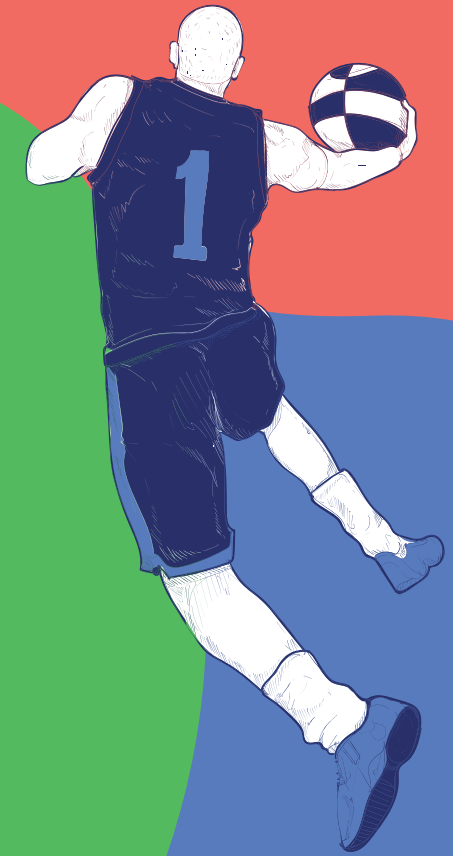


An illustration of hop cones and wheat stalks, representing the natural ingredients used in beer production.

# ANADOLU EFES

Sustainability  
Report  
2019



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## About the Report

Since 2010, as Anadolu Efes Biracılık ve Malt Sanayii A.Ş., we have been sharing corporate governance and environment and social performance information through our sustainability reports. In this year's sustainability report, we continue to transparently present our stakeholders with our strategies, objectives, performance, and developments. This report has been prepared in accordance with the GRI Standards: Core option. The information provided in the report covers our beer operations performed in Turkey, Russia, Ukraine, Kazakhstan, Georgia, and Moldova during January 1-December 31, 2019. Our Anadolu Efes Russia operations merged with AB InBev Russia and Ukraine operations in the first quarter of 2018. The merger increased our operations from six breweries to 14 breweries in Russia and Ukraine. The 2018 and 2019 data stated in the report presented this increase accordingly.

In addition, the report includes the progress on the United Nations Global Compact (UNGC) and the UNGC CEO Water Mandate, in both of which we are a signatory.

Of note, this report does not include data about Anadolu Efes' affiliates, except for their economic performance.

**The sustainability report of the affiliate Coca-Cola İçecek A.Ş. is available at the sustainability section of the [www.cci.com.tr](http://www.cci.com.tr) website.**

Click  
when you  
see this icon.



# Message from the CEO

Consistent with our Positive Impact Plan, we focus on creating a constructive impact on our employees, community the environment, and the value chain.



## Dear Stakeholders,

As we celebrate our 50<sup>th</sup> anniversary, we are proud to be one of the world's top 10 beer companies that exported its products to over 70 countries in 2019. Our journey started with two breweries in Istanbul and Izmir, and now continues in six countries with 21 breweries, five malt production facilities, and one hop processing facility.

We strive to create value for all our stakeholders while delivering a remarkable financial performance. We remain consistent with our Positive Impact Plan and are focused on creating added value for our employees, society, the environment, and the value chain. We continue to contribute to the local economy, society, and the Sustainable Development Goals through our social investments.

We are working shoulder to shoulder with the farmers who have supplied our raw materials for many years. For example, with the Smart Agriculture project we have implemented in Turkey with the cooperation of WWF, we are bettering the lives of our farmers and increasing field productivity, while simultaneously improving the quality of barley and hops. In addition to contributing to local development with this project, we also support the fight against climate change. In Russia, we run projects for the development of new barley species and contribute to the development of our farmers in that region.

As Anadolu Efes, we prioritize water risks and management. In this context, we continue to invest in efficiency projects to reduce the amount of water consumed per product. Thanks to our operational water efficiency projects in 2019, we have saved 220,000 m<sup>3</sup> of water and \$160,000. We have also renewed over 80 water resources over the past nine years as part of our project which aims to create a common sense of responsibility for the conservation of the natural water resources in Russia.

We believe that the business world has a major role in dealing with plastic pollution. In this context, we have become part of the Business World Plastic Initiative, which began in Turkey in 2019. Although the use of plastics in our operations is as low as 1.1 percent, we are working with universities, suppliers and entrepreneurs to develop more environmentally friendly solutions in packaging materials and beer mats. Additionally, we aim to reduce the use of plastics in our ecosystem to 0.5 percent in the next three years.

We are one of 18 Turkish companies participating in the Young Sustainable Development Goals Innovators Programme (Young SGD) launched by Global Compact, while sharing the dreams of young innovators.

COVID-19 undoubtedly constitutes one of our most critical agenda items in 2020. During the pandemic, our priority is to protect the health and safety of all our business partners, particularly our employees. Throughout this period, we have continued our operations in the field of sustainability without interruption. We undertook new responsibilities for our industry, ecosystem and society, and developed and implemented social investment projects in all countries where we operate.

I thank our valuable colleagues, business partners, consumers and all stakeholders who contributed to the sustainable efforts of Anadolu Efes this year.

## Can Çaka

*Anadolu Efes CEO and Beer Group President*

# About Anadolu Efes

**As one of the 10 largest beer companies in the world, we export our products to over 70 countries.**

Please click here to reach our Vision, Mission and Values which we renewed in 2019.

As 2019 marked our 50<sup>th</sup> anniversary, we continued to contribute to the industry growth and develop the Turkish beer culture.

Operating as part of the Anadolu Group which performs a broad range of activities in the brewing, beverage, retail, agriculture, automotive, stationery, fast food restaurant, real estate, and energy industry operations. Our group operates in 19 countries with its 80 companies, 66 production facilities, and over 80,000 employees.

We started our journey in 1969 with two brewing factories in Istanbul and Izmir and managed to become the market leader in a short period. As Turkey's largest brewer, we took an essential step by expanding abroad in the 1990s. In 2012, we entered into a strategic partnership with SABMiller Plc ("SABMiller") according to our commercial sustainability goal in the global market. In 2016, Anheuser-Busch InBev ("AB InBev"), the world's largest brewer, acquired SABMiller, distributing 24 percent of its Anadolu Efes shares to AB InBev.

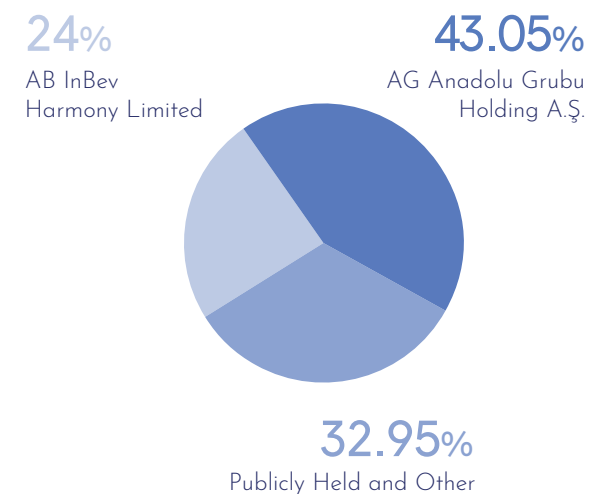
We are managing international brewery operations through Efes Breweries International N.V. ("EBI") which is a wholly owned subsidiary established in the Netherlands. Furthermore, we are the main shareholder of the Coca-Cola İçecek A.Ş. ("CCI"), which manages the Coca-Cola operations in Turkey and abroad.

We are the fifth largest brewer in Europe and one of the world's top 10th largest brewer<sup>1</sup> in the world in

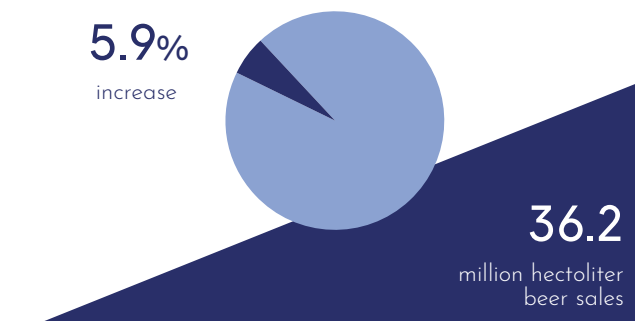
<sup>1</sup> The Barth Report 2018/2019

terms of sales volume and acquiring around two-thirds of the sales revenues abroad. We export our products to over 70 countries. We reach approximately 700 million people through our beer and soft drink operations and sales force. We have 21 breweries, five malt production facilities and one hop processing facility in six countries one of which is Turkey. In addition, we are one of the leading players in the region that covers Turkey, the Commonwealth of Independent States, the Middle East, and Pakistan, with 26 bottling facilities located in 10 countries where we execute Coca-Cola's operations.

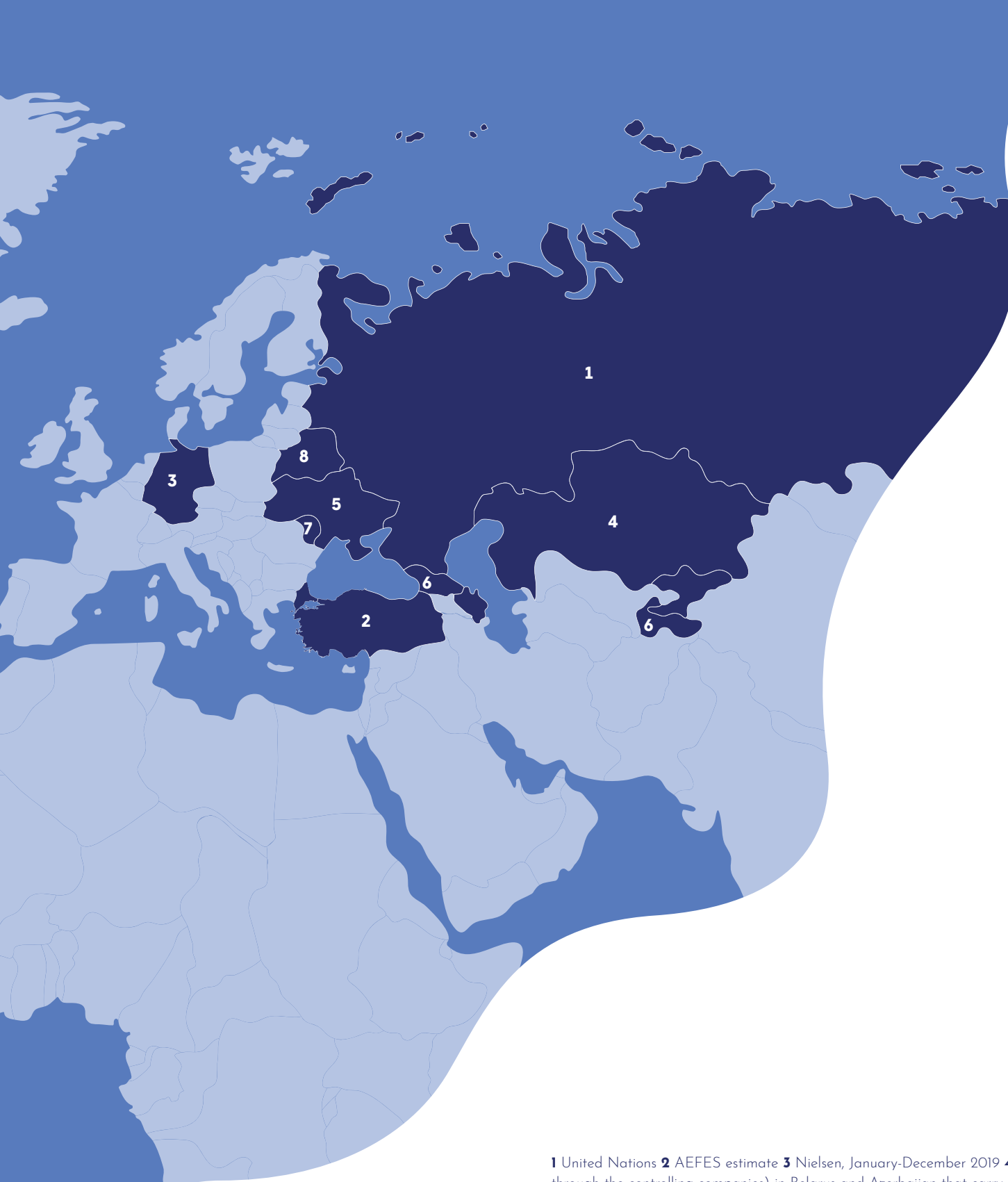
## Shareholding Structure



## Economic Performance



	2018 Proforma	2019	Annual Change
<b>Net Sales (million TRY)</b>	19,164	23,314	21.7%
<b>Operating Profit (million TRY)</b>	1,165	2,234	91.7%
<b>EBITDA (million TRY)</b>	2,899	4,038	39.3%



### 1 Russia

Population: 144.0 Million<sup>1</sup>

- 11 Breweries
- 29.8 mhl Brewing Capacity
- 3 Malteries
- 229 Thousand Tons Malt Production Capacity
- 1 Preform Production Facility
- Per Capita Beer Consumption: 53 Liters<sup>4</sup>
- 28% Market Share<sup>3</sup>
- Market Leader<sup>3</sup>

### 2 Turkey

Population: 83.0 Million<sup>1</sup>

- 3 Breweries
- 7.0 mhl Brewing Capacity
- 2 Malteries
- 115 Thousand Ton Malt Production Capacity
- 1 Hops Processing Facility
- Per Capita Beer Consumption: 11 Liters<sup>2</sup>
- 57% Market Share<sup>3</sup>
- Market Leader<sup>3</sup>

### 3 Germany<sup>6</sup>

Population: 82.4 Million<sup>1</sup>

- 3 Breweries
- 6.4 mhl Production Capacity
- Per Capita Beer Consumption: 41 Liters<sup>4</sup>
- 32% Market Share<sup>3</sup>
- Market Leader<sup>3</sup>

### 4 Kazakhstan

Population: 18.6 Million<sup>1</sup>

- 2 Breweries
- 2.4 mhl Brewing Capacity
- Per Capita Beer Consumption: 32 Liters<sup>4</sup>
- 51% Market Share<sup>3</sup>
- Market Leader<sup>3</sup>

### 5 Ukraine

Population: 43.8 Million<sup>1</sup>

- 3 Breweries
- 6.4 mhl Production Capacity
- Per Capita Beer Consumption: 41 Liters<sup>4</sup>
- 32% Market Share<sup>3</sup>
- Market Leader<sup>3</sup>

### 6 Georgia

Population: 3.9 Million<sup>1</sup>

- 1 Brewery
- 1.4 mhl Brewing Capacity
- Per Capita Beer Consumption: 31 Liters<sup>4</sup>
- 45% Market Share<sup>9</sup>
- Market Leader<sup>9</sup>

### 7 Moldova

Population: 4.0 Million<sup>1</sup>

- 1 Brewery
- 1.4 mhl Production Capacity
- Per Capita Beer Consumption: 30 Liters<sup>4</sup>
- 63% Market Share<sup>2</sup>
- Market Leader<sup>2</sup>

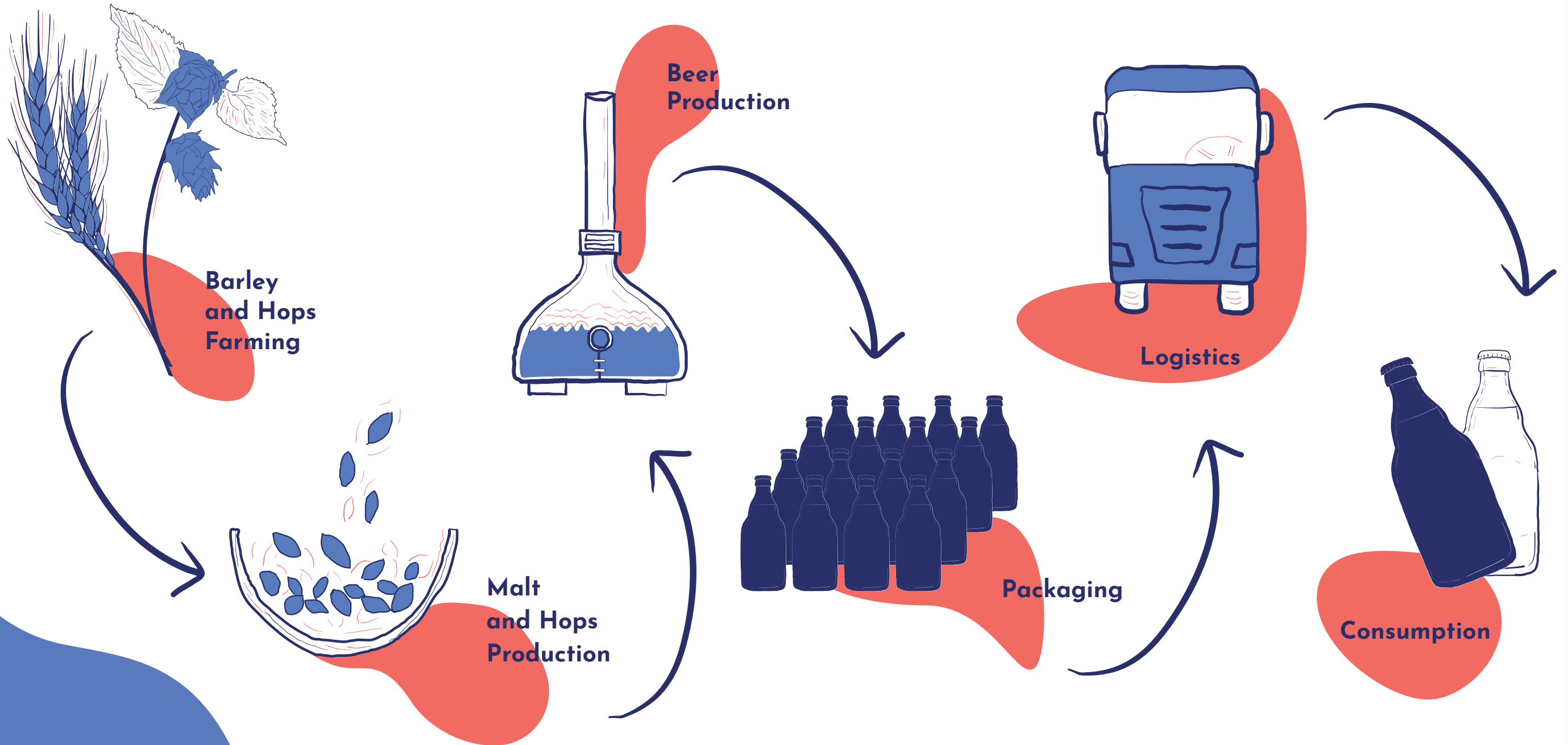
### 8 Belarus<sup>5</sup>

Population: 9.4 Million<sup>1</sup>

- Per Capita Beer Consumption: 45 Liters<sup>4</sup>

<sup>1</sup> United Nations <sup>2</sup> AEFES estimate <sup>3</sup> Nielsen, January-December 2019 <sup>4</sup> Global Data <sup>5</sup> Other than the exports by Efes Beer Group to the whole world, Anadolu Efes has organizations (either directly owned or through the controlling companies) in Belarus and Azerbaijan that carry out and/or coordinate the marketing, sales and distribution of group products. <sup>6</sup> "Efes Pilsener" brand is being produced on a contract bases by Gilde Brauerei GmbH to be sold by Efes Deutschland GmbH, a 100% subsidiary of Anadolu Efes established in Germany. <sup>7</sup> Ipsos Retail Audit <sup>8</sup> Canadean <sup>9</sup> RA Top & Cities (August 2019)

# Anadolu Efes Value Chain



# Sustainability Milestones

Anadolu Efes signs the United Nations Global Compact, taking its commitments to a global level.



Anadolu Efes obtains the ISO50001 Energy Management Systems certificate, a first in the industry.



We were included in the Dow Jones Sustainability Index.



We signed the United Nations Women's Empowerment Principles (WEPs).

We were included in the BIST (Borsa Istanbul) Sustainability Index.



We identified material issues with a comprehensive stakeholder analysis and updates the Positive Impact Plan strategy accordingly.

We were listed in the FTSE4Good Emerging Markets Index for the first time.



We joined the Business Plastic Initiative.

2004

2011

2012

2013

2014

2015

2016

2017

2018

2019



The ISO14001 Environmental Management System and Occupational Health and Safety Management Systems established at all our plants. Still in place by continuous improvement.



Anadolu Efes earns the privilege to represent Turkey in sustainable agricultural practices at the United Nations Conference on Sustainable Development (Rio+20) in Rio de Janeiro, Brazil.



We signed the CEO Water Mandate, an initiative of the United Nations Global Compact Principles.



We became the first-ever Turkish company to be listed in the Vigeo Eiris Emerging Market 70 Ranking.

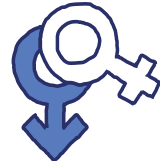
We were listed in the CDP Climate Program with a B- score.

# Highlights of 2019



We joined the Business Plastic Initiative.

We published the Gender Equality Guide to raise awareness on female participation in the workforce and gender equality.



We have combined all the training and development opportunities offered to our employees under the name of **Efes Labs**.



We have become one of the companies participating in the **Young SDG Innovators Program**.

We provided **39,562 hours** of OHS training to our employees, with a 10% increase.



The survey we conducted with the participation of 91% of our employees working in Turkey demonstrated that our employee engagement increased by 4 points to **83%**.



With the help of our various efficiency and improvement activities, we **saved 37,126 MWh of energy** and prevented the emission of 613 tons of CO<sub>2</sub>. We saved nearly 7.5 million TRY in costs thanks to our projects.



In 2019, we **decreased carbon emissions per cooler by 66%** compared with that in 2011.



**With the Can and Can Pop Tab Reduction Project** we conducted at Anadolu Efes Turkey, we attained a reduction of 10 tons of cans and 100 tons of can pop tabs over the past three years.



We provided **150 hours of training** to our barley manufacturers in Turkey on irrigation, fertilization, and soil cultivation.



To date, we have developed and registered 17 barley seeds and 7 hops species.



With "The Future is in Agriculture" Smart Agriculture Project, our farmers **increased the productivity** up to 43% in barley agriculture and 49% in hops.

In the 18<sup>th</sup> Golden Compass Award ceremony, our **"The Future is in Agriculture" Smart Agriculture Project** was awarded in two categories.

At the Corporate Social Responsibility Summit, we received the Platinum Award for the **"Accelerate 2030"** program, which illustrates our commitment to social entrepreneurship and collaboration.



We funded three different start-ups with the Anadolu Efes Special Award as part of the İTÜ Çekirdek's **Big Bang Start-Up Challenge**.



"CSR 2.0 Approach to Corporate Governance," which featured articles of faculty members from 70 different countries, cited "The Future is in Tourism" as **the Best Sustainable Tourism Practice**, and Anadolu Efes as an exemplary institution.





# Anadolu Efes Positive Impact Plan

## Climate Crisis

## Water Risks and Management

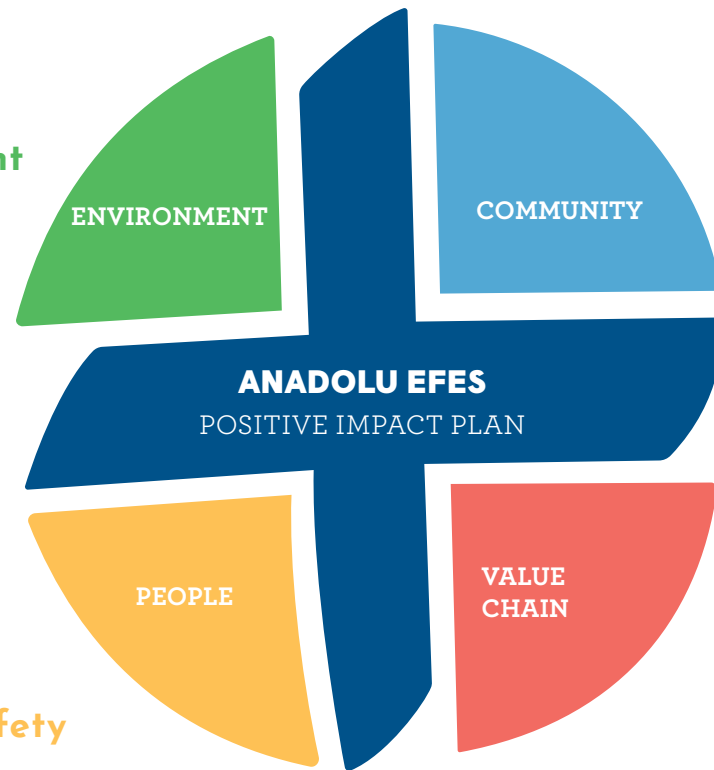
## Circular Waste and Packaging Management

## Talent Management

## Employee Engagement

## Occupational Health and Safety

## Gender Equality



## Contributing to the Local Economy

## Social Investments

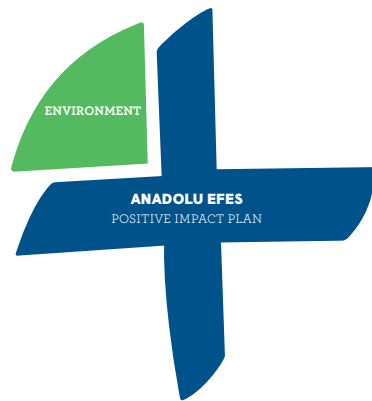
## Supporting Sustainable Agriculture and Farmers

## Responsible and Sustainable Sourcing

## Quality and Food Safety

The world encounters different trends and challenges. As urbanization and demographic changes are accelerating and consumer behavior is altering through digitalization and the development of technology, we need to change the way we produce and consume because the present way is putting pressure on the environment with climate crisis and diminishing resources.

The climate crisis is one of the leading trends affecting agriculture and the food industry. Increasing temperatures, changing rainfall regimes, and frequent extreme weather events are a major risk, especially for the agriculture and food industries. The growing population needs access to food through the sustainable agriculture methods protecting the ecosystems. We believe that the corporate world should be a transformative power that leads to a better future. Accordingly, we have adopted the positive impact creation approach through our value-added business model. We focus on augmenting our positive impact on the major impact areas of the environment, people, community, and value chains. With our innovative "Positive Impact Plan", we announced our plans to create a better impact by establishing collaborations and partnerships and accentuating our contribution to the Sustainable Development Goals.

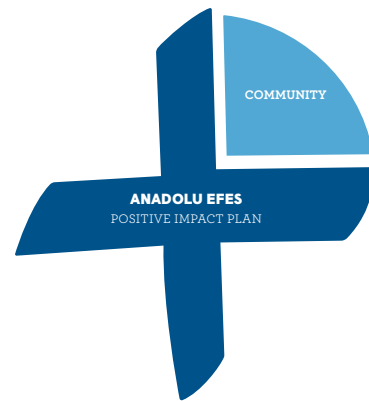


### Approach

As a producer obtaining its raw materials from nature, environmental sustainability plays a vital role in our continued operations. Climate change and resource security affect the agriculture and food industries significantly. Thus, tackling climate crisis is one of our highest priority focus areas. In addition, we aim to implement the waste and packaging practices supporting the circular economy and managing the water risks.

### Focus

Climate Crisis, Water Risks and Management, Circular Waste and Packaging Management

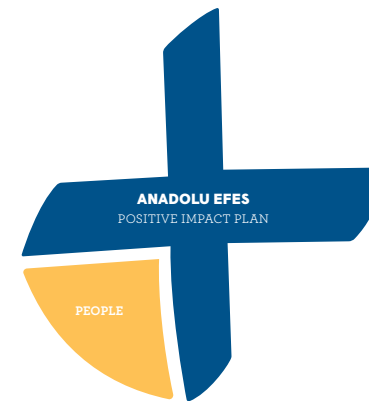


### Approach

We view enriching the community as the key to long-term success. We contribute to economic growth and employment in the countries in which we operate and also prioritize local development. Through various investments with social benefit, we broaden our impact area and create common value related to our activity areas.

### Focus

Contribution to the Local Economy, Social Investments

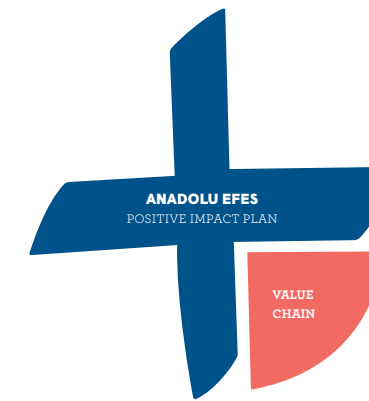


### Approach

People are the focus of our business. Talent is the most crucial factor in taking our business forward. Hence, we invest in the talents of our employees, and we care about providing a fair work environment that values diversity and increasing employee satisfaction. We manage our operations with a zero-accident approach and firmly believe "safety comes first."

### Focus

Talent Management, Employee Engagement, Gender Equality, Occupational Health and Safety



### Approach

Our positive impact creation approach transcends our production activities; it encompasses our entire value chain. Our farmers, suppliers, dealers, and distributors, as well as consumers, are among the most crucial stakeholders in our value chain. We have been working in unison with our farmers, the producers of our raw materials. We care about implementing joint projects with our suppliers and dealers. We always prioritize quality and food safety to ensure we offer our consumers the best products.

### Focus

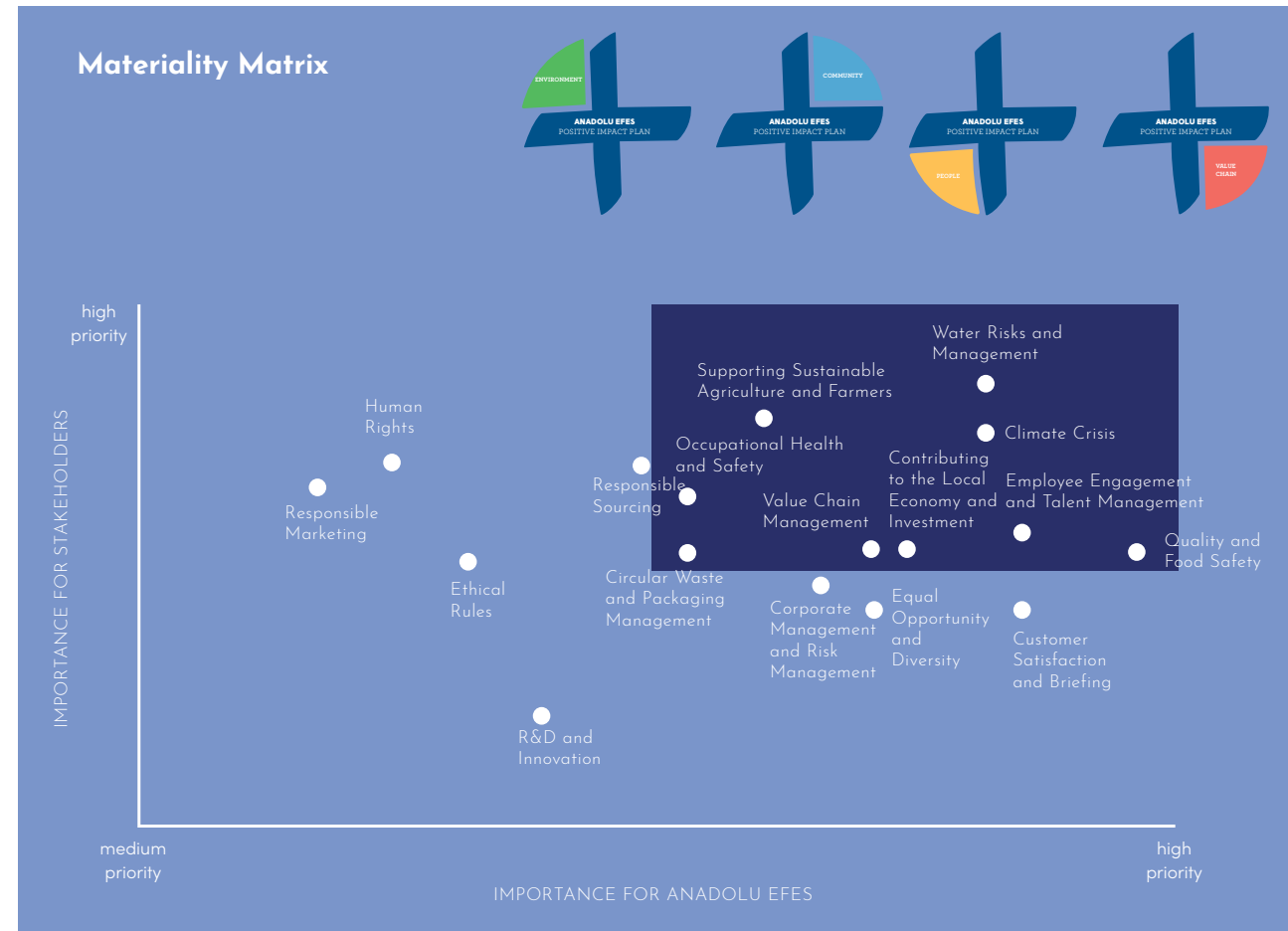
Supporting Sustainable Agriculture and Farmers, Responsible Sourcing, Quality and Food Safety



## Materiality Analysis

In 2017, we asked our main stakeholders the priorities of Anadolu Efes through a comprehensive stakeholder analysis. Besides the views of our stakeholders, we have also included global and industry trends in the analysis. The Sustainable Development Goals, World Economic Forum Global Risk Report, SASB Industry Materiality Map, 11<sup>th</sup> Development Plan, and priorities of the peer companies in the industry were among the other sources included.

We considered financial, social, and environmental risks, as well as legislative regulations, when analyzing the results. We have finalized our priorities by consulting with our executive managers and mapped them on a matrix. The basis of our Positive Impact Plan is shown in the dark blue area of the matrix below.



## Stakeholder Engagement

We have mutual, open, and transparent communication with our stakeholders, who exert a direct and indirect impact on our operations and play a key role in our success. We map and group our stakeholders to effectively manage our relationship with them and ascertain the best communication method and frequency for each group of stakeholders. We believe that sustainability can be attained with a multistakeholder structure. Hence, we participate in various associations and initiatives and assume an active leadership in working groups. As a signatory to the UNGC, the UNGC's CEO Water Mandate and Women's Empowerment Principles (WEPs), we are also involved in global initiatives.

In 2019, we have taken our cooperation with the UNGC one step further. Can Çaka, our CEO, was elected to the 2019-2022 Board of Directors at the 7<sup>th</sup> Ordinary General Assembly Meeting of the Global Compact. He also became a Board Member of the Business Council for Sustainable Development Turkey (BCSD Turkey).

**Annex 1 provides detailed information about the Stakeholder Groups and Communication with Stakeholders.**

**Information on The Future is in Tourism, The Future is in Agriculture and The Future is in Entrepreneurship programs, which we have developed in collaboration with our stakeholders, is available under the Community section of this report.**



# Ethical and Transparent Governance

Our corporate governance approach, based on transparency, responsibility, and accountability, forms the basis of the trust relationship we have established with all our stakeholders. The Board of Directors comprises 11 members, four of whom are independent. The CEO is not a Board Member. The Audit Committee, the Early Detection of Risk Committee, and the Corporate Governance Committee support the Board of Directors.

**Detailed information on the number of members and responsibilities of the Board of Directors and its Committees is available in the [Annual Report 2019 and Corporate Governance Principles Compliance Report](#).**

**You can access all policies, principles and statements [here](#).**

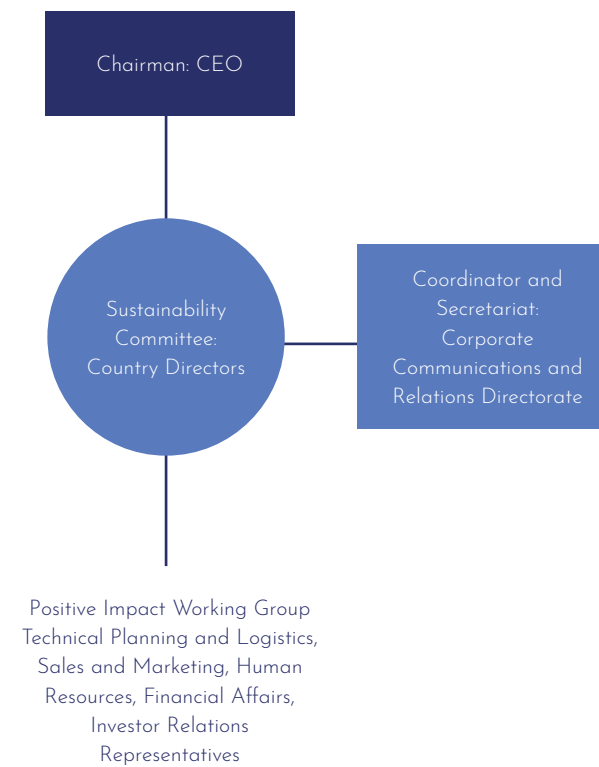
## Ethics

Anadolu Efes' Code of Business Conduct and Ethics form the basis for our sustainability projects. We regularly review the efficacy of our principles and assess all business processes in compliance with these principles. We expect all stakeholders, especially employees, distributors, suppliers, and other business partners, to comply with the principles that define the code of conduct in areas such as human rights, anti-bribery and corruption, occupational health and safety, and responsible marketing. For cases where the principles are violated, violations can be notified anonymously through the phone line assigned for each country, filling in the notification form at [www.efesethicsline.com](http://www.efesethicsline.com) or by sending an email to [efes@efesethicsline.com](mailto:efes@efesethicsline.com). An independent company reviews these tip-offs anonymously and confidentially and resolves them by taking the necessary measures. In addition, Anadolu Efes Ethics Committee reviews the breaches and decides on appropriate disciplinary actions.

In 2019, Anadolu Efes received 31 notifications regarding forgery in business and company's financial assets, abuse of office, theft, collusion with customers and suppliers, human rights, employee rights, sales figures, and data manipulation. Furthermore, our joint venture received 64 notifications via the EU InBev Efes' ethics lines. All 95 of these notifications were reviewed and resolved.

**You can access [Anadolu Efes' Code of Business Conduct and Ethics](#) here.**

## Committee Structure



## Sustainability Management

Implementing the Positive Impact Plan that we have developed to exert a positive impact on the environment, community, employees, and the value chain is possible by adopting an effective and transparent management approach.

Anadolu Efes Beer Group operates in six countries. We manage sustainability through our Sustainability Committee comprising representatives from countries in which we operate and chaired by our CEO, to create value by spreading sustainability across all our operations. The Sustainability Committee and the Working Group set the sustainability goals and performance indicators with the participation of all country directors under the CEO's management. The Committee works to enhance our sustainability performance and commitments. It also helps promoting different countries' practices.

Besides, the Working Group is responsible for supporting the Committee and implementing strategies and objectives. It continues to work on Anadolu Efes 2030 objectives.

## Risk Management

Risk management is one of the priorities for companies that aim to attain sustained growth and development and strive to achieve high performance in the long term while maintaining existing assets in the face of global competition.

We are committed to achieving sustainable profitability by spreading and minimizing economic and geographical risks so that we can adapt to the changes in consumer preferences against strong international competition using our diversified portfolio. Our risk management approach is based on determining all the risks that Anadolu Efes faces or could face. We manage the identified risks with appropriate actions, and develop and monitor several practices to maintain our competitive edge and business continuity. We have risk management and internal control mechanisms in place to protect the values of the company's assets and ensure operational efficiency and sustainability. Our entire operational management is responsible under the supervision of our Early Detection of Risk Committee, for the early detection of any risks that may endanger the existence, development, and continuance of the company; the implementation of any necessary measures against the detected risks; and the undertaking of risk management activities. The Committee convenes 4 times a year, and presents the Board of Directors with information, meeting results, and suggestions about all its work. This way, Corporate Risk Management is adopted and monitored at the highest level in the company.

Risks	Monitoring
<p><b>Financial Risks</b> Asset/liability risk, credibility, capital/debt relationship, exchange rate risk, and other risks that could directly affect the company's financial status.</p>	<p>We use performance and risk indicators as an early warning system to monitor risks and take the necessary precautions on time. The SAP ERP system integrates with all processes and monitors the results of operations instantly, eliminating human errors, thereby increasing the efficiency of the internal control system by identifying risks early.</p>
<p><b>Strategic Risks</b> Risk factors that could affect the company's sustainable growth and corporate governance structure, as well as the business and brand value such as shareholders, investor relations and mergers and acquisitions.</p>	
<p><b>Operational Risks</b> Risks that could affect all parts of the system involving suppliers and costumers and, thus, processes such as business continuity, compliance, reputation, occupational health and environmental safety.</p>	
<p><b>Natural Risks</b> Risks that could affect business continuity and safety such as fire or earthquake.</p>	<p>We invest in backup systems by establishing emergency management systems to prevent natural risks so that systems remain unaffected and data are not lost in case of an emergency. We also maintain insurance for all our facilities to minimize the risks that could occur in case of an emergency.</p>
<p><b>Customer Risks</b></p>	<p>We have activated the Guarantee-Risk Management System to monitor customer risks. Thanks to this system that sets purchasing limits on goods, we do not issue goods when customers exceed their limits.</p>
<p><b>Climate Risks</b></p>	<p>Climate change is one of the major risks affecting the supply continuity of agricultural raw materials. We consider quality, price and supply changes caused by climate change. We also monitor energy consumption and greenhouse gas emissions from all our operations for continuity of our business.</p>
<p><b>Technological Risks</b></p>	<p>We are strengthening the existing systems and processes through projects and studies on cyber attacks, information security and personal data protection.</p>

Detailed information about the internal control system can be found in the Annual Report 2019 on page 121. 

## EFES LABS



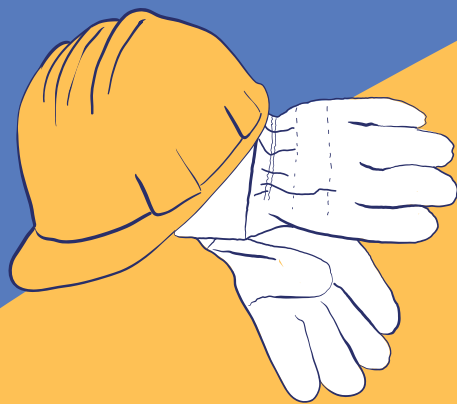
We have combined all the training and development opportunities offered to our employees under the name of Efes Labs. Efes Labs has four basic training topics: Leadership Lab includes leadership-oriented programs; Grow Lab focuses on competency-oriented training; Profession Lab offers professional expertise; and Welcome Lab addresses to new recruits.



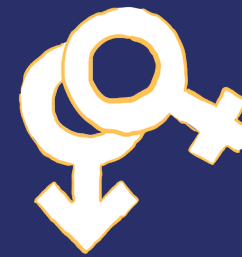
## OHS Activities



We consider providing a healthy, safe, and ideal work environment to our employees. 16 of our facilities have OHSAS 18001 Occupational Safety and Health certificates.



## Our Gender Equality Guide



We published the Gender Equality Guide to raise awareness on female participation in the workforce and gender equality.

## Internship Programs



In 2019, we used VR-based selection and placement program for the first time in Turkey. We conducted interviews after the selection and placement test with gamification features. We also have intern programmes in Moldova, Georgia and Kazakhstan.




# Our Employees

We offer an inclusive work environment that aims for a high employee engagement and equal opportunity, while respecting diversity and focusing on development.

Our talented employees are the most crucial capital that helps us accomplish our future goals. Thus, investing in our human capital is one of our strategic priorities. Today, we develop the tools and systems needed to invest in talent in all our operations in different countries, especially in Turkey, and focus on positioning ourselves as the most desirable company to work for. We offer an inclusive work environment that aims for a high employee engagement and equal opportunity, while respecting diversity and focusing on development. We base our employee relationships on our Human Resources Policy, which, in turn, is founded on justice, equality, and honesty. We operate in a broad area with an ethical and transparent management approach guided by the Anadolu Efes Code of Business Conduct and Ethics. In 2019, we focused our efforts on four areas in particular and took crucial steps in these areas.

- 1 **Acquiring, developing, and retaining talent**
- 2 **Strengthening competencies**
- 3 **Encouraging transparent communication culture**
- 4 **Creating a fun and flexible work environment**

You can access Anadolu Efes' [Human Resources Policy here](#). For Anadolu Efes' [Code of Business Conduct and Ethics](#), please click here. 

## Gender Equality

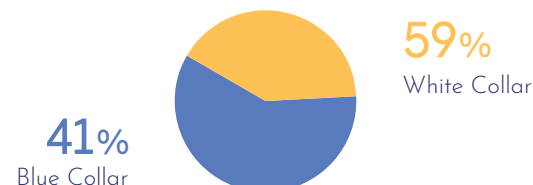


Diverse business environments stand out of the flock as it is where better decisions are made, employee satisfaction and productivity are high, and innovation comes to the forefront! We do not discriminate our 8,695 employees from different countries, primarily from Turkey, on the grounds of their cultures, thinking styles, races, religions, languages, ages, nationalities, ethnic identities, and gender in human resources processes and offer equal opportunities. We draw inspiration from the diversity of our employees and their different cultural backgrounds to ensure high customer satisfaction and augment development and innovation.

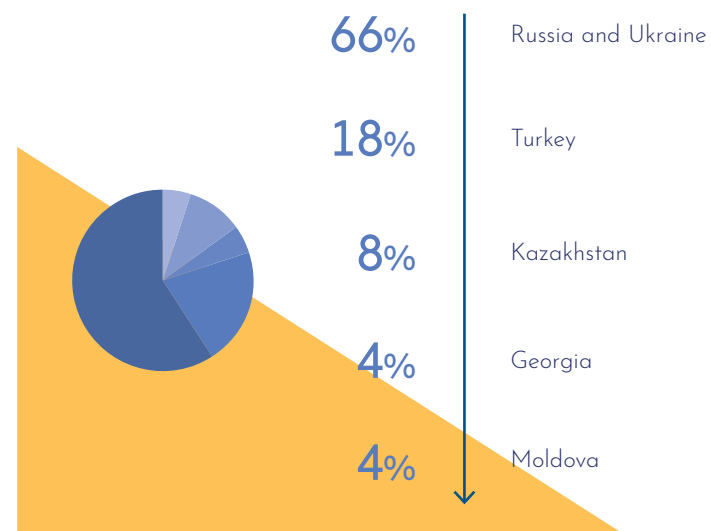
We published the Gender Equality Guide to raise awareness on female participation in the workforce and gender equality in 2019. We aim to instate this as our company guide on gender equality.

As a signatory to the UNGC and WEPs, we have committed ourselves to providing a fair and equitable working environment that respects human rights. We favor gender equality in the workplace. Besides female employment at all levels, we encourage our female employees to have a say in management. Women account for 29 percent of our employees and 36 percent of our managers.

## Employees by Category



## Employees by Country



We provide a free work environment where our employees can organize and unionize in countries where such rights are recognized. The ratio of employees working under a collective bargaining agreement was 47 percent.



1 Diversity Matters, McKinsey & Company



# Talent Management

We attach great significance to training at every stage and every level to prepare our employees for the future by focusing on the requirements of the industry and the different needs of our employees.

The core of our talent management approach is to build a teamwork-oriented, motivated, highly engaged, and highly trained workforce that functions as a team with a focus on the company's strategic objectives. We always strive to be the first and most preferred employer brand. Consistent with this approach, we aim to attract the right people to the right positions at our company and unlock their potentials through effective training and development opportunities. We attach great significance to training at every stage and every level to prepare our employees for the future by focusing on the requirements of the industry and the different needs of our employees. Accordingly, we improve our culture that encourages raising leaders, creating a common management language, and continuous learning.

### We care about our employer brand!

- We organize robust internship programs to improve our employer brand.
- We have talent back-up maps.
- We develop talent strategies for career journeys and rotations.
- We are constantly working to strengthen our employee engagement.
- We design and implement employee recognition programs to enhance our business performance.

Providing qualified training and mentoring to employees is an essential tool both to retain existing talents and increase their loyalty to the organization. A functioning talent management process is also effective for employee engagement and satisfaction.

### Efes Labs

In 2019, we have combined all the training and development opportunities offered to our employees under the name of Efes Labs. Efes Labs has four basic training topics: (i) Leadership Lab includes leadership-oriented programs; (ii) Grow Lab focuses on competency-oriented training; (iii) Profession Lab offers professional expertise; and (iv) Welcome Lab addresses to new recruits.

We provided 20 hours of training per employee on average.

### Hours of Training

	Hour/ Person	Number of Trained Employees
Grow Lab	19,164	1,080
Leadership Lab	5,584	195
Welcome Lab	1,756	407
Prof. Lab	10,193	2,139

In addition, we aim to increase the personal and professional knowledge and skills of our employees with **Inspiring Digital**, an online e-learning platform. We offer interactive training sessions through this e-learning platform and monitor our employees' attendance.



#### Leadership Lab

We organize leadership training sessions for different levels of management. We collaborate with universities to improve the scope of programs.

#### Grow Lab

We offer in-class and online training that helps mastering Anadolu Efes' competencies.

#### Profession Lab

We support the professional development of our employees. We are planning to offer the training sessions we initiated for the employees of the Technical and Marketing Directorate to other directorates.

#### Welcome Lab

We provide training to facilitate orientation processes that enable new recruits to become familiar with Anadolu Efes.





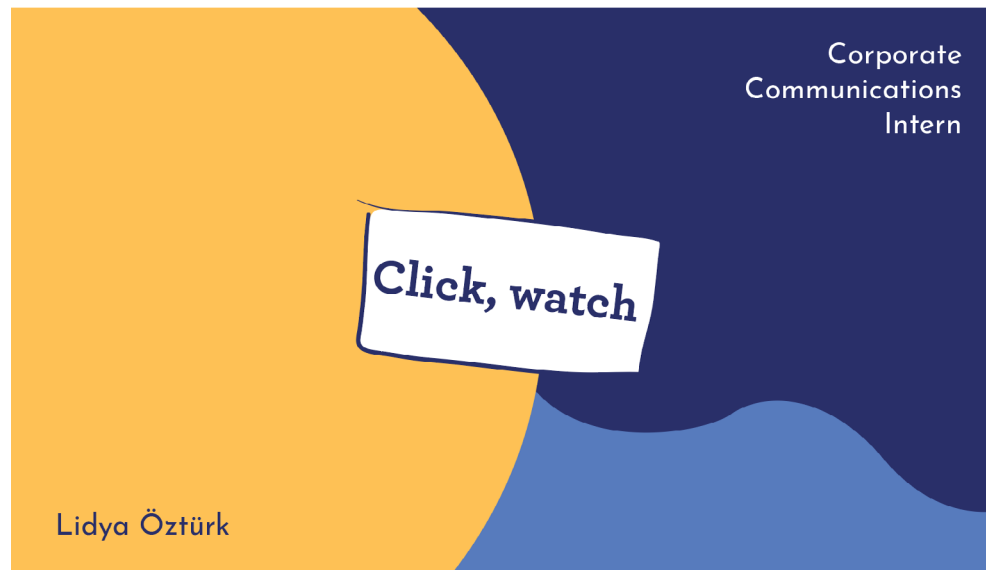
## We participated in the Young SDG Innovators Program!

We have become one of the companies participating in the Young SDG Innovators Program, organized in 10 countries by the UN Global Compact. The program aims to explain to young leadership candidates working in product and process development departments how they can incorporate Sustainable Development Goals (SDGs) into innovation processes and that SDGs can actually be business opportunities.

## Internship Program for Young Talents

Research demonstrates that both Generation Y and Generation Z will form the majority of the workforce by 2025. Thus, introducing young talents to Anadolu Efes is becoming even more important. This year, we used VR-based selection and placement program for the first time in Turkey. We conducted interviews after the selection and placement test with gamification features that was taken by 200 university students this year. Besides routine work, our interns lead a project by following the job processes they chose with their mentors.

We do our best to introduce Anadolu Efes to more young talents. We meet young talents at campuses in prominent universities in different countries, especially in Turkey, Kazakhstan, and Moldova through the Campus Programs. We also provide students with the opportunity to get to know us on career days and through factory/ experience center visits when permitted by local regulations.



**Anadolu Efes has reached 20,000 university students with events in all countries we operate in.**



## Performance Management

Measuring the employees' success with fair and standard methods and providing feedback to people by establishing an effective communication process are among the most crucial tools that enable their development. At Anadolu Efes, we set the business and development targets for our employees once at the beginning of every year with the Performance Management System, which covers all our white-collar employees, and follow these targets systematically.



**Anadolu Efes was ranked number one by university students in the TOP100 Talent Program, which was organized in 2019 by @toptalent.co, one of the leading career portals in Turkey, with its "The Perfect Internship" program.**

# Employee Engagement

Retaining talents within Anadolu Efes is one of our primary goals. We focus on increasing the engagement and satisfaction of our employees, which are our most crucial source of sustainability for our achievements. We prioritize making the business environment more dynamic and flexible in all Anadolu Efes operations.

We communicate openly and transparently with our employees. We attach great significance to the spread of an open communication culture within the company through live broadcasts, informative video messages, and regular field visits to our facilities. We use different platforms and channels to enable our employees to communicate effectively with each other. We organize several internal events to enhance collaboration and communication between different departments and units and send newsletters quarterly. We support our employees participation in volunteering activities. We provide our employees a chance to share their ideas through programs such as Anadolu Efes Entrepreneurship Workshop and Anadolu Efes Quality Circles. We listen to their suggestions on occupational health and safety at the OHS Board meetings.

We supervise employee engagement through employee satisfaction surveys. The survey we conducted last year with the participation of 91 percent of our employees working in Turkey demonstrated that our employee engagement increased by 4 points to 83 percent. To further increase this rate, we create and regularly review action plans with our employee engagement ambassadors. Owing to our hard work, our employee turnover rate decreased to 10 percent in 2019.

**The survey we conducted in 2019 with the participation of 91% of our employees working in Turkey demonstrated that our employee engagement increased to 83%.**

## Employee Engagement Volunteers Program

We aim to improve employee engagement and satisfaction through our Employee Engagement Volunteers Program with our employees from each country who volunteered to help us. Last year, 15 Loyalty Ambassadors took opinions and suggestions of 272 employees with 23 focus groups. Then, they determined the areas of improvement and created action plans. Functions and region-specific actions are implemented through our loyalty ambassadors.



Anadolu Efes Volunteers joined forces with WWF Turkey and ran **"for good"** the 41<sup>st</sup> Istanbul Marathon.



On December 5, International Volunteer Day, we held a bicycle-building workshop. Through the Association for the Support of Contemporary Life, we delivered the bicycles we built to children in need.



## Anadolu Efes Sailing Team

Sports activities are beneficial to increase the sense of belonging, decrease work stress, and increase the motivation of employees. Sailing is one of the sports that increases team spirit and promotes a culture of collaboration and cooperation. In 2010, we got the Anadolu Efes Sailing Team together to reflect our corporate culture and team spirit. Our sailing team

Anadolu Efes Sailing Team Member, Sales & Investments, Field Specialist

Click, watch

Yusuf Şendut

comprised 13 people from different departments and participated in nearly 150 competitions, including the Bosphorus Cup, Göcek Rixos Sailing Cup, Tayk Trophy, Famous Cup, TAYK and Bodrum Cup and won many prestigious awards.

**Click here to watch a video of the great day we had with the Anadolu Efes Sailing Team.**



# Occupational Health and Safety

In 2019, we provided 39,562 hours of training to our employees with a 10% increase.

We manage all our operations with the goal of zero occupational accidents and diseases.

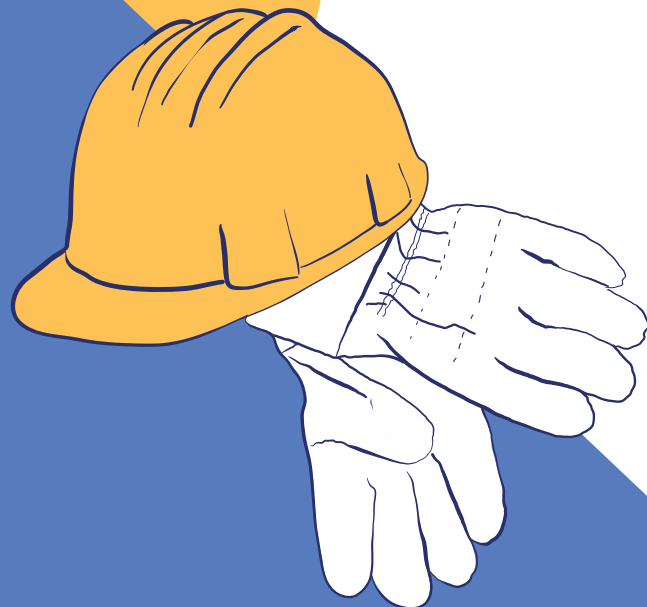
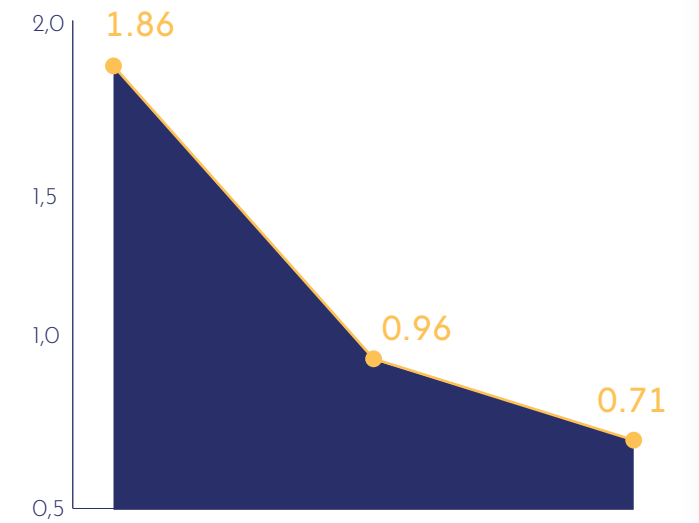
We consider providing a healthy, safe, and ideal work environment to our employees as one of our most fundamental responsibilities. We manage all our operations with the goal of zero occupational accidents and diseases, as well as create and develop a strong occupational safety and health culture. We are committed to identifying and effectively managing the occupational health and safety risks stipulated within the scope of the OHSAS 18001 Occupational Safety and Health certificate, and establishing and reviewing the objectives and programs related to these risks. As of 2019, 16 of our facilities have OHSAS 18001 Occupational Safety and Health certificates. OHS Committees that comprise occupational physicians and occupational safety experts, trade union representatives, crew leaders, and employee representatives meet and assess OHS issues every month and evaluate possible measures. The committees regularly inform the executive management about the evaluations and analyses made. In 2020, we will complete the transition to ISO 45001 Occupational Safety and Health certification at our facilities in Turkey and Kazakhstan.

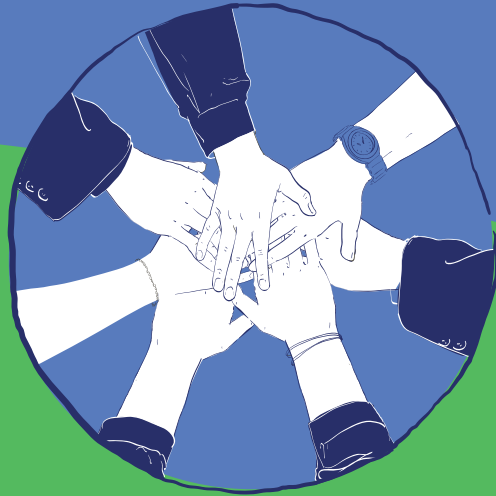
We provide regular OHS training to employees to internalize OHS culture, manage risks, and work according to the requirements of a safe work area. In 2019, we provided 39,562 hours of training to our employees with a 10 percent increase. We also ensured that our suppliers' employees receive a total of 2,337 hours of OHS training.

## My Friend is Under My Protection

We continued to implement the "My Friend is Under My Protection" award mechanism in Anadolu Efes Turkey to improve and increase the OHS awareness of our employees. As part of the program, we identified 282 cases of near-miss and risky cases, and made improvements.

## Accident Frequency Rate





## Business Plastic Initiative

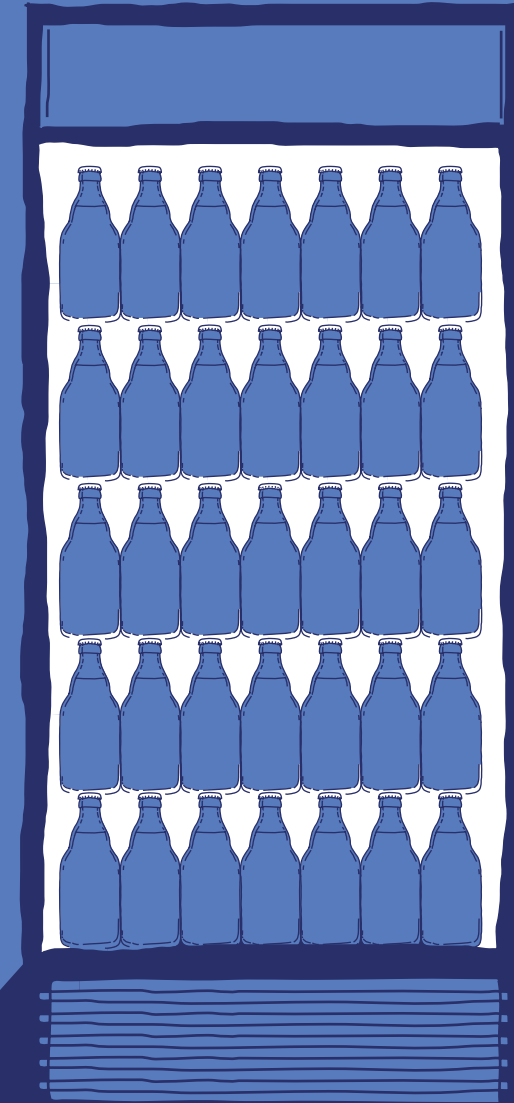


In 2019, we became a part of the Business Plastic Initiative to contribute to the fight against plastic pollution, one of the crucial environmental problems of our era.

## Energy Efficiency in Coolers



We migrate to next-generation models to increase energy efficiency and decrease greenhouse gas emissions from energy consumption. In 2019, we reduced carbon emissions per cooler by 66% compared with that in 2011.



## Water Efficiency Projects



Thanks to operational water efficiency projects, we saved 220,000 m<sup>3</sup> water and \$160,000 in 2019.

# Environment

**As a producer obtaining its raw materials from nature, environmental sustainability plays a vital role in our continued operations.**

Climate change and resource scarcity affect the agriculture and food industries significantly. As a producer obtaining its raw materials from nature, environmental sustainability plays a vital role in our continued operations. Thus, tackling climate change is one of our most material issues. Besides, we aim to implement the waste and packaging practices supporting the circular economy and managing the water risks.

We are enhancing our performance with different practices within the scope of our Positive Impact Plan, which we shaped in line with stakeholders' opinions, SDGs, and global trends. In environmental management, we comply with all local regulations in the regions in which we operate and take our corporate policy and international standards as a reference. We use ISO 50001 Energy Management System and ISO 14001 Environmental Management System certificates to manage our operations. Of note, 8 of our 22 facilities have ISO 14001 and 10 have ISO 50001 certificates. We collaborate to create solutions for environmental issues and develop projects. We are in several working groups of our stakeholders such as the Turkish Industry and Business Association (TUSIAD) and the BCSD Turkey. As a member of the Environmental Protection Foundation (ÇEVKO), we continue to support projects handling the issue of packaging waste.



In 2019, we focused on improvement efforts, such as recycling and reuse of waste water, changing lighting, renewing machinery and engines used in processes like production and washing, with an investment of nearly 16 million TRY. We provided 1,757 hours of training to our employees to enhance our environmental performance and raise environmental awareness.

## Climate Crisis



Increasing temperatures, changing rainfall regimes, and frequent extreme weather events are a major risk, especially for the agriculture and food industries. Increasing temperatures cause changes in various crops and frequent floods destroy the land, while droughts adversely affect the water resources needed for agricultural irrigation. Failure to adequately manage these risks arising from climate change could lead to significant disruptions in the functioning of industries that use agricultural raw materials, especially in the food industry.

As part of tackling climate change, which affects the continuity of our business, we monitor greenhouse gas emissions and energy consumption from all our operations. We share all our operations' performance via sustainability report and Turkey operations performance via Carbon Disclosure Project (CDP) transparently. We prefer highly efficient technologies to decrease our emissions and energy consumption. This year, we decreased greenhouse gas

emissions by switching from LPG forklifts to electric forklifts in Adana, Izmir, and Ankara breweries.

With the help of our various efficiency and improvement activities, we saved 37,126 MWh of energy and prevented the emission of 613 tons of CO<sub>2</sub>. We saved nearly 7.5 million TRY in costs thanks to our projects.

## Energy Efficiency in Coolers

We ensure that our products are cooled at the consumption locations so that we serve consumers with the best-quality and ideal tasting conditions. We migrate to next-generation models to increase energy efficiency and decrease greenhouse gas emissions from energy consumption. We are rapidly decreasing the carbon footprint of our coolers. In 2019, we reduced carbon emissions per cooler by 66 percent compared with that in 2011.



## Water Risks and Management

Along with the water risks, such as changing rainfall regimes and drought, growing populations and economic development of countries are rapidly increasing our water consumption. The amount of freshwater we can use directly is fixed and low, which warrants more efficient water use. It is crucial to develop new projects and technologies to implement practices that promote productivity and reduce consumption. Taking these measures quickly is imperative, especially in areas facing water scarcity.

Our production processes, primarily barley and hops agriculture and packaging, require huge amounts of water. At Anadolu Efes, we determine the processes that utilize high amounts of water and strive to enhance our performance. Accordingly, we focus primarily on water efficiency practices and monitor our progress by setting targets.

Besides productive agricultural practices, we develop different projects and applications to reduce water consumption. Water management is now one of the indicators of our executives' individual performances. We monitor processes effectively to ensure our executives improve the processes they are in charge of.

We continue to invest in efficiency projects, such as water recycling, fixing of water leakages, recovery via reverse osmosis, and optimization of existing water lines, to decrease the amount of water consumed per product produced. Thanks to operational water efficiency projects, we saved 220,000 m<sup>3</sup> water and \$160,000 in 2019.

**We were the first Turkish company to sign the UNGC's CEO Water Mandate initiative in 2014, which brings the business world leaders together to generate sustainable solutions in the area of water.**

## Circular Waste and Packaging Management



Environmental pollution continues to increase rapidly every year. Wastes that are not stored or recycled regularly adversely affect life, especially water resources. Thus, applications to decrease waste and support the circular economy must be developed and the effects of packaging must be calculated and managed throughout the value chain.

At Anadolu Efes, we aim to decrease the amount of waste generated by our operations and improve our recycling rate. Accordingly, we are working on practices that will contribute to the circular economy and support the reduction and reuse of waste in all our operations.

We conduct activities to decrease the adverse environmental impact of packaging wastes emerging because of our products. We develop innovative

approaches to reduce the impact after consumption. We support the circular economy by increasing the use of recyclable materials and decreasing the weight of our packaging. We reduce raw material and energy consumption for logistics by decreasing the thickness of packaging and optimizing pallets used to carry products as we achieve financial savings.

### Anadolu Efes Turkey's Can and Can Pop Tab Reduction Project

*We are attempting to reduce packaging waste and environmental impact. With the Can and Can Pop Tab Reduction Project we conducted at Anadolu Efes Turkey, we attained a reduction of 10 tons of cans and 100 tons of can pop tabs over the past three years.*

### Eco-friendly Beer Mats

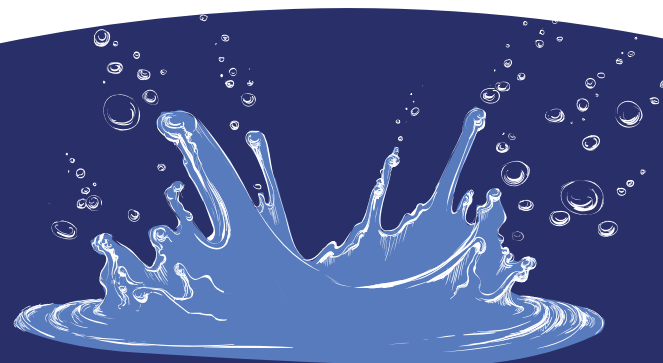
*We work closely with universities, suppliers, and entrepreneurship ecosystem to find eco-friendly solutions. One of the start-ups that we collaborate with is Biolive. With Biolive, we focus on developing beer mats made from olive seeds instead of plastic.*

### Electric Forklift Project

*This year, we eliminated our motor vehicle emissions and thus decreased our greenhouse gas emissions by switching from LPG forklifts to electric forklifts in our Adana, Izmir, and Ankara breweries. Through this project, we switched to a technology that allows us to reduce our environmental impact as well as lower our costs.*

### Anadolu Efes Russia's Water Resources Renewal Project

*Anadolu Efes Russia strives to renew water resources to ensure that local people have access to clean natural water in the regions we operate in. We have renewed over 80 resources over the past nine years as part of our project, which aims to create a common sense of responsibility for the conservation of natural water resources.*



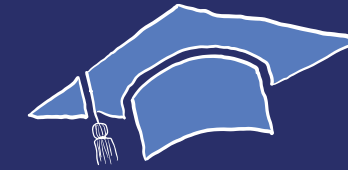
## Food Safety

In all operations, we are producing in compliance with the ISO 9001 Quality Management System, the ISO 22000 Food Safety Management System, and the HACCP standards.



## Dealer and Distributor Trainings

We help our dealers and distributors to harness their competencies through Anadolu Efes Turkey's Sales Academy. In this context, we provide training sessions for our 570 dealer employees.



## Seed Development

To date, we have developed and registered 17 barley seeds and seven hops species.



# Our Value Chain

**By implementing joint projects with our suppliers and dealers, we support local socioeconomic development.**

We produce in six countries and export our products to over 70 countries. We aim to strengthen all the stakeholders in our value chain that covers a large impact area, sustain the land that is our source of raw materials, protect our customers and consumers, and always offer safe, high-quality products. By implementing joint projects with our suppliers and dealers, we support local socioeconomic development.

We supply the majority of the main raw materials needed for our production from the soil. The climate crisis, which exerts a significant impact on business operations, is putting a serious pressure on agricultural production as it triggers extreme weather events and water risks. Thus, we support the development of our farmers, whom we consider as our business partner, to bring sustainable agriculture practices to life, and use technological tools in agricultural production. We inform our farmers about efficiency and decreasing environmental impact.

In 2019, we bought barley from 2,600 farmers and hops from 390 farmers, 240 of which are contracted. The share of the payments we make to our local suppliers in total payments is 88 percent.

## Supporting Sustainable Agriculture and Farmers



Our sustainable agriculture practices are based on securing the supply of raw materials, as well as supporting local development by empowering farmers. In addition, we aim to protect the soil and today's resources for future generations by reducing the environmental impact of agriculture. We encourage planned and efficient agriculture by implementing the Contract Farming Model. Our farmers plan their production based on the amount we commit to buy. This ensures sustainability in our supply chain. We provide the certified seeds we developed at our R&D facilities to our growers so that we can avoid external dependence on seeds. These seeds augment agricultural productivity and increase farmers' profitability and, thus, their prosperity. We also provide farmers with training and funding for sustainable agriculture techniques.

We have performed R&D and innovation activities since 1982 to develop sustainable agricultural projects and ensure the continuation of a raw material supply that fulfills the highest quality and safety standards. To date, we have

developed and registered 17 barley seeds and seven hops species. In 2019, we provided our growers with nine certified seeds. We provided 150 hours of training to our barley manufacturers in Turkey on irrigation, fertilization, and soil cultivation.

Our collaborations with multiple stakeholders, including the Ministry of Food, Agriculture and Livestock, various universities, TUBITAK, and the local administrations, play a vital role in our efforts.

### The Future is in Agriculture: Smart Agriculture Project

*We initiated the Future is in Agriculture project in partnership with the WWF Turkey in 2018. Our objective is to become the first company in Turkey to produce its own raw materials by using smart agricultural practices. With this project, we aim to increase the efficiency of barley and hops agriculture, empower the farmers, and decrease the environmental impact of agriculture. We focus on attaining the highest efficiency and quality from the unit area, reducing the use of chemicals in agricultural production, and promoting eco-friendly agricultural practices to ensure the future of raw materials and maximize the positive impact on our value chain.*

You can access further information on the project in the Community section. 



**To date, we have developed and registered 17 barley seeds and seven hops species.**

With our Russian partner AB InBev, we implement the SmartBarley project to develop new barley species. As of 2019, trials are under way to develop four new barley species. We provided training to farmers in our Russian operations on new barley types, fertilizer use, quality requirements, the scope of the Contract Farming Model, and cost management (seven hours/person).



## Responsible Sourcing

We work together with over 8,600 suppliers and 865 dealers and distributors taking part in our value chain. We attach great significance to suppliers, dealers, and distributors embracing the responsible business conduct of Anadolu Efes to enhance our positive impact on this broad stakeholder ecosystem. All our suppliers are obliged to comply with the Supplier Working Principles. We also provide training sessions for our suppliers.

We help our dealers and distributors to harness their competencies through Anadolu Efes Turkey's Sales Academy.

**570** → **139** → **293**  
persons      days      hours

## Supplier Evaluation



We expect our suppliers to follow the Supplier Working Principles. Our supplier evaluation procedure guides us through every stage from selection to assessment. We calculate the risk scores of the suppliers that we evaluate based on criteria such as prices, quality, delivery, and service. As part of our supplier risk assessment that includes two steps, financial and operational analysis, we categorize suppliers into three groups, namely Strategic, Regular and Operational Suppliers. We create action plans for suppliers by considering a certain score scale as part of the risk score assessment.

## Quality and Food Safety

As we deliver our products to millions of people in over 70 countries, our priority is quality and food safety. We apply international quality and safety standards to offer products at the highest quality that always have the same taste to our consumers.

In all operations, we are producing in compliance with the ISO 9001 Quality Management System, the ISO 22000 Food Safety Management System, and the HACCP standards. Thanks to our advanced production technologies, we always fulfill the demands of our customers at a high standard as we consider food safety our primary responsibility.

## Responsible Marketing

We market our products to millions of consumers worldwide with a responsible approach. We comply with the sales and marketing limitations required by legal regulations, as we motivate consumers to consume consciously with our communication practices. We expect all our employees, as well as our dealers and distributors, who are our field representatives, to comply with Anadolu Efes' Marketing Communications Policy.

## Sober Efes Driver Application

*We aim to prevent traffic accidents caused by drunk driving with the Sober Efes Driver application, which was launched by Anadolu Efes Kazakhstan in 2013. We offer a drop-off service by our drivers at certain restaurants and bars in Almaty, where the application is in place. The project has reached nearly 100,000 people so far.*

## International Alliance for Responsible Drinking (IARD)

*The multistakeholder project Don't Drink and Drive, initiated by the International Alliance for Responsible Drinking (IARD) in Russia, provides lectures on the effects of driving under the influence of alcohol in driving schools. As a stakeholder, Anadolu Efes Russia has collaborated with over 155 driving schools and helped raise awareness among more than 50,000 drivers about responsible alcohol consumption.*



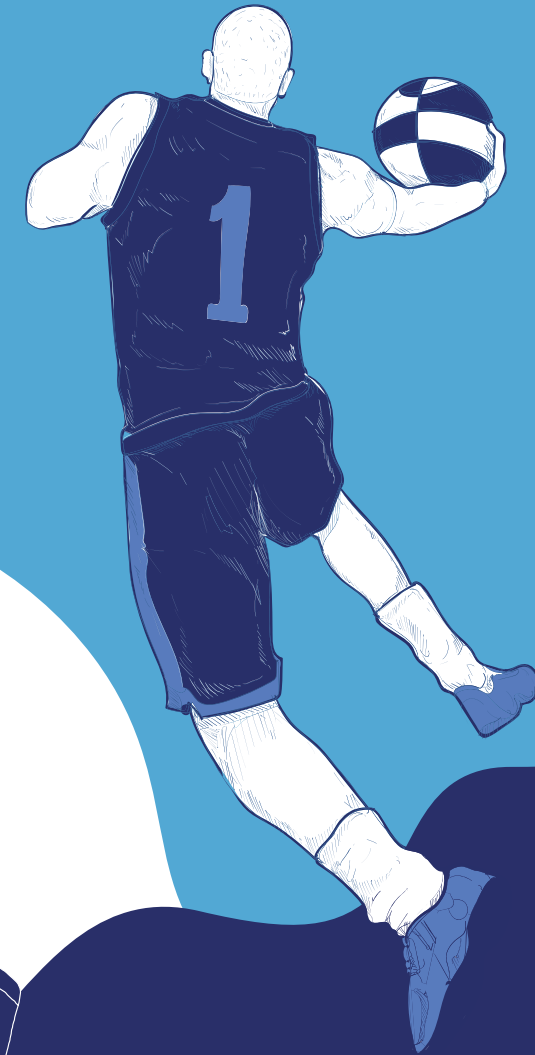
## Future is in Tourism

We supported 16 projects under The Future is in Tourism project. We reached out to nearly 200,000 people through the projects we supported and created direct or indirect employment for 300 women. In addition, we supported 500 NGOs and collaborated with 23 universities.



## Sports

We continue to support sports by Anadolu Efes Sports Club



## Future is in Entrepreneurship

In 2019, we continued to support entrepreneurs through various platforms such as Accelerate 2030 and ITU Cekirdek.



## Culture and Arts

We support culture and arts 33 years continuously.



## Smart Agriculture

In collaboration with WWF Turkey, we are expanding eco-friendly agricultural practices that will enhance agricultural productivity. Thanks to this project, our farmers enhanced the productivity up to 43% in barley agriculture and 49% in hops.



# Contributing to the Local Economy

**We view enriching the community as the key to long-term success. We contribute to economic growth and employment in the countries in which we operate and also prioritize local development. Through various investments with social benefit, we broaden our impact area and create common value related to our activity areas. We contribute to the Sustainable Development Goals with the projects we execute for social development.**

We contribute to the local economy by working with local suppliers and creating employment as part of our value chain. By supporting sustainable tourism, we aim to unlock Turkey's tourism potential and create new jobs. We continue our R&D efforts with sustainable agriculture practices. We also provide training and funding to farmers, as well as expand the production of barley and hops seeds we have developed. We encourage the emergence of innovative ideas by supporting the entrepreneurship ecosystem in our country.



## The Future is in Tourism



With "The Future is in Tourism" project we have been executing with the Ministry of Culture and Tourism and the UNDP since 2007, we aim to utilize sustainable tourism as an alternative sustainable development tool and promote entrepreneurship in the development of local models.

**The book which featured articles of faculty members from 70 different countries, cited "The Future is in Tourism" the best sustainable tourism practice, and Anadolu Efes as an exemplary institution.**



In 2019, "CSR 2.0 Approach to Corporate Governance," which featured articles of faculty members from 70 different countries, cited "The Future is in Tourism" the best sustainable tourism practice, and Anadolu Efes as an exemplary institution.

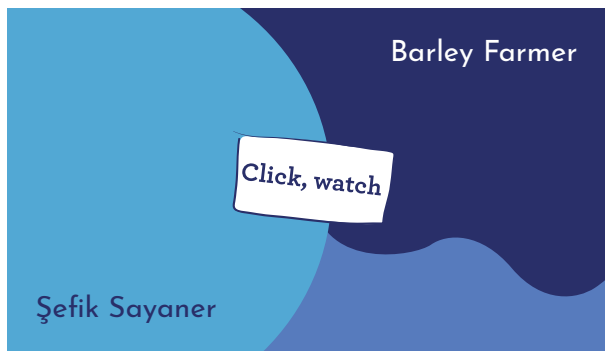
In the first five years of the project, we focused on a tourism-based project centered in the Çoruh Valley in Eastern Anatolia. Since 2013, we have provided funding for three projects every year, as well as consultancy, mentorship, and communications support and ensure the applicability and sustainability of the projects. We supported 16 projects under The Future is in Tourism project. We reached out to nearly 200,000 people through the projects we supported and created direct or indirect employment for 300 women. In addition, we supported 500 NGOs and collaborated with 23 universities.

You can watch the video on our Future is in Tourism projects by clicking here. 

## The Future is in Agriculture



We develop barley and hops seeds through the R&D works performed at our "Agricultural Product Development Department," since 1982 under the Future is in Agriculture project. We provide training and funding to the growers to spread the production of those seeds. "With the Future is in Agriculture" project, we ensure the supply of agricultural raw materials from local growers, and through R&D, develop drought-resistant products which require less water and energy consumption. As such, we aim to encourage eco-friendly agricultural practices that will enhance agricultural productivity.



### "The Future is in Agriculture" Smart Agriculture Project

We initiated the Smart Agriculture project in partnership with the WWF Turkey in 2018. Our objective is to become the first company in Turkey to produce its own raw materials by using smart agricultural practices. Through this project, we aim to encourage young growers to implement and spread the use of smart and eco-friendly agricultural

practices. As part of the pilot project, we measure the benefits of smart and eco-friendly field applications on a land that is as large as 150 football fields. Thanks to this project, our farmers enhanced the productivity up to 43 percent in barley agriculture and 49 percent in hops. We can collect in real time the data about soil moisture, soil temperature, relative moisture, and temperature values from our growers' fields using smart agriculture practices such as **Soil And Air Sensors, Field Health Monitoring Through Satellite** and **Digital Soil Analyzer** and measure and record them regularly. Thanks to technologies providing information, such as plant growth models, plant disease warnings, irrigation recommendations for irrigation fields, drought monitoring for non-irrigated fields, we make the lives of the growers easier and decrease environmental impact. Our farmers can access information instantly from their mobile phones and take the necessary steps. This way, they only activate irrigation systems when necessary and decrease water consumption. In addition, this technology helps preventing disturbances, such as contamination of underground water sources, caused by excessive fertilizer use and spraying.

In 2019, our "The Future is in Agriculture" Smart Agriculture Project was awarded in two categories in the 18<sup>th</sup> Golden Compass Award ceremony.

- We received Alâeddin Asna Corporate Governance Responsibility, Consistency & Continuity Special Award, which is given to promote the professional values and vision of Alâeddin Asna, PhD, founder of the Turkish Association of Public Relations Agencies.
- The Future is in Agriculture project received an award in the Corporate Governance Responsibility - Agriculture category.



## Hops Harvest

In 1971, we started producing hops that give our products their characteristic aroma in Bilecik, Pazaryeri, the only place where hops are grown. We produce seven types of hops registered to Anadolu Efes with our contract farmers. We aim to increase agricultural productivity with our smart agricultural practices. We were in Bilecik, Pazaryeri, for this year's hops harvest. After harvesting, we assessed the production processes at our processing facility.

You can watch the 2019 hops harvest by [clicking here.](#)



## The Future is in Entrepreneurship



As we believe that young people and innovative ideas should be encouraged, we support the entrepreneurship ecosystem. In 2019, we continued to support entrepreneurs through various platforms.

### Accelerate 2030 Global Program

We were the main sponsor of Accelerate2030, which scales social initiatives that contribute to the 2030 Sustainable Development Goals. This program was launched in 2019 for the first time in Turkey. The program we performed in collaboration with the UNDP and Impact Hub received over 70 applications in its first year. Joon, Biolive, Tolkido, and Naturanas took their places among the finalists and joined an intensive six-month training program to accelerate their initiatives. At the end of four months, Biolive, which produces natural bioplastic granules from olive seeds, ranked among the 10 finalists in the global competition and became the only Turkish initiative that represents Turkey at the Global Scaling Week Summit. As a company that supports social entrepreneurs, we collaborated with Biolive and started working on producing packaging and beer mats with materials that has low environmental impact.

[Click here to watch the jury event of the Accelerate 2030 Program, which was performed in collaboration with Anadolu Efes, @impacthubist and @undpturkiye.](#)



**We ended the year with an award At the 11<sup>th</sup> Corporate Social Responsibility Summit, organized to award local solutions and collaborations that aim to attain the global goals, we received the Platinum Award for the “Accelerate 2030” program, which demonstrates our commitment to social entrepreneurship and collaboration.**



### İTÜ Çekirdek

We are one of the main stakeholders of İTÜ Çekirdek, one of the five largest incubation centers in the world, since 2018. Every year, we fund three different start-ups with the Anadolu Efes Special Award as part of İTÜ Çekirdek's Big Bang Start Up Challenge and our volunteer employees mentor to entrepreneurs.

To date, we have funded TL 300,000 totally to 6 entrepreneurs.

In 2019, we supported @blindlook.tr, which provides visually impaired with access to restaurants and their menus, Stage Online, that makes theater accessible for everyone, and @ecordingmapp which offers a quick and technological solution to planting forests with the drone “ecoDrone”.

[Click here to watch the pleasant moments of the Big Bang Start-Up Challenge.](#)

### Entrepreneurship Workshop

We established the Anadolu Efes Entrepreneurship Workshop to take intrapreneurship one step further and encourage employees. Our employees can record their entrepreneurial ideas in the project database of the Workshop. Every year, 10 employees get the chance to join the Anadolu Efes Entrepreneurship Acceleration Program. In the Entrepreneurship Acceleration Program, project owners set up their teams and work on their ideas for eight weeks with experts and mentors. Those who successfully complete the program move to the next phase, which is the Incubation Program. In this phase, employees execute a pilot project within three months and after completing the necessary tests, their projects are ready to be introduced.



### Two Awards with Pubinno

We have been working with Pubinno, a local enterprise that produces smart presentation materials for businesses using artificial intelligence technologies, since the company came up with this innovative idea. Pubinno develops solutions that enable businesses to serve our products at the right amount and right temperature every time. We received the “Most Effective Company/New Start-Up Collaboration” award with Pubinno at the Corporate & Startup Day organized by Özyeğin University, Endeavor Turkey, TOBB Young Entrepreneurs Board, Entrepreneur Organizations Platform and Bizz Consulting. Furthermore, we received the first prize in the “Inventors” category with Pubinno's AI-Based Smart Tap project that also won the “Most Digital Project” title at Anadolu Group's An Idea Festival, where successful projects of the group's company are presented.



### Anadolu Efes Kazakhstan's Save The Nature Project

*We raised and released 25 steppe eagles to nature, the symbol of Kazakhstan's landscape as part of the project. As a result, the number of eagles increased four times in the Almaty region. We aim to execute this successful project on the national level.*

# Social Investments

## Culture and Arts

### 33 Years of Cooperation with Istanbul Foundation for Culture and Arts (IKSV)

Our collaboration with the Istanbul Foundation for Culture and Arts, which has played a crucial role in Istanbul's cultural and artistic life started in 1987 and still continues.

We support Istanbul Film Festival, Istanbul Jazz Festival, Istanbul Theater Festival, Istanbul Biennial, Istanbul Design Biennial and Salon IKS.



### 28 Years of Support for Theater

We have been supporting Turkey's leading theaters such as Çolpan İlhan & Sadri Alışık Theater, Eskişehir Metropolitan Municipality City Theaters, Oyun Atölyesi and DasDas since 1992, when we first sponsored Evita Musical in Istanbul. We have staged over 1,000 plays, including "The Rich One's Kitchen", in which esteemed actor Şener Şen takes the stage.

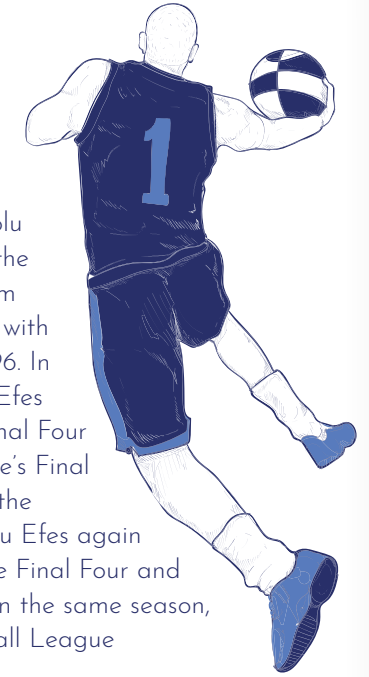


### Anadolu Efes Mavi Sahne

Mavi Sahne Platform we built at DasDas, the heart of culture and art in Istanbul, allows young actors to stage their plays as it also offers stage performances for university students at an affordable price. Mavi Sahne hosted 35 shows staged by young actors and welcomed 7,000 theater lovers, 4,000 of whom were university students in the last two seasons.

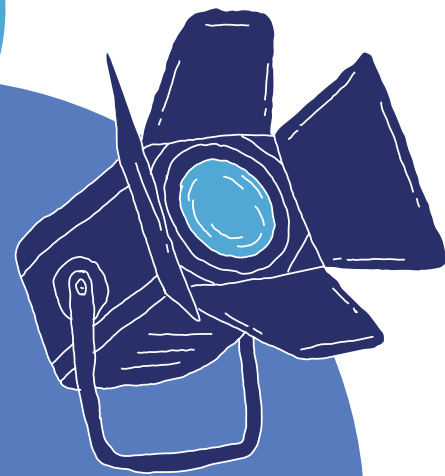
## Sports

### Anadolu Efes Sports Club



Established in 1976, Anadolu Efes Sports Club became the first Turkish basketball team that won a European Cup with the FIBA Korac Cup in 1996. In 2000 and 2001, Anadolu Efes played the EuroLeague Final Four and the FIBA SuproLeague's Final Four and finished third. In the 2019-2020 season, Anadolu Efes again made it to the EuroLeague Final Four and finished as the runner-up. In the same season, it won the Turkish Basketball League championship.

Anadolu Efes is the first Turkish team that played 400 EuroLeague matches. It has 14 Turkish Basketball League championships, 11 Turkish Cups and 12 President's Cups, making it the most cup-winning basketball team in each of these leagues.

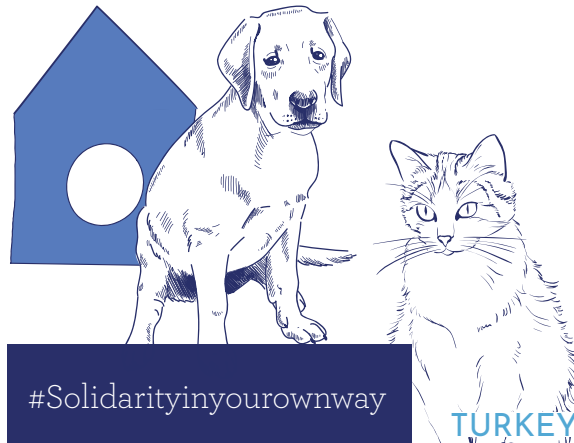


# Our Social Investments During the COVID-19 Period

#Solidarityisbettertogether

TURKEY

We allocated 1 million TRY to support the food & beverage and entertainment industry employees affected by COVID-19 as part of the "Solidarity is Better Together" campaign we organize with Ahbap Platform. We provide shopping cards to thousands of industry workers, such as waiters, cooks, bussers and bartenders, who contributes greatly to the industry. At first, we announced that we would support 5,000 employees in the industry. But then, thanks to the contributions of our employees, we increased this number to nearly 7,000.



#Solidarityinyourownway

TURKEY

With food and drinks businesses in lockdown, stray animals started having trouble finding food. Therefore, we started feeding stray animals and provided cat and dog houses.

With the contribution of 150 animal-lover package stores, we initiated the "Solidarity in Your Own Way" movement. We gave 5 kg of feed for every 1 kg provided by package stores and donated approximately 8 tons of food to stray animals in collaboration with Ahbap Platform. We also built 1,000 houses for cats and dogs.

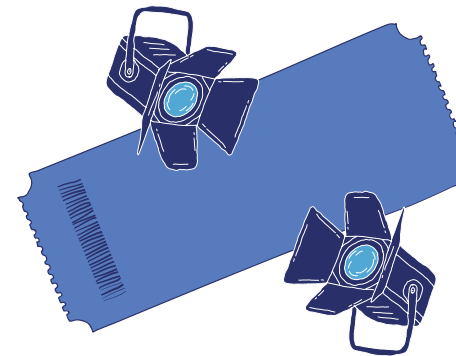
KAZAKHSTAN

We supported 2,000 entertainment and catering workers in Almaty and Astana. We delivered masks to our dealers.

#WeReservedYourSeat

TURKEY

We have been supporting culture and art since 1987. As we know that we can stick better together during the COVID-19 pandemic, we support #WeReservedYourSeat campaign initiated by the Theater Cooperative.



GEORGIA

We supported 500 people who lost their jobs in the entertainment and catering industry. We also sent soft drinks to over 70 infection hospitals and supplied disinfectant materials to the hospitals for two months.



#NeedsMap

TURKEY

Through Festtogether, Turkey's first sustainable music festival, we have contributed to meeting the needs listed on Needs Map, especially the needs of health sector. In addition, we fulfilled the technology device needs of students as they switch to distance learning, and the needs of performing arts workers and technical workers in the music industry.

MOLDOVA

We distributed 1,000 liters of disinfectant to be used in public transportation in Chisinau. We contributed to the state pandemic fund. We sent soft drinks to the City Hospital.

# Annexes

## Annex 1: Our Stakeholder Groups and Communication with Stakeholders

Stakeholder Group	Stakeholder Group Method of Communication	Communication Frequency
<b>Employees</b>	Online live broadcasts, video messages, employee volunteering activities, field visits, satisfaction surveys, trimestrial bulletins, intranet portal, Anadolu Efes Quality Circles, events, OHS Board meetings, annual and sustainability reports, websites and regular information emails about our actions.	Always
<b>Governmental Institutions</b>	Meetings and conferences, annual and sustainability reports, websites, one-on-one meetings, registered electronic mail (REM) system, via NGO Working Groups.	Weekly
<b>Distributors and Dealers</b>	Online live broadcasts, video messages, one-on-one meetings, annual and sustainability reports, websites, dealer portal, joint projects and communication line	Always
<b>Suppliers</b>	One-on-one meetings, audits and training, annual and sustainability reports, websites.	Monthly
<b>Associations and NGOs</b>	Collaborations, meetings, working groups, seminars, and conferences, annual and sustainability reports, websites, one-on-one meetings.	Always
<b>Shareholders, Investors, and Analysts</b>	General shareholders' meetings, material event disclosures, press releases, one-on-one meetings, correspondences, conferences, intermediary institution/bank reports, periodic briefings, annual and sustainability reports, websites, stakeholder analysis.	Always
<b>Universities</b>	Internship programs, career days, conferences, websites, and annual and sustainability reports.	Always

## Annex 2: Association and Initiative Memberships and Participations

Manufacturers and Importers Association of Alcoholic Beverages (ALKİDER)  
 The American Business Forum in Turkey (AmCham Turkey/ABFT)  
 The Beer and Malt Producer' Association (BMUD)  
 The United Nations Global Compact (UNGC)  
 The Brewers of Europe (BoE)  
 ÇEVKO Foundation  
 The Foreign Economic Relations Board of Turkey (DEİK)  
 The Ethics and Reputation Society (TEİD)  
 Food Retailers Association (GPD)  
 Food Supplement and Nutrition Association (GTBD)  
 The Public Communications and Corporate Relations Management Association (KİYED)  
 Corporate Relations Institute  
 Corporate Communicators Association (KİD)  
 Private Sector Volunteers Association  
 Business Council for Sustainable Development Turkey (BCSD - Turkey)  
 Sustainability Academy  
 The Turkish Industry and Business Association (TUSIAD)  
 Turkish Researchers' Association (TUAD)  
 Federation of Food and Drink Industry Associations of Turkey (TGDF)  
 The Quality Association of Turkey (KalDer)  
 The Corporate Governance Association of Turkey (TKYD)  
 The Union of Chambers and Commodity Exchanges of Turkey (TOBB)  
 The Turkish Seed Industry Association (TURKTED)  
 The International Investors Association (YASED)



## Annex 3: Working Groups

Association	Working Groups
TUSIAD	High Advisory Board
	Economy Policies Round Table
	Industrial Transformation Round Table
	Service Transformation Round Table
	Sustainable Development Round Table
	Entrepreneurship Round Table
	Global Affairs and EU Round Table
	Digital Economy Round Table
	Investment Environment Round Table
	The Intellectual Rights and R&D Working Group
	The Banking Working Group
	The Tourism Working Group
	The Retail Working Group
	The Industry 4.0 Working Group
	The Employment and Social Security Working Group
	The Gender Equality Working Group
	The Energy Working Group
	The Food, Beverages and Agriculture Working Group
	The Legal Reform Working Group
	The Competition Law Working Group
The Corporate Law Working Group	
YASED	The Food, Agriculture, and Healthy Living Sub-Working Group
	The Retail Working Group
	The R&D and Innovation Working Group
	The Fast Moving Consumer Goods Working Group
	The Law and Industrial and Intellectual Property Rights Working Group
The American Business Forum in Turkey	The Public Relations
	Investment Environment
TOBB	Sustainability
	Alcoholic Drinks Sub-Committee
	Turkish Beverage Industry Assembly

Association	Working Groups
BMUD	
European Foundation for Alcohol Research (ERAB)	
The Brewers of Europe (BoE)	
BCSD Turkey	The Sustainable Agriculture and Food Access Working Group
Corporate Communicators Association	
Ethics and Reputation Society	
Private Sector Volunteers Association	
Sustainability Academy Turkey	
The Corporate Governance Association of Turkey (TKYD)	
Federation of Food & Industry	
Associations of Turkey (TGDF)	
Food Supplement and Nutrition Association (GTBD)	
Manufacturers and Importers Association of Alcoholic Beverages (ALKİDER)	
ÇEVKO Foundation	
Turkey Quality Association	
Corporate Relations Institute	
Global Compact	
British Trade Office in Turkey	
KİYED - The Public Communications and Corporate Relations Management Association	
DEIK	China, Georgia, Iran, Kazakhstan, Romania, Germany and Iraq

## Performance Indicators

### Environmental Performance Indicators

Energy Consumption (MWh)	2017	2018	2019
<b>Buildings fuel &amp; electricity</b>	<b>799,144</b>	<b>1,304,949</b>	<b>1,312,806</b>
Electricity purchased	221,549	355,417	337,387
Natural gas	576,886	948,656	974,710
Generator (diesel)	709	877	710
<b>Vehicle fuel</b>	<b>41,865</b>	<b>43,230</b>	<b>22,842</b>
Diesel	14,088	14,310	13,764
Gasoline	16,898	8,314	7,465
<b>Renewable Energy (Biogas)</b>	<b>3,911</b>	<b>4,248</b>	<b>10,446</b>
<b>Total Energy Consumption</b>	<b>841,008</b>	<b>1,348,180</b>	<b>1,346,096</b>

Greenhouse Gas Emissions (ton CO <sub>2</sub> e)	2017	2018	2019
Scope 1	133,899	211,242	214,014
Scope 2	98,996	149,413	142,093
<b>Total</b>	<b>232,895</b>	<b>360,656</b>	<b>356,107</b>
Scope 3 (Services and flights)	244*	713	776

\*Only services are included.

Malt Production	2017	2018	2019
Energy Intensity (kWh/hl)	349	552	834
Carbon Intensity (kgCO <sub>2</sub> e/hl)	94	143	201

Beer Production	2017	2018	2019
Energy Intensity (kWh/hl)	35	41	36
Carbon Intensity (kgCO <sub>2</sub> e/hl)	9	11	9

Water Consumption (m <sup>3</sup> )	2017	2018	2019
Municipal water	5,665,043	6,932,048	5,941,134
Underground water	3,324,583	6,948,530	7,039,996

Total Water Consumption (m <sup>3</sup> )	2017	2018	2019
Beer Production - Water Intensity (m <sup>3</sup> /hl)	0.38	0.43	0.37
Malt Production - Water Intensity (m <sup>3</sup> /ton)	6.29	5.40	6.12

Recycled and waste water quantity (m <sup>3</sup> )	2017	2018	2019
Recycled and reused water	157,515	147,445	202,606
Waste water	6,674,787	8,955,497	6,353,833

Amount of hazardous waste (ton)	2017	2018	2019
Total hazardous waste	45,581	7,909	1,064
Sent to landfill	20	126	10
Electronic waste	65	85	133
Recovered as energy	4	27	0.5
Reused	314	536	4
Other	874	7,203	717

Amount of nonhazardous waste (ton)	2017	2018	2019
Total non-hazardous waste	105,082	470,267	225,308
Sent to landfill	4,003	6,664	6,970
Recycled	17,545	391,561	154,596
Recovered as energy	910	1,415	882
Reused	19,656	7,845	0.5
Other	57,739	62,482	51,684

The brewery in Russia received an environmental penalty of \$3,402 for delaying to fulfill the license requirements for groundwater use. Accordingly, the license has been renewed and no adverse environmental effects have been observed.

## Social Performance Indicators

Employees by Gender	2017		2018		2019	
	Female	Male	Female	Male	Female	Male
Number of Employees	1,307	3,998	1,777	5,082	2,530	6,165
Total	5,305		6,859		8,695	

Employees by Category	2017		2018		2019	
	Female	Male	Female	Male	Female	Male
Blue Collar	303	1,878	305	2,521	422	3,103
White Collar	1,004	2,120	1,472	2,561	2,108	3,062
Total	5,305		6,859		8,695	

Collective Bargaining Agreement (CBA)	2017		2018		2019	
	Female	Male	Female	Male	Female	Male
Employees under CBA	127	896	517	2,177	1,188	2,926

Executives based on Gender and Age	2017		2018		2019	
	Female	Male	Female	Male	Female	Male
Age 50 and over	6	10	16	25	52	79
Age 30-50	51	87	237	405	687	1,379
Age 30 and under	3	2	27	30	191	226
Total	159		740		2,614	

New Recruits based on Gender and Age	2017		2018		2019	
	Kadın	Erkek	Kadın	Erkek	Kadın	Erkek
Age 50 and over	5	6	2	12	7	19
Age 30-50	57	139	85	263	147	417
Age 30 and under	77	253	95	290	205	429
Total	540		747		1,224	

Employees Left based on Gender and Age	2017		2018		2019	
	Female	Male	Female	Male	Female	Male
Age 50 and over	43	96	35	101	18	52
Age 30-50	91	376	328	604	157	432
Age 30 and under	72	182	141	219	59	186
Total	860		1,428		904	

Parental Leave	2017		2018		2019	
	Female	Male	Female	Male	Female	Male
Employees on Parental Leave	35	12	377	77	429	68
Employees Back from Parental Leave	32	12	250	69	317	61

Training	2017	2018	2019
Average Hours of Training per Employee	11.2	10.3	20

Occupational Health and Safety	2017	2018	2019
Accident Frequency Rate*	1.86	0.96	0.71
Occupational Disease Rate**	0	0	0
Number of Fatal Accidents	0	0	0

\*Accident Frequency Rate: Total number of injuries x 200,000/Total working hours

\*\*Occupational Disease Rate = Total number of occupational diseases x 200,000/Total working hours

# GRI Content Index



GRI Standard	Disclosure	References
<b>GRI 101: Foundation 2016</b>		
<b>General Disclosures</b>		
<b>GRI 102: General Disclosures 2016</b>	<b>Organizational Profile</b>	
	102-1	2
	102-2	4-5
	102-3	43
	102-4	5
	102-5	4
	102-6	4-5
	102-7	4, 15
	102-8	15
	102-9	24-25
	102-10	No changes
	102-11	13
	102-12	32
102-13	32	

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the Turkish version of the report

GRI Standard	Disclosure	References
<b>GRI 102: General Disclosures 2016</b>	<b>Strategy</b>	
	102-14	3
	102-15	9-10
	<b>Ethics and Integrity</b>	
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	<b>Governance</b>	
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	102-19	12
	102-20	12
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	102-30	13
	<b>Stakeholder Engagement</b>	
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	102-41	35
	102-42	11
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GRI Standard	Disclosure	References
<b>GRI 102: General Disclosures 2016</b>	<b>Reporting Practices</b>	
	102-45	4
	102-46	11
	102-47	11
	102-48	2018 carbon emissions have been updated in line with the change in the electricity emission coefficient.
	102-49	No changes
	102-50	2
	102-51	2
	102-52	2
	102-53	43
	102-54	2
	102-55	36-42
	102-56	No external assurance
<b>GRI 200: Economic Standard Series</b>		
<b>GRI 103: Management Approach 2016</b>	<b>Procurement Practices</b>	
	103-1	24-25
	103-2	24-25
	103-3	24-25
<b>GRI 204: Procurement Practices 2016</b>	204-1	24

GRI Standard	Disclosure	References
<b>GRI 300: Environmental Standard Series</b>		
<b>GRI 103: Management Approach 2016</b>	<b>Energy</b>	
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	103-2	21
	103-3	21
<b>GRI 302: Energy 2016</b>	302-1	34
	302-3	34
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	302-5	21
<b>GRI 103: Management Approach 2016</b>	<b>Water and Effluents</b>	
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	103-2	22
	103-3	22
<b>GRI 303: Water and Effluents 2018</b>	303-1	22
	303-2	22
	303-3	34
	303-4	34

GRI Standard	Disclosure	References
<b>GRI 300: Environmental Standard Series</b>		
<b>GRI 103: Management Approach 2016</b>	<b>Emissions</b>	
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<b>GRI 305: Emissions 2016</b>	305-1	34
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	305-4	34
	305-5	21
<b>GRI 103: Management Approach 2016</b>	<b>Effluents and Waste</b>	
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	103-3	22
<b>GRI 306: Effluents and Waste 2016</b>	306-2	34



GRI Standard	Disclosure	References
<b>GRI 400: Social Standard Series</b>		
<b>GRI 103: Management Approach 2016</b>	<b>Employment</b>	
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	103-2	15-18
	103-3	15-18
<b>GRI 401: Employment 2016</b>	401-1	35
	401-3	35
<b>GRI 103: Management Approach 2016</b>	<b>Occupational Health and Safety</b>	
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	103-2	19
	103-3	19
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	19
	403-2	19
	403-4	19
	403-5	19
	403-6	19
	403-7	19
	403-8	19
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	403-10	35

GRI Standard	Disclosure	References
<b>GRI 400: Social Standard Series</b>		
<b>GRI 103: Management Approach 2016</b>	<b>Training and Education</b>	
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	103-2	16-17
	103-3	16-17
<b>GRI 404: Training and Education 2016</b>	404-1	35
	404-2	16
	404-3	17
<b>GRI 103: Management Approach 2016</b>	<b>Diversity and Equal Opportunity</b>	
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	103-2	15
	103-3	15
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	15,35

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