
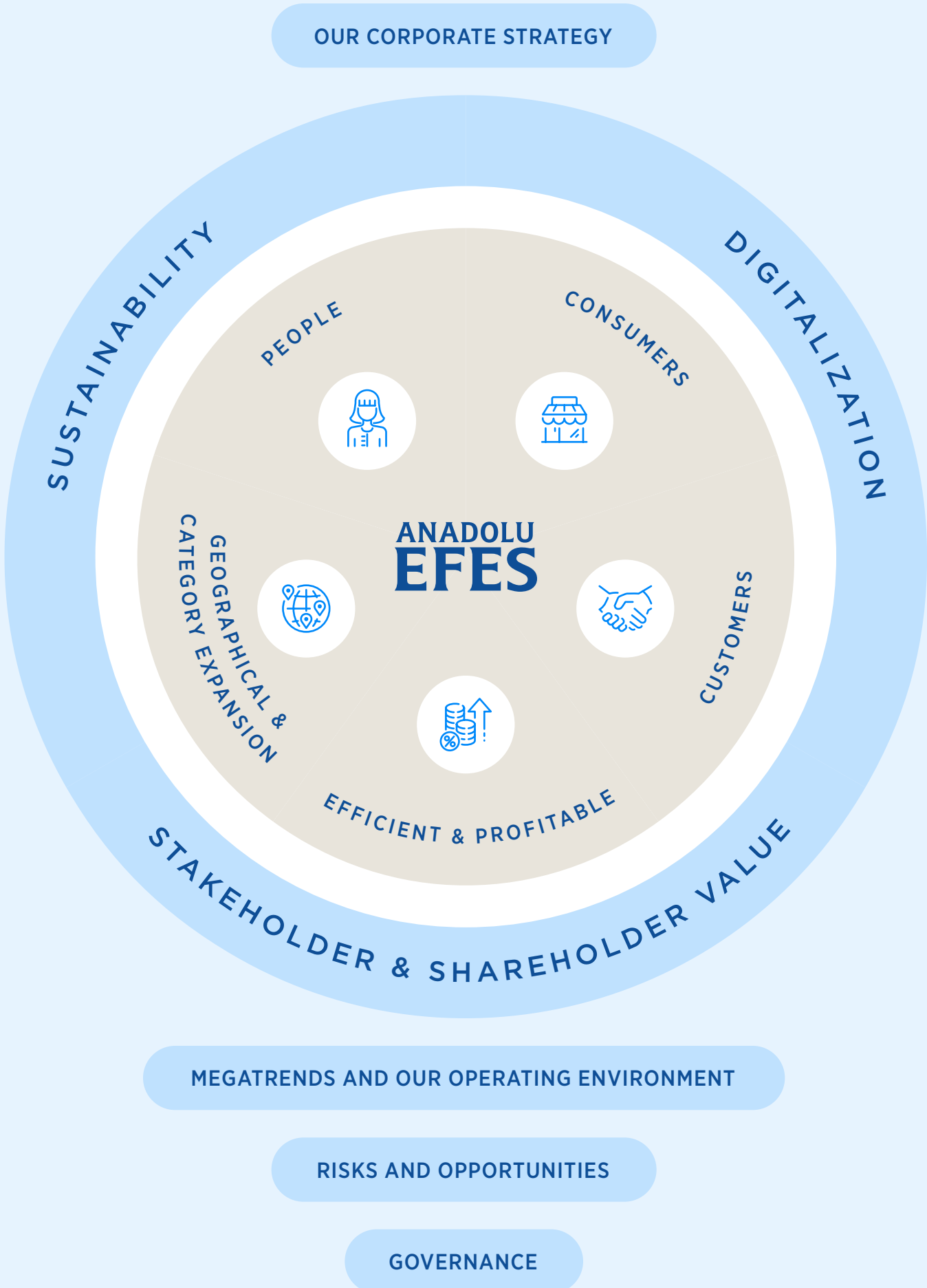







Value Creation Model

Through our value creation approach at Anadolu Efes, we reveal how our different capital elements come together within our business model, how they are transformed and how they contribute to long-term value in line with the Integrated Reporting Framework. Thus, we shape our decision-making processes by considering the interaction between these capital elements and manage the resilience and future adaptation of our business from a holistic perspective.

Capital Elements	Inputs	Outputs and Value Created
 FINANCIAL CAPITAL	In the Beer Group <ul style="list-style-type: none"> Equity of TRL 69.4 billion Total financial debt of TRL 39.7 million Capital expenditure of TRL 4.7 billion (Gross) Effective revenue management, tight balance sheet and expense management capability Integrated risk management approach Financial impact perspective on sustainability and climate risks 	<p>OUR CORPORATE STRATEGY</p>  <p>Growing with Financial Discipline and Innovation In the Beer Group</p> <ul style="list-style-type: none"> Net profit of TRL 4.1 billion Sales volume of 13.0 mhl Net debt leverage ratio of 4.0x Corporate tax paid of TRL 0.8 billion Efficient and accurate spending methodology in the field of customer satisfaction and market outreach High brand value with sector leadership and strong market share 72 new products launched and 73 products improved Supporting more than 100 entrepreneurs <p>Increasing our Social Impact</p> <ul style="list-style-type: none"> Reaching more than 40 million people through social benefit projects TRL 32.1 billion of payment made to local suppliers Nearly 100 thousand people reached through sustainable agriculture projects A contribution of TRL 1.7 billion to the agricultural economy through the purchase of 107 thousand tons of barley in Türkiye, an incentive package exceeding TRL 158 million provided to farmers during the year, and the first regenerative barley harvest. <p>Getting Stronger with Our Employees</p> <ul style="list-style-type: none"> 38% female representation in management 15% employee turnover rate 7% high-potential employee turnover rate 80% employee engagement rate Robust, long-term career planning for employees 43% of new hires are young talent 41% of open positions filled through internal candidates 99% gender pay equity in line with our remuneration policy <p>Targeting Zero for the Environment</p> <ul style="list-style-type: none"> Energy efficiency projects have the potential to deliver nearly 24.5 million kWh of annual energy savings. 10.7 MWp of SPP investment A 31% reduction in Scope 1 and Scope 2 emissions. 97.4% of waste recycled, recovered and reused 3 projects with a focus on biodiversity 92% local supplier rate.
 MANUFACTURED CAPITAL	Physical resources that enable us to create value through our production facilities, infrastructure and operational assets. <ul style="list-style-type: none"> 10 breweries 2 malt production plants 1 hop production plant Production capacity of 20.0 mhl beer Production capacity of 115 tons of malt Improved logistics and distribution network 	
 INTELLECTUAL CAPITAL	Intellectual assets that improve our business processes through R&D, digitalization, innovation and corporate know-how. <ul style="list-style-type: none"> TRL 66 million of innovation investment 51 local brands on the basis of main and sub-brands 43 brands with production license and sales and distribution rights Support to the in-house entrepreneurship ecosystem and collaborations with start-ups Comprehensive and effective distribution channels strategy with solid target audience insights ISO 27001 certified information security management system 81 new projects launched through an investment of TRL 615 million in digitalization and information technologies Experienced field research team 	
 SOCIAL AND RELATIONAL CAPITAL	Trust-based relationships with our stakeholders, collaborations and interactions that benefit society. <ul style="list-style-type: none"> 26 social benefit projects Over TRL 32 million in social benefit investments Support for local development, responsible consumption, sustainable agriculture and sport Over 45 years of sustainable agriculture journey 5 projects with a focus on sustainable agriculture 6,203 suppliers 219 dealers and distributors Long-term, strong relationships and effective collaborations with all stakeholders 	
 HUMAN CAPITAL	Our human resources, supported by the competences and experience of our employees and an inclusive, safe working environment. <ul style="list-style-type: none"> 4,616 employees Competent labour force Over TRL 37 million in development and training expenditure Equitable work environment supported by the Diversity and Inclusion Policy A way of doing business that considers employee health, safety and welfare Fair and performance-based reward and fringe systems 	
 NATURAL CAPITAL	The natural resources we use in our operations and the way we manage our environmental impacts <ul style="list-style-type: none"> 533,870 MWh energy consumption 8 projects with a focus on energy efficiency and emissions reduction Gradual transition to renewable energy 1,797,699 m³ of water consumption TRL 43.5 million was invested in water consumption and security. Location-based water stress risk study Waste reduction activities Location-based biodiversity impact analysis through WWF Biodiversity Risk Filter tool Sustainable supply chain and local procurement 	

INTRODUCTION

ANADOLU EFES WORLD

OUR CORPORATE GOVERNANCE STRUCTURE

+1 VALUE FOR THE FUTURE

- Sustainability Governance Model
- Alignment and Contribution Efforts for Sustainability-Focused Public Policies
- Our Integrated Thinking Approach

GROWING WITH FINANCIAL DISCIPLINE

INCREASING OUR SOCIAL IMPACT

TARGETING ZERO FOR THE ENVIRONMENT

GETTING STRONGER WITH OUR EMPLOYEES

CORPORATE GOVERNANCE

FINANCIAL INFORMATION

ANNEXES

 You can access CCI's Value Creation Model [here](#).