

ANADOLU
EFES

2024 INTEGRATED
ANNUAL REPORT
SUMMARY

Creating Local
Value, +1 Value
to the Future





Our Inspiration Story

At Anadolu Efes, we create value in every geography where we operate, and since the day we were founded, we have carried these local strengths into the future through our global vision. Our first Integrated Annual Report is an extension of this journey, serving as a strategic reflection of our company's economic, social, and environmental impact.

With the motto **"Creating Local Value, +1 Value to the Future"** we have embedded our strong heritage and forward-looking sustainable growth strategies into the design. The report's visual language symbolizes the harmony of our interconnected strategic focus areas, the multi-dimensional structure of our impact from local to global, and the continuity of our value creation approach.

More than a reflection of a single year's performance, this report tells the story of Anadolu Efes' strategic transformation driven by the strength of its deep-rooted legacy and geared toward the future.





Capital and Shareholder Structure

As one of the largest listed companies by market capitalization on Borsa Istanbul ("BIST"), our shares attracted high interest from the domestic and international institutional investors since the shares began trading in 2000, and received above-average interest from the foreign institutional investors. At the same time, being one of the highest shares in terms of foreign institutional ownership in free float among BIST-100 companies is an indication of the interest from foreign institutional investors.

Our share capital is comprised of 592,105,2631 shares, each with a nominal value of TRL 142,105,263 of the shares are registered to and owned by AB InBev Harmony Limited, while 450,000,000 of the shares are bearer shares.

Within the framework of the Level 1 American Depository Receipts ("ADR") program (AEBZY/Cusip No: 032523201), our shares can be traded by foreign individual investors as well as by institutional investors in over-the-counter markets. As of the end of 2024, we had a market capitalization of TRL 113.4 billion. In 2024, we had an average foreign ownership ratio of 58%² level in free float.

Capital and Shareholder Structure

31 DECEMBER 2024	SHARE AMOUNT (TRL)	SHARE RATIO (%)
AG Anadolu Grubu Holding A.Ş	254,891,157	43.05
AB InBev Harmony Limited	142,105,263	24.00
Publicly-held and Others	195,108,843	32.95
Total Issued Capital	592,105,263	100.00

1 JANUARY - 31 DECEMBER 2024 ³	LOWEST	HIGHEST	AVERAGE	31.12.2023	31.12.2024	CHANGE (%)
Closing Price (TRL)	123.291	301.750	197.040	135.946	191.600	41%
Market Capitalization (TRL million)	73,001	178,668	116,667	80,494	113,447	41%
BIST-100	7,412	11,173	9,594	7,470	9,831	32%



You can access Coca-Cola İçecek's Integrated Activity Report here.

¹ In accordance with the decision made at the Company's Board of Directors meeting on February 27, 2025, it has been decided to increase the Company's paid-in capital of 592,105,263 TRL by 5,328,947,367 TRL, representing 900% bonus issue, raising the total capital to 5,921,052,630 TRL.

² As of November 2024.

³ The share prices and market capitalization have been calculated based on adjusted prices, after dividend distribution.





Breweries

21 breweries in 6 countries

Beer and Soft Drink Production Capacity (mhl)

52.1 mhl beer and soft drink production capacity

Malt Production and Hops Facility

6 facilities in 2 countries

Malt Production Capacity (thousand tons)

403,000 tons of malt production capacity in 2 countries

Preform Production Facility

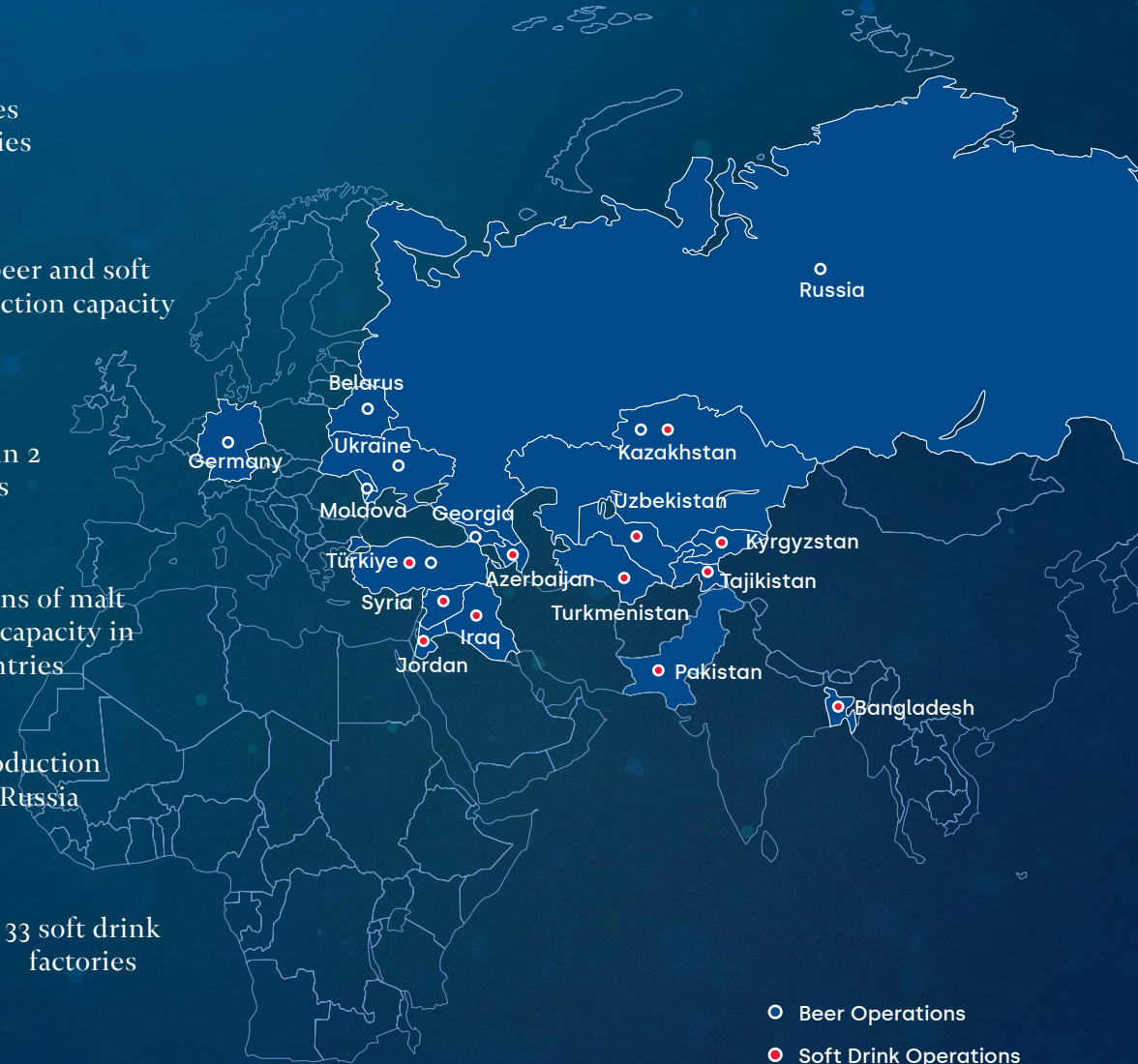
Preform production facility in Russia

Soft Drink Factory

33 soft drink factories

Legend:

- Türkiye
- Russia
- Ukraine
- Kazakhstan
- Georgia
- Moldova
- Pakistan
- Azerbaijan
- Iraq
- Uzbekistan
- Jordan
- Tajikistan
- Kyrgyzstan
- Turkmenistan





Vision, Mission, Values



Our Mission

We brew joy passionately
and responsibly.



Our Vision

To be the fastest growing
beverage company with most
loved brands that craft joy
for consumers while enriching
communities.



Our Values

PASSIONATE

We are passionate in all we do.

ACCOUNTABLE

We are accountable of what we do.

AGILE

We are agile in the face of change.

FAIR

We are fair in all our decisions and
actions.

COLLABORATIVE

We collaborate to grow together.





OUR PRIORITIES

PEOPLE

- Recruit the best talent via strong employer branding
- Re/Upskill capabilities in digitalization & leadership areas
- Retain the best talent via structural career growth & inclusive company culture

CONSUMERS

- Grow with a consumer-centric brand portfolio fueled by superior E2E insights and foresights
- Maintain strengths of our core brands in operating countries
- Lead the premium segment with smart innovations supporting responsible consumption

CUSTOMERS

- Ensure profitable revenue growth together with our customers
- Strengthen our ecosystem by supporting our partners' digital transformation
- Drive seamless omni-channel customer experience and excel in field execution

EFFICIENT & PROFITABLE

- Maintain quality-first mindset
- Optimize & digitalize E2E supply chain to ensure cost-efficiency and operational excellence
- Continuous growth via proactive risk management

GEOGRAPHICAL & CATEGORY EXPANSION

- Expand into potential markets within the beer category through partnerships, acquisitions, and organic growth
- Grow in adjacent categories by expanding geographically and developing new partnerships

ANADOLU EFES

Our Vision: To be the fastest-growing beverage company with the most loved brands that craft joy for consumers while enriching communities

OUR STRATEGIC FOCUS AREAS



OUR TRANSFORMATIVE STRATEGIES

SUSTAINABILITY

- Reduce our environmental impact across operations and the value chain
- Increase our social impact through community initiatives
- Continue strengthening through equality, inclusivity, and diversity

DIGITALIZATION

- Drive digital transformation across all business areas to enhance efficiency
- Democratize data and expand data-driven business analytics
- Gain AI-powered, multi-directional mobility capabilities

STAKEHOLDER & SHAREHOLDER VALUE

- Maximize long-term shareholder value through efficiency and growth
- Ensure business continuity through integrated risk and opportunity management
- Corporate governance based on transparency, fairness, and accountability

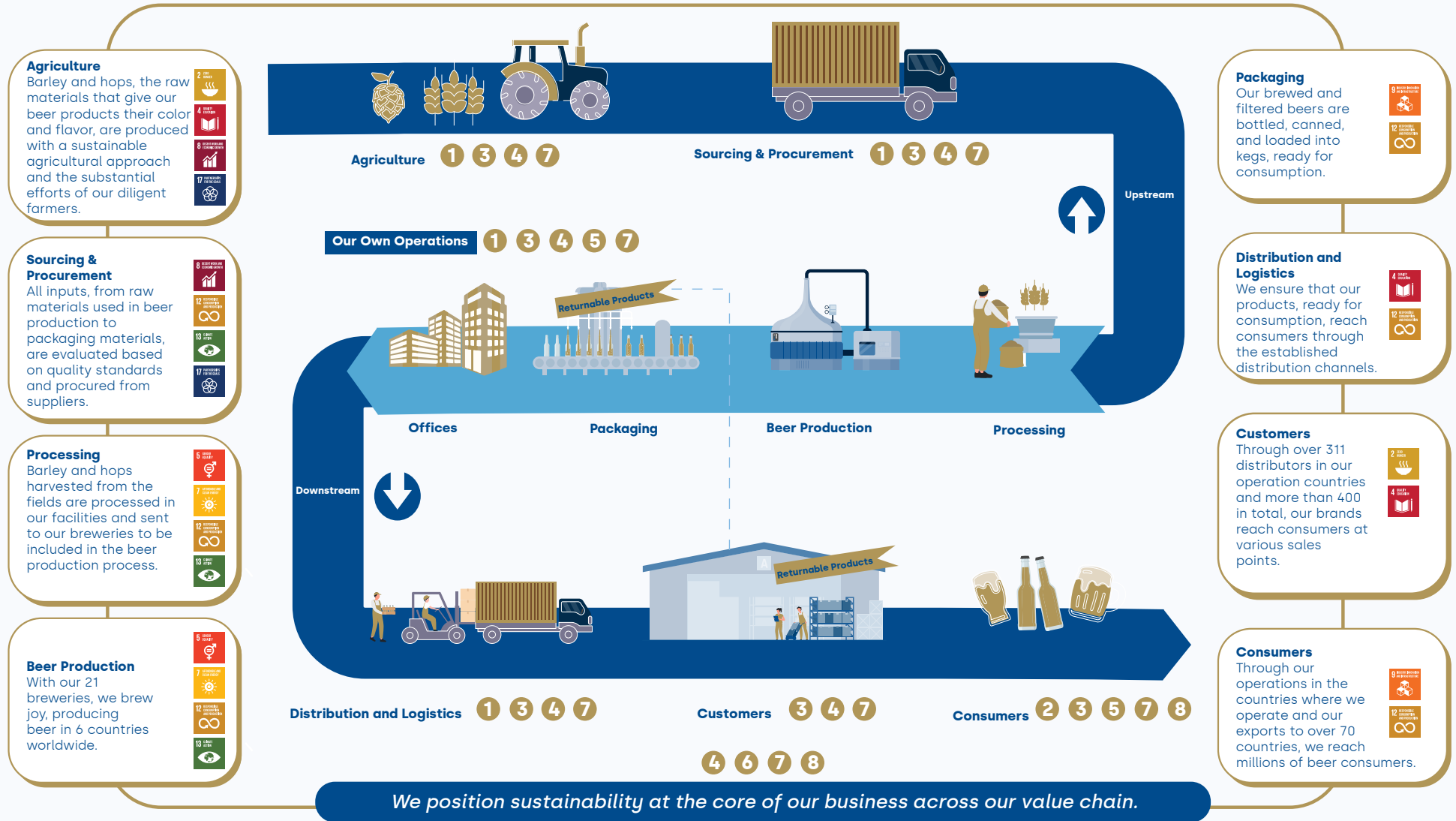




OUR VALUE CHAIN AND SUSTAINABLE BUSINESS MODEL



You can access CCI's Value Chain in
CCI 2024 Integrated Annual Report.



Strategic Focuses

- 1 People
- 2 Consumers
- 3 Customers
- 4 Efficient&Profitable
- 5 Geographical and Category Expansion
- 6 Sustainability
- 7 Digitalization
- 8 Stakeholder & Shareholder Value





Key Operational and Financial Indicators

Highlights of 2024¹

Growing with Financial Discipline & Innovation

- **10th** largest brewer in the world
- Anadolu Efes consolidated net profit TRL **13.1** billion
- The increase in Anadolu Efes consolidated net profit **0.9%**
- Net profit of the Beer Group: TRL **7.3** billion
- **8.4%** increase in beer sales volume
- Exports to over **70** countries
- **22** new brands and a total of **77** new products and packaging innovations
- Total R&D expenditure: TRL **61** million

Increasing Our Social Impact

- **29** social benefit projects
- Over TRL **48** million investment focused on community development
- **13** different volunteer projects with **2,311** Anadolu Efes Volunteers by emphasizing our message as "Loving the world is in our nature".

Targeting Zero for the Environment

- Projects generating over TRL **33 million** in direct and indirect energy savings
- **16** new energy efficiency projects
- Over TRL **16 million** invested in direct and indirect water efficiency initiatives
- **10** water efficiency-focused projects
- Assessment of water stress risks in operational regions under **RCP 2.6, RCP 7.0 and RCP 8.5** scenarios for 2030
- **13** new sustainable packaging projects
- Increasing the distribution of certified seeds by **22%**

Getting Stronger with Our Employees

- **31%** female representation across the organization and **40%** female representation in management roles
- **52** employee-focused projects and programs
- TRL **30.6** million investment in employee development
- An average **16.6** hours of training per employee
- **97.89%** equal pay for equal work between female and male employees verified

Common Highlights

- Double materiality analysis and reassessment of material issues
- Determining the financial impact areas of sustainability and climate-related risks. Working to prepare a separate TSRS Compliance Report that takes into account financial materiality, specifically climate-related risks and opportunities as well as the relevant stakeholder meetings
- Presenting the first Integrated Annual Report to stakeholders

¹ The above data refers to the Beer Group figures, unless otherwise stated.





Sustainability Goals, Sustainability Performance and Sustainability Criteria in Executive Management Goals

INTEGRATED FOCUS AREA	MATERIAL ISSUE	ADMINISTRATIVE BODIES FOLLOWING THE PERFORMANCE INDICATOR	PRIMARY GOALS	SUB-GOAL	PERFORMANCE INDICATOR	2022 ACTUAL PERFORMANCE	2023 ACTUAL PERFORMANCE	2024 ACTUAL PERFORMANCE	PROGRESSION STATUS
TARGETING ZERO FOR THE ENVIRONMENT	Energy & Emissions	CEO, Country General Managers, Group Supply Chain Director, Technical Director and Facility Directors	Achieving net zero target in our own operations (Scope 1-2) by 2030	Reducing emission intensity per beer production	Emission intensity per hectoliter (kg CO ₂ e/hl)	8.25	7.7	6.7	▲
				Increasing the Share of Renewable Energy	Renewable Energy Usage (mhw)	237,201	170,323	177,414	▲
	Water Consumption and Security	CEO, Country General Managers, Group Supply Chain Director, Technical Director and Facility Directors	■ Reducing water consumption per beer production to 2.7 hl/hl by 2035	Reducing water intensity per beer production	■ Water intensity per hectoliter (hl/hl)	4.38	4.17	4.17	◄►
	Circularity and Operational Waste Management	CEO, Country General Managers, Group Supply Chain Director, Technical Director and Facility Directors	Sending zero waste to landfill in all breweries and malteries by 2030	Reducing Wastes	Total waste amount (tons)	544,700	520,351	588,702	▼
				Recycling or Recovering Wastes	Sending zero waste to landfill in all breweries and malteries by 2030 (%)	99%	99%	99%	◄►
GETTING STRONGER WITH OUR EMPLOYEES	Equality, Diversity and Inclusion	CEO, Country General Managers, CHRO, Sales Directors, Technical Directors and Facility Directors	Increasing female representation in the workforce to 51% by 2030	Increasing Female Representation in the Workforce	Female Representation in the Workforce (%)	30%	30%	31%	▲
				-	Female Managers' Representation in the Workforce (%)	40%	40%	40%	◄►

■ Does not include AB InBev Efes operations.

▲ Increasing and positively developing data

▼ Data that needs improvement

◄► Data that remains stable





Sustainability Goals, Sustainability Performance and Sustainability Criteria in Executive Management Goals

INTEGRATED FOCUS AREA	MATERIAL ISSUE	ADMINISTRATIVE BODIES FOLLOWING THE PERFORMANCE INDICATOR	PRIMARY GOALS	SUB-GOAL	PERFORMANCE INDICATOR	2022 ACTUAL PERFORMANCE	2023 ACTUAL PERFORMANCE	2024 ACTUAL PERFORMANCE	PROGRESSION STATUS
GETTING STRONGER WITH OUR EMPLOYEES	Equality, Diversity and Inclusion	CEO, Country General Managers, CHRO	Raising awareness on Gender Equality and Awareness within the Company	Raising awareness within the Company on Gender Equality and Awareness	■ Employee Engagement Survey, DE&I Score (%)	N/A	N/A	81%	◀▶
	Equality, Diversity and Inclusion Ethics and Human Rights	CEO, Country General Managers, CHRO	Assuring that we provide equal pay for equal work through an independent institution every year	Equal Pay for Equal Work	■ Employee Gender Pay Ratio (%)	99.50%	99.99%	97.89%	◀▶
INCREASING OUR SOCIAL IMPACT	Social Investments and Impact	CEO, Country General Managers, Chief Corporate Communications and Affairs Officer	Gradually increasing the number of social investments by 2030	Amount of investment in social benefit projects	Amount of investment in social benefit projects	TRL 9.8 million	TRL 28.8 million	TRL 48.8 million	▲
				Number of employees participating in volunteering projects	Number of employees participating in volunteering projects	285	1,307	2,311	▲
				Developing our farmers' competencies in sustainable and regenerative agriculture	Number of Farmers Trained on Sustainable Agriculture ¹	250	500	550	▲



You can access the CCI Sustainability Targets and Progress through this link.

Our company's sustainability goals are based on the 2020 base year. Interim goals are still in progress. Our company does not disclose its annual goals publicly.

■ Does not include AB InBev Efes operations.

¹ Only Anadolu Efes Türkiye data is included.

▲ Increasing and positively developing data

▼ Data that needs improvement

◀▶ Data that remains stable



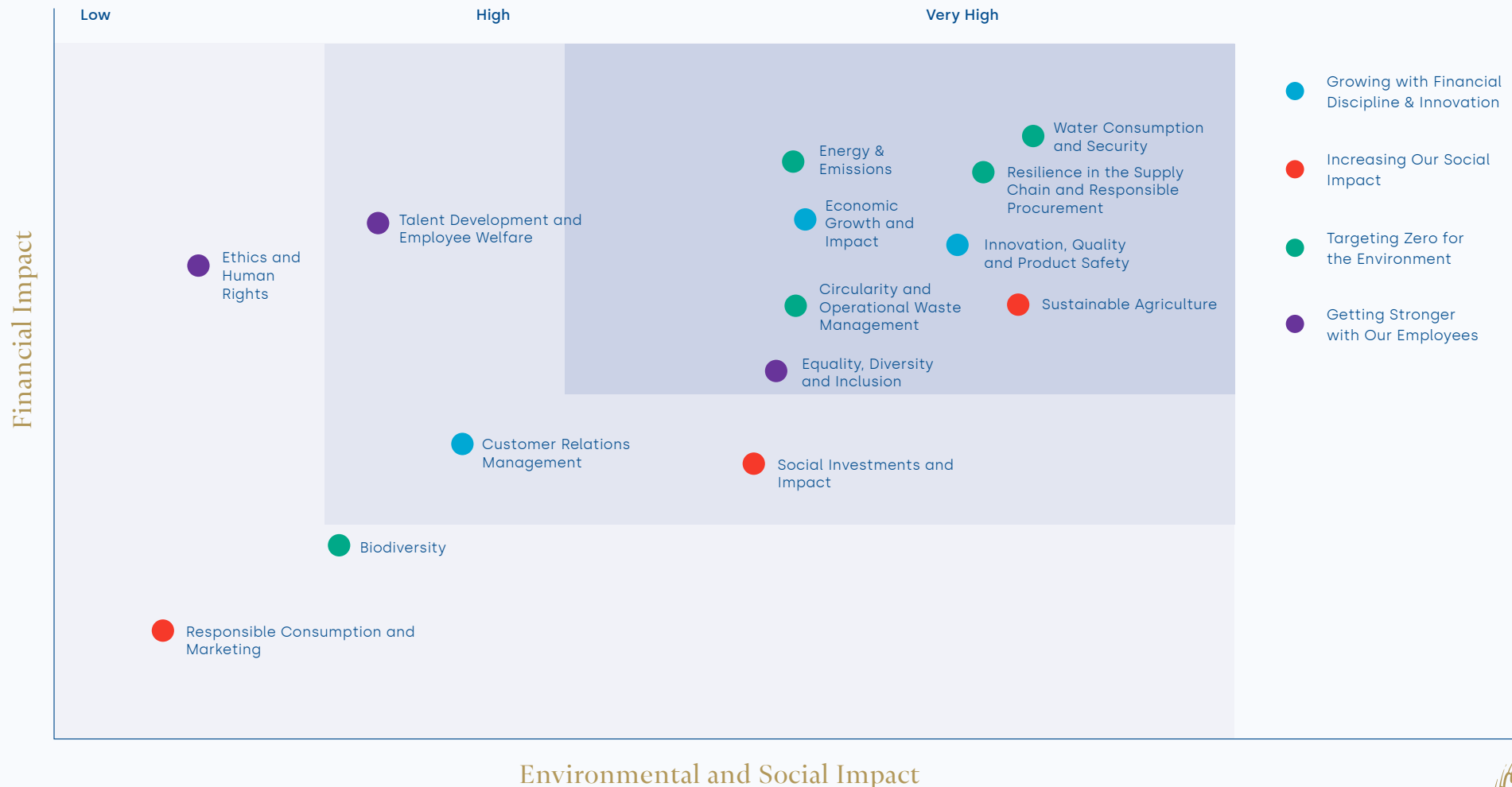


MATERIALITY ANALYSIS

This year, we reviewed our material issues in light of sectoral and megatrends, global risks and opportunities, our company's updated strategic perspective on key topics, and feedback from Reporting Matters. Taking stakeholder engagement into account and applying an impact-focused lens, we updated our materiality assessment accordingly. Within this integrated approach, we reorganized our 22 previously defined material issues under four main focus areas and consolidated them into 14 material issues.

"Water Consumption and Security", "Resilience in the Supply Chain and Responsible Procurement", "Innovation, Quality and Product Safety", "Sustainable Agriculture", "Energy & Emissions", "Equality, Diversity and Inclusion" and "Economic Growth and Impact" are categorized among our highest material issues. The remaining 6 material issues are positioned in high and low material issue categories in our materiality matrix.

MATERIALITY MATRIX





OUR INTEGRATED MINDSET ON MATERIAL ISSUES

Growing with Financial Discipline & Innovation

- Innovation, Quality and Product Safety
- Economic Growth and Impact
- Customer Relations Management



CAPITAL ELEMENTS



Getting Stronger with Our Employees

- Equality, Diversity and Inclusion
- Talent Development and Employee Welfare
- Ethics and Human Rights



CAPITAL ELEMENTS



Targeting Zero for the Environment

- Water Consumption and Security
- Resilience in the Supply Chain and Responsible Procurement
- Circularity and Operational Waste Management
- Energy & Emissions
- Biodiversity



CAPITAL ELEMENTS



Increasing Our Social Impact

- Sustainable Agriculture
- Social Investments and Impact
- Responsible Consumption and Marketing



CAPITAL ELEMENTS





INPUTS

FINANCIAL CAPITAL

- Consolidated**
 - Equity of **TRL 169.8 billion**
 - Total financial debt of **TRL 78.9 billion**
 - Capital expenditures amounting to **TRL 19.0 billion** (gross)
- Beer Group**
 - Equity of **TRL 58.9 billion**
 - Total financial debt of **TRL 28.9 billion**
- Capital expenditures amounting to **6.2 billion** (gross)
- Effective revenue management, accountable balance sheet and expense management capability
- Integrated risk management approach
- Financial impact perspective towards sustainability risks

MANUFACTURED CAPITAL

- 21** Breweries
- 5** Malteries
- 1** Hop Processing and **1** Preform Plant
- 52.3 million** hl of Beer, **403 thousand tons** of Malt Production Capacity
- Advanced logistics and distribution network

INTELLECTUAL CAPITAL

- R&D investments exceeding **TRL 61 million**
- A portfolio of **155** local brands spanning main and sub-brands
- 63** Brands with Production License and Sales Distribution Rights
- Support for the entrepreneurial ecosystem within the company and collaborations with start-ups.
- Comprehensive and effective distribution channel strategy with solid target audience insights
- Experienced field research team

SOCIAL AND RELATIONAL CAPITAL

- 29** social benefit projects and investments amounting to **TRL 48.8 million**
- Support for sustainable tourism, entrepreneurship, sustainable agriculture, culture, arts, and sports
- 5** social benefit projects aimed at creating environmental awareness
- 12,500** farmers working shoulder to shoulder
- Strong sales and supply network with **7,246** suppliers, **311** dealers and distributors
- Long-term, outstanding relationships with all stakeholders and effective collaborations

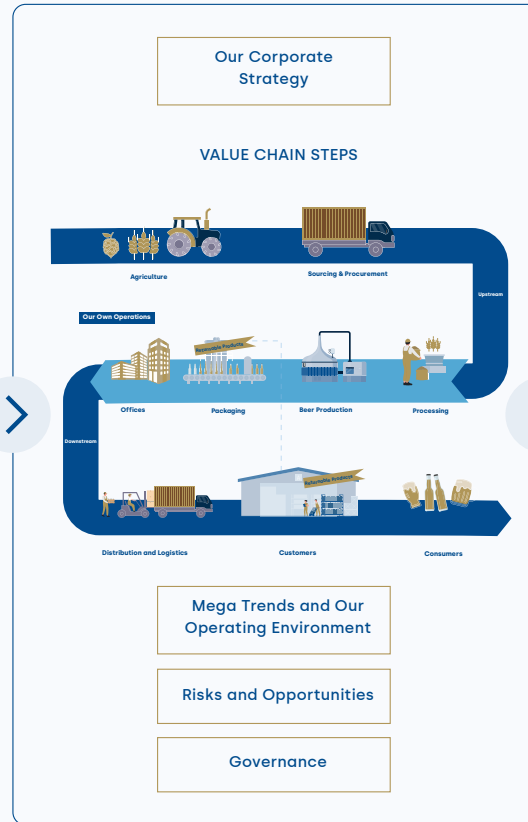
HUMAN CAPITAL

- A competent workforce with **8,918** employees
- Approximately **TRL 30.6 million** investment in industry and needs-focused employee development and training programs
- Equal work environment supported by our Diversity and Inclusion Policy
- Work practices that prioritize employee health, safety, and well-being
- Fair and performance-based rewarding and fringe benefits system

NATURAL CAPITAL

- Projects aiming efficiency and a gradual transition to renewable energy to reach the net zero target
- Total energy consumption of **1,578,862 mwh**, **25.50%** of which is electricity
- 4.8 million m³** water consumption, location-based water stress risk measurement
- Circular economy approach structured by zero waste perspective
- Sustainable packaging projects
- Sustainable supply chain and local procurement

VALUE CREATION MODEL



You can access the CCI Value Creation Model here and through page 63 of the CCI Integrated Annual Report 2024.

VALUE CREATED

Growing with Financial Discipline & Innovation

- Consolidated**
 - Free Cash Flow of **TRL 2.6 billion**
 - Net Profit of **TRL 13.1 billion**
 - 0.9%** increase in Sales Volume
 - Net Debt Leverage Ratio of **0.6x**
- Beer Group**
 - Free Cash Flow of **TRL 6.1 billion**
 - Net Profit of **TRL 7.3 billion**
 - 8.4%** increase in Sales Volume
 - Net Debt Leverage Ratio of **-0.1x**

- In total**
 - 41%** increase in share value as of the end of the year
 - Corporate tax paid: **TRL 7.1 billion**
 - Market Capitalization of **TRL 113.4 billion**
 - Indexed gross dividends of **TRL 1.7 billion**
 - Efficient and accurate spending methodology for ensuring customer satisfaction and reaching the market
 - High brand value attained through industry leadership and strong market share
 - 77** new products launched and **76** improved products
 - Presenting innovative products through Anadolu Efes Innovation Workshop
 - 72** start-ups supported or collaborated with

Targeting Zero for the Environment

- 13%** emission reduction per beer production through projects with greenhouse gas mitigating effects
- 10.7 Mwp** capacity solar power investment
- Total wastes recycling or reuse rate of **99%**
- Contribution to the circular economy by upcycling brewer's spent grain
- 93%** local procurement

Increasing Our Social Impact

- Reaching out to **more than 78 million** people with social benefit projects
- TRL 69,799,501,155** payment to local suppliers
- Training provided to **550** farmers and seed support provided to **6,408** farmers focused on sustainable agriculture
- 19** events in approximately **14** cities through Mavi Sahne
- Support for underwater biodiversity with the "+1 Breath to the Sea" project
- Good scores in national and global sustainability indexes

Getting Stronger with Our Employees

- Low employee turnover rate, **2.81%** high potential and **9%** voluntary employee turnover rate
- Employee engagement rate **80%**
- Solid and long-term career planning for employees
- Youth employment rate of **48%** among the **1,870** newly hired employees
- The rate of filling open positions with internal candidates is **31%**
- 31%** female employees, **40%** female 'representation in management (%)
- 97.89%** gender pay equality in accordance with the company's remuneration policy





WE GROW WITH FINANCIAL DISCIPLINE AND INNOVATION

As Anadolu Efes, we aim for sustainable growth by maintaining financial discipline and fostering innovation. While strengthening our business model through global-scale investments, we also enhance operational efficiency through digital transformation projects. In this context, we prioritize increasing revenues above inflation, generating free cash flow, and reducing debt. At the same time, we make our business processes more efficient through digital tools such as AI-powered forecasting methods and robotic process automation (RPA).

Throughout 2024, we maintained our financial strength, placed innovation at the core of our business processes, and continued to contribute to sustainable growth.



OUR POLICIES

- Dividend Policy
- Disclosure Policy



OUR HIGHLIGHTED PERFORMANCE IN 2024

- In 2024, our R&D investments exceeded TRL 61 million, representing approximately 0.1% of our total sales. 1% of our R&D expenses are environment friendly expenditures.
- In 2024, we launched 77 new products that directly addressed evolving consumer expectations, while also enhancing 76 existing products in our portfolio with significant improvements.
- We have taken innovative steps that will further strengthen our portfolio by launching a total of 77 new products, including 22 new brands, and packaging innovations.
- In 2024, we increased the number of startups we supported by 44%, reaching 72 startups. 65% of these startups created social value and 72% consisted of innovative projects focused on environmental value. Thanks to these supports, we further had the opportunity to reach 23 women entrepreneurs.
- As of 2024, we allocated approximately TRL 212 million to our digitalization and information technology investments.





Summary of Our Performance¹

		OUR PERFORMANCE			GOALS
MATERIAL ISSUES	STRATEGY & INDICATORS	2022	2023	2024	
Economic Growth and Impact	Free Cash Flow (TRL million)	-	7,175.7	6,133.8	<ul style="list-style-type: none"> Creating economic value for our shareholders by optimizing shareholder value and ensuring that at least 40% of our distributable profit to be distributed as cash dividends and/or bonus shares Maintaining our solid financial performance by maximizing free cash flow and reaching a 1x-2x net debt/EBITDA ratio To increase the share of our innovation-focused projects in the annual total revenue each year by implementing innovative product and packaging innovations in order to meet consumer expectations in the best way.
	EBITDA (BNRI) (TRL million)	-	15,406.9	14,223.7	
	Anadolu Efes Market Capitalization (TRL billion)	-	80.5	113.4	
	Net Sales Revenue (TRL million)	-	83,744.8	92,180.3	
	Net Profit (TRL million)	-	17,749.0	7,314.8	
	Corporate Tax Paid (billion TRL)	-	2.3	2.4	
Innovation, Quality and Product Safety	Beer Production Capacity (million hl)	52.2	51.8	52.3	
	Malt Production Capacity (thousand tons)	403	403	403	
	R&D expenditures (TRL)	> 22,000,000	> 47,000,000	>61,500,000	
	Number of New and Improved Products	85	115	77	
	Sales Volume (million hl)	34.0	35.7	38.7	
Customer Relations Management	Number of Dealers and Distributors ²	298	315	311	
	Dealer and Distributor Satisfaction Rate (%) ³	90.4%	89%	87%	

¹ Above data are figures specific to the Beer Group, unless otherwise stated.

² Covers the number of dealers in the countries where we operate.

³ Represents Anadolu Efes Türkiye dealer satisfaction rate.





INCREASING OUR SOCIAL IMPACT

We perceive social investments as the fundamental elements of long-term sustainable development, and we improve our impact every year in this regard. While directly contributing to economic growth and employment in the countries where we operate, we develop strategic projects aligned with our key focus areas. Through the programs we implement in areas such as sustainable tourism, sustainable agriculture, environmental awareness, responsible consumption, culture and arts, and sports, we strengthen our ecosystem, support local development, and work to contribute to gender equality. In addition to the social investment projects we carried out in 2024, we also fulfilled our corporate citizenship responsibilities through donation activities. By 2030, we aim to further increase our social investments and impact in collaboration with all our stakeholders.



OUR POLICIES

- Donation and Grant Policy
- Responsible Marketing and Communication Policy



OUR HIGHLIGHTED PERFORMANCE IN 2024

- Through 29 social impact-focused projects, we invested over 48 million TL and reached approximately 78 million people.
- As Anadolu Efes Beer Group, we donated TRL 7.3 million in 2024.
- With a focus on Sustainable Tourism, we invested over 4 million TL across two projects, reaching around 1.55 million people.
- We reached 12,500 farmers by investing over 8 million TL in four projects focused on sustainable agriculture.
- Focusing on Culture and Arts, we carried out four projects with an investment of over 7 million TL, reaching approximately 14,000 people.
- We carried out 13 different projects with 2,311 Anadolu Efes volunteers.
- We reached 32 million people through campaigns carried out as part of our responsible consumption projects.





Summary of Our Performance

		OUR PERFORMANCE			GOALS
MATERIAL ISSUES	STRATEGY & INDICATORS	2022	2023	2024	
Social Investments and Impact	Number of Social Benefit Projects Implemented Throughout the Year	26	36	29	<ul style="list-style-type: none"> We will increase the amount of our social investments and the social impact we create in cooperation with all our stakeholders and with our long-term perspective.
	Number of People Reached Out through Social Benefit Projects	64,390,048	> 159,000,000	>78,000,000	
	Amount Invested in Social Benefit Projects Throughout the Year	9.8 TRL million	28.6 TRL million	48.8 TRL million	
	Number of volunteers	-	1,307	2,311	
Sustainable Agriculture	Amount Invested in Sustainable Agriculture	450,000 TRL	30,000,000 TRL	8,806,000 TRL	
	Amount of Seeds Distributed ¹	3,401	5,219	6,408	
	Number of Farmers Trained on Sustainable Agriculture ²	250	500	550	
Responsible Consumption and Marketing	Number of People Reached Out through Responsible Consumption Projects	> 55 million	> 55 million	> 32 million	

¹ Only Anadolu Efes Türkiye data is included.

² Sustainable agriculture trainings are provided only in Anadolu Efes Türkiye operations.





TARGETING ZERO FOR THE ENVIRONMENT

As Anadolu Efes, in line with our Environmental Policy, we aim to achieve net-zero emissions across our operations by 2030. We are reducing our carbon footprint through energy efficiency projects and investments in renewable energy. Within the scope of our Water and Energy Policy, we are implementing advanced treatment and recovery technologies to minimize water consumption and use resources efficiently. We develop projects to reduce our water footprint and promote the circular use of water.

As part of our circular economy approach, we are increasing the use of sustainable packaging, improving waste management, and promoting the use of recyclable materials in our packaging choices. We prioritize the protection of biodiversity and support sustainable practices in agricultural production.

In line with our Supplier Code of Conduct, we adopt responsible procurement processes by working with suppliers who comply with environmental and ethical standards. By ensuring that our suppliers align with our sustainability policies, we are building a nature-conscious business model.



OUR POLICIES

- Environmental Policy
- Water and Energy Policy
- Code of Conduct for Suppliers



OUR HIGHLIGHTED PERFORMANCE IN 2024

- We have invested over TRL 33.7 million in these projects that will provide direct and indirect energy savings.
- With our newly launched and ongoing projects that were started last year, we achieved 8,303 MWh of energy efficiency and reduced 3,500 tons of CO₂e emissions in 2024.
- 10.7 MWp solar energy investment in Konya is still in progress and once completed we aim to reduce CO₂e emissions by 6,500 tons per year.
- We launched 10 new projects focused on water efficiency and made direct and indirect investments in water efficiency totaling nearly 16 million TL.
- With new projects and ongoing projects that started last year, we saved 100,529 m³ of water in 2024.
- We realized 13 new sustainable packaging projects. With these projects we reduced 755 tons of CO₂e emissions.
- With new projects and ongoing projects that started last year, we saved TRY 3 million in 2024.





Summary of Our Performance

		OUR PERFORMANCE			GOALS
MATERIAL ISSUES	STRATEGY & INDICATORS	2022	2023	2024	
Energy & Emissions	Scope 1 Emissions (tons CO ₂ e)	216,351	217,090	243,710	<ul style="list-style-type: none"> Achieving net zero target in our own operations by 2030 Reducing the water consumption per beer production in our breweries by 10% by 2025, compared to 2020, concerning our operations in Türkiye, Kazakhstan, Moldova and Georgia Reducing the water consumption rate in our operations in Türkiye, Kazakhstan, Moldova and Georgia to 2.7 hl/hl by 2035 To send zero waste to landfill in all malt and beer operations by 2030
	Scope 2 Emissions (tons CO ₂ e)	137,338	132,912	87,466	
	Renewable Energy Use (mhw)	237,201	170,323	177,414	
Water Consumption and Security	Water Consumption (m ³)	2,891,699	4,989,937	4,877,782	
	Water Intensity in Beer Production (hl/hl) ¹	4.38	4.17	4.17	
Circularity and Operational Waste Management	Total Waste (tons)	544,700	520,351	588,702	
	Recycled/Reused Waste Ratio (%)	99	99	99	
	Recycled Cardboard Packaging Rate (%)	50-90	80-100	90	
Resilience in the Supply Chain and Responsible Procurement	Agricultural Raw Material Procurement Rate from Areas at High Risk of Water Stress (%) ¹	-	76	73	
	Local Procurement Rate (%)	94	93	93	
Biodiversity	Number of Biodiversity Focused Projects	1	1	4	

¹ Does not include AB InBev Efes operations.





GETTING STRONGER WITH OUR EMPLOYEES

At Anadolu Efes, we consider our employees our most valuable asset and invest in their development, well-being, and engagement. We embrace equal opportunity as a fundamental principle and strive to create a fair and inclusive work environment for all. We develop projects aimed at increasing the employment of women and ensure equal opportunities in recruitment and career development processes. To support the professional growth of our employees, we offer various training and talent management programs and carry out projects that introduce innovative business practices. We consider workplace health and safety one of our top priorities and operate with a zero-accident goal. We regularly measure employee engagement, value their feedback, and incorporate their ideas and suggestions into our evaluation processes. We grow stronger together with our employees and continue to move our company forward with their contributions.



OUR POLICIES

- Equality, Diversity and Inclusion Policy
- Gender Equality Policy on the Board of Directors
- Human Rights Policy
- Human Resources Policy
- Indemnity Policy
- Compensation Policy
- Anadolu Efes Code of Business Conduct and Ethics
- Anadolu Efes Working Principles



OUR HIGHLIGHTED PERFORMANCE IN 2024

- In 2024, employees under the age of 30 represented 19% of our workforce.
- In 2024, we provided a total of 148,015 hours of training and 16.6 hours of training per employee.
- Our total investment for employee development and training reached TRY 30,655,268 while we spent TRY 3,437 per employee.
- Our employee engagement rate was 80%.
- We provided 45,161 hours of OHS training to a total of 4,781 employees.
- We provided 8,739 hours of business ethics training to 5,234 employees, providing 1.7 hours of training per employee.





Our Summary Performance

PRIORITY MATTERS	STRATEGY & INDICATORS	OUR PERFORMANCE			TARGETS
		2022	2023	2024	
Equality, Diversity, and Inclusion	Number of Employees	8,302	8,218	8,918	<ul style="list-style-type: none"> Increasing the percentage of female employees from 30% to 51% by 2030 Maintaining a high gender pay equality rate Achieving zero workplace accidents and occupational diseases Filling 100% of entry-level positions with GYP Reducing the turnover rate of high-potential employees
	Women Employee Ratio (%)	30	30	31	
	Women Manager Ratio (%)	40	40	40	
	Rate of Senior Women Executives (%)	40	41	42	
	Gender Employee Pay Ratio (%)	99.50	99.90	97.89	
	Percentage of Entry Positions Filled through the Young Talent Program (GYP) (%)	100	100	100 ¹	
Talent Development and Employee Well-being	Number of Accidents	113	113	135	
	OHS Training Per Employee	8.48	9.22	9.4	
	Amount of Investment Made for Talent Development (TRL)	9,934,207	12,700,000	30,655,268	
	Training Given to Employees (Person*Hour)	62,372 ²	141,865	148,014	
	Net Employee Engagement Score (%) ²	76,5	78	80	
	Employee Turnover Rate (%)	8	12	13	
Ethics and Human Rights	Hours of Ethics Training Given to Employees (Person*Hour)	713	3,908	8,739	

¹ Only 3-year rate is given for Türkiye.

² AB InBev Efes operations are not included.





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