

+1 BREATH
for the Next Generations

THE SEA IS THE SOURCE OF *2 out of every 3 breaths* WE TAKE...

About the +1 Breath to the Sea Project that inspired the design of the report

Biodiversity was one of the issues prioritized by our stakeholders in our materiality analysis, which is at the heart of our sustainability approach.

With this in mind, we collaborated with the Association for the Protection of Marine Life, which carries out its activities under the consultancy of Istanbul University, and launched the Sea +1 Breath project.

Through this project, we aim to protect corals, which are described as the rainforests of the seas and are in danger of extinction, and to enrich the underwater life and biodiversity in the Marmara Sea.

In the Anadolu Efes 2022 Integrated Report, you can find details of all our efforts focused on social, environmental, financial, governance and people.

Within the scope of our project, broken or damaged corals are transplanted by grafting to the offshore of Tavşan Island, which has been declared a sensitive area to be strictly protected, and new coral gardens are created.

The yellow gorgon species, which is considered by the International Union for Conservation of Nature (IUCN) as one of the most threatened species in the Mediterranean and which we transplanted within the scope of the project, has been subjected to mass mortality in the Mediterranean periodically due to temperature anomalies since 1999.

In this year's phase of the project, we ensured the installation of underwater monitoring systems so that the impact of the transplanted corals on biodiversity can be monitored and recorded 24/7.



OUR INTEGRATED THINKING APPROACH REGARDING OUR MATERIAL ISSUES

WE GROW WITH FINANCIAL DISCIPLINE AND AN INNOVATIVE APPROACH

- Economic Impact and Growth
- Innovation and Product Development
- Product Quality and Safety

CAPITAL ELEMENTS



VALUE CHAIN STEPS



TARGETING ZERO FOR THE ENVIRONMENT

- Climate Crisis
- Water Consumption and Safety
- Circularity and Waste Management
- Sustainable Packaging
- Supply Chain Risks and Resilience
- Sustainable and Responsible Procurement
- Biodiversity
- Local Procurement

CAPITAL ELEMENTS



VALUE CHAIN STEPS



WE STRENGTHEN WITH OUR EMPLOYEES

- Employee Health, Safety, and Welfare
- Equality, Diversity, and Inclusion
 - Talent Development
 - Employee Engagement
- Ethics and Human Rights
 - Volunteering

CAPITAL ELEMENTS



VALUE CHAIN STEPS



WE WORK TO GENERATE SOCIAL BENEFIT

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

CAPITAL ELEMENTS



VALUE CHAIN STEPS



OUR VALUE CREATION MODEL

INPUTS

FINANCIAL CAPITAL

- 9.0 billion TRL equity
- 16.8 billion TRL total financial debt
- 2.0 billion TRL capital expenditures
- Strong pricing power, tight balance sheet, and expense management capability
- Integrated risk management approach

MANUFACTURED CAPITAL

- 21 Breweries
- 5 Malt production facilities
- 1 Hop production facility and 1 preform production facility
- Advanced logistics and distribution network

INTELLECTUAL CAPITAL

- Over 22 million TRL in R&D investments
- Number of Local Brands in Portfolio: 101
- Number of Brands with Production License and Sales and Distribution Rights: 40
- An experienced field research team
- Supporting intrapreneurship and collaborating with start-up ecosystem
- Comprehensive and effective distribution channels strategy with solid target audience insights

RELATIONAL SOCIAL CAPITAL

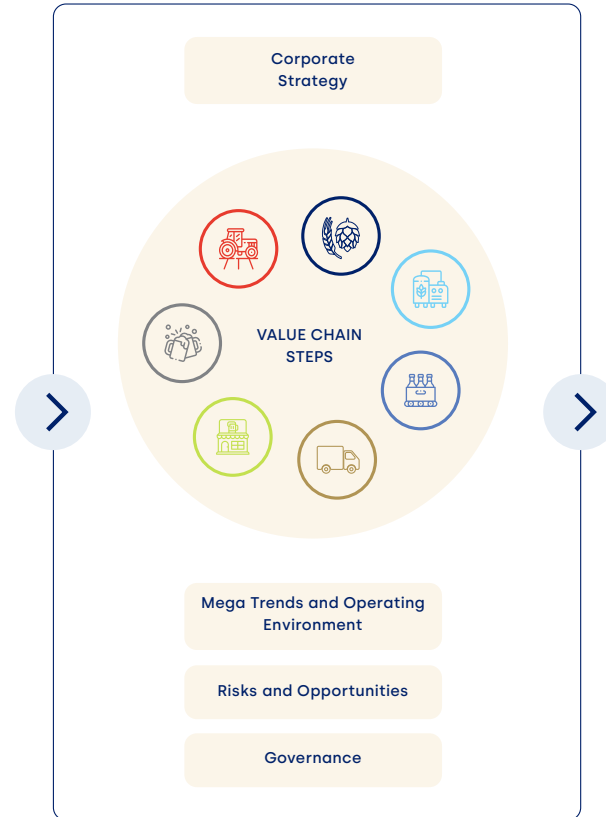
- 26 social benefit projects and 9.8 million TRL in investments
- Support for sustainable tourism, entrepreneurs, sustainable agriculture, arts & culture, and sports
- 4 social benefit projects to raise environmental awareness
- We work with 1,769 farmers, 29% of whom are under contract
- Robust sales and supply network with 7,311 suppliers, 298 dealers and distributors
- Long-term relationships and effective collaborations with all stakeholders

HUMAN CAPITAL

- Skilled workforce with 8,302 employees
- Investments of approximately 850 million TRL in industry and needs-based employee development and well-being programs
- Equitable work environment
- supported by our Diversity and Inclusion Policy
- A business approach that considers employee health, safety, and wellbeing
- Fair and performance-based reward and benefit systems

NATURAL CAPITAL

- Gradual transition projects towards efficiency and renewable energy to achieve our net zero target
- 330,118 mwh of electricity, totaling 1.5 million m³ of energy consumption
- Sustainable packaging efforts
- 10 million m³ water consumption, location-based water risk studies
- A circular economy approach shaped around zero waste targets
- Sustainable supply chain and local procurement



VALUE CREATED

We Grow with Financial Discipline and an Innovative Approach

- Free cash flow of approximately 3.7 billion TRL
- A market capitalization of 40.1 billion TRL*
- Net debt leverage ratio of 1.0x
- Beer Group net income of approximately 1.6 billion TRL
- 834.6 million TRL corporate tax paid
- 1.3 billion TRL in gross dividend distribution*
- 52.2 mhl of beer and 403 thousand tons in malt production capacity
- Efficient and accurate spending methodology for customer satisfaction and market access
- High brand value with sector leadership and substantial market share
- 57 new and 28 upgraded products launched
- Innovative products presented by Anadolu Efes Innovation Center
- +1 Resting Technique, a first in the industry, is in the process of being patented
- 36 start-ups supported or collaborated with
- 2 start-ups incubated through intrapreneurship

We Work to Generate Social Benefit

- Reaching 64,390,048 people through social benefit projects
- Providing 300 hours of training to farmers on sustainable agricultural practices and contracted distribution of 5,219 tons of seeds
- Supporting over 1,000 theater plays and reaching nearly 5,000 art lovers with Mavi Sahne (Blue Stage)
- Reaching over 321,000 people with sustainable tourism, which we have supported for 15 years without interruption
- Supporting the biodiversity of underwater life with our +1 Breath for the Sea initiative
- 90.4% dealer satisfaction
- Excellent scores in national and global sustainability indexes

We Strengthen with Our Employees

- Low employee turnover at the company and 2.7% high potential employee turnover
- Net employee engagement rate of 87.7%
- Robust and long-term career planning process for our employees
- 1,231 newly hired employees and 100% of entry-level talent needs met through the Young Talent Program
- 50% of vacant positions were filled with internal candidates
- 30.4% of employees are female, and 52% of managers under the age of 30 are female
- According to our wage policy, there is 99.5% equal remuneration between genders
- The accident-related lost time rate is low at 3.9

Targeting Zero For the Environment

- 8,513 tons of CO₂e emission reduction achieved through greenhouse gas emission reduction impact projects
- Investment in 12.5 MW capacity SPP
- Achieved a 30% reduction in water consumption
- Reduced 94.3 thousand tons of waste
- 95% of procurement is accomplished locally
- Achieved a 233% increase in recycled/reused waste
- Reduced 92 tons of plastic through our Business Plastic Initiative commitment
- Contributed to the circular economy by upcycling functional malt fibers

*At consolidated level.

Finance Community
Shareholders, Investors, Analysts

Supply Chain
Suppliers and Farmers

Public Institutions

Dealers and Distributors

Universities

Customers

Civil Society

Employees

Media

WE GROW WITH *Financial Discipline and an Innovative Approach*

At Anadolu Efes, we contribute to sustainable economic growth through activities carried out with all our stakeholders in the value chain, from suppliers to the communities we interact with. We maintain a strong corporate stance based on our company values, utilizing a financial discipline-oriented approach and management skills.

We reach hundreds of millions of global consumers of different cultures and profiles worldwide and continue to add different flavors reflecting changing consumer preferences to our portfolio with the support of our innovative approach reinforced by R&D.



Capital Elements'
Sphere of Influence



Sustainable Development
Goals' Sphere of Influence

WE GROW WITH FINANCIAL DISCIPLINE AND AN INNOVATIVE APPROACH

MATERIAL ISSUES	STRATEGY & INDICATORS	2021 PERFORMANCE	2022 PERFORMANCE	TARGETS
ECONOMIC IMPACT AND GROWTH	Free Cash Flow (million TRL)	1,758.8	3,719.7	<ul style="list-style-type: none"> • Our goal is to optimize shareholder value and achieve a minimum of 40% distributable profit to create economic value for our shareholders. • We will sustain our strong financial performance by maximizing free cash flow and achieving a Net debt-to-EBITA ratio of 1x-2x. • We are committed to maintaining our brand value and the highest level of market share. • We will continuously introduce innovative products and packaging solutions that meet consumer expectations, with the aim of generating 5% of our annual total liters from new products.
	Market Capitalization (million TRL)	16,463	40,115	
	Net Sales (million TRL)	17,356.1	36,975.8	
	Net Income (million TRL)	279.7	1,570.8	
	Corporate Tax Paid (TRL)	296.0	834,6	
INNOVATION AND PRODUCT DEVELOPMENT	Beer Production Capacity (million hl)	53.5	52.2	
	Malt Production Capacity (thousand tons)	399	403	
	R&D Expenditure (million TRL)	3.3	> 22	
	Number of New and Improved Products	- ¹⁰	85	
	Sales Volume (million hl)	37.9	34.0	
PRODUCT QUALITY AND SAFETY	Product Quality Investment (TRL)	5,188,990	46,220,257	

¹⁰ Since it is a KPI that started to be tracked in 2022, there is no previous year data.

* All data in the table is on a Beer Group basis, only the market capitalization figure is given on Anadolu Efes consolidated basis.

WE GROW WITH FINANCIAL DISCIPLINE AND AN INNOVATIVE APPROACH

ECONOMIC GROWTH
AND IMPACT

INNOVATION AND PRODUCT
DEVELOPMENT

DIGITAL TRANSFORMATION

ANADOLU EFES INTRAPRENEURSHIP HUB

DIGITALIZATION AND INFORMATION
TECHNOLOGIES PROJECTS

NEW EXPECTATIONS AND
NEW PRODUCTS

PRODUCT QUALITY AND SAFETY

WE GROW WITH FINANCIAL DISCIPLINE AND AN INNOVATIVE APPROACH



INNOVATIVE IDEAS WITH INTRAPRENEURSHIP ECOSYSTEM

To enhance our R&D and innovation approach, we not only support the external entrepreneurship ecosystem but also boost an intrapreneurship program to cultivate entrepreneurs within our company. We continue to realize our in-house entrepreneurship efforts, which are part of our open innovation approach, through the Anadolu Efes Intrapreneurship Hub, which we have been running since 2020.

With Anadolu Efes Intrapreneurship Hub, which we established to spread the entrepreneurship culture within the company and add value to the future, we carry out a process that includes a 10-week acceleration program and a 16-week incubation program. In the incubation final of the Anadolu Efes Intrapreneurship Hub, which has received more than 250 project applications since its first year, we met with our 3 finalist in-house start-up teams.

One of the three finalist teams in the Anadolu Efes Intrapreneurship Hub incubation program was the NeoCortex team, which emerged as this year's invested project. They received their first investment and took a significant step towards commercialization. In 2023, NeoCortex is expected to start pilot studies. In addition, the Recycle & Win project will be supported within the company.

Malty, the first start-up to be spin-offed from the Anadolu Efes Intrapreneurship Hub, was one of the fastest-growing start-ups in its sector in 2022, introducing its products to consumers at over 1000 sales points. As a "Sustainable Food Technologies" start-up, Malty started its second investment round, receiving an investment of 2.4 million TRL during the year. Malty's most significant R&D project, 'Türkiye's first upcycled malt fiber,' Malty Bites, was realized after the investment round. Malty, the first and only Turkish company member of the Upcycled Food Association in the United States, saves 19 liters of water with one package of Malty Bites (80 gr.), which uses Malty upcycled malt fiber.



The finalists for this year include: Recycle & Win is a user-friendly web platform that enables customers to easily return their deposit bottles to the nearest Recycle & Win points. NeoCortex is an AI-based software that interprets all field photos, providing instant analysis, availability, and planogram tracking, as well as generating sales operation suggestions. Grain is a plant-based barley milk product that is nutritious, high in protein and fiber, and made with clean ingredients.



Click or scan the QR code to listen to our CEO Can Çaka's 'Entrepreneurship World #2 Intrapreneurship Project: Malty' on Anadolu Efes Podcast Channel.

WE WORK *to Generate Social Benefit*

Our operations in the countries where we operate contribute to economic growth and employment. We also create social benefits through sustainable tourism, support for entrepreneurs, sustainable agriculture, arts & culture, and sports projects.

With a long-term perspective and in collaboration with all our stakeholders, we will continue our social investments and increase the social impact we create. We are committed to ensuring that our farmers are trained and educated on sustainable agricultural practices. We will continue to support and empower young entrepreneurs in every possible way to help them achieve their goals.



Capital Elements'
Sphere of Influence



Sustainable Development
Goals' Sphere of Influence

WE WORK TO GENERATE SOCIAL BENEFIT

MATERIAL ISSUES	STRATEGY & INDICATORS	2021 PERFORMANCE	2022 PERFORMANCE	TARGETS
SOCIAL INVESTMENT AND IMPACT	Number of Social Benefit Projects During the Year	19	26	<ul style="list-style-type: none"> We are committed to carrying out social investments with a long-term perspective in our focus areas of sustainable tourism, supporting entrepreneurs, sustainable agriculture, arts & culture, and sports in cooperation with all our stakeholders to increase our positive social impact.
	Number of People Reached through Social Benefit Projects	141,153,115	64,390,048*	
	Amount Invested in Social Benefit Projects During the Year (million TRL)	5.9	9.8	
SUSTAINABLE AGRICULTURE	Sustainable Agriculture Investment Amount (TRL)	400,000	450,000	<ul style="list-style-type: none"> We will continue to support our farmers in adopting smart agricultural technologies, promoting sustainable agriculture, and raising awareness through training programs. Moreover, we will continue to share the aspirations of young entrepreneurs and support them in every possible way.
	Amount of Seed Distributed (tons)	3,403	5,219	
	Number of Farmers Trained in Sustainable Agriculture	100	250	
RESPONSIBLE CONSUMPTION	Number of People Reached through Responsible Consumption Projects	> 134 MILLION	> 55 million	

* The decline in this performance indicator is due to our Russia operations.

WE WORK TO GENERATE SOCIAL BENEFIT

In 2022, we carried out 26 social benefit projects in 5 different focus areas and invested TL 9.8 million in these projects.

We reached 64,390,048 people through the social benefit projects we realized.

ARTS & CULTURE

EFES ART SPACE

FRIENDLY FOR ARTS

35 YEARS OF COOPERATION WITH İKSV

MAVI SAHNE (BLUE STAGE)

RESPONSIBLE CONSUMPTION

RESPONSIBLE CONSUMPTION
SOCIAL CAMPAIGN IN MOLDOVA

ART OF DRINKING

SUSTAINABLE TOURISM

FRIENDLY FOR TOURISM

THE FUTURE IS IN TOURISM

E-BIKE

SUPPORT FOR PSHAV-KHEVSURETI

ENVIRONMENTAL AWARENESS

WE ARE COMMITTED TO SUSTAINABLE
FASHION IN OUR CORPORATE APPAREL

FRIENDLY FOR ENVIRONMENT

WORLD ENVIRONMENT DAY ECO-
VOLUNTEERING PROJECTS IN RUSSIA

+1 BREATH TO THE SEA

SUSTAINABLE AGRICULTURE

AGROPROGRAMME: SMART BARLEY

THE FUTURE IS IN AGRICULTURE:
SMART AGRICULTURE

SUPPORT FOR ENTREPRENEURS

HERE2NEXT PLATFORM

İTÜ ÇEKİRDEK

START PATH ACCELERATION PROGRAM

GO GREEN STARTUP PROGRAM

SOCIAL IMPACT AWARD 2022

FRIENDLY FOR WOMEN

WE WORK TO GENERATE SOCIAL BENEFIT



WE PROVIDE +1 BREATH TO THE SEA

Biodiversity has been identified as a critical priority by our stakeholders in our materiality analysis, which guides our approach to sustainability. To ensure that we are aligned with the views of our stakeholders, we have partnered with the Marine Life Conservation Society. Recognizing the importance of the relationship between tackling the climate crisis and protecting marine ecosystems, we decided to focus on protecting and restoring corals as they represent the building blocks of life for marine ecosystems.

Through our +1 Breath to the Sea project, we aim to raise awareness about the importance of protecting and restoring coral reefs, which are often referred to as the rainforests of the sea. By doing so, we hope to contribute to the protection of the rich biodiversity in the Marmara Sea, which is home to a wide range of marine species. In partnership with the Marine Life Conservation Society and with the guidance of Assoc. Prof. Dr. Nur Eda Topçu from İstanbul University Faculty of Aquatic Sciences, we have transplanted corals to Rabbit Island, which has been declared a sensitive area that needs to be protected, establishing new coral gardens.

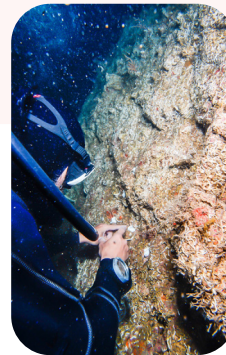
One species we have focused on transplanting as part of the project is the yellow gorgonian, considered one of the most threatened species in the Mediterranean by the International Union for Conservation of Nature (IUCN). Since 1999, a massive volume of this species has been dying out in the Mediterranean due to temperature anomalies. Through the +1 Breath to the Sea project, we aim to support biodiversity by transplanting corals to the Marmara Sea, which serves as a sanctuary for these threatened species. Our ultimate goal is to restore every coral displaced from its natural environment and bring these crucial ecosystems back to life.



Scan the QR code to watch the video of our +1 Breath to the Sea project!



Click to watch MLCS - Engin Hınçer's stakeholder opinion video.



WE TARGET ZERO *for the Environment*

Anadolu Efes is committed to achieving a net zero environmental impact by 2030. To reach this goal, we use a zero-waste approach in all our operations, develop innovative solutions to tackle plastic pollution, and undertake initiatives to eliminate our carbon emissions.

As a company that relies on natural resources for its raw materials, environmental sustainability is essential to our business continuity. We analyze the opportunities and risks associated with environmental issues, particularly the climate crisis, and implement effective practices to increase energy and water efficiency and promote a circular economy.



Capital Elements'
Sphere of Influence



Sustainable Development
Goals' Sphere of Influence

WE TARGET ZERO FOR THE ENVIRONMENT

MATERIAL ISSUES	STRATEGY & INDICATORS	2021 PERFORMANCE	2022 PERFORMANCE	OALS
CLIMATE CRISIS	Scope 1 Emissions (tons CO ₂ e)	218,231	216,351	<ul style="list-style-type: none"> • Net zero carbon emissions in all operations by 2030 • Zero waste certification in all malt and beer operations by 2030 • Reducing plastic use and continuing the fight against plastic waste
	Scope 2 Emissions (tons CO ₂ e)	182,079	137,338	
	Beer Production Carbon Intensity (kgCO ₂ /hl)	8.14	8.25	
WATER CONSUMPTION AND SAFETY	Water Consumption (m ³)	14,452,477	10,078,609	
	Beer Production Water Intensity (m ³ /hl)	0.34	0.31	
CIRCULARITY AND WASTE MANAGEMENT	Waste Amount (tons)	639,088	544,577	
	The Ratio of Recycled/Reused Waste (%)	99%	99%	
SUSTAINABLE PACKAGING	The Ratio of Recycled Packaging in Cardboard Packages	50%-90%	50%-90%	
SUSTAINABLE AND RESPONSIBLE PROCUREMENT	Number of Contracted Farmers	1,600	520	
	Dealer and Distributor Satisfaction Rate	87.4	90.4	
SUPPLY CHAIN RISKS AND RESILIENCE	Continuous Analysis of Supply Chain Risks	Location-based water stress analysis	Location and raw material-based water stress analysis	
LOCAL PROCUREMENT	Number of Suppliers	7,753	7,311	
	Local Supplier Ratio	92%	94%	
BIODIVERSITY	Number of Biodiversity-Focused Projects	0	1	

WE TARGET ZERO FOR THE ENVIRONMENT

- In 2022, we invested over TL 61 million in energy efficiency and renewable energy, sustainable packaging and water reduction projects that contribute to emission reduction in order to reduce our environmental impact. We achieved a decrease of nearly 12% in our net emissions from our own operations compared to the previous year.

- We have started working to realize our investment in the installation of solar energy systems at our Konya plant. With the installation of 12.5 MW of solar panels at our plant, we aim to save 18,500 mhw of electricity annually.

- In 2022, we realized a total of 8 projects, mainly water reuse, water and energy saving projects. We invested TL 48.4 million in this area. Since 2020, we have reduced our water consumption per hectoliter by approximately 16%.

- We received independent assurance services for our Scope 1 and 2 greenhouse gas emissions data in Turkey and Kazakhstan.

- In 2022, we reduced our total waste amount by 15% compared to the previous year thanks to our effective waste management approach and the projects we developed. We recycled or reused nearly 99% of our total waste and brought it back into the

production cycle.

- As a signatory of the Business Plastics Initiative, we completed 75% of our commitment by reducing 92 tons of plastic in 2022.

- We continued to work with our main suppliers on the use of recycled raw materials in our packaging and increased our use of recycled raw materials in all countries where we have operations. In Turkey, we use 50% recycled plastic for packaging in plastic crates.

- In 2022, we increased the ratio of local suppliers in our operations compared to the previous year to 94%. The ratio of

payments made to local suppliers in our total payments was 87%.

- We conducted global research on the potential uses of the raw material "Brewers Spent Grain", a by-product of our processes. In 2022, we clarified the process of upcycling malt pulp into malt fiber by deciding on the drying method and grinding specifications. As a result, we obtained a functional raw material with high fiber, high protein and sugar-free, and started working on the use of malt fiber in different food sectors. Thus, we took an important step in obtaining a more value-added raw material with upcycling in the circular economy.

SUPPLY CHAIN MANAGEMENT

SUSTAINABLE AND RESPONSIBLE PROCUREMENT

LOCAL PROCUREMENT

WATER CONSUMPTION AND SAFETY

OUR WATER EFFICIENCY EFFORTS

SUSTAINABLE PACKAGING

PACKAGING THINNING EFFORTS

CIRCULARITY AND WASTE MANAGEMENT

COLLABORATION WITH PLASTIC MOVE FOR BIOBASED MATERIALS

WASTE MANAGEMENT PRACTICES IN OUR OFFICES

BUSINESS PLASTICS INITIATIVE COMMITMENT

FIGHTING THE CLIMATE CRISIS

CARBON FOOTPRINT MAPPING

GRADUAL TRANSITION TO RENEWABLE ENERGY

EMISSION REDUCTION PROJECTS IN OVERSEAS OPERATIONS

WE TARGET ZERO FOR THE ENVIRONMENT



ANADOLU EFES UPCYCLED MALT FIBER PROJECT

One-third of all worldwide food is wasted, accounting for 8% of total carbon emissions. As the global population grows and natural resources become increasingly scarce, the importance of healthy and sustainable food has never been greater. As a by-product of the brewing industry, 40 million tons of brewer's spent grain is produced annually worldwide, with 200 thousand tons produced in Türkiye alone. At Anadolu Efes, we are committed to transforming brewer's spent grain, which is mainly used as animal feed, into a more valuable raw material through upcycling in the circular economy.

Before commencing our research and development work in 2020, we conducted global research at scale with our project partner, Fazla, a company focusing on food sustainability and specializing in waste management solutions, to explore potential uses of brewer's spent grain as a raw material. We then carried out pilot trials in three prominent areas. In 2021, we were awarded the Circular Vouchers fund by the EBRD to further our research on upcycling brewer's spent grain.

With this fund, we tested 5 different drying techniques and analyzed the nutritional value of brewer's spent grain in collaboration with Ankara University to assess its suitability for human consumption. As a result, we started working on a drying process specific to this product to determine the optimum drying technique. We also negotiated with the Ministry of Agriculture and Food to transform brewer's spent grain by-product into malt fiber and secured necessary approvals for its use in human food, bringing this new raw material into the circular economy. In 2022, we finalized the drying and grinding specifications and process for converting brewer's spent grain into malt fiber, resulting in a high fiber, high protein, and sugar-free raw material. As a result, we started working on using malt fiber in different food sectors.

We have identified the bakery and pastry sector as the primary market where malt fiber can be utilized as a raw material. To explore this potential, we held meetings with over 70 stakeholders from this sector and conducted successful recipe trials with 2 pasta producers and 2 artisan bread producers. Through this process, Malty Bites, the first commercial product of upcycled malt fiber, was launched by Malty, the first spinoff of the Anadolu Efes intrapreneurship program.



The first commercial product of upcycled malt fiber contains 15% malt fiber offering a healthy snack option with higher satiety and fiber content than similar products. As a result, we have contributed to the circular economy.

Moving forward into 2023, we remain committed to utilizing malt fiber on a larger scale. We aim to expand the use of malt fiber in human food, introducing sustainable, healthy, and delicious products to the market made with upcycled raw materials rather than new ones. We aim to make these products accessible to more people continuing our efforts to promote a circular economy.

Upcycling 1 ton of brewer's spent grain can help recycle up to 15,000 hl of water that is used in the production process, save 800 m² of agricultural land, and have a much greater impact on the economy than producing animal feed.

WE STRENGTHEN *with Our Employees*

Our employees are our most valuable asset in achieving our future goals.

We invest in human resources in all the countries in which we operate, offering our employees reliable and long-term career planning. Our inclusive work environment promotes high employee engagement, equal opportunity, inclusivity, respect for differences, and a development-oriented mindset.



Capital Elements'
Sphere of Influence



Sustainable Development
Goals' Sphere of Influence

WE STRENGTHEN WITH OUR EMPLOYEES

MATERIAL ISSUES	STRATEGY & INDICATORS	2021 PERFORMANCE	2022 PERFORMANCE	TARGETS
OCCUPATIONAL HEALTH & SAFETY (OHS) AND WELLBEING	Number of Accidents	94	113	<ul style="list-style-type: none"> • To increase the proportion of female employees from 30% to 51% by 2030 • To ensure at least 15% of employees benefit from the reward budget • To improve work-life balance for employees • To achieve zero work accidents and occupational diseases • To maintain a high rate of gender pay equality • To increase the rate of female employee engagement • To fill all entry-level positions with the 100% Young Talent Program • To maintain a high employee engagement rate • To reduce the turnover rate of highly skilled employees
	OHS Training per Employee	2.71	8.48	
EQUALITY, DIVERSITY AND INCLUSION	Number of Employees	8,513	8,302	
	Female Employee Ratio	30%	309%	
	The ratio of Female Managers	40%	40%	
	The ratio of Senior Level Female Executives	31%	36%	
	Gender Pay Ratio	99.8%	99.5%	
	Number of Entry Positions Filled through the Young Talent Program	65	103	
TALENT DEVELOPMENT	Amount Invested in Talent Development (TRL)	3,668,091	9,934,207	
	Training Provided to Employees (Person*Hour)	61,178 *	61,766 *	
EMPLOYEE PARTICIPATION	Net Employee Engagement Score	83%	87.6%	
	Employee Turnover	15.02%	8%	
ETHICS AND HUMAN RIGHTS	Ethics Training Provided to Employees (Person*Hour)	1,270	1,294	
VOLUNTEERING	Number of Employees Participating in Volunteering Projects	185	285	

WE STRENGTHEN WITH OUR EMPLOYEES

-We strive to offer equal opportunities in our work environment and human resources processes to all 8,302 of our employees from 15 diverse nationalities across six countries.

- The rate of female representation among our employees is 30%.
- While our female representation among total managers is 40%, 52% of our managers among our

young employees under the age of 30 are women.

- 44% of our teammates who started working in 2022 are young people under the age of 30.
- In order to guarantee that we work with the principle of equal pay for equal work, we regularly measure our employee pay ratio between genders according to the remuneration policy and we receive independent assurance

by having ourselves voluntarily audited in this area.

- In 2022, we increased our total investments in employee training by 171%.
- Our employee engagement rate was 87.7% in the surveys we conducted in 2022 with 91% participation.

TALENT DEVELOPMENT AND MANAGEMENT

PERFORMANCE EVALUATION

I'M IN: SHORT-TERM EXPERIENCE PROGRAM

LETMEHEARYOU

ONLEADERSHIP

EMPLOYEE TRAINING

SALES COACHING & SALES ACADEMY

BEER ACADEMY

EQUALITY, DIVERSITY AND INCLUSION

PROFESSIONS HAVE NO GENDER

WOMEN IN SALES KAZAKHSTAN

YOUNG IDEAS AT ANADOLU EFES

OUR YOUNG TALENT PROGRAMS

VOLUNTEERING

TREE PLANTING IN MUĞLA

COASTAL CLEANING IN BÜYÜKADA

ENVIRONMENTAL CLEANUP FROM THE SHORES OF LAKE EYMİR

EMPLOYEE HEALTH, SAFETY AND WELLBEING

OCCUPATIONAL HEALTH AND SAFETY

ALL WELL PROGRAM IN TÜRKİYE

PARENTAL LEAVE IN RUSSIA

EMPLOYEE WELLBEING PROGRAM IN KAZAKHSTAN



ANADOLU
EFES