

2016

ANADOLU
EFES

Sustainability
Report



**ANADOLU
EFES**

Contents

About the Report	1
Sustainability Progress Table	2
Anadolu Efes Brewing Operations	4
Message from the CEO	6
Milestones	8
Sustainability Management	9
Conservation of Water Resources	13
Climate and Environment	19
Value Chain Partnerships	27
Workforce	33
Product Responsibility	41
Community Development	47
Performance Tables	52
GRI Index	57
Identity	62

About the Report

The report in which we share our sustainable business goals, policies and systems, as well as performance-enhancing studies and their results, has become one of the most important tools we use to communicate with our stakeholders. With these studies that began in 2010, we plan to present a projection of the future of Anadolu Efes to our stakeholders.

This report has been prepared in accordance with GRI Standards: Core Option. Principles defined in the GRI standards were also followed in the determination of Anadolu Efes' sustainability priorities. In addition, the Communication on Progress (COP) principles described by the UN Global Compact (UNGC) and the UNGC Water Mandate were included in the report. The information in the report covers the period from January 1, 2016, to December 31, 2016.

This report encompasses all of our brewery operations in Turkey, Russia, Kazakhstan, Georgia and Moldova. Information on our subsidiaries operating outside our brewery business line, such as Coca-Cola İçecek A.Ş. and Tarbes, are not included in this report.



For information on sustainability practices and performance results related to Coca-Cola İçecek A.Ş., an Anadolu Efes subsidiary, please refer to the corporate responsibility reports available at www.cci.com.tr.

**SUSTAINABILITY
PROGRESS TABLE***

*Priorities and
Commitments*

*Conservation
of Water
Resources*

*Climate &
Environment*

We are brewing more while consuming less water.

We are reducing our carbon footprint by efficiently using energy resources.

Achievements

Compared to 2008;

We consumed 23% less water in our brewing operations and 21% less in malt production.

We produced 32% less waste water in our brewing operations and 18% less in malt production.

Compared to 2008;

We consumed 15% less energy and generated 14% less carbon dioxide emission per unit.

We reduced our energy consumption by 15 TJ and carbon footprint by 1,085 tons.

We attained 98% recovery in solid wastes and by-products.

Targets

By 2020, in our beer plants, we will reduce our water consumption per unit by 30% compared to 2008.

We will reduce waste water discharge in connection with the goal to reduce water consumption.

We will continue to develop projects with respect to water conservation and recovery.

We will cooperate with regional and international initiatives for the conservation of water resources.

By 2020, we will reduce consumption of energy and our emissions by 17% per unit compared to 2008.

We will increase our waste recovery ratio.

We will continue to create new methods for more efficient materials consumption.

We will cooperate with regional and international initiatives in the fight against climate change.

Value Chain Collaborations

We are improving our value chain to create more added value.

We maintained our efforts to improve our business processes along the value chain.

We published Anadolu Efes Supplier Working Principles.

We successfully audited 40% of our Tier 1 Group suppliers in the last three years.

We continue to support agricultural programs in Turkey and Moldova.

We will maintain our business process improvement efforts together with our suppliers, dealers and distributors.

We will continue to support agricultural programs in Turkey and Moldova.

Workplace

We offer our employees a fair business environment in which their abilities are valued. We aim to become a preferred employer.

We had an accident frequency rate and a lost workday rate of 2.36 and 17.7, respectively.

We spent 28 hours on training each employee.

We target as zero accident rate.

We will continue to offer our employees far-reaching improvement opportunities.

Product Responsibility

We are working to create a consumer base that consumes beer responsibly and is familiar with beer culture.

We continued our responsible consumption campaigns across the country.

We brought the ISO22000/HACCP certification scope up to 100%.

We will undertake studies across all our operations to increase quality system certification ratios.

We will continue to improve our practices in order to promote responsible consumption.

Community Development

We always take into account the expectations of the communities in which we live and work and support their advancement.

In 2016, local purchases were 90.4% per activity and 86.2% per spending.

We pursued our community development projects and sponsorship in the fields of environment, education, health, arts and culture.

We will continue to improve our local purchasing practices.

We will continue to undertake projects targeting the improvement of the quality of life of the communities in which we live and work.

GRI-102-15

* All commitments, achievements and targets in this table have been calculated in terms of the borders of operations in the countries included within the scope of reporting. In future periods, these indicators may differ with respect to possible variations in the report scope.

ANADOLU EFES BREWING OPERATIONS

WITH BEER SALES OF 19.9 MHL IN 2016, ANADOLU EFES IS THE 6TH LARGEST BEER PRODUCER IN EUROPE AND 14TH LARGEST IN THE WORLD.

AS OF 2016, ANADOLU EFES HAS 15 BREWERIES AND SIX MALTERIES IN SIX COUNTRIES. IT BOASTS A BREWING CAPACITY OF 39.5 MHL AND 248,000 TONS OF MALT PRODUCTION. OUR PRODUCTS REACH MILLIONS OF CONSUMERS IN OVER 70 EXPORT MARKETS UNDER MORE THAN 40 BEER BRANDS.

Annual Brewing Capacity

39,5 MHL

BEER

248,000 TONS

MALT

in 2016

WITH BEER
SALES OF

19,9 MHL

LARGEST BEER
PRODUCER

6TH
in Europe

14TH
in the World

ANADOLU EFES

Turkey

Anadolu Efes maintained its leading position in the Turkish market, in which annual beer consumption is 11 liters per capita. In 2016, Anadolu Efes Turkey had four breweries, two malteries, and one hop processing facility in operation.



Russia

Russia is Anadolu Efes' largest market, with its annual beer consumption of 52 liters per capita. Anadolu Efes Russia runs its production operations with six breweries, four malteries and one preform production facility.



Kazakhstan

In Kazakhstan, one of the main markets of its region, annual beer consumption is over 27 liters per capita. Anadolu Efes Kazakhstan operates as the market leader with its two breweries.



Moldova

Anadolu Efes is the largest beer producer in Moldova, in which the annual beer consumption averages 39 liters per capita. It has one brewery in operation. Anadolu Efes is the indisputable leader in the Moldovan market.



Georgia

In Georgia, in which annual beer consumption is 22 liters per capita, Anadolu Efes has the market lead and runs its production operations with one brewery.



Message from the CEO



Dear Stakeholders,

Every day, we meet millions of consumers through more than 40 beer brands produced in a total of 15 breweries and 6 production facilities across Turkey, Kazakhstan, Moldova, Georgia, and Russia. We maintain our position as Europe's 6th and the world's 14th largest beer producer. This size and market penetration place significant responsibilities on our shoulders at Anadolu Efes in all processes extending from production to the point where we reach our consumers.

6

Boosting our positive impact through a business model that is sensitive to people and the environment, contributing to the socioeconomic development of the communities in which we operate, and securing Anadolu Efes' continued development underpin our sustainability approach.

Accordingly, the Anadolu Efes Positive Impact Plan we launched in 2011 set out with the main goal of increasing the positive impact of our operations by creating a responsible, smart and profitable business model aimed at securing the future of both our company and the community. We made

significant improvements both to our management approach and to our social, environmental and economic performance in 6 priority areas. Concerning the preservation of our water sources, which is a sustainability priority for us; we have made improvements in accordance with our basic target of producing more while consuming less water. Thanks to the practices we implemented in the reporting period, we reduced our water consumption by 23% and wastewater discharge by 32%, in beer production, compared to 2008. We have continued our efforts in the principle of conducting our operations with minimal impact on the environment and the climate. In 2016, we cut our annual energy consumption by 15 TJ, reducing our energy consumption by 15% and our CO₂ emissions by 14%, in beer production, compared to 2008.

Our country operations also continue their efforts by taking into consideration the processes designed in accordance with ISO14001 and ISO50001 standards. As of 2016, 71% of our facilities were certified in accordance with the ISO14001 standard. Over the same period, we diverted 6 million USD in funds to environmental management and improvement investments. In 2016, we provided 1,536 person-hours of environmental training to 596 employees concerning our environmental protection culture, policies and procedures.

And while doing all these, we also maintained our principle of increasing our positive impact together with our stakeholders and investing in the future. We boost our positive impact on the business value of our stakeholders, and strengthen the sustainability of our value chain by building long-term partnerships with all our business partners particularly our dealers, suppliers and distributors. To be sure, our employees are a very important and integral part of this value chain. As of 2016, our operations had 5,462 employees.

As a multinational and multicultural company, we continued to view diversity as a part of our corporate culture and to support our female employees. During the reporting period, we provided 1,994 person-hours of human rights training with a view to raising awareness of human rights.

During this period, we also organized training programs for the development of our employees. Within this scope, organized 152,966 person-hours training with 14,412 of attendance in 2016. Our average training time per employee was 28 hours.

Believing that a responsible consumption culture is only possible with producers that act in accordance with the principles of responsible marketing, we are acting fully aware of our responsibility across all our operations. We are conducting practices that will contribute in the local economy as we continue our operations. In 2016, 90% of our more than 8,200 suppliers were qualified suppliers.

Through our efforts, built on the foundation of social and environmental sustainability, we continue to generate value for a habitable world. As we continue our operations, we launch practices that will contribute in the local economy, that support the economic, social and cultural development of society. Aware of the responsibility for social development under the Sustainable Development Goals, we have been investing in agriculture for 35 years and tourism for 10 years, creating sustainable models in the field of local development. And in the field of sociocultural development, we have been contributing to sports for 41 years, cinema for 30 years, and to the theater for 25 years.

We are working with great zeal in order to achieve our targets for 2016-2020, which constitutes the second period of the Anadolu Efes Positive Impact Plan. We will continue to share with all our stakeholders the distance we have covered and the results we have achieved through our reports. This is a long journey. And we can only increase our positive impact in our sustainability priorities with the contribution of all our stakeholders. I would also like to take this opportunity to thank all our stakeholders that have supported us in our sustainability journey.

Kind regards,

GAVIN HUDSON
Beer Group President and
Anadolu Efes CEO



7

GRI-102-14

MILESTONES

2004

THE ISO14001 ENVIRONMENTAL MANAGEMENT SYSTEM IS SET UP AT ALL PLANTS. IT IS STILL IN PLACE AND CONTINUOUSLY IMPROVED.



2011

ANADOLU EFES ACHIEVES A FIRST IN THE INDUSTRY BY OBTAINING A CERTIFICATE IN ISO50001 ENERGY MANAGEMENT SYSTEMS.



ANADOLU EFES SIGNS THE UNITED NATIONS GLOBAL COMPACT, BRINGING ITS COMMITMENTS TO AN INTERNATIONAL SCALE.



United Nations Global Compact

2012

ANADOLU EFES EARNS THE PRIVILEGE TO REPRESENT TURKEY IN THE FIELD OF SUSTAINABLE AGRICULTURAL APPLICATIONS AT THE UNITED NATIONS CONFERENCE ON SUSTAINABLE DEVELOPMENT (RIO+20) HELD IN RIO DE JANEIRO, BRAZIL.



2013

ANADOLU EFES BECOMES THE FIRST TURKISH COMPANY TO BE LISTED IN THE DOW JONES SUSTAINABILITY INDEX.



Dow Jones Sustainability Indexes

2014

ANADOLU EFES SIGNS CEO WATER MANDATE, AN INITIATIVE OF THE UNITED NATIONS GLOBAL COMPACT, BECOMING THE FIRST TURKISH COMPANY TO PARTICIPATE.



2015

ANADOLU EFES IS LISTED IN THE BIST (BORSA ISTANBUL) SUSTAINABILITY INDEX.



2016

ANADOLU EFES BECOMES THE FIRST TURKISH COMPANY TO BE LISTED IN VIGEO EIRIS EMERGING MARKET 70.





SUSTAINABILITY
MANAGEMENT



1

SUSTAINABILITY MANAGEMENT

WE CONTINUE
TO WORK WITH OUR
STAKEHOLDERS TO
CREATE A POSITIVE IMPACT
IN TERMS OF OUR
SUSTAINABILITY
TARGETS.

The foundation of our sustainability concept includes the following targets: to enhance our positive impact with a model sensitive towards people and the environment, to contribute to the socioeconomic development of the communities in which we live and work, and to sustain the continuous improvement of Anadolu Efes. In this regard, it is the responsibility of the managers to fully respond to the expectations of our stakeholders by quickly adapting to changing economic, social and environmental conditions.

The starting point of the Anadolu Efes Positive Impact Plan that we began to implement in 2011 is to boost the positive impact of our activities by generating a responsible, smart and profitable business model that secures the future of the community. In this respect, we achieved significant progress in the six priority areas we established in our management approach as well as in our social, environmental and economic performance.

A component of our sustainability management concept is to increase the positive impact we are generating by pairing them with international initiatives. In this context, the U.N. Global Compact and its extension CEO Water Mandate as well as the Women's Empowerment Principles are the main initiatives we are



STAKEHOLDER ENGAGEMENT

CORPORATE POLICIES, SYSTEMS AND PROCESSES

CORPORATE VALUES

committed to. In addition, we keep track of any global sustainability initiatives that are exhibiting continuous improvement and steer our practices accordingly. With this in mind, the U.N. Sustainable Development Goals have been included in our areas of study as they relate to our Anadolu Efes Positive Impact Plan.

PERFORMANCE EVALUATION

Our Performance Evaluation System plays a major role in the success of the Anadolu Efes Positive Impact Plan. Performance indicators that relate to each of our priority areas have been identified. All these indicators are generated in relation to GRI Standards and monitored, and are reported annually via our sustainability

reports and on our website. Furthermore, a large majority of these indicators are monitored as part of the Anadolu Efes Performance Evaluation System, and they are used in the evaluation of all managers’ individual performance and in their remuneration management system. A large portion of these indicators are also monitored through internal audit and corporate risk management.



For more detailed information on Anadolu Efes’ Positive Impact Plan and sustainability management, you can access our corporate website.

(<http://www.anadoluefes.com/surdurulebilirlik>)





CONSERVATION OF
WATER
RESOURCES



2

CONSERVATION OF WATER RESOURCES

EVERY STAGE OF OUR VALUE CHAIN, INCLUDING THE PRODUCTION OF BARLEY AND HOP, AND THE PRODUCTION OF OUR PRODUCTS AND PACKAGING, USES WATER AS ITS BASIC RAW MATERIAL. ALTHOUGH WATER MAKES UP A LARGE MAJORITY OF OUR PRODUCT CONTENT, IT IS AN EVER-DEPLETING RESOURCE DUE TO RISING GLOBAL POPULATION AND CLIMATE CHANGE. IN LINE WITH OUR POSITIVE IMPACT GOALS, WE WILL CONTINUE TO FOR IN ORDER TO HELP CONSERVE WATER RESOURCES. THIS IS IMPORTANT NOT ONLY FOR MAINTAINING OUR PRODUCTION BUT ALSO WITH REGARD TO SOCIAL NEEDS.

Conservation of fresh water resources is included in our Sustainable Development Goals and remains one of our fundamental subjects. We consider the management of water to be among our sustainable priorities, both in respect to its relationship to operations and its importance to communities. Thus, we continuously monitor it under the umbrella of corporate risk management.



The basic principles shaping our water management activities were developed in the context of the Anadolu Efes Water Policy, to which you can access via www.anadoluefes.com.

Being a major part of our business strategy, our main goal is to produce more while consuming less water, and to promote research in the field of water resources conservation. With this in mind, we utilize a continuous improvement logic. In addition to developing our own water efficiency projects, we work to promote both local and international initiatives. In 2014, we were a pioneer among Turkish companies by becoming one of the cosigners of the UNGC CEO Water Mandate initiative. We developed our policy, system and processes to conserve water resources in line with the principles designated by this initiative. We evaluate water risks across our value chain in the context of risk management

OUR GOAL

TO REDUCE OUR WATER CONSUMPTION AND WASTEWATER BY 30% IN 2020 COMPARED TO 2008.

THANKS TO THE PRACTICES WE DEVELOPED WITH THESE TARGETS IN MIND, OUR GOAL FOR WATER CONSUMPTION AND OUR GOAL FOR WASTEWATER WERE REALIZED AS 78% AND 81%, RESPECTIVELY.

and implement internal control practices. We use the results obtained by our performance indicators and disclose them to the public through our annual sustainability reports. We continued our studies on the development of our water consumption and wastewater management performance, which we consider as part of our continuous improvement program in the reporting period.

We also continued leading the Water Working Group of the Business World and Sustainable Development Association of Turkey, as well as working jointly with various stakeholders by promoting local studies in other countries.



To access more detailed information on Anadolu Efes' water management studies, please visit www.anadoluefes.com.

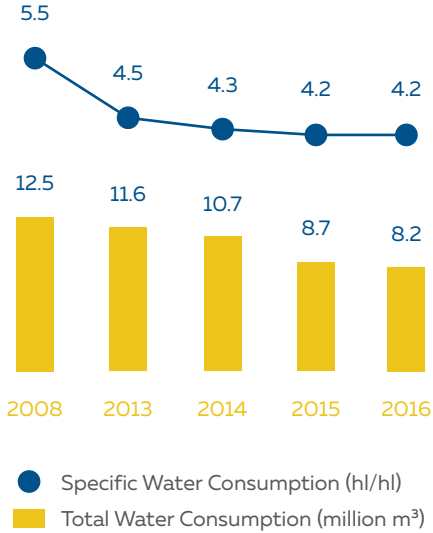
WATER MANAGEMENT

In 2016, water consumption in brewing decreased to 8.2 million m³ in parallel to our production volume. Thanks to our efficiency efforts, water consumption per product remained steady at 4.2 hl/hl just as the previous year, whereas under normal circumstances water consumption per product should have increased.

During the year, for malt production, we consumed same volume of water with the previous year however, water consumption per production displayed a rise of 3% and reached the 6.5 m³/ton.

Water Consumption Trends

IN BREWERIES



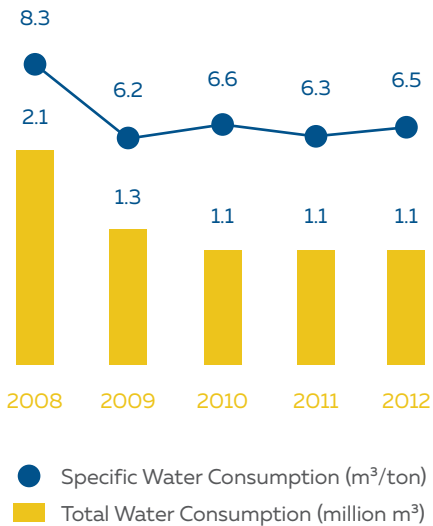
WATER EFFICIENCY PROJECT

THANKS TO THE WATER EFFICIENCY PROJECT, ANADOLU EFES KAZAKHSTAN REDUCED ITS WATER CONSUMPTION BY 95,000 M³.

With the help of the water efficiency projects undertaken in our country, our per-product water consumption continues to decline. In 2016, Anadolu Efes Kazakhstan moved to washing no-return bottles with rinser instead of standard washing material. Thanks to projects such as water recovery during yeast drying filtration and rinser bubble decomposers, it reduced its water consumption by 95,000 m³.

16

IN MALTERIES



WASTEWATER MANAGEMENT

The first stage of our wastewater management strategy is to reduce wastewater volume through high-consumption efficiency and recovery. Next is to bring the contamination levels of wastewater to a minimum and maintain it at levels stipulated in the legislation. By doing so, we will be able to both reduce our negative effects on the environment while also achieving an efficient use of water.

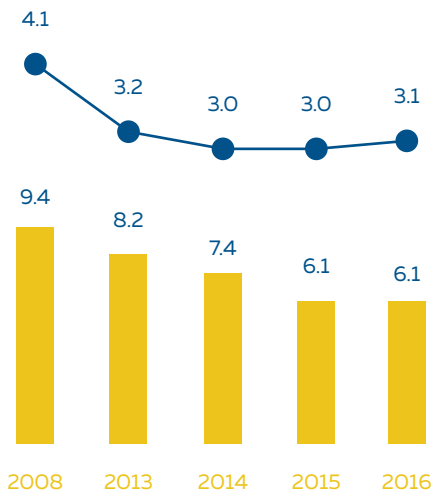
In 2016, total wastewater discharge was realized as the same as the previous year

at Anadolu Efes brewing plants, owing to the decline in wastewater discharge per product during production. It showed a minimal increase by reaching 3.1 hl/hl. A similar trend was observed in the malt production process. Water consumption per product rose to 5.5 m³/ton level.

Wastewater, a by-product of our production processes, is now being discharged after its environmental impact is minimized at treatment facilities. In this way, the wastewater discharge process does not negatively effect the biodiversity value of any water resource.

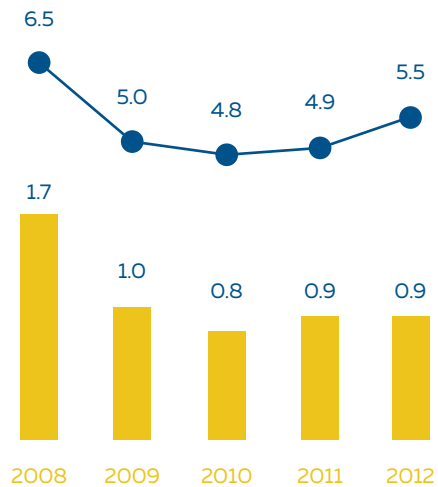
Wastewater Discharge Trends

IN BREWERIES



● Specific Wastewater Discharge (hl/hl)
 ■ Total Wastewater Discharge (million m³)

IN MALTERIES





● Specific Wastewater Discharge (m³/ton)
 ■ Total Wastewater Discharge (million m³)





CLIMATE
AND
ENVIRONMENT



3

CLIMATE AND ENVIRONMENT

WE REDUCE OUR CARBON FOOTPRINT BY EFFICIENTLY USING ENERGY RESOURCES IN ALL OUR OPERATIONS. IN THIS WAY, ON ONE HAND WE ARE INCREASING OUR EFFICIENCY; ON THE OTHER, WE ARE CREATING A POSITIVE IMPACT BY REDUCING OUR ENVIRONMENTAL IMPACT.

We strive to conduct our operations with minimum impact on the environment and climate. Our target is to enhance our performance based on our Sustainable Development Goals.

Anadolu Efes Working Principles, Environment Policy, Energy and Climate Policy certificates designate the principles we follow as part of our sustainability priorities. Conforming in full with all applicable legislation we are subject to is an important component of these principles. This applies to all countries in which we operate.

Each country monitors its operations, taking into account processes designed in accordance with ISO14001 and ISO50001. In order for our employees to achieve these processes in conformity with our standards, they are provided the necessary handbooks and training programs. As of 2016, 71% of our operational facilities are certified according to the ISO14001 standard.

We diverted funds amounting to more than \$6 million to environmental management and improvement investments in the reporting period. Furthermore, in 2016, we arranged environment training for our 596 employees adding up to 1,536 person-hours to develop our employees with respect to environmental protection, policies and our procedures.

We, together with our local and international stakeholder, participate in our climate and environment management activities and initiatives, and we support common studies. For example, we support the Declaration on Energy Efficiency in Buildings issued by the UNGC and Sustainable Development Association (SDA). We are also members of the Anadolu Efes SDA Energy Efficiency Working Group and its sub-groups Energy Efficiency in Buildings and Energy Efficiency in Industry Working Groups. We also continue our activities in accordance with sustainable agriculture principles as a member of the SDA Sustainable Agriculture and Access to Food Working Group, which targets the expansion of sustainable agriculture principles after their enhancement with good practices. We employ feedbacks that we receive from these initiatives in order to improve our policies, system and processes with regard to environment and

climate change management, conduct efficiency and R&D studies and publish our performance through sustainability reports.



For more detailed information on Anadolu Efes climate and environment management, use the following link www.anadoluefes.com

ENERGY AND EMISSIONS

In spite of falling production in 2016 thanks to our efficiency efforts, we reduced per-product energy consumption by 3.5% to 36.2 kWh/hl compared to last year. In malt production, despite decreasing production quantity we maintained our energy consumption value and retained the 981 kWh/ton level, representing a very minor increase.

21

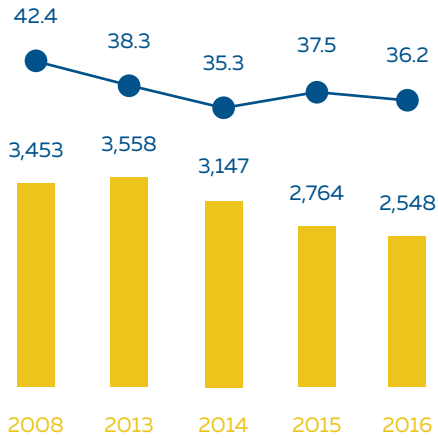
OUR GOAL

TO REDUCE PER-PRODUCT
ENERGY CONSUMPTION
AND GREENHOUSE
GAS EMISSIONS BY
17% BY 2020.

THE STUDIES WE CARRIED OUT
IN THIS REGARD, AS OF 2016
WE ACHIEVED OUR ENERGY
CONSUMPTION TARGET BY 86% AND
OUR EMISSION TARGET BY 81%.

Energy Consumption trends

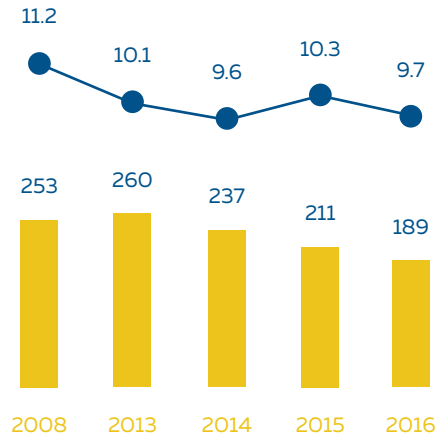
IN BREWERIES



● Specific Energy Consumption (kWh/hl)
 ■ Total Energy Consumption (TJ)

Emission trends

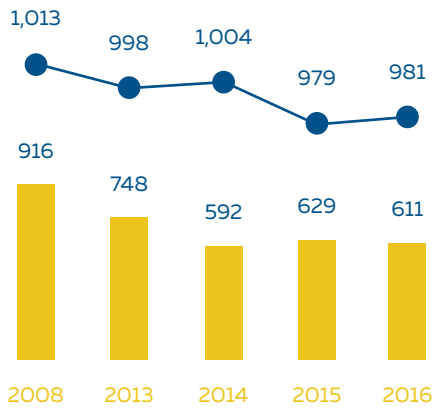
IN BREWERIES



● Specific Emissions (kg CO₂e/hl)
 ■ Total Emissions (kton CO₂e)

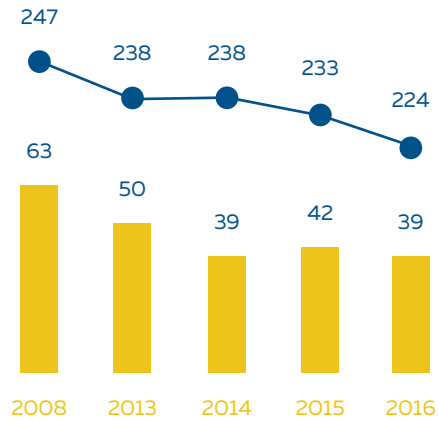
22

IN MALTERIES



● Specific Energy Consumption (kWh/ton)
 ■ Total Energy Consumption (TJ)

IN MALTERIES



● Specific Emissions (kg CO₂e/ton)
 ■ Total Emissions (kton CO₂e)

In 2016, we also made an important achievement by improving our gas emissions performance. During the year, we reduced our greenhouse gas emissions by 5.8% to a 9.7 kg CO₂/hl; in the malt production, per-product greenhouse gas emission was brought down to a 224 kg CO₂/ton level, an improvement of 3.9%.

Thanks to our energy efficiency efforts conducted during the year, we brought our annual energy consumption to 20 TJ, and greenhouse gas emissions were reduced to 1,756 tons of CO₂. One example is our rinser bottle washing system at the Kazakhstan location, leading to a yearly savings of 162,000 kWh energy and 73 tons of CO₂ greenhouse gas emissions. With respect to the Georgian operations, process improvement and equipment renewal studies led to an annual energy savings of over 1 million kWh. During the year, the highest reduction performance was achieved by our Russian operation. Although 25 projects were carried out, the operation recorded an annual energy savings of 3.1 million kWh and 1,127 tons of CO₂ in greenhouse gas emissions.

	Total Energy Reduction (TJ)	Total Emission Reduction (Ton CO ₂)
2013	112	7,683
2014	94	5,888
2015	43	3,213
2016	20	1,756

EFFICIENCY IN DISTRIBUTION

Distribution processes have a specific position in the emission inventory. We aim to enhance the efficiency of forklift movements during handling operations and to increase per-kilometer product volume.

In 2014, forklift movement performance was 0.08 kg/hl. It was brought down to 0.07 kg/hl in 2016. During the same period, our distribution performance was 3.56 km/hl.

ENERGY EFFICIENT COOLERS

In order to reduce the environmental effects of coolers located at the points of sale and consumption, we are in the process of replacing old equipment with new-generation, energy-efficient, and climate-friendly models utilizing environmentally friendly cooling gases.

In the last four years, we renewed our cooler inventory to a large degree with our investment in the new-generation equipment. As we reduced the number of coolers in our inventory in 2016 by 10% compared to 2014, by new cooler purchases made during the year, rate of energy-efficient "Smart Cooler" usage rate has reached 100% in Turkey, Russia and Georgia.

WASTE AND PACKAGING MANAGEMENT

In response to our waste management efforts, we act according to sorting principles at the source and with maximum recovery.

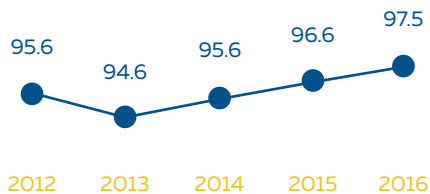
In 2016, at our beer and malt production facilities we produced 181 ktons solid waste and 410 ktons of by-products. Only 4.7 ktons of the total solid waste was in the hazardous waste status. The recovery ratio of 96.6% in 2015 increased to 97.5% in the reporting period.

Our packaging is one of the main factors that presents our products to our consumers. It ensures the products maintain their safety, taste and quality, and delivers our corporate message. Unfortunately, it transforms into waste after consumption and produces an environmental impact. In order to reduce this impact to a minimum, we are undertaking efforts to reduce the quantity of packaging, and increase recycling and recovery.

Compared to the previous year, in 2016, the returnable glass bottle rate increased to 15.1% from 14.9%, and aluminum cans to 21.8% from 21.6%. Steel keg and returnable glass bottle rate increased to 23.1%. The country operation where the highest rate in that category achieved was Anadolu Efes Turkey with 57.3%.

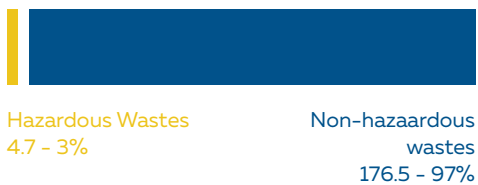
24

WASTE RECOVERY RATIO



WASTES BY TYPE

(Kton-%)

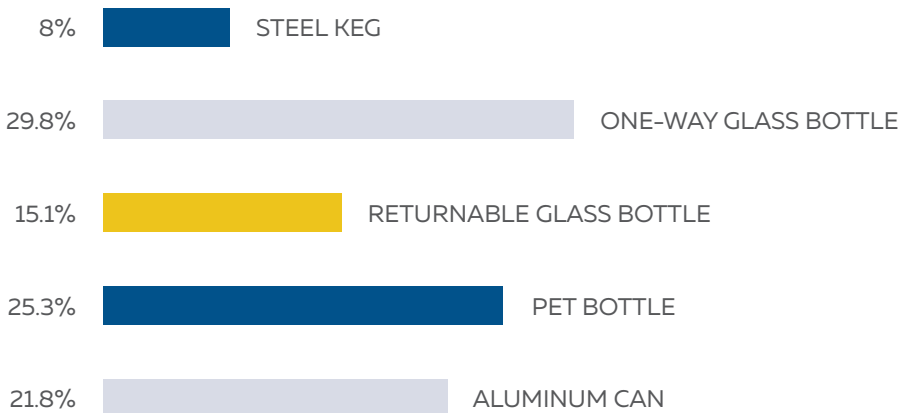


As we accomplish the recovery of recyclable material within our own supply chain, recovery of one-way materials show great variations based on the current legislation and application infrastructure in the countries of operation. According to this, collection of one-way packaging and its recovery is regulated by legislation in Turkey, and managed by ÇEVKO (Environment Protection and Recycling of Packaging Waste Foundation), of which Anadolu Efes is a co-founder. The one-way packaging recovery rate in the Turkish operation is almost 80%, whereas in general the rate is around 10% across all of our operations.

The design and R&D studies we conduct with specialist institutions has a prominent place in our packaging optimization practices. We are developing projects that aim to lighten the current materials without suffering a loss to their durability and functionality, as well as usage of lesser materials in dyeing and printing processes. For example, in the Kazakhstan operation, we attained

a 10% reduction in materials' weight thanks to our project on aluminum cans. As the result of a similar project in our Russia operation, aluminum can thickness came down to 0.208 millimeters from 0.22 millimeters. In terms of coloring applications, studies are being conducted on the utilization of more simplified colors.

Percentage of Packaging Types in Sales Volume







VALUE
CHAIN
PARTNERSHIPS

4

VALUE CHAIN PARTNERSHIPS

ANADOLU EFES IS ENHANCING ITS POSITIVE IMPACT TOGETHER WITH STAKEHOLDERS BY INVESTING IN THE FUTURE.

With our value chain system, we offer a profitable and sustainable business model to all our business partners, and primarily to dealers, suppliers and distributors. While we make a contribution to our business partners by boosting their business efficiency and their achievements, we also support their development of working standards. By establishing long-term partnerships, we increase our positive impact on our stakeholders' business value and reinforce the sustainability of our value chain. Through these studies, we improve our performance in Sustainable Development Goals (SDG) areas such as "Clean Water and Sanitation," "Decent Work and Economic Growth," "Climate Action," and "Life on Land."

SUPPLIER AND DEALER DEVELOPMENT EFFORTS

As of 2016 there are over 8,000 product and service suppliers, more than 100 malt barley suppliers and more than 400 hop suppliers in the Anadolu Efes supply chain. We expect that all suppliers adopt values and principles identical to those of Anadolu Efes, and that they support our economic, social and environmental targets. We give them guidance in respect to the responsibilities they need to take on and the basic principles they need to follow in terms of the Anadolu Efes Supplier Working Principles we published

in 2015. We monitor our suppliers to make sure they conform with these principles through our supplier audits. In the context of this work, in the last three years we completed audits of 40% of the main supplier group, including raw material and primary packaging producers.



You can access the Anadolu Efes Suppliers Working Principles document by visiting www.anadoluefes.com

Anadolu Efes products reach more than 300 million consumers via more than 500 dealers and distributors and tens of thousands of on and off-trade points of sale. With the help our work performance practices, we strive to improve the technical and managerial skills of our business partners. We design improvement programs keeping the needs of our stakeholders in mind.

Anadolu Efes Turkey supports the development of dealers and distributors via the Talimhane (Drill Field) joint development platform. Under the scope of Efes Talimhane, training courses, such as Leadership and Executive Development Program, Effective Decision-Making, Building and Managing Organizations, Advanced Finance, Contemporary Law and Customer Relations Management trainings, are provided owners, and decision makers of dealers and distributors. Moreover, Dealer Sales Teams and Distributors are provided with professional and competence building

trainings conducted by internal trainers and outstanding third party trainers.

SUPPORTING AGRICULTURE AND FARMERS

In the brewing industry, protection of production continuity, product quality and product taste is of critical importance. In regards to agricultural raw materials, many external factors play a role in the production of malting barley and hops, and preventing risks is quite difficult. For this reason, it is of key importance to forge a close relationship with producers and to enhance their business efficiency for the sustainability of our operations. In connection with the Agricultural R&D Program that began 1982, we provide operational, technical and financial support to the producers of malting barley and hops.

AGRICULTURAL R&D PROGRAM

The Agricultural R&D program is a support program developed by Anadolu Efes on the basis of our Contractual Purchase Model. It aims to satisfy the demand for malting barley and hops from domestic producers with our own registered strains. Studies were carried out using natural methods. From the start of the program to date, Anadolu Efes has developed 15 new malting barley and seven hops strains and had these registered. Developing registered products belonging to us creates added value with respect to production and product quality, and in maintaining the consistency of taste.

The biggest contribution of the malting barley and hop strains developed by Anadolu Efes Turkey through the R&D efforts reveals itself in the raw material and brewing processes. The agricultural production process is extremely sensitive to climate, biodiversity and similar conditions, water, energy, protective medication and artificial fertilizer. For that reason, agricultural activity is quickly affected by climate change, which also having its own impact on climate change. Through its R&D efforts, Anadolu Efes Turkey focuses on developing new strains that can endure aridity, thus requiring less water and energy, and with reduced natural and environmental impact. Registered malting barley and hops strains create an advantage in regards to resource consumption in production. When compared to other commonly-used barley strains in Turkey, Use of Atilir and Firat, two of our registered strains, leads to reduced electricity consumption of 12 to 24%, fuel consumption of 18 to 22%, and water consumption of 40 to 47%.



Thanks to the characteristics of Anadolu Efes Turkey-registered strains, farmers are boosting their efficiency and obtaining natural products in the required quality and quantity. The savings enjoyed is creating a mutual benefit for both farmers and Anadolu Efes. At the same time, important reductions are achieved in negative environmental impact from using agricultural products.

CONTRACTUAL PURCHASE MODEL

Anadolu Efes achieves the organized running of activities with respect to supporting producers by way of its Contractual Purchase Model. In addition to financial and operational support provided to malting barley and hops producers, other informational projects are conducted simultaneously.

First, production targets are set jointly with the producers based on their terrain. Then, seed suitable to their location are dispensed free of charge in exchange for the production. In order to help the farmers' cover their production costs, financial support is provided and other materials to be utilized in production are delivered free of charge, especially to hops producers. Training is provided by Anadolu Efes Turkey specialists during the year in order to improve the farmers' knowledge and awareness levels. Consultancy is provided in relation to production processes along with field days and technical reviews.

Thanks to the Contractual Purchase Model, which provides the strains acquired through the agricultural R&D program, a significant efficiency increase has been realized in malting barley and hops production, adding value to local agricultural activities. A major part of the raw material need is also satisfied thanks to Anadolu Efes Turkey's initiative to support the production of local hops. In the coming periods, we aim to satisfy the entire raw material demand locally and turn hops, an agricultural product with added value as an export item.

Implementation began in Turkey and reached roughly 8,000 farming families. It was carried over to our Moldova operation in 2012 due to its success. Following experimental planting studies and recognizing that the climate conditions of Moldova promote better results for winter range malting barley, more intense experimentation was carried for these strains. In 2017 we are targeting to complete the entire Moldova production with locally produced malting barley.

PROMOTING BEER CULTURE

We promote the development of a refined beer culture in the markets in which we operate. Development of a beer culture plays a key role in the development of the industry and affiliated industries. Outside Turkey, which does not allow promotion of beer culture, Anadolu Efes supports the advancement of beer culture using diverse practices. In this context, studies are conducted that present participants with new flavors and types of beer. Anadolu Efes country experts support businesses at consumption points in many areas, including decoration, ambiance, menu and presentation. Studies are also underway to inform our stakeholders about beer and brewing.





WORKFORCE



5

WORKFORCE

WE PROMISE OUR EMPLOYEES
A FAIR, EQUITABLE, AND SAFE
WORKING ENVIRONMENT THAT
PROTECTS HUMAN RIGHTS.

We recognize workforce practices as a basic component of our sustainability performance, and we are always focused on continuous improvement. We offer our employees a fair, equitable, safe working environment that boosts productivity and creativity and promotes talent. As a signatory to the U.N. Global Compact and Women's Empowerment Principles (WEP), we can vouch for the importance we attribute to human rights. As of 2016, we have 5,462 employees working in our operations.

HUMAN RIGHTS

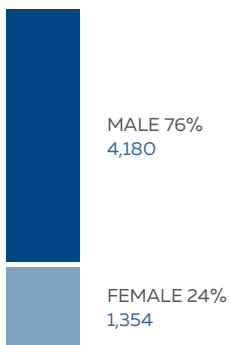
We manage human rights on the basis of Anadolu Efes Work and Business Ethics Principles, which bind all country operations and company employees. Together with this, the Universal Declaration of Human Rights and related regulations of International Labour Organization (ILO), U.N. Global Compact and Women's Empowerment Principles (WEPs) are the regulations and initiatives we endorse and conform with in order to protect human rights at the work place. In order to elevate the level of awareness and consciousness of our employees regarding human rights, we organized 1,994 person-hours of human rights training in this reporting period.



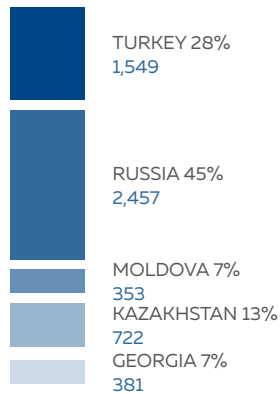
You can access Anadolu Efes' Work and Business Ethics Principles by visiting www.anadoluefes.com

The Demographic Make-Up of Anadolu Efes Employees

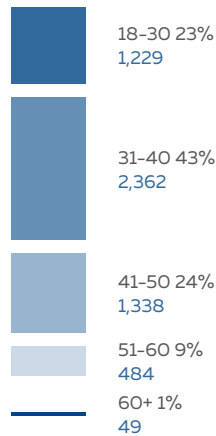
BY GENDER



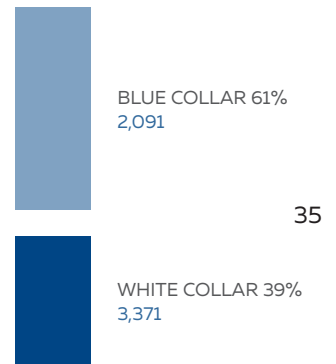
BY OPERATIONS



BY AGE GROUP



BY STATUS



We are a global, multicultural company. Diversity is a component of our corporate culture. We do not allow, under any circumstances, discrimination based on religion, language, race, ethnicity, gender or any other personal characteristic or culture difference, nor allow any action associated with discrimination. As of this reporting period, foreign citizens and women account for 19% and 15%, respectively, of our senior executives. Women make up 25% of our workforce.

We act in accordance with principles of merit and equality of opportunity as well as objective assessment criteria with respect to all of our human resources processes. Human resources processes such as hiring, salary management, determining of social benefits and performance management make no distinction among employees. We offer equal pay for equal work.

Although the duration of maternity leave can vary depending on the laws of the countries in which we operate, we support the return of our women employees to work after maternity leave with benefits such as support for child care responsibilities. Thanks to this practice, 63% of our female employees who have gone on maternity leave in 2016 returned to work after the end of their leave.

In our operations we never allow practices such as forced labor or involuntary servitude or child labor, nor allow situations that can be associated with such practices. In all country operations in which labor organizations exist, Anadolu Efes employees use their rights to collective bargaining, organizing, unionizing freely, and organizing freely in the operational centers of the labor unions of which they are a member. As of 2016, 1,536 of our employees are within the scope of collective bargaining. Thanks to the constructive and positive relations we have in place with labor unions, we suffered no workforce loss resulting from industrial relations in the reporting period.

We anticipate our suppliers and business partners will adopt identical principles regarding human rights and demonstrate the same sensitivity.

36

EMPLOYEE DEVELOPMENT AND PERFORMANCE MANAGEMENT

All of our employees outside the scope of collective bargaining are subject to annual performance evaluations based on objective criteria. Employee performance is evaluated in terms of individual and corporate performance targets, including sustainability priorities. Results obtained at the end of the process are taken into account when establishing career planning, training needs and salary. Feedback is provided to our employees and is included in the process with respect to their annual performance evaluations, development and career plans.

ANADOLU EFES LEADERSHIP PATHWAY 2020

Anadolu Efes Leadership Pathway 2020 (AELP2020) is a corporate leadership development program we brought to life in order to provide support for middle and senior management in today's tough, ever-changing business conditions. The AELP2020 Program provides the tools, technical and professional skills our managers need to attain a common leadership approach in the fulfillment of their duties and responsibilities. Our employees trained within the scope of AELP2020 are working on Action Learning Projects, enabling progress in business results and honing corporate and individual skills.

We ascribe great importance to the development of our employees' individual and professional competence. In this regard, employees at every level are offered leadership, competence and skill development programs; special training programs; and foreign language, orientation training and on-the-job training programs. In this context, in 2016 14,412 attendants received 152,966 person-hours of training. Our average training hours per employee is 28 hours.



**ANADOLU
EFESpeak**

ANADOLU EFESPEAK

In 2016, a common information and data platform for Anadolu Efes employees "Anadolu Efespeak" became active. With this app, all Anadolu Efes employees can get immediate access to company-wide data. They can also share their thoughts as well as information on their regions and achievements with the common sharing platform. In addition, many useful features such as detailed information on the brands, important information on beer culture, and special opportunities for employees are included in this app. Surveys are conducted on the application and the thoughts and requests of employees are assessed.

ANADOLU EFES RUSSIA RECOGNITION, APPRECIATION AND REWARDING SYSTEM

In 2016, the Anadolu Efes Russia Recognition, Appreciation and Rewarding System was restructured in a way to accept value-based as well as functional candidacies. Under this heading, role model behaviors that fall under any one of our five corporate values are rewarded. With this application, Anadolu Efes Russia won second prize in the Non-Monetary Motivation Program Best Practice Examples National Competition category in The Russian Motivation Awards 2016.

OCCUPATIONAL HEALTH AND SAFETY

We recognize ensuring the health and safety of our employees as the most indispensable component of our working culture. In this regard, our business processes and our work environment are being continuously improved. Our target in occupational health and safety, which is now a strategic business target at the top management level, is to achieve zero work accidents and occupational disease.

In our activity areas, health and safety processes are conducted in accordance with the OHSAS 18001 management standard. Certifications are renewed on a regular basis by audit companies. As of 2016, Anadolu Efes OHSAS 18001 certified plants reached 88%.

We manage occupational health and safety based a risk-oriented approach. The risk avoidance measures we have established in light of the risk evaluation studies are being quickly implemented. To enhance occupational safety awareness and technical know-how, we achieved 49,898 person-hours of Occupancy Health and Safety (OHS) training with the participation of 4,328 employees in 2016.

With the performance evaluation, incident reporting and analysis processes continuously improve our occupational health and safety measures. Performance monitoring is conducted in accordance with ILO Directives, GRI Standards disclosures, Anadolu Efes working

regulations and Effective Incident Reporting and Evaluation System including evaluation criteria in conformity with local legislation. Within the context of the system, incidents and near misses are reported and analyzed by management units. Required measures are immediately put in place. The risk evaluation reports and incidents are published in the four main languages spoken in the countries of operation. In this way, country operations benefit from each other's experience and can prevent similar incidents from occurring.

OHS Data

	Accident Frequency Rate	Lost Days Rate
2012	1.22	18.25
2013	1.63	12.82
2014	1.33	15.62
2015	1.89	11.45
2016	2.36	17.68

ACCIDENT FREQUENCY RATE:

Total number of injuries x 200,000 / Total working hours

LOST DAYS RATE:

Total Days Lost x 200,000 / Total working hours

Within the context of our employee health practices, all our employees regularly undergo health screenings. They also benefit from consultancy services provided by expert health teams. At suitable facilities we offer opportunities to our employees such as exercise, breathing techniques and yoga classes. With respect to the protection of the employees' health, we implement office ergonomics practices: we carry out work to improve lighting and interior air quality; reduce levels of noise, humidity and heat to optimum levels; and improve the equipment used.

We provide safety handbooks prepared in accordance with the Anadolu Efes Golden Safety Rules. They entail information such as office and road safety, working principles, risks and personal protective equipment that need to be used. Thanks to the preventive approach and awareness studies in the field of occupational health and safety during our operations, there were no cases of occupational disease or fatal accidents in the reporting period.

At our operational facilities, there are Occupational Health and Safety Committees in which employees and management are jointly represented. Our employees can direct their views to top management, workplace physicians and occupancy safety experts, through their union representatives, foremen, and/or employee representatives. Occupational Health and Safety Committees review the reasons for incidents at monthly meetings,



and identify measures to be taken after reviewing the prevailing risks. The results of these analyses are regularly reported to top management.

Collective bargaining agreements are an important part of OHS management. Even though there are differences in collective bargaining agreements with respect to countries of operation, they essentially contain regulations on subjects such as: responsibilities of the employee and the employer, joint management, working OHS Committees, personal protective equipment, OHS legislation and rules, standards and certification processes, OHS audits and investigations, employee training, sanitary regulations, health and safety support and health inspections.





PRODUCT
RESPONSIBILITY

6

PRODUCT RESPONSIBILITY

WE BELIEVE THAT RESPONSIBLE CONSUMPTION OF OUR PRODUCTS COULD ADD A POSITIVE VALUE TO ONE'S SOCIAL LIFE.

Producing high-quality beer and acting responsibly during the marketing process are the core principles of our product responsibility approach. In this regard, while we offer satisfying, high-quality products, we also encourage a responsible consumption culture. We add value to consumers' social lives with our products and generate positive value for our stakeholders.

PRODUCTION QUALITY

We produce our products with high-quality raw materials and processes. Our production plants are equipped with modern technology, and we process high-quality barley and hops developed at our R&D facilities. We perform our production processes under assurance by international systems and standards, such as ISO22000, HACCP Food Safety Management Systems and ISO9001 Quality Management Systems. We accomplish our entire production at plants certified by ISO22000 and HACCP food safety management systems.



You can access Anadolu Efes' Quality Policy at www.anadoluefes.com.

CUSTOMER SATISFACTION AND INFORMATION

We offer high-quality products with our wide product range, which includes more than 40 brands, to our consumers, always satisfying their expectations of taste. In order to boost customer satisfaction, we continuously develop new flavors while maintaining the consistency of our current products. We steer our brand development efforts by taking into account market and research results as well as consumer satisfaction surveys undertaken on the basis of brands and products.

An important component of generating customer satisfaction is providing complete information to our customers on our products. We believe that getting proper information is a basic consumer right and we provide our customers with information by way of product labels, websites and customer support lines.

Outside of Anadolu Efes Turkey operations, countries in which local legislation has a ban on product-related websites, our stakeholders can access product information via corporate and product websites.

We provide information on our product labels that go beyond the criteria stipulated by local regulations. Our product labels may differ from one country to another, depending on consumption habits, local regulations

and the structure of the industry. In all the countries, our stakeholders can call the support lines denoted on the product labels and obtain detailed information regarding the products. They can also relay suggestions and complaints. All requests reaching the related managers of Anadolu Efes via these call lines are meticulously evaluated and answered.

RESPONSIBLE CONSUMPTION

We are convinced that a responsible consumption culture is only possible when producers behave in accordance with responsible marketing principles. In all our operations, we act with full awareness of our responsibility.



Accordingly, we published the Anadolu Efes Marketing Communications Policy. You can access it at www.anadoluefes.com.

The alcoholic beverage industry is rigorously regulated with respect to marketing communications. We monitor rules designated by initiatives of the industry in addition to current legislation in marketing communications. In accordance with our marketing communications concept, we avoid using marketing content that may encourage our consumers to engage in negative actions, that may be perceived as political or discriminatory, or that may hurt the sensitivities of the society or a specific community. We ensure that our products are only sold at points of sale that comply

with legislation, and that they are not sold to persons below the legal age of consumption.

Anadolu Efes country operations conduct several studies to make consumers aware of the risks of irresponsible alcohol consumption and to promote responsible consumption. These applications are making our consumers aware of responsible consumption and may vary from one country to another due to cultural differences.

ANADOLU EFES RUSSIA

In 2016, Anadolu Efes Russia ran a campaign under the hashtag #It'sEasyToBeAHero on social media to draw people's attention to the harms of driving under the influence of alcohol. This social responsibility project was expanded countrywide. It soon came to be supported by a large number of people and raised level of awareness among the general public.

During the year, Anadolu Efes initiated a first and introduced non-alcoholic beverages to the Velkopopovický Kozel, Miller and Stary Melnik iz Bochonka product groups. In this manner, it offered a non-alcoholic alternative through which those consumers who prefer not to consume alcohol could still enjoy their beer.

ANADOLU EFES KAZAKHSTAN

Anadolu Efes Kazakhstan continued its "Designated Driver" project in 2016. The "Designated Driver" service was made available free of charge to people under the influence who needed a ride home. Another social responsibility project was launched by Anadolu Efes Kazakhstan: an information line was set up to prevent the sale of alcoholic beverages to the underaged, to be used in cases where breaches of the rule are witnessed.





COMMUNITY
DEVELOPMENT



7

COMMUNITY DEVELOPMENT

WE SUPPORT COMMUNITY DEVELOPMENT WITH OUR WORK DESIGNED TO MAKE A CONTRIBUTION TO THE LOCAL ECONOMY AND WITH OUR SOCIAL RESPONSIBILITY PROJECTS.

In current climate, the business world has to shoulder a great deal of responsibility in the cultural and social development of communities. We act with the awareness of this responsibility, which is also handled within the scope of the Sustainable Development Goals. We conduct our operations with a view to make a contribution to the local economy and support the economic, social and cultural development of the communities in which we operate.

CONTRIBUTING TO THE LOCAL ECONOMY

The beer industry has a high multiplier effect on employment and thus has a great potential for vitalizing the local economy. In this regard, we consider local employment to be one of the core elements of our human resources policy. For this reason, a large majority of our staff is made up of local employees. Additionally, including local employees in our senior management is considered to be a major indicator of contribution to the local economy. As of 2016, local managers make up approximately 81% of our management ranks.

We also choose local channels for product procurement. As well as making a contribution to the development of the economy by sourcing locally, we also prevent foreign-source dependency. In

OUR GOAL

LOCAL EMPLOYMENT TO BE ONE OF THE CORE ELEMENTS OF OUR HUMAN RESOURCES POLICY.

2016, 90% of our more than 8,200 suppliers from whom we realize our purchasing activity are local.

Annual culture and art events carried out by Anadolu Efes country operations in different cities as well as local development projects also revitalize local economies. The Urban Beautification Project ran by Anadolu Efes Russia progressed in 2016 as well. The project aimed to beautify urban areas and maintain good relations with the local community. Employees participated on a volunteer basis. During the project, over 6 tons of garbage was collected and over 100 trees were planted.

COMMUNITY INVESTMENTS

We are implementing several projects and practices in tourism, culture and arts, and sports to fulfil social expectations and needs in order to contribute to the social and cultural development of society. In this context, Anadolu Efes Turkey has been promoting projects for the advancement of sports for 40 years, cinema for 29 years, theater for 24 years and tourism for nine years.

Sports

Our largest social investment in the field of sports is the Anadolu Efes Sports Club, founded in 1976. The club's achievements have brought joy to the Turkish community. It was the first Turkish team to win a European Cup in professional sports. As of 2016, it holds one Korac Cup, 13 Turkish League Championships, 9 Turkey Cups, and 10 Presidents' Cups in its museum. Moreover, Anadolu Efes is the first Turkish team to qualify for the EuroLeague Final Four. Anadolu Efes has trained countless number of star players from its inception, presenting Turkish sports with new players every year. It continues its efforts to further advance basketball in Turkey.

Culture & Arts

In the regions in which we operate, we play a leading role in supporting culture and the arts. Anadolu Efes Turkey aims to promote the development of cinema and to participate in the recognition of Turkish cinema in international platforms. It was a sponsor of the Cinema of Turkey and the National Competition from 1990 to 2016, as part of the Istanbul Film Festival organized by the Istanbul Foundation for Culture and Arts. It awarded the Anadolu Efes Special Jury Prize in memory of the late Onat Kutlar and supported award-winning films of prominent directors of Turkish Cinema such as Derviş Zaim, Nuri Bilge Ceylan, Reha Erdem, Semih Kaplanoğlu, Yeşim Ustaoglu and Zeki Demirkubuz. The films promoted by Anadolu Efes Turkey have won a total of 76 prizes in local and international festivals. Anadolu Efes Turkey's support of theater is in its 24th year. It sponsors nine theaters across Turkey. These theaters represent some of the most important venues in the country, staging more than 600 plays to over 30,000 people.

50

ANADOLU EFES TURKEY

The Future is in Tourism



The Future is in Tourism Project, which began in 2007, is conducted in partnership with the Turkish Ministry of Culture and Tourism and the United Nations Development Programme. Its aim is to set up a tourism-focused regional development model in the Çoruh Valley under the name "Eastern Anatolia Tourism Development Project." As part of the project, more than 20 guest houses were set up in the region, several NGOs stepped in to help tourism became more active, bicycle and walking routes were created, regional festivals such as rafting and bird-watching were held, and interest in the region by domestic and foreign tourists increased thanks to all these investments. Uzundere district was

designated a tourism center by the Council of Ministers in 2013, and a sustainable tourism model was established in the region. As part of the program, between 2007 and 2012, tourism training was provided through the Boğaziçi University Lifelong Education Center in 27 provinces and more than 5,000 people were awarded tourism certificates.

After five years, "The Future is in Tourism" was transformed into a national project and continued to develop and promote tourism in Turkey. We aimed to utilize tourism as an alternative sustainable development tool, promote entrepreneurship in the development of local role models, and support tourism by bringing the public and private sectors, universities and nongovernment organizations together. Also as part of the project, in addition to provide funding to three new projects every year, we are ensuring the provision of consultancy,

mentoring and communications support. This helps ensure the applicability and sustainability of projects.

In the first three stages of the project in the years from 2013 to 2016, the following were selected and supported: "%100 Mysia," "Generating Tourism Initiatives in Mardin Under The Leadership of Women," "Stone Working in Göbeklitepe, the Oldest Temple in the World," "Arslantepe: Heritage of Malatya," "Memory of Safranbolu," " The Lavender-Scented Village," "Discover Your Own Butterfly," and "The Local Delicacies of Edremit with Nar Kadın," "Four Seasons of Foça," "Birds are Calling You," and Antalya "History Break: On the Lycian Way in Antalya."



For more detailed information on "The Future Is in Tourism" program and related projects, you can visit our website at www.gelecekturizmde.com

PERFORMANCE TABLES

OPERATIONAL AND ECONOMIC PERFORMANCE*

	2012	2013	2014	2015	2016
Beer Production (Mhl)**	29.1	25.3	24.2	20.0	19.9
Malt Production (kton)	251	208	164	178	173
Beer Sales (Mhl)	28.4	25.5	24.5	20.4	19.2
Malt Sales (kton)	0.3	-	-	-	-
Beer Production Capacity (Mhl)	43.7	43.7	38.8	39.5	39.5
Malt Production Capacity (kton)	294	294	245	248	248
Net Sales (1,000 TL)	4,319,725	9,195,773	10,021,383	10,205,146	10,420,257
Beer Sales	4,291,363	3,978,641	4,000,899	3,440,946	3,325,563
Others	2,125,471	5,217,132	6,020,484	6,764,200	7,094,694
Profit From Operations (1,000 TL)	540,350	743,854	916,176	928,877	939,940
Profit From Operations Margin (%)	12.5	8.1	-9.3	-9.3	-9.0
Net Income (1,000 TL)	341,175	609,811	-512,233	-197,759	-70,795
Net Income Margine (%)	14.1	28.4	-5.1	-1.9	-0.7
EBITDA (1,000 TL)	908,313	1,494,687	1,702,376	1,746,459	1,768,747
EBITDA Margin (%)	21.0	16.3	17.0	17.1	17.0
Total Assets (1,000 TL)	10.381.556	22.366.984	20.113.805	22.044.090	25.628.559
Net Financial Debt / EBITDA	0.5X	2.0X	0.4X	0.5X	0.4X
Earnings per Share (TL)	1.0765	4.4062	-0.8651	-0.3340	-0.1196
Local Procurement (%)					
By Expenditure	-	78.0	78.4	81.01	86.2
By Number of Suppliers	-	88.8	93.2	92.73	90.43

52

* Operational figures are calculated with the scope adopted for financial statements. However, when calculating specific performance figures disclosed in various sections of this index, sustainability reporting scope is adopted.

** 1 Mhl=1,000,000 hl; 1 hl = 100 liters

ENVIRONMENTAL PERFORMANCE

	2012	2013	2014	2015	2016
Specific Energy Consumption in Breweries (kWh/hl)	36,7	38,3	35,3	37,5	36,24
Total Energy Consumption in Breweries (TJ)	2,966	3,558	3,147	2,764	2,548
Total Direct Energy Consumption in Breweries (TJ)	1,869	2,315	2,196	1,945	1,801
Natural Gas	1,724	2,071	1,951	1,707	1,598
Fuel Oil	138	240	240	231	201
Diesel	8	4	5	7	2
Total Indirect Energy Consumption in Breweries (TJ)	1,091	1,237	951	819	747
Electricity	830	1,013	919	796	734
Steam	262	224	32	23	13
Specific Energy Consumption in Malteries (kWh/ton)	1,051	998	1,004	979	981
Total Energy Consumption in Malteries (TJ)	950	748	592	629	611
Total Direct Energy Consumption in Malteries (TJ)	663	516	501	533	516
Natural Gas	661	515	500	357	516
Fuel Oil	0	0	0	5	0
Diesel	2	1	1	1	0
Others	0	0	30	170	0
Total Indirect Energy Consumption in Malteries (TJ)	287	232	91	95	95
Electricity	128	116	91	95	95
Steam	159	117	0	0	0
Specific GHG Emissions in Breweries (kton CO ₂ e)	9.8	10.1	9.6	10.3	9.65
Total GHG Emissions in Breweries (kton CO ₂ e)	221	260	237	211	189
Direct	112	139	133	118	107
Indirect	109	121	104	93	82
Specific GHG Emissions in Malteries (kton CO ₂ e)	250	238	238	233	224
Total GHG Emissions in Malteries (kton CO ₂ e)	63	50	39	42	39
Direct	37	29	28	30	27
Indirect	25	21	11	12	12

Total Energy Saved (TJ)	-	112	94	43	20
Total Emission Saved (Ton CO ₂ e)	-	7,683	5,888	3,213	1,756
Distribution Distance per Sales Volume (km/hl)	3.6	3.4	3.44	3.41	3.56
Forklift Energy Consumption per Sales Volume (kg/hl)	0.08	0.08	0.07	0.07	0.07
Specific Water Consumption in Breweries (hl/hl)	4.5	4.5	4.3	4.2	4.2
Total Water Consumption in Breweries (million m ³)	10.1	11.6	10.7	8.7	8.2
Ground Water	5.0	5.0	4.9	4.5	4.3
Municipal Water	5.0	6.6	5.8	4.2	3.9
Specific Water Consumption in Malteries (m ³ /ton)	6.4	6.2	6.6	6.3	6.5
Total Water Consumption in Malteries (million m ³)	16	13	11	11	11
Ground Water	1.4	1.2	1.1	1.1	1.1
Municipal Water	0.2	0.1	0	0	0
Specific Wastewater Discharge in Breweries (hl/hl)	3.2	3.2	3.0	3.0	3.1
Total Wastewater Discharge in Breweries (million m ³)	7.1	8.2	7.4	6.0	6.0
Sewage System	5.8	7.1	6.5	5.2	5.2
Surface Water Body	1.3	1.0	0.9	0.8	0.8
Specific Wastewater Discharge in Malteries (m ³ /ton)	5.3	5.0	4.8	4.9	5.5
Total Wastewater Discharge in Malteries (million m ³)	13	10	0.8	0.9	0.9
Sewage System	0.8	0.7	0.4	0.5	0.6
Surface Water Body	0.5	0.4	0.4	0.4	0.3
Total Amount of Waste (ton)	-	-	64,171	59,928	181,748
Hazardous	-	-	4,497	4,455	4,663
Nonhazardous	-	-	59,674	55,473	176,485
Total Waste Disposal (kton)	439	557	514	462	180
Recycle	419	527	492	446	166
Others	19	30	23	16	14
Recycling Ratio (%)	95.6	94.6	95.6	96.6	98.0
Total Environmental Expenditures (million USD)	-	8.4	6.1	4.1	6.0

SOCIAL PERFORMANCE

	2013	2014	2015	2016
Employee Trainings-Number of Participants	12,564	24,435	20,397	14,412
Female	-	5,065	5,780	2,180
Male	-	19,370	14,617	12,232
Employee Trainings-Total Training Hours (person*hour)	164,725.30	194,543	168,702	152,966
Female	-	48,018	48,291	39,307
Male	-	146,525	120,411	113,659
Average Training Hours per Employee	24.40	26.46	26.40	28.00
Female	-	25.91	29.68	29.00
Male	-	26.65	25.30	27.70
Human Rights Training-Number of Participants	-	42	1,019	2,420
Human Rights Training-Total Training Hours (person*hour)	-	289	2,551	1,994
OHS Training-Number of Participants	3,749	6,118	4,415	4,328
OHS Training-Total Training Hours (person*hour)	22,363	14,259	26,885	49,898
Environmental Training-Number of Participants	829	788	700	596
Environmental Training-Total Training Hours (person*hour)	8,554	9,218	7,929	1,536
Injury Rate*	1.63	1.33	1.89	2.36
Occupational Disease Rate**	0	0	0	0
Lost Day Rate***	12.82	15.62	11.45	17.68
Fatalities	0	0	0	0
Fatalities by Road Accidents	0	0	0	0
Injuries by Road Accidents	6	8	3	28

* Injury Rate= Total number of injuries x 200,000 / Total work hours: The factor 200,000 used in calculations derived from 100 employees X 40 work hours X 50 weeks as indicated in GRI Framework.

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

*** Lost Day Rate= Total number of lost days x 200,000 / Total work days

**** Absentee Rate= Total number of missed days x 200,000 / Total work days – Absences emerged from all incapacities of any kind preventing employees to work such as work related injuries, diseases and etc. are included in the calculation except for permitted leave absences as a part of employees' legal rights such as annual leaves and maternity/paternity leaves.

EMPLOYEE DEMOGRAPHICS

	2012		2013		2014		2015		2016	
Total Number of Employees	5,918		8,720		7,352		6,386		5,462	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	4,472	1,446	6,485	2,235	5,499	1,853	4,759	1,627	4,108	1,354
Employees by Status										
Blue Collar	2,341	237	3,344	456	2,661	299	2,317	264	1,908	183
White Collar	2,131	1,209	3,128	1,792	2,838	1,554	2,442	1,363	2,200	1,171
Employees by Education Level										
University and Higher	2,208	1,091	3,693	1,709	2,856	1,339	2,533	1,239	2,387	1,088
Other	2,264	355	2,206	370	2,643	514	2,226	388	1,721	266
Employees by Age Group										
18-20	-	-	-	-	9	2	5	1	1	0
21-30	-	-	-	-	1,619	590	1,220	448	885	343
31-40	-	-	-	-	2,272	672	2,035	627	1,780	582
41-50	-	-	-	-	1,108	391	1,059	360	1,055	283
51-60	-	-	-	-	444	196	402	188	343	141
61+	-	-	-	-	47	2	43	3	44	5
New Hires	583	234	1,110	375	799	253	412	204	295	147
Employees Left	759	257	1,434	537	1,513	554	1,136	420	660	242
Employees on Parental Leave	61	138	75	133	86	184	76	131	81	123
Employees Returned after Parental Leave	156		152		146		75	64	80	77
Senior Managers	41	4	151	65	141	51	55	12	50	9
Local	28		124	65	117	51	42	12	39	9
Expat	17		27		24	0	13	0	11	0
Disabled Employees	60	31	56	13	57	17	17	23	44	12
Average Seniority (year)	6.86	7.84	4.95	3.90	7.73	11.16	8.76	9.14	9.63	8.86
Employees Covered by Collective Labor Agreements	1,882		2,498		2,672		2,240		1,536	
Share in Total Workforce (%)	31.8		28.65		36.34		35.07		28.12	
Share in Blue Collar Employees (%)	73.00		65.74		90.27		87.09		73.5	

GRI CONTENT INDEX

GRI INDICATORS	UNGC INDICATORS	DESCRIPTION AND PAGE NUMBERS
GRI 101: Foundation		
GRI 102: General Disclosures		
Organizational Profile		
102-1		Contacts (inside back cover)
102-2		www.anadoluefes.com/dosya/kurumsal-politikalar/anadol-efes-marketing-communication-policy.pdf
102-3		Contacts (inside back cover)
102-4		About the Report (p.1); Anadolu Efes Brewery Operations (p.5)
102-5		www.anadoluefes.com/index.php?gdil=in&gsayfa=hk&galtsayfa=ortaklikyapisi&gicsayfa=&gislem=&gbilgi=
102-6		Anadolu Efes Brewery Operations (p.5)
102-7		Anadolu Efes Brewery Operations (p.5); Performance Charts (p.52)
102-8	Principle 6	Workplace (p.35); Performance Charts (p.56)
102-9		Value Chain Partnerships (p.28)
102-10		www.anadoluefes.com/index.php?gdil=in&gsayfa=yi&galtsayfa=hyi&gicsayfa=2&gislem=&gbilgi= www.anadoluefes.com/index.php?gdil=in&gsayfa=yi&galtsayfa=hyi&gicsayfa=2&gislem=&gbilgi=
102-11		www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-2&gicsayfa=&gislem=&gbilgi=ykl-2 www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-3&gicsayfa=&gislem=&gbilgi=ykl-3
102-12		www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-4&gicsayfa=&gislem=&gbilgi=ykl-4
102-13		www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-4&gicsayfa=&gislem=&gbilgi=ykl-4
Strategy		
102-14		CEO Statement (p.6-7)
102-15		Sustainability Progress Chart (p.2-3); CEO Statement (p.6-7); Sustainability Management (p.11); www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
Ethics and Integrity		
102-16	Principle 10	www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-3&gicsayfa=&gislem=&gbilgi=ykl-3
102-17	Principle 10	Anadolu Efes Code of Business Conduct and Ethics www.anadoluefes.com/dosya/calismaprensipieri_in/anadolu-efes-code-of-business-conduct-and-ethics.pdf
Governance		
102-18		www.anadoluefes.com/index.php?gdil=in&gsayfa=yi&galtsayfa=kycp&gicsayfa=7&gislem=&gbilgi=
Stakeholder Engagement		
102-40		www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-4&gicsayfa=&gislem=&gbilgi=ykl-4
102-41	Principle 3	Workplace (p.36); Performance Charts (p.56)
102-42		www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-4&gicsayfa=&gislem=&gbilgi=ykl-4

102-43		www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-4&gicsayfa=&gislem=&gbilgi=ykl-4
102-44		General Assembly Minutes www.anadoluefes.com/dosya/genelkurul_in/20160418112525lu.pdf
Reporting Practice		
102-45		About the Report (p.1)
102-46		In line with GRI Standards, in order to define reporting content, Anadolu Efes follows a specific process based on materiality, completeness, sustainability context and inclusiveness principles. First we identify a large scale issue universe in compliance with business objectives, sector specific facts, competition practices, requirements of our engagements, global sustainability agenda. Then we ran a prioritization process together with Sustainability Champions both at headquarter and country operations level with regard to risk and opportunity potentials and expectations of stakeholders on these issues. During the last phase of the process, we validated and fine-tuned results of the prioritization process as well as defining in which business units or processes these issues are most material.
102-47		Sustainability Management (p.1)
102-48		No restatements made compared to the previous report.
102-49		About the Report (p.1)
102-50		About the Report (p.1)
102-51		About the Report (p.1)
102-52		About the Report (p.1)
102-53		Contacts (inside back cover)
102-54		About the Report (p.1)
102-55		GRI Index (p.57-61)
102-56		Legal Disclaimer (inside back cover)
Material Issues		
Community Development		
GRI 103: MANAGEMENT APPROACH 2016	103-1	Community Development (p.48); http://www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi=
	103-2	Sustainability Management(p.10-11); Community Development (p.48); http://www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi= http://www.anadoluefes.com/index.php?gdil=tr&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
	103-3	Sustainability Progress Chart (p.2-3); http://www.anadoluefes.com/index.php?gdil=tr&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
GRI 203: INDIRECT ECONOMIC IMPAIRS 2016	203-2	Value Chain Partnerships (p.29-30); Community Development (p.48-49); Performance Charts (p.52)
GRI 204: PROCUREMENT PRACTICES 2016	204-1	Community Development (p.48-49); Performance Charts (p.52)
	FP1	All purchasing operations are conducted inline with Anadolu Efes' general sourcing policy and Anadolu Efes Code of Conduct for Suppliers.

GRI 205: ANTI-CORRUPTION 2016	205-1	Principle 10	http://www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi= All company organization is periodically subject to both internal and Anadolu Group auditing processes. All company accounts, records and documents are audited quarterly by Anadolu Efes Audit Committee.
Environment and Climate			
GRI 103: MANAGEMENT APPROACH 2016	103-1		Conservation of Water Resources (p.14-15); Environment and Climate (p.20-21, 24-25); www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi=
	103-2		Sustainability Management (p.10-11); Conservation of Water Resources (p.14-17); Environment and Climate (p.20-21, 24-25); www.anadoluefes.com/index.php?gdil=tr&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi= www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
	103-3		Sustainability Progress Chart (p.2-3); www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
GRI 301: MATERIALS 2016	301-1	Principle 7 Principle 8	Conservation of Water Resources (p.16); Environment and Climate (p.20-21, 24-25); Performance Charts (p.54)
	301-2	Principle 8	Conservation of Water Resources (p.16); Environment and Climate (p.24-25); Performance Charts (p.54)
	301-3	Principle 7 Principle 8 Principle 9	Environment and Climate (p.24-25)
GRI 302: ENERGY 2016	302-1	Principle 7	Environment and Climate (p.22-23); Performance Charts (p.53)
	302-2	Principle 8	Environment and Climate (p.22-23); Performance Charts (p.53)
	302-3	Principle 8	Environment and Climate (p.22-23); Performance Charts (p.53)
	302-4	Principle 8 Principle 9	Environment and Climate (p.22-23); Performance Charts (p.53)
	302-5	Principle 8 Principle 9	Environment and Climate (p.22-23); Performance Charts (p.53)
GRI 304: BIODIVERSITY 2016	304-1	Principle 8	Anadolu Efes has no operational site in the protected areas.
	304-2	Principle 8	Anadolu Efes has no operational site in the protected areas. Thus, no impact on high biodiversity area were recorded during the reporting period.
	304-3	Principle 8	Since Anadolu Efes operations has no significant impact on habitats, no restoration or protection practices carried out other than general practices performed due to the Anadolu Efes Environmental Management Scheme.
GRI 305: EMISSIONS 2016	305-1	Principle 7 Principle 8	Environment and Climate (p.22-23); Performance Charts (p.53)
	305-2	Principle 7 Principle 8	Environment and Climate (p.22-23); Performance Charts (p.53)
	305-4	Principle 8	Environment and Climate (p.22-23); Performance Charts (p.53)
	305-5	Principle 8 Principle 9	Environment and Climate (p.22-23); Performance Charts (p.53)
GRI 306: EFFLUENTS AND WASTE 2016	306-2	Principle 8	Environment and Climate (p.24); Performance Charts (p.54)

Protecting Water Resources			
GRI 103: MANAGEMENT APPROACH 2016	103-1		Conservation of Water Resources (p.14-15); www.anadoluefes.com/index.php?gdil=tr&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi=
	103-2		Sustainability Management(p.10-11); Conservation of Water Resources (p.14-17); www.anadoluefes.com/index.php?gdil=tr&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi= www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
	103-3		Sustainability Progress Chart (p.2-3); www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
GRI 303: WATER 2016	303-1	Principle 7 Principle 8	Conservation of Water Resources (p.16); Performance Charts (p.54)
	303-2		Conservation of Water Resources (p.14-16)
	303-3	Principle 8	Since no water bodies employed such as RAMSAR or other protected resources, no water resources used by Anadolu Efes is under stress according to the criteria expressed in the indicator.
GRI 306: EFFLUENTS AND WASTE 2016	306-1	Principle 8	Conservation of Water Resources (p.17); Performance Charts (p.54)
Workplace			
GRI 103: MANAGEMENT APPROACH 2016	103-1		Workplace (p.34-39); http://www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi=
	103-2		Sustainability Management(p.10-11); Workplace (p.34-39); www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi= www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
	103-3		Sustainability Progress Chart (p.2-3); www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
GRI 401: EMPLOYMENT 2016	401-1	Principle 6	Performance Charts (p.56)
	401-2		All Anadolu Efes employees enjoy equal benefits applicable to their employment type within the duration of their employment contract.
	401-3	Principle 6	Performance Charts (p.56)
GRI 402: LABOR/ MANAGEMENT RELATIONS 2016	402-1	Principle 3	Possible changes in company operations or working conditions and Workplaces of employees are announced before the execution of the changes, according to minimum notice periods indicated in applicable legal regulations. These periods can vary according to the operation country regulations and to the employee seniority. Collective bargaining agreements regulate minimum notice periods for covered employees.
	FP3	Principle 3	No work hours lost during the reporting period for industrial disputes or strikes.
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016	403-2		Workplace (p.38); Performance Charts (p.55)
	403-4		Workplace (p.39)
GRI 404: TRAINING AND EDUCATION 2016	404-1	Principle 6	Workplace (p.37); Performance Charts (p.55)
	404-2		Workplace (p.36-37)

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Principle 6	Performance Charts (p.56)
GRI 406: NON-DISCRIMINATION 2016	406-1	Principle 10	No discrimination case has occurred during the reporting period.
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	407-1	Principle 3	In all Anadolu Efes operations, collective bargaining, organization and unionization rights are secured. All employees are free to become a member of the trade union which they prefer and to benefit collective bargaining practices. Anadolu Efes expects all suppliers to adopt similar working principles. During the reporting period, no breach or risk is identified within Anadolu Efes or major supplier operations against the exercise of these rights.
GRI 408: CHILD LABOR 2016	408-1	Principle 5	No child labor is employed in any Anadolu Efes operation. Anadolu Efes expects all suppliers to adopt similar working principles. During the reporting period, no breach or risk is identified within Anadolu Efes or major supplier operations against exercise of this principle.
GRI 409: FORCED OR COMPULSORY LABOR 2016	409-1	Principle 4	No Anadolu Efes operation employs forced or compulsory labor. Anadolu Efes expects all suppliers to adopt similar working principles. During the reporting period, no breach or risk is identified within Anadolu Efes or major supplier operations against exercise of this principle.
Product Responsibility			
GRI 103: MANAGEMENT APPROACH 2016	103-1		Product Responsibility (p.42-45); www.anadoluefes.com/index. php?gdil=in&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi=
	103-2		Sustainability Management(p.10-11); Product Responsibility (p.42-45); www.anadoluefes.com/index. php?gdil=in&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi= www.anadoluefes.com/index. php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
	103-3		Sustainability Progress Chart (p.2-3); www.anadoluefes.com/index. php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-2		No such case occurred during the reporting period.
GRI 417: MARKETING AND LABELING 2016	417-1		Product Responsibility (p.43)
	417-2		No such case occurred during the reporting period.
	FP5		Product Responsibility (p.42)
Value Chain Partnerships			
GRI 103: MANAGEMENT APPROACH 2016	103-1		Value Chain Partnerships (p.28-31); www.anadoluefes.com/index. php?gdil=in&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi=
	103-2		Sustainability Management (p.10-11); Value Chain Partnerships (p.28-31); www.anadoluefes.com/index. php?gdil=in&gsayfa=sr&galtsayfa=onc&gicsayfa=&gislem=&gbilgi= www.anadoluefes.com/index. php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=
	103-3		Sustainability Progress Chart (p.2-3); www.anadoluefes.com/index. php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=

Contacts

To receive more information on Anadolu Efes' Sustainability report, and to share your opinions or suggestions:

SİMGE BALABAN

Corporate Communications Manager
Email: simge.balaban@tr.anadoluefes.com

Anadolu Efes Biracılık ve Malt Sanayi A.Ş.
Fatih Sultan Mehmet Mh. Balkan Cd.
No:58 Buyaka E Blok Tepeüstü - Ümraniye
34771 İstanbul, Türkiye
T: +90 216 586 80 00 Pbx
T: +90 216 586 82 24
F: +90 216 488 78 63
www.anadoluefes.com.tr

REPORTING CONSULTANT

Kıymet-i Harbiye
info@kiymetiharbiye.com
T: +90 (212) 279 13 13

REPORT DESIGN

FM Data İletişim
info@data-iletisim.com
T: +90 (212) 662 78 00

roundabout
info@roundabout.com.tr
T: +90 (212) 292 07 13

LEGAL DISCLAIMER:

The Anadolu Efes Sustainability Report (The Report) has been prepared by Anadolu Efes Biracılık ve Malt Sanayi A.Ş. (ANADOLU EFES) within the reporting principles of the Global Reporting Initiative (GRI) and the U.N. Global Compact. All information and opinions

contained in this Report, which does not purport to be comprehensive, have been provided by ANADOLU EFES and have not been independently verified for this purpose. This Report has been prepared solely for information purposes and does not aim to form the basis for any investment decision. No information in this Report constitutes a proposal or part of a proposal relating to the sale of ANADOLU EFES shares, or an invitation to this kind of sales process, and the publishing of this report does not mean that a legal relationship of this kind has been established. All featured information and related documents are believed to be accurate at the time of this Report preparation, and all information has been provided in good faith and relies on trustworthy sources. However ANADOLU EFES does not make any kind of declaration, guarantee or promise in relation to this information. Accordingly, neither ANADOLU EFES nor any of its subsidiaries, or their board members, respective advisors, directors or employees shall be liable for any direct, indirect or consequential loss or damage suffered by any person as a result of relying on any statement in or omission from this Report or in any other information or communication in connection with the Report.

This report is prepared for corporate communication purposes in line with Anadolu Efes Sustainability Strategy. It does not involve any alcoholic beverage advertisement or promotion directed at consumers.

