

A low-angle, upward-looking photograph of a group of people holding beer bottles in a toast. The people are smiling and looking towards the center. The background is a clear, bright blue sky. The text is overlaid in the center of the image.

**1Q2026
INVESTOR
PRESENTATION**

**ANADOLU
EFES**

IMPORTANT DISCLAIMER REGARDING TAS29

As stipulated by the decree of the Capital Markets Board, the financial statements for 1Q2026 have been presented in accordance with TAS29 (Turkish Accounting Standard 29: Financial Reporting in Hyperinflationary Economies), and retrospective adjustments have been made for prior periods in alignment with the same standard.

In this presentation, certain financial items and metrics may be presented without inflation adjustment in order to ensure comparability with previous quarters and to facilitate analysis of our performance. It is important to note that the financials presented without the impact of TAS 29 are unaudited.

Unless explicitly stated otherwise, all financial information disclosed in this presentation are presented in accordance with TAS 29.

FORWARD-LOOKING STATEMENTS

This presentation may contain certain forward-looking statements concerning our future performance and should be considered as good faith estimates made by the Company. These forward-looking statements reflect management expectations and are based upon currently available data. Actual results are subject to future events and uncertainties, which could materially impact the Company's actual performance.

WHO WE ARE

**ANADOLU
EFES**





ANADOLU GROUP

1950

Founded

~100

Production facilities

+100.000

Employees

6

Million m²

Production and sales-
distribution area

8

Sectors

Beer, Soft Drink, Retail,
Agriculture, Automotive,
Stationary, Energy and
Healthcare

100+

Export countries

6

Companies listed on
Borsa Istanbul

TL 707 bn

Revenue in FY2025

TL 69 bn

EBITDA in FY2025

ANADOLU
EFES

ANADOLU EFES: A LEADING BREWER & BOTTLER WORLDWIDE



10¹ Breweries in 5¹ Countries



**36 Soft Drink Facilities
in 12 Countries**



**Europe's 5th
World's 10th
Largest Brewer²**



**One of the largest
Coca-Cola Bottler**



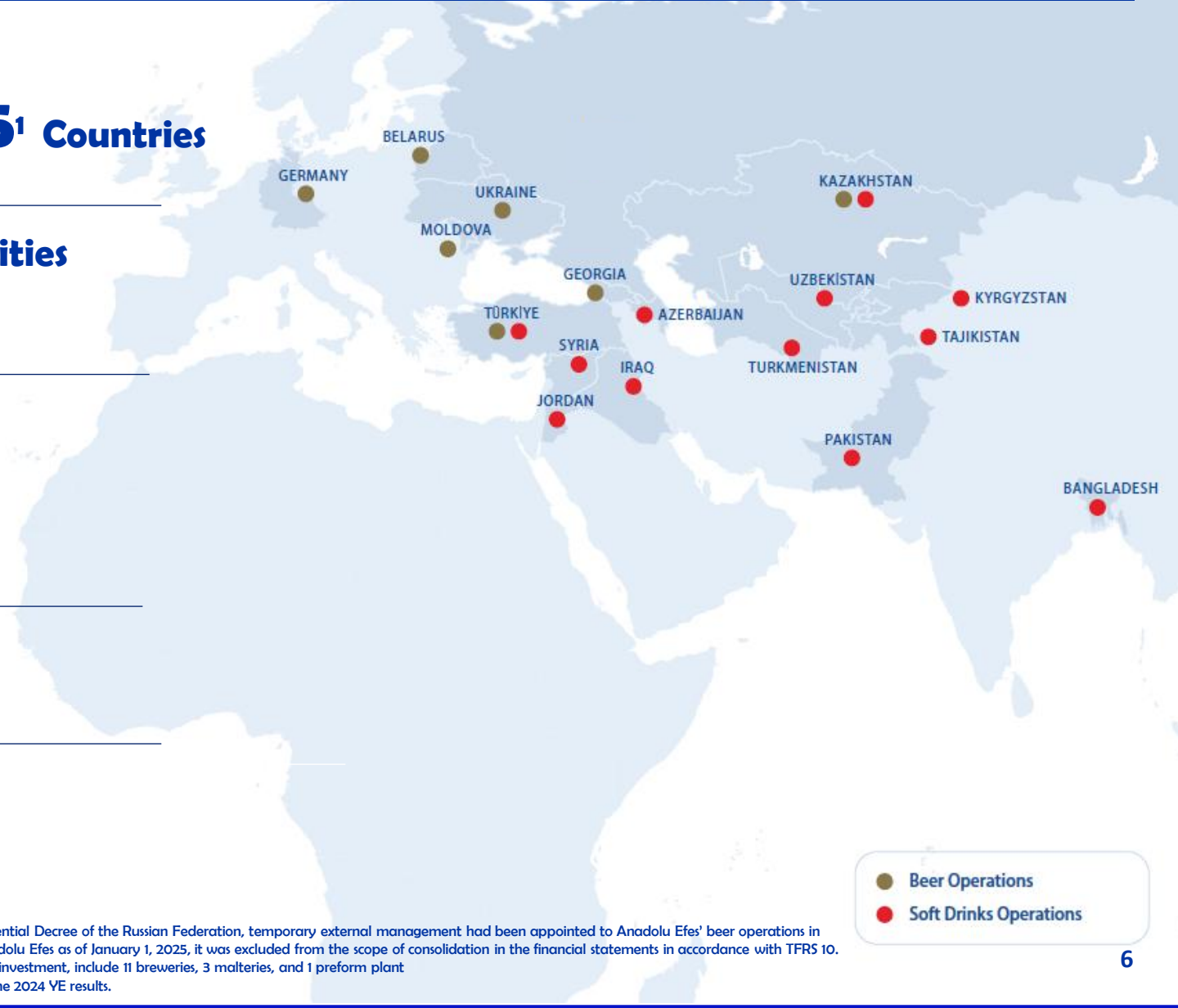
43% Anadolu Group

24% AB InBev

33% Publicly Traded

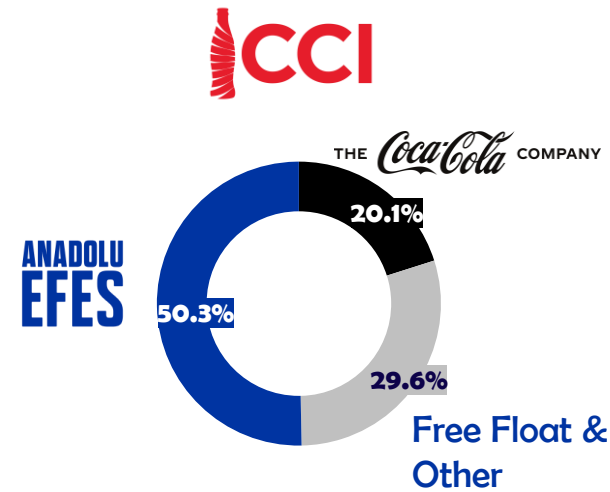
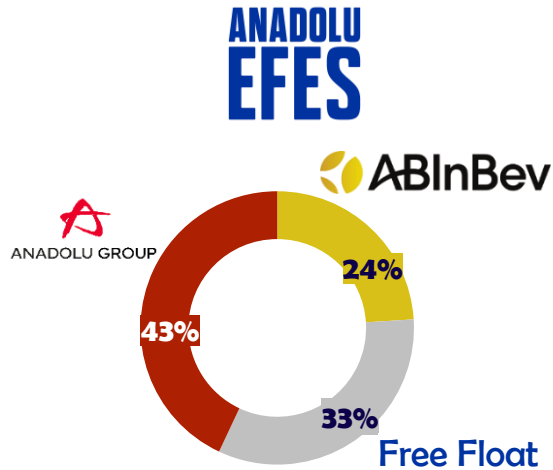
1 On December 30, 2024, it was announced that, pursuant to a Presidential Decree of the Russian Federation, temporary external management had been appointed to Anadolu Efes' beer operations in Russia. Although the Russian operations formally remained under Anadolu Efes as of January 1, 2025, it was excluded from the scope of consolidation in the financial statements in accordance with TFRS 10. Anadolu Efes' operations in Russia, which are monitored as a financial investment, include 11 breweries, 3 malteries, and 1 preform plant

2 Barth Report 2024-2025, information has been provided based on the 2024 VE results.



● Beer Operations
● Soft Drinks Operations

OWNERSHIP STRUCTURE & SUBSIDIARIES



BEER OPERATIONS¹

Türkiye Kazakhstan
 Moldova Georgia
 Ukraine



SOFT DRINK OPERATIONS

Türkiye Azerbaijan
 Kazakhstan Kyrgyzstan
 Jordan Pakistan
 Iraq Uzbekistan
 Syria Turkmenistan
 Tajikistan Bangladesh



¹ On December 30, 2024, it was announced that, pursuant to a Presidential Decree of the Russian Federation, temporary external management had been appointed to Anadolu Efes' beer operations in Russia. Although the Russian operations formally remained under Anadolu Efes as of January 1, 2025, it was excluded from the scope of consolidation in the financial statements in accordance with TFRS 10

ANADOLU EFES BEER GROUP: BREWING QUALITY ACROSS 5¹ COUNTRIES



Operations in **5¹** countries



90+ brands



Exports to **~70** countries



10 breweries



2 malteries



1 hop processing facility



8.000+ employees



200+ distributors



13.0mhl sales volume



\$1.3bn net sales revenue



Operations in **Türkiye, Moldova, Kazakhstan, Georgia, Ukraine**

THE 10th LARGEST BREWER IN THE WORLD

Our journey, which started in Turkiye in 1969 with the dreams of two entrepreneurs, continues today as the 10th largest brewer in the world and the 5th largest in Europe.

With our pioneering and innovative approach to brewing, which we bring to the world, we generate more than two-thirds of our sales revenue from international markets.

Partnerships with global brands



KEY PILLARS OF OUR SUCCESS



Strong Local Brands With High Consumer Loyalty



Strategic Global Partnerships (AB InBev, Molson Coors, WG&S)



Diverse Beer Portfolio Across All Segments



Disciplined Financial Management



Strong Market Positions Across All Operations



Robust Sustainability Programs



Strong Distribution Network And Export Expansion



Highly Engaged Employees

VISION AND STRATEGIC ROADMAP



Our vision is to be the fastest growing beverage company with most loved brands that craft joy for consumers while enriching communities.



Our purpose is to bring consumers, customers and our ecosystem together around our best quality products with joy and responsibility. We aim to foster a progressive community while honoring social life, striving for sustainability and cherishing a workplace where our people bring their best and feel dedication.



Our values guide reflects how we, as a company, embody our shared principles in every decision we make and action we take each day.

We are
Passionate
in all we do

We are
Agile
in the face of change

We are
Collaborative
to grow together

We are
Accountable
of what we do.

We are
Fair
in all our decision
& actions

WHAT WE DO

**ANADOLU
EFES**



STRATEGIC CORE 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

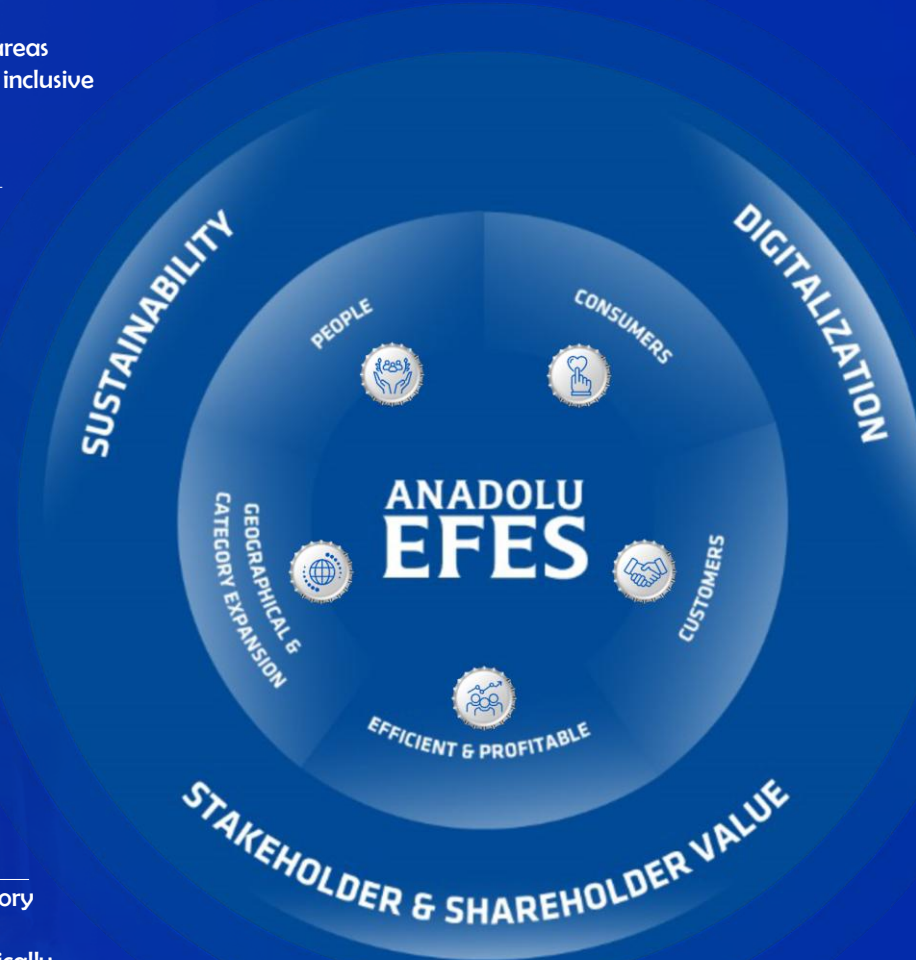
EFFICIENT & PROFITABLE

- 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**



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

KEY GROWTH STRATEGIES FOR BUILDING THE FUTURE



WHERE WE ARE HEADING NEXT



GROW THE CORE

- Improve **premium leadership**
- Revamp **core brands**
- Enhance **PRGM**
- Transform Supply Chain**
- Accelerate **Growth Through Digital**
- Decarbonize Value Chain**



EXPAND

- Expand geographically**



NEW BUSINESSES

- Spread **adjacent category expansions** to all operations
- B2B/C Marketplace**
- Invest in relevant **start-ups**

STRENGTHENING OUR FUTURE WITH FINANCIAL FOCUS



CASH MANAGEMENT

Ensure liquidity for operations and accelerate dividend streams

Focus on FCF

Maintain successful Working Capital levels



DEBT MANAGEMENT

Maintain long term sustainable leverage target of 1.0X - 2.0X

Diversify debt structure and extend liquidity



RISK MANAGEMENT

Manage FX and commodity exposure

Use Working Capital and receivable guarantee solutions

Supplier base expansion and diversification



EXPENSE MANAGEMENT

Zero Based Budgeting

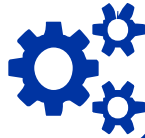
Cautious and Smart Spending Culture

DRIVING GROWTH & VALUE THROUGH STRATEGIC CAPITAL ALLOCATION



Invest in

Brands, Innovation, Product Diversification, Market Development, Digitalization and Production Capacity



Maintain

Healthy balance sheet by keeping Net Debt / EBITDA btw 1.0x – 2.0x



Maximize

Shareholder value through dividends with high yield



Expand

Into new geographies through inorganic expansion & exports

OPERATIONAL OVERVIEW

ANADOLU
EFES



LOW PER CAPITA CONSUMPTIONS HIGHLIGHT GROWTH POTENTIAL



AEFES PERFORMANCE IN 1Q2026

- + Solid volume growth of 5%;**
led by **soft drink & international beer**
- + Robust topline performance in AEFES;**
driven by volume growth and pricing
- + EBITDA margin improvement in AEFES;**
supported by strong topline & disciplined OPEX spending
- + Free Cash Flow improved y-o-y;** across both segments
- + Consolidated Net Debt to EBITDA(BNRI) of 1.3x**
- + An important step** in Beer Group's localization strategy;
Uzbekistan

	<u>Anadolu Efes</u>	<u>Beer Group</u>
NET REVENUE	TL62.4bn (+7.6%)	TL9.4bn (-8.4%)
EBITDA BNRI %	13.6% (+433bps)	-8.1% (-190bps)
NET INCOME	TL2,010mn (-TL248mn)	TL -327mn (-TL1,565mn)
FREE CASH FLOW	TL -7,290mn (TL14,736mn)	TL -6,919mn (TL 2,492mn)

BEER GROUP OPERATIONS IN 1Q2026

- Consolidated beer volume reached 2.1 mhl in 1Q2026, down by 9.6% y-o-y
 - **Türkiye beer volume** at 0.8 mhl in 1Q2026; declined by 20% y-o-y
 - **International beer volume** at 1.3 mhl in 1Q2026; down by 1.6%
 - Up by 3.2%; excluding Georgia export restructuring
 - Supported by solid CIS operations' performance

TURKIYE BEER HIGHLIGHTS



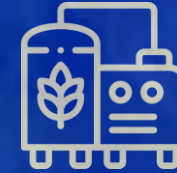
Population:

88 Million¹



Production Facilities:

3 Breweries
2 Malteries
1 Hops Processing Facility



Production Capacity:

7.1 mhl Brewing
115 000 Tons Malt



Main Brands:

Efes Pilsen, Efes Malt,
Bomonti, Miller, Bud, Becks



Market Size & Per Capita:

12.4 mhl market size²
14 liters per capita consumption²



Market Share:

Market Leadership³

TURKIYE BEER OPERATIONS IN 1Q2026

- Soft start to the year in 1Q2026
 - Market decline of double-digits with less discretionary spending
 - Adverse weather conditions & softer demand during Ramadan
 - Temporary pressure in volumes to decrease inventory levels before Efes Family Uplift

Efes Family Uplift

- New era for Efes Family through bold transformation
- Improved liquid after extensive testing
- Modernized packaging
- Clear portfolio navigation

KAZAKHSTAN BEER HIGHLIGHTS



Population:

21 Million¹



Production Facilities:

2 Breweries



Production Capacity:

2.5 mhl Brewing



Main Brands:

Efes Pilsener, Kruzhdka Svezhego, Karagandinskoe, Zhigulevskoe, SlavnaPraga, Bremen



Market Size & Per Capita:

6.0 mhl market size²
29 liters per capita consumption²



Market Share:

Clear Market Leadership³

**ANADOLU
EFES**

¹ United Nations

² Globaldata

³ Nielsen Jan-Dec 2025, Avg

GEORGIA BEER HIGHLIGHTS



Population:

4 Million¹



Production Facilities:

1 Brewery



Production Capacity:

1.7 mhl Brewing and Soft Drink Production



Main Brands:

Efes, Lowenbrau, Natakhtari, Kasris, Karva, Natakhtari CSD



Market Size & Per Capita:

1.4 mhl market size²
37 liters per capita consumption²



Market Share:

Clear Market Leadership³

MOLDOVA BEER HIGHLIGHTS



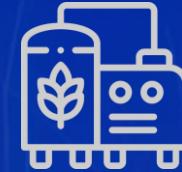
Population:

3 Million¹



Production Facilities:

1 Brewery



Production Capacity:

1.6 mhl Brewing and Soft Drink Production



Main Brands:

Efes, Chisinau, Finch, Kozel, Timisoreana, Jigulevskoe Bocikovoe



Market Size & Per Capita:

0.9 mhl market size²
26 liters per capita consumption²



Market Share:

Clear Market Leadership³

UKRAINE BEER HIGHLIGHTS



Population:

39 Million¹



Production Facilities:

3 Breweries

Production halted in 2
breweries²



Production Capacity:

7.1 mhl Brewing



Main Brands:

Corona, Stella Artois, Kozel,
PovnaDizhka, Bile, Chernigivske,
Yantar

INTERNATIONAL OPERATIONS IN 1Q2026

- **Kazakhstan** grew low-single digit in 1Q2026; 4th consecutive quarters of growth
 - Solid demand during the quarter despite Ramadan
 - Premiumization & continued KEG focus

- **Georgia** down mid-teens in 1Q2026; excluding restructuring up by low-twenties
 - Expansion in modern trade channel
 - Successful momentum in CSD business

- **Moldova** up low-to-mid-single digit in 1Q2026
 - Cycling a solid growth in 1Q2025
 - Well-balanced brand portfolio with successful launches

SOFT DRINKS HIGHLIGHTS



Population:

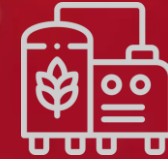
Over 600 Million



Production Facilities:

36 Bottling Plants

3 Fruit Processing Plants



Production Capacity:

2.1 bn Unit Case



Main Brands:

Coca-Cola, Fanta, Sprite,
Schweppes, Fusetea, Cappy,
Damla, Monster, Costa



Sales Volume:

1.6 bn Unit Case



Market Share:

Strong #1 or #2 positions

SOFT DRINKS OPERATIONS IN 1Q2026

- **Consolidated volume increased by 6.9% in 1Q2026**
 - Strong growth in Central Asia
 - Resilient performance in Türkiye and Pakistan
- **Türkiye volume increased by 1.4%**
 - Cycling a strong base of 8.4%
 - Shift toward higher value categories
- **International volume grew by 9.6%**
 - **Kazakhstan and Uzbekistan** delivered robust growth of 11.0%, 40.7% respectively
 - **Pakistan** up slightly by 0.2%
 - **Iraq** declined 1.8%



FINANCIAL PERFORMANCE

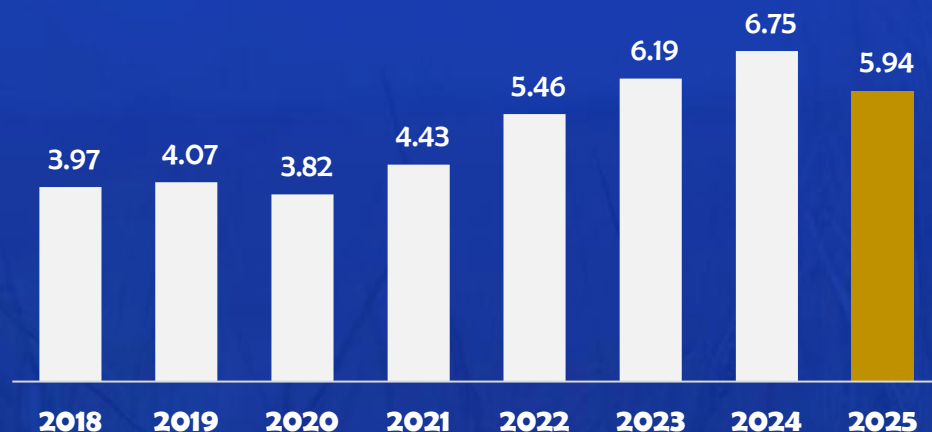
ANADOLU
EFES



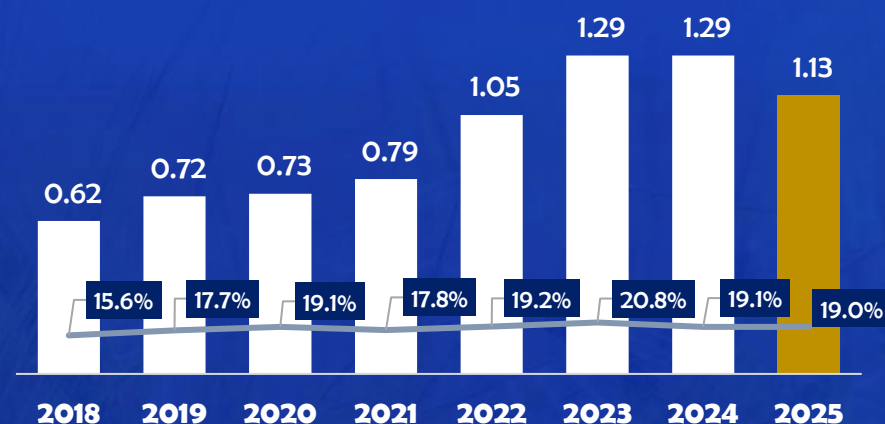
ANADOLU EFES HISTORICAL FINANCIAL PERFORMANCE

Without TA\$29

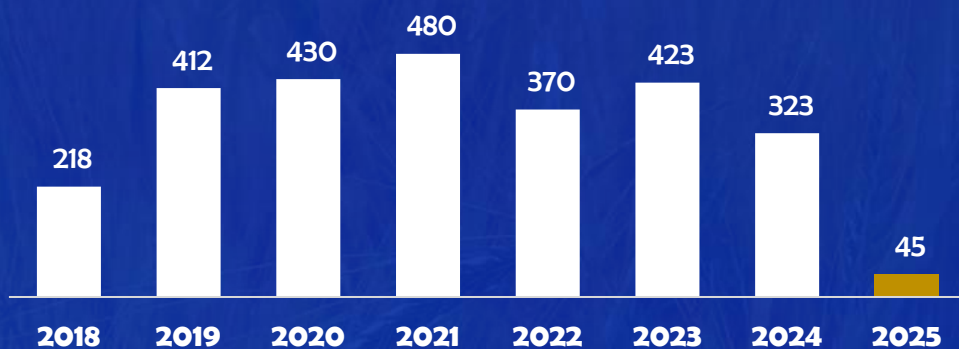
Net Revenue (\$bn)



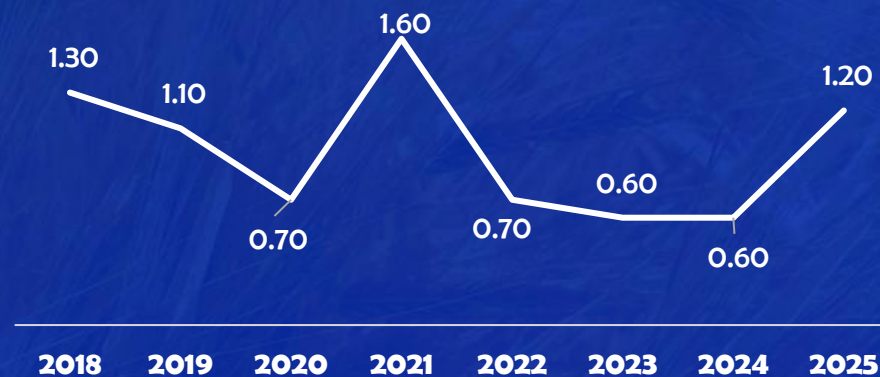
EBITDA (BNRI) (\$bn)



FCF (\$mn)



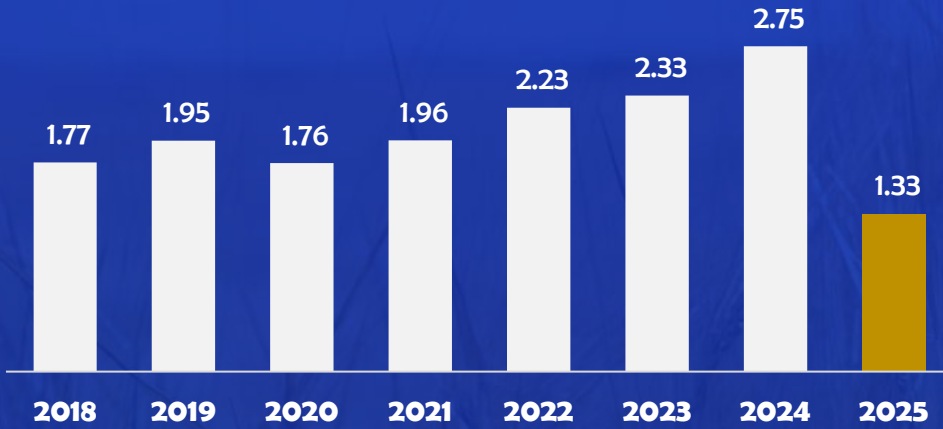
Net Debt / EBITDA (BNRI)



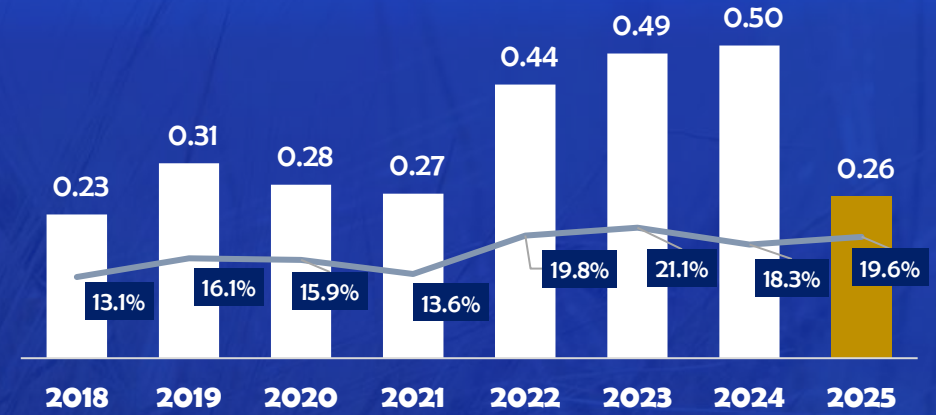
BEER GROUP HISTORICAL FINANCIAL PERFORMANCE

Without TA\$29

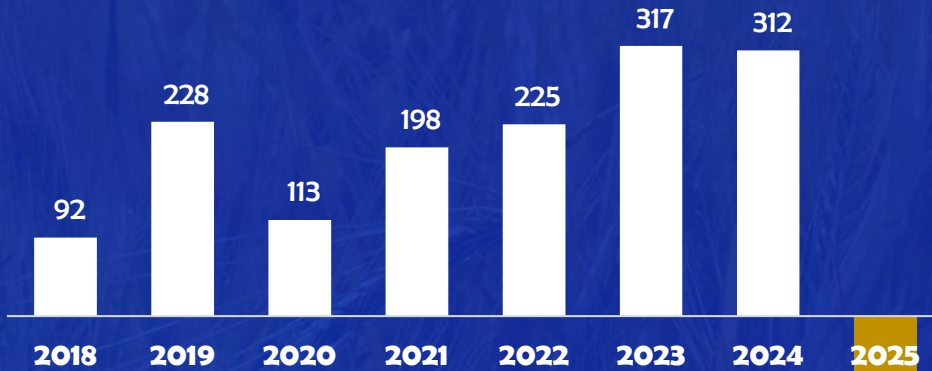
Net Revenue (\$bn)



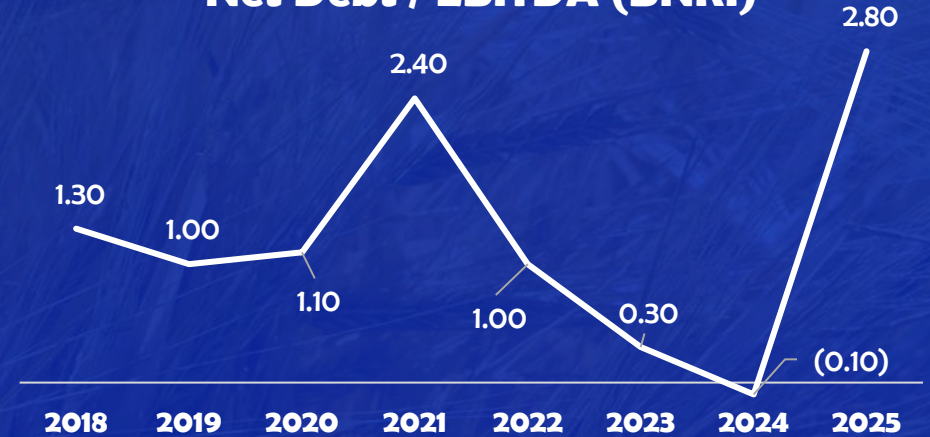
EBITDA (BNRI) (\$bn)



FCF (\$mn)



Net Debt / EBITDA (BNRI)



KEY FINANCIALS IN 1Q2026

Anadolu Efes

mTL	1Q2025	1Q2026	Change %
Sales Revenue	58,033	62,425	7.6%
Gross Profit	18,417	22,373	21.5%
EBITDA (BNRI)	5,402	8,514	57.6%
Net Income/(Loss)*	2,258	2,010	-11.0%
Free Cash Flow	-22,025	-7,290	66.9%
Gross Profit Margin %	31.7%	35.8%	410 bps
EBITDA BNRI Margin %	9.3%	13.6%	433 bps
Net Income Margin %*	3.9%	3.2%	-67 bps

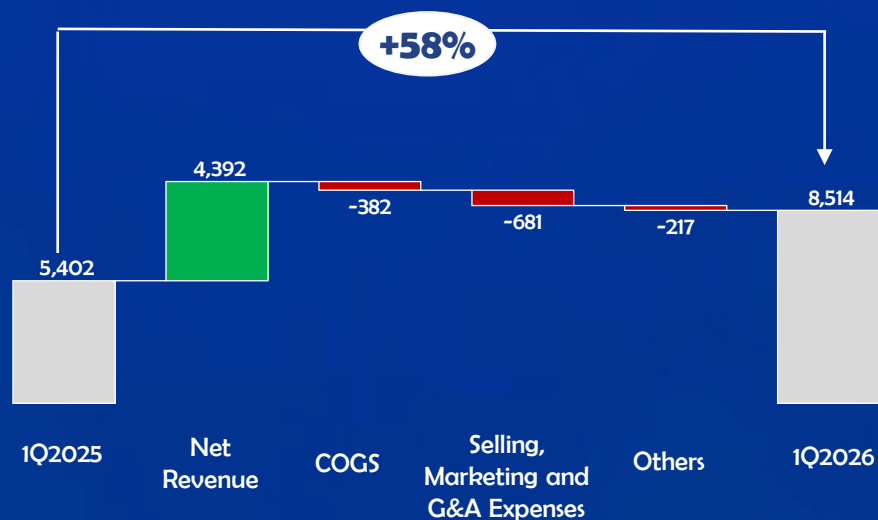
Beer Group

mTL	1Q2025	1Q2026	Change %
Sales Revenue	10,275	9,411	-8.4%
Gross Profit	4,145	3,383	-18.4%
EBITDA (BNRI)	-636	-761	-19.7%
Net Income/(Loss)*	1,238	-327	n.m.
Free Cash Flow	-9,411	-6,919	26.5%
Gross Profit Margin %	40.3%	35.9%	-440 bps
EBITDA BNRI Margin %	-6.2%	-8.1%	-190 bps
Net Income Margin %*	12.0%	-3.5%	n.m.

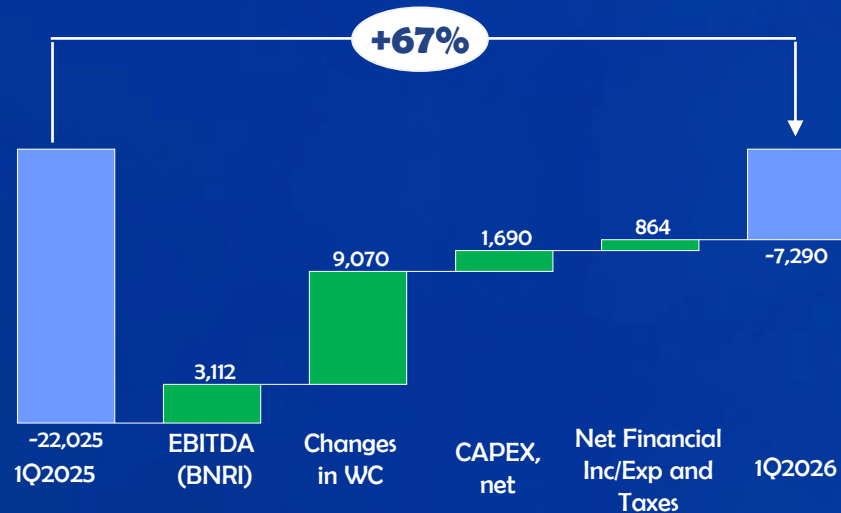
EBITDA (BNRI) & FCF GENERATION IN 1Q2026

ANADOLU EFES

EBITDA (BNRI) Bridge mTL

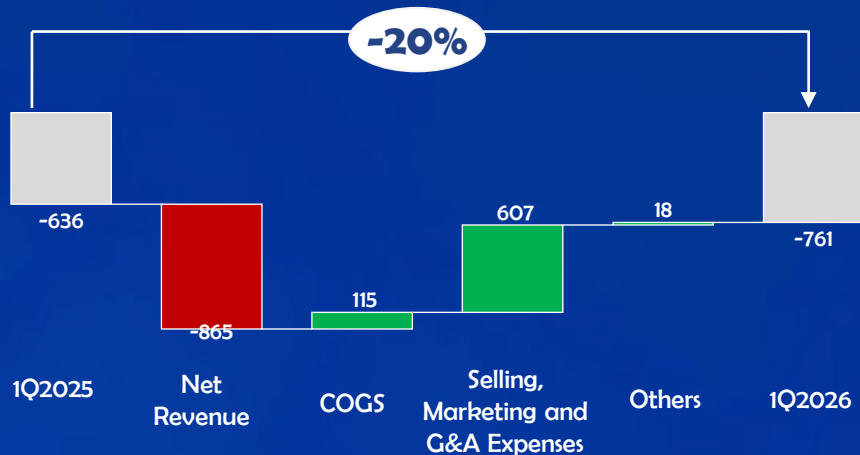


Free Cash Flow Bridge mTL

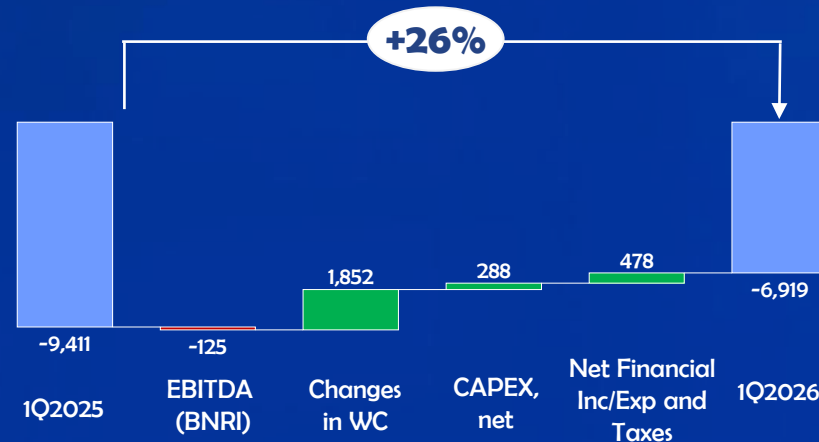


BEER GROUP

EBITDA (BNRI) Bridge mTL



Free Cash Flow Bridge mTL

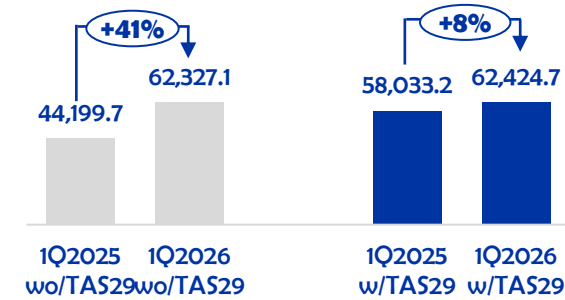


ANADOLU EFES

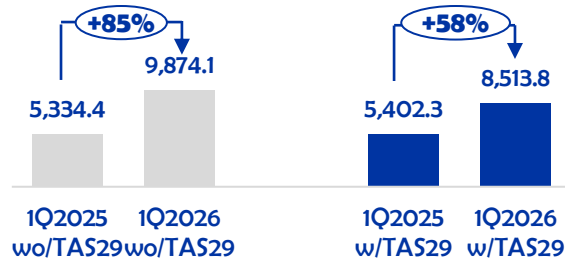
IMPACT OF TAS 29 IN 1Q2026

ANADOLU EFES

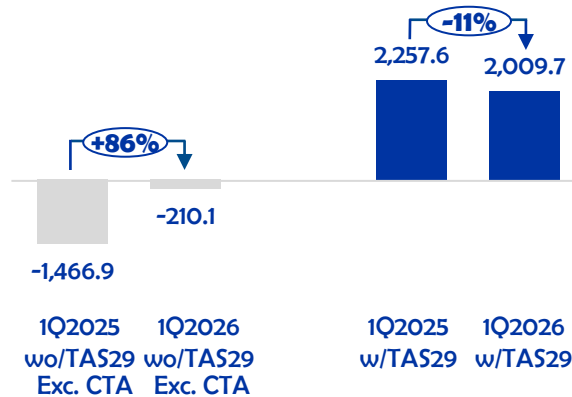
NET REVENUE m TL



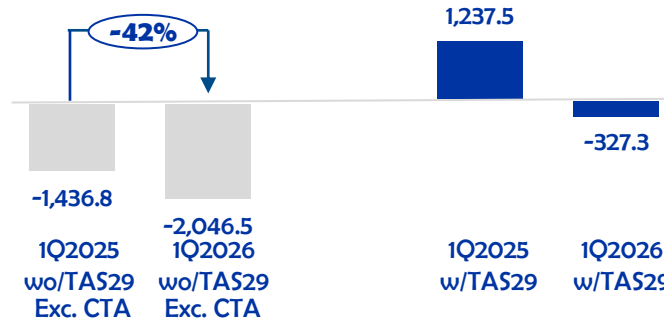
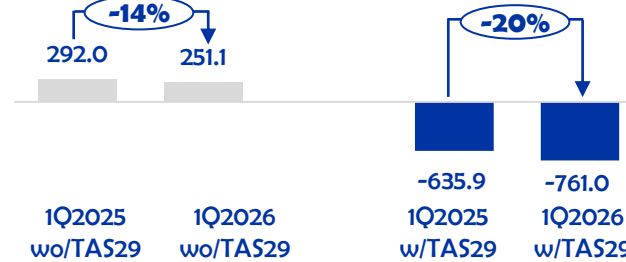
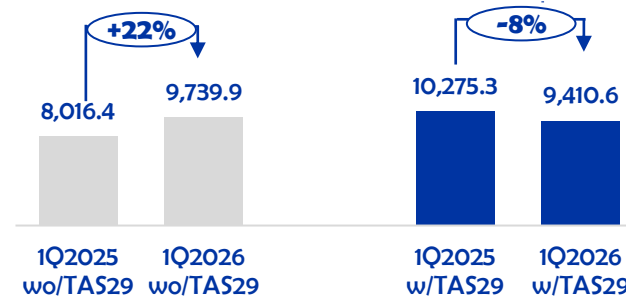
EBITDA (BNRI) m TL



NET INCOME m TL



BEER GROUP



Without TAS29 Implementation
With TAS29 Implementation

CASH & DEBT MANAGEMENT

Anadolu Efes

Gross Debt

USD 2.2 bn

64%
in Hard Currency

Cash

USD 0.7 bn

38%
held in Hard Currency
21%
held in Eurozone

Average maturity

1.9 yrs

Net Debt/EBITDA
1.3x
Net Debt/EBITDA (woTAS29)
1.3x

Beer Group

Gross Debt

USD 1.0 bn

64%
in Hard Currency

Cash

USD 0.2 bn

56%
held in Hard Currency
39%
held in Eurozone

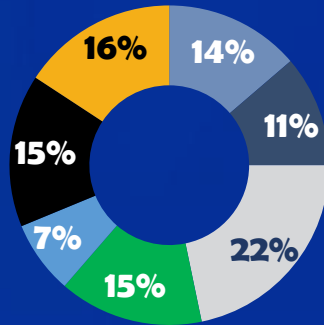
Average maturity

1.6 yrs

Net Debt/EBITDA
4.6x
Net Debt/EBITDA (woTAS29)
3.6x

RISK MANAGEMENT

Beer Group COGS Split for 2025:



Beer Group Hedges for 2026:

Commodity :

Aluminum: **72% for TR & CIS** @\$3,063

*For 2027: 3% for TR & CIS @\$3,078



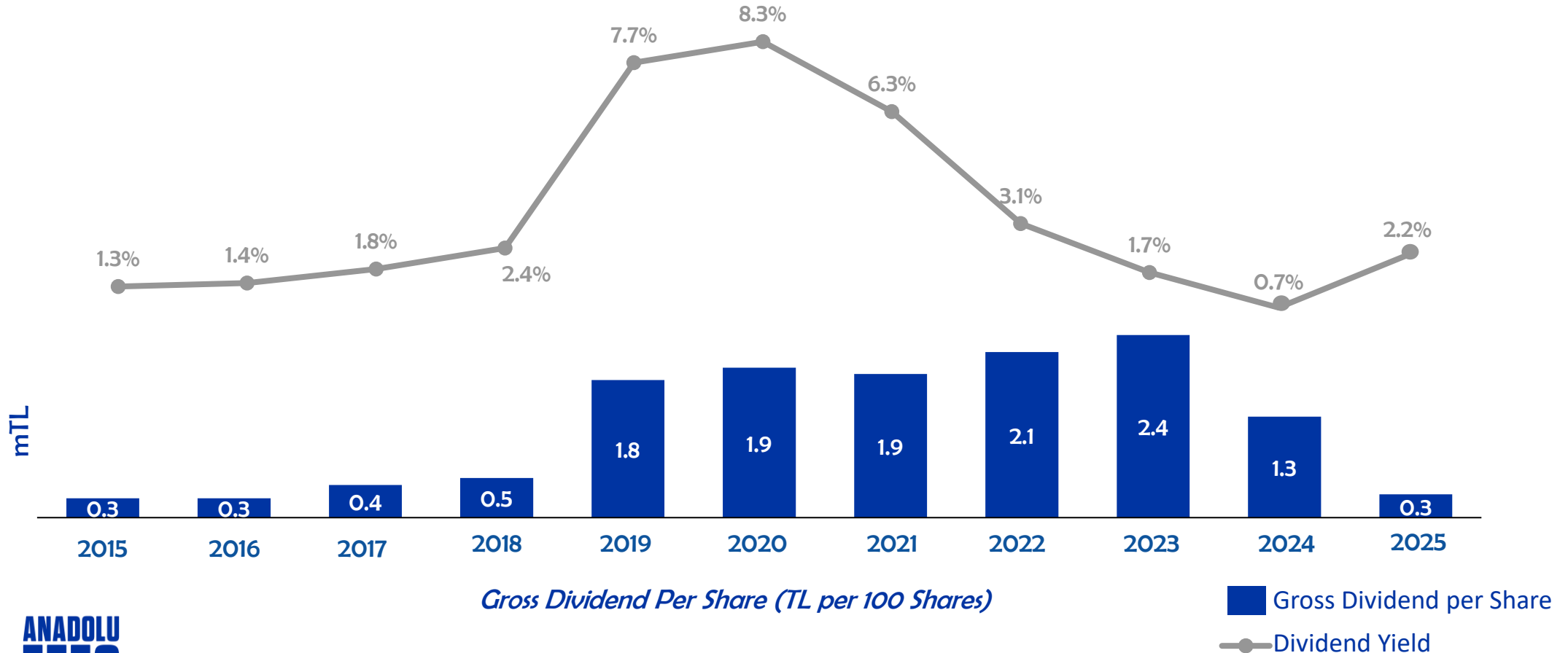
FX Exposure :

TR: **86% Hedged (USD/TRY: 48.76)**

Total FX Exposure of Beer Group is 19% of COGS + OPEX.

SUSTAINABLE SHAREHOLDER RETURN

- Consistent Dividend Distribution with Sustainable Free Cash Flow Generation



¹ Anadolu Efes Dividend Yield = Gross Dividend / Anadolu Efes Year-end Market Capitalization

**FY2026
KEY
PRIORITIES &
EXPECTATIONS**



2026 STRATEGIC KEY FOCUS AREAS

Strengthen Brand

Superiority



Drive

Premiumization



Accelerate

Localization



Expand Spirits

Category



Deliver Revenue

Growth



Strengthen

Cost Control



Optimize

Average CWC



Generate Positive

Cash Flow



FY2026 EXPECTATIONS

ANADOLU EFES

BEER GROUP

SOFT DRINKS GROUP

With TAS29

VOLUME

Mid-single digits growth

Low-single digits growth

Mid-single digits growth

Turkiye ops low-single digit growth

Turkiye ops low-to-mid-single digit growth

International ops flat performance

International ops high-single digit growth

SALES REVENUE / HL (UC)

Low-single digits growth

Low-to-mid-single digits growth

Flat-to-mid-single digits growth

EBITDA Margin

Stay flat

Stay flat

Stay flat

Without TAS29

SALES REVENUE / HL (UC)

Mid-teens growth

High-teens growth

Low-to-mid-teens growth

FX-Neutral basis

EBITDA Margin

Stay flat

Stay flat

Stay flat

CAPEX / NR

High single digits

-

-

SUSTAINABILITY



SUSTAINABILITY



as a Transformative Strategy

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

SUSTAINABILITY MILESTONES

2010

- Published first sustainability report



2011

- Signatory of UNGC



2014

- Signatory of UN CEO Water Mandate



2015

- Listed on the Istanbul Stock Exchange Sustainability Index
- Signatory of United Nations Women's Empowerment Principles (WEPs)



2017

- Listed on the FTSE4Good Emerging Markets Index



2022

- Established Board Level Sustainability Committee

2021

- Disclosed sustainability performance to S&P CSA and Refinitiv
- Adopted WEF Stakeholder Capitalism Standards into the sustainability report
 - Obtained WWF Green Office Certificate (HQ Office)

2020

- Established a more robust sustainability governance structure led by CEO: Global Sustainability Committee
- Set 2030 sustainability goals

2019

- Signatory of The Business Plastic Initiative (IPG)

2018

- Disclosed climate performance to the CDP Climate Program



2023

- Established Anadolu Efes Sustainability Academy
- Published first Integrated Report.

2024

- Listed in **BI5T Sustainability 25 Index**

2025

- Published **first Annual Integrated Report & TSRS Report Compliance with IFRS s1-s2**



SUSTAINABILITY PERFORMANCE & REPORTS

Initiative		2025 Performance	Benchmarks & Details
	Climate Program	B/A	Ranked above the average of the food & beverage industry
	Water Security	B/A	
	Supplier Engagement Assessment	A-/A	
	LSEG Refinitiv	3.3/5* <small>*As of 16.03.2026</small>	Ranking: 13/115 Out of Beverages Companies Anadolu Efes is only beverage company in Türkiye that listed in BIST Sustainability 25 Index.
	S&P CSA Index	54/100	Ranked above the industry average
	FTSE4Good	3.7/5	Ranked above the average of the brewers & consumer goods industries

WE ARE WORKING FOR A BETTER WORLD...

2025 Environment Highlights

Energy & Emissions



- ▶ Over TRY 619.4 million invested to reduce energy use and emissions
 - ▶ Carbon Footprint Mapping Through Value Chain
 - ▶ Achieved a 31% reduction in emissions from our own operations



- ▶ Renewable Energy Investments & Purchases
 - ▶ 78% of our total electricity consumption was sourced from renewable energy

Water & Risk Management



- ▶ TRY 43.5 million investment in water consumption and water security projects
 - ▶ 145,000 m³ annual water saving potential
 - ▶ Water risk analysis & source vulnerability analysis at breweries

Supply Chain Resilience & Waste Management



- ▶ Local supplier rate 92%
- ▶ Supplier Sustainability Maturity Assessment
- ▶ 97.4% of our total waste was recycled, recovered, or reused

NOT JUST A BREWER, BUT ALSO AN AGRICULTURAL COMPANY

We believe the future is agriculture and agriculture is shaping the future.

Anchored in R&D, innovation, and capability building, we are committed to advancing sustainable agriculture practices.

With half of our raw materials rooted in the soil, agriculture has been at the core of our business since day one.

Following the launch of smart agriculture in 2018, we took our first steps toward **regenerative agriculture** in 2024 — strengthening the agricultural ecosystem and enhancing resilience against the climate crisis.



WE ARE EXPANDING OUR IMPACT!



~ **1.7 Billion TL¹**
Contribution to
agricultural ecosystem



Barley sourced from
24¹
provinces across Türkiye



~**13,000¹**
farmers and their
families directly
supported



17 registered barley seed
varieties and **7** hop varieties
developed in Türkiye



- Certified Research Institution
- Certified Seed Producer
- Member of the Turkish Seed Industry Association (TÜRKTED)

ACROSS 5 OPERATIONS, WE ARE CREATING SUSTAINABLE VALUE

ENVIRONMENTAL AWARENESS

- **25,000+** trees planted, creating a new green recreational area
 - **3,000 m²** of forest area rehabilitated
- Recycling bins placed across **20** locations, enabling the recycling of approximately **200 kg** of plastic
 - **12 hectares** of forest area successfully restored
- 50 birdhouses and 3 insect hotels installed; insect hotels used as educational tools to promote biodiversity awareness

At Anadolu Efes, we see fostering environmental awareness within the communities we operate in as well as across our own operations as a key part of our responsibility.

CULTURE&ART

- **4 projects** focused on culture and art
- Project investments over TRL **7 million**
- Approximately **14,000 individuals reached out** to through culture and arts projects

For 38 years, we have been providing continuous support to culture and arts, prioritizing the creation of value for the communities we are part of. We develop projects across various disciplines such as theater, music, and cinema to promote the sustainability and accessibility of arts and culture.

SUSTAINABLE TOURISM

- Grant support provided to **21** small businesses with **27** projects
 - Over **70** people were provided with **job opportunities**
- More than **750,000 individuals reached** out with the project

With our sustainable tourism projects, we strengthen the capacity of local businesses, support employment, and enhance the long-term value of tourism destinations. Through these initiatives carried out in collaboration with our stakeholders, we create lasting social impact by integrating economic development with the preservation of cultural and natural heritage.

**ANADOLU
EFES**

ENTREPRENEURSHIP

- Intrapreneurship programs across **2 countries** (6 cohorts in Türkiye, 3 in Kazakhstan)
- **600+ ideas** generated, leading to **11** pre-seed investments, **2** spin-offs, and **2** spin-ins
- **1,600+** startups scouted through BrewFuture, with **50** pilots, **23** scaled solutions, and **12** new PoCs launched
 - **15+** local and global programs supported, reaching **100+** startups
 - **170+** ecosystem stakeholders convened at the 2025 Anadolu Efes Startup Fest

We strengthen internal and external entrepreneurship across multiple geographies by empowering our employees and pen innovation programs, we develop our core business while creating sustainable impact across the entrepreneurial ecosystem.