

**+1 BREATH**  
*for the Next Generations*

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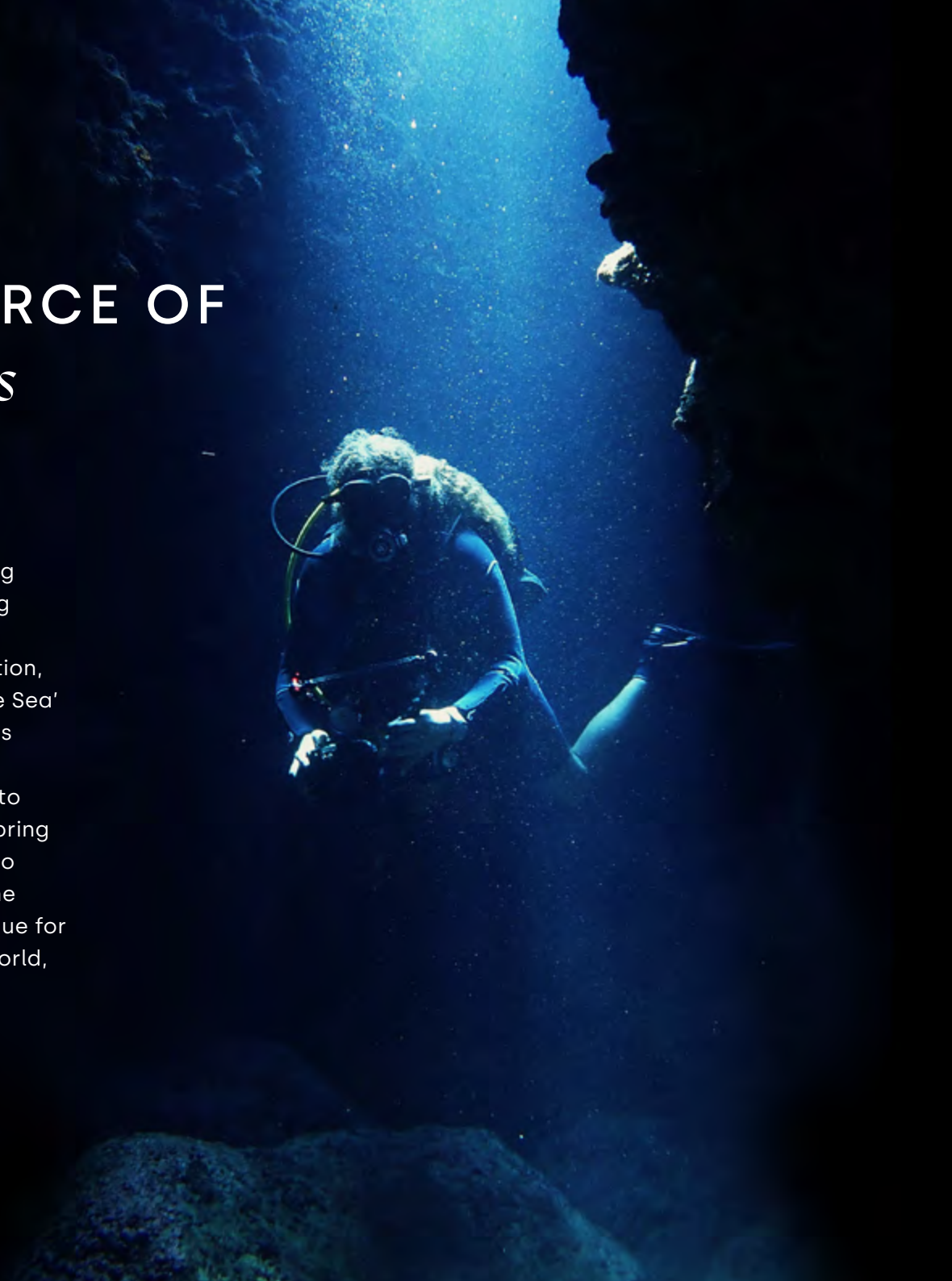
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ANADOLU  
EFES

# THE SEA IS THE SOURCE OF *2 out of every 3 breaths* WE TAKE...

This year, we are transforming our sustainability reporting journey of more than 10 years with an integrated thinking model and sharing our first integrated report with all stakeholders. In 2022, when we initiated this transformation, we undertook a meaningful project, the '+1 Breath for the Sea' initiative, to protect coral reefs, known as the 'rainforests of the seas,' and to prevent the loss of rich underwater life and biodiversity in the Marmara Sea. We are excited to showcase this project in our first integrated report and bring the wonder of the underwater world, which inspired us, to our stakeholders. Through this report, we aim to share the sustainability story of our company, which creates +1 value for the world through beautiful images of the underwater world, the largest ecosystem on our planet.



# ABOUT THE REPORT

At Anadolu Efes Biracılık ve Malt Sanayii A.Ş., we have published sustainability reports annually since 2010. This year, we are transforming our report into an integrated report, which highlights how we create value for all stakeholders. Our report showcases our performance in corporate governance, environmental and social responsibility, and how we create value around the six capital elements of the integrated thinking system. We have also included our medium and long-term goals and performance indicators for all value areas. Sustainability is a strategic priority in our corporate culture, and we have adopted an integrated thinking system to achieve our goals. The steps we have taken in this transformation are listed in our report.

## PRINCIPLES AND STANDARDS

We have prepared our first integrated report following GRI Standards 2021, taking into consideration the Value Reporting Foundation's 'Integrated Reporting Framework' and WEF's 'Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation.' Our report highlights our progress within the context of the CEO Water Mandate by the UN Global Compact (UNGC) and the UN Women's Empowerment Principles (WEPs), both of which we were signatories.



Additionally, we have included our responses to the Capital Markets Board's (CMB) Sustainability Principles Compliance Framework, which can be found on pages 230-237 of our 2022 Annual Report.

## REPORTING SCOPE

Our report provides information covering the period of January 1 to December 31, 2022, and includes all (100%) of our beer operations in Türkiye, Russia, Ukraine, Kazakhstan, Georgia, and Moldova. We are in partnership with AB InBev for our operations in Russia and Ukraine. In addition to consolidated financial data, which encompasses our subsidiary Coca-Cola İçecek A.Ş., the report separately includes the environmental and social performance indicators of Coca-Cola İçecek A.Ş. in the Performance Indicators tables found in the Annexes.



Furthermore, you can find Coca-Cola İçecek A.Ş.'s sustainability strategy and performance info in the 2022 Integrated Annual Report.

## INDEPENDENT ASSURANCE

We secure independent assurance for greenhouse gas emissions in Scope 1 and Scope 2 for our operations in Türkiye, Kazakhstan, Russia, and Ukraine, as well as gender pay gap data for all our operations except in Russia and Ukraine.

In our operations in Russia and Ukraine, we also receive verification services for various data such as water use intensity per production, energy intensity per production, greenhouse gas intensity per production, purchased energy, renewable energy, Scope 3 greenhouse gas emissions by category, percentage of recycled primary packaging, percentage of recycled content in primary packaging, as well as accidents and fatal accidents data.

The assurance statement for Türkiye's and Kazakhstan's data can be found in the Annexes section of our report. As for our Russian and Ukrainian operations, in which we are in partnership with AB InBev, the data are verified within the scope of AB InBev's information.



The assurance statement is available on pages 103-104 of the AB InBev 2022 ESG Report.

## Indicators Used in the Report



Agriculture



Processing



Beer  
Production



Packaging



Distribution  
and Logistics



Sales



Consumption



Financial Capital



Relational Social Capital



Manufactured Capital



Intellectual Capital



Human Capital



Natural Capital



# MESSAGE FROM THE CEO



**1. Anadolu Efes is taking a crucial step in its sustainability journey by releasing its inaugural integrated report this year. We would like to hear your perspective on how this undertaking will influence Anadolu Efes and why it holds significance for the company.**

We are thrilled to announce the release of our first-ever integrated report this year; this was a significant and groundbreaking step for our entire company, enabling us to discuss our financial and non-financial performance equally. We began by focusing on sustainability, which is a key aspect of our corporate strategy, and integrating our priority issues into

our overall strategy. To achieve this, we engaged representatives from all our units in discussions around the six capital elements outlined in the Integrated Reporting Framework and subsequently created a value-creation model. This model has become the core of our integrated thinking system and our report.

One of our key priorities in developing this model was ensuring a continuous exchange between the inputs and outputs of our capital elements. For instance, we recognized that we could create value with the input of one capital element for the output of many different capital elements. For example, we supported entrepreneurs through social investment while improving our energy efficiency in our operations to ensure an inclusive value creation model.

We have identified performance indicators around our entire value model that will serve as our company's report card. These indicators will continue to guide us as managers in evaluating both our individual performance and the performance of our company.

**2. Given your focus on the value creation model and the story of Anadolu Efes, how do you believe the company can generate value?**

Anadolu Efes has always aimed to create value beyond producing high quality beer products. Since our foundation, we have strived to make a +1 difference by creating value. Through our integrated mindset transformation this year, we have been able to measure the value we create more accurately and see it more clearly. For us, value extends beyond financial metrics. It means doing our best regarding society, the environment, and innovation, plus taking steps towards a sustainable future in every country where we operate. At Anadolu Efes, we set goals for ourselves and all our stakeholders who contribute to our success, and we work to achieve these goals. We aim to achieve net zero in all our operations by 2030 to minimize our environmental impact and carbon footprint. We adopt a holistic approach to our work, encompassing our entire value chain. We analyze the areas where our operations have the most significant impact and devise projects accordingly. Moreover, we carefully

evaluate and measure the +1 benefits of each project.

*Through our integrated mindset transformation, we have been able to measure the value we create more accurately and see it more clearly. For us, value extends beyond financial metrics. It means doing our best regarding society, the environment, and innovation, plus taking steps towards a sustainable future in every country where we operate.*



Our social investments enable us to take the value created by Anadolu Efes to another level. We make a positive difference through initiatives such as the +1 Breath for the Sea project to protect the underwater ecosystem, sustainable tourism projects for regional development and employment, as well as cultural, artistic, and sports initiatives that inspire people.

Innovation is at the heart of our business, and we introduce a wide range of innovative products to our consumers every year in the countries where we operate.

At Anadolu Efes, we prioritize our employees and their well-being. Therefore, we not only create a work environment that enables employees to develop their competencies but also establish a culture that is fair, inclusive, and based on equality.

In summary, we create value by touching the lives of all our stakeholders, particularly our employees, either directly or indirectly, while producing exceptional beer products.

### 3. In retrospect, what has been the most significant lesson learned during Anadolu Efes' journey this year?

The core values defining Anadolu Efes are our passion for work, agility, and teamwork. This year, we have once again realized the importance of these values. Our colleagues from various departments worked together exceptionally well to develop the company's value creation model, which has allowed us to strengthen our culture of integrated thinking efficiently and harmoniously. This journey has provided us with an opportunity to go beyond reporting to redefine our business culture.

We have maintained our financial sustainability while ensuring that our non-financial performance features on the agendas of all our executives with a long, medium, and short-term value creation perspective. We have also included sustainability performance info in our main KPIs.

Our board of directors' involvement in this process has provided welcome encouragement. While we used to

communicate with the board through the Corporate Governance Committee in the past, we now regularly update them through the Sustainability Committee, which focuses solely on our company's environmental, social, and governance performance.

In 2022, Anadolu Efes redefined its main strategic focus areas, highlighting the accelerating role of sustainability in achieving our business goals.

We are confident that we are following the value creation perspective at the core of our corporate culture, with measurable performance indicators around the six capital elements. We are immensely proud to have published the first integrated report in our sector and played a pioneering role in this regard. Our goal is to communicate our performance to stakeholders through the Integrated Annual Report in the next reporting period, and this journey has laid the groundwork for that.

I would like to express my gratitude to all our colleagues who have contributed to this report, our business partners, and all our stakeholders who

have given us the opportunity to create value and make a positive impact.

#### CAN ÇAKA

Beer Group President and  
Anadolu Efes CEO

ABOUT THE  
REPORT

ANADOLU EFES  
WORLD

+1 VALUE FOR  
THE FUTURE

WE GROW WITH  
FINANCIAL DISCIPLINE

WE WORK TO GENERATE  
SOCIAL BENEFIT

WE TARGET ZERO FOR  
THE ENVIRONMENT

WE STRENGTHEN  
WITH OUR EMPLOYEES

ANNEXES

# *Anadolu Efes* WORLD





# ANADOLU EFES AT A GLANCE



Founded in 1969 with just two breweries, we are proud to report that currently, we are the 5<sup>th</sup> largest beer company in Europe and the 9<sup>th</sup> largest beer company in the world in terms of production volume.<sup>1</sup> This achievement is a testament to over 50 years of industry experience, as well as our dynamic corporate culture, and competencies.

Throughout our history, we have been pioneers in our sector, working hard to develop beer culture in our operating regions. In addition, our commitment to innovation has helped us achieve many milestones and expand our sphere of influence.

In 2012, we established a strategic partnership with SABMiller Plc ("SABMiller") to further strengthen our market position. In 2016, Anheuser-

Busch InBev ("AB InBev"), the world's largest brewer, acquired SABMiller, transferring 24% of Anadolu Efes shares to AB InBev. With a 43.05% share, we constitute a significant part of The Anadolu Group, which acts in line with its mission of becoming a multinational and entrepreneurial group through partnerships with the world's leading brands and companies. The Anadolu Group operates as a bridge between Anatolia and the rest of the world. We take great pride in playing a significant role in the success of the group, which has a presence in 19 countries, nearly 80 companies, 86 production facilities, and 6 R&D centers, employing more than 80,000 people, and has achieved a turnover of 178 billion TRL.

Our international beer operations are conducted through our wholly owned subsidiary, Efes Breweries International BV ("EBI"), based in the Netherlands. Our pioneering and innovative brewing approach has allowed us to generate more than two-thirds of our net sales from overseas.

In addition to our beer operations, we are also the main shareholder of Coca-Cola İçecek A.Ş. ("CCI"), which carries out Coca-Cola's operations in Türkiye and overseas markets, with a 50.3% stake.<sup>2</sup> CCI is ranked among the top 10 bottlers of the Coca-Cola system by sales volume, with 30 bottling plants in 11 countries. In beer operations, in 6 countries, including Türkiye, we have a total of 21 breweries, 5 malt production facilities, 1 preform production facility, and one hop processing facility. Our beer and soft drink brands serve a population of nearly 750 million in the countries where we have operations and sales organizations. Together with our export markets, we reach hundreds of millions of global consumers worldwide.

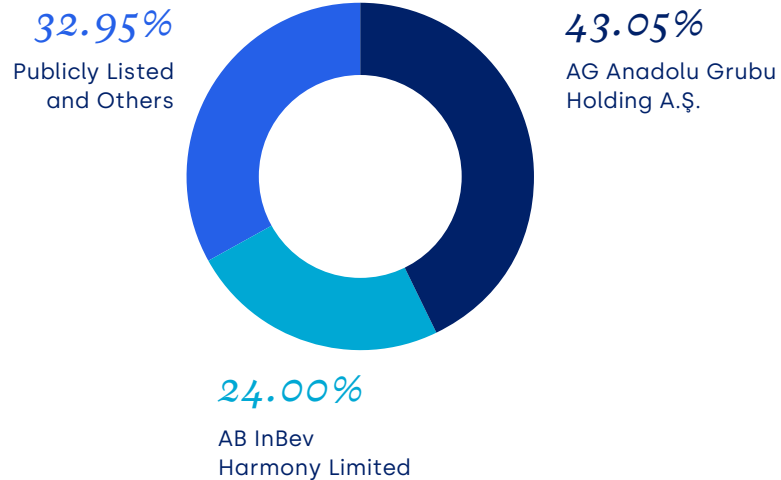
Our commitment to R&D allows us to continuously develop different beer varieties that reflect changing consumer preferences. From the Adriatic to China, we continue to brew joy passionately and responsibly in line with our vision to become the largest beer company globally that embraces and develops social life and beer culture.

<sup>1</sup> The Barth Report 2021/2022

<sup>2</sup> You can find information about Coca-Cola İçecek A.Ş. in our 2022 Annual Report.



## CAPITAL AND SHAREHOLDING STRUCTURE



DECEMBER 31, 2022	SHARE CAPITAL (TRL)	SHARE CAPITAL (%)
AG Anadolu Grubu Holding A.Ş.	254,891,157	43.05
AB InBev Harmony Limited	142,105,263	24.00
Publicly Listed and Others	195,108,843	32.95

## OUR MISSION

We brew joy passionately  
and responsibly.

## OUR VISION

Becoming the largest brewer from  
Adriatic to China by contributing to  
social developments and beer culture.

## OUR VALUES

*Passionate*

We are passionate in all we do.

*Agile*

We are agile in the face of change.

*Collaborative*

We collaborate to grow together.

*Accountable*

We are accountable of what we do.

*Fair*

We are fair in all our decisions and actions.



# OUR GEOGRAPHICAL FOOTPRINT

## TÜRKİYE

- 3 Breweries
  - 6.9 mhl Beer Production Capacity
  - 2 Malt Production Facilities
  - 115 Thousand Tons Malt Production Capacity
  - 1 Hop Processing Facility
- Market Leader<sup>3</sup>*

10 Soft Drink Facilities  
*Market Leader<sup>3</sup>*

## RUSSIA

- 11 Breweries
  - 31.7 mhl Beer Production Capacity
  - 3 Malt Production Facilities
  - 288 Thousand Tons Malt Production Capacity
  - 1 Preform Production Facility
- Market Leader<sup>4</sup>*

## KAZAKHSTAN

- 2 Breweries
  - 2.6 mhl mhl Beer Production Capacity
- Market Leader<sup>3</sup>*

2 Soft Drink Facilities  
*Market Leader<sup>3</sup>*

## UKRAINE

- 3 Breweries
- 7.9 mhl Beer Production Capacity

## MOLDOVA

- 1 Brewery
  - 1.6 mhl Beer and Soft Drink Production Capacity
- Market Leader<sup>4</sup>*

## GEORGIA

- 1 Brewery
  - 1.5 mhl Beer and Soft Drink Production Capacity
- Market Leader<sup>5</sup>*

## PAKISTAN

7 Soft Drink Facilities  
*Market Leader<sup>6</sup>*

## AZERBAIJAN

1 Soft Drink Facility  
*Market Leader<sup>6</sup>*

## IRAQ

3 Soft Drink Facilities  
*Second place in the market<sup>6</sup>*

## JORDAN

1 Soft Drink Facility  
*Second place in the market<sup>6</sup>*

## TAJIKISTAN

1 Soft Drink Facility  
*Market Leader<sup>6</sup>*

## KYRGYZSTAN

1 Soft Drink Facility  
*Market Leader<sup>6</sup>*

## TURKMENISTAN

1 Soft Drink Facility  
*Market Leader<sup>6</sup>*

## UZBEKISTAN

3 Soft Drink Facilities  
*Market Leader<sup>6</sup>*

<sup>3</sup> Nielsen  
<sup>4</sup> Anadolu Efes estimate  
<sup>5</sup> Retail Audit  
<sup>6</sup> Nielsen, GlobalData, CCI estimate

# OUR GEOGRAPHICAL FOOTPRINT



*21 Breweries in  
6 Countries*



*30 Soft Drink Facilities in  
11 Countries*



**52.2 MILLION HL**  
*Beer Production Capacity*



**403 THOUSAND TONS**  
*of Malt Production Capacity*



Exports to  
**OVER 70 COUNTRIES\***



Serving  
**HUNDREDS OF MILLIONS  
OF CUSTOMERS**

\* Beer Group



# OUR PERFORMANCE IN INDEXES

We disclose our environmental, social, and governance (ESG) performance to stakeholders and investors through indexes of international rating agencies. These indexes enable us to gain more experience and enhance our transparency every year, allowing us to identify the most precise and effective sustainability performance indicators.

In 2022, compared to previous years, we improved our performance across almost every index. For example, we

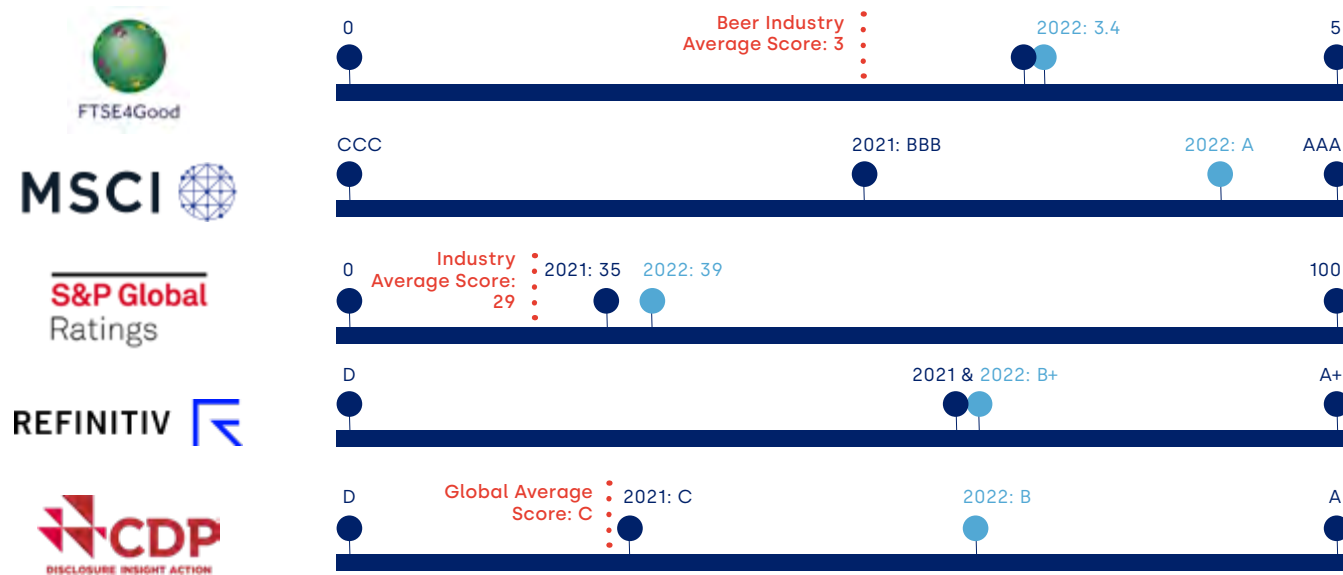
increased our score by two levels to B in the Carbon Disclosure Project's (CDP) Climate Change Program, one of the world's most respected platforms for evaluating corporate environmental performance. Simultaneously, within the scope of the CDP's Supplier Engagement Rating (SER), we elevated our score by two levels to B, surpassing the industry average for the food and beverage sector. Additionally, we have made progress in the categories of environment and governance as

evaluated by MSCI, raising our score to A, exceeding the industry average. Moving forward, we strive to enhance our performance in these domains in the upcoming period.

In the 2022 S&P Global Corporate Sustainability Assessment, which evaluates the sustainability and ESG (environmental, social, and governance) performance of companies, we achieved an overall rating increase of 11%, surpassing

the sector average, with a 24% increase in our rating for governance and economic framework, and a 16% increase in our environmental performance rating. Furthermore, we are listed in the Borsa Istanbul Sustainability Index, which demonstrates our commitment to corporate sustainability.

We remain committed to aligning Anadolu Efes' sustainability perspective with the global sustainability agenda with the guidance of international indexes.



We are a member of the Business Council for Sustainable Development Türkiye (BCSD Türkiye), which has initiated the Reporting Matters project to enhance the comprehensibility, transparency, and inclusivity of non-financial information disclosed by companies. At Anadolu Efes, our sustainability report is also assessed under this initiative. In 2022, we increased our score compared to previous year.

# HIGHLIGHTS OF 2022

*9<sup>th</sup> Largest  
Beer Company  
in the World*

	CONSOLIDATED	CHANGE	BEER GROUP	CHANGE
<i>Sales Volume</i>	123.5 mhl	+6% ↑	34.0 mhl	-10%* ↓
<i>Net Sales</i>	90.5 billion TRL	+130% ↑	37.0 billion TRL	+113% ↑
<i>EBITDA BNRI</i>	17.4 billion TRL	+148% ↑	7.3 billion TRL	+211% ↑
<i>Beer Production</i>			33.9 mhl	-10% ↓
<i>Malt Production</i>			375 thousand tons	+6% ↑

\* Excluding the impact of Ukraine operations, beer sales volume was in line with 2021.

- We generated value focused on social development by investing 9.8 million TRL on 26 projects that positively impact society.

- In order to decrease our environmental impact, we invested over 61 million TRL on projects which focus on energy efficiency, transitioning to renewable energy, implementing sustainable packaging, and reducing water usage throughout the year.

- With the projects we have completed during the year and those that are still ongoing, our aim is to achieve:
  - An annual reduction of 8,815 tons of CO<sub>2</sub>eq emissions and energy savings of 6.18 kwh/hl per production through 11 projects which focus on emission reduction.
  - Annual water savings of 129,100 m<sup>3</sup> through 8 projects which focus on water consumption reduction.

- We have prioritized our employees' welfare by implementing 47 projects tailored towards their needs, worth 5.7 million TRL.



# GOVERNANCE



## OUR CORPORATE GOVERNANCE APPROACH

As we strive to contribute to the development of social life and beer culture, we remain dedicated to our vision of becoming the largest beer producer from the Adriatic to China. As a global player with an extensive operating geography, our long-term success is built on the foundation of trust we have established through our corporate governance approach based on fairness, transparency, and accountability, as well as our financial discipline-oriented approach.

We consider our corporate governance approach an essential aspect of our operations, and we adhere to all legal regulations and the "Corporate Governance Principles" established by the Capital Markets Board of Türkiye. As evidence of our robust and transparent corporate stance, we have been featured in the BIST Corporate Governance Index since 2008, following the Corporate Governance Rating study conducted by SAHA Ratings (SAHA Kurumsal Yönetim ve Kredi Derecelendirme A.Ş.) We are immensely proud to have maintained our 96.3 Corporate Governance Rating in 2022.



You can access our Corporate Principles Compliance Report in our 2022 Annual Report.

We uphold a management model that is fair, transparent, accountable, and founded on direct communication in all of our operations. Furthermore, we recognize the crucial role of transparency and accountability principles in enhancing our company's economic performance and brand value. Therefore, we remain fully committed to conducting our activities ethically and transparently through the policies that we have established.



Our policies, principles, and statements currently in effect can be accessed on our website.

### We have incorporated our sustainability performance into our performance management system...

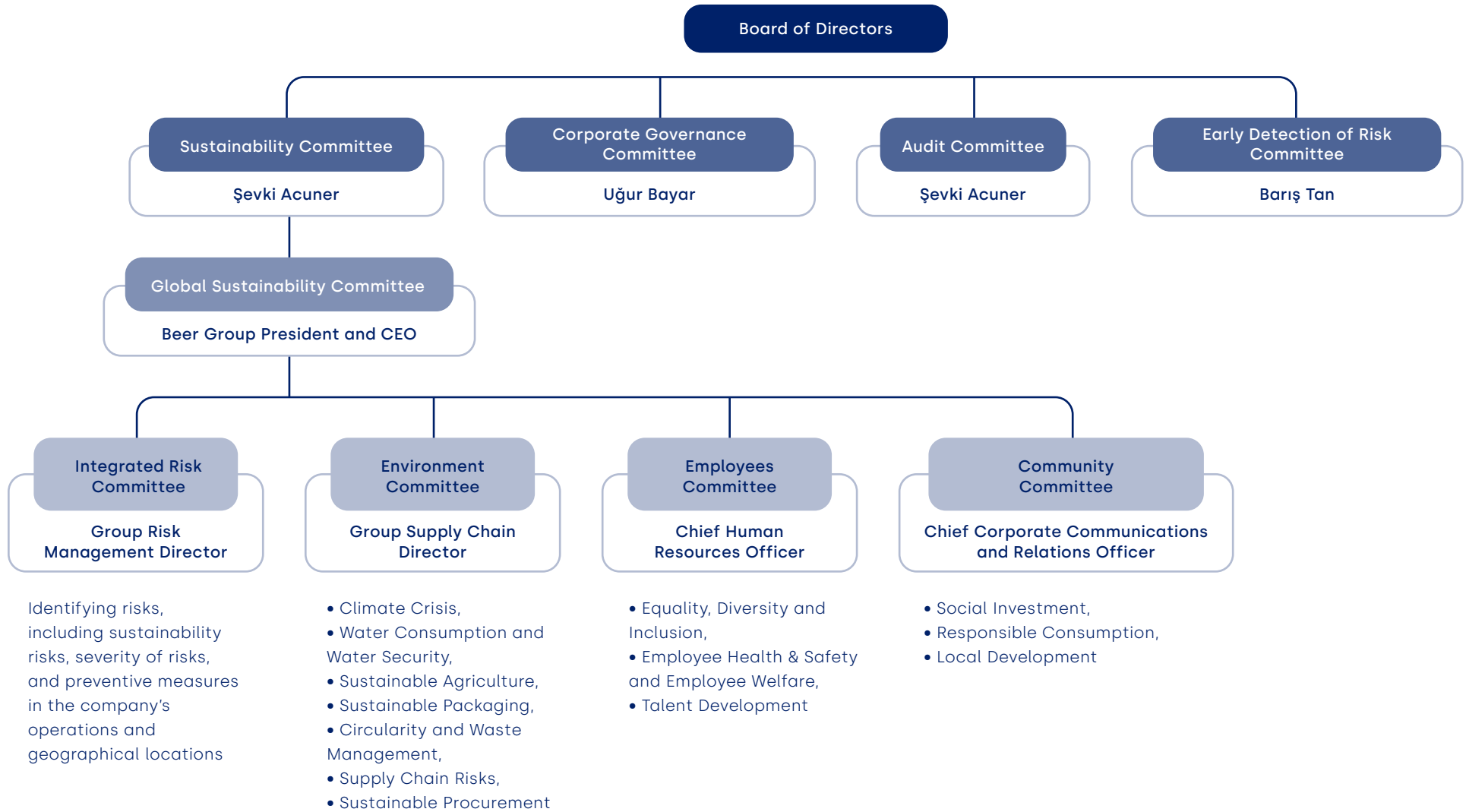
We have accelerated our efforts to ensure that the performance indicators we identified on the way to our goals are tracked as part of the Anadolu Efes Performance Evaluation System and used in our managers' individual performance evaluation and remuneration systems.

To achieve our 2030 targets, we have included sustainability performance indicators in the individual performance evaluation criteria of our CEO, who also leads the Sustainability Committee. As of 2022, we expanded the scope of this study and expanded our sustainability governance structure within the company by adding ESG-focused criteria in line with our goals in the individual performance evaluation of Group Supply Chain, Chief Human Resources Officer, Chief Corporate Communications and Relations Officer and relevant managers regarding sustainability issues.

Furthermore, we added a separate sustainability category to our CEO Awards program to accelerate the integration of our sustainability approach within the company. Thus, we have increased the motivation of our employees to take action in the field of sustainability.



## INTEGRATED CORPORATE GOVERNANCE STRUCTURE



The Integrated Corporate Governance Structure displays only the chairs of the committees. Further information regarding committee members and working principles can be found both here and in the Anadolu Efes 2022 Annual Report.

## BOARD OF DIRECTORS



**TUNCAY ÖZILHAN**  
Chairman



**KAMILHAN SÜLEYMAN  
YAZICI**  
Vice Chairman



**JASON WARNER**  
Board Member  
(3)



**TALİP ALTUĞ AKSOY**  
Board Member  
(2)



**RASİH ENGİN  
AKÇAKOCA**  
Board Member  
(3)



**AHMET BOYACIOĞLU**  
Board Member



**AGAH UĞUR**  
Board Member  
(2)



**ŞEVKİ ACUNER**  
Independent Board  
Member  
(1,4)



**PROF. DR. BARIŞ TAN**  
Independent Board  
Member  
(2)



**LALE SARAL  
DEVELİOĞLU**  
Independent Board  
Member  
(3,4)



**UĞUR BAYAR**  
Independent Board  
Member  
(1,3,4)

## Board Demographics

**36%** *Independent Member*

**9%** *Female Member*

**36** *Average Years of Work Experience*

## Education

**45.5%** *Master's Degree*

**45.5%** *Bachelor's Degree*

**9%** *With PhD*

## Average Term of Office

**5 Years** *Independent Members*

**6 Years** *Other Members*

## Committees within the Board of Directors

Audit Committee (1)

Early Detection of Risk Committee (2)

Corporate Governance Committee (3)

Sustainability Committee (4)



You can find detailed information on the backgrounds and responsibilities of the members of the Board of Directors and affiliated committees in the Anadolu Efes 2022 Annual Report and detailed information on committee structures here.

In 2022, the Sustainability Committee was established to address sustainability and climate change developments.

The Committee's primary objectives are to inform the Board of Directors about the company's strategy and activities in this area and to receive strategic guidance from them. Şevki Acuner, an Independent Board Member, chairs the Committee. It includes representation from the CEO, the Group Investor Relations and Risk Management Directorate, the Group Corporate Relations and Communications Directorate, plus the Sustainability Manager.

In 2022, through the Committee, we informed our Board of Directors and received their opinions regarding our integrated reporting journey, the steps we have taken in the field of sustainability, and the projects we have realized and planned within the scope of our 2030 net zero target.

Our corporate governance structure, established in accordance with our ethical and transparent management approach, positions our Board of Directors responsible for overseeing our company's long-term success at the center of the organization. As per our Articles of Association, the Board consists of a minimum of 7 and a maximum of 13 members. In 2022, our Board consisted of a Chairman, a Vice Chairman, and nine additional members including four independent members, comprising a total of 11 members. In addition, Yılmaz Argüden serves as a strategist for our Board of Directors.

In line with its responsibility to all our stakeholders, the Board of Directors sets corporate policies, determines our company's strategic direction, and provides diverse perspectives. All these activities are conducted transparently, accountably, fairly, and responsibly in compliance with the Corporate Governance Principles.

In 2022, the Board of Directors held a total of 5 meetings, either in person or online, and achieved an impressive attendance rate of 98%. Consequently, during the meetings, questions posed

by Board members were answered, and members' opinions on issues where different ideas were expressed were received. Meanwhile, our Audit Committee, Early Detection of Risk Committee, and Corporate Governance Committee continue to operate, supporting the Board of Directors in the execution of its duties and responsibilities in a robust manner.



Click to watch the stakeholder opinion video of Şevki Acuner, an Independent Member of the Board of Directors.



## SENIOR MANAGEMENT

Our Senior Management team, consisting of 15 executives led by our CEO, is responsible for making decisions and managing our operations in all critical areas. We follow a holistic, transparent, and participatory management model when it comes to strategy, marketing, supply chain, and human resources. The Senior Management team sets our company's operational and financial targets and determines the correct strategy to achieve them. In addition, they manage critical issues such as corporate culture, risk profile, sustainability, and corporate social responsibility.

Additionally, they play a crucial role in our sustainability governance approach and the transition to integrated thinking through one-on-one meetings, workshops, and insights regarding the value creation model. Our Global Sustainability Committee, led by Can Çaka, Beer Group President and CEO, includes our Group Finance Director, Chief Human Resources Officer, Group Supply Chain Director, Chief Corporate Communications and Relations Officer, as well as country general managers.

Senior Management  
Demographics20% *Female Member*25 Years *Average  
Years of Work  
Experience*

## Education

40% *Master's Degree*53% *Bachelor's  
Degree*7% *With PhD*DR. STEFAN LUSTIG  
Group Supply Chain  
Director\*SELMA SUSAL SAATÇI  
Chief Corporate  
Communications and  
Affairs OfficerDANIEL BARBULESCU  
Market Development  
DirectorYILDIRAY EFİL  
Group Legal Affairs  
DirectorMURAT ÖZKAN  
Group Information  
and Digital Solutions  
DirectorSERİM YILDIRIM  
Chief Strategy, Insight  
and Innovation  
OfficerCAN ÇAKA  
Beer Group President  
and Anadolu Efes  
CEOGÖKÇE YANAŞMAYAN  
Chief  
Financial OfficerULUHAN KUMRU  
Group Internal Audit  
DirectorBANU ARTÜZ  
Chief Human  
Resources OfficerDMITRY SHPAKOV  
AB InBev Efes  
Managing DirectorONUR ALTÜRK  
Efes Türkiye  
Managing DirectorÖMER ÖĞÜN  
Central Asian Republics  
(CAR) and Azerbaijan  
Managing Director\*\*ALPHAN AKAKÇE  
Efes Moldova  
Managing DirectorERTAN KURT  
Efes Georgia  
Managing Director\*\*\*

Information on the Senior Management structure and executives, their backgrounds, and duties can be found in the Anadolu Efes 2022 Annual Report.

\* Dr. Stefan Lustig resigned, effective January 31, 2023. Mr. Savaş Öztürk, previously Türkiye Planning and Logistics Director in our Group, has been appointed as Group Supply Chain Director as of February 1, 2023.

\*\* Effective February 1, 2023, Mr. Ümit Ömer Ögün has been appointed as General Manager in charge of Special Projects. In his new role, he will continue to report to Can Çaka, Beer Group President and Anadolu Efes CEO.

\*\*\* Effective February 1, 2023, Mr. Ertan Kurt has been appointed General Manager of Kazakhstan. Veli Dinçel has joined our Group as General Manager of Georgia, filling the position vacated by Mr. Ertan Kurt.

## SUSTAINABILITY GOVERNANCE

We prioritize sustainability as a fundamental component of our business strategy; we aim to generate value while taking into account the environment, our employees, society, and priority issues throughout our entire value chain. Our Board of Directors consistently supports our approach to creating value for all stakeholders and incorporating sustainability into our business strategy. We adopt ethical and transparent governance in our sustainability governance model, which is at the heart of our corporate governance approach. In addition, we consider sustainability governance as part of our corporate governance approach.

We manage sustainability initiatives across all countries through the Global Sustainability Committee, headed by our CEO. The Global Sustainability Committee is responsible for devising sustainability strategies, establishing goals and policies, as well as monitoring and auditing performance. Our company has four subcommittees reporting to the Global Sustainability Committee and working groups, which vary depending on the level of intensity of each specific issue. The Environment, Employees, Community, and Integrated Risk Management subcommittees

are led respectively by our Group Supply Chain Director, Chief Human Resources Officer, Chief Corporate Communications and Relations Officer, and Group Risk Director, who are each the highest-ranking individuals responsible for their respective areas within our company. Our Group Sustainability Manager coordinates sustainability efforts across all subcommittees and throughout the company.

In addition, our subcommittee leaders and country leaders ensure coordination between our branches. Based on our sustainability approach, we develop activities in accordance with our strategic goals and monitor our performance and targets through the subcommittees. Working groups are created for country-specific action plans, implemented and reported in accordance with our sustainability strategy and material issues. We report all developments to the Global Sustainability Committee, which convenes twice a year, and to country General Managers as well as our CEO through group function leaders.

Throughout 2022, we continued to work diligently to ensure that the Sustainability Governance Project outputs, which we initiated in 2021, were adopted in all countries where we operate and to maximize the










integration of sustainability into our corporate strategy. In addition, we followed up on country-based action plans and thus consolidated the projects and benefits that all countries realized in the field of sustainability during the year.








*Our Global Sustainability Committee consists of Türkiye, Moldova, Georgia and Kazakhstan Country Managers, Group Financial Affairs and Investor Relations Director, Group Supply Chain Director, Chief Human Resources Officer, Integrated Risk Management Director, Chief Corporate Communication and Relations Officer plus EU InBev Efes External Communication Leader.*

# TRENDS AND OUR OPERATING ENVIRONMENT

Societal mega trends, industry-specific trends, and our operating environment each present unique dynamics, risks, and opportunities. Today's world is characterized by various environmental issues, such as the climate crisis, ecological imbalance, damage to natural resources, and biodiversity loss, which increasingly impact our profitability through a lack of supply chain resilience, raw material price volatility, and rising energy costs. Diversity and inclusion, employee well-being, and social benefits are considered critical elements when it comes to business continuity factors such as employee turnover, shifting societal expectations, and social cohesion.

At Anadolu Efes, we closely evaluate each issue that could impact our business, analyzing potential effects and developing adaptable solutions. We prioritize meeting the expectations of this "new" world as we shape our business conduct.

GLOBAL TRENDS	FUTURE OUTLOOK	AFFECTED CAPITAL ELEMENTS	POTENTIAL IMPACT ON ANADOLU EFES	HOW DO WE RESPOND?
<p><b>Urgent action is needed to address the climate crisis</b></p> <p>As the impacts of climate change, biodiversity loss, deforestation, and water scarcity are increasingly felt worldwide, governments, companies, and societies face increasing pressure to adapt to the planet's changing environmental conditions. Moreover, as awareness of the need to create climate adaptation solutions grows, there is a growing expectation for countries and businesses to be proactive.</p>	<p>The climate crisis that the whole world is facing will cause the business world to face different disruptions and challenges. But unfortunately, the measures needed to combat and adapt to climate change have not been sufficient to date. In the future, when the climate crisis further threatens profitability and social welfare, companies that start working on adaptation today will find themselves in the best positions.</p>	<p> <b>NATURAL CAPITAL</b></p> <p> <b>FINANCIAL CAPITAL</b></p> <p> <b>RELATIONAL SOCIAL CAPITAL</b></p> <p> <b>INTELLECTUAL CAPITAL</b></p>	<ul style="list-style-type: none"> <li>• Climate crisis affecting continuity of operations</li> <li>• Responding to increasing regulatory pressure and investor demand</li> <li>• Adaptation to the transition to a low-carbon economy to be prepared for climate risks</li> <li>• As a company that uses agricultural raw materials as inputs, fluctuations in the availability, quality, and prices of raw materials due to climate risks</li> </ul>	<p>You can access our projects, performance info, and the targets we have developed and planned within the scope of the urgent need for action against the climate crisis in the "Targeting Zero for the Environment" section. </p>
<p><b>Economic stagnation</b></p> <p>Supply chain disruptions, local economic protectionism, and rising global inequalities are contributing to a protracted global trend of low growth, which is being felt today and is expected to intensify during the coming period. This sluggish economic environment is expected to have far-reaching global consequences, from persistent labor market imbalances to political instability.</p>	<p>The effects of economic downturns, such as rising interest rates, high inflation, geopolitical challenges, rising cross-country or intra-country inequalities, and low growth, will need to be carefully managed. The business world will play a crucial role in tackling labor market imbalances.</p>	<p> <b>FINANCIAL CAPITAL</b></p> <p> <b>RELATIONAL SOCIAL CAPITAL</b></p> <p> <b>HUMAN CAPITAL</b></p>	<ul style="list-style-type: none"> <li>• The potential impact of economic uncertainties on business continuity across the entire value chain</li> <li>• Social volatility due to economic recession and decline in purchasing power</li> <li>• Meeting changing customer expectations and the need for new product development</li> </ul>	<p>You can find our projects, performance info, and the targets that we have developed and planned within the scope of the economic recession in the "We Grow with Financial Discipline and an Innovative Approach" section. </p>

GLOBAL TRENDS	FUTURE OUTLOOK	AFFECTED CAPITAL ELEMENTS	POTENTIAL IMPACT ON ANADOLU EFES	HOW DO WE RESPOND?
<b>Technological developments</b> In a world where new technologies such as robotics, artificial intelligence, and virtual reality are rapidly emerging, automation, digital solutions, and product innovations are becoming indispensable parts of manufacturing-intensive industries; this opens up various growth opportunities for the business world, such as facilitating supply chain traceability, continuous and integrated demand planning, and digitalizing customer interactions. Technology also has a significant multiplier effect on the transition to a low-carbon economy.	New production models, products, and processes emerging with digital solutions and innovation will be the most important features that distinguish companies from each other. In addition, developments that will affect the business world, such as resource efficiency, climate technologies, and automation, as well as the harmonization of laws on a global scale within the scope of data privacy and security, may open up new opportunities for the business world regarding economic growth.	 <b>MANUFACTURED CAPITAL</b>  <b>INTELLECTUAL CAPITAL</b>  <b>FINANCIAL CAPITAL</b>	<ul style="list-style-type: none"> <li>• Making investments to adapt to technological developments</li> <li>• Monitoring climate technologies and integrating them into operations</li> <li>• Making studies and investments to increase efficiency in our operations and value chain</li> </ul>	You can find our projects, performance info, and the targets that we have developed and planned within the scope of the technological developments in the "We Grow with Financial Discipline and an Innovative Approach" and "Targeting Zero for the Environment" sections. 
<b>Social transformation</b> Profound shifts throughout history have led to changes in culture, values, social structure, and social norms. Today, rapid population growth, income inequality, epidemics, the aging population, and human rights trigger social transformation between generations.	With increasing income, economic progress, and rapid population growth, the global population is projected to reach 8.5 billion by 2030 and 9.7 billion by 2050. In addition, as life expectancy rises and people have fewer children, the participation of women and older individuals in the labor force is expected to increase. In this context, equality, social development, and access to basic fundamental rights will play a crucial role in economic development.	 <b>RELATIONAL SOCIAL CAPITAL</b>  <b>HUMAN CAPITAL</b>	<ul style="list-style-type: none"> <li>• Recruitment of young talent to the organization</li> <li>• Retention of high-potential talent</li> <li>• Maximizing our positive impact towards all our employees of different religions, languages, races, and genders and the communities we interact with</li> </ul>	You can find our projects, performance info, and the targets that we have developed and planned within the scope of the social transformation in the "Working for Social Good" and "We Strengthen with Our Employees" sections. 



## INDUSTRY TRENDS

We assess the effects of beer and beverage industry trends on Anadolu Efes, considering various issues such as business practices and their impact on our value chain.

### Legislation and Regulations

Our operations are subject to various global and national legislations aimed at combating climate change, as well as specific restrictions and prohibitions on alcohol, food, and health. Regulations on alcohol consumption, sales, communication, and taxation significantly impact our business decisions. Although compliance with climate change regulations may increase costs in the short term, in

the long term, it creates opportunities for us to improve our agriculture, production, packaging, and distribution processes in the value chain. We monitor regulatory developments in the countries where we operate and export, particularly in Türkiye, and expand our environment-focused projects accordingly. In addition, we are actively monitoring new regulations related to the following issues: the renewal of countries' emission reduction commitments during COP27, the further development of sub-strategies for sustainable finance, the circular economy, plastic reduction, as well as sustainable agriculture outlined in the EU Green Deal, and the disclosure of performance elements related to sustainability or climate change.

### Agricultural Raw Materials and Water Stress

As a company that relies on agricultural production for two of its four primary raw materials, we consider fluctuations in agricultural raw material production and risks related to water assets to be significant issues for our sector. Water stress, which is an effective indicator of water resource availability, water scarcity, and efficiency in agricultural raw material production, is directly linked to the sustainability of our operations and supply chain in the beer industry. Therefore, we closely monitor seasonal variability in barley, our primary raw material, in the countries where we operate.

To assess our risks related to water stress and seasonal variability of barley, we conduct coordinated assessments in the countries where we operate using tools provided by the World Resource Institute (WRI), an institution that conducts important and effective research on natural resources. Based on these assessments, we identify regional risks related to water stress and seasonal variability of barley and create action maps that reflect the risk levels of different regions.



Countries We Operate In	Water Stress Risk <sup>8</sup>		
	Today	2030	2040
Türkiye	● Medium - High Risk	● High Risk	● High Risk
Russia	● Medium - High Risk	● Low Risk	● Low Risk
Kazakhstan	● High Risk	● High Risk	● High Risk
Ukraine	● Medium - High Risk	● Low Risk	● Low Risk
Georgia	● Medium - High Risk	● Low Risk	● Low Risk
Moldova	● Low Risk	● Medium - High Risk	● Medium - High Risk

Countries We Operate In	Seasonal Volatility Risk - Barley		
	Today	2030	2040
Türkiye	● Low - Medium Risk	● Medium - High Risk	● Medium - High Risk
Russia	● Low - Medium Risk	● Medium - High Risk	● Medium - High Risk
Kazakhstan	● Medium - High Risk	● High Risk	● High Risk
Ukraine	● Low Risk	● Low - Medium Risk	● Low - Medium Risk
Georgia	● Medium - High Risk	● Medium - High Risk	● Medium - High Risk
Moldova	● Low Risk	● Low Risk	● Low - Medium Risk

<sup>8</sup> Water stress measures the ratio of total water withdrawals to available renewable surface and groundwater resources. Water withdrawals include domestic, industrial, irrigation and livestock consumptive and non-consumptive uses. Existing renewable water resources include the impact of upstream consumptive water users and large dams on downstream water availability.

## CHANGING CONSUMER EXPECTATIONS

Globalization, urbanization, technological advancements, climate change, and pandemics have affected people's lives globally, leading to changes in consumer behavior, priorities, and preferences over time.

With the increasing focus on good nutrition and healthy lifestyle habits, which has gained momentum, especially due to COVID-19, consumers are now preferring low-alcohol and low-calorie options from the beer and beverage industry.

Furthermore, consumers are seeking purpose-driven brands that align with their values, favoring more transparent, ethical, and environmentally conscious brands and adjusting their consumption habits accordingly. The growing awareness of climate change and sustainable products in recent years has led consumers to question brands in this area and use the answers to these questions as selection criteria for their consumption preferences.

At Anadolu Efes, we are responding to these consumer preferences and expectations shifts by continually developing our beer and alcoholic beverage categories. We aim to offer consumers products made from recycled materials, with recyclable packaging, and expand our portfolio of purpose-driven products to meet their expectations.



More information on our expectations regarding our operating environment can be found on page 38 of the 2022 Annual Report.

# INTEGRATED RISK MANAGEMENT

## GLOBAL RISK AGENDA

Today, many interconnected global risks impact societies, businesses, and individuals indirectly. Effective assessment and management of these risks in the short, medium, and long term can enable companies to differentiate themselves and create new opportunities. The World Economic Forum's Global Risks Report 2023, published annually, assesses the effects of global risks in the short and long term. The report defines the first years of the 10-year period after 2020 as the most disruptive period in human history. Among the new and familiar problems, the business world is trying to adapt to many different issues, from diminishing natural resources to the effects of climate change, from ensuring supply chain continuity to crises between countries.

In 2023, some of the risks that are expected to impact businesses are entirely new, while others are a revival of old-world risks such as inflation, geopolitical turmoil, or capital flight from emerging markets. The new generation of managers encountering

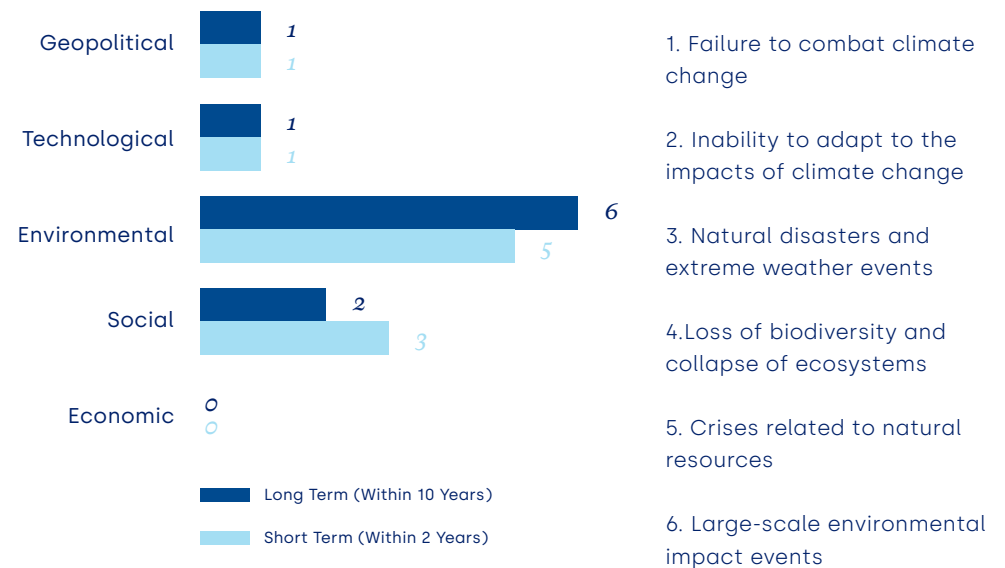
these old-world risks, perhaps for the first time, are seen as having the most significant influence on the business world.

The Global Risks Report differentiates the risks in the short and long term. The top 10 risks expected to affect the world in both periods include failure to combat and adapt to climate change, geopolitical unrest, natural resource crisis, natural disasters and extreme weather events, forced mass migration, cyber risks, and social cohesion erosion. Environmental and social risks are apparent during both the short and the long term, while there is no direct economic risk. In the next two years, environmental risks expected to make a significant impact include energy supply, food supply, interruption of the supply of non-food products, and failure to achieve net zero targets.

As a company operating globally in a rapidly changing world, we constantly monitor social, environmental, economic, political, and technological changes to maintain successful performance. We take action to adapt to changing conditions and

minimize the impact of risks, and work to turn our risks into opportunities. By analyzing the WEF Global Risks Report, the current situation in the countries where we operate, and other initiatives, we identify trends, risks, and opportunities that cover all geographies in which we operate, creating opportunities for our company to lead change.

### Global Risks by Type and Period



9 WEF, The Global Risks Report 2023 - 18<sup>th</sup> Edition Report

## OUR RISK MANAGEMENT APPROACH

We have an existing integrated risk management approach that enables us to identify and address the risks we face or are likely to encounter. By doing so, we develop practices to ensure competitive advantage and business continuity while also elaborating our environmental, social, and economic risk management approach.

To support the layered structure of our corporate risk management in terms of sustainability, we classify and define our sustainability risks according to international frameworks such as the TCFD and CDP. We also identify our transitional or physical climate risks that will likely materialize in the medium and long term and reveal risks linked to our company and sector. In addition, we manage community and employee-oriented social risks alongside our climate risks. Based on our assessments in 2022, we identified talent management and climate-focused sustainability risks as material risks in all countries where we operate and have taken appropriate short-term actions.

Our Early Detection of Risk Committee is responsible for revealing our integrated risk approach and conducting appropriate studies. This committee identifies risks that may jeopardize the existence, development, and continuity of Anadolu Efes and implements necessary measures to manage these risks. The committee, chaired at the board membership level, convenes at least twice a year or as often as deemed necessary and submits information on its activities, results, and recommendations to the board of directors. In 2022, the committee met four times.

*Corporate Risk Management activities are conducted in all regions simultaneously, integrating environmental, social, and economic factors, and are owned and monitored at the highest level.*

Through our integrated risk management, our company's current and potential risks are basically categorized as follows:

<b>Financial Risks</b>	Liquidity risk, receivables risks, capital/debt relationship, inflation, currency risk, and other factors that may directly impact our financial position.
<b>Strategic Risks</b>	Risks that may affect sustainable growth, such as risks that may affect company and brand value, or risks related to mergers and acquisitions.
<b>Operational Risks</b>	Risk that can affect all parts of the system, from the supplier to the customer, and therefore business continuity, compliance, reputation, security of supply and procurement, occupational health and environmental safety.
<b>Natural Risk</b>	Risks that could affect business continuity and safety, such as fires, earthquakes, floods, droughts, and wildfires.
<b>Sustainability Risks</b>	Risks that may affect sustainability along the value chain, with social impacts in terms of employees and society, arising from the impact of climate change.



We use performance and risk indicators as early warning systems to monitor risks and take timely measures. The SAP ERP system, integrated into all our processes, enables us to instantly monitor operational results, eliminate human errors, and increase the effectiveness of our internal control system by enabling early detection of risk.

To support our corporate risk management's environmental, social, and economic layered structure, we conducted a sustainability-focused risk and opportunity study this year. Using international risk perspectives such as the TCFD and CDP frameworks as guides, we evaluated our risks in 11 categories covering environmental, social, and governance (ESG) factors. Although the study is in its early stages, we are striving to identify our transition or physical climate risks that will exist in the medium and long term and to reveal the risks associated with our company and our sector.

We not only identify our environmental risks but also map our social and governance risks in our risk inventory in line with the integrated risk management framework from an ESG perspective.

### Sustainability Risk Categories



You can access details about our Corporate Risk Management on pages 98-100 of the 2022 Annual Report.

## ANADOLU EFES MATERIAL RISKS OVERVIEW

		RISK DEFINITIONS	RISK-PRIORITIZED COUNTRIES	PLANNED ACTIONS/STRATEGIES
1	Political and Economic Instability	Risks arising from changes in the political environment and economic policies in the countries in which we operate.	All Countries	<ul style="list-style-type: none"> <li>• Exploring new markets</li> <li>• Collaborations with international financial institutions such as EBRD and IFC</li> <li>• Developing productivity projects</li> <li>• Expanding the use of hedging mechanisms</li> </ul>
2	Accessing Raw Materials	Risks arising from the price and supply of raw materials used as basic inputs in the production process.	All Countries	<ul style="list-style-type: none"> <li>• Exploring pre-stocking opportunities to minimize the impact of price increases and supply risks in the market</li> <li>• Providing suppliers with a supply plan to manage volatility in raw material demand</li> <li>• Finding alternative suppliers and increasing the proportion of local suppliers</li> </ul>
3	Strategic Brand Perception and Loss of Market Share	<p>The company's strategic brands;</p> <ul style="list-style-type: none"> <li>• Weakening of brand perception and preference rate among customers and consumers</li> <li>• The risk of loss of revenue or market share as a result of reputational damage in the eyes of consumers, customers, market players and regulatory authorities.</li> </ul>	Georgia, Moldova, Kazakhstan, Türkiye	<ul style="list-style-type: none"> <li>• Developing new products with an innovation perspective</li> <li>• Taking place in different product categories</li> <li>• Redefining the role of brands and creating a premium portfolio strategy with necessary differentiation.</li> </ul>
4	Talent Management	Risks related to the search for and recruitment of a talented labor force in the sector and monitoring and improving their performance in line with the company's vision and strategic goals	All Countries	<ul style="list-style-type: none"> <li>• Keeping talent by focusing on leadership, and career development</li> <li>• Recruiting talent to the company through university events and talent programs</li> </ul>
5	Legislations and Taxes	Risks related to changes in legislation that are expected to affect how operations conduct their business and systematic changes in tax legislation regarding tax rates, calculation procedures, and timing of tax payments.	Türkiye, Kazakhstan	<ul style="list-style-type: none"> <li>• Further development of public relations</li> <li>• Increasing cooperation with NGOs</li> </ul>
6	Cyber Security, Information Technologies, and Digital Capacity	Risks related to the disruption of operations due to problems with the company's information technologies or processes or insufficient digital capacity, cyber incidents, and the resulting reputational or financial loss.	All Countries	<ul style="list-style-type: none"> <li>• Prioritizing in-house digitalization efforts</li> <li>• Developing a cyber security framework</li> <li>• Identifying aspects of disaster and emergency rescue plans that are open to improvement</li> <li>• Increasing the competencies of employees in the field of information technologies.</li> </ul>
7	Sustainability	Risks related to events or situations that, if they occur, could have an impact on the value of the company in terms of environmental, social, or governance issues.	All Countries	<ul style="list-style-type: none"> <li>• Making investments to improve resource utilization and production efficiency.</li> <li>• Developing projects that reduce energy and water consumption and greenhouse gas emissions</li> <li>• Developing projects focused on the circular economy and recycling</li> </ul>

ABOUT THE  
REPORT

ANADOLU EFES  
WORLD

+1 VALUE FOR  
THE FUTURE

WE GROW WITH  
FINANCIAL DISCIPLINE

WE WORK TO GENERATE  
SOCIAL BENEFIT

WE TARGET ZERO FOR  
THE ENVIRONMENT

WE STRENGTHEN  
WITH OUR EMPLOYEES

ANNEXES

# +1 VALUE *For the Future*



# OUR IMPACT JOURNEY ON THE VALUE CHAIN

The traditional business model is being replaced by a 'new world' business model that strives to "create value for everyone". At Anadolu Efes, we see ourselves as important representatives of this 'new world,' and we shape our value chain with this perspective in mind. We focus on positively impacting every step of our value chain. We assume a pioneering role in sustainability, which we have integrated into our corporate strategy as an accelerator. We strive to create value at every step, from agricultural raw material production to processing, packaging, and influencing end-consumer behavior.

As a company that produces beer in six countries and exports beer products to more than 70 countries, we empower all stakeholders in our value chain with our responsible business approach so we can work together to pursue our goals.



## VALUE CHAIN STEPS

## WHAT ARE WE DOING TO REACH OUR GOALS?



## Agriculture

We strive to reduce the environmental impact of agriculture and support sustainable practices by protecting the soil through measures that ensure the continuity of our raw material supply. At Anadolu Efes, we focus on each grain of barley and hop, and we cooperate with our farmers from the field to the production process to ensure the quality of our raw materials.

- We continue to financially empower our farmers with our contracted procurement practices.
- We develop our own seed varieties through our agricultural R&D activities.
- We are expanding training and practices regarding sustainable agricultural methods that increase the competencies of our farmers while also helping us to protect the soil.
- We have partnered with three universities to develop new drought-resistant seeds and further increase barley diversity, yield, and quality.
- We introduce our farmers to technology through smart agricultural practices.



## Processing

The harvested barley is germinated and roasted in our malt processing facilities, transforming into beer's primary ingredient, malt. Similarly, our hops, which are grown exclusively in the Bilecik region of Türkiye, are pelleted naturally by our Bilecik Hop Processing Facility and are subsequently transported to our breweries to be used in the beer production process.

- We continue to implement practices that ensure energy efficiency and reduction of water consumption, as well as waste management practices that promote a circular economy.
- In addition to procuring renewable energy, we are exploring opportunities for installing renewable energy sources to support our operations.
- We are taking further steps to improve occupational health & safety and employee welfare.
- We are committed to raising awareness and promoting gender equality among all employees. We ensure equal pay for equal work and regularly measure our employee pay ratio between genders, receiving independent assurance.
- Our 2022 Gender Equality in the Board of Directors Policy aims to increase the proportion of female board members to 30% by 2030.



## Beer Production

Our brewers and facility teams utilize their extensive knowledge, expertise, and innovative perspectives to develop our products, ensuring that the raw materials we process are delivered to our consumers through high-quality end products. We are committed to minimizing our environmental impact and reducing our emissions throughout the production process by supporting low-carbon technologies and designing more efficient production processes. Furthermore, we prioritize occupational health & safety and employee welfare to maintain a healthy and safe work environment.

## VALUE CHAIN STEPS

## WHAT ARE WE DOING TO REACH OUR GOALS?



## Packaging

We are committed to minimizing the impact caused by the packaging of our products by reducing the amount of packaging we employ, promoting reuse, and increasing recycling.

- We continue to focus on reducing resource consumption and utilizing recycled/ recyclable materials in all packaging processes starting from the design phase.
- We collaborate with the entrepreneurship ecosystem, our suppliers, and universities in our R&D activities.

Distribution and  
Logistics

We collaborate with our logistics suppliers to reduce our environmental impact by optimizing routes and adopting fuel-efficient transportation practices in our distribution and logistics processes.

- In order to reduce our greenhouse gas emissions from transportation processes, we collaborate with our business partners in distribution and logistics to evaluate transportation options that use clean technology.
- We aim to reduce our carbon footprint by raising awareness among our sales teams about safe driving and encouraging them to engage in eco-driving through safe and smart driving training.



## Sales

We improve the performance of our dealers and distributors through joint projects and maintain a strong bond with them, allowing us to offer safe, high-quality products to our customers without interruption.

- We aim to implement projects encouraging female employees in our sales teams, believing that professions have no gender.
- We ensure that our products that reach our customers are of optimum quality and in ideal tasting conditions, and we guarantee that they are cooled at the points of consumption.
- We aim to reduce our carbon footprint by switching to new-generation cooler models to increase energy efficiency and reduce greenhouse gas emissions by lowering electricity consumption.



## Consumption

Across all the countries we operate in, we engage with our consumers during the moments they share with their loved ones and friends, providing meaningful brand experiences that encourage responsible consumption.

- We carry out programs that encourage responsible consumption and comply with legal regulations and communication practices regarding sales and marketing restrictions. We support our responsible consumption practices with our low-alcohol and non-alcoholic product portfolio.



# OUR INTEGRATED TRANSFORMATION JOURNEY

## CORPORATE STRATEGY

At Anadolu Efes, we reach hundreds of millions of consumers from diverse cultures and backgrounds through our extensive product range and innovative approach that caters to shifting consumer preferences. To achieve our goals, we have identified four strategic focus areas and three accelerators that will enable us to reach these focus areas.

*Our strategic focus areas are Operational Excellence, Winning Portfolio, People, and Geographic Expansion & Growth. We are committed to serving these objectives in all our activities.*

- We aim to preserve and enhance our existing capabilities by investing in our **people's** competencies, providing them with a unique experience, and offering them growth opportunities.
- We strive to grow with a **Winning Portfolio** that is consumer-centric and strengthened with relevant innovations.
- We seek to improve the quality and efficiency of our production processes by optimizing our **Operational Excellence** and we continue to provide uninterrupted service to the market by enhancing our end-to-end supply chain structure.
- Through **Geographic Expansion & Growth**, we aim to expand into new and promising markets by leveraging acquisition and merger opportunities.

Our accelerators are Sustainability, Financial Discipline, and Digitalization. These factors will help us achieve our strategic objectives more effectively and efficiently.

- With Financial Discipline, we focus on effectively managing our working capital and capital investments while growing our profits and creating resources for our core businesses.

- Through Digitalization, we aim to provide a seamless omnichannel experience for our customers using data-based business analytics.
- With Sustainability, we are committed to achieving our net zero emissions target, eliminating our impact on the environment, and increasing our positive social impact by undertaking social benefit projects. We also strive to promote equality, inclusion, and diversity across our entire value chain.























**We consider sustainability as the core of our strategy....**

At Anadolu Efes, we recognize that realizing our model of 'creating value for all' requires transformation. We believe we have a pioneering role in driving this transformation in our industry and every region in which we operate. In today's 'new world,' we realize that embedding sustainability in every step we take is critical to achieving our corporate objectives. Beyond ensuring operational efficiency and combating climate crisis risks, we view sustainability as an opportunity for innovation, positive impact, and people-oriented growth. Therefore, we integrate sustainability into our decision-making mechanisms, business approach, and operations, continuously striving to create long-term value for all our stakeholders.

This year, we switched to integrated reporting, motivated by this conviction. We commenced by reinforcing our sustainability approach and spreading it throughout our organization, building on the culture and values of Anadolu Efes. In 2022, we identified the areas where we create value for our stakeholders, integrated sustainability into our corporate strategy, and established short and medium-term goals toward our 2030 targets. We linked our primary and secondary

material issues, identified through a materiality analysis we conducted last year, with the value we create and our value chain. Our integrated perspective was influenced by sustainability indexes, the NGOs we collaborate with, the expectations of our stakeholders, and the platforms we participate in.

This year, we have integrated sustainability into our corporate strategy, which consists of four main focuses and three accelerators. Sustainability plays an accelerator role in our strategic goals, and we have spread it to all our processes throughout the value chain steps that make up our business model. We believe that by including sustainability within our corporate strategy through the Positive Impact Plan, we will work more effectively and efficiently throughout our entire value chain. We have built our integrated thinking on these foundations and strengthened each of our strategic goals by aligning them with capital elements. In doing so, we highlight what differentiates us when it comes to our strategic focus and business model.

	STRATEGIC FOCUS AREAS	ACCELERATORS	CAPITAL ELEMENTS	EFFECTIVE/AFFECTED VALUE CHAIN STEPS	DIFFERENTIATORS ALONG THE VALUE CHAIN
Operational Excellence	<ul style="list-style-type: none"> <li>• Maintaining quality focus</li> <li>• Ensuring supply continuity through effective procurement management</li> <li>• Continuously developing a strong end-to-end supply chain structure</li> <li>• Managing product cost and efficiency effectively.</li> </ul>	<b>SUSTAINABILITY</b> <ul style="list-style-type: none"> <li>• Reducing environmental impact across our operations and value chain</li> <li>• Increasing positive social impact through our social benefit investments</li> </ul>	<b>MANUFACTURED</b> <b>INTELLECTUAL</b> <b>NATURAL</b>	     	<p>You can explore our differentiating projects in this area through our Innovation and Product Development, Digital Transformation, and Sustainable Agriculture sections. </p>
Winning Portfolio	<ul style="list-style-type: none"> <li>• Growing our brand portfolio with a focus on consumer needs and strong insights</li> <li>• Maintaining the strength of our core brands in all the countries where we operate</li> <li>• Expanding through innovative products in the high-end market segment</li> <li>• Exploring opportunities for growth and expansion in other potential beverage categories</li> </ul>	<b>FINANCIAL DISCIPLINE</b> <ul style="list-style-type: none"> <li>• Achieving revenue growth with a focus on profitability</li> <li>• Creating value by effectively managing working capital and capital expenditures</li> <li>• Ensuring sustainable profitability through zero-based cost management</li> </ul>	<b>RELATIONAL</b> <b>SOCIAL</b> <b>INTELLECTUAL</b> <b>FINANCIAL</b>	  	<p>You can explore our differentiating projects in this area through our Innovation &amp; Product Development and Social Investment &amp; Impact sections. </p>
People	<ul style="list-style-type: none"> <li>• To become the most desirable employer brand in all countries in which we operate by offering a positive employee experience</li> <li>• Providing employees with re/upskill opportunities</li> <li>• Retaining talent within the organization</li> </ul>	<b>DIGITALIZATION</b> <ul style="list-style-type: none"> <li>• Delivering a seamless omnichannel customer experience</li> <li>• Democratizing data and promoting data-driven business analytics</li> <li>• Developing versatile mobility competence with support from artificial intelligence</li> </ul>	<b>HUMAN</b>	  	<p>You can explore our differentiating projects in this area through our Equality, Diversity &amp; Inclusion, Talent Development &amp; Management, Employee Engagement &amp; Communication, and Occupational Health &amp; Safety, and Employee Welfare sections. </p>
Geographic Expansion & Growth	<ul style="list-style-type: none"> <li>• Continuing to grow in new potential geographies through acquisitions or mergers</li> </ul>		<b>FINANCIAL</b> <b>RELATIONAL</b> <b>SOCIAL</b> <b>MANUFACTURED</b>	  	<p>You can explore our differentiating projects in this area through our Economic Growth and Impact sections. </p>

## OUR SUSTAINABILITY APPROACH

The impact of sustainability concepts on the business world has been increasing due to various global, national, and sectoral developments. As a result, the traditional structure of businesses focusing solely on economic risks and performance has given way to a new structure that emphasizes the value and impact of non-financial performance.

We shape our work in line with the expectations of the 'new world' by adopting an integrated thinking model in our corporate strategy. By assuming a pioneering role within the framework of our material issues and establishing collaborations with our stakeholders, we demonstrate our passion for sustainability and create added value for the future.

We have integrated this new thinking model into our corporate strategy, placing our material issues under four main headings that reflect the impact areas on our value chain. This integrated approach allows us to achieve an end-to-end strategic perspective, reflecting our sustainability approach in our integrated transformation journey that began with the shaping of our corporate strategy. We aim to maximize

our contribution to Sustainable Development Goals with strategic integrity.

This strategic alignment, achieved through our integrated thinking approach, enables us to support our 2030 goals with short and medium-term targets while measuring our non-financial performance more efficiently.

## MATERIALITY ANALYSIS

In 2021, we updated our materiality analysis to strengthen the foundation of our 2030 goals, which now guide our sustainability strategy. We began by analyzing the SASB Industry Priorities and the impact of megatrends in our external environment. We completed our analysis by soliciting feedback from nearly 200 internal and external stakeholders and receiving approval from our board of directors and senior management. With this comprehensive analysis, we categorized our material issues into primary and secondary priorities, taking into account the priorities of all countries in which we operate.



You can find the details and steps of our materiality analysis in our 2021 Sustainability Report.

Through our materiality analysis, we assessed the following:

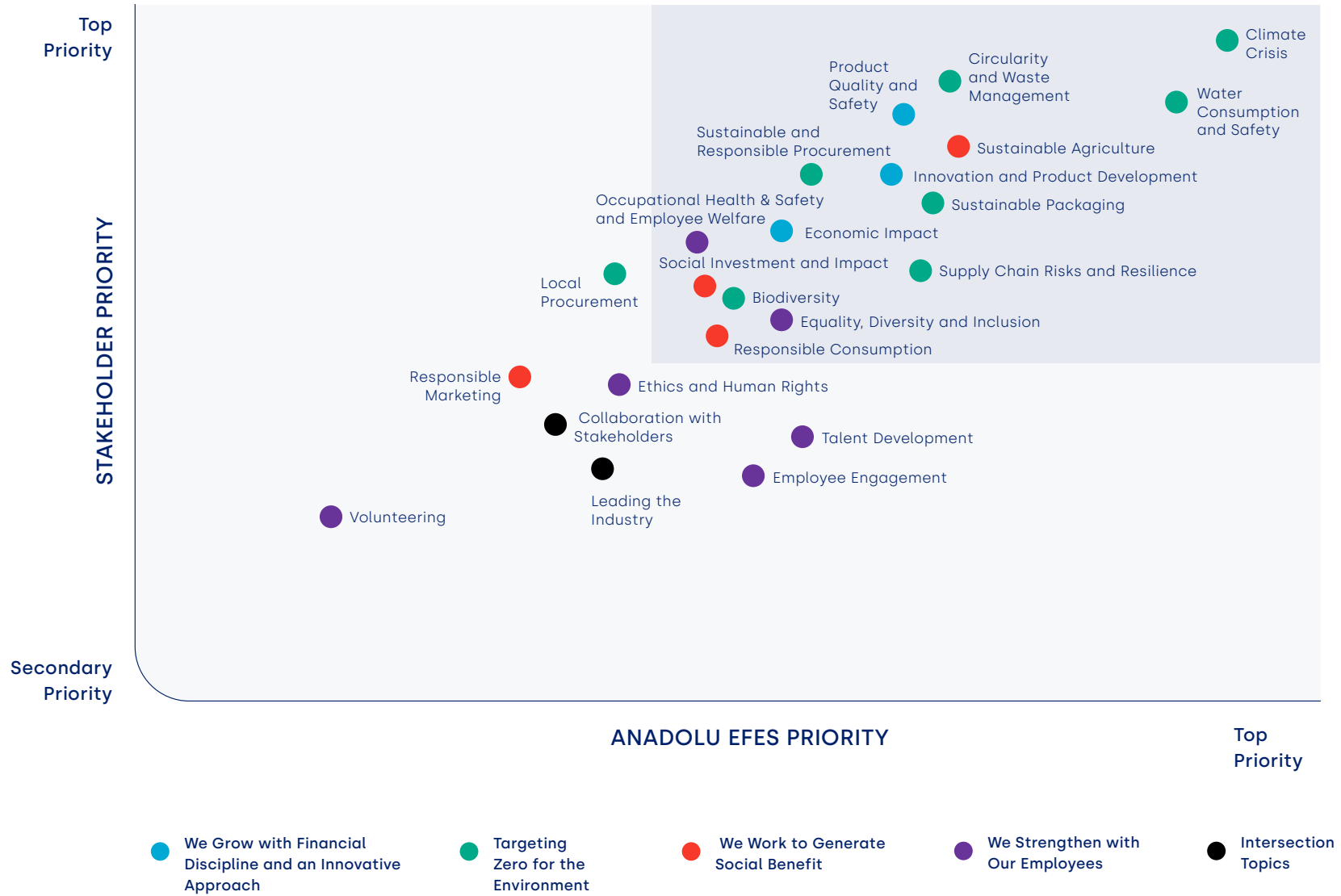
- The priorities and expectations of our individual stakeholder groups
- The individual priorities of the countries in which we operate
- The extent of the actual or potential impact of material issues on our business

*In 2022, we reviewed our materiality analysis during the year and made the following necessary updates.*

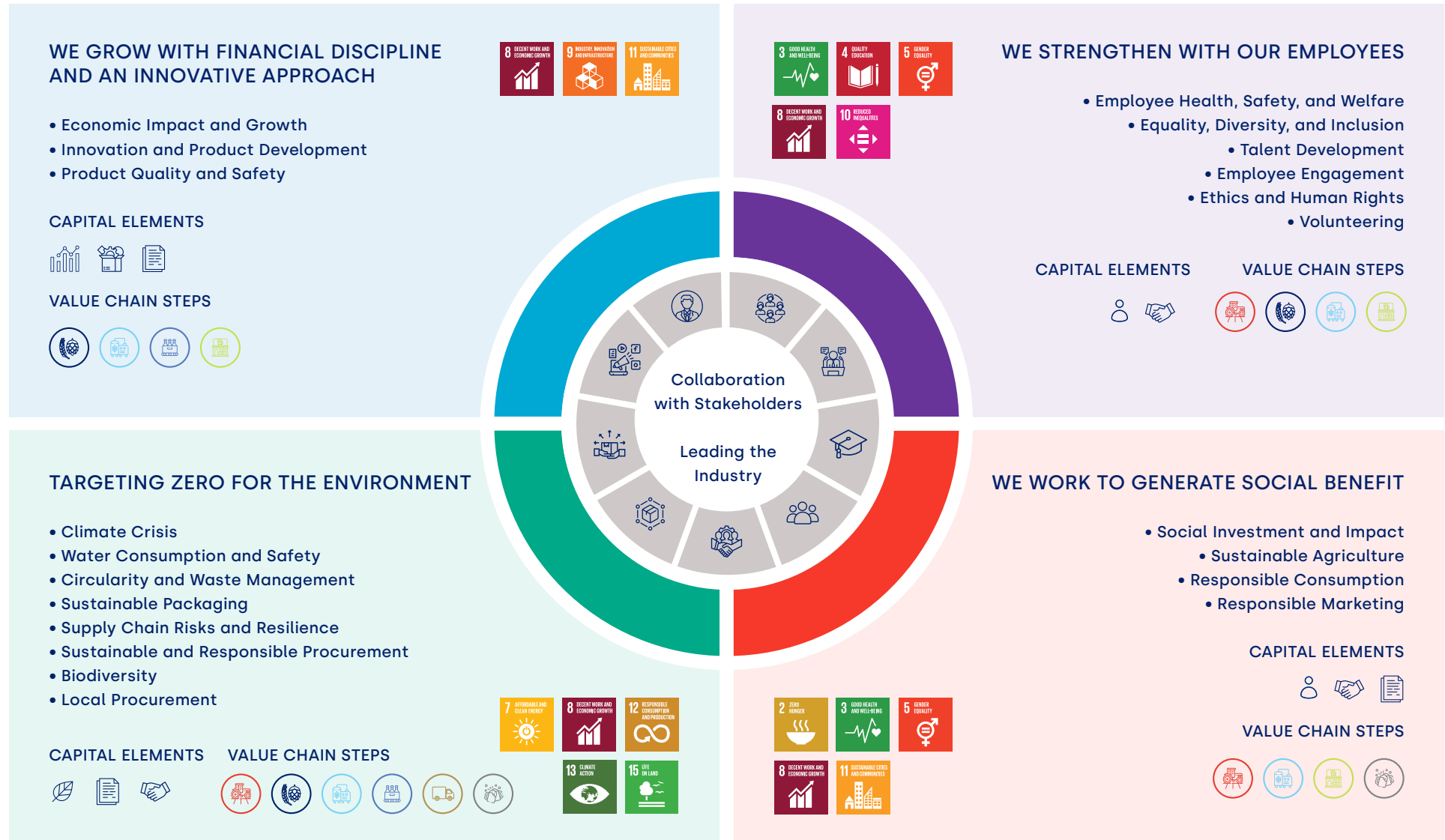
- In our external environment analysis, we incorporated the SASB Industry Materiality, as well as the MSCI ESG Industry Materiality Map and S&P Risk Atlas' assessments of our industry. We ensured that no topic was overlooked. As a result, we made two adjustments to our materiality analysis. Firstly, we revised our material topic from 'Economic Impact' to 'Economic Impact and Growth.' Secondly, we added a new material topic: 'Innovation and Product Development' to our analysis.

- In the materiality analysis, we reflected on the impact of our integrated risk approach, which we worked on in detail this year.
- We conducted a mapping study to understand which specific areas we create value around capital elements.
- As a result of our work, we identified 15 material issues that we aligned with our integrated thinking approach.





## OUR INTEGRATED THINKING APPROACH REGARDING OUR MATERIAL ISSUES



## OUR VALUE CREATION MODEL

The most important result of our integrated transformation journey is the value creation model, which we created through the interrelationship and transitivity of our corporate strategy, sustainability approach, and material issues. Throughout our journey, we have aligned the six capital elements, which serve as the foundations of an integrated mindset. We connected our corporate strategy to our value chain, categorized our material issues into the four main headings of our integrated thinking model, and evaluated how they relate to the capital elements.

Additionally, while creating the inputs for our value creation model, we defined each capital element specific to Anadolu Efes and listed our input indicators and resources accordingly.

### Enhanced Value Creation through Exchange between Capital Elements

Our value model inputs are interconnected, relating to both corporate strategy and our sustainability approach. At Anadolu Efes, we consider the interdependencies, direction, and magnitude of causality between capital elements when addressing our impact on stakeholders and the value we create. We aim to increase the value we create by revealing interactions

between inputs and resources. For instance, while trying to reduce our environmental impact by supporting sustainable agricultural practices, we also contribute to local development through the training we provide to farmers.

Our value creation process fosters solutions in business processes and promotes collaboration among operations and units, enhancing the teamwork experience.

This exchange allows us to respond to megatrends and increase our chances of uncovering innovative ideas that have not been thought of before while assessing our risks and opportunities. By embedding an integrated sustainability approach into our business and identifying effective solutions that leverage interdependencies, we can monitor and solve multiple problems simultaneously.



### Financial Capital

We consider our financial capital to be all the financial resources we use to grow profit and add value to the system by effectively managing our working capital and capital investments.



### Manufactured Capital

Our manufactured capital includes all physical elements that contribute to our competitive advantage and productivity in beer production and distribution through our lean and effective process, production, and organizational structure.



### Intellectual Capital

We consider our intellectual capital to be our capabilities to create a consumer and growth-oriented portfolio strategy, keep our core brands strong in every country in which we operate, and capitalize on expansion and growth opportunities in other potential beverage categories with innovative tools.



### Relational Social Capital

Our relational social capital involves our impact-oriented value creation approach that helps us build strong relationships with all stakeholders and our efforts towards sustainable business practices.



### Human Capital

We see our employees, who represent one of our strategic focal points, as the most critical capital when it comes to achieving our future goals, and we consider the efforts we make to increase their competencies, engagement, and well-being as essential.



### Natural Capital

We consider all the natural resources we use in our business throughout our value chain as our natural capital. We manage our natural capital through projects realized around our environmental sustainability approach, which we have shaped around our net zero target and integrated into our business processes.

## INPUTS

## FINANCIAL CAPITAL

- 9.0 billion TRL equity
- 16.8 billion TRL total financial debt
- 2.0 billion TRL capital expenditures
- Strong pricing power, tight balance sheet, and expense management capability
- Integrated risk management approach

## MANUFACTURED CAPITAL

- 21 Breweries
- 5 Malt production facilities
- 1 Hop production facility and 1 preform production facility
- Advanced logistics and distribution network

## INTELLECTUAL CAPITAL

- Over 22 million TRL in R&D investments
- Number of Local Brands in Portfolio: 101
- Number of Brands with Production License and Sales and Distribution Rights: 40
- An experienced field research team
- Supporting intrapreneurship and collaborating with start-up ecosystem
- Comprehensive and effective distribution channels strategy with solid target audience insights

## RELATIONAL SOCIAL CAPITAL

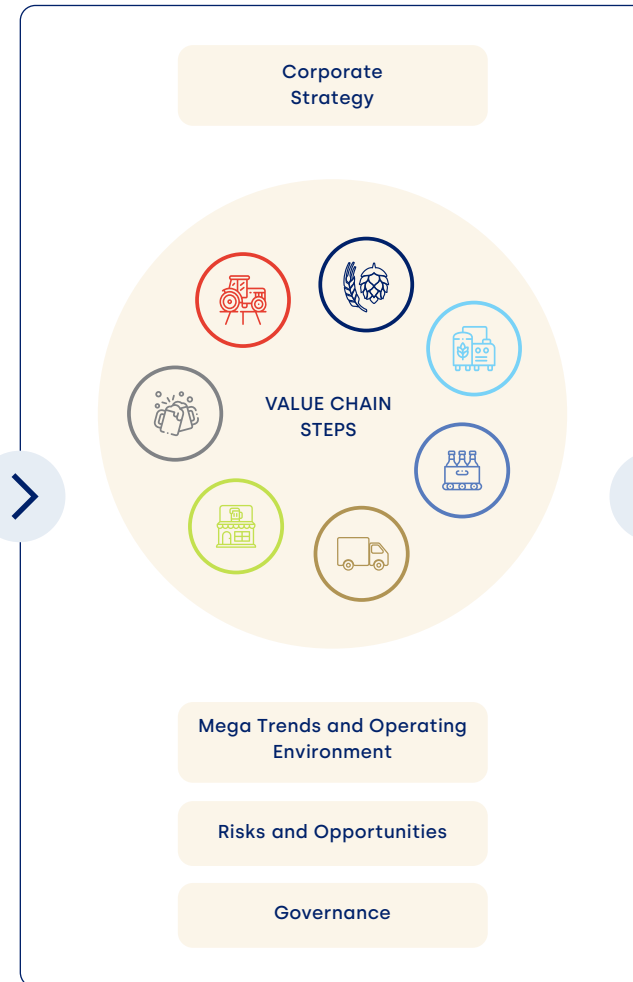
- 26 social benefit projects and 9.8 million TRL in investments
- Support for sustainable tourism, entrepreneurs, sustainable agriculture, arts & culture, and sports
- 4 social benefit projects to raise environmental awareness
- We work with 1,769 farmers, 29% of whom are under contract
- Robust sales and supply network with 7,311 suppliers, 298 dealers and distributors
- Long-term relationships and effective collaborations with all stakeholders

## HUMAN CAPITAL

- Skilled workforce with 8,302 employees
- Investments of approximately 850 million TRL in industry and needs-based employee development and well-being programs
- Equitable work environment
- supported by our Diversity and Inclusion Policy
- A business approach that considers employee health, safety, and wellbeing
- Fair and performance-based reward and benefit systems

## NATURAL CAPITAL

- Gradual transition projects towards efficiency and renewable energy to achieve our net zero target
- 330,118 mwh of electricity, totaling 1.5 million m³ of energy consumption
- Sustainable packaging efforts
- 10 million m³ water consumption, location-based water risk studies
- A circular economy approach shaped around zero waste targets
- Sustainable supply chain and local procurement



## VALUE CREATED

## We Grow with Financial Discipline and an Innovative Approach

- Free cash flow of approximately 3.7 billion TRL
- A market capitalization of 40.1 billion TRL\*
- Net debt leverage ratio of 1.0x
- Beer Group net income of approximately 1.6 billion TRL
- 834.6 million TRL corporate tax paid
- 1.3 billion TRL in gross dividend distribution\*
- 52.2 mhl of beer and 403 thousand tons in malt production capacity
- Efficient and accurate spending methodology for customer satisfaction and market access
- High brand value with sector leadership and substantial market share
- 57 new and 28 upgraded products launched
- Innovative products presented by Anadolu Efes Innovation Center
- +1 Resting Technique, a first in the industry, is in the process of being patented
- 36 start-ups supported or collaborated with
- 2 start-ups incubated through intrapreneurship

## Targeting Zero For the Environment

- 8,513 tons of CO<sub>2</sub>eq emission reduction achieved through greenhouse gas emission reduction impact projects
- Investment in 12.5 MW capacity SPP
- Achieved a 30% reduction in water consumption
- Reduced 94.3 thousand tons of waste
- 95% of procurement is accomplished locally
- Achieved a 233% increase in recycled/reused waste
- Reduced 92 tons of plastic through our Business Plastic Initiative commitment
- Contributed to the circular economy by upcycling functional malt fibers

\*At consolidated level.

## We Work to Generate Social Benefit

- Reaching 64,390,048 people through social benefit projects
- Providing 300 hours of training to farmers on sustainable agricultural practices and contracted distribution of 5,219 tons of seeds
- Supporting over 1,000 theater plays and reaching nearly 5,000 art lovers with Mavi Sahne (Blue Stage)
- Reaching over 321,000 people with sustainable tourism, which we have supported for 15 years without interruption
- Supporting the biodiversity of underwater life with our +1 Breath for the Sea initiative
- 90.4% dealer satisfaction
- Excellent scores in national and global sustainability indexes

## We Strengthen with Our Employees

- Low employee turnover at the company and 2.7% high potential employee turnover
- Net employee engagement rate of 87.7%
- Robust and long-term career planning process for our employees
- 1,231 newly hired employees and 100% of entry-level talent needs met through the Young Talent Program
- 50% of vacant positions were filled with internal candidates
- 30.4% of employees are female, and 52% of managers under the age of 30 are female
- According to our wage policy, there is 99.5% equal remuneration between genders
- The accident-related lost time rate is low at 3.9





# WE GROW WITH *Financial Discipline and an Innovative Approach*

At Anadolu Efes, we contribute to sustainable economic growth through activities carried out with all our stakeholders in the value chain, from suppliers to the communities we interact with. We maintain a strong corporate stance based on our company values, utilizing a financial discipline-oriented approach and management skills.

We reach hundreds of millions of global consumers of different cultures and profiles worldwide and continue to add different flavors reflecting changing consumer preferences to our portfolio with the support of our innovative approach reinforced by R&D.



Capital Elements'  
Sphere of Influence



Sustainable Development  
Goals' Sphere of Influence

# ECONOMIC GROWTH AND IMPACT

With our rich product range, we reach hundreds of millions of consumers from different cultures and profiles worldwide due to our operations spanning such a vast area and our export markets. Our success in the beer sector is supported by our robust corporate stance based on company values and our approach focused on financial discipline.

There are several factors contributing to our success:

- Thanks to our effective marketing strategies, we have a robust sales network in Türkiye and other countries where we operate.
- We continuously invest in our brand value so that we can constantly improve.
- We adapt to changing market conditions with our many years of experience, fast decision-making mechanisms, and dynamic corporate culture.

- We understand consumer expectations and can quickly launch products to meet demand.
- We maintain a pricing policy that supports operational profitability.
- We conduct effective customer communication aimed at increasing brand awareness.
- We carry out studies to maintain a more agile and efficient organizational structure.

Our effective management skills, corporate culture, and high financial performance have enabled us to create a positive economic impact in all the geographies in which we operate, especially in Türkiye.



Click to watch our  
CFO Gökçe Yanaşmayan's  
stakeholder  
opinion video.



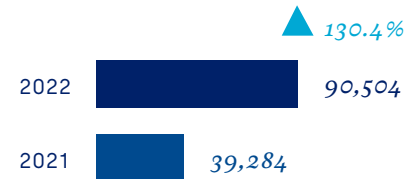
In addition to our financial strength, we broke new ground this year by realizing our first domestic debt instrument issuance to diversify our borrowing structure. Following our first Turkish Lira-denominated bond issuance of 900 million TRL in November, we successfully completed our second domestic bond issuance of 1.1 billion TRL in December. As a result, we have become an active issuer in both domestic and international debt instruments markets.

18 Breweries in Russia, Kazakhstan, Moldova, and Georgia with a total annual production capacity of 45.3 million hectoliters and 3 malt production facilities with a capacity of 288,000 tons

3 Breweries in Türkiye with a total annual production capacity of 6.9 million hectoliters, 2 malt production facilities, and 1 hop processing facility with a capacity of 115,000 tons

Total annual production capacity of 52.2 million hectoliters of beer and 403,000 tons of malt and a sales volume of 33.1 mhl by the end of 2022\*

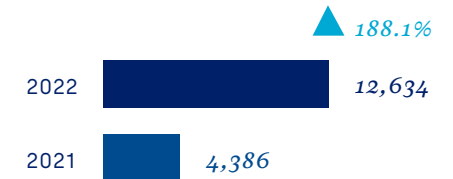
#### Net Sales\*\* (million TRL)



#### Free Cash Flow\*\* (million TRL)



#### Operating Profit\*\* (million TRL)



#### Total Assets\*\* (million TRL)



\* Excluding Ukraine operations, which were discontinued as of February 24, Anadolu Efes' beer group volumes were 33.1 mhl, in line with last year.

\*\* At consolidated level.



# INNOVATION AND PRODUCT DEVELOPMENT

We attach great importance to innovation and product development and consider them crucial to realizing our goals and strategic focus. We strive to popularize innovative thinking in every aspect of our operations, keeping in mind consumers' expectations. We use an innovative approach to reach new products, segments, and markets while also focusing on digitalization to improve our performance within the organization.

The innovative products we offer to our consumers developed as a result of our innovation perspective are responsible for our success. We carry out innovative work in many areas, from new products to sustainable packaging, from entrepreneurship for the organization to digital transformation. Our 40 years of experience in innovation have resulted in the development of 17 registered barley seeds and 7 hop varieties by our own agricultural engineers. Anadolu Efes employs 26 brewers, including six women, 32 beer tasters, and approximately 70 technical engineers.

*In 2022, we spent more than 22 million TRL on R&D efforts, categorized under the main headings of product development, new production concepts, and entrepreneurship. We introduce different innovations in the countries in which we operate, thanks to our R&D expenditures.*



Click or scan the QR code to listen to the podcast where Onur Altürk, our General Manager, and Koray Anar, our Production Director and Beer Referee, talk about the Innovation Workshop.



## ANADOLU EFES INTRAPRENEURSHIP HUB

With the Innovation Workshop in İzmir, opened in 2021 with the motto 'brewers without borders,' we are taking our innovative perspective and excitement for discovery to new heights. We aim to create a hub for industry professionals and stakeholders. The Innovation Workshop is where we work to develop and enhance beer culture and introduce transformative innovations. We aim to take new steps in the sector by following consumer expectations and global trends.

Working with our brewers, we conduct R&D studies on the development of new beer types and production techniques.

In 2022, the Innovation Workshop had a budget of 3.4 million TRL and continued to carry out work that will help Anadolu Efes gain a more significant foothold in the global beer market.

Here, we developed the +1 Resting Technique, which is expected to be included in world beer literature as a third production technique. Additionally, we offer our seasonal products, which are produced in limited quantities, to the market as a result of our work at the Innovation Workshop. Finally, after three years of R&D efforts, we also developed and produced 'Gluten-Free,' Türkiye's first product in the gluten-free category.



## NEW EXPECTATIONS AND NEW PRODUCTS

While maintaining our strong position in the markets where we operate, we continue to gain the appreciation of our consumers with our product portfolio supported by new launches. We closely follow changing consumer expectations and develop our innovation perspective accordingly.

For example, we know that the trends of healthy diets and healthy lifestyle habits, which have gained momentum, especially with COVID-19, have also impacted the beer and beverage industry, indicating an increasing consumer focus on low-alcohol and low-calorie preferences. At the same time, consumers searching for purpose-driven brands that reflect their values prefer more transparent, ethical, and nature-friendly organizations and are changing their consumption habits accordingly. At Anadolu Efes, we are expanding our product categories in line with changes in consumers' preferences and expectations and adding different flavors to our rich product range with our strengthened innovative approach.

In 2022, in addition to introducing new products to our consumers in the segments in which we have been producing for years, we introduced

innovative products by participating in new segments and categories in the countries where we operate. In this context, we launched **57 new products and significantly improved 28 of our products during the year.** Within the scope of our renewed and improved products, we achieved a sales volume of nearly 2 mhl. In Türkiye, we introduced our new segment, flavored beers; in Russia, we developed new products in two categories, non-alcoholic and flavored beers; and in Moldova, we launched products in two new non-beer categories.

In parallel with consumers' practicing healthy lifestyles, we are expanding our product range, especially in the non-alcoholic and flavored beer segments. We currently produce low and zero-alcohol products in our AB InBev Efes and Moldova operations. In Kazakhstan, we are taking significant steps towards achieving our goal of adding these types of products to our portfolio in other geographies where we operate. This year, we added new flavors to our **Efes 0.0 non-alcoholic beer, which we launched in Kazakhstan at the end of 2021, and introduced two new products to our consumers, Efes 0.0 Apricot & Raspberry and Efes 0.0 Grapefruit & Pomelo. The sales volume of our products with this content during the year reached 2,106 hl in Kazakhstan and Moldova.**

### We Care About Consumers' Opinions

We value our customers' opinions on all the products we offer and strive to improve ourselves accordingly. In the countries where we operate, we view every beer consumer as a potential customer and measure consumer satisfaction and brand strength through various surveys.

In 2023, we plan to expand our brand strength measurement, which we initiated in Türkiye, to Kazakhstan, Georgia, and Moldova. We also receive feedback from hundreds of thousands of consumers through surveys conducted in Türkiye, Russia, Kazakhstan, and Georgia. Furthermore, we continue to research the impact of sustainability on brand perception. With our Brand Health Monitoring survey in Türkiye, we evaluate how sustainability issues affect our brand perception and business performance. In 2023, we aim to include Kazakhstan, Georgia, and Moldova in this assessment.





## INNOVATIVE IDEAS WITH INTRAPRENEURSHIP ECOSYSTEM

To enhance our R&D and innovation approach, we not only support the external entrepreneurship ecosystem but also boost an intrapreneurship program to cultivate entrepreneurs within our company. We continue to realize our in-house entrepreneurship efforts, which are part of our open innovation approach, through the Anadolu Efes Intrapreneurship Hub, which we have been running since 2020.

With Anadolu Efes Intrapreneurship Hub, which we established to spread the entrepreneurship culture within the company and add value to the future, we carry out a process that includes a 10-week acceleration program and a 16-week incubation program. In the incubation final of the Anadolu Efes Intrapreneurship Hub, which has received more than 250 project applications since its first year, we met with our 3 finalist in-house start-up teams.

One of the three finalist teams in the Anadolu Efes Intrapreneurship Hub incubation program was the NeoCortex team, which emerged as this year's invested project. They received their first investment and took a significant step towards commercialization. In 2023, NeoCortex is expected to start pilot studies. In addition, the Recycle & Win project will be supported within the company.

Malty, the first start-up to be spin-offed from the Anadolu Efes Intrapreneurship Hub, was one of the fastest-growing start-ups in its sector in 2022, introducing its products to consumers at over 1000 sales points. As a "Sustainable Food Technologies" start-up, Malty started its second investment round, receiving an investment of 2.4 million TRL during the year. Malty's most significant R&D project, 'Türkiye's first upcycled malt fiber,' Malty Bites, was realized after the investment round. Malty, the first and only Turkish company member of the Upcycled Food Association in the United States, saves 19 liters of water with one package of Malty Bites (80 gr.), which uses Malty upcycled malt fiber.



The finalists for this year include: Recycle & Win is a user-friendly web platform that enables customers to easily return their deposit bottles to the nearest Recycle & Win points. NeoCortex is an AI-based software that interprets all field photos, providing instant analysis, availability, and planogram tracking, as well as generating sales operation suggestions. Grain is a plant-based barley milk product that is nutritious, high in protein and fiber, and made with clean ingredients.



Click or scan the QR code to listen to our CEO Can Çaka's 'Entrepreneurship World #2 Intrapreneurship Project: Malty' on Anadolu Efes Podcast Channel.



## PRODUCT QUALITY AND SAFETY

We prioritize delivering high-quality and safe products to our consumers without compromise. Operational excellence is a key aspect of our corporate strategy. We strive to maintain the highest levels of quality and efficiency in our production processes while providing uninterrupted service to the market by improving our supply chain structure from end to end.

Our Quality and Food Safety Policy, which is a part of the Anadolu Efes Management System Policies, guides our product quality and safety processes. Using advanced technology and production techniques, we aim to produce superior-quality beer and beverages that meet our customers' expectations and needs.

We not only comply with local legal requirements in each country where we operate but also prioritize the effective implementation of Quality Management Systems and international standards.

We implement ISO 9001 Quality Management System, ISO 22000 Food Safety Management System, and HACCP principles in all our operations. Moreover, we continue our production in three facilities certified with

### Internal Quality Audits

As part of our 'Anadolu Efes Group Excellence Program,' we prioritize quality and food safety in all aspects of our production process. Utilizing the latest production technology and equipment ensures that our products are manufactured with the highest quality standards. We maintain our quality chain without compromise, from raw material procurement to product shipment from the facility. To maintain our commitment to operational excellence, we conduct technical and quality audits, as well as internal audits that cover more than 3,000 criteria annually. These audits allow us to continually improve our processes and ensure that our products meet or exceed our customers' expectations.

FSSC 22000 V5.1 Food Safety Management System, an internationally recognized certification program by the Global Food Safety Initiative.

# DIGITAL TRANSFORMATION

We view digitalization as a key enabler to achieving our strategic objectives, and as a result, we integrate it into our products, services, and business practices through our R&D efforts. Our goal is to become a world-class mobile, digital, and customer-centric beer company, and we are steadily progressing on this journey. With our comprehensive digital transformation roadmap, we strive to streamline our business operations and enhance our efficiency by leveraging cloud, mobile, machine learning, and artificial intelligence technologies.

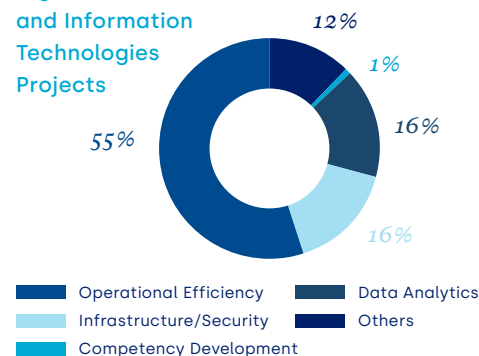
*Within the scope of the SAP Awards, we were recognized with SAP Digital Transformation of the Year, Customer Experience Digital Transformation Ambassador of the Year, and Digital Transformation Ambassador of the Year awards.*

Our digital transformation roadmap comprises five key focus areas: Operational Efficiency, Data Analytics, Cyber Security, Infrastructure/Security, and Competency Development. To ensure successful project implementation, we begin with country-based pilot applications and follow up after each

project's integration; this allows us to assess the effectiveness of our projects and make necessary adjustments to achieve our strategic goals.

We continued our investment in digitalization and information technology in 2022, allocating approximately 111 million TRY. In each of our focus areas, we have continued our projects from previous periods as well as new projects. Our ongoing and new projects primarily focus on security, operational efficiency, and data analytics. Additionally, we established a technology academy to educate and raise awareness among our employees about digitalization and information technologies. We are pleased to highlight some of our significant projects below.

Digitalization  
and Information  
Technologies  
Projects



## OPERATIONAL EFFICIENCY

Two projects were prioritized in the area of operational efficiency, with one focusing on business processes and the other on sales channels. Our project targeting business processes was successfully implemented in Türkiye last year, in Moldova in 2022, and in Kazakhstan and the Netherlands at the beginning of 2023; this allowed us to establish consistent data structures and global governance processes to support our operations. In addition, the project enabled us to achieve end-to-end lean business processes and process innovations, working on real-time and consistent data. In 2023, we aim to realize this project in Georgia. Meanwhile, our project on sales channels provided a highly manageable platform to increase efficiency, sales realization, and tracking mechanisms for end-to-end sales and marketing processes. Moreover, it employed qualified tools and the latest technologies to achieve these goals.

## DATA ANALYTICS

Data Analytics is one of our top priority areas, and we place a strong emphasis on data-driven management within our company. Our focus is on technologies that leverage artificial intelligence and machine learning to improve our ability to store, process, manage, and evaluate data in meaningful ways. Through the projects we have undertaken, we have enhanced our sales forecasting and budgeting processes using machine learning while also replacing our sales reporting platform with a more agile, efficient, and online system. We have also democratized data and integrated it into all decision-making mechanisms.

## INFRASTRUCTURE / SECURITY

Focusing on information security, we aim to strengthen cybersecurity in our company by selecting the most appropriate infrastructures. In addition, we launched a Cyber Security Awareness Program to increase employee awareness. This highly impactful and necessary project helped us identify our focus areas by measuring the current success rate of end-user awareness. We also made necessary installations and implemented relevant operational processes to align all infrastructure components with the Zero Trust Architecture. Regarding technological infrastructure, we conducted data-focused studies and utilized more open-source code and cloud-friendly technologies to become a more agile organization. As a result, we achieved significant efficiency gains in our studies.

## COMPETENCY DEVELOPMENT

Our human resources are at the forefront of our digitalization projects as we firmly believe that they are the key to our success. To prepare our employees for the digital reality of tomorrow, we have launched the DigiLab project, which focuses on improving their competencies. DigiLab is a long-term training program that aims to create employee profiles that focus on doing business with digital and innovative methods and act accordingly with a large dataset. By doing so, we aim to increase our ability to become a more agile company that creates value by prioritizing data. To achieve this goal, we collaborate with various institutions, particularly to develop robotic automation and data literacy competencies for our employees.



# SUMMARY PERFORMANCE AND FUTURE FOCUS

MATERIAL ISSUES	STRATEGY & INDICATORS	2021 PERFORMANCE	2022 PERFORMANCE	TARGETS
ECONOMIC IMPACT AND GROWTH	Free Cash Flow (million TRL)	1,758.8	3,719.7	<ul style="list-style-type: none"> <li>• Our goal is to optimize shareholder value and achieve a minimum of 40% distributable profit to create economic value for our shareholders.</li> <li>• We will sustain our strong financial performance by maximizing free cash flow and achieving a Net debt-to-EBITA ratio of 1x-2x.</li> <li>• We are committed to maintaining our brand value and the highest level of market share.</li> <li>• We will continuously introduce innovative products and packaging solutions that meet consumer expectations, with the aim of generating 5% of our annual total liters from new products.</li> </ul>
	Market Capitalization (million TRL)	16,463	40,115	
	Net Sales (million TRL)	17,356.1	36,975.8	
	Net Income (million TRL)	279.7	1,570.8	
	Corporate Tax Paid (TRL)	296.0	834,6	
INNOVATION AND PRODUCT DEVELOPMENT	Beer Production Capacity (million hl)	53.5	52.2	
	Malt Production Capacity (thousand tons)	399	403	
	R&D Expenditure (million TRL)	3.3	> 22	
	Number of New and Improved Products	<sup>10</sup>	85	
	Sales Volume (million hl)	37.9	34.0	
PRODUCT QUALITY AND SAFETY	Product Quality Investment (TRL)	5,188,990	46,220,257	

<sup>10</sup> Since it is a KPI that started to be tracked in 2022, there is no previous year data.

\* All data in the table is on a Beer Group basis, only the market capitalization figure is given on Anadolu Efes consolidated basis.

# WE WORK *to Generate Social Benefit*

Our operations in the countries where we operate contribute to economic growth and employment. We also create social benefits through sustainable tourism, support for entrepreneurs, sustainable agriculture, arts & culture, and sports projects.

With a long-term perspective and in collaboration with all our stakeholders, we will continue our social investments and increase the social impact we create. We are committed to ensuring that our farmers are trained and educated on sustainable agricultural practices. We will continue to support and empower young entrepreneurs in every possible way to help them achieve their goals.



Capital Elements'  
Sphere of Influence



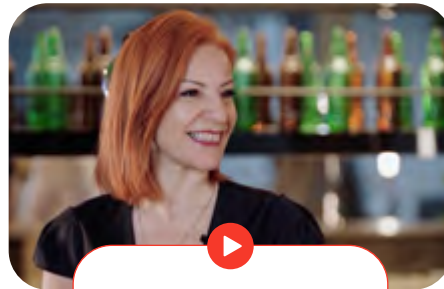
Sustainable Development  
Goals' Sphere of Influence

# SOCIAL INVESTMENT AND IMPACT

We view investing in society as an investment in the future and are committed to increasing our support every year. As we contribute to economic growth and employment in the countries where we operate, we prioritize projects related to our focus areas of sustainable tourism, supporting entrepreneurs, sustainable agriculture, arts & culture, and sports. Through these projects, we also support local development and women's empowerment. Additionally, we strive to increase our positive environmental impact and promote responsible consumption. In 2022, we invested 9.8 million TRL in 26 projects in this context.

In addition to our social benefit projects, we continue to fulfill our corporate citizenship responsibilities through donation activities. In Türkiye, Russia, and Ukraine, our donations accounted for 100% of our contributions in this context, while in Kazakhstan, we made 57% donations, 41% social responsibility investments, and 2% support through commercial initiatives. Anadolu Efes donated 33,629,925 TRL in 2022, with 34% of the

amount being in cash contributions and 66% made through product or service donations, projects/partnerships, or similar contributions.



Click to watch our  
Group Corporate  
Communications and  
Relations Director (CCAO)  
Selda Susal Saatçi's  
stakeholder opinion video

## SUSTAINABLE TOURISM

### Friendly for Tourism

We believe that creating new experiences for tourists is essential to supporting the developing tourism sector in Moldova. The 'Friendly for Tourism' pillar of the 'Friendly for' program offers grants to support the development of small businesses from the tourism sector. Working in collaboration with the National Tourism Association, we issued a call for grant applications. In 2020, we received 27 applications and provided grants to 7 of them. We continued by offering grants to 6 projects selected from the participants in 2021, and one more grant was awarded in 2022. Thanks to investments totaling 489,000 TRL, we created job opportunities for 47 people, including business owners and employees. The projects directly impacted 43,284 people, and we reached a total of 121,013 individuals.





### The Future is in Tourism

Since 2007, we have partnered with the Turkish Ministry of Culture and Tourism and the United Nations Development Programme (UNDP) to run The Future is in Tourism, the first program focused on sustainable tourism in Türkiye. Through this program, we demonstrate that Türkiye is prosperous when it comes to resources, not only in terms of sea-sand-sun tourism but also in terms of sustainable tourism. With sustainable tourism models, we aim to protect natural and cultural heritage, improve the quality of life of local people and visitors, contribute to the local economy, and economically empower the women of the region.

Over the past 16 years, we have supported sustainable tourism in 17 regions through 19 different projects, ranging from eco-tourism to gastronomy tourism. Our program has positively impacted approximately 200,000 people, creating direct or indirect job opportunities for over 500 women. In addition, we have collaborated with 600 NGOs and 23 universities and received 16 awards from various national and international institutions and organizations. Our program was also selected as Europe's best social responsibility project for three consecutive years.

In 2022, we shifted our focus to Muğla, an area adversely affected by forest fires. We began working to create three new alternative tourism routes in Akyaka, Köyceğiz, and Taşlıca, providing sustainable tourism training to 500 people and offering grants, mentoring, and communication support to at least 50 female entrepreneurs interested in sustainable tourism. Our program aims to establish disaster-resilient sustainable tourism infrastructure in Muğla by installing water reservoirs in high-risk locations, training locals and tourism businesses on forest fires, placing "be a responsible tourist" signs in Akyaka Forest Camp, and publishing our gender equality action plan in the region. The program will continue in Muğla until the end of 2024.



### E-Bike

We are implementing the Efes E-Bike project in Kazakhstan to promote sustainable tourism. As part of this initiative, we introduced six branded electric bicycles and charging stations under the "Efes E-Bikes Tour" label at the Ayu Sai sightseeing area launched in 2022 in Almaty. In 2023, we plan to expand the project to two additional tourism centers, including the Charyn Canyons, one of the best-known sightseeing areas in the Almaty region.



### Support for Pshav-Khevsureti

We have partnered with the Georgian National Tourism Administration to launch a social benefit project aimed at promoting the tourism potential of Pshav-Khevsureti. This region boasts breathtaking mountain landscapes and unique features, making it an ideal destination for travelers. As a first step, we supported a local festival held in Khevsureti in August 2022. Moving forward, we plan to offer training and provide sustainable devices to help local guesthouses, promoting sustainable tourism and fostering development within local communities.



## SUSTAINABLE AGRICULTURE

As an organization that depends on agricultural production for two out of four of its basic raw materials, we are fully committed to promoting sustainable farming practices. We prioritize practices that protect soil health and secure our raw material supply chain while minimizing the environmental impact of agriculture. We view farmers as our business partners and provide them with information on current agricultural practices while encouraging planned and efficient farming through our contracted purchase model, which empowers them financially.

Based on the amount we are committed to purchase, our contracted purchase model provides our farmers with security when planning their production, even under unpredictable conditions. This system ensures continuity in the supply chain and guarantees an income for our farmers.

At Anadolu Efes, we established our Agricultural Product Development Department in 1982. We have since focused on developing drought-resistant seed varieties requiring less water and energy. Through our R&D efforts, we have developed and registered 17 barley seeds and 7 hop varieties in Türkiye. We are continually

working to increase productivity by developing more seed varieties and ensuring the identification of seeds in accordance with international standards.

We have increased productivity by 20% on average with the R&D studies we have carried out so far in collaboration with universities.

Recently, we initiated a 3-year project called 'Increasing Barley Diversity' with Gaziosmanpaşa University to enhance the diversity of barley. This project is a significant step in ensuring quality assurance and can potentially set a benchmark for the grain sector.

To maintain the quality and purity of the barley we purchase, we use a device to analyze the barley varieties in the field and register the Turkish barley. Additionally, another device helps us determine the protein suitability of our barley before harvesting, resulting in increased productivity and prevention of adulteration.

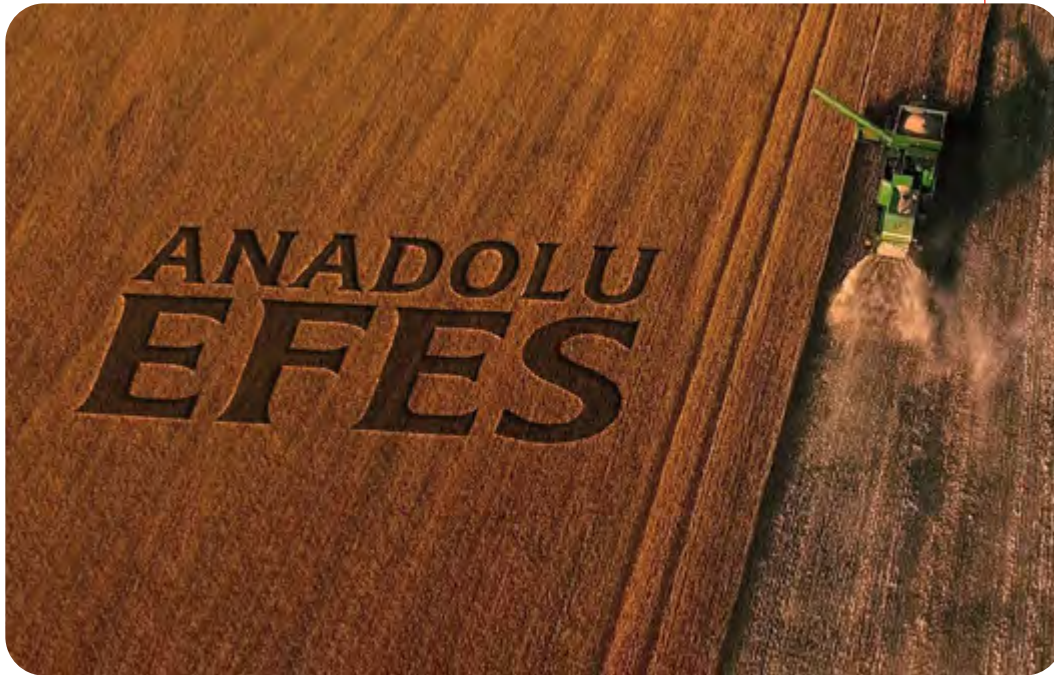
We also prioritize the distribution of 100% certified seed varieties to the producers we support through seed distribution. For example, in 2022, we distributed only certified seeds to ensure the quality of our products.



**Agroprogramme: Smart Barley**

We blend our expertise with the capabilities of technology to adapt to the changing landscape of the agricultural industry. In this vein, we have launched the SmartBarley project within our AB InBev Efes Russia operations. This initiative provides farmers with the opportunity to learn about the latest innovative production technologies utilized in other AB InBev operations.

Since 2013, this program has enabled our farmers to compare their barley cultivation practices and performance on a global grower network which offers access to best practices. Thanks to technology, our farmers can effectively utilize their agricultural inputs, increasing their capacity and productivity. Alongside this program, we also invest in the development of malting barley seed varieties and assist our producers in accessing quality seeds and inputs.

**The Future is in Agriculture: Smart Agriculture**

We have been implementing the Smart Agriculture project in our Türkiye operations since 2018. This project aims to empower our farmers and minimize the environmental impact of agriculture. Through smart agriculture applications, farmers can manage their crops from their mobile devices without physically being in their fields.

Thanks to the smart agriculture applications employed in the program, farmers can now utilize their resources effectively, minimizing unnecessary irrigation, spraying, and fertilization. With these applications, water resources are utilized more responsibly, and the impact on the environment is reduced by avoiding the use of excessive fertilizers and pesticides. Moreover, these applications not only help farmers increase their productivity and profitability but also contribute to the overall efficiency of our natural resources, ultimately adding value to our farmer's operations as well as our supply chain. In 2022, we continued our project, focusing specifically on barley farmers. Working alongside Prof. Dr. Süleyman Soylu from Konya Selçuk University, we provided training to farmers on how to achieve sustainable agriculture and optimal malting barley cultivation. The targeted 300-hour training was conducted through both online and in-person sessions. Furthermore, we implemented the FieldView application to monitor the seed process in the field as a part of the project.



## SUPPORT FOR ENTREPRENEURS

We are committed to fostering a thriving entrepreneurship ecosystem and expanding our impact in this field year after year. At the heart of our mission is the belief that supporting visionary ideas is crucial for building a livable world. To this end, we collaborate with entrepreneurs in our areas of expertise, sharing our knowledge while also learning from their unique perspectives.

In 2022, we engaged with entrepreneurs on various platforms, participating in activities that enhance our social impact. We provided support to a total of 36 startups, a 44% increase from the previous year, with half of these start-ups dedicated to creating environmental or social benefits alongside their innovative ideas.

Moreover, we extended our entrepreneurship activities beyond Türkiye to our international operations. We started working to develop said entrepreneurship ecosystem in our operations in Kazakhstan, Georgia, and Moldova. In addition, we launched sustainability-focused programs in Kazakhstan and Georgia.

### Here2Next Platform

In 2022, as a company that contributes to an entrepreneurship ecosystem internally and externally, we added a new platform to our startup-friendly practices. We partnered with nine leading companies in the production and services sectors to enhance corporate-startup collaborations. Together, we launched the Here2Next Platform, which complies with the Startup Friendly Company Manifesto.

The Here2Next Platform is designed to assist organizations in enhancing their internal processes, thereby facilitating successful collaborations with startups. Additionally, it aims to promote startup-friendly practices.



### İTÜ Çekirdek

For the past 5 years, we have been a key participant in İTÜ Çekirdek, where we meet and support new entrepreneurs through activities such as mentoring, networking, communication, piloting, and R&D. We also recognize and support entrepreneurs through the 'Anadolu Efes Special Award' at the Big Bang - Startup Challenge, which provides early-stage startups with awards and investments. This year, the Anadolu Efes Special Award was presented to Energymint, a smart energy management system, and Walkers, a health and fitness app that motivates individuals to adopt a healthier lifestyle by encouraging physical activity.

### Start Path Acceleration Program

In partnership with Efes Kazakhstan and MOST Hub, we launched the Start Path Acceleration Program to support startups involved in sustainable farming. Thanks to the program we created for startups focused on environmental sustainability, such as the circular economy and carbon footprint, we provided acceleration support to 20 startups, and 11 of them were provided with the opportunity to participate in the 3-month mentorship program.





### Go Green Startup Program

In partnership with Efes Georgia, Startup Büro, and Impact Hub Tbilisi, we launched the Go Green Startup Program with the Pecha Kucha storytelling format and the participation of many actors from the Tbilisi entrepreneurship ecosystem. We conducted workshops and idea-generation sessions on sustainability, recycling, and the circular economy throughout the program. We selected ten startups to participate in the three-month acceleration program, and so far, the project has benefited approximately 250 individuals through various events we organized. Additionally, we reached approximately 1,500,000 people through traditional and social media.

### Friendly for Women

Empowering women in our operations and the communities where we operate is always one of our top priorities. To achieve this, we collaborate with ANTRIM, a local NGO in Moldova, and support initiatives founded by women. In 2021, we provided support to women entrepreneurs who work in agriculture, while in 2022, we provided support to women entrepreneurs who work in tourism. Through these projects, we invested a total of 366,720 TL, created job opportunities for 37 women, and helped more than 31,000 people benefit from the initiatives.

In Moldova, we conduct our social investments under the 'Prieteneste' (Friendly) initiative. While the program we initiated in 2020 was structured under three distinct themes, Friendly for Tourism, Friendly for Women, and Friendly for Art, it expanded in 2021 to encompass a fourth theme, with the inclusion of the Friendly for Environment project.

The "Friendly" CSR brand was awarded the Grand Prix for its contributions to social development, and our Moldova Corporate Communications Director received the Person of the Year in Communications award.



### Social Impact Award 2022

This year, we continued our support for social entrepreneurs under the age of 30 by organizing the Social Impact Award (SIA) in collaboration with Impact Hub İstanbul, as we have done for the past two years. During SIA Türkiye, six start-ups operating in the field of social impact were evaluated, and we selected four start-ups as award recipients. Refresh and Mimbiosis were the two start-ups chosen to participate in the Global SIA Summit.

**Refresh:** Refresh is a startup that provides end-users and businesses with an eco-friendly, reusable packaging experience as part of a circular economy with the goal of making the food industry more sustainable.

**Mimbiosis:** Mimbiosis is a startup that aims to transform textile and industrial agricultural waste into sustainable, carbon-negative, 100% biodegradable next-generation biomaterials using mycelium, a natural technology. These biomaterials can be utilized in various industries, including packaging, construction, and automotive.



## SPORT

**Anadolu Efes Sports Club**

Anadolu Efes Sports Club, a cornerstone of Turkish basketball, continues to excel on European courts and represent our country with pride. Established in 1976 to promote basketball to young people, the Club won the Turkish Airlines EuroLeague championship for the second year in the 2021-2022 season, adding to its impressive collection of trophies.

Anadolu Efes Sports Club currently boasts 2 EuroLeague championships, 1 Koraç Cup, 15 Turkish Basketball League championships, 12 Turkish Cup championships, 13 Presidential Cup championships, and 2 G.S.G.M. Cup championships.

As a socially responsible organization, Anadolu Efes Sports Club places great importance on corporate social responsibility projects alongside its sporting achievements. Therefore, over the past two years, the Club has launched the 'Take Action for the Planet' project, consisting of three different initiatives. In one joint project, we collaborated with Anadolu Efes Sports Club to scatter tree seed balls in nature for every point the Club scored in the LDLC Asvel Villeurbanne match on February 4. Additionally, we added +10 tree seed balls for each spectator who attended the game at Sinan Erdem Sports Hall and extra tree seed balls based on the decibel level of fans' cheers. Thanks to this initiative, we were able to distribute 152,060 tree seed balls in nature.



## ARTS & CULTURE

As we embarked on our journey promising to make arts and culture accessible to everyone everywhere, we have been increasing our support in many areas, such as theater, social living spaces, music, and cinema, for many years. For example, on our journey to make arts and culture accessible to everyone, we have supported over 1,000 plays in different theaters.

### Friendly for Arts

With our Friendly for Arts project, which we created to support arts and culture in Moldova, we continue to be one of the leading supporters of classical art. For this purpose, we establish partnerships with different art institutions to support artists. In 2022, we supported 8 projects in the fields of music, sculpture, theater, and literature.



### Efes Art Space

As part of our arts and culture project in Kazakhstan, which we started in 2022, we turned our head office into an art center for amateur and professional artists, photographers, and sculptors on weekends; we organized a total of 10 exhibitions during the year, three of which focused on the SDGs. As a result, 5,000 art lovers visited these exhibitions, supporting our sustainable arts and culture goals.



### 35 Years of Cooperation with İKSV

At Anadolu Efes, we have stood shoulder to shoulder with the İstanbul Foundation for Culture and Arts (İKSV), which has played a pioneering role in Türkiye's cultural and artistic life for 35 years. As part of this partnership, we support the İstanbul Film Festival, Jazz Festival, İstanbul Biennial, and Design Biennial. We are also happy to bring together international film professionals and scriptwriters, producers, and director candidates at the IFF Meetings on the Bridge, where we are the main sponsor and contribute to bringing new names to the sector. As we embarked on our journey with the promise of making arts and culture accessible to everyone everywhere, we have been increasing our support in many areas, such as theater, social living spaces, music, and cinema, for years. For example, on our journey to make arts and culture universally accessible, we have supported over 1,000 theater plays on different stages.

### Mavi Sahne (Blue Stage)

We established Mavi Sahne in 2018 to support alternative art production and enhance theater accessibility. This year marks our 5th season, and we continue to offer theater lovers exciting productions. As part of this season, we are offering university students the opportunity to purchase Mavi Sahne tickets on DasDas Open Stage at one-fifth of the average ticket prices.

ANADOLU EFES  
MAVİ SAHNE

In 2022, we launched the Mavi Sahne Pub Up project, which brought Mavi Sahne to various food, beverage, and entertainment venues in different cities. During the events, actor Berkay Ateş and his guests offered the audience a unique art experience with the Writers' Forest concept. Free-to-attend events took place in İstanbul, Eskişehir, İzmir, Antalya, and Adana. Moreover, we raised environmental awareness by distributing tree seed balls to all Mavi Sahne Pub Up attendees. This project was honored with the Success Award in the Corporate Social Responsibility category at the 2022 Felis Awards.

# ENVIRONMENTAL AWARENESS

Our company takes our environmental responsibility extremely seriously and is dedicated to minimizing our impact on the planet. To achieve this goal, we continuously monitor and measure our environmental impact and work tirelessly to improve our practices on a daily basis. In addition, we believe that raising social awareness is crucial to making a positive impact on the environment. As we strive to increase our positive environmental impact through our products and projects, we also aim to promote responsible production and consumption practices. Our commitment to sustainability is reflected in every aspect of our business, from our product packaging to the crates we use for transportation, our points of sale, and our service presentation materials in restaurants.

This year, in addition to our ongoing efforts, we have launched several special new projects that aim to raise awareness and create a positive environmental impact while fostering social responsibility.



## WE ARE COMMITTED TO SUSTAINABLE FASHION IN OUR CORPORATE APPAREL

Collaborating with experts in sustainable fashion, Gamze Saraçoğlu, and Tekstar, we have placed sustainability at the forefront of our corporate clothing production. Our new corporate apparel features Better Cotton Initiative (BCI) certified cotton, which has a 60% lower carbon footprint than conventional cotton and 2 tons of recycled fiber material. In addition, Tekstar, with its international renewable energy I-REC certification, reduced our sustainable designs' carbon footprint by 92%.

We shipped the collection using 100% recycled cardboard boxes from FSC-certified suppliers. With the production of the 40-piece 4 seasons collection, we also supported women's labor and participation in business life in Sinop.

## FRIENDLY FOR ENVIRONMENT

In cooperation with five companies in Moldova, we launched the Friendly for Environment pilot project based on Extended Producer Responsibility (EPR) principles. Our investment of 100 thousand TRL in 2022 aimed to collect, store, and reuse packaging waste in a specific region. As a result, the project successfully collected, sorted, and processed 275 tons of waste in 2022, surpassing our 250 tons annual goal.



## WORLD ENVIRONMENT DAY ECO-VOLUNTEERING PROJECTS IN RUSSIA

We continue to carry out various projects in our operating regions to support local communities. For example, between April and June 2022, all AB InBev Efes breweries took part in activities dedicated to World Environment Day, as they do every year. As part of the initiative, the company organized public space cleanup events at its breweries and developed a culture of corporate environmental volunteerism by participating in improving public urban spaces in its operating regions.

In addition, AB InBev Efes carried out an environmental improvement project in Volzhsky and Omsk between August and September 2022. The project involved the installation of specially designed urban furniture made of recycled plastic. By implementing these practices, we have contributed to the ecological and urban development of the regions where we operate, benefiting around 100,000 people in Russia.





## WE PROVIDE +1 BREATH TO THE SEA

Biodiversity has been identified as a critical priority by our stakeholders in our materiality analysis, which guides our approach to sustainability. To ensure that we are aligned with the views of our stakeholders, we have partnered with the Marine Life Conservation Society. Recognizing the importance of the relationship between tackling the climate crisis and protecting marine ecosystems, we decided to focus on protecting and restoring corals as they represent the building blocks of life for marine ecosystems.

Through our +1 Breath to the Sea project, we aim to raise awareness about the importance of protecting and restoring coral reefs, which are often referred to as the rainforests of the sea. By doing so, we hope to contribute to the protection of the rich biodiversity in the Marmara Sea, which is home to a wide range of marine species. In partnership with the Marine Life Conservation Society and with the guidance of Assoc. Prof. Dr. Nur Eda Topçu from İstanbul University Faculty of Aquatic Sciences, we have transplanted corals to Rabbit Island, which has been declared a sensitive area that needs to be protected, establishing new coral gardens.

One species we have focused on transplanting as part of the project is the yellow gorgonian, considered one of the most threatened species in the Mediterranean by the International Union for Conservation of Nature (IUCN). Since 1999, a massive volume of this species has been dying out in the Mediterranean due to temperature anomalies. Through the +1 Breath to the Sea project, we aim to support biodiversity by transplanting corals to the Marmara Sea, which serves as a sanctuary for these threatened species. Our ultimate goal is to restore every coral displaced from its natural environment and bring these crucial ecosystems back to life.



Scan the QR code to watch the video of our +1 Breath to the Sea project!



Click to watch MLCS - Engin Hınçer's stakeholder opinion video.





# RESPONSIBLE CONSUMPTION

We consider responsible consumption one of our top sustainability priorities and recognize the importance of promoting awareness about the negative impacts of overconsumption. To this end, we have implemented various projects around the world that focus on responsible consumption and help raise awareness.

We are also committed to increasing the proportion of non-alcoholic and low-alcohol products in our portfolio.



Detailed information on our non-alcoholic and low-alcohol products can be found in our report's 'New Prospects and New Products' section.

We promote our products responsibly to the millions of consumers we serve worldwide. Our communication practices encourage responsible alcohol consumption, and we adhere to all legal regulations regarding sales and marketing. We expect all of our employees, as well as our field representatives, dealers, and distributors, to comply with Anadolu Efes' Marketing Communication Policy.

## RESPONSIBLE CONSUMPTION SOCIAL CAMPAIGN IN MOLDOVA

In 2022, we collaborated with our business partner, Stage Door Theatre, in Moldova to promote responsible consumption through the power of theatre. As part of our Friendly for Art project, we organized a campaign by creating visuals for the theatre performances supported by Efes Moldova. The campaign aimed to discourage driving under the influence of alcohol and prevent alcohol consumption by pregnant women and minors under the age of 18. Through this initiative, we reached approximately 166,000 people raising their awareness of responsible consumption.

## ART OF DRINKING

This year, we launched a new project called "Art of Drinking" as part of our Global Alcohol Responsibility Week activities in AB InBev Efes operations. The aim of this project was to promote responsible alcohol consumption across the country. To achieve this goal, we ran a 360-degree campaign, including advertising on building facades, billboards in public



transportation as well as gas stations, stickers, beer coasters, merchandise, and social media.

In addition, we engaged consumers with the Art of Drinking campaign on 40 screens in the Kazan metro, video screens at 205 gas stations in Moscow and five other regions, as well as advertising fronts in 45 buildings. We also organized an internal and external media campaign, including site visits to more than 250 retail outlets.

Furthermore, we created a website under the Art of Drinking name to further promote responsible consumption. This website featured fun games and articles on responsible consumption, allowing consumers to challenge themselves to observe responsible drinking. We also held competitions within our organization and among consumers to reinforce the culture of responsible consumption.

# SUMMARY PERFORMANCE AND FUTURE FOCUS

MATERIAL ISSUES	STRATEGY & INDICATORS	2021 PERFORMANCE	2022 PERFORMANCE	TARGETS
SOCIAL INVESTMENT AND IMPACT	Number of Social Benefit Projects During the Year	19	26	<ul style="list-style-type: none"> <li>We are committed to carrying out social investments with a long-term perspective in our focus areas of sustainable tourism, supporting entrepreneurs, sustainable agriculture, arts &amp; culture, and sports in cooperation with all our stakeholders to increase our positive social impact.</li> </ul>
	Number of People Reached through Social Benefit Projects	141,153,115	64,390,048*	
	Amount Invested in Social Benefit Projects During the Year (million TRL)	5.9	9.8	
SUSTAINABLE AGRICULTURE	Sustainable Agriculture Investment Amount (TRL)	400,000	450,000	<ul style="list-style-type: none"> <li>We will continue to support our farmers in adopting smart agricultural technologies, promoting sustainable agriculture, and raising awareness through training programs.</li> <li>Moreover, we will continue to share the aspirations of young entrepreneurs and support them in every possible way.</li> </ul>
	Amount of Seed Distributed (tons)	3,403	5,219	
	Number of Farmers Trained in Sustainable Agriculture	100	250	
RESPONSIBLE CONSUMPTION	Number of People Reached through Responsible Consumption Projects	> 134 MILLION	> 55 million	

\* The decline in this performance indicator is due to our Russia operations.



# WE TARGET ZERO *for the Environment*

Anadolu Efes is committed to achieving a net zero environmental impact by 2030. To reach this goal, we use a zero-waste approach in all our operations, develop innovative solutions to tackle plastic pollution, and undertake initiatives to eliminate our carbon emissions.

As a company that relies on natural resources for its raw materials, environmental sustainability is essential to our business continuity. We analyze the opportunities and risks associated with environmental issues, particularly the climate crisis, and implement effective practices to increase energy and water efficiency and promote a circular economy.



Capital Elements'  
Sphere of Influence



Sustainable Development  
Goals' Sphere of Influence

# FIGHTING THE CLIMATE CRISIS

Anadolu Efes actively combats the climate crisis to ensure production and operational continuity. We carry out a range of projects, which cover areas from energy efficiency to renewable energy, sustainable packaging, and quality projects. We focus on our operations in order to achieve net zero carbon emissions by 2030. In 2022, we invested more than **59 million TRL** in emission-reducing projects, some of which also save water. These projects are expected to **reduce annual emissions by 8,815 tons of CO<sub>2</sub>eq and save 6.18 kwh/hl of energy per beer produced.**

We invest in new low-emission technologies, develop projects for renewable energy generation and supply, utilize energy-efficient coolers, and optimize our logistics network, all with the goal of achieving net zero carbon emissions in all our operations by 2030.

As we strive towards our goal of achieving net zero carbon emissions by

**We have been recognized as the Environmentally - Friendly Brand of the Year by Bogaziçi University Electrotechnology Club and IEEE Student Branch.**

2030, we recognize the importance of measuring our impact to ensure that our efforts are effective. To this end, we have implemented a comprehensive data tracking method following the Carbon Footprint Mapping project we initiated last year.

According to our records for 2022, our total energy consumption was 1,557,411 mwh. Of this, 74% was attributed to fuel for heating in our facilities and company buildings, while 21% was due to electricity consumption. The remaining 5% of energy consumption was split between biogas, vehicle fuels, and generator consumption.

We're proud to report that renewable resources were used for 29% of our electricity consumption. Our technical plans within the scope of our 2030 Net Zero target and thanks to the projects we have realized, we have achieved a 12% decrease in our net emissions from our own operations compared to the previous year.<sup>11</sup>

Our Scope 1 and Scope 2 emissions have been reduced to a total of 353,689 tons of CO<sub>2</sub>eq. While we have achieved **a 25% reduction in Scope 2 emissions, we have managed to reduce our Scope 1 emissions by 1%.** We conduct detailed analysis of our emissions both per production volume and per country and facility. Based on the results of these analyses, we can focus our emission reduction projects more efficiently.

*Thanks to the Technical Action Plans that we implemented as part of our 2030 net zero target, we have reduced almost 12% in our net emissions from our operations compared to the previous year.<sup>11</sup>*

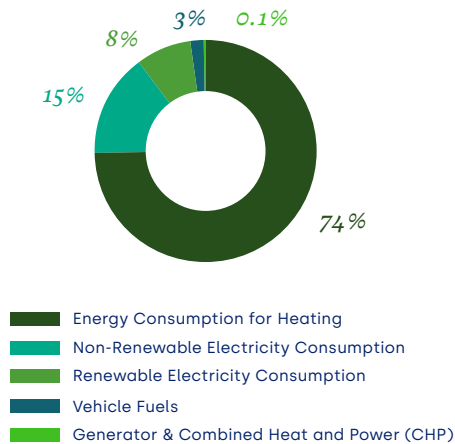


Click to watch our Group Supply Chain Director Stefan Lustig's stakeholder opinion video.

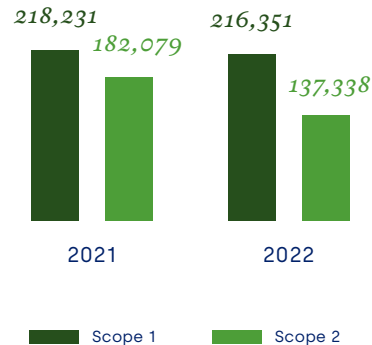
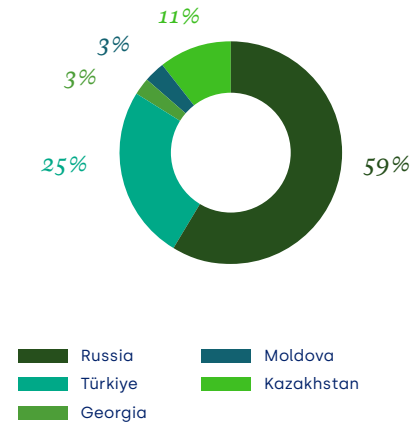
<sup>11</sup> Anadolu Efes ceased production activities in Ukraine on February 24, 2022, and the Chernigiv plant only commenced partial operations in October 2022. As a result, our greenhouse gas emissions decreased by 2%, excluding those associated with Ukrainian consumption.



## Energy Consumption Breakdown (%)



We also monitor our greenhouse gas emissions regarding beer production, and our emission intensity per beer produced slightly increased from 8.14 kgCO<sub>2</sub>/hl to 8.25 kgCO<sub>2</sub>/hl; it is worth noting that the 10% drop in our beer production level has also had an impact on this. With regard to the impact of the countries we operate in on our net carbon emissions, we have identified the highest impact in Russia (59%), Türkiye (25%), Kazakhstan (11%), and Moldova and Georgia (6%).

Greenhouse Gas Emissions  
(ton CO<sub>2</sub>eq)Greenhouse Gas Emissions by  
Country (%)

## Anadolu Efes Supply Chain Sustainability Summit

A summit was organized in order to achieve our goal of zero emissions in our operations, where technical teams from all countries came together in workshops. In order to reduce our operational emissions, we aimed to prioritize topics such as heat, electricity, renewable energy and biogas to develop projects/ideas, prioritize them and turn them into an action plan after the summit.

Under the leadership of the Group Supply Chain Directorate, Technical Directors and senior engineers from Türkiye, Kazakhstan, Georgia and Moldova came together to discuss action plans to reduce our carbon footprint in our operations. 29 different projects and 53 different ideas were presented at the Sustainability Summit, where countries also had the opportunity to share their experiences with each other.

## CARBON FOOTPRINT MAPPING

We have completed our Carbon Footprint Mapping project, which we initiated last year to measure our greenhouse gas emissions accurately to take planned reduction measures. In addition to our Scope 1 and 2 emissions from our operations and consumption, we have taken a holistic approach by including our Scope 3 emissions, reflecting our carbon emission impact across our entire value chain. We have analyzed all our breweries, malt and hop plants, head offices, sales offices, and warehouses in all the countries in which we operate. When analyzing

our Scope 3 emissions, we have taken into account the nine different categories in our value chain. By setting appropriate limits based on the characteristics of our operations and value chain structure, we were able to obtain detailed insights into our environmental impact in terms of greenhouse gas emissions.

To achieve our net zero emission target across all our operations, we have identified the most carbon-intensive steps in our value chain through a scientifically-based calculation method.<sup>12</sup> According to the results of our carbon footprint map along the value chain, the areas with the highest

<sup>12</sup> The results of our Carbon Footprint Map project are based on data from 2021 and may be subject to change as we improve our methodology and expand the scope of our analysis in the coming years.

carbon emissions were packaging, agriculture and purchased goods, beer production, coolers, and capital goods. This ranking remained similar when we examined the carbon intensity of our value chain per beer produced.

We are currently in the process of calculating our Scope 3 emissions data for 2022. Once we have gathered this data, we will analyze and compare it with our 2020 and 2021 data to better identify convergence points. In addition, we continue to review and improve our Scope 3 methodology.

As a result of this analysis, we are able to prioritize our greenhouse gas emission reduction projects and focus on innovative and untested efforts, in addition to conventional mitigation projects, to achieve our net zero goals. Our carbon footprint mapping study has highlighted the significant impact of packaging on our emissions, and we are intensifying our efforts in this area.



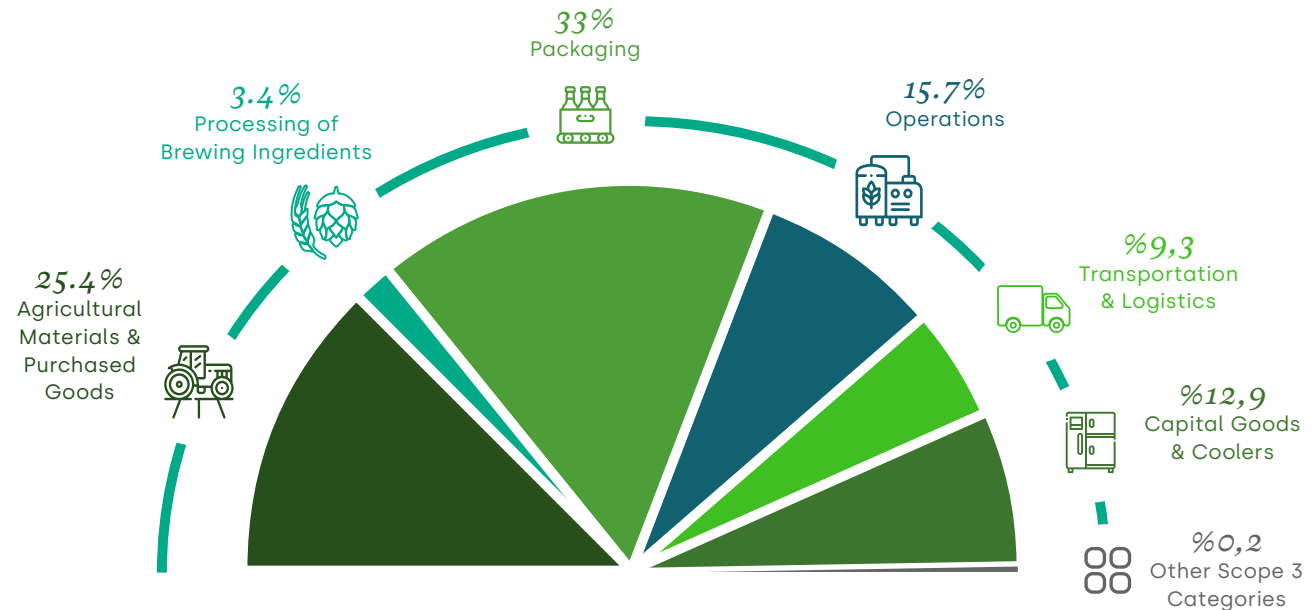
You can explore more about the impact of our packaging on our carbon footprint and our efforts toward enhancing efficiency in the Sustainable Packaging section.

In addition, as part of this project, we are systematically transitioning our data to a software platform to track all metrics related to our greenhouse gas emissions. This mapping and systematic data tracking will help us utilize our resources effectively to achieve our carbon zero goal in our operations by 2030, continue our planned and gradual emission reduction efforts through strategic collaborations, and transparently share our progress over the years with all stakeholders.

#### Categories included in our Scope 3 emissions:

- Purchased Goods and Services
- Capital Goods
- Coolers
- Business Travel
- Employee Commuting
- Waste Generation
- Transportation and Logistics
- Processing of Sold Product
- Franchises

#### Our Carbon Footprint Map along the Value Chain



## GRADUAL TRANSITION TO RENEWABLE ENERGY

We are prioritizing the use of renewable energy to achieve our net zero target. We plan to gradually purchase and install renewable energy systems in our facilities and operating locations. For example, in 2022, we initiated the installation of a **12.5 MW solar panel system at our Konya plant**, with an expected **annual electricity saving of 18,500 MW**. This project, financed by the Build-Operate-Transfer (BOT) model, aims to enable the use of renewable energy in our facilities by the end of

2023, resulting in a reduction of **6,500 tons of CO<sub>2</sub>eq emissions annually**.

Apart from our renewable energy projects in Türkiye, we also procure a portion of our electricity from renewable sources for our AB InBev Efes operations in Russia. This year, we purchased 96,269 mwh of renewable energy, which accounts for 6.2% of our total electricity consumption.

Moreover, we are committed to biogas recovery in all countries where we operate.

## EMISSION REDUCTION PROJECTS IN OVERSEAS OPERATIONS

In addition to our operations in Türkiye, we also conduct energy efficiency projects in our facilities in Moldova and Georgia. **In Georgia, we continued transitioning to electric forklifts** in 2022, replacing 6 LPG forklifts; this has led to **savings of 60 tons of LPG and a reduction of 176 tons of CO<sub>2</sub>eq emissions annually**.

In Moldova, we have achieved an annual energy efficiency improvement of **380,000 kWh** and a reduction of **269 tons of CO<sub>2</sub>eq emissions** through refrigerator compressor optimization. Our heat energy recovery project has led to a further reduction of 45 tons of CO<sub>2</sub>eq emissions through the provision of 22,400 sm<sup>3</sup> of recovered heat energy annually. Additionally, we aim to **save 139,939 Sm<sup>3</sup> of natural gas and reduce 303 tons of CO<sub>2</sub>eq emissions annually** with our biogas recovery project in Moldova.



# WATER CONSUMPTION AND SAFETY

Freshwater ecosystems are under increasing pressure due to the growing population and demands from businesses, from agriculture to production processes. Frequent droughts caused by climate change, rising global population and consumption, as well as pollution contribute to the increasing pressure on water resources. We are already seeing the effects of the changing climate with simultaneous droughts and floods.

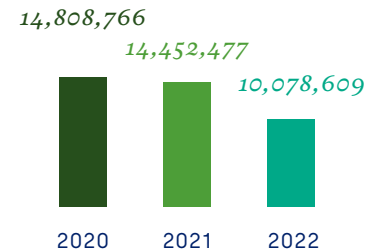
Production processes within our value chain, particularly barley and hop cultivation, and packaging, are the most water-intensive. Approximately 70% of global water usage is for agricultural irrigation. To ensure the continuity of agricultural activities with the increasing global population and food production demand, it is necessary to widely implement new technologies and good practices that contribute to efficiency. As a company that relies on water as a main raw material and obtains two other raw materials from agricultural production, we consider water management critical to our operations. Therefore, we prioritize water management in

our corporate risk management and consider it one of our key sustainability priorities.

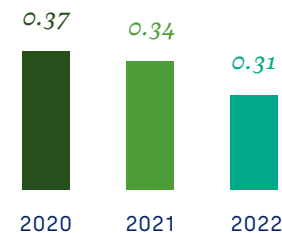
In 2022, we implemented a total of 8 projects, primarily focused on water reuse and water and energy savings. We invested a total of 48.4 million TRL, of which 1.5 million TRL was dedicated to projects that solely reduce water consumption, and 46.9 million TRL was invested in projects that reduce both water and energy consumption. As a result of these projects and our facility in Ukraine not operating during 2022, our total water consumption decreased by approximately 30% compared to the previous year, amounting to 10,078,609 m<sup>3</sup>.

We will continue to invest in operational water efficiency projects to reduce water intensity, which indicates the amount of water consumed per product produced. In the reporting period, brewery water intensity was 0.31 m<sup>3</sup>/hl, and maltery water intensity was 4.98 m<sup>3</sup>/ton. However, we understand that more must be done to address the challenges of water scarcity and related management challenges.

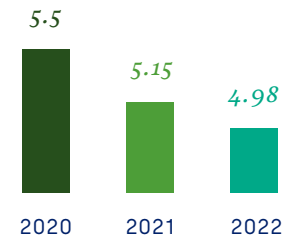
## Water Consumption (m<sup>3</sup>)



## Water Density Beer Production (m<sup>3</sup>/hl)



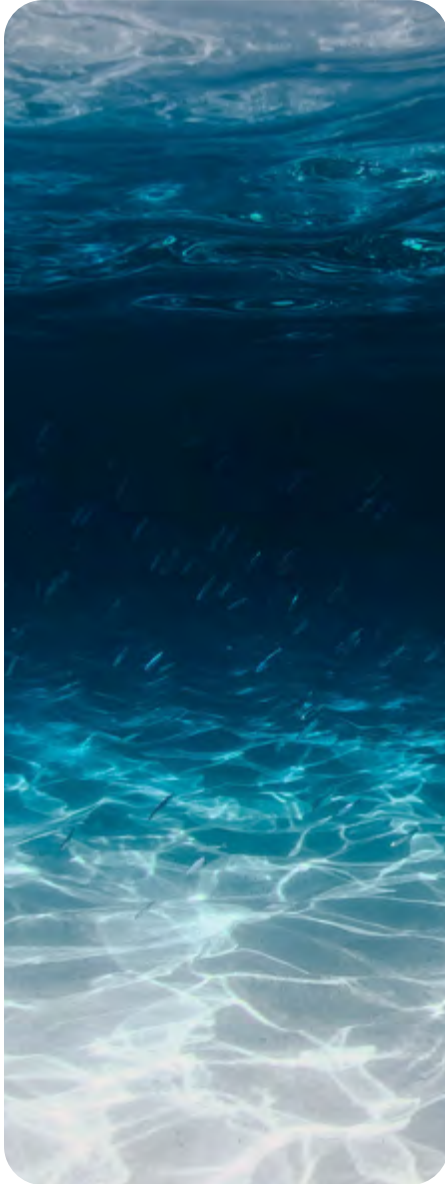
## Water Density Malt Production (m<sup>3</sup>/ton)



## OUR WATER EFFICIENCY EFFORTS

We strive to reduce water consumption in all our operations, especially in processes involving boiler houses and compressor equipment. By installing water meters to monitor our water usage, we analyze every production stage to use less water in brewing processes. In 2022, we implemented several technical improvements, including optimizing water consumption in pasteurizers, reusing greywater obtained by adapting cleaning-in-place (CIP), recovering final rinse water in filtration, increasing production efficiency, replacing can fillers to increase production efficiency, as well as reducing water and electricity consumption. We also conducted studies on reducing water usage in all production and packaging processes and increasing reuse with a circular perspective. As a result of these efforts, we aim to save 129,100 m<sup>3</sup> of water annually.





### Regional Water Risks Analysis

Water stress is a critical indicator related to water resources that directly impacts the sustainability of our supply chain and production. You can find detailed information on our regional risk assessment regarding water stress in the Agricultural Raw Materials and Water Stress section for all countries where we operate.

As a company, we recognize the importance of preparing for a world of increasing water scarcity and increasing our resilience to support the societies with which we share water resources. Therefore, we conducted a comprehensive analysis of the water risk level in the regions where our 27 facilities are located, considering indicators such as water stress, water depletion risk, flood and drought risk. Our analysis revealed that 9 of our facilities, 5 in Türkiye, 1 in Kazakhstan, 2 in Russia, and 1 in Ukraine, operate in regions with high water risk. Consequently, we started prioritizing our facilities with high water risk, closely monitoring our consumption, and we aim to minimize our water risk by implementing necessary actions.

	FACILITY LOCATIONS	WATER STRESS RISK LEVEL BY REGION
Türkiye	● Adana	● High
	● Ankara	● High
	● İzmir	● High
	● Afyon	● High
	● Konya	● High
	● Bilecik	● Medium-High
Kazakhstan	● Almaty	● Low-Medium
	● Karaganda	● High
Georgia	● Natakhtari	● Medium-High
Moldova	● Vitanta	● Medium-High
Russia	● Vladivostok	● Medium-High
	● Volzhsky	● Low-Medium
	● Ivanovo	● Low-Medium
	● Kazan	● Low-Medium
	● Kazan	● Low-Medium
	● Kaluga	● Medium-High
	● Klin	● Medium-High
	● Novosibirsk	● Medium-High
	● Omsk	● Low-Medium
	● Omsk	● Low-Medium
	● Saransk	● High
	● Saransk	● High
	● Ulyanovsk	● Low-Medium
	● Ufa	● Low-Medium
Ukraine	● Chernigov	● Low-Medium
	● Nikolayev	● Medium-High
	● Kharkov	● High

● Beer Production

● Malt Production

● Hops Production

# CIRCULARITY AND WASTE MANAGEMENT

We believe that all waste is a lost resource when faced with the resource crisis, one of the most significant global issues alongside the climate crisis. Therefore, we conduct waste management in compliance with local regulations and our Environmental Policy, following the principles of separation at source and maximum recovery. We also develop projects to support the circular economy, as well as reduction and reuse in all our operations.

Thanks to our effective waste management approach and project developments, we were able to reduce our total waste by 15% in 2022 compared to the previous year. Consequently, our total waste amounted to 544,577 tons. Only 1% of this amount, 6,789 tons of waste, was sent to disposal facilities. We recycled or reused 539,047 tons of waste, approximately 99% of the total, and reintroduced it into the production cycle.

Moreover, our circular approach involves transforming some intermediate outputs or waste from our production processes into new products. To achieve this, we foster innovative collaborations with our business partners.

## COLLABORATION WITH PLASTIC MOVE FOR BIOBASED MATERIALS

Anadolu Efes has partnered with Plastic Move, an organization dedicated to bringing agricultural and food waste into the economy as bioplastics. As part of this collaboration, we conducted trials using biobased materials made from bread waste for our service presentation materials. Through this project, we aim to reduce our carbon footprint by replacing 20% of the petroleum-based plastic we currently use in our production process with biobased materials.

## WASTE MANAGEMENT PRACTICES IN OUR OFFICES

At Anadolu Efes, we believe in the importance of sustainable waste management practices not only in our production processes but also in our offices. We aim to reduce our resource consumption and maximize waste recycling in our offices. To this end, our Head Office in Türkiye has earned the Green Office Diploma as part of the WWF-Türkiye (World Wildlife Fund) Green Office Program.

In 2022, we recycled a total of 8,813 kg of glass, 824 kg of metal, 11,193 kg of paper, and 4,278 kg of plastic at our offices in Türkiye and Kazakhstan. Our Kazakhstan office achieved the highest savings rate, reducing paper usage by 39% compared to our branches in other countries.



## BUSINESS PLASTICS INITIATIVE COMMITMENT

In 2019, we became involved in the Business Plastics Initiative (İPG), launched in partnership with Global Compact Türkiye, Business Council for Sustainable Development Türkiye (BCSD Türkiye), and TÜSIAD. Since then, we have been taking concrete steps toward plastic reduction and transitioning to a circular economy regarding plastics. In our 2022 BCSD Türkiye Progress Report, we were proud to announce that we made significant progress in our commitments related to reuse, recycling, and the use of recycled and renewable plastics.

Our ongoing commitment includes,

- eliminating problematic and unnecessary plastic packaging,
- transitioning to reusable models wherever possible,
- ensuring that 100% of our plastic packaging is reusable, recyclable, or compostable.

By reducing 92 tons of plastic in 2022, we achieved another 12% of our commitment. We are pleased to report that by the end of 2022, we had accomplished 75% of our commitment to reduce 800 tons of plastic by 2023.



Click to watch our CEO  
Can Çaka's video on  
Circular Economy!



## ANADOLU EFES UPCYCLED MALT FIBER PROJECT

One-third of all worldwide food is wasted, accounting for 8% of total carbon emissions. As the global population grows and natural resources become increasingly scarce, the importance of healthy and sustainable food has never been greater. As a by-product of the brewing industry, 40 million tons of brewer's spent grain is produced annually worldwide, with 200 thousand tons produced in Türkiye alone. At Anadolu Efes, we are committed to transforming brewer's spent grain, which is mainly used as animal feed, into a more valuable raw material through upcycling in the circular economy.

Before commencing our research and development work in 2020, we conducted global research at scale with our project partner, Fazla, a company focusing on food sustainability and specializing in waste management solutions, to explore potential uses of brewer's spent grain as a raw material. We then carried out pilot trials in three prominent areas. In 2021, we were awarded the Circular Vouchers fund by the EBRD to further our research on upcycling brewer's spent grain.

With this fund, we tested 5 different drying techniques and analyzed the nutritional value of brewer's spent grain in collaboration with Ankara University to assess its suitability for human consumption. As a result, we started working on a drying process specific to this product to determine the optimum drying technique. We also negotiated with the Ministry of Agriculture and Food to transform brewer's spent grain by-product into malt fiber and secured necessary approvals for its use in human food, bringing this new raw material into the circular economy. In 2022, we finalized the drying and grinding specifications and process for converting brewer's spent grain into malt fiber, resulting in a high fiber, high protein, and sugar-free raw material. As a result, we started working on using malt fiber in different food sectors.

We have identified the bakery and pastry sector as the primary market where malt fiber can be utilized as a raw material. To explore this potential, we held meetings with over 70 stakeholders from this sector and conducted successful recipe trials with 2 pasta producers and 2 artisan bread producers. Through this process, Malty Bites, the first commercial product of upcycled malt fiber, was launched by Malty, the first spinoff of the Anadolu Efes intrapreneurship program.

The first commercial product of upcycled malt fiber contains 15% malt fiber offering a healthy snack option with higher satiety and fiber content than similar products. As a result, we have contributed to the circular economy.

Moving forward into 2023, we remain committed to utilizing malt fiber on a larger scale. We aim to expand the use of malt fiber in human food, introducing sustainable, healthy, and delicious products to the market made with upcycled raw materials rather than new ones. We aim to make these products accessible to more people continuing our efforts to promote a circular economy.



Upcycling 1 ton of brewer's spent grain can help recycle up to 15,000 hl of water that is used in the production process, save 800 m<sup>2</sup> of agricultural land, and have a much greater impact on the economy than producing animal feed.

# SUSTAINABLE PACKAGING

Our carbon footprint mapping analysis highlighted packaging as the step in our value chain with the most significant carbon footprint impact. As packaging materials are discarded, they contribute to resource consumption, energy consumption, and emissions, which harm the environment.

Beyond our goal of becoming net zero in our operations by 2030, we are taking measures to minimize our emissions impact throughout our value chain and reduce the environmental impact of our packaging. We are using innovative approaches in our R&D studies and supplier collaborations to reduce the use of packaging and increase the use of reusable or recyclable packaging materials. We are also minimizing the use of packaging-oriented raw materials by reducing packaging thickness and weight and increasing the use of recyclable materials. To promote packaging waste recovery, we support the development of a recycling network in the areas where we operate.

As part of our efforts, we have conducted an analysis with our main suppliers on the use of recycled raw

materials in our packaging. Here are the materials we are using:

- In Türkiye, the use of recycled packaging raw materials in cardboard packaging has increased from 70% to 74%, based on category-based changes. In Kazakhstan and Moldova, 90% of the raw materials used in cardboard packaging are recycled, and the remaining virgin materials are FSC-controlled. In Georgia, around 50% of the raw materials used in cardboard packaging are recycled.

- In Georgia, 30-40% of the glass used in bottle packaging is recycled, while in Kazakhstan, 5% of the glass is recycled.
- As for the packaging in plastic crates, we use 50% recycled plastic in Türkiye.

## PACKAGING THINNING EFFORTS

As part of our commitment to reducing the environmental impact of our packaging, we have been working closely with our packaging suppliers in Türkiye and Kazakhstan. In addition to our previous efforts to reduce the

weight of our primary packaging materials, including glass, cans, and PET, in our Russia operations, we have also initiated new collaborations in Türkiye and Kazakhstan to reduce the thickness of metal in our cans.





# SUPPLY CHAIN MANAGEMENT

## SUSTAINABLE AND RESPONSIBLE PROCUREMENT

Our value chain includes 7,311 suppliers, 298 dealers and distributors, and a robust sales and supply network, all of which significantly impact our operations. To increase the positive impact we create, our stakeholders must take on board our business principles. To achieve this, we have developed a Supplier Code of Conduct outlining our working conditions, which all suppliers must follow. We also conduct responsible and sustainable procurement processes based on supplier evaluation procedures, from supplier selection to evaluation processes.

We recognize that supply chain resilience is crucial to the success of our operations and supply chains. Therefore, we are committed to minimizing the impact of risks and quickly responding to any incidents to prevent damages. Our Supplier Code of Conduct helps us minimize risks and increase supply chain resilience by setting a framework for all our suppliers to follow.

Our efforts to measure and strengthen our supply chain resilience include the Agricultural Raw Materials and Water Stress study featured in the Sectoral Trends section. By identifying and measuring risks, we can develop action plans to anticipate and prevent disruptions in our production and supply chain. We believe that measuring the environmental performance of our suppliers, identifying raw material and water stress variability risks, and identifying critical suppliers are all essential to our supply chain resilience and responsible procurement efforts. We conducted a survey in 2022 to evaluate the environmental



performance of our suppliers. It is crucial for our suppliers to be agile, responsible, and have a positive environmental and social impact, as it directly affects our operations. To maintain and increase our supply chain resilience, we identify critical suppliers that significantly impact our company's products, services, competitive advantage, market success, or survival. Our critical suppliers include high-volume suppliers, suppliers of essential components, and non-substitutable suppliers. We have 143 critical suppliers and work closely with them to prevent adversities that could affect supply chain resilience.

## Our Dealer and Distributor Ecosystem

In 2022, we conducted a satisfaction survey among our key stakeholders, dealers, and distributors in Türkiye to regularly monitor their perceptions of Anadolu Efes and measure their satisfaction levels. The survey was sent to a total of 157 dealers and distributors, with a 100% participation rate, and the satisfaction rate reached 90.4%, the highest of the last six years.

We recognize the vital role our dealers and distributors play in supply chain risks and resilience, which is a material issue for us. As such, we value their feedback and aim to act on their requests as quickly as possible. Through their hard work, we can create an agile structure that can respond rapidly to changes in consumption habits and regional needs. We will continue collaborating with our dealers and distributors to maintain our 'reliability,' 'brand recognition,' 'rich product portfolio,' 'product quality,' and 'industry leadership,' identified in the survey as our key strengths.

### Anadolu Efes Performance Review System: Anadolu Efes Group Excellence Program

At Anadolu Efes, we maintain a monthly monitoring system for the Supply Chain Key Performance Indicators (KPIs) and Operational Performance Indicators (PIs) of our breweries in Türkiye, Kazakhstan, Moldova, and Georgia, where we have operational control. We ensure the accuracy of our monitoring process by reviewing reports and conducting performance review meetings. In addition, we perform root cause analysis of critical points and take preventive measures based on continuous improvement through monthly Water & Energy Efficiency Programs.



### Collaborative Development Meetings with Our Dealers and Distributors

Our dealers and distributors play a critical role as the intermediary between us and our customers. We gain insight into their needs and priorities by establishing regular interactions with them. As reliable business partners, we work together to solve common challenges effectively.

In 2022, we continued to hold regular meetings with our sales teams and business partners, including one-on-one sessions, to strengthen our communication and focus on shared strategies and objectives for sustainable success. Moving forward,

we plan to launch the Business Partners Club project, an exclusive platform that our business partners and their employees can utilize.

### LOCAL PROCUREMENT

With the increasing impacts of the climate crisis, local sourcing and environmental sustainability have become critical issues in reducing our ecological footprint. We acknowledge that a significant portion of greenhouse gas emissions from agri-food systems come from supply chain processes such as distribution and transportation. By sourcing raw materials from local producers, we can minimize our carbon

emissions from logistics and contribute to the reduction of greenhouse gas emissions.

Our prioritization of local producers in our raw material purchases is motivated by our sustainable supply chain approach, as well as our desire to directly support local development and employment by making payments to local suppliers. Our local procurement practices not only prevent supply dependency but also positively impact the local economy.

In 2022, we increased the ratio of local suppliers in our operations by 2% to 94% compared to the previous year to reach a total of 6,848 local suppliers. In addition, 87% of our total payments were made to local suppliers.

In 2022, we conducted a survey to evaluate the environmental performance of our suppliers. We received 44 responses to the Greenhouse Gas Emissions Survey, which we shared with 70 suppliers. Of the suppliers who responded, 68% stated that they calculate their greenhouse gas emissions. We identified 143 suppliers as critical in this context.

# SUMMARY OF OUR PERFORMANCE AND FUTURE FOCUS

MATERIAL ISSUES	STRATEGY & INDICATORS	2021 PERFORMANCE	2022 PERFORMANCE	OALS
CLIMATE CRISIS	Scope 1 Emissions (tons CO <sub>2</sub> e)	218,231	216,351	<ul style="list-style-type: none"> <li>• Net zero carbon emissions in all operations by 2030</li> <li>• Zero waste certification in all malt and beer operations by 2030</li> <li>• Reducing plastic use and continuing the fight against plastic waste</li> </ul>
	Scope 2 Emissions (tons CO <sub>2</sub> e)	182,079	137,338	
	Beer Production Carbon Intensity (kgCO <sub>2</sub> /hl)	8.14	8.25	
WATER CONSUMPTION AND SAFETY	Water Consumption (m <sup>3</sup> )	14,452,477	10,078,609	
	Beer Production Water Intensity (m <sup>3</sup> /hl)	0.34	0.31	
CIRCULARITY AND WASTE MANAGEMENT	Waste Amount (tons)	639,088	544,577	
	The Ratio of Recycled/Reused Waste (%)	99%	99%	
SUSTAINABLE PACKAGING	The Ratio of Recycled Packaging in Cardboard Packages	50%-90%	50%-90%	
SUSTAINABLE AND RESPONSIBLE PROCUREMENT	Number of Contracted Farmers	1,600	520	
	Dealer and Distributor Satisfaction Rate	87.4	90.4	
SUPPLY CHAIN RISKS AND RESILIENCE	Continuous Analysis of Supply Chain Risks	Location-based water stress analysis	Location and raw material-based water stress analysis	
LOCAL PROCUREMENT	Number of Suppliers	7,753	7,311	
	Local Supplier Ratio	92%	94%	
BIODIVERSITY	Number of Biodiversity-Focused Projects	0	1	



# WE STRENGTHEN *with Our Employees*

Our employees are our most valuable asset in achieving our future goals.

We invest in human resources in all the countries in which we operate, offering our employees reliable and long-term career planning. Our inclusive work environment promotes high employee engagement, equal opportunity, inclusivity, respect for differences, and a development-oriented mindset.



Capital Elements'  
Sphere of Influence



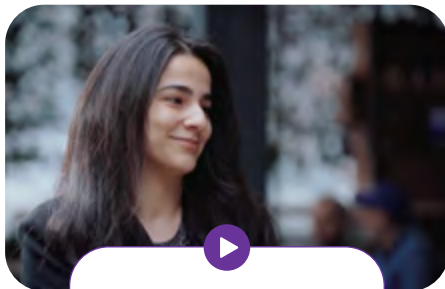
Sustainable Development  
Goals' Sphere of Influence



# EQUALITY, DIVERSITY AND INCLUSION

We believe in cultivating a culture of diversity and inclusion to gain new perspectives and create an environment where each employee can maximize their knowledge, skills, and talents. We strive to offer equal opportunities in our work environment and human resources processes to all 8,302 of our employees from 15 diverse nationalities across six countries. Our approach focuses on promoting diversity and inclusion as essential values.

We conduct regular awareness-raising activities to ensure that all our employees and stakeholders embrace gender equality, and we are dedicated



Click to watch Bar Chef Kübra Yastı's stakeholder opinion video.

to improving the opportunities we offer to our female employees. Our Equality, Diversity, and Inclusion Policy ensures that all our employees have equal opportunities in all human resources practices, including training, wages, careers, and financial opportunities, starting from the recruitment process.

Our goal is to increase the representation of women to 51% by 2030, and we have identified focus areas and plans to achieve this, especially in areas where women are underrepresented. To ensure that we meet our goals, we conducted an independent assurance study on our cross-gender employee remuneration ratio in accordance with our remuneration policies. We are pleased to report that the study found no inequality in remuneration between genders, with a rate of close to 100%.

This year, we took a significant step towards increasing the representation of women on our Board of Directors by publishing our Gender Equality on the Board of Directors Policy. At Anadolu Efes, we recognize that diversity on the Board of Directors leads to more

effective development, decision-making, and strategy implementation, which leads to greater success. We strive to ensure a proportionate diversity of various backgrounds among our members. We are committed to promoting diversity in age, language, race, socioeconomic background, professional and industry background, geographical experience and expertise, gender, seniority, ethnicity, as well as diversity of thought.

**In our member nominations, we prioritize female candidates with the same knowledge, experience, and competence as their male counterparts. Our goal is to achieve at least 30% female members on our Board of Directors by 2030.**

*As a result of our understanding of equality and diversity, the ratio of women among Anadolu Efes employees stands at 30%. By 2030, we aim to increase the number of female employees to 51%.*



Click to watch our Chief Human Resources Officer Banu Artüz's stakeholder opinion video.

The Ratio of Female Employees	30%
The Ratio of Female Managers	40%
The Ratio of Female Executives Under 30	52%
The Ratio of Female Employees in STEM Roles	24%
The Ratio of Female Employees in Income-Generating Roles	32%
Gender Pay Ratio by Compensation	99.5%
The Ratio of Female Employees among New Hires	46%

As a signatory of the United Nations Global Compact and Women's Empowerment Principles (WEPs), we are committed to providing a fair, equitable, and respectful working environment that respects human rights. As a part of this commitment, we hold the Equal Opportunities Model Certificate, which was developed under the leadership of KAGİDER with technical assistance from the World Bank. In addition, we were the first company in the fast-moving consumer goods sector in Türkiye to receive the Equality for Women at Work Certificate, issued by the Sustainability Academy in partnership with Intertek. Furthermore, in 2022, we were among the top 5 companies on Capital Magazine's Women Friendly Companies list.

We are stronger with people who bring different perspectives and experiences, drive innovation and help us better serve our customers worldwide.

Our Human Resources Policy helps us build a diverse and inclusive talent base by adopting a global perspective. In this way, we provide equal opportunities for all our employees, encourage inclusive leadership and contribute to their development. Not limited to this, we conduct our operations across a vast geography

with an ethical and transparent management approach guided by the Anadolu Efes Code of Business Conduct and Ethics. We prioritize diversity and inclusion in our recruitment processes. We monitor the representation of female employees in managerial and executive positions by setting targets.

*In the '100 Leading Companies Breaking the Glass Ceiling' survey conducted by Inbusiness, we were recognized in several categories among companies with 5,000 to 10,000 employees. These categories include the Ratio of Female Members on the Board of Directors, the Proportion of Women occupying roles in Senior Ranks, and Companies with the Highest Ratio of Female Executives at the Middle Level.*

As an organization that advocates for gender equality and women's participation in the workforce, we believe that professions should not be restricted by gender, and we are committed to increasing the number of female role models in our industry. To become a brewer, one must graduate from one of the world's leading beer academies, which requires a training period of six months to two years. Beer master candidates typically complete their training at beer academies abroad. We are proud to have 77 brewers in our organization, with 26 of them being women (excluding our operations in Russia and Ukraine). Our brewers are certified beer degustators committed to maintaining their titles by striving to get full marks in their yearly international exams.

#### PROFESSIONS HAVE NO GENDER

In our Georgia operation, we have initiated a project to promote women's employment in non-traditional roles and support employment opportunities in rural areas. With the motto 'Professions Have No Gender,' we aim to hire more women as filling operators and increase their representation in the supply chain department. In 2022, we invested approximately 95 thousand TRL in this project. Furthermore, building on our commitment to further gender equality, Efes Georgia became a supporting member of United Nations Women in 2021 and continues to take positive steps in this area.

#### WOMEN IN SALES KAZAKHSTAN

In our Kazakhstan operation, we have initiated a project to increase the number of women employees in our sales departments. We are actively working to attract more women to field sales positions through internal and external communication activities. To support this, we established the Efes Women's Club to improve communication and networking opportunities among female employees and help them develop their leadership skills.

## YOUNG IDEAS AT ANADOLU EFES

Generations Y and Z are set to make up the majority of the workforce by 2025. These young people bring a wealth of skills, enthusiasm, and innovative ideas to the business world, helping keep companies fresh, up-to-date, and vibrant. At Anadolu Efes, we recognize the importance of inclusivity, and recruiting young talent is an essential part of our strategy to create a more diverse and innovative working environment. We value the role and benefits of young ideas in our decision-making processes, and we prioritize the inclusion of young people in our management teams. Currently, employees under the age of 30 make up

17% of our workforce, with 36% of our female employees and 52% of our female managers falling into this age bracket.

Additionally, we have an inclusive recruitment policy that prioritizes young people. In fact, 43% of our new hires in 2022 were under the age of 30. We are paving the way for our employees and traveling around Türkiye to reach as many students as possible. Through both online and offline activities, we visited 30 universities in 13 different cities; we introduced 23,000 students to Anadolu Efes and the opportunities we have to offer.



## OUR YOUNG TALENT PROGRAMS

Since our foundation, we have championed the idea that 'professions have no gender' and have advocated for equal opportunities in all fields. In 2022, we partnered with universities to break gender-based job stereotypes among young people. Our female colleagues from sales and production visited various campuses to inspire female role models in the business world, coach and mentor female students, and share their experiences. Through these efforts, we emphasized once again that professions have no gender.

We are dedicated to enabling young people to obtain high-quality education in Georgia. Our EFES Georgia representatives lecture students on diverse subjects, including marketing, public relations, corporate social responsibility, and brewery technologies. As a result, approximately 1,000 students have participated in our online and offline courses. In addition, we have reached over 100,000 individuals through media channels, conferences, forums, and social media platforms, as well other methods.

In addition to our coaching and mentoring programs, we view internships and management trainee (MT) programs as essential

components of our business strategy to foster career development and attract young talent to our company. We offer various internship programs across all of our operations to reach out to promising individuals. These internships provide young people with opportunities to take their first steps in their careers by gaining experience in various departments, ranging from finance to corporate relations, from engineering to laboratories. During their time at Anadolu Efes, we provide them with professional guidance and help them acquire valuable practical skills in the business world.

In 2022, 103 individuals, 68% of whom were women, participated in Project Future - a long-term internship and management trainee program run by our Türkiye operations. Of these participants, 14 were MTs, 89 were interns, and 11 were promoted to staff positions. To support the professional development of all our colleagues, we provide training opportunities through our digital learning platform and organize events that enhance teamwork skills. Additionally, through activities organized with C-Level executives, we create an environment free from hierarchy where young talents can gain valuable experience and share their ideas freely with everyone.

# ETHICS AND HUMAN RIGHTS

## BUSINESS ETHICS

At Anadolu Efes, we are committed to conducting our business in a responsible, ethical, and customer-oriented manner. To ensure this, we adhere to the Anadolu Efes Code of Business Conduct and Ethics, which serves as the foundation of our business conduct. We expect all our stakeholders, including employees, distributors, suppliers, and other business partners, to uphold these principles. Among the fundamental elements of these principles are anti-bribery and anti-corruption measures, which we strictly enforce in all the countries in which we operate. The Anadolu Efes Code of Business Conduct and Ethics is available in English and Turkish on our corporate website. In addition, we provide this essential document in the local languages of the countries where we operate and on our intranet sites. We also adhere to internationally recognized human rights, International Labor Organization

standards, and the United Nations Universal Declaration of Human Rights. We encourage our suppliers and business partners to adopt these same principles.

## NOTIFICATION OF VIOLATION

Our employees have multiple avenues to report ethical violations, including contacting the Local Ethics Manager or Group Ethics Manager by phone or email. Alternatively, it can be reported anonymously through communication channels operated by an independent third party, by phone, email, or website. Ethical violations can be reported through various channels, including country-specific telephone hotlines, a notification form at [www.efesethicsline.com](http://www.efesethicsline.com), or by emailing [efes@efesethicsline.com](mailto:efes@efesethicsline.com). To ensure the protection of the notifier, we take necessary measures to prevent possible retaliation and conduct investigations confidentially. The Anadolu Group Ethics Committee

handles violations and determines disciplinary actions. At AB InBev Efes, our partner in our Russian and Ukrainian operations, reports received through the ethics hotline are also evaluated.

In 2022, we received a total of 146 notifications across all of our operations. Of those, 134 were resolved, and we continue to assess the remaining notifications.

## ETHICS TRAININGS

As part of their orientation, all new employees at Anadolu Efes receive training on the Code of Business Conduct and Ethics. We also periodically provide additional training to our employees, which covers anti-bribery and anti-corruption issues in addition to the Code of Business Conduct and Ethics. In 2022, a total of 1,294 person-hours of training were provided on anti-bribery and anti-corruption across all of our operations. Furthermore, 751 people in Türkiye,

Russia, Kazakhstan, and Moldova received training on the principles of the Code of Business Conduct and Ethics in addition to the subjects mentioned above.



The Anadolu Efes Code of Business Conduct & Ethics and The Anadolu Efes Human Rights Policy are available on our website.



# TALENT DEVELOPMENT AND MANAGEMENT

## PERFORMANCE EVALUATION

Our employees are crucial to Anadolu Efes' success, and we are committed to supporting their career growth and development within our company. One of the key tools we employ to achieve this goal is our Performance Management System, which we use to assess our white-collar employees. Our system fosters a high-performance culture, and we use fair and standardized methods to measure employee performance, set measurable and achievable targets, and monitor progress. We also establish open lines of communication with our employees and provide feedback to help them develop professionally. In 2022, we evaluated the performance and career development of a total of 3,866 blue and white-collar employees. Of all our white-collar employees, 70% were included in these processes.

### I'M IN: Short-Term Experience Program

At Anadolu Efes, we are committed to supporting our employees' career development by offering opportunities to acquire new skills and competencies and transition into different roles. To facilitate this, we have developed a project that enables our employees to

work in various departments and gain short-term experience. This initiative supports their career growth by providing opportunities to develop new skills and take on new responsibilities.

### LetMeHearYou

As part of our company-wide performance management system, Anadolu Efes implemented theLetMeHearYou project in 2022 to encourage one-on-one interviews between managers and employees. Our goal is to promote an open and transparent communication culture based on trust by recording the outcomes of these discussions in the system.

We maintain continuity by following up on the system and facilitating regular manager-employee feedback sessions throughout the year to promote mutual communication. During these sessions, we expect business targets to be discussed, monitored, and updated as needed.

### OnLeadership

Anadolu Efes established the OnLeadership program in Kazakhstan to provide a platform for employees to observe trends and challenges, reflect



on their experiences, and develop their skills. In 2022, we organized several conferences as part of this program to support our managers to lead with resilience and commitment, as well as focus on development.

## EMPLOYEE TRAINING

At Anadolu Efes, we prioritize the development of our employees and offer training programs in various areas to enhance their skills and productivity. Our training opportunities cover a wide range of topics, from occupational health and safety to ESG. In 2022, we provided a total of 62,372 person-hours

of training to our employees across all operations. In 2022, we further increased our investment in employee training by 171% and invested 9,934,207 TRL in leadership and competency training, equivalent to approximately 1,200 TRL per employee. This year, we also organized gender equality training sessions in Türkiye, Russia, and Kazakhstan, which 568 employees attended. Moreover, we provided 7,353 person-hours of environmental training to our employees in these regions, demonstrating our commitment to sustainable business practices.

### Sales Coaching & Sales Academy

At Anadolu Efes, we provide our employees with opportunities to develop their expertise in their respective fields through targeted training and development programs. In 2021 and 2022, we launched Sales Coaching in Moldova and The Sales Academy in Georgia to support the professional development of our sales department. Georgia's long-term Sales Academy program focuses on increasing employees' knowledge, skills, and professional competencies through teaching-learning methodologies such as training, workshops, seminars, and coaching. We have conducted a total

of 184 hours of on-the-job training, including three training modules in 2021 and 96 in 2022.

Our LABs Corporate Academy concept encompasses all training and development processes at Anadolu Efes. Our development programs, including GrowLAB, LeadershipLAB, ProfessionLAB, and DigiLAB academies, focus on competency, leadership, functional development, and digital transformation. Additionally, for the last two years, we have been conducting a machine learning program to train our Data Analytics Experts within the scope of Academies. We also provide onboarding training for newly recruited employees through WelcomeLAB.

### Beer Academy

Anadolu Efes Türkiye Technical Directorate's Beer Academy was established to create an agile, competitive, and high-performing team while ensuring its employees' competency development. Furthermore, the Academy aims to instill critical technical knowledge, skills, and competencies into the corporate memory, promoting a production, quality, and customer-oriented work culture. Thus, we strive to develop future leaders who shape the company's direction and create a learning ecosystem with our employees. To date, our internal trainers have conducted a total of 36 face-to-face and online training sessions on 23 different topics. These sessions have trained 734 participants, with a participation time of 4,257 hours, and have helped 153 employees improve their technical capacities.

## EMPLOYEE ENGAGEMENT AND COMMUNICATION



At Anadolu Efes, we understand that our employees represent our most valuable asset in achieving sustainable success. As such, we prioritize increasing employee loyalty and satisfaction, and retaining talent within the company is one of our key goals. In addition, we strive to create dynamic, agile, and flexible work environments in all Anadolu Efes operations.

In 2022, our efforts to retain talent significantly reduced our employee turnover rate to 8%. Moreover, our high-potential employee turnover rate was even lower, at 2.7%.

Our commitment to employee engagement is reflected in our surveys, where we recorded an 87.7% engagement rate in 2022, with 91% participation from the countries in which we operate. Notably, female employees demonstrated a higher engagement rate of 90%.

# EMPLOYEE HEALTH, SAFETY AND WELLBEING

## OCCUPATIONAL HEALTH AND SAFETY

At Anadolu Efes, we prioritize occupational health and safety as a critical aspect of our business to benefit our stakeholders and employees. Providing a healthy and safe working environment is one of our primary responsibilities. We are committed to cultivating a robust occupational health and safety culture with the ultimate goal of achieving zero occupational accidents and diseases. Currently, 13 of our plants hold OHSAS 18001 or ISO 45001 Occupational Health and Safety Certificates. We continuously identify and manage occupational health and safety risks to ensure a safe workplace for our employees and regularly establish and review targets and programs related to these risks.



Anadolu Efes Occupational Health and Safety policies are available on our website.

In 2022, our employees received a total of 70,377 hours of OHS training, equivalent to an average of 8.48 hours per employee. In addition to our

employees, we also extended our OHS training efforts to our subcontractors in Türkiye, Ukraine, Kazakhstan, and Georgia, which amounted to a total of 1,817 hours of OHS training provided in 2022.

At Anadolu Efes, we recognize that creating a robust safety culture requires a multifaceted approach involving all levels of the organization. Therefore, as part of our ongoing efforts to increase OHS awareness among our employees, we have developed a new culture transformation program that includes an OHS leadership development program. This program consists of workshops and coaching sessions for all our managers to equip them with the necessary knowledge and skills to promote a culture of safety in their respective teams.

In addition to our OHS leadership development program, we are committed to integrating safety culture into our business processes. To this end, we organized a total of 154 separate events across all our operations, with a particular focus on Russia, where 115 of these events

were held. These events were designed to increase the knowledge and competencies of our employees on OHS matters and promote a culture of safety across the organization.

Lost Time Injury Frequency Rate (LTIFR) <sup>1</sup>	4.00
Lost Day Rate (LDR) <sup>2</sup>	547.70
Absenteeism Rate (AR) <sup>3</sup>	0.05
Injury Frequency Rate (IR) <sup>4</sup>	4.64
Lost Work Days	38,342

<sup>1</sup> Number of Lost Time Injuries / (Total Working Hours in the Reporting Period) \* 1'000'000

<sup>2</sup> Absenteeism Due to Injury (Days)\*200,000 / (Average Daily Working Hours\*Average Annual Working Days\*Total Number of Employees)

<sup>3</sup> Number of Days of Absenteeism / Number of Working Days Available in the Reporting Period

<sup>4</sup> Number of Injuries / Total Working Hours\*1,000,000

*In 2022, our employees received a total of 70,377 hours of OHS training, equivalent to an average of 8.48 hours per employee.*

### Employee Well-being

We care about and prioritize our employees' mental health and well-being as much as their physical health. In this context, we have also conducted studies with scoring systems. For example, the well-being questions included in the Employee Engagement survey conducted by Mia Consulting for all Anadolu Efes employees, except for the Russian and Ukrainian operations, show us that the well-being of our employees is 3.49 out of 5. A separate survey conducted in Russia and Ukraine shows that employee well-being is 93%.

**Safe Driving**

In order to ensure safe working conditions for our employees, particularly those who are frequently on the road, we provide safe driving training to our sales teams. In 2021, we implemented the first phase of our project by installing tracking devices on our duty vehicles; this allows our employees to access detailed information about their vehicle usage through an application they download to their phones. In addition, this allowed us to receive regular reports. In 2022, we analyzed the data we collected and organized targeted training to address the mistakes made by employees with low safe driving scores. We also established a reward system for employees and sales teams with high safe driving scores to promote safe driving practices. This system considers driving parameters such as exceeding the speed limit, sudden acceleration, sudden braking, or turns. Our goal is to encourage all our employees to prioritize safety while driving.

**Health and Safety Organizational Culture and Leadership Development**

At Anadolu Efes, our goal is to enhance the knowledge and competencies of our employees when it comes to occupational health and safety. In 2021, we successfully completed the first phase of our two-phase Health and Safety Organizational Culture and Leadership Development™ project; this involved setting up the Organizational Culture Diagnostic Instrument (OCDI), which measures the organizational culture at regular intervals, conducts Cold Eyes reviews, gap analyses, and location-based reporting. We aim to complete the project's second phase by 2023; to achieve this, we launched the Leadership Diagnostic Instrument™ (LDI) in 2022. We conducted leadership measurements and organized workshops on safety, leadership, strategy, and our vision. Our ultimate goal is to ensure the development of Health and Safety Organizational Culture and Leadership for all facilities in Türkiye and related headquarters teams.

**ALL WELL PROGRAM IN TÜRKİYE**

We have launched the All Well program to increase the well-being of our employees and raise awareness of the concept of well-being. Our goal is to make our employees happier, healthier, and more active at work and outside of work by organizing mental, social, and physical well-being activities or providing the right tools from a holistic perspective.

In 2022, we launched the All Well program with activities in all our Turkish facilities and sales offices, as well as the head office of our Türkiye operation. To ensure well-being in the work environment, we placed All Well boxes on each floor in the Buyaka office. These boxes contain products such as stress-relieving toys, mandala books to calm the mind, hot water bags, and headphones that block outside noise. We also redesigned our workplace to promote well-being by placing comfortable armchairs, beanbags, and ergonomic pilates balls on each floor

where employees can relax and work comfortably. To increase mental well-being, we provide all our white-collar employees with a membership to the Meditopia app. We also organized an Introduction to Mindfulness Seminar through this app, taking the first step towards raising awareness. From a holistic perspective, we organized a snow globe workshop for our employees to participate in with their children as a New Year's activity, recognizing that well-being includes the family. In addition, we started Chair Yoga on Mondays for both mental and physical well-being. Furthermore, we activated our social clubs and participated in the İstanbul Marathon with the Running Club, races with the Rowing Club, as well as training and races with the Sailing Club.

**EMPLOYEE WELLBEING  
PROGRAM IN KAZAKHSTAN**

In Kazakhstan, we implemented the 'Wellness: Direct' project throughout 2022, aimed at improving the well-being

of our employees, supporting their productivity, and increasing internal loyalty through health education and activities that support positive lifestyle changes. The project was designed to help our employees break away from their daily routines and provide them with helpful information that can benefit them in their personal lives.

**PARENTAL LEAVE IN RUSSIA**

AB InBev Efes operations have recently updated our corporate policy on childcare to provide more support to our employees working in our Russian operations, who are also parents. Our updated policy includes extended maternity leave, covering 100% of wages during the leave period for the primary caregiver parent for a duration of 20 to 26 weeks and the other parent for 2 to 4 weeks. We also allow employees to work 75% of their working hours for 8 weeks after maternity leave while receiving their full salary. These changes in the parental leave policy have positively impacted over 3,500 employees in Russia.



# VOLUNTEERING

Anadolu Efes Volunteers made up of our employees, participate in various activities that contribute to society and the environment while raising awareness. Considering social sensitivity, our volunteers initiate their own projects and support existing social responsibility projects. Our activities range from environmental cleanups and tree planting to participating in weekend marathons organized by non-governmental organizations to assist those in need.

We are also engaged in events in numerous cities with the assistance of our volunteering ambassadors, who oversee regional processes. In our Türkiye operation, a total of 285 employees participated in many different volunteering activities, dedicating 337 minutes per person.



## Tree Planting in Muğla

Since 2018, we have supported local development and sustainable tourism in Muğla. When major fires hit the region last year, we were among the first companies to support firefighting efforts in collaboration with local authorities. We took action to contribute to Muğla's environmental, social, and economic rehabilitation process. On World Environment Day this year, celebrated with the theme "Only One Earth," Anadolu Efes Volunteers began planting saplings in Marmaris with a team of 50 people and our business partners. We are also shifting the route of The Future is in Tourism program, which we have been running in partnership with the Republic of Türkiye Ministry of Culture and Tourism and UNDP for 15 years, to Muğla.



## Coastal Cleaning in Büyükada

Focusing on activities that add value to society and the environment, Anadolu Efes once again took action for nature. We organized a coastal cleanup in Büyükada with the participation of 75 of our employees in Türkiye. Anadolu Efes Volunteers, who came together on World Cleanup Day on September 17, conducted an environmental cleanup in Büyükada in cooperation with the Municipality of Adalar, the Marine Life Conservation Society, Devridaim Institute, and Meet 2 Talk. Volunteers used gloves made entirely from waste and reusable coffee bean bags. On September 28, the collected waste was transformed into various living utensils in cooperation with the Devridaim team and Meet 2 Talk, which develops projects to prevent the destruction of nature and people caused by the economy.



## Environmental Cleanup from the shores of Lake Eymir

The last volunteering event of 2022 was held in Ankara. Anadolu Efes Volunteers joined forces with Middle East Technical University (METU) students to clean the shores of Lake Eymir and its surroundings on December 5 in celebration of International Volunteer Day's theme 'Solidarity through Volunteering.' Anadolu Efes Volunteers, in partnership with environmentally conscious Middle East Technical University (METU) students, collected waste from the surrounding area of Lake Eymir while taking care not to disturb the lake's unique fauna and flora. Our volunteers are committed to being the "+1 for the nature" and contributing to a sustainable world. Approximately 50 people participated in the event; environmentally friendly materials were used during the cleanup to ensure no new waste was generated. METU students joined the Anadolu Efes Volunteers in cleaning the environment, raising awareness, and creating memorable experiences.

# SUMMARY PERFORMANCE AND FUTURE FOCUS

MATERIAL ISSUES	STRATEGY & INDICATORS	2021 PERFORMANCE	2022 PERFORMANCE	TARGETS
OCCUPATIONAL HEALTH & SAFETY (OHS) AND WELLBEING	Number of Accidents	94	113	<ul style="list-style-type: none"> <li>To increase the proportion of female employees from 30% to 51% by 2030</li> </ul>
	OHS Training per Employee	2.71	8.48	
EQUALITY, DIVERSITY AND INCLUSION	Number of Employees	8,513	8,302	<ul style="list-style-type: none"> <li>To ensure at least 15% of employees benefit from the reward budget</li> <li>To improve work-life balance for employees</li> <li>To achieve zero work accidents and occupational diseases</li> </ul>
	Female Employee Ratio	30%	309%	
	The ratio of Female Managers	40%	40%	
	The ratio of Senior Level Female Executives	31%	36%	
	Gender Pay Ratio	99.8%	99.5%	
	Number of Entry Positions Filled through the Young Talent Program	65	103	
TALENT DEVELOPMENT	Amount Invested in Talent Development (TRL)	3.668.091	9,934,207	<ul style="list-style-type: none"> <li>To maintain a high rate of gender pay equality</li> <li>To increase the rate of female employee engagement</li> </ul>
	Training Provided to Employees (Person*Hour)	61,178 *	61,766 *	
EMPLOYEE PARTICIPATION	Net Employee Engagement Score	83%	87.6%	<ul style="list-style-type: none"> <li>To fill all entry-level positions with the 100% Young Talent Program</li> <li>To maintain a high employee engagement rate</li> </ul>
	Employee Turnover	15.02%	8%	
ETHICS AND HUMAN RIGHTS	Ethics Training Provided to Employees (Person*Hour)	1,270	1,294	<ul style="list-style-type: none"> <li>To reduce the turnover rate of highly skilled employees</li> </ul>
VOLUNTEERING	Number of Employees Participating in Volunteering Projects	185	285	

\* Excluding our operations in Russia and Ukraine.



ABOUT THE  
REPORT

ANADOLU EFES  
WORLD

+1 VALUE FOR  
THE FUTURE

WE GROW WITH  
FINANCIAL DISCIPLINE

WE WORK TO GENERATE  
SOCIAL BENEFIT

WE TARGET ZERO FOR  
THE ENVIRONMENT

WE STRENGTHEN  
WITH OUR EMPLOYEES



# ANNEXES

# ANNEX-1: COMMUNICATION WITH STAKEHOLDERS

At Anadolu Efes, we recognize that achieving success requires collaboration with all stakeholders. Therefore, building respectful and productive relationships with our stakeholders is a strategic priority for our company. We believe that stakeholder participation and collaboration are critical to our sustainability journey, and we shape our sustainability strategy and efforts around their views. We establish open, transparent, and two-way communication with all stakeholders who contribute to our success.



In our 2021 sustainability report or the attached summary file, you can access the results of our updated materiality analysis and feedback received from stakeholders in all countries where we operate on sustainability-related issues.

## LIST OF ASSOCIATIONS AND INITIATIVES WE ARE A MEMBER OF

- Alcoholic Beverage Platform
- Beer and Malt Producers' Association (BMÜD)
- Environmental Protection and Packaging Waste Recovery & Recycling Foundation (ÇEVKO)
- Foreign Economic Relations Board (DEİK)
- UN Global Compact
- Public Communications and Corporate Relations Management Association (KİYED)
- Corporate Communicators Association (KİD)
- Business Plastics Initiative (İPG)
- Business Council for Sustainable Development Türkiye (BCSD Türkiye)
- Sales Network Platform
- Turkish Researchers' Association (TÜAD)
- Turkish Ethics and Reputation Society (TEİD)
- Federation of Food & Drink Industry Associations of Türkiye (TGDF)
- Turkish Society for Quality (KALDER)
- Corporate Governance Association of Türkiye (TKYD)

- Union of Chambers and Commodity Exchanges of Türkiye (TOBB)
- Turkish Industry & Business Association (TUSİAD)
- Turkish Seed Industry Association (TÜRKTED)
- Yanındayız Association

### ASSOCIATIONS THAT FOCUS ON SUSTAINABILITY AND OF WHICH WE ARE A MEMBER

#### FOCUS AREA

Global Compact	Focusing on climate change, water and plastic pollution issues
WWF Türkiye - Green Office	
Business Council for Sustainable Development Türkiye (BCSD Türkiye)	Developing and promoting sustainable agricultural practices
Sustainable Agriculture and Access to Food Working Group	Encouraging efficient waste management, reducing plastic use, and promoting a circular economy.
Circular Economy Working Group and BCSD Türkiye	
Circular Economy Platform	
Environmental Protection and Packaging Waste Recovery & Recycling Foundation (ÇEVKO)	Reducing packaging waste and increasing raw material efficiency
Yanıdayız Association	Gender Equality



## ANNEX-2: SUSTAINABLE DEVELOPMENT GOALS AND PROJECT MAPPING

The Sustainable Development Goals are a universal call to action adopted by 193 United Nations (UN) member states to create a better and more sustainable future for all. At Anadolu Efes, we work to generate environmental and social benefits with an impact-oriented leadership approach in light of these goals. We contribute to 15 goals and 36 targets with the 49 projects included in our report.

PROJECT NAME	THEME	MATERIAL ISSUE	DIRECTLY IMPACTED SDGs		INDIRECTLY IMPACTED SDGs	
			GOAL	TARGET	GOAL	TARGET
Anadolu Efes Innovation Center	Finance Discipline and Innovative Approach	Innovation and product development	SDG 8	SDG 8.3	SDG 9	SDG 9.5 SDG 9.b
Anadolu Efes Intrapreneurship Hub	Finance Discipline and Innovative Approach	Innovation and product development	SDG 8	SDG 8.3	SDG 9	SDG 9.5
Operational Efficiency Projects	Finance Discipline and Innovative Approach	Innovation and product - development Digital Transformation	SDG 8	SDG 8.2	SDG 9	SDG 9.4
Data Analytics Projects	Finance Discipline and Innovative Approach	Innovation and product - development Digital Transformation	SDG 9	SDG 9.4		
Infrastructure / Security Projects	Finance Discipline and Innovative Approach	Innovation and product - development Digital Transformation	SDG 9	SDG 9.4	SDG 4	SDG 4.4
Competency Development Projects	Finance Discipline and Innovative Approach	Innovation and product - development Digital Transformation	SDG 4	SDG 4.4		
The Future is in Tourism	Society	Social Investment and Impact - Sustainable Tourism	SDG 8 SDG 9 SDG 11 SDG 12	SDG 8.9 SDG 11.4 SDG 12.b	SDG 10 SDG 11 SDG 17	SDG 10.2 SDG 11.3 SDG 17.16 SDG 17.17
Tourism Friendly	Society	Social Investment and Impact - Sustainable Tourism	SDG 8 SDG 9 SDG 12	SDG 8.9 SDG 12.b	SDG 8	SDG 8.3

PROJECT NAME	THEME	MATERIAL ISSUE	DIRECTLY IMPACTED SDGs		INDIRECTLY IMPACTED SDGs	
			GOAL	TARGET	GOAL	TARGET
E-Bike	Society	Social Investment and Impact - Sustainable Tourism	SDG 8 SDG 11	SDG 8.9 SDG 11.4	SDG 11	SDG 11.3
Support for Pshav-Khevsureti	Society	Social Investment and Impact - Sustainable Tourism	SDG 8 SDG 11	SDG 8.9 SDG 11.4	SDG 4 SDG 11	SDG 4.4 SDG 11.3
Future is in Agriculture Smart Agriculture	Society	Social Investment and Impact - Sustainable Agriculture	SDG 2 SDG 8	SDG 2.3 SDG 2.4 SDG 8.2	SDG 6 SDG 17	SDG 6.4 SDG 17.16
Agroprogramme: Smart Barley	Society	Social Investment and Impact - Sustainable Agriculture	SDG 2 SDG 8	SDG 2.3 SDG 2.4 SDG 8.2	SDG 8	SDG 8.3
Here2Next Platform	Society	Social Investment and Impact - Support for Entrepreneurs	SDG 8	SDG 8.3	SDG 9	SDG 9.5
İTÜ Çekirdek	Society	Social Investment and Impact - Support for Entrepreneurs	SDG 8	SDG 8.3	SDG 9	SDG 9.5
Social Impact Awards 2022	Society	Social Investment and Impact - Support for Entrepreneurs	SDG 8 SDG 10	SDG 8.3 SDG 10.2	SDG 9	SDG 9.5
Start Path Acceleration Program	Society	Social Investment and Impact - Support for Entrepreneurs	SDG 8	SDG 8.3	SDG 9	SDG 9.5
'Go Green Startup Program	Society	Social Investment and Impact - Support for Entrepreneurs	SDG 8	SDG 8.3	SDG 4 SDG 9	SDG 4.4 SDG 9.5
Friendly for Women	Society	Social Investment and Impact - Support for Entrepreneurs	SDG 2 SDG 5	SDG 2.3 SDG 5.5 SDG 5.a SDG 5.b	SDG 8 SDG 10 SDG 17	SDG 8.5 SDG 10.2 SDG 17.17
Arts and Culture Projects: - Mavi Sahne - 35 Years of Cooperation with İKSV Friendly for Arts Efes Art Space	Society	Social Investment and Impact - Arts & Culture			SDG 17	SDG 17.17
+1 Breath for the Sea	Society	Environmental Awareness	SDG 14	SDG 14.2	SDG 14	SDG 14.5 SDG 14.A

PROJECT NAME	THEME	MATERIAL ISSUE	DIRECTLY IMPACTED SDGs		INDIRECTLY IMPACTED SDGs	
			GOAL	TARGET	GOAL	TARGET
We Follow Sustainable Fashion in Our Corporate Apparel	Society	Environmental Awareness	SDG 12	SDG 12.2 SDG 12.5 SDG 12.8	SDG 12 SDG 13	SDG 12.a SDG 13.3
Friendly for Environment	Society	Environmental Awareness	SDG 12	SDG 12.2 SDG 12.5 SDG 12.8		
Supporting Local Development with Environmental Improvement Projects in Russia	Society	Environmental Awareness	SDG 11	SDG 11.13	SDG 12	SDG 12.8
Responsible Consumption Social Campaign in Moldova	Society	Responsible Consumption	SDG 3	SDG 3.5		
Art of Drinking	Society	Responsible Consumption	SDG 3	SDG 3.5		
Carbon Footprint Mapping	Environment	Fighting the Climate Crisis	SDG 13	SDG 13.3	SDG 7	SDG 7.2
Gradual Transition to Renewable Energy	Environment	Fighting the Climate Crisis	SDG 7	SDG 7.2	SDG 13	SDG 13.3
Emission Reduction Projects in Overseas Operations	Environment	Fighting the Climate Crisis	SDG 13	SDG 13.3	SDG 7	SDG 7.2
Our Water Efficiency Efforts	Environment	Water Consumption and Safety	SDG 6	SDG 6.3 SDG 6.4		
Anadolu Efes Brewer's Spent Grain (BSG) Project	Environment	Circularity and Waste Management	SDG 12	SDG 12.2 SDG 12.3 SDG 12.5	SDG 8	SDG 8.3
Collaboration with Plastic Move on Biobased Materials	Environment	Circularity and Waste Management	SDG 12	SDG 12.2 SDG 12.5	SDG 8	SDG 8.3
Waste Recycling Activities in Our Offices	Environment	Circularity and Waste Management	SDG 12	SDG 12.5 SDG 12.8		
Business Plastic Initiative commitment	Environment	Circularity and Waste Management	SDG 12	SDG 12.2		
Packaging Thinning Operations	Environment	Sustainable Packaging	SDG 12	SDG 12.2 SDG 12.5		
'Development Together Meetings' with our Dealers and Distributors	Environment	Sustainable and Responsible Procurement	SDG 4	SDG 4.4	SDG 8	SDG 8.2

PROJECT NAME	THEME	MATERIAL ISSUE	DIRECTLY IMPACTED SDGs		INDIRECTLY IMPACTED SDGs	
			GOAL	TARGET	GOAL	TARGET
Professions Have No Gender	Employees	Equality, Diversity, and Inclusion	SDG 5	SDG 5.5	SDG 10	SDG 10.2
Women in Sales Kazakhstan	Employees	Equality, Diversity, and Inclusion	SDG 5	SDG 5.5	SDG 10	SDG 10.2
Young Ideas at Anadolu Efes	Employees	Equality, Diversity, and Inclusion	SDG 4	SDG 4.4		
Talent Development, and Management Projects: - I'M IN Short Term Experience Program - What Do You Think? - LetMeHearYou - OnLeadership	Employees	Talent Development and Management	SDG 4	SDG 4.4	SDG 4	SDG 4.7
Sales Coaching & Sales Academy	Employees	Talent Development and Management - Employee Training			SDG 4	SDG 4.4
Beer Academy	Employees	Talent Development and Management - Employee Training	SDG 4	SDG 4.4		
Health and Safety Organizational Culture, and Leadership Development	Employees	Occupational Health & Safety, and Welfare - Occupational Health and Safety			SDG 4	SDG 4.7
Safe Driving	Employees	Occupational Health & Safety, and Welfare - Occupational Health and Safety	SDG 3	SDG 3.6		
All Well Program in Türkiye	Employees	Occupational Health & Safety, and Welfare - Employee Well-being			SDG 3 SDG 4	SDG 3.8 SDG 4.7
Employee Welfare Program in Kazakhstan	Employees	Occupational Health & Safety, and Welfare - Employee Well-being			SDG 3 SDG 4	SDG 3.8 SDG 4.7
Parental Leave in Russia	Employees	Occupational Health & Safety, and Welfare - Employee Well-being			SDG 5 SDG 10	SDG 5.5 SDG 10.3
Volunteering Projects: - Coastal Cleaning in Büyükada - Tree Planting in Muğla - Environmental Cleanup from the shores of Lake Eymir	Employees	Volunteering	SDG 14 SDG 15	SDG 14.1 SDG 15.2	SDG 6 SDG 17	SDG 6.3 SDG 17.17



## ANNEX-3: AWARDS

OUR AWARDS AND ACHIEVEMENTS	COUNTRY	SCOPE OF THE AWARD
<b>Crystal Tree Award</b>	Türkiye	The METU Young Entrepreneurs Community honored us with the Crystal Tree Award for our innovative solutions in the field of entrepreneurship.
<b>League of American Communications Professionals (LACP) - 2021/22 Vision Awards</b>	Türkiye	Our 2021 Sustainability Report has been awarded the Gold award in both the Sustainability Reports and Online/Digital Reports categories at the 2021/22 Vision Awards organized by the League of American Communications Professionals (LACP). Moreover, our report has been listed among the top 100 reports in both award categories.
<b>Felis 2022 Awards</b>	Türkiye	At the Felis 2022, we received the Achievement Award in the Corporate Social Responsibility category with Mavi Sahne Pub-Up.
<b>SAP Awards</b>	Türkiye	<ul style="list-style-type: none"> <li>• SAP Digital Transformation of the Year</li> <li>• Customer Experience Digital Transformation of the Year</li> <li>• Digital Transformation Ambassador of the Year</li> </ul>
<b>Institutional Investor Research Teams - Best Company Award</b>	Türkiye	We received the Best Company award in the consumer category among developing countries in the Europe, Middle East, and Africa (EMEA) region, based on the results of the annual survey conducted by the Institutional Investor research team in New York.
<b>Bosphorus Environment Awards</b>	Türkiye	We were honored to be named Environmentalist Brand of the Year at the Bosphorus Environment Awards, which the Boğaziçi University Electrotechnology Club and Istanbul Technical University Student Branch organize. Our selection was based on both public voting and the jury's opinions.
<b>Russian National Credit Rating Agency - ESG index</b>	Russia	AB InBev Efes was awarded the highest index and included in Group I, which recognizes Companies with a High Level of Compliance with ESG Standards by the Russian National Credit Rating Agency's ESG index. In the overall ranking, we were the only representative of the beer category and one of two representatives in the FMCG category to make it to the leading group; this is also the first time AB InBev Efes has been considered in the official sustainable development rating and achieved the highest score possible.
<b>Green Brands and Business Solutions and Technologies Alliance - ESG Ranking</b>	Russia	AB InBev Efes received the highest scores in two categories: Climate Management and Energy Efficiency and Sustainable Packaging. In addition, our projects and initiatives in areas such as Social Responsibility, Transparency and Responsibility in Corporate Governance, and Environmental Protection also received high scores.
<b>Forbes - Best Employer Awards</b>	Russia	AB InBev Efes was awarded the following: <ul style="list-style-type: none"> <li>• Platinum award in the Ecology category</li> <li>• Platinum award in the Corporate Governance category</li> <li>• Gold award in the Employees and Society category</li> </ul>

OUR AWARDS AND ACHIEVEMENTS	COUNTRY	SCOPE OF THE AWARD
<b>Moldova Chamber of Commerce - Grand Prix Brand of the Year</b>	Moldova	The CSR brand Friendly was awarded the Grand Prix for its contributions to social development.
<b>Best Brands</b>	Moldova	The CSR brand Friendly was recognized as the Best Brand in CSR.
<b>Person of the Year in Communications</b>	Moldova	Our Moldova Corporate Communications Director was awarded for successfully implementing corporate communications and the Friendly project.
<b>CBS-AXA - Best Employer of the Year</b>	Moldova	We ranked in the top three among the best employers and in first place among producers.
<b>Best HR Dashboard</b>	Kazakhstan	We were recognized with an award for our HR automation project, which includes a dynamic dashboard that helps monitor key HR indicators such as effectiveness at every stage of the selection and recruitment of new employees, vacancy fill rate, recruitment volume, and satisfaction with hiring managers.
<b>Anadolu Efes Project Future program received 4 separate awards.</b>	Türkiye	<p>Toptalent.co - The Most Admired Talent Program of the Year</p> <p>The International Business Awards Career Workforce Readiness Solution - Silver Award</p> <p>The Stevie Awards - Gold Award</p> <p>Globe Business Awards "Achievement in Youth Employment Strategy" - Gold Globe</p>

2022 LISTS WE TOOK PART IN	COUNTRY	SCOPE
<b>CAPITAL</b>	Türkiye	<ul style="list-style-type: none"> <li>• We were included in the Türkiye's 20 Most Admired Companies Survey.</li> <li>• We ranked among the top 50 companies in the Women-Friendly Companies Survey.</li> <li>• We were recognized as one of the top 5 Female Manager Friendly Companies (according to the 2021 data)</li> <li>• Corporate Social Responsibility Survey:               <ul style="list-style-type: none"> <li>- We were included in the 10 Most Successful Corporate Social Responsibility (CSR) Projects list for our The Future is in Tourism project.</li> <li>- We ranked among the Top 20 Most Successful Companies in CSR.</li> </ul> </li> </ul>
<b>FAST COMPANY</b>	Türkiye	<ul style="list-style-type: none"> <li>• Our Beer Group President and CEO, Can Çaka, was included in the Sustainability Leaders 50 list.</li> <li>• We ranked among the top 50 in the list of Purpose Driven Companies.</li> </ul>
<b>FORTUNE</b>	Türkiye	<ul style="list-style-type: none"> <li>• We ranked among the top 50 companies in Türkiye's 100 Most Favorite Companies list.</li> <li>• We ranked among the top 50 companies in the Young Professionals' Favorite Companies list.</li> </ul>
<b>INBUSINESS</b>	Türkiye	<ul style="list-style-type: none"> <li>• 100 Leading Companies Breaking the Glass Ceiling</li> </ul> <p>In the study covering companies with 5,000 - 10,000 employees, we were included in the following lists:</p> <ul style="list-style-type: none"> <li>- Companies with the Highest Ratio of Female Board Members</li> <li>- Companies with the Highest Ratio of Women in Senior Management</li> <li>- Companies with the Highest Ratio of Women in Middle Management</li> <li>- 100 companies where women can succeed</li> <li>• Our company's projects were listed among the top 50 inspiring social responsibility projects supporting women.</li> <li>• Our company was included in the More Than Big Sustainable 350 food sector list.</li> <li>• We also ranked in the Leading 100 Companies list, created from the Beyond the Big Sustainable 350 list.</li> </ul>
<b>MEDIACAT</b>	Türkiye	<ul style="list-style-type: none"> <li>• The Future is in Tourism was included in the 20 Most Successful CSR Projects Over 10 Years list.</li> </ul>
<b>OTHERS</b>	Türkiye	<ul style="list-style-type: none"> <li>• Ranked among the top 50 companies in Brand Finance's Türkiye 100 list.</li> <li>• Banu Artüz participated in Türkiye's 50 Most Effective CHROs survey conducted by BMI in cooperation with Dataexpert.</li> </ul>

# ANNEX-4: PERFORMANCE INDICATORS



While the Environmental and Social Indicators of Anadolu Efes Beer Group are included in our report, the performance indicators of Anadolu Efes Soft Drinks Group can be found on pages 272-295 of the Coca-Cola İçecek 2022 Integrated Annual Report. Indicators and Environmental Performance Indicators on pages 297-313.

## ANADOLU EFES BEER GROUP ENVIRONMENTAL PERFORMANCE INDICATORS

	2020	2021	2022
<b>Total Energy Consumption (MWh)</b>	1,260,459	1,434,474	1,557,411
<b>Energy Consumption (MWh)</b>	898,522	1,054,349	1,223,941
<b>Buildings - Fuel (MWh)</b>	828,765	982,431	1,160,327
<b>Energy Consumption for Heating</b>	805,882	958,183	1,158,092
<b>Natural Gas</b>	728,879	878,786	1,045,719
<b>Other*</b>	77,003	79,397	112,373
<b>Generator &amp; Combined Heat and Power (CHP)</b>	22,883	24,248	2,235
<b>Diesel consumption - Generator</b>	22,294	23,323	762
<b>Fuel Oil Consumption - CHP</b>	588	925	1,473

\* Energy consumption excluding electricity consumption.

\* Other consumption includes CNG, fuel oil, diesel and steam heat purchased from outside.

	2020	2021	2022
<b>Vehicles - Fuel (MWh)</b>	31,660	35,059	40,420
<b>Diesel - Company Vehicles (car, forklift, trailer etc.)</b>	9,801	11,817	10,493
<b>Gasoline - Company Vehicles (car, forklift, trailer, etc.)</b>	19,546	20,886	27,935
<b>LPG - Company Vehicles (truck, forklift, trailer, tractor etc.)</b>	2,314	2,356	1,991
<b>Biogas (MWh)</b>	38,127	36,860	23,194
<b>Electricity Consumption (MWh)</b>	361,907	380,125	333,470
<b>Renewable Electricity Consumption</b>	38,345	277,513	237,201
<b>Non-Renewable Electricity Consumption</b>	323,562	102,612	96,269



Greenhouse Gas Emissions (tons CO <sub>2</sub> e)	2020	2021	2022
Scope 1 Total	216,149	218,231	216,351*
Scope 2 Total	189,788	182,079	137,338*
Total	405,936	400,310	353,689

\*Türkiye's Scope 1 emissions are 57,016 tons of CO<sub>2</sub> and Scope 2 emissions are 32,120 tons of CO<sub>2</sub>.

\*Kazakhstan Scope 1 emissions are 24,529 tons of CO<sub>2</sub>e, and Scope 2 emissions are 12,712 tons of CO<sub>2</sub>e.

Water Consumption (m <sup>3</sup> )	2020	2021	2022
Mains water	7,682,576	7,272,965	3,158,021
Groundwater	7,126,190	6,907,528	6,920,588
Total Water Consumption	14,808,766	14,452,477	10,078,609

Amount of waste (tons)	2020	2021	2022
Total hazardous waste	10,235	11,071	10,322
Total non-hazardous waste	809,698	628,070	534,225
Total amount of waste	819,933	639,141	544,577
Waste to be transferred to solid waste landfill	7,556	6,193	6,789
Waste recycled/reused		161,643	539,047

## ANADOLU EFES BEER GROUP SOCIAL PERFORMANCE INDICATORS

Employees by Gender	2020		2021		2022	
	WOMAN	MAN	WOMAN	MAN	WOMAN	MAN
Number of employees	2,559	5,988	2,488	6,025	2,521	5,781
Total	8,547		8,513		8,302	

Employees by Category	2020		2021		2022	
	WOMAN	MAN	WOMAN	MAN	WOMAN	MAN
Blue collar	520	3,126	558	3,075	526	2,984
White collar	1,997	2,904	1,930	2,950	1,995	2,797
Total	8,547		8,513		8,302	

Collective Bargaining Agreement (CBA)	2020	2021	2022
Employees covered by the CBA	4,100	3,381	3,071

37% of our employees are represented by an independent union and/or covered by a collective labor agreement.

Managers by Gender and Age	2020		2021		2022	
	WOMAN	MAN	WOMAN	MAN	WOMAN	MAN
50 years and older	55	78	26	46	23	63
30-50 years old	651	1,143	339	557	249	517
30 years and below	177	175	64	64	12	11
<b>Total</b>	2,279		1,093		875	

New Hires by Gender and Age	2020		2021		2022	
	WOMAN	MAN	WOMAN	MAN	WOMAN	MAN
50 years and older	1	21	8	12	9	18
30-50 years old	28	246	138	353	325	338
30 years and below	130	258	206	356	217	324
<b>Total</b>	684		1.073		1.231	

Occupational Health and Safety	2020	2021	2022
Accident frequency rate**	0.49	0.61	1.61
Occupational disease rate***	0	0	0
Number of fatal accidents	0	0	0

\*\* Accident Frequency Rate= Total injury accidents x 200,000/Total hours worked

\*\*\* Occupational Disease Rate= Total number of occupational disease cases x 200,000/Total hours worked

Employees Quitting by Gender and Age	2020		2021		2022	
	WOMAN	MAN	WOMAN	MAN	WOMAN	MAN
50 years and older	28	77	54	104	12	60
30-50 years old	139	412	235	524	112	314
30 years and below	90	176	142	220	51	141
<b>Total</b>	922		1279		690	

Parental Leave	2020		2021		2022	
	WOMAN	MAN	WOMAN	MAN	WOMAN	MAN
Employees on parental leave	97	63	39	54	104	67
Employees returning from parental leave	119	60	16	47	126	61

Parental Leave	2021	2022
Employees who return to work after parental leave and work for at least 12 months	93	146
Employees who were on parental leave in the previous year and returned to work in the reporting period	80	217

Trainings*	2020	2021	2022
Average hours of training per employee	13.06	27.78	7.51**

\* OHS training are included in 2020 and 2021, and are not included in 2022.

\*\* The decline in this performance indicator is due to our Russia and Ukraine operations being negatively affected by the war.

## ANNEX-5: GRI INDEX

LOGO

STATEMENT OF USE	Anadolu Efes Biracılık ve Malt Sanayi A.Ş. has reported in accordance with the GRI Standards for the period 1 January to 31 December 2022
GRI 1 USED	GRI 1: Foundation 2021
APPLICABLE GRI SECTOR STANDARD(S)	Since the industry standard in the field of beverage sector has not been prepared yet, no industry standard has been used.

DISCLOSURE			LOCATION	OMMISION
General Disclosures				
GRI 2: General Disclosures 2021	2-1	Organizational details	About the Report, page 4	
	2-2	Entities included in the organization's sustainability reporting	Anadolu Efes at a Glance, page 8	
	2-3	Reporting period, frequency and contact point	About the Report, page 4	
	2-4	Restatements of information	There is no revised declaration for the previous period report.	
	2-5	External assurance	About the Report, page 4 Independent Assurance Report, page X	
	2-6	Activities, value chain and other business relationships	Anadolu Efes at a Glance, page 8 Our Geographical Footprint, page 10-11 Our Impact Journey on the Value Chain, page 29-31	
	2-7	Employees	Performance Indicators, page 97-98	
	2-8	Workers who are not employees	Performance Indicators, page 97-98	
	2-9	Governance structure and composition	Governance, page 14-17	
	2-10	Nomination and selection of the highest governance body	<a href="#">Anadolu Efes 2022 Annual Report</a> , page 95-97	
	2-11	Chair of the highest governance body	Governance, page 14-17	
	2-12	Role of the highest governance body in overseeing the management of imp	Governance, page 14-19 Our Integrated Transformation Journey, page 32-35 Materiality Analysis, page 35-36	
	2-13	Delegation of responsibility for managing impacts	Governance, page 14-19	

GRI STANDARD	DISCLOSURE	LOCATION	OMMISSION
General Disclosures			
GRI 2: General Disclosures 2021	2-14	Role of the highest governance body in sustainability reporting	Governance, page 14-19
	2-15	Conflicts of interest	Human Rights and Ethics, page 79
	2-16	Communication of critical concerns	Human Rights and Ethics, page 79
	2-17	Collective knowledge of the highest governance body	Board of Directors, page 16 Anadolu Efes 2022 Annual Report, page 102-105
	2-18	Evaluation of the performance of the highest governance body	<a href="#">Anadolu Efes 2022 Annual Report</a> , page 101
	2-19	Remuneration policies	<a href="#">Anadolu Efes Compensation Policy</a>
	2-20	Process to determine remuneration	<a href="#">Anadolu Efes Compensation Policy</a>
	2-21	Annual total compensation ratio	<a href="#">Anadolu Efes Compensation Policy</a> <a href="#">Anadolu Efes 2022 Annual Report</a> , page 100
	2-22	Statement on sustainable development strategy	CEO Message, page 5-6 Materiality Analysis, page 35-36
	2-23	Policy commitments	Integrated Risk Management, page 25-27 Human Rights and Ethics, page 79
	2-24	Embedding policy commitments	Integrated Risk Management, page 25-27 Human Rights and Ethics, page 79
	2-25	Processes to remediate negative impacts	Human Rights and Ethics, page 79
	2-26	Mechanisms for seeking advice and raising concerns	Human Rights and Ethics, page 79 <a href="#">Anadolu Efes Code of Business Conduct and Ethics</a>
	2-27	Compliance with laws and regulations	There is no non-compliance with laws and regulations.
	2-28	Membership associations	Annexes – 3: List of Associations and Initiatives we are member of, page 92
	2-29	Approach to stakeholder engagement	Materiality Analysis, page 35-36 Annex-1: Communication with Stakeholders, page 87
	2-30	Collective bargaining agreements	Performance Indicators, page 97



GRI STANDARD	DISCLOSURE		LOCATION	OMMISSION
Material Topics				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Analysis, page 35-36	
	3-2	List of material topics	Materiality Analysis, page 35-36 Our Integrated Thinking Approach Regarding Our Material Issues, page 37	
Economic Performance				
GRI 3: Material Topics 2021	3-3	Management of material topics	Governance, page 14-19 Economic Growth and Impact, page 41	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Economic Growth and Impact, page 41	
	201-2	Financial implications and other risks and opportunities due to climate change	Our Risk Management Approach, page 25-27	
	201-3	Defined benefit plan obligations and other retirement plans	<a href="#">Anadolu Efes 2022 Annual Report</a> , Page 154, page 189-190	
	201-4	Financial assistance received from government	<a href="#">Anadolu Efes 2022 Annual Report</a> , Page 114	
Market Presence				
GRI 3: Material Topics 2021	3-3	Management of material topics	Equality, Diversity and Inclusion, page 76	
GRI 202: Piyasa Varlığı 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	<a href="#">Anadolu Efes Compensation Policy</a> Equality, Diversity and Inclusion, page 76	
Indirect Economic Impact				
GRI 3: Material Topics 2021	3-3	Management of material topics	Economic Growth and Impact, page 41	
GRI 203: Indirect Economic Impact 2016	203-1	Infrastructure investments and services supported	Social Investment and Impact, page 50-55	
	203-2	Significant indirect economic impacts	Social Investment and Impact, page 50-55	
Procurement Practices				
GRI 3: Material Topics 2021	3-3	Management of material topics	Supply Chain Management, page 72-73	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Supply Chain Management, page 73	

GRI STANDARD	DISCLOSURE	LOCATION	OMMISSION
Anti-corruption			
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights and Ethics, page 79 <a href="#">Anadolu Efes Code of Business Conduct and Ethics</a>
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Human Rights and Ethics, page 79 <a href="#">Anadolu Efes Code of Business Conduct and Ethics</a>
	205-2	Communication and training about anti-corruption policies and procedures	Human Rights and Ethics, page 79
	205-3	Confirmed incidents of corruption and actions taken	No notification was made during the reporting period.
Anti-competitive Behavior			
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights and Ethics, page 79 <a href="#">Anadolu Efes Code of Business Conduct and Ethics</a>
GRI 206: Anti-competitive , Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	During the reporting period, there were no lawsuits filed regarding anti-competitive behavior, antitrust or monopoly activities.
Tax			
GRI 3: Material Topics 2021	3-3	Management of material topics	Economic Growth and Impact, page 41
GRI 207: Tax 2019	207-1	Approach to tax	<a href="#">Anadolu Efes 2022 Annual Report</a> , page 153, page 188
	207-2	Tax governance, control, and risk management	Our Risk Management Approach, page 25-27
	207-3	Stakeholder engagement and management of concerns related to tax	<a href="#">Anadolu Efes 2022 Annual Report</a> , page 188
	207-4	Country-by-country reporting	<a href="#">Anadolu Efes 2022 Annual Report</a> , page 153
Materials			
GRI 3: Material Topics 2021	3-3	Management of material topics	Circularity and Waste Management, page 69 Sustainable Packaging, page 71
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Circularity and Waste Management, page 69 Sustainable Packaging, page 71
	301-2	Recycled input materials used	Performance Indicators, page 96
	301-3	Reclaimed products and their packaging materials	Sustainable Packaging, page 71

GRI STANDARD	DISCLOSURE	LOCATION	OMMISSION
Energy			
GRI 3: Material Topics 2021	3-3	Management of material topics	Fighting the Climate Crisis, page 63-65
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Performance Indicators, page 95
	302-2	Energy consumption outside of the organization	Performance Indicators, page 95
	302-3	Energy intensity	Fighting the Climate Crisis, page 64
	302-4	Reduction of energy consumption	Fighting the Climate Crisis, page 63-65
Water and effluents			
GRI 3: Material Topics 2021	3-3	Management of material topics	Water Consumption, page 67-68
GRI 303: Water and effluents 2018	303-1	Interactions with water as a shared resource	Water Consumption, page 67-68
	303-2	Management of water discharge-related impacts	Water Consumption, page 67-68
	303-3	Water withdrawal	Performance Indicators, page 95
	303-4	Water discharge	Performance Indicators, page 95
	303-5	Water consumption	Performance Indicators, page 95
Biodiversity			
GRI 3: Material Topics 2021	3-3	Management of material topics	Environmental Awareness, page 59
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Environmental Awareness, page 59
	304-2	Significant impacts of activities, products and services on biodiversity	Environmental Awareness, page 59
	304-3	Habitats protected or restored	Environmental Awareness, page 59

GRI STANDARD	DISCLOSURE	LOCATION	OMMISSION
<b>Emissions</b>			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Fighting the Climate Crisis, page 63-65
<b>GRI 305: Emissions 2016</b>	305-1	Direct (Scope 1) GHG emissions	Fighting the Climate Crisis, page 63-65 Annex-4: Performance Indicators, page 96
	305-2	Energy indirect (Scope 2) GHG emissions	Fighting the Climate Crisis, page 63-65 Annex-4: Performance Indicators, page 96
	305-3	Other indirect (Scope 3) GHG emissions	Fighting the Climate Crisis, page 63-65
	305-4	GHG emissions intensity	Fighting the Climate Crisis, page 63-65
	305-5	Reduction of GHG emissions	Fighting the Climate Crisis, page 63-65
<b>Waste</b>			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Circularity and Waste Management, page 69
<b>GRI 306: Waste 2020</b>	306-1	Waste generation and significant waste-related impacts	Circularity and Waste Management, page 69-70
	306-2	Management of significant waste-related impacts	Circularity and Waste Management, page 69-70
	306-3	Waste generated	Annex-4: Performance Indicators, page 96
<b>Supplier Environmental Assessment</b>			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Supply Chain Management, page 72-73
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria	Supply Chain Management, page 72-73
	308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management, page 72-73
<b>Employment</b>			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Equality, Diversity and Inclusion, page 76
<b>GRI 401: Employment 2016</b>	401-1	New employee hires and employee turnover	Summary Performance and Future Focus, page 85
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Health, Safety and Welfare, page 82-83
	401-3	Parental leave	Equality, Diversity and Inclusion, page 76 Performance Indicators, page 97



GRI STANDARD	DISCLOSURE	LOCATION	OMMISSION
Labor/Management relations			
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Engagement and Communication, page 81
GRI 402: Labor/ Management relations 2016	402-1	Minimum notice periods regarding	Employee Engagement and Communication, page 81
Occupational Health and Safety			
GRI 3: Öncelikli Konular 2021	3-3	Management of material topics	Employee Health, Safety and Welfare, page 82-83
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Employee Health, Safety and Welfare, page 82-83
	403-2	Hazard identification, risk assessment, and incident investigation	Employee Health, Safety and Welfare, page 82-83
	403-3	Occupational health services	Employee Health, Safety and Welfare, page 82-83
	403-4	Worker participation, consultation, and communication on occupational health and safety	Employee Health, Safety and Welfare, page 82-83
	403-5	Worker training on occupational health and safety	Employee Health, Safety and Welfare, page 82-83 Summary Performance and Future Focus, page 85
	403-6	Promotion of worker health	Employee Health, Safety and Welfare, page 82-83
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Health, Safety and Welfare, page 82-83
	403-8	Workers covered by an occupational health and safety management system	Employee Health, Safety and Welfare, page 82-83
	403-9	Work-related injuries	Performance Indicators, page 97
	403-10	Work-related ill health	Performance Indicators, page 97
Training and Education			
GRI 3: Material Topics 2021	3-3	Management of material topics	Talent Development and Management, page 80-81
GRI 404: Eğitim ve Öğrenim 2016	404-1	Average hours of training per year per employee	Performance Indicators, page 97
	404-2	Programs for upgrading employee skills and transition assistance programs	Equality, Diversity and Inclusion, page 78 Talent Development and Management, page 80-81
	404-3	Percentage of employees receiving regular performance and career development reviews	Talent Development and Management, page 80-81

GRI STANDARD	DISCLOSURE		LOCATION	OMMISSION
<b>Diversity and Equal Opportunity</b>				
GRI 3: Material Topics 2021	3-3	Management of material topics	Equality, Diversity and Inclusion, page 76-77	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Equality, Diversity and Inclusion, page 76	
	405-2	Ratio of basic salary and remuneration of women to men	Equality, Diversity and Inclusion, page 76	
<b>Non-discrimination</b>				
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights and Ethics, page 79	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	There were no notifications during the reporting period.	
<b>Freedom of Association and Collective Bargaining</b>				
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights and Ethics, page 79	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Performance Indicators, page 96	
<b>Child Labor</b>				
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights and Ethics, page 79	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	<a href="#">Anadolu Efes Human Rights Policy</a> <a href="#">Anadolu Efes Code of Conducts for Suppliers</a>	
<b>Forced or Compulsory Labor</b>				
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights and Ethics, page 79	
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Anadolu Efes Human Rights Policy</a> <a href="#">Anadolu Efes Code of Conduct for Suppliers</a>	
<b>Local Communities</b>				
GRI 3: Material Topics 2021	3-3	Management of material topics	Social Investment and Impact, page 50-59	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Social Investment and Impact, page 50-59	
	413-2	Significant Actual and Potential Adverse Impacts on Local Communities	There were no notifications during the reporting period.	

GRI STANDARD	DISCLOSURE	LOCATION	OMMISSION
Supplier Social Assessment			
GRI 3: Material Topics 2021	3-3	Management of material topics	Supply Chain Management, page 72-73
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain Management, page 72-73
	414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management, page 72-73
Customer Health and Safety			
GRI 3: Material Topics 2021	3-3	Management of material topics	Responsible Consumption, page 60
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	Product Quality and Safety, page 46 Responsible Consumption, page 60
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Quality and Safety, page 46 Responsible Consumption, page 60
Marketing and Labeling			
GRI 3: Material Topics 2021	3-3	Management of material topics	Responsible Consumption, page 60
GRI 417: Marketing and Labeling	417-1	Requirements for product and service information and labeling	Responsible Consumption, page 60
	417-2	Incidents of non-compliance concerning product and service information and labeling	Non-compliance with regulations and voluntary codes on product and service information and labeling does not exist.
	417-3	Incidents of non-compliance concerning marketing communications	There are no incidents of non-compliance with regulations and voluntary codes related to marketing communications.
Customer Privacy			
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Anadolu Efes Personal Data Protection and Processing Policy</a>
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no notifications during the reporting period.

## ANNEX-6: METRICS OF THE WEF-IBC FRAMEWORK

At Anadolu Efes, we prepared our first Sustainability Report in 2021, in alignment with the latest reporting standards and metrics proposed by the World Economic Forum (WEF) and the International Business Council (IBC), 'Towards Common Metrics and Consistent Reporting of Sustainable Value Creation.' Out of the 21 key metrics of the WEF-IBC framework, we are fully complying with 16 and are actively working to improve our performance on the remaining metrics.

TOPIC	METRICS	DESCRIPTION	LINK	COMMENTS	COMPLIANCE STATUS
Governing Purpose	Setting purpose	The company's stated purpose, is the expression of the means by which a business proposes solutions to economic, environmental, and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	<a href="#">Integrated Trasformation Journey, page 29-32</a>		Full Compliance
Quality of Governing Body	Governance body composition	Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; the number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	<a href="#">Governance, page 14-19</a>		Full Compliance
Stakeholder Engagement	Material issues impacting stakeholders	A list of the topics that are material to key stakeholders and the company, how the topics were identified, and how the stakeholders were engaged.	<a href="#">Materiality Analysis, page 35-39</a> <a href="#">Annex-1: Communication with Stakeholders, page 87</a>		Full Compliance
Ethical Behaviour	Anti-corruption	<p>Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures</p> <p>Total number and nature of incidents of corruption confirmed</p> <p>Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption</p>	<a href="#">Human Rights and Ethics, page 79</a>  <a href="#">Anadolu Efes Code of Business Conduct and Ethics</a>		Full Compliance



TOPIC	METRICS	DESCRIPTION	LINK	COMMENTS	COMPLIANCE STATUS
Ethical Behaviour	Protected ethics advice and reporting mechanisms	A description of internal and external mechanisms for Seeking advice about ethical and lawful behavior and organizational integrity; Reporting concerns about unethical or lawful behavior and organizational integrity	Human Rights and Ethics, page 79 <a href="#">Anadolu Efes Code of Business Conduct and Ethics</a>		Full Compliance
Risk and Opportunity Oversight	Integrating risk and opportunity into business process	Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental, and social issues, including climate change and data stewardship.	Trends and Our Operating Environment, page 20-23 Integrated Risk Management, page 24-27		Full Compliance
PLANET					
Climate change	Greenhouse Gas (GHG) emissions	For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO <sub>2</sub> e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	Fighting the Climate Crisis, page 63-66 Performance Indicators, page 95-96		Full Compliance
Climate change	TCFD implementation	Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net zero emissions before 2050	Integrated Risk Management, page 24-27	There is a plan to expand the strategy to tackle the climate crisis within the framework of the TCFD.	Partial Compliance
Nature loss	Land use and ecological sensitivity	Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).	Environmental Awareness, page 58-59		Compliance

TOPIC	METRICS	DESCRIPTION	LINK	COMMENTS	COMPLIANCE STATUS
Fresh water availability	Water consumption and withdrawal in water-stressed areas	Report for operations where material, mega litres of water withdrawn, mega litres of water consumed and the percentage of each in regions with high or extremely high baseline water stress according to the WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	<b>Water Consumption and Safety, page 67-68</b>	In 2022, according to the WRI Aqueduct water risk atlas, regions with high or extremely high baseline water stress have been identified. We aim to increase the scope and quality of our analysis in the coming periods, prioritizing our 9 facilities with high water risk. to closely monitor consumption and by taking necessary action to minimize our water risk we aim to minimize.	Partial Compliance
PEOPLE					
Dignity and equality	Diversity and inclusion (%)	Percentage of employees per age group, gender and other indicators of diversity	<b>Equality, Diversity and Inclusion, page 76-79</b> <b>Performance Indicators, page 96-97</b>		Partial Compliance
Dignity and equality	Pay equality	Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas	<b>Equality, Diversity and Inclusion, page 76-79</b> <b>Performance Indicators, page 96-97</b> <b>Independent Assurance Report, page X-X</b>		Partial Compliance
Dignity and equality	Wage level (%)	Ratios of standard entry-level wage by gender compared to local minimum wage Ratio of the CEO's total annual compensation to the median total annual compensation of all employees (excluding the CEO)		Anadolu Efes ensures compliance with minimum wage laws and regulations in all countries in which we operate, and therefore, this metric is unrelated.	Unrelated
Dignity and equality	Risk for incidents of child, forced or compulsory labour	An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to the type of operation (such as manufacturing plant) and type of supplier; or countries or geographic areas with operations and suppliers considered at risk.	<b>Human Rights and Ethics, page 79</b> <b><u>Anadolu Efes Human Rights Policy</u></b>	At Anadolu Efes, we are committed to complying with all applicable laws in the countries where we operate. In line with our Human Rights Policy, we plan to undertake more inclusive activities throughout our value chain to prevent and address discrimination, inequality, human rights violations, forced labor, and child labor.	Partial Compliance

TOPIC	METRICS	DESCRIPTION	LINK	COMMENTS	COMPLIANCE STATUS
Skills for the future	Training provided	Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of training sessions provided to employees divided by the number of employees)	Talent Development and Management – page 80-81		Full Compliance
		Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	Our Value Creation Model, page 38-39		Full Compliance
Health & well-being	Health and Safety (%)	The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries, main types of work-related injury; and the number of hours worked.	Employee Health, Safety and Welfare, page 82-83 Summary Performance and Future Focus, page 85	At Anadolu Efes, we provide private health insurance for our full-time employees. In addition, we provide roadside assistance for our employees who cannot be transported by shuttle service.	Full Compliance
		An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services and the scope of access provided for employees and workers	Employee Health, Safety and Welfare, page 82-83 Summary Performance and Future Focus, page 85		Full Compliance
PROSPERITY					
Employment and wealth generation	Absolute number and rate of employment	Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region	Equality, Diversity and Inclusion, page 76-79 Our Value Creation Model, page 38-39		Full Compliance
		Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region	Equality, Diversity and Inclusion, page 76-79 Our Value Creation Model, page 38-39		Full Compliance

TOPIC	METRICS	DESCRIPTION	LINK	COMMENTS	COMPLIANCE STATUS
Employment and wealth generation	Economic Contribution	<p>Direct economic value generated and distributed (EVG&amp;D) – on an accrual basis, covering the basic components for the organization's global operations, ideally split out by:</p> <ul style="list-style-type: none"> <li>• Revenue</li> <li>• Operating costs</li> <li>• Employee wages and benefits</li> <li>• Payments to providers of capital</li> <li>• Payments to government</li> <li>• Community investment</li> </ul> <p>Financial assistance received from the government - Total monetary value of financial assistance received by the organization from any government during the reporting period</p>	<a href="#">Anadolu Efes 2022 Annual Report, Page 132-137</a>		Full Compliance
Employment and wealth generation	Financial investment contribution disclosure	<p>Total capital expenditures (CapEx) – Depreciation supported by a narrative to describe the company's investment strategy.</p> <p>Share buybacks + Dividend payments supported by a narrative to describe the company's strategy for returns of capital to shareholders</p>	<a href="#">Anadolu Efes 2022 Annual Report, Page 154, page 189-190</a>		Full Compliance
Innovation in better products and services	Total R&D expenses	Total costs related to research and development	<a href="#">Innovation and Product Development, page 43-46</a>		Full Compliance
Community and social vitality	Total tax paid	The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the company, by category of taxes	<a href="#">Our Value Creation Model, page 39</a>		Full Compliance



# ANNEX-7: UN WOMEN'S EMPOWERMENT PRINCIPLES (UN WEPs)

PRINCIPLES	RELATED SECTION
Principle 1: Establish high-level corporate leadership for gender equality	Equality, Diversity and Inclusion, page 76-79
Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination	Equality, Diversity and Inclusion, page 76-79
Principle 3: Ensure the health, safety and well-being of all women and men workers	Equality, Diversity and Inclusion, page 76-79
Principle 4: Promote education, training and professional development for women	Talent Development and Management – page 80-81
Principle 5: Implement enterprise development, supply chain and marketing practices that empower women	Equality, Diversity and Inclusion, page 76-79 Social Investment and Impact, page 50-57
Principle 6: Promote equality through community initiatives and advocacy	Equality, Diversity and Inclusion, page 76-79 Social Investment and Impact, page 50-57
Principle 7: Measure and publicly report on progress to achieve gender equality	Equality, Diversity and Inclusion, page 76-79



# ANNEX-8: INDEPENDENT ASSURANCE REPORTS

To: Anadolu Efes Biracılık ve Malt Sanayi A.Ş.

## INTRODUCTION AND OBJECTIVES OF THE WORK

Bureau Veritas Türkiye has been engaged by Anadolu Efes Biracılık ve Malt Sanayi A.Ş. to provide independent assurance over the "Selected Information" listed below included Sustainability Report 2022.

This limited assurance report applies to "Selected Information" within the scope of the work described below.

## SCOPE OF WORK

The scope of the work was limited to assurance over information included in the Sustainability Report 2021 for the reporting period January 1, 2022 to December 31, 2022 on the "Selected Information".

Subject to the limitations and exclusions listed in the next sections, our review included:

For the reporting period of 01.01.2022-31.12.2022, on pages 39, 76 and 96 of the 2022 Sustainability Report;

- Türkiye and Kazakhstan, Scope 1 Green House Gas Emissions (tonne CO<sub>2</sub>e) (Page: 96)
- Türkiye and Kazakhstan, Scope 2 Green House Gas Emissions (tonne CO<sub>2</sub>e) (Page: 96)
- Gender-based Employee Remuneration Ratio in accordance with Remuneration Policy (Page: 39, 76)

## ASSESSMENT STANDARD

The assurance process was conducted in line with the requirements of the International Standard On Assurance Engagements-ISA 3000 Revised, Assurance

Engagements Other Than Audits Or Reviews Of Historical Financial Information and International Standard On Assurance Engagements- ISA 3410, Assurance Engagements on Greenhouse Gas Statements.

## REPORTING PRINCIPLES

The following principles have been considered as basis in the preparation of this report:

- Appropriateness and robustness of key reporting systems and processes used to collect, analyse and review reported information;
- Evaluation of the report according to the main principles of ISA 3000 International Standard for Assurance Engagements (Revised)
  - o Professional Scepticism
  - o Professional Judgment
  - o Assurance Skills and Techniques
- Evaluation of the report according to the principles of conformity, completeness, reliability, objectivity and intelligibility defined in ISA 3000 International Standard for Assurance Engagements

## LIMITATIONS AND EXCLUSIONS

The work is limited to Anadolu Efes Biracılık ve Malt Sanayi A.Ş.'s Türkiye locations and "selected information" defined in the scope.

The reliability of the reported data depends on the accuracy of the location-level data collection and monitoring arrangements that are considered as part of this assurance.

Excluded from the scope of our work is the following:

- Information related to activities outside the defined reporting period or scope;

- Company position statements (including any expression of opinion, belief, aspiration, expectation, aim or future intent);
- Historic text which was unchanged from previous years and did not relate to ongoing activities;
- Financial data;
- Appropriateness of commitments and objectives chosen by Anadolu Efes Biracılık ve Malt Sanayi A.Ş.;
- Information and emission factors provided by independent third parties and/or information obtained within the Company, as indicated in the calculation tables, regarding calculations related to carbon emissions

This moderate level assurance engagement relies on a risk based selected sample of the Selected Information and the associated limitations that this entails.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

## RESPONSIBILITIES

The preparation and presentation of the Selected Information in the Sustainability Report 2022 are the sole responsibility of the management of Anadolu Efes Biracılık ve Malt Sanayi A.Ş.

Bureau Veritas Türkiye was not involved in the drafting of the related the Report. Responsibilities were to:

- Provide moderate level assurance as per ISAE 3000 and ISAE 3410' over the accuracy, reliability and objectivity of the information contained within the Sustainability Report 2021;
- Form an independent conclusion based on the assurance procedures performed and evidence obtained;
- Report our detailed conclusions and recommendations in an internal report to Anadolu Efes Biracılık ve Malt Sanayi A.Ş.' s management.

## METHODOLOGY

As part of Bureau Veritas Türkiye' s independent assurance, our work included;

1. Conducting employee interviews regarding the scope of work involved;
2. Process analysis of collecting and reporting the information included;

3. Review of documentary evidence produced by Anadolu Efes Biracılık ve Malt Sanayi A.Ş.;
4. Recalculation of examples in accordance with the evidence documents used to prepare the information included
5. Remote Audit
6. Implementation of analytical procedures on the final reported data

The work is based on current best practices in independent assurance; It was conducted in accordance with Bureau Veritas Türkiye' s standard procedures and ISAE 3000 International Assurance Audits Standard requirements.

The work was planned and conducted to provide independent limited assurance.

## DATA

Principles of reporting; it provides information on the data collection and calculation principles of the Greenhouse Gas Emission-Scope 1 total, Greenhouse Gas Emission Scope 2 total and Gender-based Employee Remuneration Ratio in accordance with Remuneration Policy data included in the 2022 Sustainability Report.

Information covers; the operations of Adana, Ankara, İzmir Breweries, Afyon and Konya Malt Factories and Bilecik Şerbetçioğlu factories, Türkiye head office and sales office and Almaty and Karaganda located in Kazakhstan factories of Anadolu Efes Biracılık ve Malt Sanayi A.Ş between January 1, 2022 and December 31, 2022.

For the facilities located in Adana, Ankara, İzmir, Afyon, Konya, Bilecik, Türkiye head office and sales office, Almaty, Karaganda locations within the scope of reporting;

### Scope 1 – GHG Emissions:

The following activities are included in the calculation of greenhouse gas emissions within the scope of Scope-1 calculation;

- Natural Gas
- CNG (for Konya facility)
- Diesel and fuel oil used in generators,
- Fugitive emissions - CO<sub>2</sub> production
- Fugitive emissions - refrigerants (refrigeration systems)



- Fire extinguisher
- Diesel and gasoline use (passenger vehicles)
- LPG usage (forklift)
- Welding gases (LPG etc.)

#### Scope 2 Greenhouse Gas Emissions:

The following activities are included in the calculation of greenhouse gas emissions within the scope of Scope-2 calculation;

- Electricity

#### GENDER-BASED EMPLOYEE REMUNERATION RATIO

Information covers; Anadolu Efes Biracılık ve Malt Sanayi A.Ş – Türkiye, Cyprus, Belarus, Georgia, Kazakhstan and Moldova regions between January 1, 2022 and December 31, 2022.

#### LIMITED ASSURANCE CONCLUSION

As a result of the evidence obtained, no contradiction has been detected that the Selected Information in the Company's 2022 Annual Report for the year ended 31 December 2022 has not been prepared in all material respects in accordance with the Reporting Principles and Tables section.

This report has been prepared for the Company's Board of Directors to assist in the reporting of the Company's activities, including its outcome. We allow this report to be included in the 2022 Annual Report for the year ended December 31, 2022, in order to enable the Board of Directors to demonstrate that it has fulfilled its responsibilities on the subject by having a limited independent assurance report on Selected Information prepared.

#### STATEMENT OF INDEPENDENCE, IMPARTIALITY AND COMPETENCE

Bureau Veritas is an independent professional services company that specializes in quality, environmental, health, safety and social accountability with over 190 years history.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day to day business activities. We are particularly vigilant in the prevention of conflicts of interest.

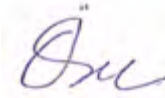
No member of the assurance team has a business relationship with Anadolu Efes Biracılık ve Malt Sanayi A.Ş., its Directors or Managers beyond that required of this assignment. We have conducted this verification independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over carbon and water information, systems and processes, has many experience in this field and an excellent understanding of Bureau Veritas standard methodology for the Limited Assurance.

#### BUREAU VERITAS GÖZETİM HİZMETLERİ LTD. ŞTİ.

##### S.Özge ŞAHİNKAYA

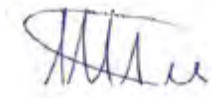
Responsible Verifier



##### İbrahim TAGAY

Certification Manager

İstanbul, 19.04.2023






## ANNEX-9: ABBREVIATIONS

ABBREVIATIONS	EXPANDED FORM
UN	United Nations
COP26	2021 United Nations Climate Change Conference of the Parties
GRI	Global Reporting Initiative
IPCC	Intergovernmental Panel on Climate Change
İPG	Business Plastics Initiative
KAGİDER	Women Entrepreneurs Association of Türkiye
SDG	Sustainable Development Goals
SPK	Capital Markets Board of Türkiye
NGO	Non-Governmental Organization
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

ABBREVIATIONS	EXPANDED FORM
UNGC	United Nations Global Compact
WEF	World Economic Forum
WEPS	Women's Empowerment Principles
WRI	World Resources Institute
WWF-Türkiye	World Wide Fund for Nature

## ANNEX-10: COLOPHON

For more information about the Anadolu Efes Integrated Report or to convey your opinions and recommendations:

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**LEGAL NOTICE**

Anadolu Efes Biracılık ve Malt Sanayi A.Ş. (Anadolu Efes) prepared the Anadolu Efes Sustainability Report (Report) in accordance with the GRI Reporting Principles. All information and opinions in this document, complete or incomplete, are provided by Anadolu Efes, and this document is not independently confirmed for its purpose. This Report is prepared only for information purposes and should not be taken as a basis for any investment decision. The information in this Report does not constitute any or part of an offer to sell Anadolu Efes shares or as an invitation for any such sales process and their publication in this document does not form any such legal relation. At the time the report was prepared, all information and annexed documents were believed to be true and the information is presented with good will and based on reliable sources. However, Anadolu Efes does not declare, guarantee, or undertake any responsibility regarding this information. Accordingly, Anadolu Efes and its subsidiaries, their board members, advisors, managers, and employees shall not be liable for any direct or indirect damage to a person resulting from any information or communication or information based on this Report or not included in the Report.

This Report is prepared for the purpose of corporate communication in line with the Anadolu Efes Sustainability Strategy. It does not contain alcoholic beverage ads or promotions for consumers.



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