

A low-angle, upward-looking photograph of several people's faces and hands holding beer bottles in a toast. The background is a clear, bright blue sky. The people are smiling and looking towards the center. The beer bottles are of various colors, including amber and dark brown. The overall mood is celebratory and social.

**FY2025
INVESTOR
PRESENTATION**

**ANADOLU
EFES**

IMPORTANT DISCLAIMER REGARDING TAS29



As stipulated by the decree of the Capital Markets Board, the financial statements for FY2025 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.

CHANGES IN SCOPE OF CONSOLIDATION



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. Based on the evaluations, 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. In the financial statements dated December 31, 2025, the beer operations in Russia, which were excluded from consolidation, were accounted for as “Financial Investment”.

Unless otherwise indicated, the 4Q2024 & FY2024 Income Statement figures disclosed in this earnings release are presented on a proforma basis, excluding the financial results of the Russian operations, to ensure comparability with the 4Q2025 & FY2025 results, which also exclude the Russian operations.

WHO WE ARE





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: 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**

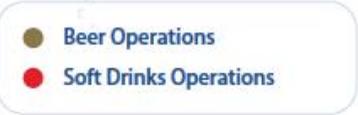


**43% Anadolu Group
24% AB InBev
33% Publicly Traded**

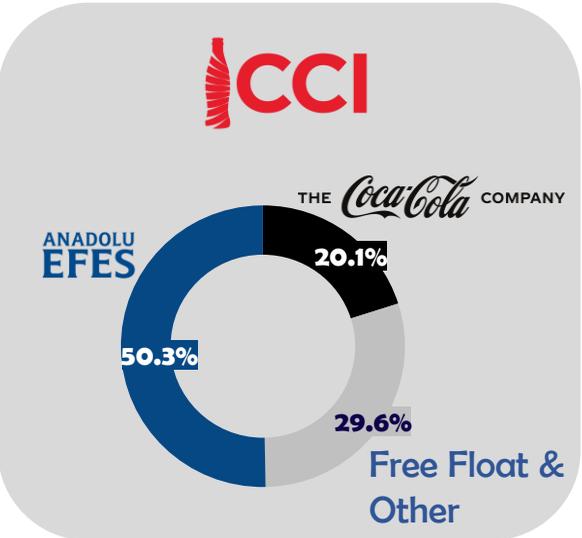
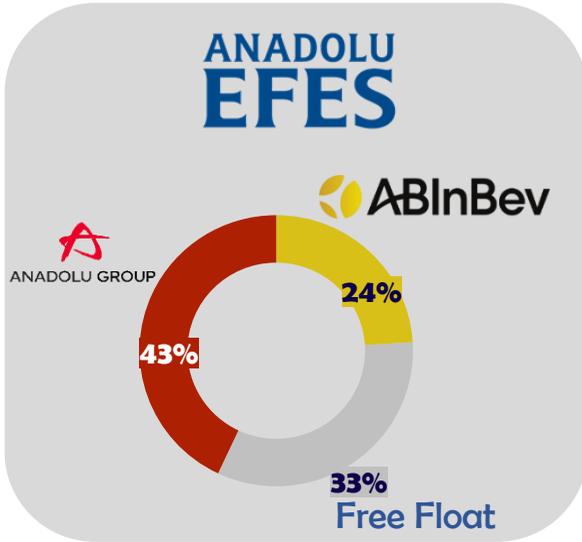
**ANADOLU
EFES**

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 YE results.



OWNERSHIP STRUCTURE & SUBSIDIARIES



ANADOLU EFES

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

BEER OPERATIONS

EFES Türkiye

EFES Kazakhstan

EFES Moldova

EFES Georgia

50% ABInBev / EFES Ukraine

50% ABInBev / EFES Russia¹



50.3%

SOFT DRINK OPERATIONS

Türkiye

Azerbaijan

Kazakhstan

Kyrgyzstan

Jordan

Pakistan

Iraq

Uzbekistan

Syria

Turkmenistan

Tajikistan

Bangladesh



ANADOLU EFES BEER GROUP: BREWING QUALITY ACROSS 5 COUNTRIES¹



Operations in **5** 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



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

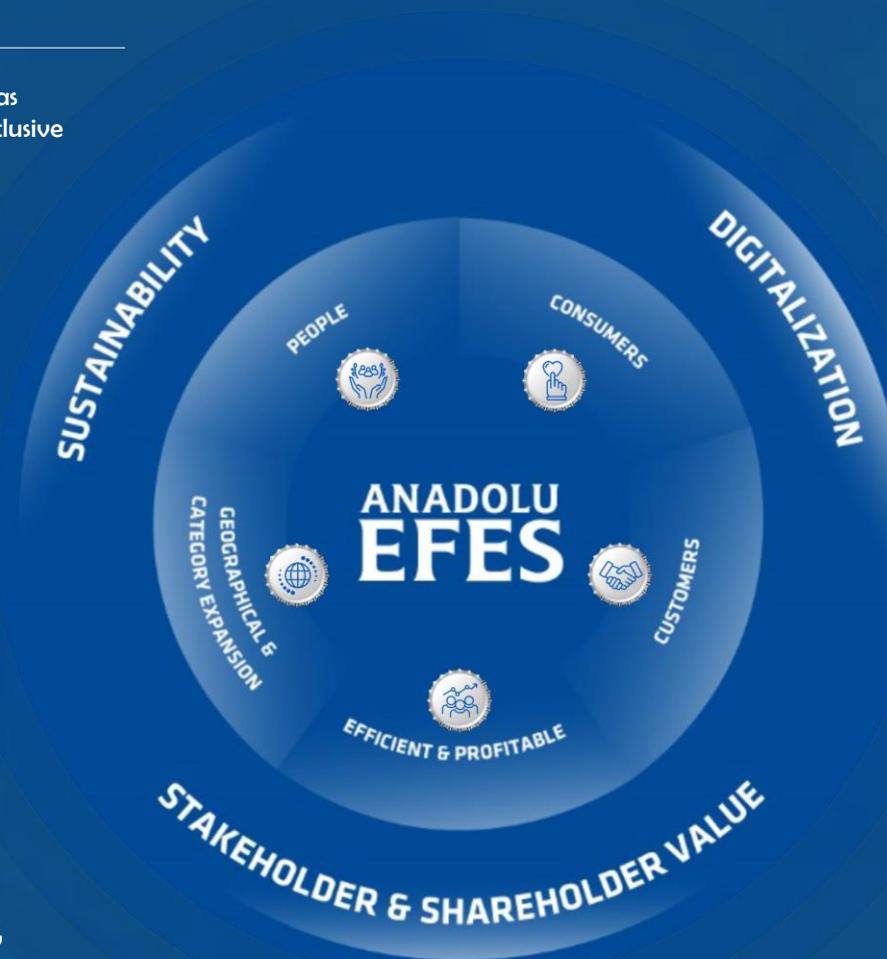
- Ensure profitable revenue growth together with our customers
- Strengthen our ecosystem by supporting our partners' digital transformation
- Drive seamless omni-channel customer experience and excel in field execution

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



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



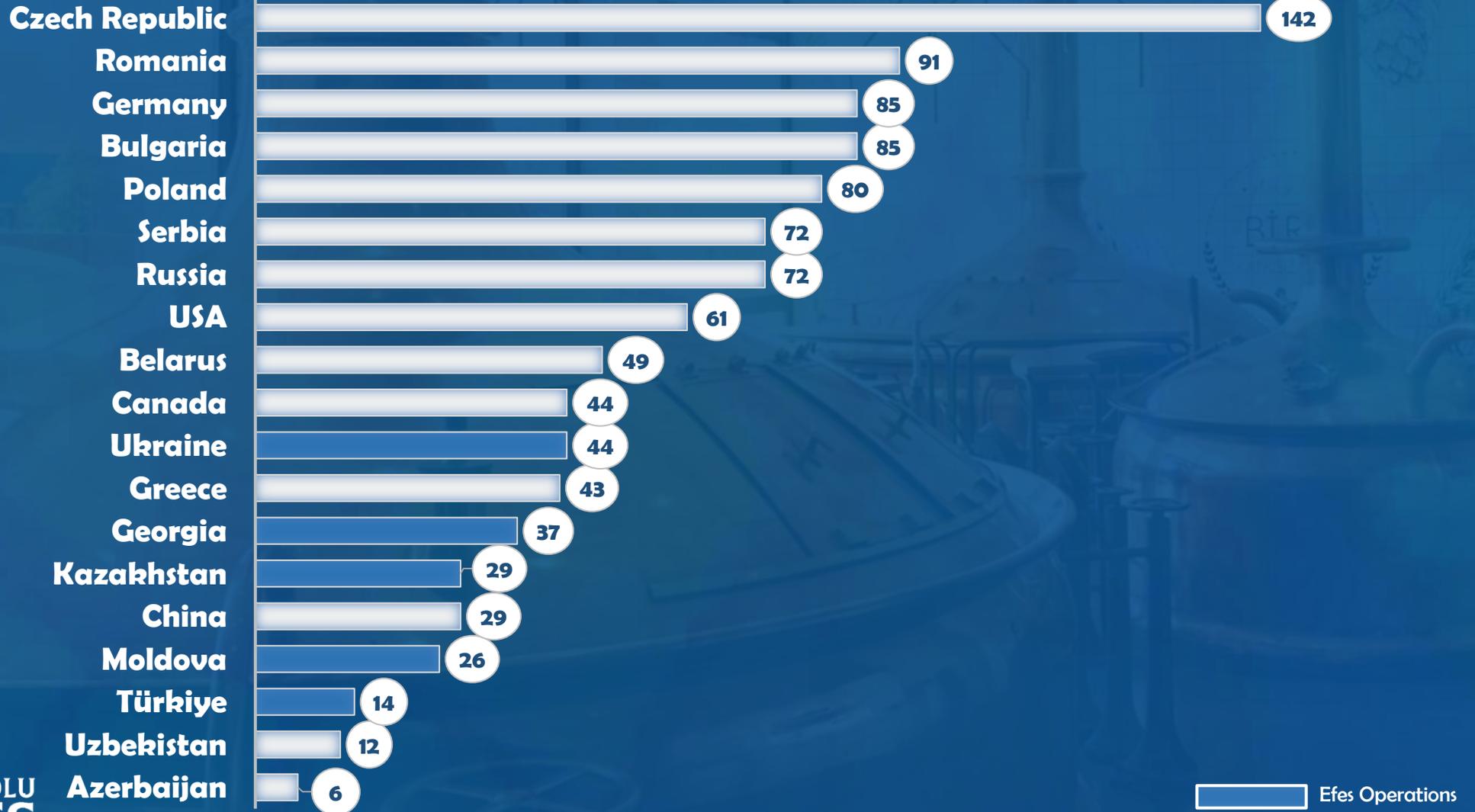
Expand

Into new geographies through inorganic expansion & exports



OPERATIONAL OVERVIEW

LOW PER CAPITA CONSUMPTIONS HIGHLIGHT GROWTH POTENTIAL

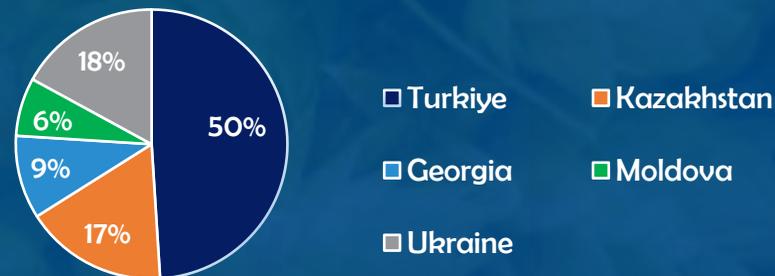


MAINTAINING VOLUME STABILITY THROUGH DIVERSIFICATION



- Consolidated beer volume;
- 2.7 mhl in 4Q2025, up 0.6%¹ y-o-y
 - Growth was broad-based across operations with the exception of Georgia
- 13.0 mhl in FY2025; flat¹ vs. FY2024
 - **Turkiye beer volume** down by 1.1% in FY2025
 - **International beer volume** up by 0.8%¹ in FY2025

FY2025 Volume Breakdown² :



TURKIYE BEER OPERATIONS

50%
of total beer volume



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



- 1.4 mhl in 4Q2025; 0.4% above last year
- 6.2 mhl in FY2025; down 1.0% y-o-y; inline with expectations
 - High base of previous years
 - Persistently inflationary environment in the country
 - Less supportive tourism season
- Expanded in distilled spirits category with rakı distribution
- Successful beer brand launches in premium segment;
 - Stella Artois

KAZAKHSTAN BEER OPERATIONS

17%
of total beer volume



Population:
21 Million¹



Production Facilities:
2 Breweries



Production Capacity:
2.5 mhl Brewing



Main Brands:
Efes Pilsener, Kruzka Svezhego,
Karagandinskoe, Zhigulevskoe,
SlavnaPraga, Bremen



Market Size & Per Capita:
6.0 mhl market size²
29 liters per capita consumption²



Market Share:
Clear Market Leadership³

GEORGIA BEER OPERATIONS

9%
of total beer volume



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 OPERATIONS

6%
of total beer volume



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 OPERATIONS

18%
of total beer volume



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 BEER OPERATIONS



- **Kazakhstan** grew low-single digit in 4Q2025 & grew slightly in FY2025
 - Market stabilization after 3 years of contraction
 - Improved promotional and marketing effectiveness & continued KEG focus
 - Solid export volume contribution
 - Successfull launches; Kruzhka Svezhego O.O & Wukong Ju

- **Moldova** up low-single digit in 4Q2025; low-to-mid-single-digit in FY2025
 - Well-balanced brand portfolio
 - Targeted marketing campaigns, consumer activations, and effective discount management
 - Successfull launches; Stry Melnik iz Bochonka & Spaten

- **Georgia** down mid-to-high teens in 4Q2025; mid-single-digit in FY2025
 - Negatively impact of export operations' restructuring
 - Continued investments in KEG business & on-trade channel

SOFT DRINKS



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

- **Consolidated volume increased by 5.4% in 4Q2025 & up by 8.0% in FY2025**
 - Central Asia is the key growth contributor
 - The strongest growth: Uzbekistan and Kazakhstan
- **Türkiye volume declined by 1.0% in FY2025**
 - Deliberate choice to optimize portfolio in the water category
 - Excluding water, Türkiye recorded 3.8% y/y volume growth
- **International volume grew by 13.5% in FY2025**
 - **Pakistan** increased by 1.3%
 - **Kazakhstan, Uzbekistan & Iraq** delivered robust growth of %15.5%, 33.7% & 12.0%



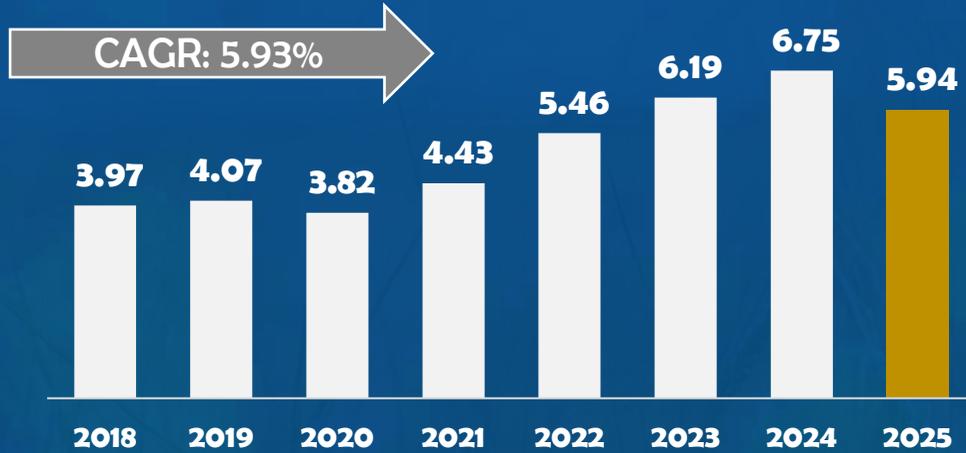
FINANCIAL PERFORMANCE



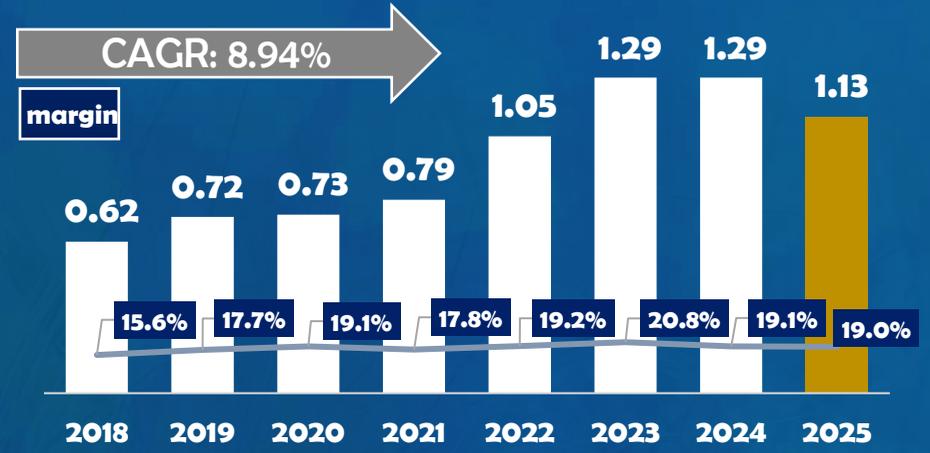
ANADOLU EFES HISTORICAL FINANCIAL PERFORMANCE



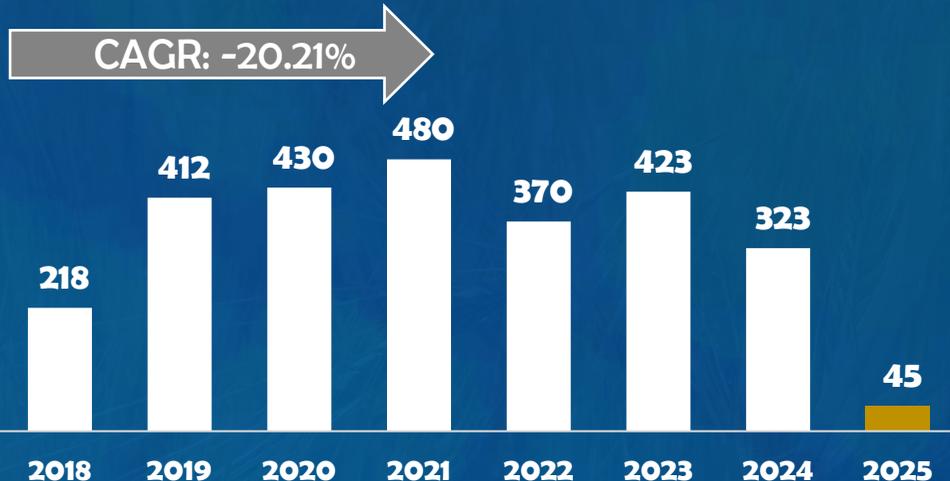
Net Revenue (\$bn)



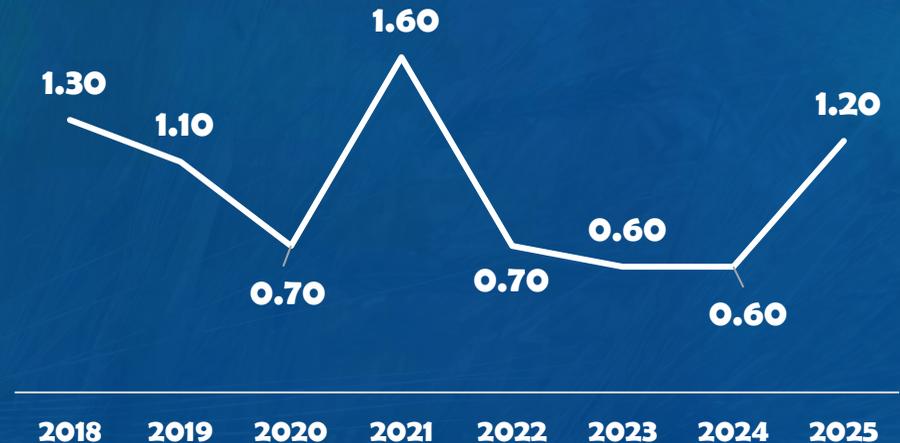
EBITDA (BNRI) (\$bn)



FCF (\$mn)



Net Debt / EBITDA (BNRI)



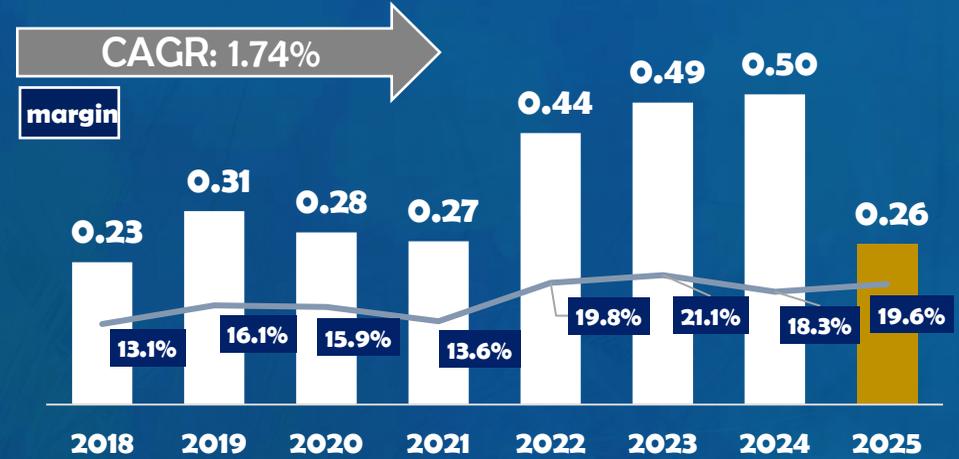
BEER GROUP HISTORICAL FINANCIAL PERFORMANCE



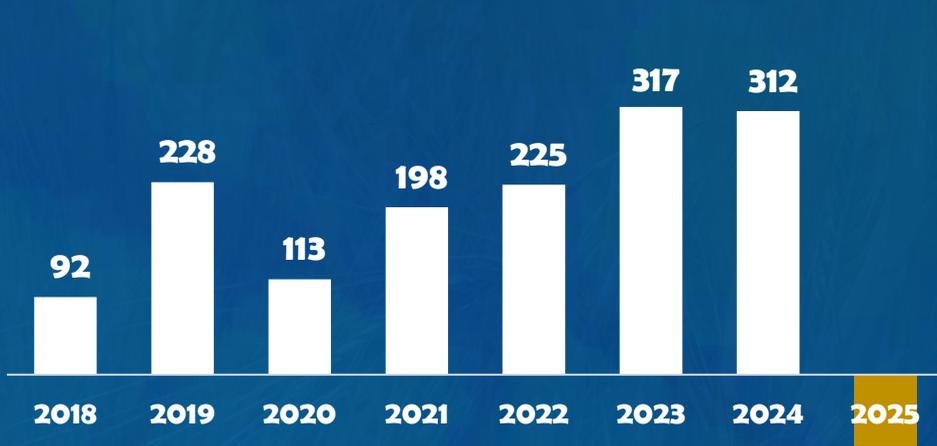
Net Revenue (\$bn)



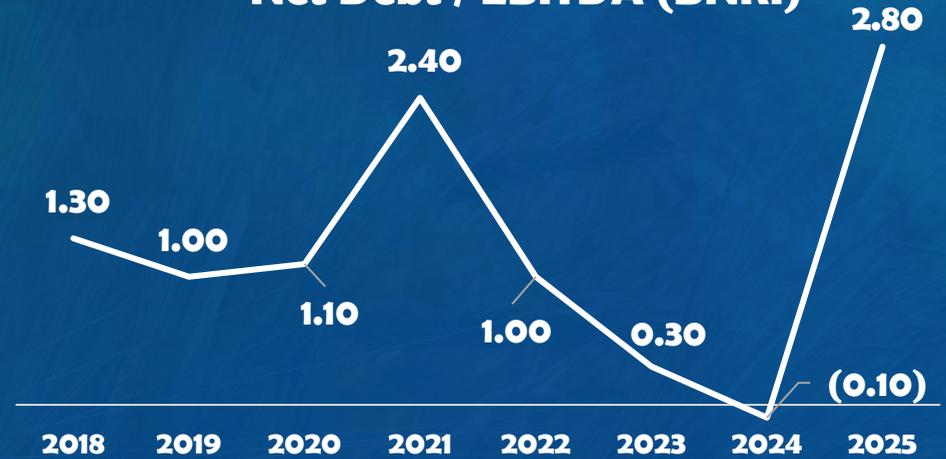
EBITDA (BNRI) (\$bn)



FCF (\$mn)



Net Debt / EBITDA (BNRI)



KEY FINANCIALS



Anadolu Efes

mTL	4Q2025	Proforma Change ²	FY2025	Proforma Change ²
Sales Revenue	47,010	18.6%	243,847	2.5%
Gross Profit	18,493	31.2%	91,926	1.7%
EBITDA (BNRI)	5,739	69.8%	40,509	-2.5%
Net Income/(Loss)¹	-3,137	-47.0%	8,957	-34.5%
Free Cash Flow	-1,131	-84.3%	-4,180	+26.4%
Gross Profit Margin %	39.3%	378 bps	37.7%	-30 bps
EBITDA BNRI Margin %	12.2%	368 bps	16.6%	-86 bps
Net Income Margin %¹	-6.7%	-129 bps	3.7%	-207 bps

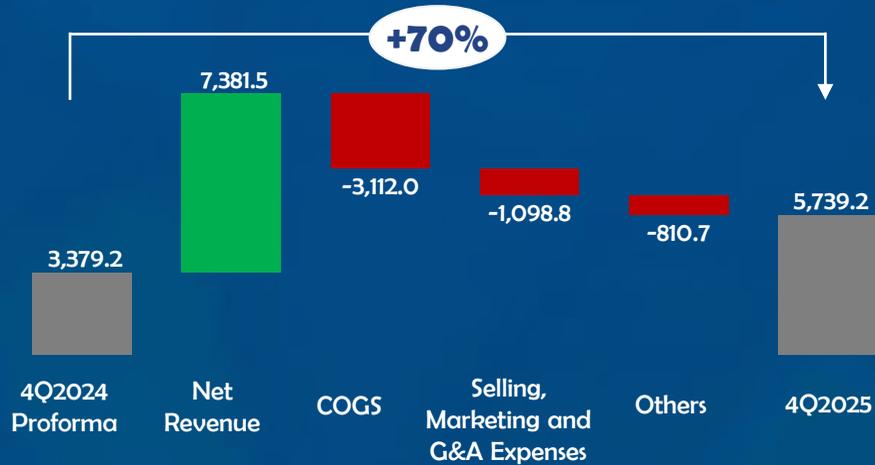
Beer Group

mTL	4Q2025	Proforma Change ²	FY2025	Proforma Change ²
Sales Revenue	11,104	10.9%	54,329	-2.4%
Gross Profit	4,678	-4.6%	25,181	-5.6%
EBITDA (BNRI)	649	-42.2%	7,294	-15.6%
Net Income/(Loss)¹	-2,192	-67.0%	4,125	-32.1%
Free Cash Flow	834	924.8%	-4,879	-338.0%
Gross Profit Margin %	42.1%	-680 bps	46.3%	-158 bps
EBITDA BNRI Margin %	5.8%	-537 bps	13.4%	-209 bps
Net Income Margin %¹	-19.7%	-664 bps	7.6%	-332 bps

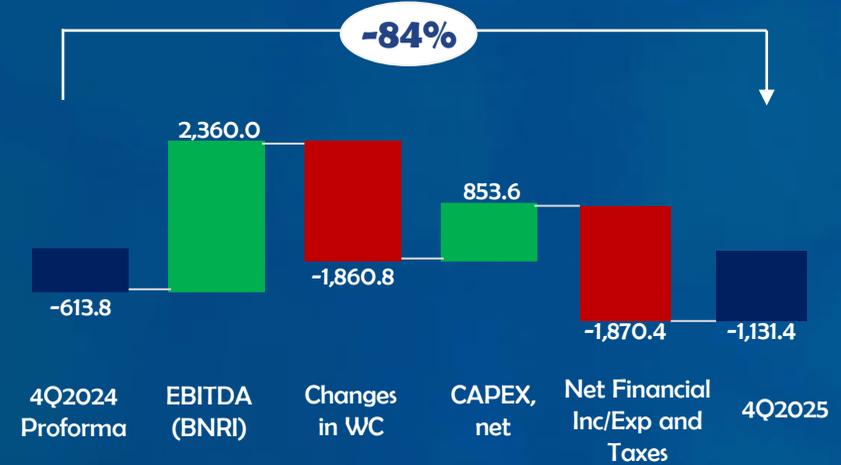
ANADOLU EFES EBITDA (BNRI) & FCF GENERATION



4Q - EBITDA (BNRI) Bridge mTL



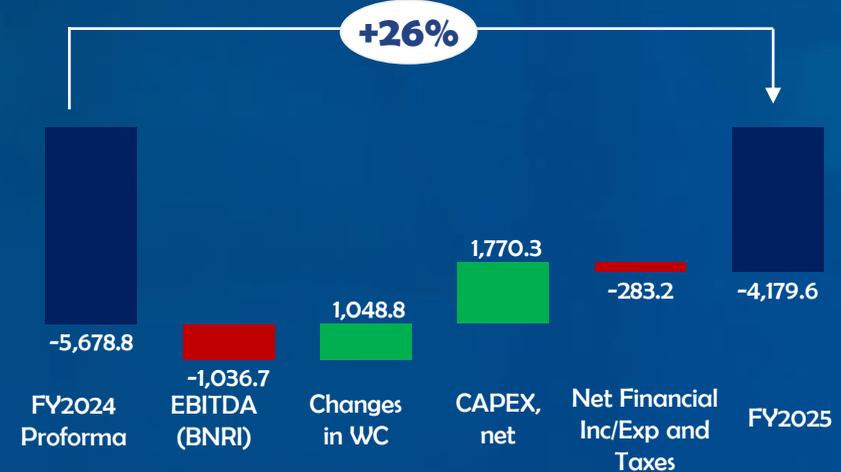
4Q - Free Cash Flow Bridge mTL



FY - EBITDA (BNRI) Bridge mTL



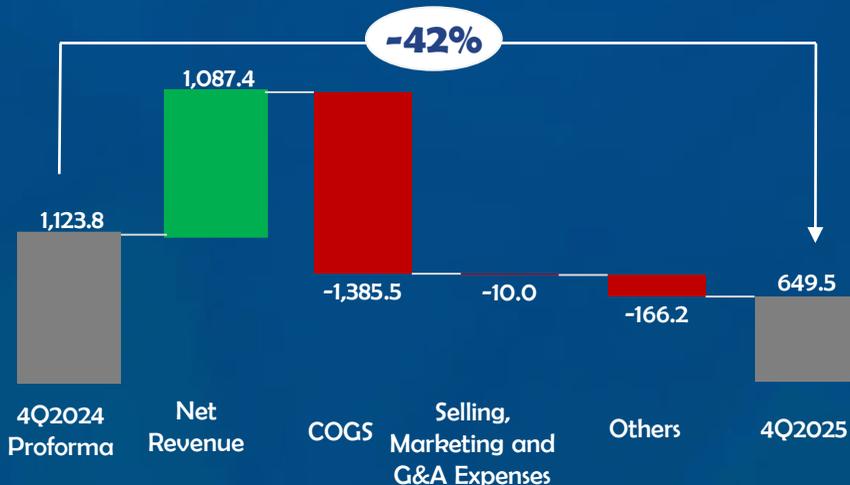
FY - Free Cash Flow Bridge mTL



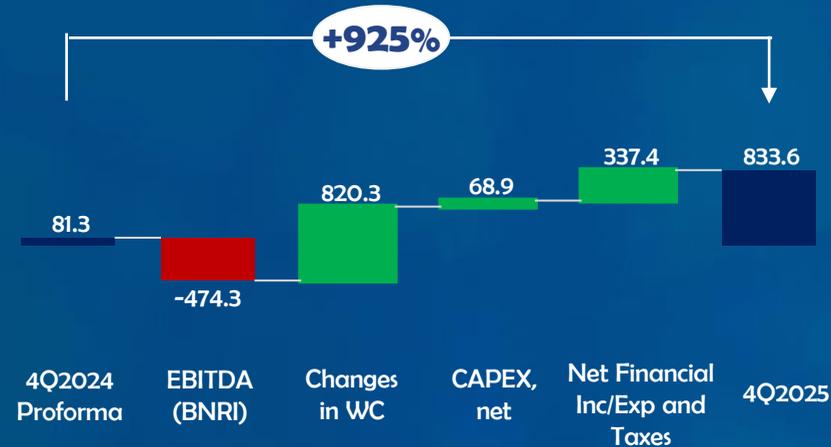
BEER GROUP EBITDA (BNRI) & FCF GENERATION



4Q - EBITDA (BNRI) Bridge mTL



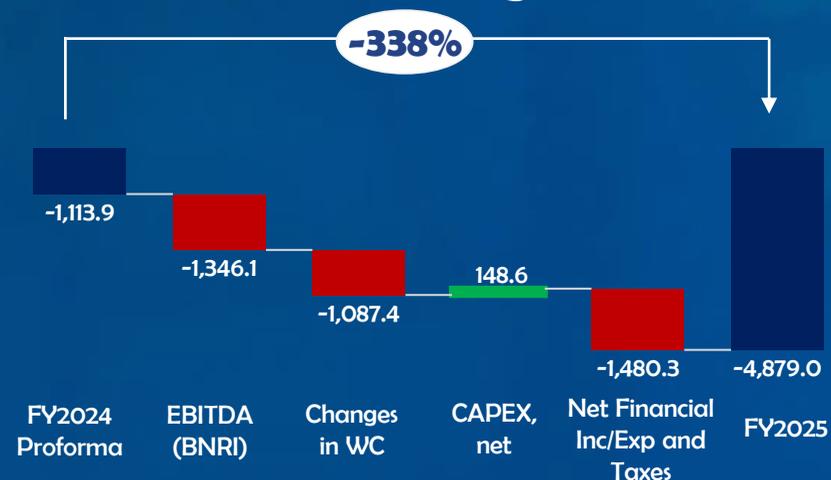
4Q - Free Cash Flow Bridge mTL



FY - EBITDA (BNRI) Bridge mTL



FY - Free Cash Flow Bridge mTL



IMPACT of TAS 29 – ANADOLU EFES



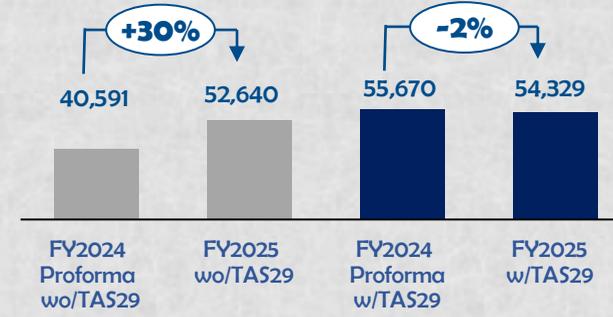
1 The financial information provided above excludes the impacts of TAS 29 and is presented solely for analysis purposes. These figures are not aligned with Anadolu Efes' financial report for the period 31.12.2024-31.12.2025 and have not undergone an independent audit.

2 The changes have been calculated based on the 2024 proforma financials that excludes Russia beer operations.

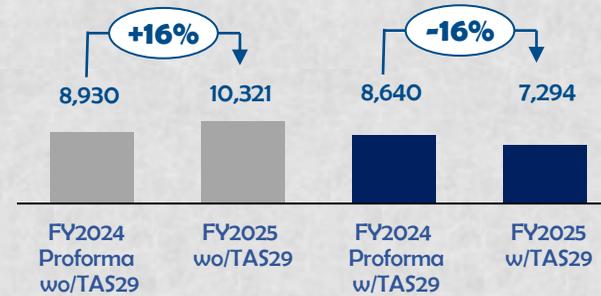
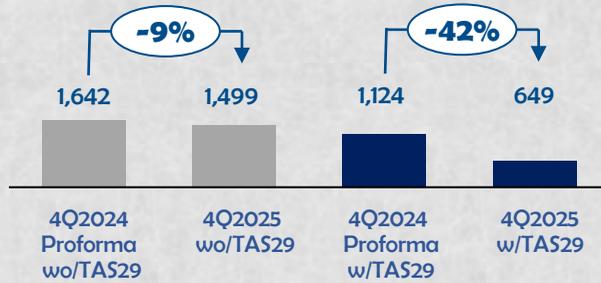
IMPACT of TAS 29 – BEER GROUP



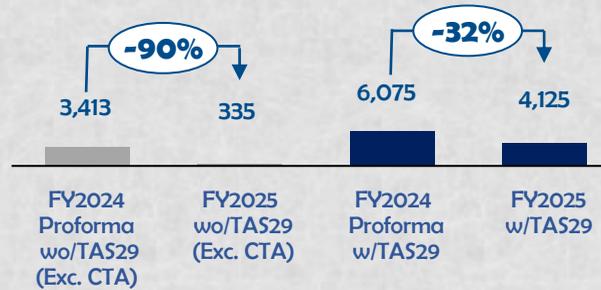
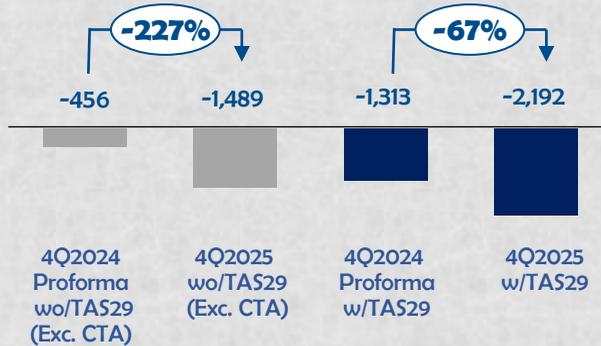
NET REVENUE m TL



EBITDA (BNRI) m TL



NET INCOME m TL



Without TAS29 Implementation
With TAS29 Implementation

1 The financial information provided above excludes the impacts of TAS 29 and is presented solely for analysis purposes. These figures are not aligned with Anadolu Efes' financial report for the period 31.12.2024-31.12.2025 and have not undergone an independent audit.

2 The changes have been calculated based on the 2024 proforma financials that excludes Russia beer operations.

CASH & DEBT MANAGEMENT



Anadolu Efes

Gross Debt

USD 2.2 bn

64%
in Hard Currency

Cash

USD 0.9 bn

31%
held in Hard Currency
17%
held in Eurozone

Average maturity

2.3 yrs

Net Debt/EBITDA
1.4x
Net Debt/EBITDA (woTAS29)
1.2x

Beer Group

Gross Debt

USD 0.9 bn

67%
in Hard Currency

Cash

USD 0.2 bn

34%
held in Hard Currency
24%
held in Eurozone

Average maturity

1.7 yrs

Net Debt/EBITDA
4.0x
Net Debt/EBITDA (woTAS29)
2.8x

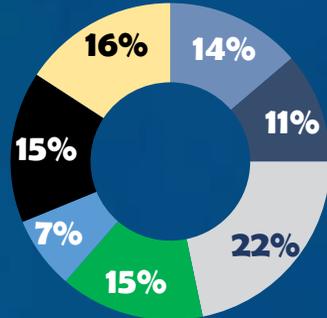
RISK MANAGEMENT



Beer Group

COGS Split for

2025:



- Barley-Malt & Auxiliary
- Glass Bottle
- Can
- Other Packaging
- Overhead (Labour Cost)
- Amortization & Other Overhead
- Import products

Beer Group Hedges for 2026:



Commodity :

Aluminum: 47% for TR & CIS @\$2,929

FX Exposure :



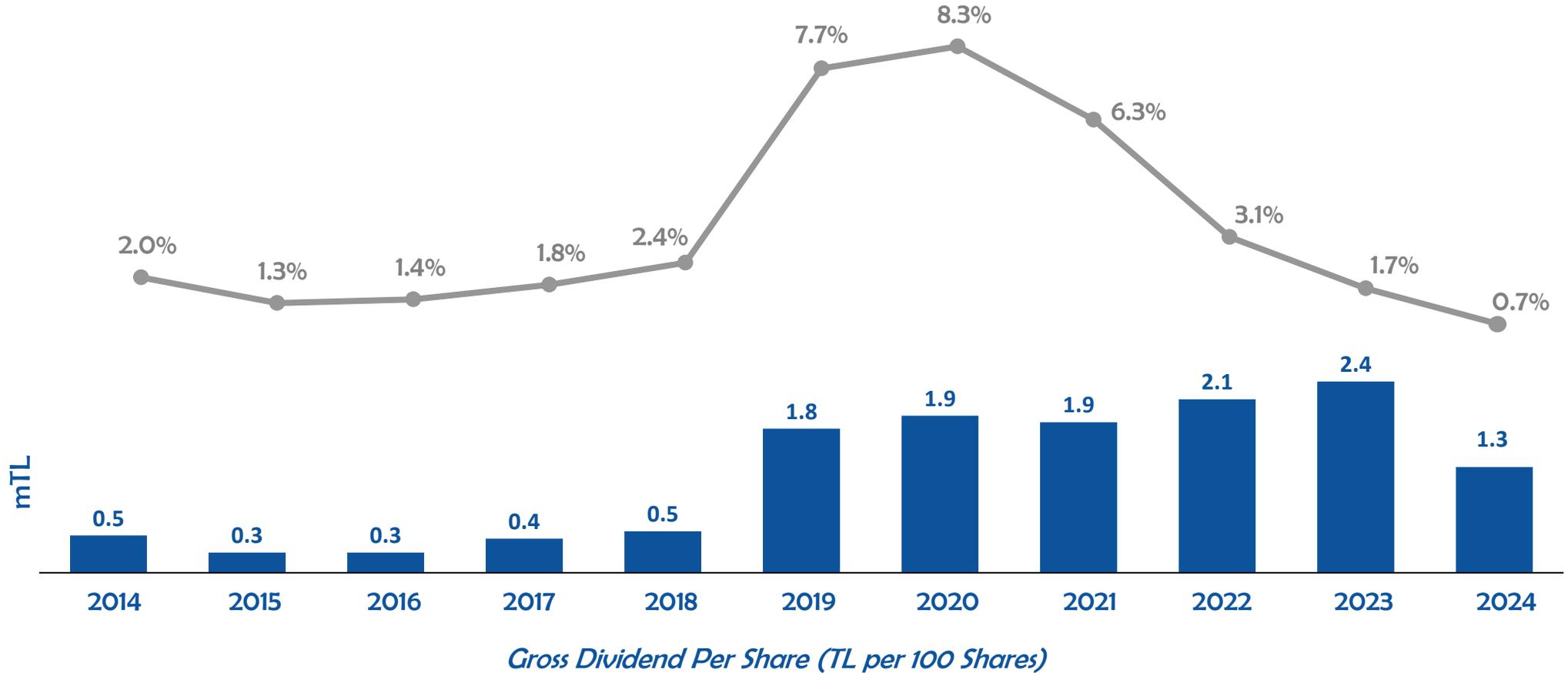
TR: 57% Hedged (USD/TRY: 47.22)

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

SUSTAINABLE SHAREHOLDER RETURN



- Consistent Dividend Distribution with Sustainable Free Cash Flow Generation





**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 <i>Turkiye ops low-single digit growth</i> <i>International ops flat performance</i>	Mid-single digits growth <i>Turkiye ops low-to-mid-single digit growth</i> <i>International ops high-single digit growth</i>
	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) <i>FX-Neutral basis</i>	Mid-teens growth	High-teens growth	Low-to-mid-teens growth
	EBITDA Margin	Stay flat	Stay flat	Stay flat
	CAPEX / NR	High single digits	-	-



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**



ANADOLU EFES

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 TL**¹
Contribution to
agricultural ecosystem



Barley sourced from
24¹
provinces across Türkiye



~**13,000**¹
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.

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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.