilities

Trade payables and other monetary liabilities are considered to approximate their respective carrying values due to their short-term nature. The bank borrowings are stated at their amortized costs and transaction costs are included in the initial measurement of loans and bank borrowings. The fair value of bank borrowings are considered to state their respective carrying values since the interest rate applied to bank loans and borrowings are updated periodically by the lender to reflect active market price quotations. The carrying value of trade payables along with the related allowance for unrealized cost is estimated to be their fair values.

Fair value hierarchy table

The Group classifies the fair value measurement of each class of financial instruments according to the source, using the three-level hierarchy, as follows

Level 1: Market price valuation techniques for the determined financial instruments traded in markets

Level 2: Other valuation techniques including direct or indirect observable inputs

Level 3: Valuation techniques not containing observable market inputs.

Current Year	**Level 1**	**Level 2**	**Level 3**
Financial assets at fair value			
Interest rate swap	**-**	**3.005**	**-**
Financial liabilities at fair value			
Interest rate swap	**-**	**388**	**-**
Options (Note 22)	**-**	**-**	**85.761**

Prior Year	**Level 1**	**Level 2**	**Level 3**
Financial liabilities at fair value			
Interest rate swap	-	479	-
Options (Note 22)	-	-	113.039

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NOTE 36. FINANCIAL INSTRUMENTS (continued)

Derivative Financial Instruments, Risk Management Objectives and Policies

Derivative financial instruments are initially measured at cost. After initial recognition, derivatives are measured at fair value.

As of December 31, 2014 CCI has 4 aluminum swap transactions with a nominal value of TRL 17.811 and 4.000 tones. (As of December 31,2013 CCI has 4 aluminum swap transactions with a nominal value of TRL 23.303 and 5.800 tones). As of December 31, 2014 CCI has resin forward transactions with a total nominal amount of TRL 62.239, for 6 forward purchase contracts amounting to USD 26.840 thousand (December 31, 2013 - None).

As of December 31, 2014 Turkey Beer has foreign currency forward transactions with a total nominal amount of TRL 11.595, for 12 forward purchase contracts amounting to USD 5.000 million (December 31, 2013 - None). As of December 31, 2014, Turkey Beer has allocated its time deposits amounting to TRL 62.610 (equivalent of USD 27 million) for the future raw material purchases in the scope of hedge accounting (December 31, 2013 - None).

NOTE 37. EVENTS AFTER REPORTING PERIOD

None.

Glossary

Abbreviations

1 hectoliter	100 liters
1 unit case	5,678 liters
BNRI	Before non-recurring items
BIST	Borsa İstanbul
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
HOD	A rigid container with a 20-liter capacity
CMB	Capital Markets Board
TCCC	The Coca-Cola Company
IFRS	International Financial Reporting Standards
n.m.	not meaningful

Terms

Coca-Cola system	TCCC and all of its international bottling partners
Sparkling beverage	Non-alcoholic beverages produced in a variety of flavors and containing different flavoring additives. The sparkling beverage category does not include plain waters, flavored waters, fruit juices, fruit-flavored beverages, sports drinks, teas, or coffees.
Still beverage	All non-sparkling and non-alcoholic beverages such as plain waters, flavored waters, fruit juices, fruit-flavored beverages, sports drinks, teas, and coffees.
Bottler	Any company that obtains concentrates, various beverages, and/or syrups from TCCC, readies them for consumption as non-alcoholic beverages, and markets and distributes them to customers.
Bottler agreement	Any contract between TCCC and a bottler that governs the parties' respective production, packaging, distribution, and selling rights and obligations with respect to TCCC products within a designated territory.
Concentrate	Any product which TCCC makes or has made for it and which TCCC sells to bottlers so that they may produce non-alcoholic beverages by adding water and/or flavorings to it.
Customer	Any store, retail point of sale, restaurant, chain store, or other form of business enterprise that sells our products to its own customers.
PET (polyethylene terephthalate)	Type of a polyester (polyethylene terephthalate) used in the manufacture of beverage bottles.

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