

WE BREW TO CREATE SUSTAINABLE VALUE

ANADOLU
EFES



CONTENTS

ABOUT THE REPORT

- 3 Principles and Standards
- 3 Scope of Reporting
- 3 Assurances
- 3 News
- 4 Messages from the CEO

ANADOLU EFES WORLD

- 8 Anadolu Efes Biracılık ve Malt Sanayi A.Ş. at a Glance
- 9 Our Strategic Perspective
- 10 Our Geographical Footprint
- 11 Highlights

+1 VALUE FOR THE FUTURE

- 15 Mega Trends, Risks and Opportunities
- 20 Strategy - Anadolu Efes' Positive Impact Plan
- 21 Our Impact Journey on the Value Chain
- 24 Our Updated Materiality Analysis
- 27 Governance
- 30 Risk Management

TARGETING ZERO FOR ENVIRONMENT

- 35 Climate Crisis
- 37 Water Use and Security
- 39 Circularity and Waste Management
- 41 Sustainable Packaging
- 42 Sustainable Agriculture
- 43 Sustainable and Responsible Sourcing
- 44 Value Chain Risks and Resilience
- 44 Local Sourcing
- 45 Product Quality and Security
- 46 Biodiversity

GETTING STRONGER WITH OUR EMPLOYEES

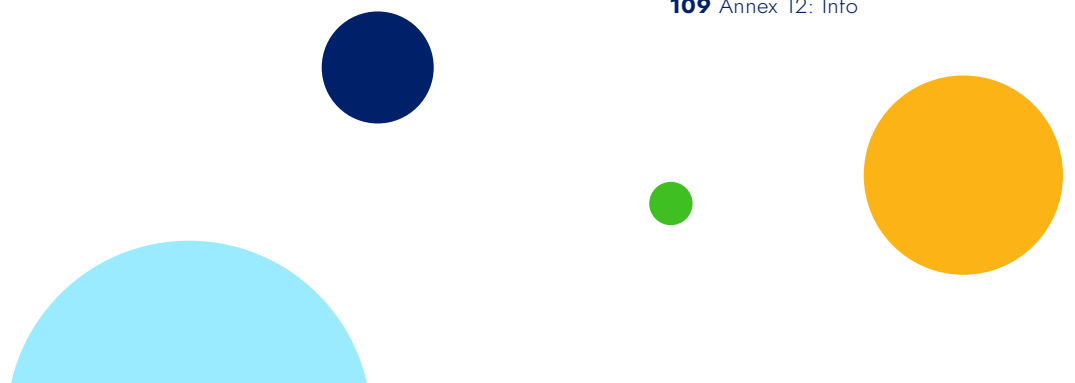
- 50 Equality, Diversity and Inclusion
- 53 Talent Development
- 54 Employee Health, Safety and Wellbeing
- 55 Employee Engagement
- 56 Ethics and Human Rights
- 57 Volunteer Work

INCREASING OUR SOCIAL IMPACT

- 61 Responsible Consumption
- 61 Responsible Marketing
- 62 Community Investments
- 70 Economic Impact

ANNEXES

- 72 Annex 1: Communication with Stakeholders
- 75 Annex 2: Sustainable Development Goals and Project Mapping
- 78 Annex 3: List of Associations and Initiatives, Memberships and Participations
- 79 Annex 4: Awards
- 80 Annex 5: Performance Indicators
- 83 Annex 6: GRI Content Index
- 97 Annex 7: WEF - IBC Content Metrics
- 101 Annex 8: UN Principles for the Empowerment of Women (UN WEPs)
- 102 Annex 9: Reporting Guidance
- 103 Annex 10: Independent Assurance Reports
- 109 Annex 11: Abbreviations
- 109 Annex 12: Info



ABOUT THE REPORT

At Anadolu Efes Biracılık ve Malt Sanayii A.Ş., we have been sharing our performance in corporate governance, environmental and social fields through our sustainability reports yearly since 2010. Our report includes our Positive Impact Plan strategy, focus areas, goals, developments, and performance in these aforementioned areas.



PRINCIPLES AND STANDARDS

Our report has been prepared following GRI Standards: Core option. It also serves as our progress report on incorporating the UNGC CEO Water Mandate and the UN Women's Empowerment Principles (WEPs). [Our responses within the scope of the Capital Markets Board's \(CMB\) Sustainability Principles Compliance Framework are featured on pages 125-135 of the 2021 Annual Report.](#) This year, the WEF-Stakeholder Capitalism Sustainable Value Creation Reporting Criteria also guided the content development process of our report.

SCOPE OF REPORTING

This report covers our practices and performance results obtained during the period from January 1 to December 31, 2021, for all (100%) of our beer operations in Turkey, Russia, Ukraine, Kazakhstan, Georgia, and Moldova. We are in partnership with AB InBev regarding our Russia and Ukraine operations. Apart from economic performance data, Anadolu Efes affiliates are not included within the report's scope. [The sustainability strategy and performance of one of our other affiliates, Coca-Cola Beverage Inc., can be found in the 2021 Integrated Annual Report.](#) Due to the developments between Russia and Ukraine, our production activities in Ukraine ceased on February 24, 2022. However, as the report covers sustainability performance between January 1 and December 31, 2021, this development does not affect our report.

ASSURANCE

We received independent assurance for Scope 1 and Scope 2 greenhouse gas emissions and water consumption of our operations in Turkey, Russia, and Ukraine and Gender Pay Ratio by Compensation Policy

of all our operations except Russia and Ukraine. In our operations in Russia and Ukraine, we also received assurance for fatal accidents, number of total accidents, electricity purchased, renewable energy data, percentage of primary recyclable packages, and percentage of recycled content in primary packages. The statement of assurance for data from Turkey can be found in the annexes. The data of our operations in Russia and Ukraine, where we have a partnership with AB InBev, are verified within the scope of AB InBev's information. [The assurance statement is available on page 94-95 of the AB InBev 2021 ESG Report.](#)

NEWS

In 2021, we renewed our materiality analysis in the countries where our operations are located. We have identified our primary and secondary material issues within the scope of our focus areas. As a result of this renewed study, we addressed our value chain focus area more holistically within the framework of our Positive Impact Plan and subsequently positioned it around our other three focus areas. In our reporting work this year, we have also introduced some innovations to our methods and reporting standards. In this context, we added the Stakeholder Capitalism Sustainable Value Creation Reporting Criteria developed by the World Economic Forum to our reporting standards. This year, we also participated in the UN Global Compact Early Adopter program, where explanations and requirements related to the ten principles of the UN Global Compact are developed. Therefore, instead of preparing a Progress Report, we shared our data with our stakeholders through the online platform prepared by the UN Global Compact. In addition, we have iconified our "Value Chain" steps to make our report easier to follow.



MESSAGE FROM THE CEO

Since day one, we have been working to create value in all our strategic areas while keeping people’s interests at the heart of what we do.

IF YOU NEEDED TO SUMMARIZE 2021, WHAT WOULD BE YOUR HIGHLIGHTS? IN THE LIGHT OF THESE TOPICS, HOW WOULD YOU EVALUATE 2021 FOR ANADOLU EFES?

2021 went down in history as a year in which we struggled with the challenging conditions of the pandemic and faced the consequences of the climate crisis. While quarantine measures, which dominated the first half of the year, led to a review of the resilience of global supply chains in all sectors, proper supply chain management became a crucial element in ensuring business continuity. On the other hand, we witnessed increasingly severe weather events and natural disasters worldwide due to climate change. Today marks the beginning of a new era where we understand the importance of building a sustainable future to protect our planet.

The global fight against the climate crisis surpassed key milestones in 2021. The Intergovernmental Panel on Climate Change (IPCC) report again underlined that climate change is anthropogenic while calling on governments and companies to take urgent action to limit global warming to 1.5 degrees. The United Nations Climate Change Conference (COP26) held in Glasgow was one of the breakthrough moments in the fight against the climate crisis and represented the transition to a low-carbon economy for the business world. Nearly 8,000 non-public players have pledged to halve their emissions by 2030 as part of the UN’s “Race to Zero” campaign. Investment funds and the financial sector combining their powers with the private sector to make solid carbon zero commitments showed us

how much the net zero transformation would affect every layer of the business world.

One of the most significant bi-products of this transformation period was the faster-than-expected replacement of shareholder capitalism, which only aims to earn and make a profit by stakeholder capitalism. Investors, one of the main components of the stakeholder ecosystem, now expect companies to integrate many non-financial metrics, such as social justice and climate awareness, into their business strategies. In the business world, momentum is now shaped around the environmental, as well as social and corporate governance (ESG) approaches. The amount that ESG-focused funds reach globally is one of the best examples; by the end of the year, it is expected that the funds will reach a record amount with an investment of \$650 billion. Sustainable debt instruments seem to have potential beyond all estimates, exceeding a total of \$1.5 trillion.

While there is a clear shift in the ESG axis and a significant transformation in investments globally, we must keep doing more as individuals and as institutions to ensure a sustainable future and recognize that each step moving forward is critical. For this reason, at Anadolu Efes, we are trying to establish collaborations, expand our sphere of influence with the society and ecosystem we live in, and be a part of the solution. 2021 was a year in which our work in this field has accelerated much more than in previous years, allowing us to demonstrate excellent progress. In this respect, I believe we have left behind a successful year.



THEN WE CAN DEFINE THE CURRENT PERIOD AS A PERIOD IN WHICH THE BUTTON SHOULD BE PRESSED, AND MORE AMBITIOUS STEPS SHOULD BE TAKEN IN THE NAME OF SUSTAINABILITY. SO, IN THIS CONTEXT, CAN WE BRIEFLY LEARN ANADOLU EFES' VIEWPOINT?

At Anadolu Efes, we see sustainability as a journey that all levels of the company should internalize. Since 2010, we have been sharing our performance in this field with complete transparency through our Sustainability Reports based on the reporting criteria published by the Global Reporting Initiative (GRI). Unlike previous years, we prepared this year's report by considering the Stakeholder Capitalism Metrics created by the International Business Council of the World Economic Forum as indicators of our understanding of stakeholder capitalism and value creation.

In 2021, we continued our transformation in line with the framework of our "Positive Impact Plan," with which we aimed to create +1 value for our employees, society, environment focus areas, and our value chain that intersects these three focus areas. In addition, we worked out our action plans within the framework of our 2030 sustainability goals, as revealed in our previous report. Within the framework of our action plans, we held many meetings focusing on the projects we had developed in all the countries in which we operate, what kind of impact we have made and what we can do in the future. As a result, we have created a solid roadmap for our 2030 goals, and we continue to monitor the steps we take under the guidance of this roadmap through our updated governance structure at the level of our board of directors and the Global Sustainability Committee, which covers all the countries in which we operate.

We have started to respond to different ESG initiatives to give our investors more insight into our performance in non-financial areas

AT ANADOLU EFES, YOU SET TARGETS FOR 3 DIFFERENT FOCUS AREAS AND VALUE CHAINS WITHIN THE FRAMEWORK OF THE 2020'S POSITIVE IMPACT PLAN. WHAT STEPS DID YOU TAKE DURING THAT YEAR TO HELP REALIZE THE NET CARBON ZERO TARGET IN ALL OPERATIONS BY 2030?

In line with our 2030 sustainability goal, we often use the phrase: "Targeting Zero for the Environment," which reflects our commitment to achieving net zero carbon emission in all our operations. To achieve this goal, we continue to work hand in hand with our operations in all countries and continue our activities focusing on energy efficiency and the use of renewable energy resources.

Our primary goal is to reduce our environmental impact through projects focused on combating the climate crisis. To achieve this, we first started to identify the most carbon-intensive areas on our value chain. Thanks to this exercise, which we plan to complete in the coming period, we aim to identify carbon-intensive areas on the value chain and develop new projects in this context. This way, we will focus on the emissions from our operations and our impact on the value chain. In 2021, we carried out 104 climate crisis-oriented projects worth 107 million TRY in all our operations.

By 2030, we will become a certified zero-waste organization in all our facilities and offices. In 2021, all our factories and facilities in Turkey took their first steps toward the goal of obtaining an important zero waste certificate. In addition, we have tried to contribute at the highest level to other material topics such as circular economy, sustainable purchasing, and sustainable agriculture that will reduce our environmental impact. In this context, we have 63 projects worth 2.5 million TRY. We have also achieved effective results in line with our goal of continuing to reduce plastic usage. For example, within the scope of our plastic

commitments to the Business Plastic Initiative, we reduced the purchase of new crates by 11% in 2021. In addition, we prevented producing 100 tons of new plastic, and we reduced the use of virgin plastic by 404 tons with our purchases containing 50% recycled plastic.

In addition, we continued to support afforestation efforts, which are an essential part of the fight against the climate crisis. For example, in the afforestation project we implemented with Ecoring, one of the startups we collaborate with, we accumulated 3 million seed balls through the sales of the green bottled products we produced last year.

ONE OF THE MAIN FOCUS AREAS AND GOALS OF ANADOLU EFES IS TO INCREASE ITS SOCIAL IMPACT. THEREFORE, IN THIS CONTEXT, WHAT ARE THE AREAS WHERE ANADOLU EFES IS A PIONEER AND PREFERS TO INCREASE ITS IMPACT?

Our culture of solidarity has been part of our DNA since our foundation. Looking forward to 2030, we say "we are increasing our social impact" as we continue to invest in culture and art, sports, local development, women's empowerment, and projects that support the entrepreneurship ecosystem in all operating countries. In 2021, we carried out nearly 40 social benefit projects in total.

The "Future in Tourism" program, which we have been carrying out jointly with the Ministry of Culture and Tourism and the United Nations Development Program (UNDP) in Turkey since 2007, supported the Kars Cheese Route in 2021, the Journey of Flax in Ayancık and the Köyceğiz Aromatic Plants House projects. With sustainable tourism models, the grant investment we provided within the scope of the subsidiary program for local development and women's empowerment in the region reached a total of 19 projects and raised \$2 million.

As a result of its social impact, the program was rewarded by many reputable organizations nationally and internationally. ‘The One Day in Ovacik’ project, which we supported in previous years, was included in the international publication: Routledge Handbook of Ecotourism prepared by Canada Brock University in 2021. In Kazakhstan, within the scope of the Efes E-Bike project we carried out to contribute to sustainable tourism, we brought electric bicycles and stations to 6 different points in the city of Almaty.

As a company, we develop projects that contribute to women’s empowerment in all our operations and the societies we interact. For example, within the scope of the “Friendly for Women” project, which started in Moldova in 2021, we cooperated with an NGO and have supported at least five agricultural enterprises established by women yearly.

To achieve our goals of increasing our social impact, we fully support the entrepreneurship ecosystem and help young people to realize their dreams. We provided a total of 110 thousand TRY funding to two startups in the 2021 ITU Çekirdek Big Bang Start-Up Challenge, in which we have been the primary stakeholder in Turkey since 2018. In cooperation with Impact Hub Istanbul, we held the second Social Impact Award (SIA) Programme. In the journey of 4 startups, we contributed to 1 startup with a non-financial award and 3 startups with a total of 30 thousand TRY in funding. In addition, we continue to make the lives of our farmers easier with our smart agriculture practices as part of the ‘Future is in Agriculture project.’

At Anadolu Efes, we always strive to be a part of the solution when faced with social problems. In the past summer months, we have tried everything in our power to respond to calls for help by closely monitoring the most disastrous regions and all living creatures affected by the fires in Turkey. We will always continue to take steps to increase our social impact in the geographies where we operate.

EMPLOYEES ARE ANOTHER MAIN FOCUS AREA OF ANADOLU EFES...IS IT POSSIBLE TO TALK ABOUT A BUSINESS WORLD WHERE DIVERSITY AND INCLUSIVENESS COME TO THE FORE DAY BY DAY? AT ANADOLU EFES, WHAT STEPS ARE YOU TAKING, AND WHAT DO YOU AIM FOR IN THIS CONTEXT?

In line with our 2030 goals, we say, “We are getting stronger with our employees.” We believe each of us plays an essential role in achieving a fairer and more sustainable world. Our culture empowers us based on equality of opportunity, diversity, and inclusiveness. To this end, we shape our human resources processes with an inclusiveness that respects human rights and embraces differences. In all countries where we operate, we have established our Diversity, Inclusion, and Equality (D&I&E) Policy, which sets out the rules of our working conditions and is binding for all our employees. At the same time, we are conducting 35 employee-oriented projects worth 13 million TRY, mainly focused on diversity and inclusiveness. In addition to our recent actions, which indicate our understanding of equal pay for equal work, we have received independent assurance for our “Gender Pay Ratio by Compensation Policy” in Turkey, Moldova, Georgia, and Kazakhstan.

We remain committed to disseminating our work on this subject throughout our stakeholder ecosystem. In 2021, we started to provide Gender Equality training to our employees and business partners in cooperation with the Yanındayız Association. I firmly believe that we will see the effects very positively in the long run.

We have also taken significant steps to improve employee satisfaction, engagement, and development. In addition, we continue to create platforms for our employees to receive the necessary training in areas that will help them to optimize their career paths.

FINALLY, HOW WOULD YOU DESCRIBE ANADOLU EFES’ SUCCESS?

Today At Anadolu Efes, we continue our activities as a regional power in the six countries in which we operate. We have 21 factories, five malt production facilities, and one hop processing facility spread across Ukraine, Kazakhstan, Moldova, Georgia, Russia, and Turkey. Regarding production volume, we are the 5th largest beer company in Europe and the 9th largest worldwide. We export our products to more than 70 countries over a vast geography, including Europe, Russia, CIS countries, and China. In 2021, we were evaluated by credit rating agencies as the only “Investable Issuer” in Turkey. We are also delighted that our flagship brand is the 5th most preferred beer among Mediterranean countries.

But we look at success as much more than just financial numbers. For example, we set our 2030 goals not only from a pure sustainability perspective but also because we believe that the follow-up of our work in this field is a key to corporate success. At Anadolu Efes, we consider ourselves successful to the extent that we maximize social impact, add value to society and reduce our environmental impact while achieving financial sustainability in all countries where our operations are located. On the other hand, we consider bringing innovations to our sector, listening to our consumers, working for the sustainability of our stakeholder ecosystem, and maintaining harmony with our employees as worthwhile achievements.

CAN ÇAKA

Beer Group President and Anadolu Efes CEO



[ABOUT THE REPORT](#)

[ANADOLU EFES WORLD](#)

[+1 VALUE FOR THE FUTURE](#)

[ENVIRONMENT](#)

[EMPLOYEES](#)

[SOCIETY](#)

[ANNEXES](#)

ANADOLU EFES WORLD

ANADOLU EFES BİRACILIK VE MALT SANAYİ A.Ş. AT A GLANCE

Our journey started in 1969 with two breweries, one in Istanbul and one in Izmir. Today, we continue our journey as the 5th largest beer company in Europe and the 9th largest in the world in terms of production volume, thanks to our industry experience exceeding 50 years, our dynamic company culture, and our competencies.

By developing beer culture in the geographies where we operate, we have pioneered many innovations in our sector. As Turkey's most prominent and pioneering beer producer, we took significant steps by expanding into foreign countries in the 1990s. In 2012, we established a strategic partnership with SABMiller Plc ("SABMiller") to expand our sphere of influence in our region. As a result of the acquisition of SABMiller by Anheuser-Busch InBev ("AB InBev"), the world's largest beer producer, 24% of Anadolu Efes shares transferred to AB InBev in 2016.

We conduct international beer operations through our 100% subsidiary Efes Breweries International B.V. ("EBI"), established in the Netherlands. In addition, we are the main shareholder of Coca-Cola İçecek A.Ş. ("CCI"), which

carries out Coca-Cola operations in Turkey and abroad, with a 50.3% share. With a turnover of 82.7 billion TRY in 2021, we are a part of Anadolu Group, which operates nearly 80 companies and 86 production facilities in 19 countries, eight different sectors, and employs approximately 80 thousand people.

More than two-thirds of our sales revenues come from our international operation. With our beer and beverage brands, we serve nearly 750 million people in countries where we have our operations and sales organizations. In addition, we reach hundreds of millions of global consumers worldwide with our export markets.

In 6 countries, including Turkey, we have a total of 21 breweries, five malt production facilities, one preform production facility, and one hop processing facility. Thanks to our innovative approach reinforced with exceptional R&D, we develop different beer varieties that reflect changing consumer preferences. We continue to brew joy in line with our vision of becoming the largest beer company from the Adriatic to China by contributing to social developments and beer culture.

¹ The Barth Report 2020/2021

² You can find information about Coca-Cola İçecek A.Ş. in our 2021 Annual Report.

OUR STRATEGIC PERSPECTIVE

Our Mission

We brew joy passionately and responsibly.

Our Vision

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

Our Values

Passionate
Agile
Collaborative
Accountable
Fair

Operational Excellence

Building competitive advantage through lean and efficient process as well as an outstanding organization.

Customers and Consumers

Enhancing Customer Dealer engagement through better collaboration and innovative solutions.

Stakeholders

Building relationships and credibility with stakeholders.

Financial Discipline and Value Creation

Achieving profitable growth and maximizing free cash flow to generate an above-average return on our investments.

Expansion and Growth

Expanding our business by enhancing our brand portfolio, utilizing new channels, and expanding geographically

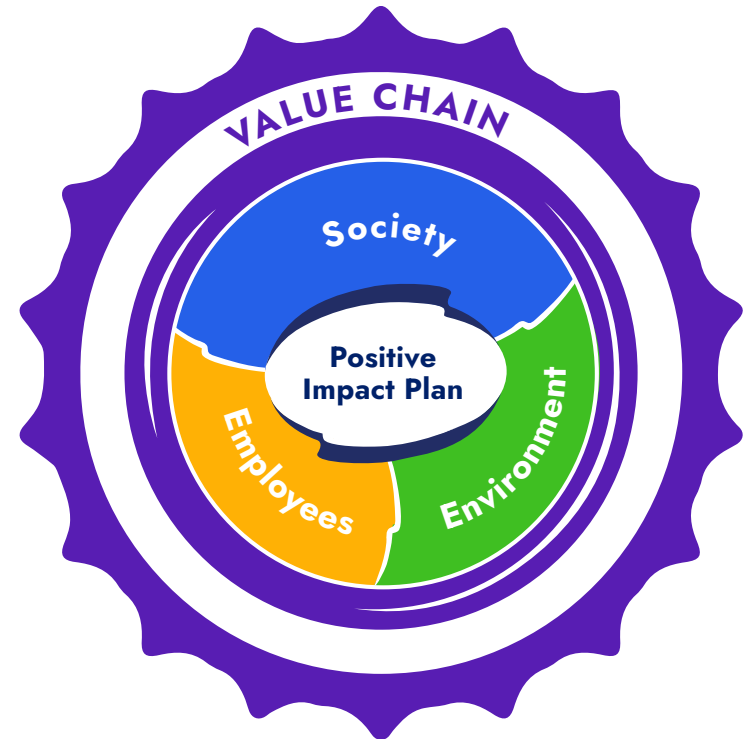
Brands

Providing choice, excellent taste quality, and innovation.

Employees

Nurturing our talent by establishing necessary tools & systems and providing a great place to work.

We create sustainable value for all our stakeholders through our Positive Impact Plan, which we have integrated with our strategic focus.



You can follow our strategic focus areas and positive impact areas mapping with the colors of the focus areas.



OUR GEOGRAPHICAL FOOTPRINT



Turkey



Russia



Ukraine*



Kazakhstan



Moldova



Georgia



* Our production in Ukraine was suspended on February 24, 2022, due to developments between Russia and Ukraine.

HIGHLIGHTS



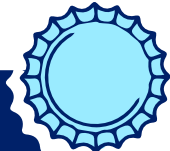
The world's **9th**
largest brewery



Market leader in
Russia⁴, Turkey⁵,
Kazakhstan⁶, Georgia⁷,
Moldova⁸



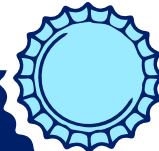
Service to a
population of nearly
750 million



The most admired
beer company in the
sector in Turkey³



Export to more than
70 countries



53.5
million hl
beer production capacity



39.296
million TRY
consolidated revenues with
an increase of
46.9%



37.9
million hl
beer sales volume with an
increase of **4.7%**



399
thousand tons
of malt production capacity

³ "Turkey's Most Liked Companies", organized by Capital magazine, as a result of research conducted in 2021.

⁴ Euromonitor

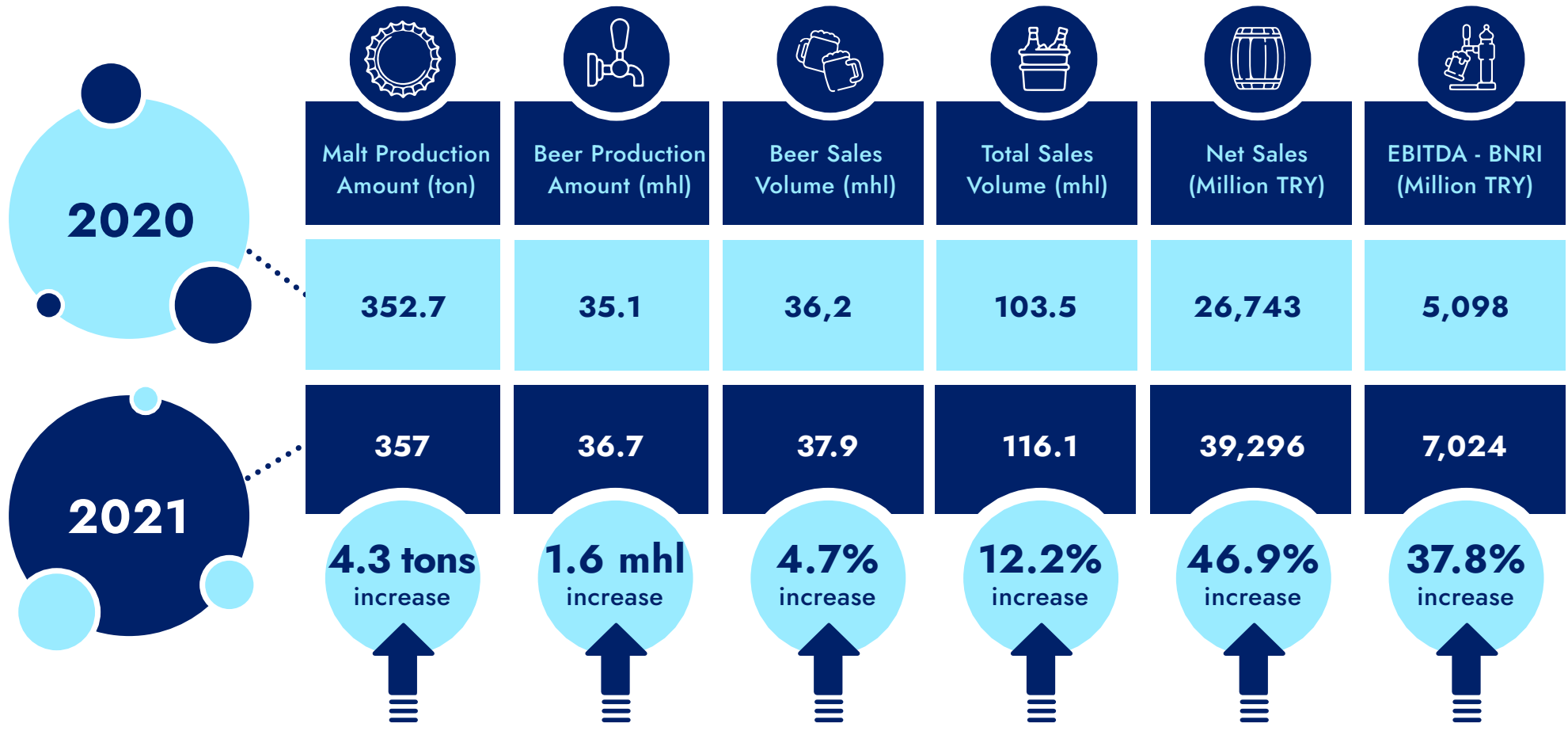
⁵ Nielsen

⁶ Nielsen

⁷ Retail Audit






⁸ Estimation of Anadolu Efes

HIGHLIGHTS - FINANCIAL PERFORMANCE



HIGHLIGHTS - SUSTAINABILITY PERFORMANCE

On [our website](#), you can find our sustainability milestones, which form the basis of our performance.

-  We work to disseminate our 2030 Sustainability Goals in all country operations.
-  We were awarded the “Most Successful Company of the Year” in the category of sustainability within the scope of the 11th Boğaziçi Business World Awards organized by Boğaziçi University.
-  We became one of the pioneers in Turkey by participating in the UN Global Compact Early Adopter Program.
-  We launched our project to measure and map our carbon footprint within the framework of Scope 1, 2, and 3 Greenhouse Gas Emissions on the value chain.
-  We allocated 50% of our total R&D innovation expenditures to sustainability-oriented projects.

Within the scope of the existing and planned projects in all operating countries in order to achieve our 2030 Goals;

- We have conducted **104** projects worth **107 million TRY** focused on the climate crisis.
 - With the 17 million TRY cost savings we achieved through our efficiency and improvement efforts, we saved 15,202 MWh of energy, equivalent to the annual electricity consumption of approximately 4,000 people.⁹
 - In 2021, we reduced our net emissions to 5.6 thousand tons of CO₂ while reducing our beer production emission intensity by 7%.
- To increase our water efficiency and eliminate our water risks, we operate **30** projects that exceed **61 million TRY**.
 - With the development of applications such as reverse osmosis and the optimization of up-to-date lines, we saved **488,909 thousand m³** of water and **12.9 million TRY** of financial savings.
- Regarding other material topics such as circular economy, sustainable purchasing, and sustainable agriculture, we operate **63** projects worth **2.5 million TRY** in our environmental focus area.
- We have **35** employee-oriented projects, mainly focused on diversity and inclusion, worth **13 million TRY**.
- In addition to our recent actions as an indicator of our understanding of the importance of ‘equal pay for equal work,’ we have received independent assurance for our “Gender Pay Ratio by Compensation Policy” that covers all our operations except those in Russia and Ukraine.
- We increased training hours per employee by **113% to 27.78 hours**.
- In **2021**, we made an investment in the amount of **12.6 million TRY** on community development. We aim to realize nearly **40** social benefit projects, including existing and planned projects.
 - Within the scope of the Partnership for Sustainability Awards organized by UN Global Compact, we received an award in the Socio-economic Development Category with our ‘Future is in Tourism’ project.
 - So far, we have provided a fund worth 565 thousand TRY to support 11 entrepreneurs through the ITU Çekirdek Big Bang Start-Up.
 - Within the scope of the Anadolu Efes Entrepreneur Workshop, our in-house entrepreneurship program, we evaluated 100 applications. So far, one of our startups has commercialized and continues its journey.
 - We continued our efforts to improve the competencies of our farmers through our Smart Agriculture program.

⁹ This number was calculated based on Energy Consumption per Capita data, Environmental Indicators of the Ministry of Environment, Urbanization, and the effects of Climate Change on the Republic of Turkey.



**WE ADD VALUE
FOR THE FUTURE
WITH OUR
PASSION FOR
SUSTAINABILITY**

MEGA TRENDS, RISKS AND OPPORTUNITIES









We determined six megatrends that cover all the geographies we operate in and create opportunities for our company to lead the change.



The megatrends that shape the present and future of societies create many risks and opportunities for the entire business world, including the beer industry. In the World Economic Forum (WEF) Global Risks Report published every year, the most critical global risks include the climate crisis, increasing social divisions, social cohesion erosion, and uneven global recovery issues. While short-term global risks include extreme weather events, cyber security issues, and livelihood crises. Almost all of the long-term risks appear to be related to the climate crisis.¹⁰

As a company operating globally in a rapidly changing world, we constantly observe social, environmental, economic, political, and technological changes to maintain our high performance. We take action to adapt to changing conditions and minimize the impact of risks as well as turn risks into opportunities. In this context, as a result of the analysis of megatrends, risks, and opportunities we carried out by examining the WEF Global Risks Report and other initiatives, we determined six megatrends that cover all the geographies we operate in, which will create opportunities for our company to lead the change.

-  CLIMATE CRISIS
-  CHANGING CONSUMER PERCEPTION
-  TECHNOLOGICAL DEVELOPMENTS
-  SOCIAL CHANGE
-  ECONOMIC DEVELOPMENTS
-  REGULATORY ENVIRONMENT

¹⁰ WEF, The Global Risks Report 2022 - 17th edition



CLIMATE CRISIS

The failure of actions against the climate crisis and the occurrence of extraordinary weather conditions stands out as the two most significant threats to humanity in the coming period. A Climate crisis is defined as a process experienced as a result of long-term changes in the average values of seasonal events such as temperature and precipitation, referred to as climate change and the effects of global warming. Climate change, which has become a crisis due to severe droughts, floods, fires, and rising water levels, has become increasingly visible and worrying, representing one of today's most serious problems.

What happened recently?

The IPCC report, published in 2021, revealed the effects of climate change on our planet in terms of weather, oceans, glaciers, and the biosphere, highlighting that the climate crisis's causes are directly related to human activities. Furthermore, at the COP26 Climate Summit, which was held with the participation of nearly 200 country representatives in November 2021, the need to take global action in the fight against the climate crisis was strongly emphasized, plus the critical roles of companies, financial institutions, and local governments in the fight against climate change were revealed in detail. However, as stated in the WEF Global Risks Report, even if the measures set out in the COP26 are fully implemented, global warming is expected to remain behind the Paris Climate Agreement target, at around 1.8 degrees.

The effects of the EU Green Deal, which the EU has shaped around its goal of a zero-carbon continent, have become clear under legal regulations. Studies on various regulatory and market-based mechanisms such as Fit For 55, Carbon Border Tax, and the EU Circular Economy Strategy, which will affect not only continental Europe but also all countries and companies trading in the region, have accelerated.

What effect can it have on us?

We might need to:

- Adapt to the restrictions and changes introduced within the scope of the transition to a low carbon economy
- Examine the cross-border taxes and carbon trading systems developed by countries within the scope of combating the climate crisis and review our commercial decisions from an opportunity perspective
- Investigate how the possible impact of severe weather events caused by climate change, water scarcity, and changing water quality can affect the continuity of our production, operation, and supply chains.
- As a company that uses agricultural raw materials as inputs, we are prepared for changes in availability, quality, and prices of raw materials due to changing weather conditions, increasing temperatures, and droughts.

How are we responding?

Environmental sustainability is one of the focus areas of the Positive Impact Plan. At Anadolu Efes, in line with our goal of achieving net zero carbon emissions in all our operations by 2030, we analyze the risks and opportunities posed by all environmental trends, especially the climate crisis. In addition, we implement crucial practices on issues such as energy and water efficiency, transition to renewable energy, circular economy, reliable supply, and sustainable agriculture.



[Details of our activities in this context can be found in the Environment section.](#)



CHANGING CONSUMER PERCEPTION

Significant changes affecting human life on a global scale, such as globalization, urbanization, technological progress, climate change, and the pandemic, may have caused changes in consumer activities, priorities, and preferences over time.

What happened recently?

The tendency toward good nutrition and healthy lifestyle habits, which accelerated significantly with COVID-19, also shows its effect in the beer and beverage industry, indicating increasing consumer focus on low-alcohol and low-calorie preferences. Moreover, consumers searching for purpose-oriented brands that reflect their values tend to choose more transparent brands that are ethical, respect nature and change their consumption habits accordingly. Increasing awareness of climate change and sustainable products in recent years has led consumers to ask questions to brands in this field and to use the answers as selection criteria for their consumption preferences.

What effect can it have on us?

The tendency toward good nutrition and healthy lifestyle habits, which accelerated significantly with COVID-19, also shows its effect in the beer and beverage industry, indicating increasing consumer focus on low-alcohol and low-calorie preferences. Moreover, consumers searching for purpose-oriented brands that reflect their values tend to choose more transparent brands that are ethical, respect nature and change their consumption habits accordingly. Increasing awareness of climate change and sustainable products in recent years has led consumers to ask questions to brands in this field and to use the answers as selection criteria for their consumption preferences.

How are we responding?

As one of the world's leading brewers, we combine our experience and effective processes with our production competencies and innovation superiority, as well as raise the bar by implementing leading practices in the sector. We listen to our customers plus differentiate and enrich our product portfolio by considering their wishes and preferences. As a result, we are expanding our portfolio with low alcohol and non-alcoholic products. In addition to product diversity, we focus on issues such as energy and water efficiency and circularity in our entire value chain, from the first phase where our raw materials are obtained to the packaging phase. Furthermore, we aim to reduce our environmental footprint by strengthening our programs for collecting and recovering our bottles at the end of use.



[Details of our activities in this context can be found in the Environment and Increasing Our Social Impact sections.](#)



TECHNOLOGICAL DEVELOPMENTS

In a world where new technologies such as robotics, artificial intelligence, and virtual reality are emerging rapidly, automation, digital solutions, and product innovations are becoming an indispensable part of production-oriented industries. Technology also has a substantial multiplier effect when transitioning to a low carbon economy.

What happened recently?

Technological developments reveal a wide range of growth opportunities, such as developing solutions to facilitate supply chain traceability, continuous and integrated demand planning, digitalization and improvement of customer interactions, as well as the introduction of new business areas.

Technological developments reveal a wide range of growth opportunities, such as developing solutions to facilitate supply chain traceability, continuous and integrated demand planning, digitalization and improvement of customer interactions, as well as the introduction of new business areas.

What effect can it have on us?

We might need to:

- Closely monitor opportunities and developments provided by technology and continue its implementation
- Ensure our business continuity
- Contribute to the creation of a system that will ensure equal access to new opportunities for all
- Cultivate a new perspective when it comes to our operations and phases of our value chain regarding agriculture, packaging, and logistics
- Increase productivity through sustainable agricultural practices, new cooling technologies, supply chain monitoring, packaging lightening, waste reduction, and fuel-efficient logistics solutions.

How are we responding?

At Anadolu Efes, we lead our industry by developing new production techniques and products.

Our coolers ensure that our products are of the highest quality and meet ideal consumption conditions. We continue to increase the availability of our products at ideal temperatures and make ongoing technology investments in new generation efficient coolers. Thus, we work towards reaching our net zero target by increasing our energy efficiency and strengthening our business with products that meet ideal tasting conditions.



[Details of our activities in this context can be found in the Environment section.](#)

We do not limit technological developments to our production, sales, and marketing areas; we also aim to strengthen our digital infrastructure with Digital Excellence Journey (DEX). To date, we have completed our ERP transformation and transferred our processes to software robots, using robotic process automation, from human resources to finance. In addition, we have combined big data with artificial intelligence and machine learning and will continue our work diligently in this field.

At Anadolu Efes, we create sustainable values with our digital transformation journey and develop our business model on the axis of sustainability.



We create sustainable values with our digital transformation journey and develop our business model on the axis of sustainability.



SOCIAL CHANGE

Industrialization, globalization, and technological progress cause changes in culture, values, social structure, and social norms. Today, many factors such as rapid population growth, climate change, technological progress, and the pandemic affect social change and transformation.

What happened recently?

With increases in income, economic progress, and population growth, the world's population is expected to reach 8.5 billion by 2030 and 9.7 billion by 2050.¹¹ As the human life span and the tendency to have fewer children increase, the current structure of the workforce is expected to shift, with more participation from women and older workers. For a world that is both environmentally sustainable and socially sustainable, global social themes such as human rights, access to fundamental rights, decent work conditions, equality, diversity, and inclusiveness play a crucial role in sustainable economic and social development as well as social cohesion.

What effect can it have on us?

- Provide a dynamic business environment full of young talent
- Maximize our positive impact on all employees of different religions, languages, races, and genders and on the societies we interact with.

How we are responding?

Our employees represent the most important capital that helps us to achieve our future goals. As a signatory of the United Nations Global Compact and the Women's Empowerment Principles (WEPs), we are committed to providing a fair, respectful, inclusive, development-oriented, enjoyable, and flexible working environment in all our operations.

We see social investment as an investment in the future. Therefore, we continue to increase our social impact with investments that create social benefits for all stakeholders in our value chain, from young entrepreneurs to farmers.



ECONOMIC DEVELOPMENTS

Economic developments such as local, regional, and global economic uncertainties, fluctuations in exchange rates, high inflation, economic recessions, trade restrictions, price increases, financial crises, and social unrest can positively or negatively affect the continuity of operations and the revenues of companies.

What happened recently?

Although 2021, the second year of the pandemic, was undoubtedly a year of hardship, it was also a year of normalization and relative recovery as vaccination efforts accelerated. However, based on supply-demand imbalance, global economic problems have gained a different dimension. Mobility-limiting measures were influential in the year's first half, followed by several months of curfews and closures of open outlets. In the second half of the year, while these measures related to COVID-19 were easing, global raw material, commodity, and energy prices showed record increases due to inadequacies in supply, and economies faced inflationary pressure.

What effect can it have on us?

We might need to:

- Analyze the possible impact of economic uncertainties on the business continuity between our customers and us
- Evaluate the fluctuations in exchange rates, high inflation, global economic recession, price increases, and social fluctuations in the process of normalization and relative recovery after COVID-19.
- Take advantage of opportunities and expand our product portfolio to produce new products in needed areas to continue leading the market.
- Develop our export volume and accelerate international beer operations.

How are we responding?

We know that price increases applied in all operations due to economic conditions may affect our volumes. We are establishing our priorities, strategies, and roadmaps to overcome these financial challenges. We attach great importance to increased operational efficiency and good management of hedging instruments. In addition, we will continue our innovations in 2022.



[Details of our activities in this context can be found in the Financial Review and Expectations section of our 2021 Annual Report.](#)

¹¹ Report of the United Nations on World Population Expectations



REGULATORY ENVIRONMENT

Regulations made by different authorities may affect our operations, as well as specific restrictions and prohibitions on alcohol, food, and health, plus international and national legislation within the scope of combating climate change.

What happened recently?

Regulations made by different authorities may affect our operations, as well as specific restrictions and prohibitions on alcohol, food, and health, plus international and national legislation within the scope of combating climate change.

What effect can it have on us?

We might need to:

- Keep track of measures brought by regulatory agencies and plan the gradual transition process to comply with the envisaged final regulatory framework
- Assess the impact of and take steps to implement ongoing COVID-19 measures
- Evaluate the impacts of EU Green Deal sub-strategies such as responsible production, biodiversity, and circular economy, which the EU has shaped around the zero-carbon continent goal
- Take all measures to prevent reputational risk as a result of legal regulations.

How are we responding?

The speed and scope of climate change and environmental-related legislative changes affecting our activities are increasing. Therefore, we always respond to these market changes promptly, turn risk into opportunity, and ensure full compliance to prevent legislation and regulations compliance costs.



Details of our activities in this context can be found in the Environment section.

We believe in the importance of responsible consumption in our industry and consider this issue one of our top priorities. Therefore, we comply with all legal regulations and develop product alternatives in this context.



Details of our activities in this context can be found in the Increasing our Social Impact section.



We believe in the importance of responsible consumption in our industry and consider this issue as one of our top material issues.

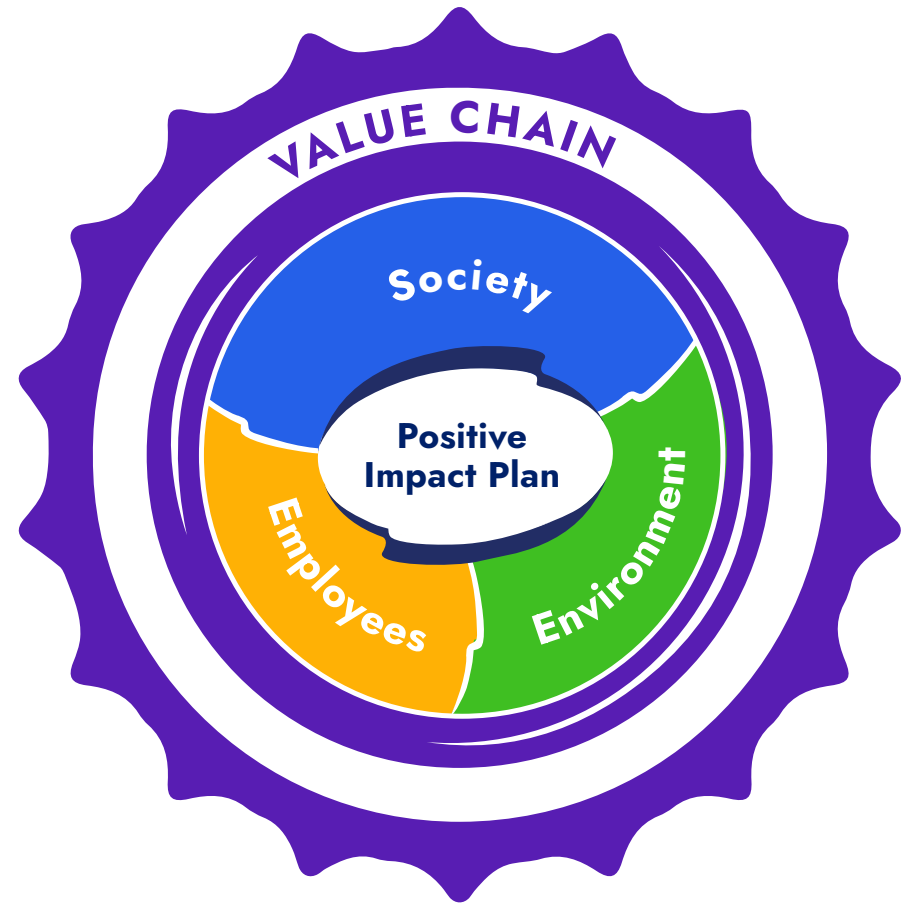


STRATEGY - ANADOLU EFES POSITIVE IMPACT PLAN

Megatrends such as rapid urbanization, immigration waves, the climate crisis, declining resources, and digitalization play a big part in shaping our world. When we look at the projection of change on the basis of sustainability, issues such as regulations, carbon tax, and trade systems come to the fore in the environmental dimension; topics such as equality and inclusiveness and human welfare questioned after the COVID-19 pandemic come to the fore in the social dimension. At the same time, climate crisis-oriented targets set at the country and regional level, such as the EU Green Deal, are increasing their impact daily. With the emergence of new climate technologies that reduce carbon emissions, prevent resource and water scarcity, and the development of an equal opportunity and inclusiveness perspective that will eliminate all forms of discrimination, the traditional business model is being replaced by a ‘new,’ ‘value-generating’ world that benefits all.

At Anadolu Efes, we shape our operations in line with “new” world expectations and our sustainability strategy around the Positive Impact Plan, plus we create value for our stakeholders. We focus on increasing our positive impact on the environment, our employees, society, and the value chain, which are our main areas of impact. Through the **“Positive Impact Plan”**, we explain how we plan to create a more positive impact by establishing beneficial collaborations and partnerships that produce innovation and contribute towards accomplishing our Sustainable Development Goals. With the **2030** goals we have created within this framework, we also create value for the future of sustainability.

This year, by developing our perspective, we have repositioned our value chain focus area to focus on the environment, our employees, and our community. Thus, we set our 2030 goals by addressing the impact we create at every step from the perspective of the environment, employees, and the community.



OUR IMPACT JOURNEY ON THE VALUE CHAIN

- As a company that has production activities in six countries and exports to more than **70** countries, we work to strengthen all stakeholders in our value chain.
- We create value with all our stakeholders; we offer safe, high-quality products to our customers and consumers.
- Through our **2030** goals, we take action when it comes to impact areas concerning the Environment, Community, and our Employees.

Society ●

Employees ●

Environment ●



Our raw materials: barley, and hops, which give our beers their exceptional color and taste, are produced with a sustainable agriculture perspective and with the considerable time and effort of our experienced farmers.

Agriculture



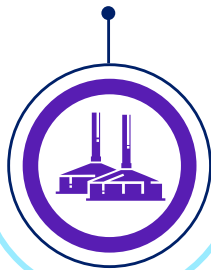
Processing

The harvested barley and hops are processed at our processing facilities before being sent to our breweries for brewing.



With 21 breweries, we brew and produce beer in 6 countries.

Beer Production



Packaging

Our brewed and filtered beers are filled into bottles, cans and kegs and made ready for consumption.



We ensure that our products, which are now ready to drink, meet consumers through the correct distribution channels.

Distribution and Logistics



Sales

Our brands arrive at the consumer through nearly 340 dealers and distributors on many different platforms.



With exports to more than 70 countries, we reach hundreds of millions of consumers.

Consumption



VALUE CHAIN PHASE	DESCRIPTION	GOALS	WHAT ARE WE DOING TO REACH OUR GOALS?
 <p>Agriculture</p>	<p>We reduce environmental impact and support sustainable agricultural practices by protecting the soil with practices that will ensure our raw material supply process continuity. We dote on each barley and hop grain, and we cooperate with our farmers from the field to the production process to ensure the quality of our raw materials.</p>	<ul style="list-style-type: none"> · We continue to support our farmers by increasing their competence in sustainable farming practices. · We continue to support local development by further strengthening our local suppliers. 	<p>We continue to strengthen our farmers financially with our contracted purchase model and projects.</p> <p>We continue to develop our own seed varieties with our agricultural R&D studies.</p> <p>We continue to disseminate valuable training on sustainable agricultural practices that increase the competencies of our farmers and enable us to protect the soil.</p>
 <p>Processing</p>	<p>The harvested barley is germinated and roasted in our malt processing facilities, transforming into beer's primary ingredient, malt. Similarly, our hops, which are grown exclusively in the Bilecik region of Turkey, are pelleted naturally by our Bilecik Hop Processing Facility and go to our breweries to be used in the beer production process.</p>	<ul style="list-style-type: none"> · In 2030, we will achieve net zero carbon emissions in all our operations. · Within the scope of our greenhouse gas reduction activities, we will reduce our carbon footprint by meeting 100% of our electricity needs from renewable energy sources. In addition, we will become a certified zero-waste organization. · We will always ensure that our working environments are compatible with the health and safety of our employees. 	<p>We continue to implement energy efficiency, water consumption reduction processes, and waste management practices that promote a circular economy.</p> <p>In addition to procuring renewable energy, we are evaluating installation opportunities to generate renewable energy in our production sites. We are expanding our efforts to further improve employee wellbeing, occupational health, and safety.</p>
 <p>Beer Production</p>	<p>Our brewers and brewery teams are developing our products with their extensive knowledge, expertise, and innovative perspectives, transforming raw materials into brands that consumers love. We minimize our environmental impact throughout the production process. We reduce our emissions by supporting low-carbon technologies and by designing more efficient production processes. We always emphasize occupational health, safety, and employee wellbeing throughout our operations.</p>	<ul style="list-style-type: none"> · We will accelerate our efforts in our processing and production facilities to reach our goal of increasing our female employee ratio from 30% to 51% by 2030. · We will receive certification proving that we offer equal opportunities to all our employees, regardless of gender, by 2023. 	<p>We continue to work on increasing our employees' and stakeholders' gender equality awareness and develop opportunities that reflect women's empowerment.</p> <p>We implement programs to document gender equality in all our operations.</p>
 <p>Packaging</p>	<p>We carry out studies to reduce the number of packaging materials and increase reusing and recycling to minimize the impact arising from the packaging of our products.</p>	<ul style="list-style-type: none"> · We will continue to reduce our plastic usage. · We will continue redesigning our products' packaging volumes and weights to generate minimum waste and support reuse and recycling efforts to reduce the environmental impact of packaging processes. 	<p>We continue reducing plastic use and pursue our R&D studies with the entrepreneurship ecosystem, suppliers, and universities.</p> <p>While we continue to focus on reducing resource consumption and using recycled/recyclable materials in packaging processes, we are expanding our projects with our business partners, suppliers, and the entrepreneurship ecosystem by accelerating our R&D studies.</p>

VALUE CHAIN PHASE	DESCRIPTION	GOALS	WHAT ARE WE DOING TO REACH OUR GOALS?
 <p>Distribution and Logistics</p>	<p>Thanks to route optimization and fuel-efficient transportation activities in the distribution and logistics processes, we reduce our environmental impact and cooperate with our logistics suppliers.</p>	<ul style="list-style-type: none"> · We will develop projects to carry out transportation with clean technologies. · We will continue to work with our broad dealer and distributorship network and strengthen said network with our training and commercial support. 	<p>To reduce our greenhouse gas emissions from transportation, we work with our business partners in distribution and logistics to evaluate our transportation options with clean technology.</p> <p>With safe and intelligent driving training, we aim to reduce our carbon footprint by encouraging our sales teams, to be aware of safe driving, to be environmentally friendly, and to practice eco-driving.</p>
 <p>Sales</p>	<p>Thanks to our strong bond with our dealers and distributors, we offer safe, high-quality products to our customers and consumers while contributing to their empowerment with the projects we implemented together.</p>	<ul style="list-style-type: none"> · We will continue to work with our wide dealer and distributorship network and strengthen it with training and commercial support. 	<p>We aim to implement projects emphasizing that professions are not gender specific to encourage our female sales team employees.</p> <p>We ensure that the products that reach our customers are of the highest quality, under ideal tasting conditions, and cooled at consumption points. In addition, we aim to continue to reduce our carbon footprint by switching to new generation refrigerator models to increase energy efficiency and reduce greenhouse gas emissions from electricity consumption.</p>
 <p>Consumption</p>	<p>We strive to make the moments our consumers enjoy and share with their friends enjoyable. We connect with our consumers within the scope of responsible consumption and provide meaningful brand experiences.</p>	<ul style="list-style-type: none"> · Continuing responsible consumption marketing will allow us to support practices and collaborations that lead consumers to responsible consumption. 	<p>We carry out programs that promote responsible consumption and communication efforts in compliance with sales and marketing restrictions required by legislation. In addition, we strengthen our practices in responsible consumption with our low alcohol and non-alcoholic product portfolio.</p>

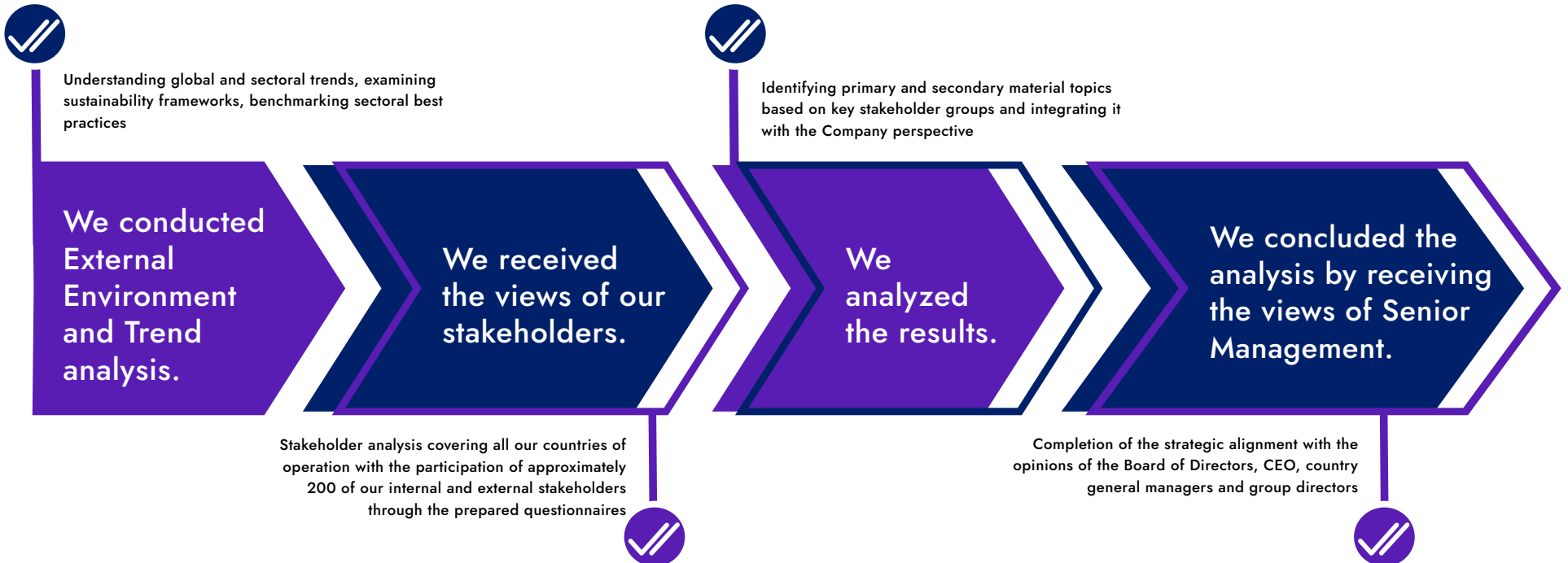
OUR UPDATED MATERIALITY ANALYSIS

In 2021, we updated our materiality analysis to strengthen the foundations of our 2030 goals.

In 2021, we updated our materiality analysis to strengthen the foundations of our 2030 goals. With our renewed materiality analysis, we reviewed and listed the material issues for both our company and our stakeholders within the framework of the Positive Impact Plan. In this context, we have categorized our material issues as primary and secondary material topics. At the same time, while performing the analysis. We evaluated;

- the extent of the current or potential impact on our business of relevant material issues
- the importance our stakeholders attach to these issues and,
- our impact on these material issues.

While using the material topics we have determined to shape our Positive Impact Plan, we also prepared our report in the light of these topics. We carried out our analysis of material issues with a study consisting of 4 main steps.

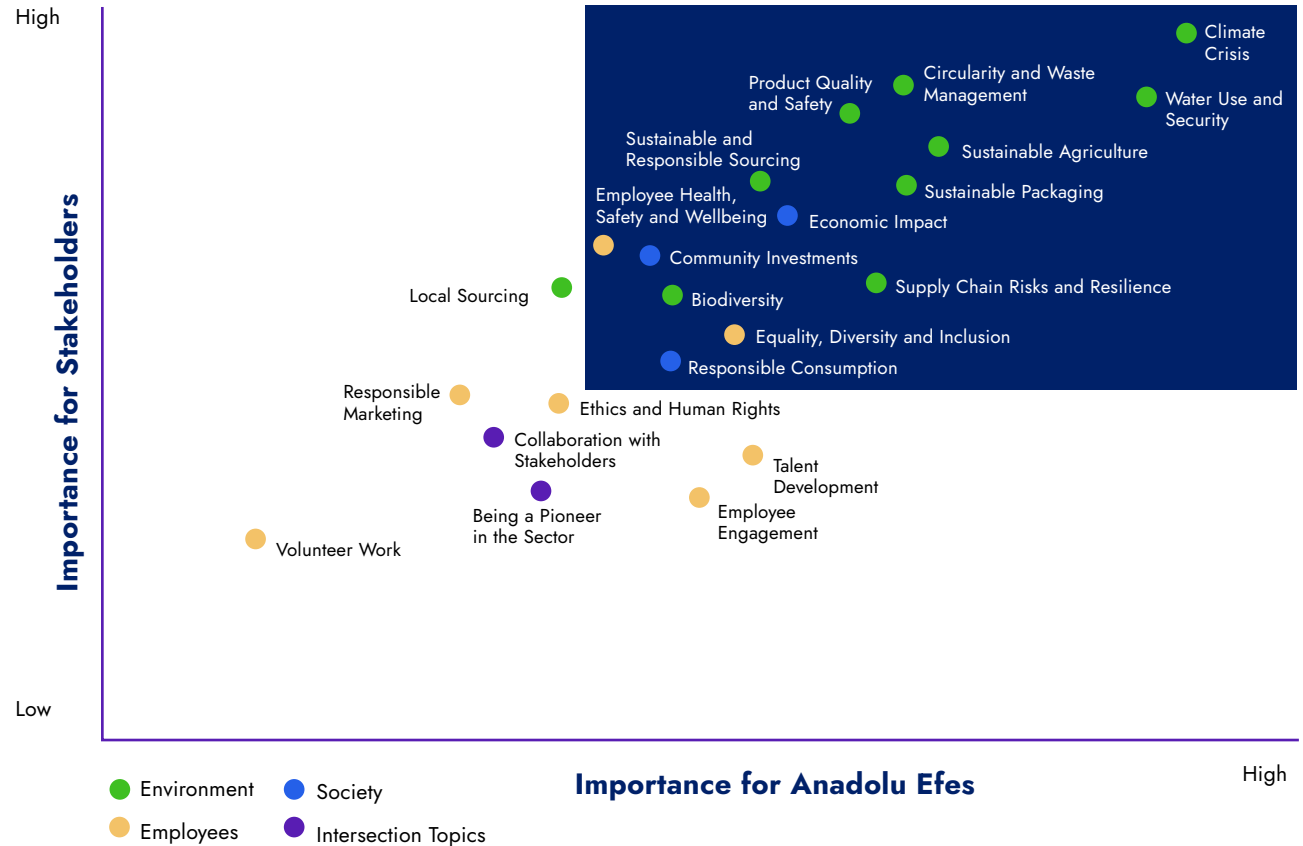


Within the scope of the first step in our analysis process, we analyzed the institutions operating in our sector from a sustainability perspective. We reviewed the SASB Industry Materiality Map. We have significantly benefited from the *“Mega Trends, Risks and Opportunities”* analysis we carried out. As our second step, we conducted our external stakeholder analysis with the participation of our key stakeholder groups consisting of Analysts, Investors, Customers, Suppliers, Dealers and Distributors, Media, Universities, Public Institutions, and Non-Governmental Organizations. For our analysis to yield an inclusive result, we were particularly mindful to include all geographies in which we operate; ultimately, we reached 63 external stakeholders. For the next step of the stakeholder analysis, we reached out to our employees, receiving the opinions of 135 employees in total. For the third step, we evaluated the results of internal and external stakeholder analysis and determined stakeholder material topics. The list of the material issues that each stakeholder group considers important is included in the *Stakeholder Engagement Table* in the Annexes section. In the last step, we evaluated the Global Sustainability Committee’s views, including our CEO, Country General Managers, and Group Directors. We finalized our materiality analysis by receiving the opinions of two Board members.

The results of our materiality analysis can be found in the adjacent matrix. In the matrix, material topics related to our Positive Impact Areas are mapped with color codes. All primary and secondary material topics are included in the relevant sections of the report based on the result of the analysis. At the same time, ‘Collaboration with Stakeholders’ and ‘Being a Pioneer in the Sector,’ which we refer to as the intersection points for all our Positive Impact Areas, are also included in the matrix.



The result of our analysis regarding our primary and secondary material topics, which specific 2030 goals these topics contribute towards, and which phases of the value chain they impact are featured on page 26 of our report.



POSITIVE IMPACT AREA	GOAL	2030 OBJECTIVES	PRIMARY MATERIAL ISSUES	SECONDARY MATERIAL ISSUES	VALUE CHAIN	SDG
Environment	We are targeting zero for the environment. We love the Earth; we are aiming for zero carbon, plastic and waste.	<ul style="list-style-type: none"> We will achieve net zero carbon emissions in all our operations. We will become a certified zero-waste beer producer. We will continue to reduce our plastic usage. 	<ul style="list-style-type: none"> Climate Crisis Water Use and Security Circularity and Waste Management Sustainable Packaging Sustainable Agriculture Sustainable and Responsible Sourcing Supply Chain Risks and Resilience Product Quality and Safety 	<ul style="list-style-type: none"> Biodiversity Local Sourcing 		
Employees	We are empowered by equal opportunity. We believe in equality; we get stronger with an inclusive perspective and awareness.	<ul style="list-style-type: none"> By 2030, we will increase the representation of women in our organization from 30% to 51%. We will provide comprehensive documentation emphasizing our policy of offering equal opportunities to all our employees regardless of gender by 2023. 	<ul style="list-style-type: none"> Employee Health, Safety and Wellbeing Equality, Diversity and Inclusion 	<ul style="list-style-type: none"> Talent Development Employee Engagement Ethics and Human Rights Volunteer Work 		
Community	We are increasing our social impact. We see community investment as an investment in the future, and our support continues to grow.	<ul style="list-style-type: none"> In cooperation with all our stakeholders, we will continue our community investments with our long-term perspective and increase the social impact we create. We will raise awareness of our farmers by training them on sustainable agricultural practices. We will continue to be a partner of the dreams of young entrepreneurs and support them in every possible way. 	<ul style="list-style-type: none"> Community Investments Responsible Consumption Economic Impact 	<ul style="list-style-type: none"> Responsible Marketing 		

GOVERNANCE

BOARD OF DIRECTORS

There is one female member on our Board of Directors, consisting of **11** members, **4** of whom are independent. The Board of Directors, in line with its responsibility to all our stakeholders, especially our investors, oversees the long-term success of our company, creates broad corporate policies, and determines the strategic direction of our company. The Audit Committee, the Early Risk Detection Committee, and the Corporate Governance Committee all support the Board of Directors.

Detailed information about the members, CVs and responsibilities of the Board of Directors and affiliated committees can be found in Anadolu Efes **2021 Annual Report** and detailed information about committee structures can be found **here**.

TOP MANAGEMENT

The responsibility of our Senior Management, which consists of **13** managers led by our CEO, is to manage the activities of our company. Our Senior Management team determines our company's operational and financial goals and the strategy to achieve these goals, plus handles issues such as company culture, risk profile, sustainability as well as corporate social responsibility. The senior management structure and senior managers' resumes and duties can be found in the Anadolu Efes 2021 Annual Report.

Information about the senior management structure and senior managers, their resumes and duties can be found in **Anadolu Efes 2021 Annual Report**.

CORPORATE GOVERNANCE

While contributing to the development of social life and beer culture, we continue our operations with the vision of maintaining our position as the largest beer producer from the Adriatic to China. Our long-term success as a global player with extensive operating geography is based on our trusting relationship with all our stakeholders, our financial discipline-oriented mindset, and our corporate governance approach based on fairness, transparency, and accountability.

Our company executives guide us to conduct our business with high standards and honesty based on our company values shaped by passion, cooperation, fairness, responsibility, and agility. As part of our robust and transparent corporate stance, we are proud to be included in the Istanbul Stock Exchange Corporate Governance Index with 96.3 points within the Corporate Governance Rating study carried out by SAHA Corporate Governance and Credit Rating Inc. (SAHA).

In line with our ethical and transparent management approach, we conduct all our operations with a fair and accountable management model that values transparent and direct communication. We are aware of the importance of transparency and accountability principles in increasing companies' economic performance and brand value. We embrace continuous dialogue with our employees and other stakeholders through various communication tools, and we believe that open communication is part of a transparent governance approach. Thanks to the policies we publish and the implementation of said policies, we continue our activities with ethical and transparent management.

We are proud to be included in the Istanbul Stock Exchange Corporate Governance Index with 96.3 points within the Corporate Governance Rating study carried out by SAHA.

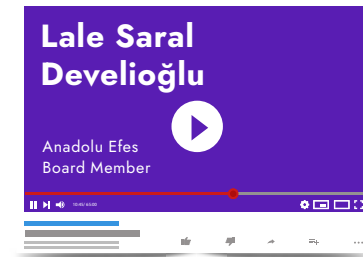


All applicable policies, principles and statements can be found in our website.

In addition to our policies, we as a company, including our stakeholders, support an ethical and transparent management approach with our practices, communication tools, working principles, and training within the scope of existing business ethics.



All our actions concerning this topic can be found in our report's Ethics and Human Rights section.



SUSTAINABILITY GOVERNANCE

At Anadolu Efes, we perceive sustainability as one of the fundamental elements of business strategy, and we carry out our activities to prepare for a better future. We are working hard to implement our sustainability strategy developed to create a positive impact throughout our entire value chain within our impact areas: the environment, community, and employees, and to extend it in all our operations. Representing the heart of our corporate governance perspective, we also employ ethical and transparent governance values in our sustainability governance model. Therefore, we see sustainability governance as a part of our corporate governance approach.

In this direction, we updated our governance structure in 2021 to maximize the integration of sustainability into our corporate strategy. In addition, we manage sustainability efforts in all the countries in which we operate in accordance with our 2030 goals and Positive Impact Plan through the Global Sustainability Committee led by our CEO. The Global Sustainability Committee takes on the tasks of drawing up our sustainability strategy, determining goals and policies, as well as monitoring and auditing performance.

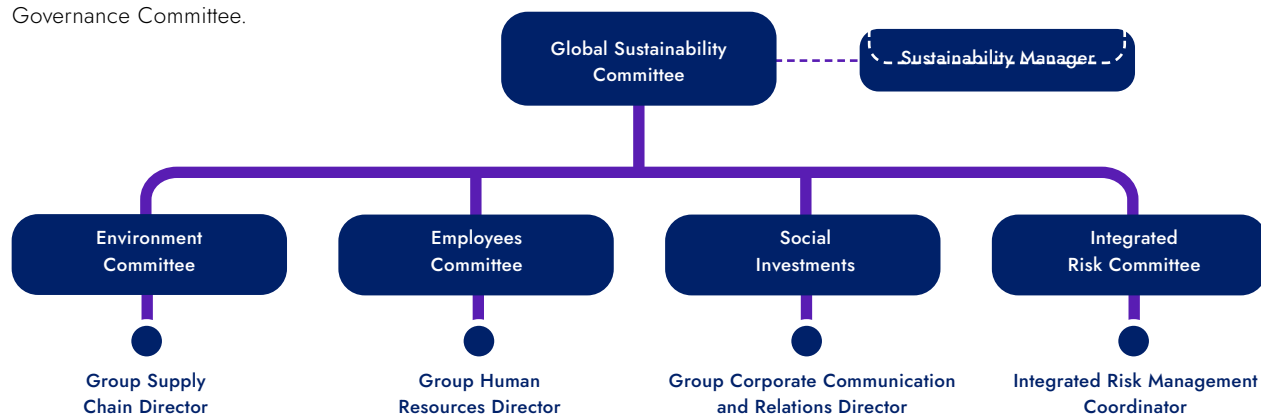
We have four sub-committees under the Global Sustainability Committee, which we have created within the Positive Impact Plan framework. In addition, we also have working groups according to the intensity of the material issues. Our sub-committees include Environment, Employees, Community, and Integrated Risk Management. They are led by our function leaders: Group Supply Chain Director, Group Human Resources Director, Group Corporate Communications and Relations Director, as well as the Integrated Risk Management Coordinator respectively. Our Sustainability Manager carries out sustainability coordination with all sub-committees and with the company as a whole.

Through sub-committees, we develop activities aligned with our strategic goals based on our sustainability approach and monitor our performance and progress in reaching said goals. In addition to our Sub-Committee leaders, country leaders carry out their activities to ensure coordination between operating countries; this includes Turkey, Moldova, Georgia, and Kazakhstan Country Managers, as well as the Group Financial Affairs and Investor Relations Director, Group Supply Chain Director, Group Human Resources Director, Integrated Risk Management Coordinator, Group Corporate Communication and Relations Director, plus EU InBev Efes External Communication Leader. Furthermore, we evaluate the risks and opportunities faced by our company in environmental, social, economic, and governance issues and determine necessary steps.

The actions and progress of the sub-committees are monitored by the relevant group function leaders and country leaders, who are also members of the Global Sustainability Committee, through sub-committee meetings held every 3-months. In addition, group function leaders report all developments to the Global Sustainability Committee, which meets twice a year. Finally, the Board of Directors is informed periodically about our actions and performance through the Corporate Governance Committee.

OUR GLOBAL SUSTAINABILITY COMMITTEE

consists of Turkey, Moldova, Georgia and Kazakhstan Country Managers, Group Financial Affairs and Investor Relations Director, Group Supply Chain Director, Group Human Resources Director, Integrated Risk Management Coordinator, Group Corporate Communication and Relations Director plus EU InBev Efes External Communication Leader.





We continued to take decisive steps towards achieving our 2030 goals.

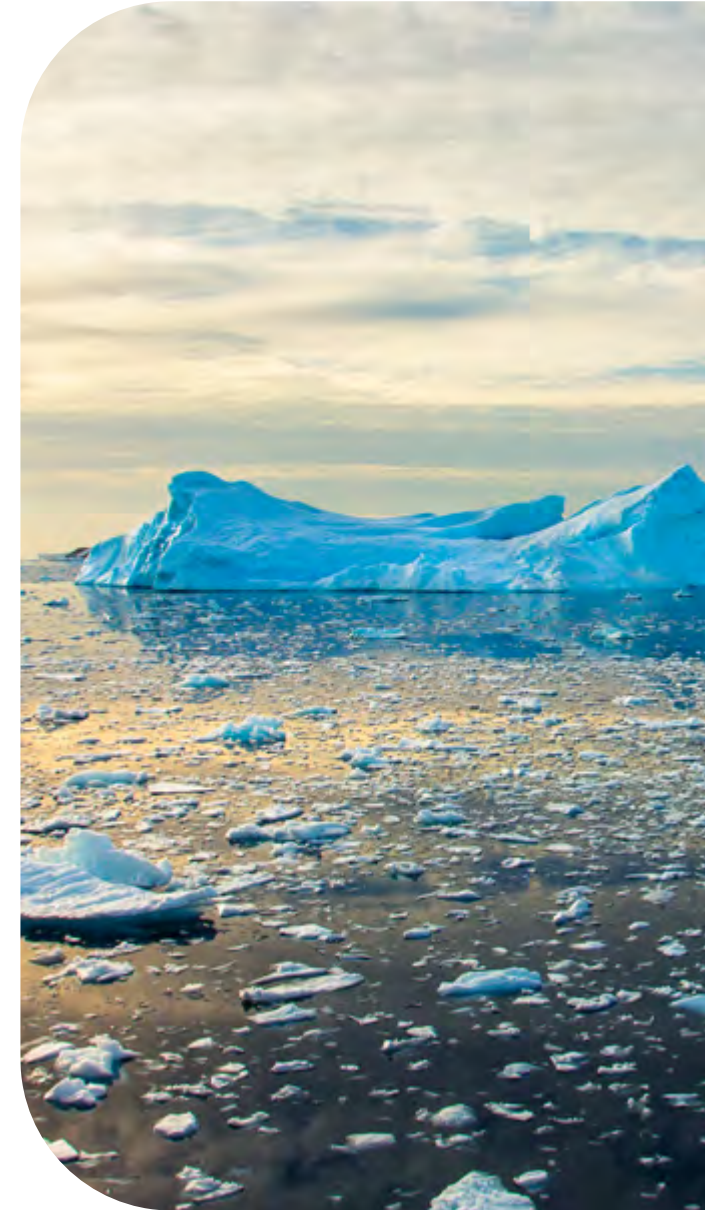
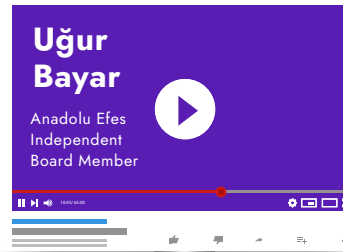
SUSTAINABILITY GOVERNANCE PROJECT

To increase efficiency, help working groups get to know each other better, and improve reporting discipline, carried out on a large-scale project focused on the sustainability governance mechanism, a newly established structure. Thanks to this project, we organized workshops involving the working groups of the 4 sub-committees. Through the workshops, we aimed to see the latest developments in the sector concerning our positive impact areas and to increase information exchange and cooperation among operating countries. As a result of these workshops, we determined country-based action plans and continued to take decisive steps toward accomplishing our 2030 goals.

At the same time, we examined our existing metrics, defined new metrics, and worked on areas that needed improvement to accurately monitor the performance of our sub-committees in line with our 2030 goals. To ensure reporting discipline, we created guidelines and reporting templates that can be employed in every country in which we operate.

In addition, we worked to ensure environmental, social, and governance-oriented performance criteria. The concepts of success and performance are all featured in our sustainability strategy. We have accelerated our efforts to monitor the performance indicators we have determined within the Anadolu Efes Performance Evaluation System framework and to use them in our managers' individual performance evaluation and remuneration system. We have also included sustainability performance indicators in the individual performance evaluation criteria of our CEO, who will take over the Sustainability Committee's leadership role and who has the highest responsibility regarding achieving the 2030 goals that we have set within the scope of our Positive Impact Plan. By 2022, we aim to expand the scope of this study as well as our sustainability governance structure within the company by adding ESG-oriented criteria in line with our goals in the individual performance evaluation of Group Supply Chain, Group Human Resources, and Group Corporate Communications and Relations directors and related managers.

In the coming period, we plan to present an award at the CEO Awards in the sustainability category to accelerate the integration of the Positive Impact Plan within the company. Thus, we aim to motivate our employees to take action in the field of sustainability.



RISK MANAGEMENT

As the Global Risks Report of the World Economic Forum and the mega trends section of our report revealed, addressing, defining and managing risks with an integrated approach with economic, social and environmental components provides companies with a sustainable business approach as well as high level of competitiveness.

We identify the risks we face or are likely to face with our existing integrated risk management approach and take appropriate action. This way, we develop practices to ensure competitive advantage and business continuity.

Corporate Risk Management studies are carried out in parallel in all geographies, handled in an integrated manner with environmental, social, and economic factors, and monitored at the highest level.

Our Early Risk Detection Committee demonstrates our integrated risk understanding and conducts appropriate studies. The Early Detection of Risk Committee, chaired at the board of directors level, meets as often as necessary, a minimum of twice a year, and presents information about its studies, results, and recommendations to the board of directors. In addition, the Early Detection of Risk Committee and the Audit Committee hold a meeting annually to coordinate risk management and internal audit activities at the highest level.

Through our integrated risk management, our Company's current and potential risks are classified as follows:

Financial risk; liquidity risk, credit risk, capital/ indebtedness relationship, exchange rate risk, and other factors that may affect the company's financial position.

Strategic risk; risk factors that may affect the sustainable growth of the Company, such as risks that may affect the value of the Company and the brand, or risks related to mergers and acquisitions.

Operational risk; risk facts that may affect all parts of the system from the supplier to the customer: processes such as business continuity, compliance, reputation, occupational health, and environmental safety.

Natural risk; risk factors that may affect business continuity and safety, such as fires and earthquakes.

ESG risks; are risk factors that may affect sustainability, such as climate change and water scarcity.

We use performance and risk indicators as an early warning system to monitor risks and adopt necessary measures in a timely manner. With the SAP ERP system, which is integrated into all processes, we instantly monitor the results of activities and eliminate human errors, thus increasing the internal control system's effectiveness by ensuring early risk detection.

To support our corporate risk management's environmental, social and economic-oriented structure, we commenced a detailed study in 2021 to define, measure, and manage our ESG risks more clearly.



[Details about our Corporate Risk Management can be found on page 145 of the 2021 Annual Report.](#)

To support our corporate risk management's environmental, social and economic-oriented structure, we commenced a detailed study in 2021 to define, measure, and manage our ESG risks more clearly.

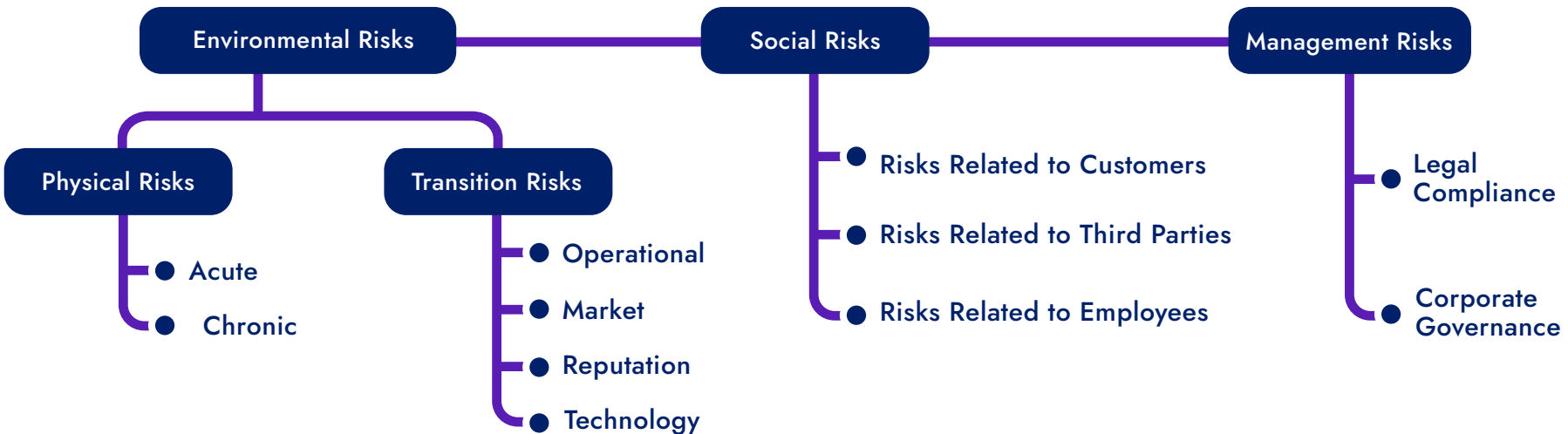
Through the Integrated Risk Management Committee, one of the sub-committees in our Sustainability Governance approach, we organized a workshop with the participation of all country supervisors to discuss the existing and potential ESG risks. We mapped out our risks under the ESG sub-headings, using international risk perspectives such as the TCFD and CDP framework as a guide. In this study, we evaluated which global, sectoral, and local risks we are likely to face based on our analysis of megatrends.

Although we are at the beginning of the study, we are attempting to identify risks related to our company and industry by determining the transition or physical climate risks that will exist in the medium and long term. Therefore, we will not only identify our environmental risks but also map out our social and governance risks in our risk inventory in line with the integrated risk management framework from an ESG perspective. In the later phases of our study, we aim to work with other committees in our Sustainability Governance model to match the actions taken or planned with the ESG risks we have identified.

In this way, we plan to update our risk inventory from a climate risk perspective in the coming period.



POTENTIAL ENVIRONMENT SOCIAL AND GOVERNANCE RISK CATEGORIES





**WE LOVE THE
EARTH, WE ARE
TARGETING ZERO
FOR THE
ENVIRONMENT**

TARGETING ZERO FOR ENVIRONMENT

We love the Earth; we are aiming for zero carbon, plastic and waste.

As a manufacturer that supplies its raw materials from nature, environmental sustainability plays a crucial role in the continuity of our activities.

We analyze environmental-oriented opportunities and risks, especially the climate crisis, and implement effective energy, water efficiency, and circular economy practices. At Anadolu Efes, we continue to work to achieve “zero impact” on the environment by 2030.

As we accomplished in our production facilities in Turkey, we are working towards receiving certification to prove that we practice a zero-waste approach in all our operations; we are also developing innovative solutions against plastic pollution, and we will neutralize carbon emissions in all our operations.



Goal

1. We will achieve net zero carbon emissions in all our operations.
2. We will become a certified zero-waste organization.
3. We will continue our fight against plastic pollution.



Progress



2021 Actions

With the 17 Million TRY cost savings we achieved due to the efficiency and improvement activities we carried out, we saved 15,202 MWh of energy, equivalent to the annual electricity consumption of approximately 4 thousand people. In 2021, we reduced our net emissions to 5.6 thousand tons of CO₂ while reducing our beer production emission intensity by 7%.

All our malt and beer operations in Turkey have zero waste certificates. In 2021, only about 1% of waste generated as a result of our production was sent to landfills.

This year, within the scope of our plastic commitments to the Business Plastic Initiative, we reduced the purchase of new cases by 11% and prevented the production of 100 tons of new plastics; we also reduced the use of virgin plastics by 404 tons with our case purchases containing 50% recycled plastics.

SDGs to which Anadolu Efes directly contributes



SDGs to which Anadolu Efes indirectly contributes



Primary Material Topics

- Climate Crisis
- Water Use and Security
- Circularity and Waste Management
- Sustainable Packaging
- Sustainable Agriculture
- Sustainable and Responsible Sourcing
- Supply Chain Risks and Resilience

Secondary Material Topics

- Biodiversity
- Local Sourcing



HOW WE MANAGE?



Energy and emissions, as well as water and waste management, are among the main areas we evaluate when it comes to our corporate performance. Our senior management bodies also assess these issues.

Within the scope of Sustainability governance, all our employees are responsible for implementing the action plans determined for each operating country, and each country's environmental working groups are responsible for reaching our targets. In addition, our colleagues in the working groups support the production facility management in developing and implementing projects to optimize energy consumption as well as reduce carbon and our water footprint.

We aim to comply with environmental laws and regulations fully; we benefit from ISO 50001 Energy Management System and ISO 14001 Environmental Management System certificates when managing our operations. 8 of our 28 facilities have ISO 14001, and 10 have ISO 50001 certification.

As it is a multidimensional topic, we implement our packaging practices with multi-stakeholder cooperation, from technical unit to logistics unit, from purchasing unit to suppliers, by considering global and sectoral criteria.

Thanks to our [Environmental Policy](#), we ensure that our perspective and management approach when it comes to all environmental topics is focused on sustainability. Furthermore, we manage our activities related to business and service development regarding the meeting points of products and services with the customers through the Marketing and Sales Directorate as well as country-based teams.

Within the scope of our practices to support sustainable agriculture, we established our Agricultural Product Development Unit in 1982. In this context, we continue to work on the development of seed varieties and sustainable production techniques.

We determine our goals and policies plus monitor our performance by conducting

sustainability studies in all countries in which we operate in line with our Positive Impact Plan through the Environment Committee, led by our Group Supply Chain Director. Furthermore, we plan to systematically monitor our technical sustainability data with special software as of 2022. In addition, we aim to increase the number of countries and data included in the scope by focusing on the verification and assurance processes of the data.

CLIMATE CRISIS

The climate crisis is seen as one of humanity's most critical problems due to its severe social and economic impacts as well as its clear effects on the environment and nature. Extreme weather events such as rising temperatures, changing precipitation, regional and seasonal shifts, floods, and droughts affect many sectors, directly or indirectly. For example, changing crop types due to increasing temperatures, the destruction of lands with frequent floods, and the negative impact of droughts on water resources required for agricultural irrigation pose a significant risk, especially for the agriculture and food sectors.

At Anadolu Efes, we focus on our entire value chain to effectively combat the climate crisis, which can risk production continuity. In line with our goal of achieving net zero in all our operations by 2030, we monitor energy consumption and greenhouse gas emissions resulting from our activities. We are working to reduce our environmental



impact and carbon footprint in the lifecycle of our products, from raw material production to waste disposal. We monitor new low-emission technologies, develop projects for renewable energy production and supply, and we are taking firm steps towards neutralizing our carbon emissions with our studies in many different areas, such as investments in energy-efficient refrigerators and optimization of our logistics network.

We have published our environmental performance in all operations through sustainability reports since 2010. In addition, we have shared our climate performance within the scope of the Carbon Disclosure Project (CDP) Climate Program since 2018 for our Turkish operations.

In 2021, we realized **52** projects within the scope of our mitigation, transition, and facilitation investments in combating climate change. With the **17 Million TRY** cost savings we achieved with the efficiency and improvement studies we carried out, we saved **15.202 MWh** of energy, equivalent to the annual electricity consumption of approximately **4 thousand people**.¹³

CARBON FOOTPRINT MAPPING

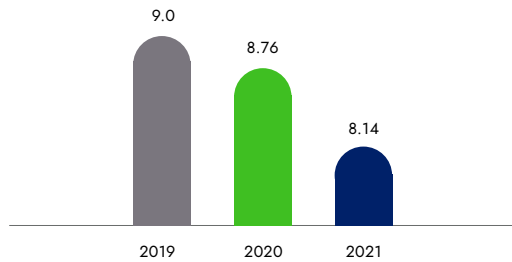
In combating the climate crisis, we aim to carry out planned reduction studies by accurately measuring our greenhouse gas emissions. We know that we can make more effective progress towards achieving our goals with calculations based on the right foundations. In 2021, we commenced our carbon footprint calculation and mapping study, including Scope 1,2, and 3 emissions from all our operations. In this way, we demonstrated a holistic understanding of our entire environmental impact based on our emissions. As the project's first step, we recalculated our Scope 1 and 2 emissions for 2020 - which we defined as a base year within the scope of our 2030 target - with our expanded scope and updated methodology. This way, we displayed due diligence regarding our base year 2020's carbon footprint and established a starting point. At the same time, as a result of our methodological and strict follow-up carbon footprint mapping study, we calculated our Scope 1 and 2 emissions for 2021 and determined our emission-based environmental impact during the said reporting period.

Thanks to all our efforts, we are proud to reduce our net greenhouse gas emissions by 5.6 thousand tons of CO₂ in 2021, thus reducing our carbon intensity in beer production by 7%.

¹³ Environmental Indicators of the Ministry of Environment, Urbanization and Climate Change of the Republic of Turkey have been calculated in accordance with the Energy Consumption per Capita data.

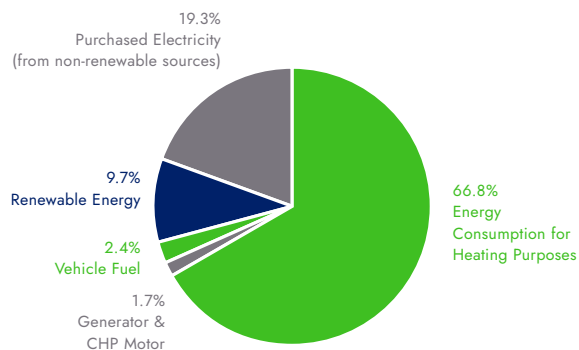
* Scope 1 and 2 emissions do not include direct CO₂ emissions from biogenic sources (e.g. CO₂ from fermentation, biogas)

Carbon Intensity in Beer Production (kgCO₂/hl)



In the project's next phase, we will complete the Scope 3 emission calculations with an expanded framework and map our carbon footprint along our value chain. We will measure our level of progress over the years based on this study. In addition, within the scope of this study, we will move the follow-up of all sustainability metrics and the sustainability data for 2020 and 2021 to a software platform. With this mapping and systematic data tracking, we aim to use our resources correctly to achieve our carbon zero target in all our operations by 2030, to continue our planned and gradual emission reduction efforts through strategic collaborations with our stakeholders, and to share our progress over the years transparently with all our stakeholders.

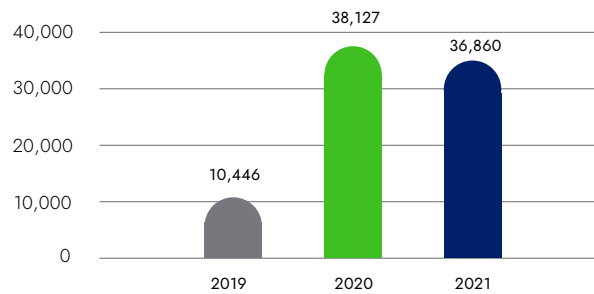
Total Energy Consumption (%)



BIOGAS RENEWABLE ENERGY PRODUCTION AND USAGE

Biogas, a renewable energy source we produce in our factories, meets some of our energy needs. Thanks to the biogas usage project we implemented in our Ankara factory, we saved 1.6 kWh of energy per hl of beer. Next year, we aim to complete the system installation for Biogas usage in our Adana factory, saving 2.2kWh per hl of beer. By 2023, we aim to implement Biogas usage projects in our facilities in Izmir, Moldova, and Georgia.

Biogas Renewable Energy Production (MWh)

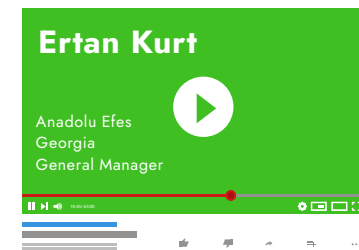


RENEWABLE ENERGY

We continue to work towards transitioning to sustainable energy sources to meet 100% of our electricity needs by 2030. In 2021, we started to use renewable energy in our three factories in Saransk, Volzhsky, and Ivanovo in Russia within the scope of our AB InBev Efes operations. As a result, the share of green energy in terms of total energy consumption in our Russian operations reached 40%; 9.7% of the total energy consumption in all our operations came from renewable sources in 2021.

ENERGY EFFICIENCY WITH RENEWED REFRIGERATORS

We emphasize that our products reach our customers are of the highest quality and in ideal tasting conditions, and we pay special attention to the role of coolers. Therefore, we are continuing our efforts to increase our coolers' energy efficiency and reduce greenhouse gas emissions from their electricity consumption. We are also optimizing the demand for new refrigerators to manage the life cycle of our refrigerator equipment and limit waste. In this context, instead of purchasing new refrigerator equipment, we are working to renew and reuse our existing refrigerators whenever possible. For example, since 2017, we have been carrying out renovation activities to improve the life cycle of the refrigerators used in our operations in Georgia. With this project, so far, we have saved \$100,000. Similarly, we started to renew and reuse refrigerators in our Moldova operations in 2021. This project will prevent lamp waste containing 2,320 kg of plastic and 2,300 mercury annually. Furthermore, within the scope of our cooler-based efficiency studies, we have reduced our freon gas emissions in our Kazakhstan factory with less use of coolers in the cold autumn and winter months; when we used refrigerators less, we saved 400 m³ of water per month and reduced electricity consumption by 6500 kwh.



WATER USE AND SECURITY



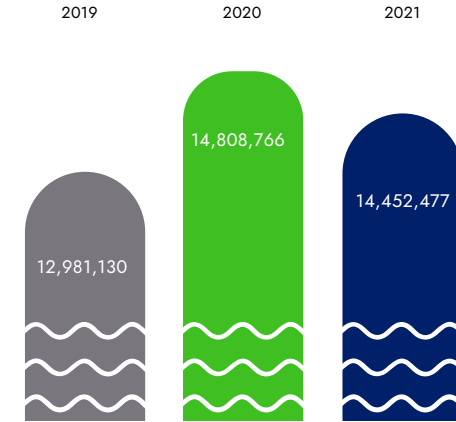
As the first Turkish company to become a CEO Water Mandate signatory in 2014, we identify our processes that involve high water use and then prioritize water efficiency practices to improve our performance.



Water is indispensable for the continuity of life on our planet, the health of societies, and the sustainability of the global economy. However, the pressure on water resources is increasing for multiple reasons, including frequent droughts caused by climate change, increasing consumption, and pollution resulting from the rising global population.

According to the United Nations Report on World Population Prospects, the world population is expected to reach 8.5 billion by 2030 and 9.7 billion by 2050. With the increasing global population, irregular and decreasing precipitation, and unsustainable water management tendencies, it is predicted that more than 40% of the world's population will end up living in watersheds suffering from water stress.

In our value chain, production, and packaging processes, barley and hop farming stand out as the most water-intensive. About 70% of the water used globally is used for agricultural irrigation. Agricultural water use competes with domestic, industrial, and environmental uses daily. In addition, considering the increase in food production with the increasing population, new technologies and good practices that will contribute to productivity need to become more widespread for the continuity of agricultural activities. As a company that obtains two of its raw materials from agricultural production, in addition to the fact that one of our primary raw materials is water, we consider water management, which is critical for our operations and of high importance in terms of social needs, to be among our most pressing sustainability material issues.

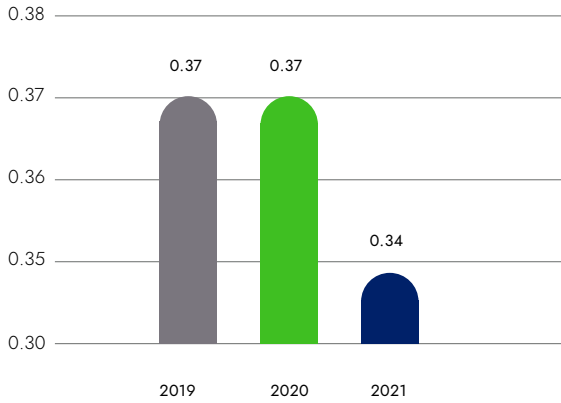


Total Water Withdrawal(m³)

As the first Turkish company to become a CEO Water Mandate signatory in 2014, we identified our processes with high water use and have prioritized water efficiency practices to improve our performance. As a result, we are making progress by setting targets in this area. Apart from efficiency, we develop different projects and applications to reduce water consumption; in addition, we encourage improvements in performance by including water consumption among our managers' individual performance indicators.

To reduce water intensity, we continue to invest in operational water efficiency projects, which provide information about the amount of water consumed per product we produce. During the reporting period, beer production water intensity was 0.34 m³/hl, and malt production water intensity was 5.15 m³/ton.

Water Intensity in Beer Production (m³/hl)

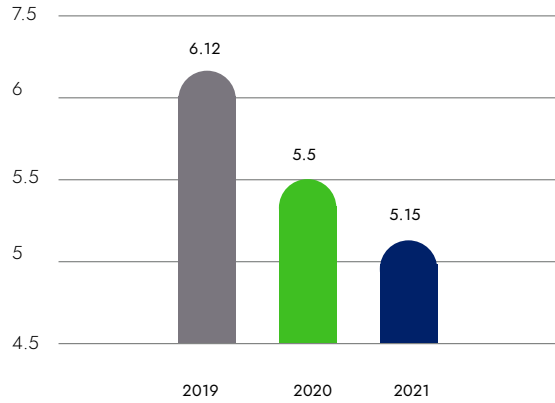


In 2021, we saved 488,909 thousand m³ of water by carrying out a total of 17 projects involving the reuse of water, optimization of existing lines, and improvement of water recovery while saving 12.9 million TRY. Accordingly, our total water consumption decreased by approximately 2.4% compared to the previous year amounting to 14,452,477 m³.

WATER RECOVERY WITH REVERSE OSMOSIS

We recover our wastewater by developing reverse osmosis practices to increase water efficiency. Through a project we put into practice in 2021, we reuse wastewater without compromising its quality with secondary reverse osmosis in our İzmir factory. Thus, we save 0.45 hl of water for each hectoliter of beer we produce in our İzmir factory. The implementation of these projects is not limited to our İzmir factory; we aim to save approximately 10,000 m³ of water per year with the reverse osmosis project that we will implement in 2023 in our Moldova factory.

Water Intensity in Malt Production (m³/ton)



WATER EFFICIENCY PROJECTS IN RUSSIA

In our Russian operations, we continue to work to reduce water consumption in all the processes where we use water, including boiler rooms and compressor equipment. We try to analyze every production phase and use less water in beer production processes with the water meters we implemented to monitor our water consumption. In 2021, we carried out studies with a circular perspective to reduce the amount of water we use in all production and packaging processes and to increase the reuse of water through technical improvements, including optimization of water consumption in tunnel pasteurizers, reuse of gray water used in cleaning (CIP), use of deaerated water (DAW) in packaging, and filtration, plus optimization of the cold isostatic pressing process.

REGIONAL WATER RISKS ANALYSIS

In addition to countries that do not have abundant resources of water, such as Turkey, water stress is predicted to be experienced even in regions where water resources are plentiful. As a company operating on a global scale, preparing for a world with increased water scarcity helps us strengthen our resilience and sustainability and support the communities with whom we share our water resources. With this in mind, we measured the water risk level within the scope of indicators such as water stress, water depletion risk, plus flood and drought risk in the regions where our 27 breweries are located, using the Aqueduct tool of the World Resources Institute (WRI). Our analysis revealed that 9 of our factories, 5 in Turkey, 1 in Kazakhstan, 2 in Russia, and 1 in Ukraine - which account for 29% of our total water withdrawal - operate in regions with high water risk. Therefore, we aim to increase the scope and quality of our analysis in the coming periods, monitor consumption closely and minimize our water risk by prioritizing our nine factories with high water risks.

CIRCULARITY AND WASTE MANAGEMENT

We are working on practices that will contribute to the circular economy in light of the separation at source and maximum recovery principles. We will also implement processes focusing on reducing waste and reusing resources in all our operations.

Although humanity has achieved significant economic growth in the last few decades, said growth has been accompanied by a growing global waste problem, directly linked to how societies produce and consume. According to the analysis of the United Nations Environment Programme (UNEP)¹⁴, environmental pollution poses a direct threat to human rights and gender equality and a healthy and sustainable environment for present and future generations. For this reason, it is critical to minimize environmental pollution in fulfilling the primary purpose of SDGs, which is to “not leave anyone behind.” On the other hand, suppose consumption and production patterns continue as they are. In that case, inevitably, the linear economic model in the form of “Take-Make-Dispose” will continue to impose a severe burden on a planet that is already contaminated and will pose a significant threat to the life of the present and future generations.

¹⁴ UNEP Towards a pollution-free planet: background report.

For all of these aforementioned reasons, at Anadolu Efes, we recognize our responsibility when it comes to this matter and firmly believe that every waste that is not recycled is a wasted resource. Therefore, we are working on practices that will contribute to the circular economy in light of the separation at source and maximum recovery principles. We also implement processes that reduce waste and reuse resources in all our operations. In this context, we carry out our waste management activities per the law and follow our Environmental Policy.

ZERO WASTE AND CIRCULARITY IN PRODUCTION

We aim to become a zero-waste beer producer by taking steps to eliminate landfill waste disposal due to our factories’ production activities. We manage our waste systematically in all our production facilities to minimize the amount of waste that ends up in landfills. As a result of these studies, only approximately 1% of our 525,821 tons of hazardous and non-hazardous wastes generated at our production sites were disposed of in landfills in 2021.

We ensure that the raw materials or by-products left over from production are used as inputs in other production processes. In this context, we carry out studies in many different areas, which include preventing waste generation at the source, implementing innovative practices that support resource efficiency in production, and increasing the use of recycled materials.

Since 2003, we have ensured that yeast waste and factory earnings are used as animal feed, thus contributing to the circular economy.

WASTE MANAGEMENT IN OUR OFFICES

Within the scope of the +1 Value to the Environment Movement, which we have implemented to safeguard a sustainable world for future generations, we are working to spread circular economic habits not only in our production activities but also in our offices. In this context, we provide seminars and carry out saving and improvement activities to increase our employees’ awareness of sustainable uses of natural resources. In addition, we aim to reduce resource use and maximize waste recycling in our offices. In 2021, in line with these goals, our offices recycled 7,622 kg of glass, 1,193 kg of metal, 12,757 kg of paper, and 4,226 kg of plastic. Our Kazakhstan office achieved the highest saving rate among all operating countries, reducing paper usage by 39%.

WWF TURKEY GREEN OFFICE PROJECTS

After receiving a Green Office Diploma, within the scope of the WWF-Turkey (World Wide Fund for Nature) Green Office Program, which we participated in to reduce the ecological footprint of our General Directorate office in Turkey, our Georgia offices also took their first steps towards becoming a Green Office. We organized an information campaign for employees by placing green boxes in our Georgian offices to support wastepaper separation. All waste papers are now collected and recycled thanks to these green boxes.



PLASTIC REDUCTION

Plastic, a highly flexible, versatile, and durable material that has constituted a significant part of our economy for the last 70 years, has undeniably become a big part of human life and, unfortunately, has spread from our homes to nature globally. Decades of economic growth and growing dependence on single-use plastic products have led to unmanaged waste spilling into lakes, rivers, coastal environments, and eventually into the oceans, triggering severe environmental problems.

At Anadolu Efes, although it does not constitute a substantial part of our value chain, we have carried out many projects to reduce the use of plastic. For example, with the reuse model we apply to our plastic crates, we contribute to the circular economy by using our deposit crates more than once. In addition, we have started to use materials containing 50% recycled plastic in our newly purchased cases as of 2021. As a result, we reduced the use of virgin plastic by 404 tons in 2021. In addition, we have prevented the production of 100 tons of new plastic by reducing the targeted new case purchases by 11%.

BIOBASED SERVICE MATERIALS

We work closely with universities, suppliers, and the entrepreneurship ecosystem to develop environmentally friendly solutions throughout our value chain. We are continuing our R&D efforts to develop biobased products. We have taken another step forward over the past few years by developing our partnership with Biolive. In addition, we are working with the Plastic Move initiative on developing biobased trays made from unused bread and other raw materials, 20% of which are biodegradable. Through the use of these service materials, we aim to reduce our carbon footprint by reducing the use of petroleum-based plastic by 20%.

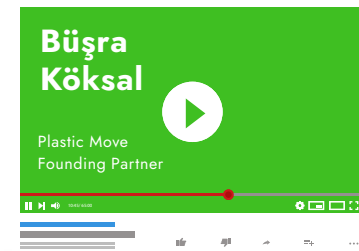
We have also reduced the rate of plastic waste by choosing biodegradable alternatives for our disposable festive cups.

BUSINESS PLASTIC INITIATIVE COMMITMENT

Plastic, a highly flexible, versatile, and durable material that has constituted a significant part of our economy for the last 70 years, has undeniably become a big part of human life and, unfortunately, has spread from our homes to nature globally. Decades of economic growth and growing dependence on single-use plastic products have led to unmanaged waste spilling into lakes, rivers, coastal environments, and eventually into the oceans, triggering severe environmental problems.

At Anadolu Efes, although it does not constitute a substantial part of our value chain, we have carried out many projects to reduce the use of plastic. For example, with the reuse model we apply to our plastic crates, we contribute to the circular economy by using our deposit crates more than once. In addition, we have started to use materials containing 50% recycled plastic in our newly purchased cases as of 2021. As a result, we reduced the use of virgin plastic by 404 tons in 2021. In addition, we have prevented the production of 100 tons of new plastic by reducing the targeted new case purchases by 11%.

We have also reduced the rate of plastic waste by choosing biodegradable alternatives for our disposable festive cups.



SUSTAINABLE PACKAGING

Environmental awareness in society is growing daily. Consumers are also increasingly turning to plastic-free, recycled, and recyclable products. As a result, sustainable packaging initiatives are gaining more speed.

As packaging materials end up as waste, they increase the consumption of raw materials and indirect energy consumption plus emission levels, impacting the environment. At Anadolu Efes, we are working to limit the environmental impact of our packaging. In that regard, we reduce the use of packaging by adopting an innovative approach and prefer packaging materials that can be reused or recycled.

Innovative designs in sustainable and environmentally friendly packaging, R&D studies, and collaborations with suppliers are essential in our packaging material optimization activities. Through our practices, such as reducing packaging thicknesses and weight, increasing the use of recyclable materials, and optimizing the pallets we use in the transportation of products, we reduce the use of raw materials and logistics-based energy consumption achieving financial savings in the process.

To create broader opportunities for the recycling of packaging waste, we support the development of the recycling network in the geographies in which we operate. In addition, we cooperate with our corporate customers and carry out projects to increase consumer recycling awareness through communication channels and product labels.

ACTIVITIES ON LIGHTER PACKAGING

In 2021, we continued our activities to reduce packaging. For example, our AB InBev Efes operations have worked to lighten all primary packaging, including glass, cans, and PET. At the same time, we carried out a project to switch from pressure-sensitive labeling to metalized paper. In 2021, as a result of these projects, thanks to the use of lighter packaging materials, we were able to reduce the amount of glass used annually by 3,000 tons and the amount of aluminum by more than 500 tons.

AB InBev Efes Russia has signed a strategic cooperation agreement with Sibsteklo, the largest glass container producer in Siberia, to accelerate our actions in the coming period. With the innovative development of lightweight glass bottles, which will be produced within the scope of the agreement, we aim to increase the share of secondary raw materials in the production of glass bottles in Novosibirsk operations in Russia to 40% by 2024.

REDUCING THE USE OF CARDBOARD

As part of our sustainable packaging efforts, we are working to reduce the number of raw materials we use in our packaging, including cardboard. For example, we have reduced our cardboard usage by lowering the edge sizes - from 65 mm to 50 mm - of our cardboard crates, which we use mainly in packaging our imported products produced in our factories in Turkey.



SUSTAINABLE AGRICULTURE



We implement practices that protect the soil and secure our raw material procurement process. This approach also contributes to reducing the environmental impact of our agricultural practices.



As an organization with 2 out of its four primary raw materials originating from agricultural production, we focus our effort on spreading sustainable farming practices. For this purpose, we implement procedures that will protect the soil and secure our raw material procurement process. This approach also contributes to reducing the environmental impact of our agricultural practices. In addition, we inform our farmers, who we see as our business partners, about current farming practices. We also encourage planned and efficient farming methods by increasing their strength financially with the contracted purchase model.

Our farmers plan their production according to the amount we guarantee to purchase through the contracted purchase model, which we apply under all possible conditions. While ensuring continuity in the supply chain through planned production and purchase guarantees, we also help secure the income of our farmers.

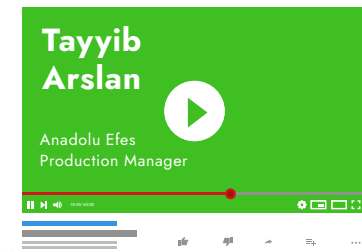
Within the scope of our Future is in Agriculture program, we have been developing drought-resistant seed varieties that require less water and energy use with our agricultural R&D studies since 1982. This program has enabled us to work shoulder to shoulder with our farmers, the producers of our raw materials, for nearly 40 years. We distribute the certified seeds we have developed through our R&D studies to the farmers we work with on a contractual basis.

To date, we have developed and registered 17 varieties of barley seeds and seven hop seeds in Turkey.

Thanks to these seeds, which increase agricultural yield, we contribute to improving farmers' profitability and thus their prosperity. We encourage our farmers to make sustainable production with our developed seeds and adopt environmentally friendly agricultural practices. Since 2018, we have been conducting the Smart Agriculture pilot program, encouraging our farmers to use natural resources effectively and responsibly. While smart farming practices help our farmers reduce their workload, they also facilitate an increase in quality and productivity. In our AB InBev Efes operations, we carry out the Smart Barley project, similar to the Smart Agriculture program. Within this scope, we have ensured that producers in more than 150 cooperatives in 13 regions in Russia benefit from this program.



[Detailed information about Future is in Agriculture, Smart Agriculture and Smart Barley projects can be found in the Increasing our Social Impact section.](#)



SUSTAINABLE AND RESPONSIBLE SOURCING

In our value chain, we interact with a wide range of stakeholder ecosystems consisting of over 7,500 suppliers, as well as nearly 340 dealers and distributors. Our stakeholders’ understanding and internalization of our business principles play a crucial role in allowing us to optimize our positive impact. Our method of working with suppliers is dictated by our [Code of Conduct for Suppliers](#), which our suppliers are obliged to comply with. Together with this code, we manage our procurement processes based on supplier evaluation procedures at every stage, from the selection process of suppliers to evaluation processes.

ENVIRONMENTAL AND SOCIAL IMPACT-ORIENTED SUPPLIER AUDITS

As a reflection of our sustainable and responsible sourcing principles, we conduct regular audits of our suppliers in our ABInBev Efes operations and monitor whether they fulfill all appropriate requirements with our checklists. In addition to said audits, we conduct an annual supplier evaluation, creating a ranking system within the scope of the sustainable and responsible purchasing principle. We also identify their areas of improvement. In 2021, we conducted environmental and social audits of our suppliers in this context and did not detect any non-compliance. In addition, we aim to minimize any defects related to food safety by conducting inspections at our critical glass suppliers.

In our Turkey-based operations, we continue to work with our business partners to create joint value with supplier quality and food safety audits.

OUR DEALER AND DISTRIBUTOR ECOSYSTEM

In 2021, we conducted a survey in Turkey to measure our dealers’ and distributors’ levels of satisfaction and to regularly monitor their perception of Anadolu Efes.

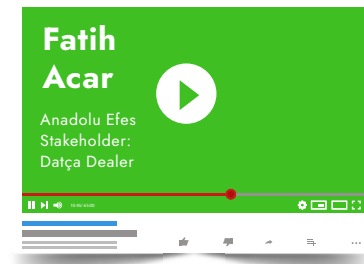
The survey was sent to a total of 157 dealers and distributors, 100% of which participated; with 87.4%, the satisfaction rate reached the highest level in the last five years. We believe that our dealers and distributors play an essential role in durability and dealing with supply chain risks, which are material issues for us. With the hard work of our vendors and distributors, we have created an agile structure that responds quickly to changes in consumption habits and regional needs.

Our 2021 dealer and distributor satisfaction rate in Kazakhstan is 95%.

We encourage the development of our dealers’ and distributors’ competencies through Anadolu Efes Turkey and the Sales Academy in Moldova and Kazakhstan. In 2021, we provided online and in-class training to 145 dealership sales representatives in Turkey. In addition, we conducted field coaching visits with 120 sales representatives. We received 95% satisfaction in the survey we conducted in our Kazakhstan Sales Academy.

FINANCIAL AWARENESS WORKSHOP FOR DEALERS AND DISTRIBUTORS

In December 2021, we held “Anadolu Efes Dealers Financial Awareness Workshop” training sessions which 107 dealers and distributor owners attended. This workshop was organized for dealers and owners to establish a connection between the operation side and real business strategies, financial results, and indicators to create their own dealer strategies and follow performance results. With these training sessions, we aimed to increase the capabilities of our dealers in financial matters in a structured way by successfully blending all of their knowledge.



SUPPLY CHAIN RISKS AND RESILIENCE

We know that supply chain resilience plays an essential role in our operations and the success of our supply chains. Therefore, we are committed to mitigating the effects of certain risks on the supply chain and responding quickly to prevent any damage. [Anadolu Efes Code of Conduct for Suppliers](#) has drawn up a framework on working conditions expectations. We not only minimize the risks on our supply chain with said code but also increase the resilience of our supply chain.

We are committed to mitigating the effects of certain risks on the supply chain and to responding quickly to prevent any damage that may occur.



LOCAL SOURCING

With the increasingly severe effects of the climate crisis, local resource use and environmental sustainability have become critical issues for reducing companies' ecological footprint. According to the latest study presented at COP26 by the United Nations Food and Agriculture Organization, 5.8 billion tons of 16.5 billion tons of greenhouse gas emissions from global agricultural food systems are caused by supply chain processes such as distribution and transportation.¹⁵ Therefore, local sourcing of raw materials is crucially important to reduce greenhouse gas emissions.

At Anadolu Efes, we recognize the importance of local sourcing. With our local purchasing practices, we create a positive impact on the local economy as well as prevent supply dependence.

In 2021, the ratio of local suppliers in our operations was 92%. We increased the proportion of payments to local suppliers in our total payments to 89%.

¹⁵Tubiello, F. N., Karl, K., Flammini, A., Gütschow, J., Obli-Layrea, G., Conchedda, G., Pan, X., Qi, S. Y., Halldórudóttir Heiðarsdóttir, H., Wanner, N., Quadrelli, R., Rocha Souza, L., Benoit, P., Hayek, M., Sandalow, D., Mencos-Contreras, E., Rosenzweig, C., Rosero Moncayo, J., Conforti, P., and Torero, M.: Pre- and post-production processes along supply chains increasingly dominate GHG emissions from agri-food systems globally and in most countries, Earth Syst. Sci. Data Discuss. [preprint], <https://doi.org/10.5194/essd-2021-389>, in review, 2021

PRODUCT QUALITY AND SAFETY

Our main priority is providing exceptional products constantly without compromising quality and food safety. In this respect, we manage quality compliance with our Anadolu Efes Management model, which maintains a standard higher than national and international quality requirements. Furthermore, while exporting to more than 70 countries, we apply the ISO 9001 Quality Management System, the ISO 22000 Food Safety Management System, and the HACCP Standards in all our operations worldwide.

We always strive to maintain the highest quality standards. As a result, in 2021, our headquarters and three breweries were awarded the FSSC 22000 5.1 Food Safety System certification, one of the most prestigious internationally recognized certification programs recognized by the Global Food Safety Initiative.

+1 INNOVATION FROM ANADOLU EFES: THE FIRST GLUTEN-FREE PRODUCT IN THE INDUSTRY

We continue to create new products at Anadolu Efes Innovation and Experience Center in Izmir. For example, in the center, we developed the +1 Resting Technique, which is expected to be added to the global beer industry's literature as a third production technique. Another innovation developed by the Innovation and Experience Center for the sector in 2021 was an exciting gluten-free product.

As a result of 3-years of R&D by our brewmasters and engineers, we have produced gluten-free beer for the first time in Turkey; this superb product made with buckwheat malt is expected to receive the [*Certificate of Conformity to Standards of the Association of European Coeliac Societies*](#) as well as the internationally recognized [*Crossed Grain logo*](#) from the British Coeliac Association.



Another product introduced by the Innovation and Experience Center to the sector in 2021 was the previously mentioned gluten-free beer.



First in Turkey!

GLUTEN-FREE

BIODIVERSITY



To prevent biodiversity from being adversely affected in the geographies in which we operate, we attach particular importance to the fact that our production facilities are not located in regions with high biodiversity value or protected areas.



The loss of nature and biodiversity accelerates the third planetary crisis we face, along with climate change and pollution. The United Nations Environment Programme's (UNEP) *Making Peace with Nature Report* states that of the estimated 8 million plant and animal species in the World, 1 million are in danger of extinction and that ecosystems necessary for the continuation of humanity are in a state of collapse. At Anadolu Efes, we continue our efforts to improve our relationship with nature, determine our impact on biodiversity, and minimize our negative impact.

To prevent biodiversity from being adversely affected in the geographies in which we operate, we attach particular importance to the fact that our production facilities are not located in regions with high biodiversity value or protected areas. In addition, we conduct our operations while ensuring that our activities do not adversely affect water resources, air quality, land availability, and species diversity. Through our *Environmental Policy*, working principles, and improvement studies, including biodiversity protection, we have not encountered any negative impact on biodiversity from our operations during the reporting period.

We are working on different social benefit projects in the coming period to strengthen biodiversity.

AGRICULTURE AND BIODIVERSITY

As one of the World's most critical problems, climate change negatively affects ecosystems and agricultural activities. Under changing climatic conditions, the nutritional needs of the growing global population need to be met; this is why widespread farming production techniques that can adapt to the conditions caused by climate change, plus having a healthy respect for nature and biodiversity, are becoming increasingly important. At Anadolu Efes, we continue our support for the soil and the farmer, the creators of our raw materials, by promoting sustainable agricultural practices and raising the awareness of our farmers.

WASTEWATER AND BIODIVERSITY

The release of chemicals into water ecosystems has alarming consequences, including the degradation and extinction of natural habitats and wildlife living in these habitats. Moreover, polluting water resources, which are an indispensable part of life, not only affects aquatic life but causes the loss of an irreplaceable heritage crucial for human health and sustainable development.

At Anadolu Efes, we discharge wastewater generated by our production processes after treating it at treatment facilities, thus minimizing negative environmental impact and ensuring that our water sources do not adversely affect local biodiversity.



GETTING STRONGER WITH OUR INCLUSIVE AND DIVERSE CULTURE

GETTING STRONGER WITH OUR EMPLOYEES

We believe in equality, we are getting stronger with an inclusive culture and awareness.

Employees represent our most important capital in helping us achieve our future goals.

Today, we invest in talent in all our operations and focus on being the best company to work for. We offer an inclusive and development-oriented working environment that aims for high employee loyalty, provides equal opportunities, and respects people's differences.



Goal

- By 2030, we will increase the representation of women in our organization from 30% to 51%.



Progress



2021 Actions

The female representation in our workforce is currently 30%. While the share of female managers is 40%, the ratio of female managers under 30 years old has reached 50%.

- By 2023, we will certify that we offer equal opportunities to all our employees, regardless of gender.



We hold the "Equality for Women at Work" certificate in our Turkey operations. In 2021, we were able to certify that there is no pay difference between genders by obtaining an independent assurance opinion for the Gender Pay Ratio by Compensation Policy in all our operations except for Russia and Ukraine.

SDGs to which Anadolu Efes directly contributes



SDGs to which Anadolu Efes indirectly contributes



Primary Material Topics

- Equality, Diversity and Inclusion
- Employee Health, Safety and Wellbeing

Secondary Material Topics

- Talent Development
- Employee Engagement
- Ethics and Human Rights
- Volunteer Work



HOW WE MANAGE?



As a company whose operations are spread over many countries, we recognize the importance of benefiting from the competitive advantage of accommodating a diverse workforce. We believe that our Company's success can only be achieved by motivated and committed employees. In every channel, we have improved communication with our employees, who we recognize as our most important capital. We comprehensively manage all issues concerning our employees under the headings equality, diversity, inclusion, talent development, employee health, safety, and wellbeing. Human resources management, where strategies are determined centrally, and policies are determined locally, is carried out by our Group Human Resources Directorate. Our Human Resources units, which the Directorate leads, are responsible for executing the relevant processes in our in-country operations. The way we work and our management approach is grounded in

Equity, Diversity and Inclusion regarding Human Resources; Human Rights, Code of Business Conduct and Ethics as well as established Health and Safety policies.

We offer safe working environments to our employees as a result of the efforts of our leaders under the supervision of the Country General Managers and the Group Supply Chain Directorate, plus the actions of the administrative affairs department and our healthcare personnel led by the Group Human Resources Directorate.

With the guidance of our Positive Impact Plan, we determine our goals and policies and monitor our performance by carrying out our sustainability activities in all countries in which we operate under the Employees Committee led by our Group Human Resources Director.



EQUALITY, DIVERSITY AND INCLUSION




We offer equal opportunities at work and with our human resources to **8,513 employees from 16 nationalities in 6 different countries**; our approach in these areas is based on diversity and inclusiveness.

By developing a culture of diversity and inclusion, we explore new perspectives and create a working environment where each of our employees can fully discover their knowledge, skills, and talents. Today, we offer equal opportunities at work and with our human resources to 8,513 employees from 16 nationalities in 6 different countries; our approach in these areas is based on diversity and inclusiveness.


We continue to improve the opportunities we offer to our female employees and organize awareness-raising activities so that all our employees and stakeholders embrace gender equality. Guided by our [Equity, Diversity and Inclusion Policy](#), we provide equality to all our employees, from recruitment to all human resources procedures, including training, salary, careers, and financial opportunities. As a signatory of the United Nations Global Compact and the Women's Empowerment Principles (WEPs), we are committed to providing a fair, equitable, and respectful working environment. In addition to holding the Equal Opportunity Model Certificate, which was developed under the leadership of KAGIDER with technical support from the World Bank, we became the first Company in the fast-moving consumer products sector in Turkey to receive the Equality for Women at Work Certificate issued by the Sustainability Academy in cooperation with Intertek. In 2021, we were featured in the Women-Friendly Companies of Capital Magazine.

As a result of our equality and diversity approach, female representation in the workforce within Anadolu Efes is currently **30%**.


With our motto "Professions do not have a gender", we strive to increase the share of female brewmasters.

- 


Female representation in the workforce **30%**

- 


Share of women in all management positions is **40%**
The ratio of female managers under 30 years old is **50%**

- 

Share of women in STEM-related positions is **28%**

- 

Share of women in revenue-generating functions is **34%**

- 

Gender pay ratio by compensation is **99.8%** ✓



As an institution aiming to raise awareness of gender equality and women’s participation in the workforce, we support the training of female brewmasters and work to increase their number. To be a brewmaster, one must graduate from the World’s leading beer academies. Brewmaster candidates spend the entire six-month to two-year training period at beer academies abroad. In our Turkey, Georgia, Kazakhstan, and Moldova operations, there are a total of 47 brewmasters, 15 of whom are women. All of our brewmasters are also certified, beer tasters. Our masters also work to maintain their titles by getting full marks from international exams every year.

With different perspectives and experiences, our employees who support innovation strengthen the Company and help us better serve our customers worldwide. Therefore, we strive to promote an inclusive working environment where all employees can reach their full potential.

[Our Human Resources Policy](#) guides us to create a diverse and inclusive talent base with a global perspective. With the vision provided by this policy, we promote inclusive leadership and contribute to the development of our employees by providing equal opportunities to all. With our [Anadolu Efes Code of Business Conduct and Ethics](#), we carry out our operations over a wide geography with an ethical and transparent management approach. In addition, we prioritize diversity and inclusiveness in our recruitment processes. We monitor the representation of our female employees in managerial positions and above by setting targets and KPIs.

INTERNAL GENDER EQUALITY CAMPAIGN AT EFES GEORGIA

Our employees in Georgia organized a social media awareness campaign in line with the statement, “I am

delighted to be a member of the Anadolu Efes team, which follows the UN 5th Sustainable Development Goal and Gender Equality!”. Furthermore, Efes Georgia took its efforts in gender equality one step further and became a supporting member of the United Nations Women in 2021.

ORANGE WEEK

During the United Nations-led 16 Days of Activism against Gender-based Violence, we carried out various awareness-raising activities to contribute to gender equality efforts. Throughout the two weeks between November 25, International Women’s Day, and December 10, International Human Rights Day, we provided gender equality training to our employees and business partners in cooperation with the Yanındayız Association. We also published our gender equality manifesto, saying, “We are +1 for equality”.

YOUNG TALENTS IN ANADOLU EFES

By 2025, Y and Z generations will constitute the majority of the workforce. Young people bring their skills, enthusiasm, and innovative ideas to the business environment that help keep the business world fresh and up-to-date; this allows companies to stay alive, acquire new skills, and improve.

As an indicator of our understanding of the importance of inclusiveness, we are making our working environment more innovative, diverse, and inclusive by incorporating young talents into our workforce. In addition, we recognize the role young talented employees can play in decision-making, so we have hired more young people to occupy managerial positions. Our employees under the age of 30 now constitute 19% of our workforce. Meanwhile, among young employees (under 30), female representation is currently 37%, and the share of female managers is 48%.

To maintain our young workforce, we have an inclusive recruitment policy that paves the way for young people to join the Anadolu Efes team. As a result, 52% of our teammates who started working in Anadolu Efes in 2021 are under the age of 30.

EQUALITY, DIVERSITY AND INCLUSION-BASED CAMPUS PROGRAMS

Since the day of our foundation, we have been saying “professions do not have a gender,” and we advocate equal opportunity for all. We cooperated with universities in 2021 to break the prejudices that young people suffer concerning gender-based job descriptions. In particular, our female colleagues in sales and production departments visited the campuses of different universities to promote the female role model in the business world and to coach and mentor female students. By sharing their experiences with students, they have once again highlighted that professions do not have gender.

ANADOLU EFES RAISING AWARENESS IN THE YOUNG GENERATION

In 2021, we cooperated with universities in Moldova and Georgia. Our experienced employees talked with university students about various subjects, including marketing, public relations, social responsibility, and beer technologies, plus shared their experiences and informed them of Anadolu Efes’ activities.

INTERNSHIP AND MANAGEMENT TRAINEE (MT) PROGRAM FOR YOUNG TALENTS

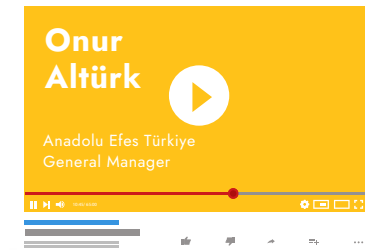
In 2021, we cooperated with universities in Moldova and Georgia. Our experienced employees talked with university students about various subjects, including marketing, public relations, social responsibility, and beer technologies, plus shared their experiences and informed them of Anadolu Efes’ activities.

PROJECT FUTURE IN ANADOLU EFES TURKEY

Within the scope of Project Future, we offer a young talent program that provides a long-term internship and management trainee (MT) program in all our Turkey operations. Young candidates, who have successfully passed certain qualifications, can join Anadolu Efes as long-term interns in Adana, Ankara, Afyon, İzmir, and Konya, where our factories are located as well as our Istanbul Headquarters. In addition, we provide training to all our colleagues through our digital learning platform to support their development journey, and we organize numerous activities to reinforce their understanding of teamwork. Furthermore, as a result of the activities carried out with C-Level, we offer our young talents the opportunity to gain experience in an environment far from the hierarchy, where they can communicate with everyone and share their ideas freely.



52% of our teammates who started working in Anadolu Efes in 2021 are young people under the age of 30.



TALENT DEVELOPMENT

PERFORMANCE EVALUATION

Anadolu Efes employees play a significant role in the success of the Company. We aim to ensure our employees achieve their goals and build great careers with us. The Performance Management System, which covers all our white-collar employees, is one of the essential tools behind our success. Guided by our ambition to promote a high-performance culture, we measure employee performance with fair, standard methods, set measurable and achievable goals, and keep track of them with this system.

Additionally, we cultivate an effective communication process with our employees and contribute to their development through our successful feedback mechanisms. In 2021, 3,384 employees were involved in performance and career development evaluations. This figure corresponds to approximately 70% of all our white-collar employees.

EMPLOYEE TRAINING

In Anadolu Efes, we provide training to our employees in many different fields as a means to improve both their competencies and productivity. We continue to offer training and development opportunities in many areas from occupational health and safety to ESG topics. We provided 10,635 employee*hours of environmental training in Turkey during the reporting period.

SALES COACHING & SALES ACADEMY

At Anadolu Efes, we offer our employees the opportunity to develop their expertise in their fields plus general training. With this in mind, we implemented the Sales Coaching program in Moldova and the Sales Academy program in Georgia in 2021 for our employees in sales. Within the scope of the Sales Coaching program, we coached our sales team members in Moldova with both online and face-to-face interviews and closely monitored our sales department's success and our employees' performance.

To support the professional development of our employees, we help them increase their knowledge, skills, and professional competencies by using teaching-learning methodology and tools such as training, workshops, seminars, and coaching through the long-term Sales Academy program we implemented in Georgia. In addition, we held the [“Anadolu Efes Dealers Financial Awareness Workshop”](#) attended by 107 dealers and distributor owners from our Turkey operations in December 2021.



In 2021, 3,384 employees were involved in performance and career development evaluations.


BEER ACADEMY

Our Beery Academy, established to ensure the competency development of Anadolu Efes Turkey Technical Directorate employees and to cultivate the vision of creating an agile, competitive, and high-performance team, continues its activities. Through the academy, we aim to preserve critical technical knowledge, skills, and competencies in the corporate memory and support a customer-oriented production and quality work culture. Thus, we ensure that leaders who shape the future of Anadolu Efes are discovered, and a learning ecosystem is developed. To date, our internal trainers have provided a total of 33 training sessions on 20 different topics. With a training period of approximately 200 hours, we reached more than 600 participants, and around 140 employees benefited from the training, which improved their technical capabilities.

EMPLOYEE HEALTH, SAFETY AND WELLBEING

OCCUPATIONAL HEALTH AND SAFETY

At Anadolu Efes, occupational health and safety is a high-material topic due to its importance for our stakeholders and the nature of our business. Our greatest responsibility is to provide our employees with a healthy and safe working environment. With the goal of achieving zero occupational accidents and occupational illnesses, we are developing a robust occupational safety and health culture. As a result, we are committed to identifying and effectively managing occupational health and safety risks; we also create and review targets and programs related to these risks. Within the scope of OHS management, a total of our 13 factories have received the OHSAS 18001 or the ISO 45001 Occupational Safety and Health Certificate.

 [Anadolu Efes Health and Safety Policy can be found on our website.](#)

In 2021, we provided **23,148 hours** of OHS training to our employees, **2.71 hours** per employee.



To improve and increase our employees' OHS awareness, we started a new cultural transformation program at Anadolu Efes Turkey. In this context, we conducted the current situation assessment of our facilities in Turkey through surveys and focus group interviews. Then, in line with the road map we created, we implemented the OHS leadership development program with workshops and coaching sessions for all our managers.

HEALTH AND SAFETY ORGANIZATIONAL CULTURE AND LEADERSHIP DEVELOPMENT

We aim to improve our employees' knowledge level by increasing their occupational health and safety competencies. As of 2021, we completed the first phase of the two-phase Health and Safety Organizational Culture and Leadership Development, which includes the establishment of the Organizational Culture Diagnostic Tool (OCDI)™, the measurement of organizational culture at regular intervals, Cold Eyes reviews, gap analysis, and location-based reporting.

We aim to complete the second phase of our project by 2023. We plan to use the Leadership Development Tool (LDI)™ to conduct leadership measurements and organize workshops on safety, leadership, strategy, and the details of our vision. With the completion of the project, we aim to improve reporting processes with the correct follow-up mechanisms plus ensure the development of our Health and Safety Organization Culture and Leadership for all Turkey-based factories and related General Directorate teams.



SAFE DRIVING

We are working to further improve safe working conditions by providing our sales teams with safe driving training. With this project, the first phase of which was implemented in 2021, we placed tracking devices on vehicles. Thus, our employees could see the details of their vehicle usage with an application downloaded to their phones. In addition, we ensured that the gathered data was regularly reported so that areas needing improvement could be identified quickly.

In 2022, based on all the data we collect, we plan to organize training sessions mainly focused on the errors of our employees with low safe driving scores. Furthermore, we aim to encourage all our employees to drive safely by establishing a system to reward those with high driving scores; driving scores will be determined by several parameters, including exceeding the speed limit, plus sudden acceleration, brakes, and turns.

EMPLOYEE WELLBEING

We attach great importance to the mental health and well-being of our employees as well as their physical health, and we consider it a top priority for them to feel as happy and physically healthy as possible.

EMPLOYEE WELLBEING PROGRAM IN MOLDOVA

In Moldova, we held different webinars throughout 2021 to help our employees escape from their daily routines and acquire information that may be useful in their personal lives. We tried not to limit ourselves to online content and organized sports activities depending on pandemic restrictions.

We attach great importance to the mental health and well-being of our employees as well as their physical health.

PARENTAL LEAVE IN RUSSIA

AB InBev Efes renewed its corporate childcare policy. We provide extended maternity leave for our parents working in our Russian operations. We cover 100% of their salaries for leave periods between 20 and 26 weeks for the primary caregiver parent and between 2 and 4 weeks for the other parent. Our new policy also allows employees to work 75% of their working hours for eight weeks after parental leave and receive a full salary for that period. More than 3,500 employees in Russia benefited from these changes.



EMPLOYEE ENGAGEMENT

We focus on increasing the engagement and satisfaction of our employees, as they are our most important resource in sustaining our success. For this purpose, retaining talents within Anadolu Efes is one of our most important goals. Therefore, in all Anadolu Efes operations, we prioritize making working environments more dynamic, agile, and flexible.

In 2021, our employee turnover rate was **15%**.

Employee loyalty was measured at 80% in 2021, according to the Employee Engagement Survey, which we conducted with 88% participation in Turkey, Kazakhstan, Moldova, Georgia, and Russia.

ETHICS AND HUMAN RIGHTS

BUSINESS ETHICS

Anadolu Efes Code of Business Conduct and Ethics forms the basis of how we conduct our business. We expect all our stakeholders, especially employees, distributors, suppliers, and other business partners, to comply with these principles. The fight against bribery and corruption is a critical function of these principles. We do not tolerate bribery and corruption in any geography in which we operate.

All our stakeholders have access to the Anadolu Efes Code of Business Conduct and Ethics in English and Turkish on our corporate website. In addition, the Code of Business Conduct and Ethics is also available in the local languages of the countries in which we operate and on the intranet sites of our companies.

We are one of the first organizations in Turkey to sign the United Nations Global Compact, a strategic initiative for organizations committed to aligning their activities with universally accepted human rights, as well as labor, environment, anti-bribery and anti-corruption principles.

We comply with internationally recognized human rights, the standards of the International Labour Organization, and the United Nations Universal Declaration of Human Rights. We also encourage and expect our suppliers and business partners to abide by the same principles.



[Anadolu Efes Code of Business Conduct and Ethics and our Human Rights Policy can be found on our website.](#)

NOTIFICATION OF VIOLATIONS

Our employees can report any ethical violations to their Local Ethics Manager or the Group Ethics Manager by phone or e-mail. Alternatively, anonymous notifications can be made through communication channels operated by an independent third party via telephone, e-mail, or through the website. Violations can also be reported by using the telephone line designated for each country in which we operate, by filling out the notification form at www.efesethicsline.com, or by sending an e-mail to efes@efesethicsline.com. The Company takes necessary measures to prevent possible retaliation against the notifier, and necessary investigations are carried out in secret. The Anadolu Group Ethics Committee also takes responsibility for handling violations and determining disciplinary procedures. In Russia, where we have a partnership with AB InBev, notifications received through AB InBev Efes' ethical lines are evaluated by the Group.

In 2021, we received a total of 77 notifications, 58 of which were from AB InBev Efes. We resolved 62 of the notifications that we received. Reviewing procedures of the remaining notifications are ongoing. We received notifications concerning issues, including employee relations, behavior towards customers and suppliers, and business records.

ETHICS TRAINING

All new employees joining Anadolu Efes receive Business Ethics Principles training which touches on the topics of anti-bribery and anti-corruption as part of their orientation. In addition, we periodically provide our more experienced employees with Business Ethics training.

In 2021, we provided a total of 1,270 people*hours of business ethics, anti-bribery and anti-corruption training in our operations in Turkey, Kazakhstan, Georgia, and Moldova.

In 2021, we received a total of 77 notifications, 58 of which were from AB InBev Efes. We resolved 62 of the notifications received.

VOLUNTEER WORK



ANADOLU EFES VOLUNTEERS

Anadolu Efes Volunteers consist of employees engaged in numerous activities that contribute to society and the environment plus create awareness. By considering society's needs, our volunteers develop their own projects and support existing social responsibility projects. In addition, our volunteering movement includes various altruistic activities, including feeding stray animals in a local forest and participating in a marathon organized by a non-governmental organization at the weekend to help those in need.

We also participate in events in many cities with our volunteer ambassadors, who manage region-based processes. For example, Anadolu Efes Volunteers organized cleanups in Falez Park and Bozcaada Beylik Bay in 2021 in cooperation with Muratpaşa Municipality Environmental Protection and Control Directorate in Antalya.

Volunteers planted 350 seedlings suitable for climatic conditions in our facilities and surrounding vicinities in cooperation with the Provincial Agricultural and Forestry Directorates in Adana, Ankara, and Izmir in line with the saying "Love of Earth is in our raw material." Russia, Georgia, and Ukraine employees also participated in this environmental movement we launched on behalf of mother nature.

In line with our motto, "Every living being has a right to live," we constantly watch over stray animals. In 2021, we fed street animals in the forested area in Kurtköy. Also, we carried out repair works to rebuild the heavily damaged parts of the Street Animals Protection and Maintenance Association shelter.



Within the scope of International Volunteer day as part of the Upcycle Movement, in line with the motto "Transformation that adds value to the past," we transformed waste beer crates and pieces of wood into shelters for stray animals with the Maçka Dekk Istanbul workshop.

ANADOLU EFES PROVIDES SUPPORT FOR REGIONS AFFECTED BY FIRE

We witnessed forest fires escalating in 2021 due to the climate crisis. At Anadolu Efes, we responded to calls for help by closely monitoring the disaster areas and all living things affected by the fire since the first day the smoke began to rise in Turkey. In that regard, our Anadolu Efes Volunteers, who worked actively in the fire zones, delivered cooling trucks, refrigerator cabinets, and umbrellas to fire coordination centers. In addition, they provided heat-resistant gloves, masks, and hats as well as solar panels to supply power to areas experiencing electricity shortages. Furthermore, we offered necessary refrigerator support for preserving veterinary medicine to the field tents established by Haytap.

To help heal the wounds created by the forest fires and regain our lush forests, we have committed to shooting 1 million tree seed balls in addition to our previous commitment to shooting 2 million tree seed balls in cooperation with Ecoding.



**INVESTING
IN SOCIETY
REPRESENTS AN
INVESTMENT
FOR THE FUTURE**

INCREASING OUR SOCIAL IMPACT

We consider investing in society a sound investment for the Future; this is why, we increase our support.

While contributing to economic growth and employment in the countries where we operate, we prioritize local development and women's empowerment. We are expanding our sphere of influence with different community investments that create value in connection with our fields of activity.

We believe that growth is meaningful if it occurs with the ecosystem as a whole and is achieved by increasing social impact and contributing to the local economy.

In 2021, we invested 12.6 million TRY in social development. In addition, we aim to realize nearly 40 social benefit projects in the coming period.



Goal

1. In cooperation with all our stakeholders, we will continue our community investments (notably Culture-Art, Women's Empowerment, and Local Development) with a long-term perspective to increase the social impact we create.
2. We will raise our farmers' awareness by teaching them sustainable agricultural practices.
3. We will continue to share the dreams of young entrepreneurs and support them in every possible way.



Progress



2021 Actions

In 2021, we invested 12.6 million TRY in community development. Our community investments increased by 30% compared to 2020.

In 2021, we trained our farmers for a total of 1024 hours in our operations in Turkey and AB InBev Efes, which increased by %39 compared to last year.

Our Hayalimiz Bir(We Have the Same Dream) Entrepreneurship Workshop program supported young entrepreneurs with strategic collaborations such as ITU Çekirdek, Impact Hub Istanbul, and IMECE.

SDGs to which Anadolu Efes directly contributes



SDGs to which Anadolu Efes indirectly contributes



Primary Material Topics

- Responsible Consumption
- Community Investments
- Economic Impact

Secondary Material Topics

- Responsible Marketing



HOW WE MANAGE?



We prioritize local employment and supply resources in each operating country and support economic development with projects that will improve our value chain. In addition, we focus on community investments to create sustainable benefits for society that are aligned with local expectations and needs. As a result, we believe that we strengthen the ties between us and society as a whole while adding social and economic value to our local communities.

Under the leadership of our Group Corporate Communication and Relations Directorate, we identify the areas in which we will focus our community investments. We manage community investments and impact management by setting objective goals and monitoring achievements with performance indicators.

We address our sector responsibilities under the heading: 'responsible consumption.' With the synergy created by the Supply

Chain Directorate, the Marketing and Sales Directorate, as well as the Corporate Communication and Relations Directorate, we are concentrating our efforts on spreading beer culture and responsible consumption behaviors. Furthermore, our legal experts contribute to these processes in line with our policy of full compliance with the legal regulations to which alcoholic beverage marketing and sales operations are subject.

Guided by our Positive Impact Plan, we carry out our sustainability activities, determine our goals and policies plus monitor our performances in all countries in which we operate under the leadership of our Group Corporate Communication and Relations Director, who is the leader of the Community Committee.



RESPONSIBLE CONSUMPTION

We consider responsible consumption one of our material topics, and we believe in the importance of raising awareness about the issues excessive consumption causes. Therefore, we carry out numerous worthwhile projects that focus on responsible consumption and contribute to increasing consumer awareness.

Moreover, we are working to increase the proportion of non-alcoholic or low alcohol products in our portfolio. We produce low alcohol and non-alcoholic products in our AB InBev Efes and Moldova operations. We aim to add similar products to our portfolio in other geographies. In Moldova, we allocate about 6% of our beer production per liter to non-alcoholic beer production. In AB InBev Efes, non-alcoholic beer production constitutes 1.1% of our total beer production..

DON'T DRINK AND DRIVE

Within the scope of the "Don't drink and drive" project in Russia, we work in cooperation with the Association of Beer Producers, alcoholic beverage producers, and local State Traffic Safety Inspectorates to carry out activities to prevent drunk driving by using various effective tools, including awareness campaigns, training, and technology.

With this project which we carry out under the same name in Ukraine, we continue to cooperate with the Driver Schools Association, police stations, and other stakeholders to educate driver candidates and existing drivers about the dangers of drunk driving and to reduce drunk driving incidence rates.

GLOBAL SMART DRINKING WEEK

In our AB InBev Efes operations, we have implemented projects during Global Smart Drinking week, focusing on responsible consumption among adults, strongly discouraging alcohol use by individuals under the legally determined age, and driving under the influence of alcohol. Within this scope, we carried out training and activities to raise awareness in Russia's Volgograd and Ivanovo regions. Our awareness campaign, which emphasized the importance of responsible alcohol consumption, reached 37,000 students and 660 gas stations with 160 driver courses in 81 provinces.

RESPONSIBLE MARKETING

With our responsible approach to alcohol consumption, we conducted appropriate marketing operations for the products we deliver to millions of consumers worldwide. Furthermore, in addition to communication efforts encouraging consumers to adopt responsible alcohol consumption habits, we complied with the sales and marketing restrictions required by legislation. Therefore, we expect all our employees, dealers, and distributors, who are our representatives in the field, to comply with Anadolu Efes Marketing Communication Policy.



COMMUNITY INVESTMENTS

At Anadolu Efes, we consider investing in society as an investment for the Future. Therefore, we prioritize investments that create social benefits for all stakeholders in our value chain, from young entrepreneurs to farmers. In line with our sustainability goals, we are committed to increasing our social impact by 2030.

We are expanding our sphere of influence regarding multi-stakeholder initiatives involving public, private, and non-governmental organizations with projects in which we will create societal value. Guided by our community investment perspective, we support local development and women's empowerment, which will strengthen the entrepreneurial ecosystem and spread sustainable agricultural practices. Furthermore, we have been supporting culture, art, and sports for years, all of which play an undisputed essential role in social development.

SUPPORTING LOCAL DEVELOPMENT AND WOMEN'S EMPOWERMENT

We carry out projects to support local development and women's empowerment.

We stand with youth through the Nakathtari Fund

We are working to strengthen society with social benefit projects that support local communities in the geographies in which we operate. For example, together with two local NGOs in Georgia, we have focused on empowering young people who are over 18 and do not have parents through our Nakathtari Fund project since 2011. We have touched the lives of more than 600 young people with this project, which we carry out to prepare and empower young people for an independent life; 320 have had real employment opportunities, and 280 have completed their vocational training.

Supporting Local Development in Russia

In Russia, we carry out various projects to support the local communities. In this regard, we implemented practices that contribute to the ecological and urban development of the regions where our operations are located in Russia. We contribute to the development of environmental awareness with specially designed street furniture made of recycled plastic in Volzhsky and Klin.

Siftah Project

After opening venues that were closed during the pandemic, we stated that we are +1 of solidarity; subsequently, we paid a visit to 1,000 businesses in Turkey. As a result, we provided a total support package of 1 million TRY to these businesses in line with the saying, "your first sale is on us."

Friendly For Women

Empowering women in both our operations and communities has always been one of our top priorities. For example, we cooperate with an NGO in Moldova to support the agricultural initiatives established by women. In 2021, we carried out ten projects with female entrepreneurs serving in many fields, from honey, fruit, vegetables, and chicken farming to aromatic medicinal plants and animal feed production. As a result of these projects, we created job opportunities for 64 women.

Celebrating International Women's Day with our Intermediaries

On International Women's Day, we gifted computers to students in need and supported the education of young people on behalf of the women who founded our dealers. Within the scope of March 8, the founders of our dealers also took part in our awareness video, emphasizing the message that "professions do not have a gender."

In Moldova, we carry out our community investments under the umbrella of "Prietenesti" (Friendly). This crucial program, which we started in 2020, continues to operate with three themes: Friendly for Tourism, Friendly for Women, and Friendly for Art.



Future is in Tourism

With the Future is in Tourism program, which we have been carrying out since 2007, with the Ministry of Culture and Tourism of Turkey and the United Nations Development Program (UNDP), we aim to develop the sea-sand-sun tourism approach in our country to include more experience tourism and to create a local development model that will cover 12 months and all seasons. In 2021, we supported the Kars Cheese Route, the Journey of Linen in Ayancık, and the Köyceğiz Aromatic Plants House projects. In addition to financial support, we provided training, planning, technical and communication support, plus consultancy.



To date, within the scope of Future in Tourism;

- In 14 years, we have provided \$2 million in grants and communication support to local initiatives focussing on sustainable tourism.
- We touched the lives of 200,000 people with 19 projects.
- We have collaborated with 600 NGOs and 23 universities in 15 years.
- In total, we paved the way for the establishment of 7 new NGOs.
- We provided job opportunities for approximately 500 women.
- We have created a great deal of positive impact in the regions where we implemented our projects, from enabling reverse migration to prolonging visitors' stays.
- Four sites became members of Cittaslow.
- The Trojan Cultural Route was included in the Turkey routes list of the Cultural Routes Association and, as a result, became a registered route in 2020.
- Kars Cheese Route became Turkey's first registered cheese route. It also ranked among 17 cheese routes in different geographies around the World. The Kars Cheese Museum, which was established in the center of Kars, became the route's first stop.
- Arslantepe Mound in Malatya was included in the UNESCO World Heritage List in 2021.





We plan to contribute to the Aegean region’s rehabilitation by providing support in Muğla, which suffered significant damage from fires in 2022, through the Future is in Tourism project, Turkey’s first and only sustainable tourism program that has been continuing without interruption for 14 years. Placing water tanks at designated points for combating forest fires and providing fire safety training to the region’s people are among the positive actions we plan to take. Some of the ‘Future is in Tourism’ program’s 2023 targeted outputs;

- creation of 5 new alternative tourism routes
- providing mentorship and employment support to at least 50 female entrepreneurs
- providing sustainable tourism education to 500 people.



Friendly for Tourism

We believe creating new experiences for tourists is vital to supporting the developing tourism sector in Moldova. Therefore, under the umbrella of ‘Friendly for Tourism,’ part of the “Friendly for” program, we provide financial support for developing small businesses in the tourism sector. Together with the National Tourism Association, we collect applications from various small businesses. In 2020, we provided financial support for 7 out of 27 applications; in 2021, we selected six projects from the applicants before providing financial aid. Through these projects, we offered job opportunities for 175 people, from business owners to employees.



SUPPORT FOR ENTREPRENEURS

We recognize that new ideas are crucial for our ecosystem's development and help young entrepreneurs create economic value.

Hayalimiz Bir

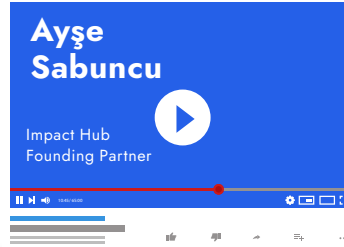
We came together at the "Hayalimiz Bir" event to emphasize the social impact of the entrepreneurs we believe in and find solutions to their problems. We have once again shared and supported the dreams of young people by bringing 14 young entrepreneurs together with 80 participants from 4 panels. Within this project's scope, we supported entrepreneurs with an investment of 535,000 TRY.

İTÜ Çekirdek

We presented the Anadolu Efes Special Award to the startups we selected in the Big Bang Start-Up Challenge organized by İTÜ Çekirdek, of which we have been the main stakeholder since 2018. In addition, we encouraged the reduction of carbon and packaging recycling by providing a total of 110 thousand TRY of funding support to Birikim, a startup aiming to reduce its carbon footprint, and to İyiEkim Myco, which aims to produce degradable materials without generating waste.

Social Impact Award

We held the Social Impact Award (SIA) Programme for the second time in cooperation with Impact Hub Istanbul to support entrepreneurs under 30 who aim to create a positive impact. In the journey of 4 startups, we contributed to 1 startup with a non-financial award and 3 startups with a total of 30 thousand TRY in funding. The selected initiatives were Re-Fil, which aims to reduce plastic packaging waste, Güçlü İyilik, which provides access to social responsibility projects, Confarm, which produces soilless agricultural units, and Smart Water, which is a smart water monitoring system that increases water use efficiency in homes and workplaces.





Ecording

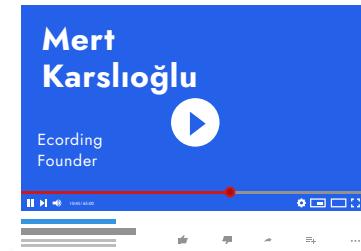
In collaboration with the startup Ecording, which develops environmental technologies to support afforestation efforts, we have launched millions of tree seed balls through our leading brand's green bottled product. Within the scope of our Nature Special project, we added an additional 1 million to our 2 million tree seed balls commitment after the forest fires in August. As a result, we delivered a total of 3 million tree seed balls to the soil of remote, steep lands untouched by human hands.

IMECE

We carried out the Issue of Reducing our Carbon Footprint with our main partner, imeceLAB, an organization that helps university students find solutions to cultural and environmental problems. In addition, clean Soil, which aims to enrich natural and organic raw materials with superior value in soils and plants, and ChangeMakers startups, which put forward the idea of an environmentally friendly and new generation cargo package that can be reused, won a total of 10,000 TRY in financial, mentorship and network support.

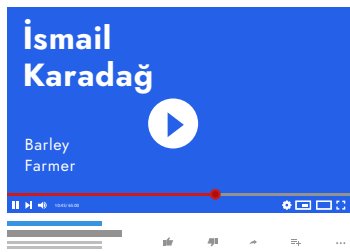
Anadolu Efes Entrepreneurship Workshop

During the second semester of our in-house entrepreneurship program, ten startups consisting of 39 Anadolu Efes employees participated in the Acceleration Program, while three startups switched to the Incubation Program. One of these startups that completed the 16-week Incubation program was the "Foam" team, which had just started its brand journey. One of the program's first-semester finalists, Malty, was the first commercialized venture born from Anadolu Efes Venture Workshop. Malty, Turkey's first malt-based healthy snack, started mass production after just one year. At the 2021 Corporate Entrepreneurship Awards, Malty ranked second in the Best In-house Entrepreneurship Project category. In addition, Malty is one of the startups associated with ITU Çekirdek and appeared on the stage as one of the semi-finalists of Bing Bang. EIT Food's EWA (Empowering Women in Agrifood) program also selected the startup as one of Turkey's ten women entrepreneurship teams.



WE CONTINUE TO SUPPORT SUSTAINABLE AGRICULTURE

We recognize the importance of sustainable agricultural practices for our world and our business. Therefore, we take action for the future of agriculture in our country and the countries in which we operate. By bringing together farmers with tremendous opportunities offered by R&D and technology, we encourage more efficient agricultural practices, where environmental impacts are significantly reduced. We know that as our farmers become better equipped and their operations become more robust, we multiply the value we create.



Future is in Agriculture

As part of the future is in agriculture project, we have been developing barley and hop seeds through R&D studies within the Agricultural Product Development Department since 1982. In addition, we have been training farmers to expand the production of these seeds. With the Future in Agriculture project, we aim to procure our agricultural raw materials from local producers, develop species resistant to drought requiring less water and energy with R&D studies, encourage fair and responsible farming practices, and increase productivity in agriculture.

Smart Agriculture

We are carrying out the Smart Agriculture project in our operations in Turkey, which started with our 2018-2021 cooperation with WWF-Turkey; Anadolu Efes continues its involvement today even though the partnership with WWF- Turkey has concluded. With this project, we aim to strengthen our farmers and reduce the environmental impact of agriculture. Smart farming apps enable farmers to check their crops through their mobile phones. Three different smart farming applications are employed within the scope of the program:

Smart sensors located in their fields monitor the temperature and humidity of the soil and air and notify farmers of the disease status of their crops or the disinfection and irrigation needs through the phone application. Farmers, who can constantly monitor their crops through satellite images, can accurately identify the location of potential problems and perform physical control rapidly. With digital soil analysis, farmers can conduct soil analysis without leaving their fields and receive results within 15 minutes.

With the smart farming applications used in the program, farmers can avoid irrigating, disinfecting, or fertilizing unnecessarily and can use their resources effectively and at the right time. With smart applications, water resources are used more responsibly, and the impact on nature is reduced significantly by preventing unnecessary fertilizers and disinfection. In that regard, we not only help our farmers increase their productivity, profitability, and natural resource efficiency, we add value to our supply chain.

Smart Barley

We combine the power of technology with our extensive experience in responding to changes that affect the agricultural sector. For example, with the SmartBarley project we implemented in our AB InBev Efes Russia operations, farmers now have the opportunity to learn about innovative production technologies used in other AB InBEV operations. Within the scope of this program, which has been running since 2013, our farmers can compare their barley practices and performances across the global producer network and access best practice examples. With this technology, our farmers who use their agricultural inputs effectively increase their business capacities and productivity. In addition to this program, we invest in the development of barley seed varieties and support our producers by providing access to quality seeds and inputs.

ART AND CULTURE

34 Years of Cooperation with İKSV

We have continued our long-term friendship with İKSV, which started in 1987, even during the challenging conditions of the pandemic. We contributed to the realization of the 40th Istanbul Film Festival, which was held outdoors and shown online. We presented the Anadolu Efes Special Award to the producers of the films selected by the international jury at the Meetings on the Bridge, of which we are the leading sponsor. In addition, we worked side by side with İKSV at the Istanbul Jazz Festival and the Istanbul Biennial.



Uninterrupted support for the theater for 29 years

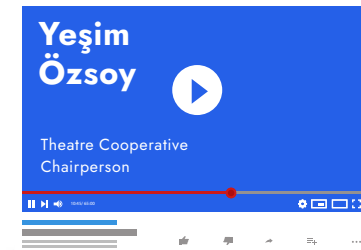
We have also provided the theatre sector with uninterrupted support for 29 years. We contributed to the online screenings of Westend, Joseph K., and Very Special Service for Lonely People at Das Das, which unfortunately had to close its curtains due to pandemic measures.

Mavi Sahne (Blue Stage)

The Blue Stage, founded on a mission to support alternative theater communities that have difficulty finding a stage, making art accessible to all theater lovers, especially university students, continued to bring art lovers together at the beginning of the pandemic. In addition, to support private theaters closed due to the pandemic, we took our collaboration with the Theatre Cooperative one step further by showing screenings of the Summer Meetings in Caddebostan at the Anadolu Efes Blue Stage.

Friendly For Arts

Under the umbrella of "Prietenesi" in Moldova, we backed several projects that support art. We aim to be one of Moldova's leading supporters of classical art. For this purpose, we established partnerships with different art institutions to help artists. In addition, We aim to sponsor a premiere, exhibition, and symposium yearly. In 2021, we sponsored two theater premieres, an international graphic biennial, the first international sculpture symposium held in rural areas, and a street art project in Chisinau.



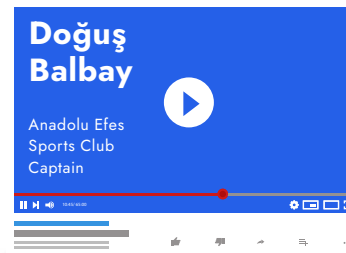


SPORTS

Anadolu Efes Sports Club

Anadolu Efes Sports Club, which completed the 2020 – 2021 season as the champion of the Turkish Airlines EuroLeague and the Turkish Basketball League, has maintained its position as the most successful trophy-winning team in the history of Turkish basketball. As of the 2020-2021 season, the museum of Anadolu Efes Sports Club has 1 EuroLeague Championship, 1 Koraç Cup, 15 Turkish Basketball League Championships, 11 Turkish Cups, and 12 Presidential Cups. Anadolu Efes is also the team that has won the most cups in the Turkish Basketball League, Turkish Cup, and Presidential Cup.

Anadolu Efes Sports Club, which carries out awareness projects for the sustainable future of our planet, also embraces the Sustainable Development Goals of the United Nations Development Program (UNDP). With the #17 #TakeAction jersey worn by Anadolu Efes Sports Club players in the Panathinaikos OPAP match in 2021, we emphasized the significance of the United Nations' Sustainable Development Goals to the whole sports world.



ECONOMIC IMPACT



The economic crisis resulting from the COVID-19 pandemic is expected to push millions of people (especially vulnerable groups) into poverty and slow progress towards achieving UN-set poverty reduction targets. Employment creation, employee retention, and societal investment are key to addressing this risk. Companies provide economic value for their employees, shareholders, and society by creating employment and investing in the economy's productive capacity.

At Anadolu Efes, we contribute to sustainable economic growth with the activities we carry out with all our stakeholders in our value chain, from our suppliers to the societies we interact with. As the 5th largest beer company in Europe and the 9th largest beer company in the World, we continue to add value to the global economy, to our country's economy, and to all the societies we interact with, with our production activities spread across six countries, our 8.513-person employee ecosystem and our community investments.



[More information about our economic impact can be found in our 2021 Annual Report.](#)

* The Barth Report 2020/2021



ANNEXES

ANNEX 1: COMMUNICATION WITH STAKEHOLDERS

At Anadolu Efes, we believe that success can only be achieved by working with all our stakeholders. For this reason, establishing respectful and valuable relationships with our stakeholders is one of the strategic focal points of our company. Thanks to stakeholder participation and cooperation, we shape our sustainability strategy and actions by considering our stakeholders’ views. Therefore, we highly emphasize the importance of communicating bilaterally, openly, and transparently with all our stakeholders.

In addition to our standard stakeholder communication tools this year, we received opinions from our stakeholders in all countries where we operate within the scope of our materiality analysis. The table below illustrates our stakeholder groups, their importance to us, which issues they prioritize, and how Anadolu Efes responds to these issues.

	FINANCE COMMUNITY <i>Shareholders, investors, analysts</i> 	PUBLIC INSTITUTIONS <i>Government officials, regulatory agencies, local municipalities</i> 	CUSTOMERS <i>Ultimate consumers</i> 
Their importance to us	Interacting with the finance community is crucial to comprehensively explain the value creation model, business strategy, and performance of Anadolu Efes. Establishing transparent communication with shareholders, investors and analysts forms the basis of the trusting relationships we have created.	Our communication with national and local governments and regulatory agencies helps us understand their priorities and concerns. We also cooperate with them from compliance with legal regulations to social responsibility projects by sharing our views, work, and goals.	We place particular emphasis on responsible consumption of our products by our customers. We place our consumers worldwide at the center of our business; this allows us to improve our products by understanding their preferences and needs.
How we engage	<ul style="list-style-type: none"> • General Assembly Meetings • Special circumstances disclosure and press releases • Periodic briefings • One-on-one interviews and correspondences • Conferences • Intermediary institution and bank reports • Annual and sustainability reports 	<ul style="list-style-type: none"> • Meetings, conferences and presentations • One-on-one interviews • Working groups and strategic collaborations • Registered Electronic Mail system • Annual and sustainability reports • Through NGOs, in which we are involved as members 	<ul style="list-style-type: none"> • Press, social media and website • Helplines and call centres • Questionnaires • Social Activities • Annual and sustainability reports • Marketing activities in countries where legally permitted
Top 5 Material topics	<ul style="list-style-type: none"> • Circularity and Waste Management • Product Quality and Safety • Sustainable Agriculture • Sustainable Packaging • Sustainable and Responsible Sourcing 	<ul style="list-style-type: none"> • Climate Crisis • Water Use and Security • Circularity and Waste Management • Sustainable Agriculture • Biodiversity 	<ul style="list-style-type: none"> • Water Use and Security • Circularity and Waste Management • Sustainable Agriculture • Sustainable and Responsible Sourcing • Biodiversity
How we respond	Read more about our actions in 2021 in Environment section.	Read more about our actions in 2021 in Environment section.	Read more about our actions in 2021 in Environment section.

	CIVIL SOCIETY <i>International organizations, associations and NGOs</i> 	UNIVERSITIES <i>Academia and students</i> 	MEDIA <i>Printed press, journalists and social media</i> 
Their importance to us	<p>Interacting with non-governmental actors, from the exchange of good practice and information to collaborations and joint projects, help us to share our strategy and value model, define our priorities and develop sustainable solutions to societal problems.</p>	<p>From scientific studies to providing internship experience to young talents, it is essential that we interact with academia and students to carry out our activities with a science-based and innovative approach; it also allows us the opportunity to support young people in discovering their abilities by providing them with valuable experience.</p>	<p>Our dialogue with the media, which is the Bridge between our communication team and society, is vital, playing a crucial role in how we share Anadolu Efes' business model, sustainability strategy, value, and positive impact with the public accurately and transparently.</p>
How we engage	<ul style="list-style-type: none"> • Meeting and working groups • Seminars and conferences • One-on-one interviews • Strategic partnerships • Annual and sustainability reports 	<ul style="list-style-type: none"> • Conferences and seminars • Strategic partnerships • Career days • Internship programs • Annual and sustainability reports 	<ul style="list-style-type: none"> • Press releases, information notes, press newsletters, press conferences • Private interviews and podcasts • Annual and sustainability reports
Top 5 Material topics	<ul style="list-style-type: none"> • Climate Crisis • Water Use and Security • Circularity and Waste Management • Sustainable Agriculture • Employee Health, Safety and Wellbeing 	<ul style="list-style-type: none"> • Climate Crisis • Circularity and Waste Management • Sustainable Packaging • Product Quality and Safety • Sustainable and Responsible Sourcing 	<ul style="list-style-type: none"> • Climate Crisis • Biodiversity • Water Use and Security • Employee Health, Safety and Wellbeing • Product Quality and Safety
How we respond	<p>Read more about our actions in 2021 in Environment and Employees sections.</p>	<p>Read more about our actions in 2021 in Environment section.</p>	<p>Read more about our actions in 2021 in Environment and Employees sections.</p>

	EMPLOYEES <i>Employees and management</i> 	DEALERS AND DISTRIBUTORS <i>Municipalities</i> 	SUPPLY CHAIN <i>Suppliers and farmers</i> 
Their importance to us	<p>The employees at Anadolu Efes represent the most important capital in helping us achieve our future goals. Being in constant dialogue with our employees allows us to understand their needs and expectations plus find solutions to the challenges we face together.</p>	<p>Our interactions with our dealers and distributors, who act as a bridge between our customers and us, enable us to understand their needs and priorities and help us to find solutions to common challenges with effective collaborations.</p>	<p>We place great emphasis on establishing fair and ethical relationships with all our stakeholders working in our supply chain, including farmers who provide our raw materials and being a good business partner for all small and large businesses that help us achieve our goals. We solve environmental and social problems by establishing effective collaborations throughout our supply chain.</p>
How we engage	<ul style="list-style-type: none"> • Online live broadcasts and video messages • Quarterly newsletters, information mailings and intranet portal • Employee volunteering activities, • Field visits, training, workshops and events • Anadolu Efes Quality Circles • Engagement Surveys • Annual and sustainability reports • Human Resources Business Partners • Employee Loyalty Ambassadors 	<ul style="list-style-type: none"> • Online live broadcasts and video messages • One-on-one interviews and field visits • Dealer portal • Joint projects and communication channel • Annual and sustainability reports • Newsletter • Pulse Surveys 	<ul style="list-style-type: none"> • One-on-one interviews • Strategic partnerships • Training and inspections • Annual and sustainability reports
Top 5 Material topics	<ul style="list-style-type: none"> • Climate Crisis • Water Use and Security • Product Quality and Safety • Circularity and Waste Management • Sustainable Packaging 	<ul style="list-style-type: none"> • Product Quality and Safety • Cyclicity and Waste Management • Sustainable Packaging • Climate Crisis • Water Use and Security 	<ul style="list-style-type: none"> • Climate Crisis • Product Quality and Safety • Water Use and Security • Circularity and Waste Management • Sustainable and Responsible Sourcing
How we respond	<p>Read more about our actions in 2021 in Environment section.</p>	<p>Read more about our actions in 2021 in Environment section.</p>	<p>Read more about our actions in 2021 in Environment section.</p>

ANNEX 2: SUSTAINABLE DEVELOPMENT GOALS AND PROJECT MAPPING

The Sustainable Development Goals are a universal call to action, endorsed by 193 United Nations (UN) member states, to create a better and more sustainable future for all. At Anadolu Efes, we work to create environmental and social benefits with an impact-oriented leadership approach to achieve these goals. As a result, we contributed to 15 SDGs and 36 sub-targets with the 49 projects we disclosed in our report.







IMPACT AREA	MATERIAL TOPIC	PROJECT NAME	DIRECTLY CONTRIBUTED SDG		INDIRECTLY CONTRIBUTED SDG	
			GOAL	SUB-TARGET	GOAL	SUB-TARGET
Environment	Climate Crisis	Biogas Renewable Energy Production and Usage				
		Renewable Energy				
		Energy Efficiency with Renewed Refrigerators				
	Water Use and Security	Water Recovery with Reverse Osmosis				
		Water Efficiency Projects in Russia				
	Circularity and Waste Management	WWF Turkey Green Office Projects				
		Biobased Service Materials				
		Business Plastic Initiative Commitment				
	Sustainable Packaging	Activities on Lighter Packaging				
		Reducing the Use of Carboard				
	Sustainable and Responsible Sourcing	Environmental and Social Impact-Oriented Supplier Audits				
		Financial Awareness Workshop for Dealers and Distributors				
	Product Quality and Food Safety	+1 Innovation from Anadolu Efes: The First Gluten-Free Product of the Industry				
		The FSSC 22000 5.1 Food Safety System Certificate				

IMPACT AREA	MATERIAL TOPIC	PROJECT NAME	DIRECTLY CONTRIBUTED SDG		INDIRECTLY CONTRIBUTED SDG	
			GOAL	SUB-TARGET	GOAL	SUB-TARGET
Employees	Equality, Diversity and Inclusion	Internal Gender Equality Campaign at Efes Georgia				
		Equality, Diversity and Inclusion Based Campus Programs				
		Anadolu Efes Awareness in the Young Generation				
		Internship and Management Trainee (MT) Program for Young Talents				
		Project Future in Anadolu Efes Turkey				
		Orange Week				
	Talent Development	Sales Coaching & Sales Academy				
		Beer Academy				
	Employee Health, Safety and Wellbeing	Health and Safety Organizational Culture and Leadership Development				
		Safe Driving				
Employee Wellbeing Program in Moldova						
Parental Leave in Russia						
Volunteer Work	Anadolu Efes Volunteers					
Society	Responsible Consumption	Responsible Consumption Projects: - Don't Drink and Drive - Global Smart Drinking Week				
	Community Investments	We stand with the youth through the Nakathtari Fund				
		Supporting Local Development in Russia				
		Sifah Project				

IMPACT AREA	MATERIAL TOPIC	PROJECT NAME	DIRECTLY CONTRIBUTED SDG		INDIRECTLY CONTRIBUTED SDG	
			GOAL	SUB-TARGET	GOAL	SUB-TARGET
Society	Community Investments - Women's Empowerment & Local Development	Friendly for Women				
		Celebrating International Women's Day with our Intermediaries				
	Community Investments - Tourism	Future is in Tourism				
		Friendly for Tourism				
	Community Investments - Entrepreneurship	Hayalimiz Bir				
		İTÜ Çekirdek				
		Social Impact Award				
		İMECE				
		Anadolu Efes Entrepreneurship Workshop				
		Ecoding				
		Community Investments - Sustainable Agriculture	Future is in Agriculture			
	Smart Barley					
	Sustainable Agriculture	Smart Agriculture				
	Community Investments - Art and Culture	Projects on Art and Culture: 34 Years of Cooperation with IKSU / Supporting Theaters / Anadolu Efes Blue Stage / Friendly for Arts				

ANNEX 3: LIST OF ASSOCIATIONS AND INITIATIVES MEMBERSHIPS AND PARTICIPATIONS

- Alcoholic Drinks Platform
- Beer and Malt Producers Association (BMÜD)
- Environmental Protection Foundation (ÇEVKO)
- Foreign Economic Relations Board (DEİK)
- Food Retailers Association (GPD)
- United Nations Global Compact
- Public Communication and Corporate Relations Management Association (KIYED)
- Corporate Communicators Association (KİD)
- Business Plastics Initiative (IPG)
- Business World and Sustainable Development Association (SKD)
- Sales Network Platform
- Turkey Researchers Association (TÜAD)
- Turkey Ethics and Reputation Association (TEİD)
- Federation of Turkish Food and Beverage Industry Associations (TGDF)
- Quality Association of Turkey (KALDER)
- Turkey Corporate Governance Association (TKYD)
- Union of Chambers and Commodity Exchanges of Turkey (TOBB)
- Turkey Industrialists and Businessmen Association (TUSIAD)
- Turkey Seed Industry Association (TÜRKTED)
- Turkey Investor Relations Association (TUYİD)
- Yanındayız Association

ASSOCIATIONS THAT FOCUS ON SUSTAINABILITY THAT WE ARE MEMBERS OF		WORKING AREA
	United Nations Global Compact	Focusing on climate change, water and plastic pollution issues
	WWF Turkey-Green Office	Developing and spreading sustainable agricultural practices
	Sustainable Development Association (SKD)	Supporting effective waste management, plastic reduction and circular economy
	Circular Economy Platform	Sustainable Agriculture and Access to Food Working Group Circular Economy Working Group and SKD
	Environmental Protection and Packaging Waste Utilization Foundation (ÇEVKO)	Reducing packaging waste and increasing raw material efficiency
	Yanıdayız Association	Gender equality

ANNEX 4: AWARDS

Bogazici University's **Most Successful Company of the Year Award** in the Sustainability category at the **11th Bogazici Business World Awards**

UN Global Compact / Partnership for Sustainability Awards, **first prize in the Socio-economic Development Category** with the Future in Tourism

Fortune 500 Turkey Digital Summit: Company with **Highest Equity Award**

Monde Selection, the world's most prestigious international quality institute, awarded **12** of our products with medals.

We were **among 50 companies recognized** in **Fortune Turkey's** Technology Leaders list for Turkey.

Banu Artuz, our Human Resources Director, was **ranked 40th** in the list of **Economist Magazine's 50 Most Powerful HR Managers**.

We ranked **16th** in **Fortune Magazine's** Turkey's Largest Companies list; and we **ranked 18th** in Turkey's Top 100 Companies list.

In the **Platinum Global 100 Index**, we were placed **1st** in the beverage industry and **6th** in the general ranking.

We were selected as the **'Company of the Year/ Brand of the Year'** within the scope of VIP Magazine's Corporate Social Responsibility Program in Moldova.

ANNEX 5: PERFORMANCE INDICATORS

ENVIRONMENTAL PERFORMANCE INDICATORS

	2019	2020	2021
Total Energy Consumption (MWh)	1,344,482	1,260,459	1,434,474
Energy Consumption (MWh)	1,007,095	898,552	1,054,349
Buildings - Fuel (MWh)	975,420	828,765	982,431
Energy Consumption for Heating Purposes	974,710	805,882	958,183
Natural Gas	974,710	728,879	878,786
Other*	-	77,003	79,397
Generator & CHP Engine	710	22,883	24,248
Diesel Consumption- Generator	710	22,294	23,323
Fuel Oil Consumption - CHP Engine	0	588	925
Vehicles - Fuel (MWh)	21,229	31,660	35,058
Diesel Consumption - Company Vehicles (car, forklift, trailer etc.)	13,764	9,801	11,817
Gasoline Consumption - Company Vehicles (car, forklift, trailer, etc.)	7,465	19,546	20,886
LPG Consumption - Company Vehicles (trucks, forklifts, trailers, tractors, etc.)	0	2,314	2,356
Biogas (MWh)	10,446	38,127	36,860
Electricity Consumption (MWh)	337,387	361,907	380,125
Non-renewable Electricity Consumption	329,099	323,562	277,513
Renewable Electricity Consumption	8,288	38,345	102,612

* Other consumption includes CNG, fuel oil and diesel consumption.

GHG EMISSIONS (TON CO ₂ e)	2019	2020	2021
Scope 1	214,014	216,149	218,231**
Scope 2	142,093	189,788	182,079**
Total Emissions	356,107	405,936	400,310**

** Turkey's Scope 1 emissions are 49,485 tons of CO₂e, and Scope 2 emissions are 27,742 tons of CO₂e, with a total of 77,227 tons of CO₂e.

WATER WITHDRAWAL (m ³)	2019	2020	2021
Municipal Water	5,941,134	7,682,576	7,211,198
Groundwater	7,039,996	7,126,190	6,882,299
Total Water Withdrawal	12,981,130	14,808,766	14,452,477*

* 358.980 m³ water consumption is from surface waters. Total water consumption of Turkey is 2,772,863 m³.

WASTE (TON)	2019	2020	2021
Total amount of hazardous waste	1,064	10,235	11,018**
Total amount of non-hazardous waste	225,308	809,698	628,070**
Total amount of waste ended up as landfill	7,103	7,556	6,193

** Within the scope of the carbon footprint project, as a result of the revisions, the data has been updated after the 2021 Annual Report..

SOCIAL PERFORMANCE INDICATORS

EMPLOYEES BY GENDER	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Number of employees	2,530	6,165	2,559	5,988	2,488	6,025
Toplam	8,695		8,547		8,513	

EMPLOYEES BY CATEGORY	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Blue Collar	422	3,103	520	3,126	558	3,075
White collar	2,108	3,062	1,997	2,904	1,930	2,950
Total	8,695		8,547		8,513	

COLLECTIVE BARGAINING AGREEMENT (CBA)	2019	2020	2021
Employees covered by the CBA	4,114	4,100	3,381

MANAGERS BY GENDER AND AGE	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Over 50 years old	52	79	55	78	26	46
30-50 years old	687	1,379	651	1,143	339	557
Under 30 years old	191	226	177	175	64	64
Total	2,614		2,279		1,093	

NEW HIRES BY GENDER AND AGE	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Over 50 years old	2	12	1	21	8	12
30-50 years old	85	263	28	246	138	353
Under 30 years old	95	290	130	258	206	356
Total	1,224		684		1,073	

EMPLOYEES WHO QUIT BY GENDER AND AGE	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Over 50 years old	18	52	28	77	54	104
30-50 years old	157	432	139	412	235	524
Under 30 years old	59	186	90	176	142	220
Total	904		922		1,279	

MATERNITY LEAVE	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Employees on maternity leave	429	68	97	63	39	54
Employees returning from maternity leave	317	61	119	60	16	47

TRAINING*	2019	2020	2021
Average training hours per employee	20	13.06	27.78

*OHS training is included.

OCCUPATIONAL HEALTH AND SAFETY	2019	2020	2021
Accident frequency rate**	0.71	0.49	0.61
Occupational disease rate***	0	0	0
Number of fatal accidents	0	0	0

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

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

ANNEX 6: GRI CONTENT INDEX

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED	
GRI 101: Foundation 2016				
	Organizational Profile			
	102-1	About the Report, page 3		
	102-2	Anadolu Efes Biracılık ve Malt Sanayi A.Ş. at a Glance, page 8		
	102-3	https://www.anadoluefes.com/en/sayfa/1/617/ir-contact		
	102-4	Our Geographical Footprint, page 10		
	102-5	Anadolu Efes Biracılık ve Malt Sanayi A.Ş. at a Glance, page 8		
	102-6	Anadolu Efes Biracılık ve Malt Sanayi A.Ş. at a Glance, page 8 Highlights, page 11		
	102-7	Anadolu Efes Biracılık ve Malt Sanayi A.Ş. at a Glance, page 8 Highlights, page 11-12		
	102-8	Social Performance Indicators, page 83-84		
	102-9	Our Impact Journey on the Value Chain, page 21-23 Sustainable and Responsible Sourcing, page 43		
GRI 102: General Indicators 2016	102-10	No significant changes during the reporting period.		
	102-11	Risk Management, page 30-31 Targeting Zero for the Environment, page 34		
	102-12	About the Report, page 3 Annexes, page 80		
	102-13	Annexes, page 80		
		Strategy		
		102-14	Message from the CEO, page 4-6	
		102-15	Anadolu Efes Positive Impact Plan, page 19	
		Ethics and Integrity		
		102-16	Strategic Perspective, page 9 Ethics and Human Rights, page 56	
		102-17	Ethics and Human Rights, page 56	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 101: Foundation 2016			
	Governance		
	102-18	Governance, page 27-29	
	102-19	Governance, page 27-29	
	102-20	Governance, page 27-29	
	102-21	Our Updated Materiality Analysis, page 24-25	
	102-22	Anadolu Efes 2021 Annual Report, page 141-145	
	102-23	Anadolu Efes 2021 Annual Report, page 141-145	
	102-24	Anadolu Efes 2021 Annual Report, page 141-145	
	102-25	Ethics and Human Rights, page 56	
	102-26	Governance, page 27	
	102-27	Anadolu Efes 2021 Annual Report, page 32-37	
GRI 102: General Indicators 2016	102-28	Governance, page 27	
	102-29	Our Updated Materiality Analysis, page 24-25	
	102-30	Anadolu Efes 2021 Annual Report, page 145-147	
	102-31	Governance, page 27-29	
	102-32	Governance, page 27-29	
	102-33	Ethics and Human Rights, page 56	
	102-34	Ethics and Human Rights, page 56	
	102-35	Anadolu Efes Compensation Policy	
	102-36	Anadolu Efes Compensation Policy	
	102-37	Anadolu Efes Compensation Policy	
	102-38	Anadolu Efes 2021 Annual Report, page 147 Anadolu Efes Compensation Policy	
	102-39	Anadolu Efes 2021 Annual Report, page 147 Anadolu Efes Compensation Policy	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 101: Foundation 2016			
Stakeholder Engagement			
	102-40	Communication with Stakeholders, page 74-76	
	102-41	Social Performance Indicators, page 83-84	
	102-42	Communication with Stakeholders, page 74-76	
	102-43	Communication with Stakeholders, page 74-76	
	102-44	Communication with Stakeholders, page 74-76	
Report Profile			
	102-45	About the Report, page 3	
	102-46	About the Report, page 3 Our Updated Materiality Analysis, page 24-25	
GRI 102: General Indicators 2016	102-47	Our Updated Materiality Analysis, page 24-25	
	102-48	Scope 1 and 2 emissions of 2020, defined as the base year, were recalculated with the expanded scope and updated methodology within the scope of the Carbon Footprint Mapping project.	
	102-49	Our Updated Materiality Analysis, page 24-25	
	102-50	About the Report, page 3	
	102-51	About the Report, page 3	
	102-52	The Sustainability Report is published every year.	
	102-53	Info, page 105	
	102-54	About the Report, page 3	
	102-55	GRI Content Index, page 85-98	
	102-56	About the Report, page 3 Independent Assurance Reports, page 104	



GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 200: Economic Standard Disclosures 2016			
Economic Performance			
GRI 103: Management Approach 2016	103-1	Governance, page 27-29	
	103-2	Governance, page 27-29	
	103-3	Governance, page 27-29	
GRI 201: Economic Performance 2016	201-1	Anadolu Efes 2021 Annual Report, page 164-167	
	201-2	Risk Management, page 30-31	
	201-3	Anadolu Efes 2021 Annual Report	
	201-4	Anadolu Efes 2021 Annual Report	
Market Presence			
GRI 103: Management Approach 2016	103-1	Getting Stronger with our Employees, page 59-60	
	103-2	Talent Development, page 53	
	103-3	Getting Stronger with our Employees, page 59-60	
GRI 202: Market Presence 2016	202-1	Talent Development, page 53	
	202-2	Talent Development, page 53	
Indirect Economic Impacts			
GRI 103: Management Approach 2016	103-1	Increasing our Social Impact, page 59-60 Economic Impact, page 70	
	103-2	Increasing our Social Impact, page 59-60	
	103-3	Increasing our Social Impact, page 59-60	
GRI 203: Indirect Economic Impacts 2016	203-1	Community Investments, page 62-69	
	203-2	Community Investments, page 62-69	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 200: Economic Standard Disclosures 2016			
Procurement Practices			
GRI 103: Management Approach 2016	103-1	Targeting Zero for the Environment, page 33-34 Sustainable and Responsible Sourcing, page 43	
	103-2	Targeting Zero for the Environment, page 33-34 Sustainable and Responsible Sourcing, page 43	
	103-3	Targeting Zero for the Environment, page 33-34 Sustainable and Responsible Sourcing, page 43	
GRI 204: Procurement Practices 2016	204-1	Local Sourcing, page 44	
Anti-Corruption			
GRI 103: Management Approach 2016	103-1	Ethics and Human Rights, page 56	
	103-2	Ethics and Human Rights, page 56	
	103-3	Ethics and Human Rights, page 56	
GRI 205: Anti-Corruption 2016	205-1	Ethics and Human Rights, page 56	
	205-2	Ethics and Human Rights, page 56	
	205-3	There were no incidents during the reporting period.	
Anti-Competitive Behavior			
GRI 103: Management Approach 2016	103-1	Ethics and Human Rights, page 56	
	103-2	Ethics and Human Rights, page 56	
	103-3	Ethics and Human Rights, page 56	
GRI 206: Anti-Competitive Behaviour 2016	206-1	During the reporting period, there were no legal actions regarding anti-competitive behavior, trust or monopoly activities.	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 300: Environmental Standard Disclosures 2016			
Materials			
GRI 103: Management Approach 2016	103-1	Targeting Zero for the Environment, page 33-34	
	103-2	Targeting Zero for the Environment, page 33-34	
	103-3	Targeting Zero for the Environment, page 33-34	
GRI 301: Material 2016	301-1	Environmental Performance Indicators, page 82	
	301-2	Environmental Performance Indicators, page 82	
	301-3	Environmental Performance Indicators, page 82	
Energy			
GRI 103: Management Approach 2016	103-1	Targeting Zero for the Environment, page 33-34 Climate Crisis, page 35-36	
	103-2	Targeting Zero for the Environment, page 33-34 Climate Crisis, page 35-36	
	103-3	Targeting Zero for the Environment, page 33-34 Climate Crisis, page 35-36	
GRI 302: Energy 2016	302-1	Environmental Performance Indicators, page 82	
	302-2	Environmental Performance Indicators, page 82	
	302-3	Climate Crisis, page 35-3	
	302-4	Climate Crisis, page 35-3	
	302-5	Climate Crisis, page 35-3	
Water			
GRI 103: Management Approach 2016	103-1	Targeting Zero for the Environment, page 33-34 Water Use and Security, page 37-38	
	103-2	Targeting Zero for the Environment, page 33-34 Water Use and Security, page 37-38	
	103-3	Targeting Zero for the Environment, page 33-34 Water Use and Security, page 37-38	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 300: Environmental Standard Disclosures 2016			
GRI 303: Water 2016	303-1	Environmental Performance Indicators, page 82	
	303-2	Water Use and Security, page 37-38 Environmental Performance Indicators, page 82	
	303-3	Environmental Performance Indicators, page 82	
Biodiversity			
GRI 103: Management Approach 2016	103-1	Targeting Zero for the Environment, page 33-34 Biodiversity, page 46	
	103-2	Targeting Zero for the Environment, page 33-34 Biodiversity, page 46	
	103-3	Targeting Zero for the Environment, page 33-34 Biodiversity, page 46	
GRI 304: Biodiversity 2016	304-1	Biodiversity, page 46	
	304-2	Biodiversity, page 46	
	304-3	Biodiversity, page 46	
	304-4	Biodiversity, page 46	
Emissions			
GRI 103: Management Approach 2016	103-1	Targeting Zero for the Environment, page 33-34 Climate Crisis, page 35-36	
	103-2	Targeting Zero for the Environment, page 33-34 Climate Crisis, page 35-36	
	103-3	Targeting Zero for the Environment, page 33-34 Climate Crisis, page 35-36	
GRI 305: Emissions 2016	305-1	Environmental Performance Indicators, page 82	
	305-2	Environmental Performance Indicators, page 82	
	305-3	Our Scope 3 Calculations continue with the expanded scope and updated methodology within the Carbon Footprint Mapping project.	
	305-4	Climate Crisis, page 35-36	
	305-5	Targeting Zero for the Environment, page 33-34 Climate Crisis, page 35-36	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 300: Environmental Standard Disclosures 2016			
Effluents and Waste			
GRI 103: Management Approach 2016	103-1	Targeting Zero for the Environment, page 33-34 Water Use and Security, page 37-38 Circularity and Waste Management, page 39-40	
	103-2	Targeting Zero for the Environment, page 33-34 Water Use and Security, page 37-38 Circularity and Waste Management, page 39-40	
	103-3	Targeting Zero for the Environment, page 33-34 Water Use and Security, page 37-38 Circularity and Waste Management, page 39-40	
GRI 306: Effluents and Waste 2016	306-1	Water Use and Security, page 37-38 Environmental Performance Indicators, page 82	
	306-2	Circularity and Waste Management, page 39-40 Environmental Performance Indicators, page 82	
	306-3	Circularity and Waste Management, page 39-40	
Environmental Compliance			
GRI 103: Management Approach 2016	103-1	Targeting Zero for the Environment, page 33-34	
	103-2	Targeting Zero for the Environment, page 33-34	
	103-3	Targeting Zero for the Environment, page 33-34	
GRI 307: Environmental Compliance 2016	307-1	It has been detected that there were deviations in the odor limit values of our boiling chimneys in the measurements made within the scope of the inspections carried out by the Provincial Directorate of Environment and Urbanization in our brewery located in Izmir, Turkey, in 2020. After the detection, necessary maintenance and system improvement studies were carried out. It was recorded with new measurements that the limit exceedances have been eliminated. Based on the non-compliance detected in the first measurement, an administrative fine of 7.360 TRY was issued to our facility in January 2021.	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 300: Environmental Standard Disclosures 2016			
Supplier Environmental Assessment			
GRI 103: Management Approach 2016	103-1	Targeting Zero for the Environment, page 33-34, Sustainable and Responsible Sourcing, page 43	
	103-2	TargetingZero for the Environment, page 33-34, Sustainable and Responsible Sourcing, page 43	
	103-3	Targeting Zero for the Environment, page 33-34, Sustainable and Responsible Sourcing, page 43	
GRI 308: Supplier Environmental Assessment 2016	308-1	Sustainable and Responsible Sourcing, page 43	
	308-2	Sustainable and Responsible Sourcing, page 43	
GRI 400: Social Standard Disclosures			
Employment			
GRI 103: Management Approach 2016	103-1	Getting Stronger with our Employees, page 59-60	
	103-2	Getting Stronger with our Employees, page 59-60	
	103-3	Getting Stronger with our Employees, page 59-60	
GRI 401: Employment 2016	401-1	Employee Engagement, page 55 Social Performance Indicators, page 83-84	
	401-2	Employee Wellbeing, page 55	
	401-3	Employee Wellbeing, page 55 Social Performance Indicators, page 83-84	
Labor/ Management Relations			
GRI 103: Management Approach 2016	103-1	Getting Stronger with our Employees, page 59-60	
	103-2	Getting Stronger with our Employees, page 59-60	
	103-3	Getting Stronger with our Employees, page 59-60	
GRI 402: Labor/ Management Relations 2016	402-1	Employee Engagement, page 55	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 400: Social Standard Disclosures			
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1	Getting Stronger with our Employees, page 59-60 Employee Health, Safety and Wellbeing, page 54-55	
	103-2	Getting Stronger with our Employees, page 59-60 Employee Health, Safety and Wellbeing, page 54-55	
	103-3	Getting Stronger with our Employees, page 59-60 Employee Health, Safety and Wellbeing, page 54-55	
GRI 403: Occupational Health and Safety 2016	403-1	Employee Health, Safety and Wellbeing, page 54-55	
	403-2	Social Performance Indicators, page 83-84	
	403-3	Employee Health, Safety and Wellbeing, page 54-55	
	403-4	Employee Health, Safety and Wellbeing, page 54-55	
Training and Education			
GRI 103: Management Approach 2016	103-1	Getting Stronger with our Employees, page 59-60 Talent Development, page 53	
	103-2	Getting Stronger with our Employees, page 59-60 Talent Development, page 53	
	103-3	Getting Stronger with our Employees, page 59-60 Talent Development, page 53	
GRI 404: Training and Education 2016	404-1	Social Performance Indicators, page 83-84	
	404-2	Talent Development, page 53	
	404-3	Talent Development, page 53	
Diversity and Equal Opportunity			
GRI 103: Management Approach 2016	103-1	Getting Stronger with our Employees, page 59-60 Equality, Diversity and Inclusion, page 50-52	
	103-2	Getting Stronger with our Employees, page 59-60 Equality, Diversity and Inclusion, page 50-52	
	103-3	Getting Stronger with our Employees, page 59-60 Equality, Diversity and Inclusion, page 50-52	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 400: Social Standard Disclosures			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Social Performance Indicators, page 83-84	
	405-2	Equality, Diversity and Inclusion, page 50-52	
Non-discrimination			
GRI 103: Management Approach 2016	103-1	Getting Stronger with our Employees, page 59-60 Equality, Diversity and Inclusion, page 50-52	
	103-2	Getting Stronger with our Employees, page 59-60 Equality, Diversity and Inclusion, page 50-52	
	103-3	Getting Stronger with our Employees, page 59-60 Equality, Diversity and Inclusion, page 50-52	
GRI 406: Non-discrimination 2016	406-1	Social Performance Indicators, page 83-84	
Freedom of Association and Collective Bargaining			
GRI 103: Management Approach 2016	103-1	Getting Stronger with our Employees, page 59-60	
	103-2	Getting Stronger with our Employees, page 59-60	
	103-3	Getting Stronger with our Employees, page 59-60	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Social Performance Indicators, page 83-84	
Child Labor			
GRI 103: Management Approach 2016	103-1	Ethics and Human Rights, page 56	
	103-2	Ethics and Human Rights, page 56	
	103-3	Ethics and Human Rights, page 56	
GRI 408: Child Labor 2016	408-1	Anadolu Efes Human Rights Policy	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 400: Social Standard Disclosures			
Forced or Compulsory Labor			
GRI 103: Management Approach 2016	103-1	Ethics and Human Rights, page 56	
	103-2	Ethics and Human Rights, page 56	
	103-3	Ethics and Human Rights, page 56	
GRI 409: Forced or Compulsory Labor 2016	409-1	Anadolu Efes Human Rights Policy	
Security Practices			
GRI 103: Yönetim Yaklaşımı 2016	103-1	Ethics and Human Rights, page 56	
	103-2	Ethics and Human Rights, page 56	
	103-3	Ethics and Human Rights, page 56	
GRI 410: Security Practices 2016	410-1	Ethics and Human Rights, page 56	
Rights of Indigenous Peoples			
GRI 103: Management Approach 2016	103-1	Increasing our Social Impact, page 59-60	
	103-2	Increasing our Social Impact, page 59-60	
	103-3	Increasing our Social Impact, page 59-60	
GRI 411: Rights of Indigenous Peoples 2016	411-1	No incidents during the reporting period.	
Human Rights Assessments			
GRI 103: Management Approach 2016	103-1	Getting Stronger with our Employees, page 59-60 Ethics and Human Rights, page 56	
	103-2	Getting Stronger with our Employees, page 59-60 Ethics and Human Rights, page 56	
	103-3	Getting Stronger with our Employees, page 59-60 Ethics and Human Rights, page 56	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 400: Social Standard Disclosures			
GRI 412: Human Rights Assessments 2016	412-3	Ethics and Human Rights, page 56	
Local Communities			
GRI 103: Management Approach 2016	103-1	Increasing our Social Impact, page 59-60 Community Investments, page 62-69	
	103-2	Increasing our Social Impact, page 59-60 Community Investments, page 62-69	
	103-3	Increasing our Social Impact, page 59-60 Community Investments, page 62-69	
GRI 413: Local Communities 2016	413-1	Community Investments, page 62-69	
	413-2	Community Investments, page 62-69	
Supplier Social Assessment			
GRI 103: Management Approach 2016	103-1	Sustainable and Responsible Sourcing, page 43	
	103-2	Sustainable and Responsible Sourcing, page 43	
	103-3	Sustainable and Responsible Sourcing, page 43	
GRI 414: Supplier Social Assessment 2016	414-1	Sustainable and Responsible Sourcing, page 43	
Public Policy			
GRI 103: Management Approach 2016	103-1	Anadolu Efes 2021 Annual Report, page 107	
	103-2	Anadolu Efes 2021 Annual Report, page 107	
	103-3	Anadolu Efes 2021 Annual Report, page 107	
GRI 415: Public Policy 2016	415-1	Anadolu Efes does not make any donations to politicians or political parties, nor does it allow company assets to be used for political activities.	

GRI STANDARD	INDICATORS	PAGE NUMBER/DIRECT SOURCE	EXPLANATION OF INFORMATION NOT PROVIDED
GRI 400: Social Standard Disclosures			
Customer Health and Safety			
GRI 103: Management Approach 2016	103-1	Targeting Zero for the Environment, page 33-34 Product Quality and Safety, page 45	
	103-2	Targeting Zero for the Environment, page 33-34 Product Quality and Safety, page 45	
	103-3	Targeting Zero for the Environment, page 33-34 Product Quality and Safety, page 45	
GRI 416: Customer Health and Safety 2016	416-1	Product Quality and Safety, page 45	
	416-2	Product Quality and Safety, page 45	
Marketing and Labeling			
GRI 103: Management Approach 2016	103-1	Responsible Consumption and Responsible Marketing, page 61	
	103-2	Responsible Consumption and Responsible Marketing, page 61	
	103-3	Responsible Consumption and Responsible Marketing, page 61	
GRI 417: Marketing and Labeling 2016	417-1	Responsible Consumption and Responsible Marketing, page 61	
	417-2	There are no cases of non-compliance with regulations and voluntary rules regarding product and service information and labeling.	
Müşteri Gizliliği			
GRI 103: Management Approach 2016	103-1	Anadolu Efes 2021 Annual Report, page 106 Anadolu Efes Confidentiality Policy	
	103-2	Anadolu Efes 2021 Annual Report, page 106 Anadolu Efes Confidentiality Policy	
	103-3	Anadolu Efes 2021 Annual Report, page 106 Anadolu Efes Confidentiality Policy	
GRI 418: Customer Privacy 2016	418-1	There were no incidents during the reporting period.	

ANNEX 7: WEF-IBC CONTENT METRICS

At Anadolu Efes, we prepared our Sustainability report for the first time in 2021 in line with the latest disclosures and metrics proposed by the World Economic Forum and the International Business Council, “Towards Common Metrics and Consistent Reporting of Sustainable Value Creation.” We have fully adopted 16 of the 21 core metrics of the WEF-IBC framework and continue our work to align with the remaining metrics that we partially adopted fully.

TOPIC	METRIC	DESCRIPTION	LINK	MORE INFORMATION	ADOPTION STATUS
GOVERNANCE PRINCIPLES					
Governing purpose	Setting purpose	The company’s stated purpose is the expression of the means by which a business proposes solutions to economic, environmental, and social issues. The corporate purpose should create value for all stakeholders, including shareholders.	Our Strategic Perspective, page 9		Full
Quality of governing body	Governance body composition	Composition of the highest governance body and its committees by competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; the number of each individual’s other significant positions and commitments, and the nature of said commitments; gender; membership of under-represented social groups; stakeholder representation	Governance, on page 27-29 Anadolu Efes 2021 Annual Report		Full
Stakeholder Engagement	Material issues impacting stakeholders	A list of the topics that are material to key stakeholders and the company, plus how the topics were identified and how the stakeholders were engaged.	Our Updated Materiality Analysis, on page 24-26 Communication with Stakeholders, page 74-76		Full
Ethical behaviour	Anti-Corruption	Total percentage of governance body members, employees, and business partners who have received training on the organization’s anti-corruption policies and procedures. Total number and nature of confirmed incidents of corruption. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture to combat corruption	Ethics and Human Rights, page 56		Full
Ethical behaviour	Protected ethics advice and reporting mechanisms	A description of internal and external mechanisms for seeking advice about ethical and lawful behavior and organizational integrity. Reporting concerns about unethical or unlawful behavior	Ethics and Human Rights, page 56		Full
Risk and opportunity oversight	Integrating Risk and Opportunity into Business Process	Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have shifted over time, and the response to those changes. These opportunities and risks should integrate material economic, environmental, and social issues, including climate change and data stewardship.	Megatrends, Risks and Opportunities, page 14-18 Risk Management, pages 30-31		Full

TOPIC	METRIC	DESCRIPTION	LINK	MORE INFORMATION	ADOPTION STATUS
PLANET					
Climate Change	Greenhouse gas (GHG) emissions	For all relevant greenhouse gases (e.g., carbon dioxide, methane, nitrous oxide, F-gases, etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	Climate Crisis, pages 35-36 Environmental Performance Indicators, on page 82		Full
Climate Change	TCFD implementation	Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050	Risk Management, pages 30-31	We intend to expand the strategy to combat the climate crisis within the framework of the TCFD.	Partial
Nature Loss	Land use and ecological sensitivity	Report the number and area (in hectares) of sites owned, leased, or managed in/or adjacent to protected areas and/or key biodiversity areas (KBA).	Biodiversity, page 46	We recognize that biodiversity, one of our secondary material topics, will become more relevant to us over time, and therefore, we aim to expand our actions on this topic in the future.	Partial
Freshwater Availability	Water consumption and withdrawal in water-stressed areas	Report for material operations: megalitres of water withdrawn, megalitres of water consumed, and the percentage of each in regions with high or extremely high baseline water stress, according to the WRI Aqueduct water risk atlas tool. Where appropriate, estimate and report the same information for the entire value chain (upstream and downstream).	Regional Water Risks Analysis, page 38	In 2021, regions with high or extremely high water stress were identified according to the WRI Aqueduct water risk atlas. We aim to increase the scope and quality of our analysis in the coming periods, prioritize our nine plants with high water risk, closely monitor consumption and minimize our water risk by taking necessary action.	Partial

TOPIC	METRIC	DESCRIPTION	LINK	MORE INFORMATION	ADOPTION STATUS
PEOPLE					
Dignity and Equality	Diversity and Inclusion	Percentage of employees per employee category, by age group, gender and other indicators of diversity	Equality, Diversity and Inclusion, on page 50-52 Social Performance Indicators, page 83-84		Full
Dignity and Equality	Pay equality (%)	The ratio of basic salary and remuneration for each employee category, considering significant locations of operation and areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	Equality, Diversity and Inclusion, on page 50-52 Social Performance Indicators, page 83-84 Independent Assurance Report, on page 104		Full
Dignity and Equality	Wage level (%)	Ratios of standard entry-level wage by gender compared to local minimum wage. The ratio of the annual total compensation of the CEO to the median of the annual total compensation of all employees except the CEO		At Anadolu Efes, we operate in accordance with the laws and regulations related to the minimum wage in all countries in which we operate. Therefore, this metric is not material to us.	Not material
Dignity and Equality	Risk for incidents of child, forced or compulsory labour	An explanation of the operations and suppliers considered to pose a significant risk in terms of child labor, forced labor, or compulsory labor. Such risks could emerge in relation to a) the type of operation (such as a manufacturing plant) and the type of supplier, and b) countries or geographic areas with operations and suppliers considered at risk.	Ethics and Human Rights, page 56 Anadolu Efes Human Rights Policy	At Anadolu Efes, we comply with all applicable laws in the countries where we operate. Furthermore, in line with our Human Rights Policy, we plan to take more comprehensive actions within the scope of preventative and corrective practices against discrimination, inequality, human rights violations, forced labor, and child labor throughout our value chain.	Partial
Skills for the Future	Training provided	Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).	Talent Development – Employee Trainings, page 53		Full
		Average training and development expenditure per full-time employee (total cost of training provided to employees divided by the number of employees).		Total expenditure on employee trainings is 3,668,091 TRY.	Full
Health and Wellbeing	Health and Safety	The number and rate of fatalities resulting from work-related injuries; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injuries; and the number of hours worked.	Occupational Health and Safety, page 54-55 Social Performance Indicators page 83-84		Full

TOPIC	METRIC	DESCRIPTION	LINK	MORE INFORMATION	ADOPTION STATUS
PROSPERITY					
Employment and wealth generation	Absolute number and rate of employment	Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.	Equality, Diversity and Inclusion, on page 50-52 Social Performance Indicators, page 83-84		Full
		Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.	Equality, Diversity and Inclusion, on page 50-52 Social Performance Indicators, page 83-84		Full
Employment and wealth generation	Economic Contribution	<p>Direct economic value generated and distributed on an accrual basis, covering key components of the organization's global operations, is ideally divided as follows:</p> <ul style="list-style-type: none"> · Revenues · Operational costs · Employee wages and benefits · Payments to providers of capital · Payments to government · Community investment <p>Financial assistance received from the government: total monetary value of financial aid received by the organization from any government during the reporting period.</p>	Anadolu Efes 2021 Annual Report, page 164-167		Full
Employment and wealth generation	Financial investment contribution	Total capital expenditures (CapEx) minus depreciation are supported by a narrative representing the company's investment strategy. In addition, a narrative supports Share buybacks plus dividend payments to represent the company's strategy for capital returns to shareholders.	Anadolu Efes 2021 Annual Report, page 150-151		Full
Innovation of Better Products and Services	Total R&D expenses	Total costs related to research and development.	Anadolu Efes 2021 Annual Report, page 152		Full
Community and social vitality	Total tax paid	The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.	Anadolu Efes 2021 Annual Report		Full

ANNEX 8: UN PRINCIPLES FOR THE EMPOWERMENT OF WOMEN (UN WEPs)

PRINCIPLES	RELATED DEPARTMENT
Principle 1: Establish high-level corporate leadership for gender equality	Getting Stronger with our Employees, Equality, Diversity and Inclusion, pages 50-52
Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination	Getting Stronger with our Employees, Equality, Diversity and Inclusion, pages 50-52
Principle 3: Ensure the health, safety and well-being of all women and men workers	Getting Stronger with our Employees, Equality, Diversity and Inclusion, pages 50-52
Principle 4: Promote education, training and professional development for women	Getting Stronger with our Employees, Talent Development, page 53
Principle 5: Implement enterprise development, supply chain and marketing practices that empower women	Getting Stronger with our Employees, Equality, Diversity and Inclusion, pages 50-52 Increasing Our Social Impact, Community Investments, page 62-69
Principle 6: Promote equality through community initiatives and advocacy	Getting Stronger with our Employees, Equality, Diversity and Inclusion, pages 50-52 Increasing Our Social Impact, Community Investments, page 62-69
Principle 7: Measure and publicly report on progress to achieve gender equality	Getting Stronger with our Employees, Equality, Diversity and Inclusion, pages 50-52

ANNEX 9: REPORTING GUIDANCE

This reporting guidance (“Guidance”) provides information on the data preparation and reporting methodologies of indicators within the scope of the independent audit process of Anadolu Efes Biracılık Ve Malt Sanayii A.Ş. (“Company”) for the Anadolu Efes 2021 Sustainability Report. The indicators include Gender Pay Rate by Compensation Policy.

Company Management is responsible for ensuring that appropriate procedures are in place to prepare the above indicators in line with the Guidance in all material respects.

The data included in the Guidance is for FY 21 (January 01 – December 31, 2021), as detailed in the “Key Definitions and Reporting Scope” section. It covers relevant operations in Turkey, Moldova, Georgia, and Kazakhstan and excludes information about Russia and Ukraine operations. Subcontractors unless otherwise stated.

GENERAL REPORTING PRINCIPLES

In preparing this guidance document, consideration has been given to the following principles:

- Preparation of Information – to highlight to users of the information the primary principles of relevance and reliability of information; and
- Preparation of the Report – highlighting the primary principles of comparability/consistency with other data, including data from the previous year, and providing understandability and transparency, ensuring clarity for users.

KEY DEFINITIONS AND REPORTING SCOPE

For the purpose of this report, the Company defines:

Indicator

Gender Pay Rate by Compensation Policy

Scope

It refers the pay rate of male-female employees according to the compensation policy determined for different positions during the reporting period.

DATA PREPARATION

Gender Pay Rate by Compensation Policy

White-collar employees in Turkey operations and white and blue-collar employees in Moldova, Georgia and Kazakhstan operations are included in the wage rate calculation. While determining the compensation policy (reference wage), which is the input for the calculation, the wage scale from the Korn Ferry wage research for all positions determined by the company is taken as a basis.

For each individual employee, a Compa-Ratio (the ratio of the employee’s pay to the market reference wage amount) is determined by taking the ratio of their pay to the market reference wage. By taking the average of the Compa-Ratios of all male employees and dividing them by the compa-ratio average of all female employees, the pay rate between genders was calculated according to the compensation policy.

Formulas:

Compa-Ratio(CR) = (Employee Pay / Market Reference Wage)

Gender Pay Ratio by Pay Policy = (average compa ratio for male employees) / (average compa ratio for female employees)

RESTATEMENT

The measuring and reporting of sustainability-related data inevitably involve a degree of estimation. Restatements are considered where there is a change in the data more significant than 5 percent at the Company level.

ANNEX 10: INDEPENDENT ASSURANCE REPORT



LIMITED ASSURANCE REPORT

To the Board of Directors of Anadolu Efes Biracılık ve Malt Sanayii A.Ş.

Anadolu Efes Biracılık ve Malt Sanayii A.Ş. (“Company”) has requested that we perform an independent limited assurance engagement regarding the Selected Sustainability Information (“Selected Information”) stated in Anadolu Efes Biracılık ve Malt Sanayii A.Ş. 2021 Sustainability Report (“2021 Sustainability Report”) for the year ending December 31, 2021.

SELECTED INFORMATION

The scope of the Selected Information for the year ending December 31, 2021, which is subject to our independent limited assurance work, set out on page 50 of the 2021 Sustainability Report with the sign, is summarised below:

- Gender Pay Rate by Compensation Policy
Our assurance was concerning information for the year ending December 31, 2021, only, and we have not performed any procedures with respect to data from earlier than said year in the 2021 Sustainability Report nor added any information concerning other elements to the 2021 Sustainability Report and, therefore, we do not express any conclusion thereon.

CRITERIA

The criteria used by the company to prepare the Selected Information are set out in the section “Reporting Guidance” on page 102 of the 2021 Sustainability Report.

THE COMPANY’S RESPONSIBILITY

The company is responsible for the content of the 2021 Sustainability Report and the preparation of the Selected Information in accordance with the Reporting Guidance. This responsibility includes designing, implementing, and maintaining internal control relevant to preparing Selected Information that is free from material misstatement due to fraud or error.

INHERENT LIMITATIONS

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information. The absence of a significant body of established practice on which to draw, evaluate and measure non-financial information allows for different but acceptable measures and measurement techniques and can affect comparability between entities. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. Therefore, it is essential to read the Selected Information concerning the context of the Reporting Guidance.

In particular, carbon emissions from energy are based upon, among other things, information and factors generated internally and/or derived by independent third parties, as explained in the Reporting Guidance. Our assurance work has not included an examination of the derivation of those factors and other third-party information.

OUR INDEPENDENCE AND QUALITY CONTROL

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, founded on fundamental principles of integrity, objectivity, professional competence, due care, confidentiality, and professional behavior.

Our firm applies the International Standard on Quality Control 1. Accordingly, it maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards as well as applicable legal and regulatory requirements.

OUR RESPONSIBILITY

Based on limited assurance procedures, our responsibility is to conclude whether anything has come to our attention that causes us to believe that the Selected Information has not been adequately prepared in all material respects following the Reporting Guidance. Accordingly, we conducted our limited assurance engagement following the International Standard on Assurance Engagements 3000 (Revised) and Assurance Engagements other than Audits or Reviews of Historical Financial Information.

A limited assurance engagement has substantially less scope than a reasonable assurance engagement under ISAE 3000. Consequently, the nature, timing, and extent of procedures for gathering sufficient appropriate evidence are deliberately limited compared to a reasonable assurance engagement.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, an inspection of documents, analytical procedures, evaluation of the appropriateness of quantification methods and reporting policies, plus agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- Made inquiries of the persons responsible for the Selected Information;
- Understood the process for collecting and reporting the Selected Information; this included analyzing the key processes and controls for managing and reporting the Selected Information;
- Evaluated the source data used to prepare the Selected Information and re-performed selected calculations;
- Performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the company;
- Undertook analytical procedures on the reported data.

LIMITED ASSURANCE CONCLUSION

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's Selected Information for the year ending December 31, 2021, has not been correctly prepared, in all material respects, following the Reporting Guidance.

RESTRICTION OF USE

This report, including the conclusion, has been prepared for the Company's Directors to assist in reporting Anadolu Efes Biracılık ve Malt Sanayii A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the 2021 Sustainability Report for the year ending December 31, 2021, to enable the Directors to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility for anyone other than the Directors of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. and Anadolu Efes Biracılık ve Malt Sanayii A.Ş. for our work on this report save where terms are expressly agreed, with our prior consent in writing.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.

Salim Alyanak, SMMM
Partner

İstanbul, 26 July 2022





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

INTRODUCTION AND OBJECTIVES OF THE WORK

Bureau Veritas Turkey has been engaged by Anadolu Efes Biracılık ve Malt Sanayi A.Ş. to provide independent assurance of the “Selected Information” listed below, included in the Sustainability Report 2021. This limited assurance report applies to “Selected Information” within the scope of the work described below.

SCOPE OF WORK

The scope of the work was limited to assurance over the information included in the Sustainability Report 2021 for the reporting period January 01, 2021, to December 31, 2021 (the ‘Selected Information’).

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

For the reporting period of 01.01.2021-31.12.2021, on page 80 of the 2021 Sustainability Report;

- Turkey, Scope 1 Greenhouse Gas Emission (ton CO₂e)
- Turkey, Scope 2 Greenhouse Gas Emission (ton CO₂e)
- Turkey, Water Extraction (m³)

ASSESSMENT STANDARD

The assurance process was conducted in line with the requirements of the International Standard On Assurance Engagements-ISA 3000 Revised, Assurance Engagements Other Than Audits Or Reviews Of Historical Financial Information and International Standard On Assurance Engagements- ISA 3410, Assurance Engagements on Greenhouse Gas Statements.

REPORTING PRINCIPLES

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

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

LIMITATIONS AND EXCLUSION

The work is limited to Anadolu Efes Biracılık ve Malt Sanayi A.Ş.’s Turkey locations and “selected information” defined in the scope.

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

Excluded from the scope of our work are the following:

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

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

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

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

RESPONSIBILITIES

The preparation and presentation of the Selected Information in the Sustainability Report 2021 are the sole responsibility of the management of Anadolu Efes Biracılık ve Malt Sanayi A.Ş.

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

- Provide moderate level assurance as per ISAE 3000 and ISAE 3410’ over the accuracy, reliability and objectivity of the information contained within the Sustainability Report 2021;

- Form an independent conclusion based on the assurance procedures performed and evidence obtained;
- Report our detailed conclusions and recommendations in an internal report to Anadolu Efes Biracılık ve Malt Sanayi A.Ş.'s management.

METHODOLOGY

As part of our independent assurance, our work included:

- Employee interviews concerning the scope of work involved;
- Process analysis, including collecting and reviewing information;
- Review of documentary evidence produced by Anadolu Efes Biracılık ve Malt Sanayi A.Ş.;
- Recalculation of examples in accordance with the evidence documents used to prepare the included information
- Remote Audit
- Implementation of analytical procedures on the final reported data

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

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

DATA

Principles of reporting; provides information on the data collection and calculation principles of the total Scope 1 Greenhouse Gas Emissions, total Scope 2 Greenhouse Gas Emissions, and water consumption data included in the 2021 Sustainability Report.

Information covers the operations of the Anadolu Efes Biracılık ve Malt Sanayi A.Ş breweries in Adana, Ankara, and Izmir, plus the Afyon and Konya Malt Factories as well as the Bilecik Şerbetçioğlu factories between January 1, 2021 and December 31, 2021.

- For the facilities located in Adana, Ankara, İzmir, Afyon, Konya and Bilecik locations within the scope of reporting;
- Buildings fuel and electricity (purchased electricity, natural gas, generator)
 - Vehicle fuels (diesel, gasoline, LNG)
 - Water Consumption

The data and the flow of this data are as follows;

Scope 1 Greenhouse Gas Emissions:

- The following activities are included in the calculation of Scope 1 greenhouse gas emissions:
- Natural Gas
 - CNG (for Konya facility)
 - Diesel and fuel oil used in generators,
 - Fugitive emissions - CO₂ production

- Fugitive emissions - refrigerants (refrigeration systems)
- Fire extinguishers
- Diesel and gasoline use (passenger vehicles)
- LPG usage (forklift)
- Welding gases (LPG etc.)

Scope 2 Greenhouse Gas Emissions:

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

- Electricity

Water Consumption;

Reported within the scope of water consumption data;

- Groundwater usage amounts for the Adana, Ankara, Afyon, İzmir, and Konya facilities
- City water usage amounts for the Bilecik facility.

The amount of groundwater usage is determined by the readings taken from the facilities' meters. Meter readings are entered into the SAP system, and water consumption values are taken directly from the SAP system. The amount of city water used by the Bilecik facility is taken from the invoices.

Emission Factors and references used in the calculation are as follows;





EMISSION SOURCE	EMISSION FACTOR (KG CO ₂ /TJ)			REFERENCE
	CO ₂	CH ₄	N ₂ O	
Natural Gas	56100	1	0,1	Emission Factor: 2006 IPCC Guidelines for National Greenhouse Gas Inventories -Volume 2-Chapter 2 Stationary Combustion - Table 2.3 Default Emission Factors For Stationary Combustion in the Manufacturing Industry
Diesel	74100	3	0,6	Emission Factor:2006 IPCC Guidelines for National Greenhouse Gas Inventories -Volume 2-Chapter 2 Stationary Combustion - Table 2.3 Default Emission Factors For Stationary Combustion in the Manufacturing Industry
Fuel Oil	77400	3	0,6	Emission Factor: 2006 IPCC Guidelines for National Greenhouse Gas Inventories -Volume 2-Chapter 2 Stationary Combustion - Table 2.3 Default Emission Factors For Stationary Combustion in the Manufacturing Industry
LPG	63100	1	0,1	Emission Factor: 2006 IPCC Guidelines for National Greenhouse Gas Inventories -Volume 2-Chapter 2 Stationary Combustion - Table 2.3 Default Emission Factors For Stationary Combustion in the Manufacturing Industry
CNG	0.00020258	0.00000700	0.00003278	DEFRA,2021 Unit: ton CO ₂ /kWh
Diesel (passenger vehicles)	74100	3, 9	3, 9	Emission Factor: 2006 IPCC Guidelines for National Greenhouse Gas Inventories -Volume 2-Chapter 3 Mobile Combustion - Table 3.2.1. Road Transport Default CO ₂ , Table 3.2.2 Road Transport N ₂ O and CH ₄ Default Emission Factors and Uncertainty Ranges
Gasoline (passenger vehicles)	69300	25, 0	8, 0	Emission Factor: 2006 IPCC Guidelines for National Greenhouse Gas Inventories -Volume 2-Chapter 3 Mobile Combustion - Table 3.2.1. Road Transport Default CO ₂ , Table 3.2.2 Road Transport N ₂ O and CH ₄ Default Emission Factors and Uncertainty Ranges
Refrigerants	R410-A: 1.924 R22: 1.760 R134-A: 1.300 R404: 3.943 R407: 1923			Global Warming Potential (GWP) & Values For Some Refrigerants (IPCC-AR5 Report)
Fire extinguisher	HFC-227ea: 3350			Global Warming Potential (GWP) (IPCC-AR5 Report)
Electricity	0.0004183 tCO ₂ /kwh			IEA (2021) Emission Factors

LIMITED ASSURANCE CONCLUSION

As a result of the evidence obtained, no contradiction has been detected to indicate that the Selected Information in the Company's 2021 Annual Report for the year ending December 31, 2021, has not been prepared in all material respects in accordance with the Reporting Principles and Tables section.

This report has been prepared for the Company's Board of Directors to assist in the reporting of the Company's activities, including its outcome. Accordingly, we have allowed this report to be included in the 2021 Annual Report for the year ending December 31, 2021, to enable the Board of Directors to demonstrate that it has fulfilled its responsibilities on the subject by having a limited independent assurance report on the Selected Information prepared.

STATEMENT OF INDEPENDENCE, IMPARTIALITY AND COMPETENCE

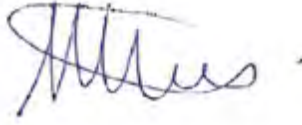
Bureau Veritas is an independent professional services company specializing in quality, environmental, health, safety, and social accountability with over 190 years of experience.

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

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

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

BUREAU VERITAS GÖZETİM HİZMETLERİ LTD. ŞTİ.



Ibrahim Tagay, Certification Manager
İstanbul, 01.07.2022



ANNEX 11: ABBREVIATIONS

ABBREVIATION	DESCRIPTION
UN	United Nations
COP26	2021 United Nations Climate Change Conference
GRI	Global Reporting Initiative
IPCC	Intergovernmental Panel on Climate Change
İPG	Business Plastics Initiative
KAGİDER	Association of Women Entrepreneurs in Turkey
SDG	Sustainable Development Goals
CMB	Capital Markets Board of Turkey (Sermaye Piyasası Kurulu)
NGO	Non-Governmental Organization
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNGC	United Nations Global Compact
WEF	World Economic Forum
WEPs	Women's Empowerment Principles
WRI	World Resources Institute
WWF - Turkey	World Wide Fund for Nature

ANNEX 12: INFO

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

SELDA SUSAL SAATÇI

Group Corporate Communications and Affairs Director
selda.susal@anadoluefes.com

NERİMAN ERALP KALYONCUOĞLU

Sustainability Manager
neriman.kalyoncuoglu@anadoluefes.com

ANADOLU EFES BİRACILIK VE MALT SANAYİ 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

REPORT DESIGN

FM Communication
info@data-iletisim.com
www.icerikvetasarim.com
 T: +90 (212) 662 78 00

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

LEGAL NOTICE

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



**ANADOLU
EFES**