



SUSTAINABILITY  
REPORT 2015

ANADOLU  
**EFES**

# ABOUT THE REPORT



Through the sustainability reports we have been publishing ceaselessly since the year 2010 we offer a comprehensive portrait of our activities in their social, environmental, ethical, and economic dimensions. We establish a communication based on the principles of honesty, transparency, and accountability with our stakeholders through these reports, whereby we share our sustainable business objectives, our policies and systems, projects we conduct, and the performance we achieve.

The information disclosed in Anadolu Efes Sustainability Report 2015 covers the period between January 1<sup>st</sup> and December 31<sup>st</sup> 2015. GRI G4 Reporting Guidelines, published by the Global Reporting Initiative, were followed in determining the sustainability goals of Anadolu Efes, which constitute the basis of the report content, as well as in the preparation of the information

included in the report; this report was prepared in accordance with the “core” option criteria of GRI G4 Guidelines. In addition to these performance indicators identified in the GRI G4 Guidelines and its sector-specific guidances befitting our materiality portfolio, the set of Communication on Progress (CoP) principles defined by UN Global Compact (UNGC) and UNGC CEO Water Mandate, which we adopted in 2011, have also been taken into consideration in the preparation of the report.

This report covers all our brewery operations in Turkey, Russia, Kazakhstan, Georgia, Moldova, and Ukraine. Unless particularly specified, information pertaining to our subsidiaries, such as Coca-Cola İçecek A.Ş. and Tarbes, operating in business lines other than brewery are not included in this report. On the other hand, activities conduct-

ed by or in cooperation with third parties such as our suppliers, dealers, distributors, and sales points were included in the report content.

The information shared within the reporting is prepared in alignment to the operational scope of Anadolu Efes. Therefore, information about each operation is published in consideration of the years during which they made part of Anadolu Efes operational boundary. Hence, data pertaining to the operations in Russia and Ukraine, which we overtook from SABMiller in 2013, were only included in the report in relation to the period subsequent to 2013.

Sustainability practices and performance outcomes regarding Coca-Cola İçecek A.Ş., a subsidiary of Anadolu Efes, can be found in corporate responsibility reports published on the website [www.cci.com.tr](http://www.cci.com.tr).

# SUSTAINABILITY PROGRESS CHART\*



## PROTECTING WATER RESOURCES

### Priorities & Commitments

We are producing more beer using less water.

### Achievements

Compared to 2008;

We consumed 23% less water in beer production and 24% less water in malt production.

We generated 29% less wastewater in beer production and 25% less wastewater in malt production.

We published Anadolu Efes Water Policy.

### Goals

In 2020 we will reduce water consumption per unit product in breweries by 30 percent compared to 2008.

We will reduce wastewater discharges in line with water consumption reduction targets.

We will continue developing water saving and recovery projects.

We will cooperate with regional and international initiatives related to the protection of water resources.



## ENVIRONMENT & CLIMATE

### Priorities & Commitments

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

### Achievements

Compared to 2008; we consumed 11% less energy and generated 8% less CO<sub>2</sub> emissions per unit product in beer production.

We reduced 43 TJ of energy use, 3,213 Tons CO<sub>2</sub> of GHG emissions in 2015.

We recovered 96.6% of solid wastes and by-products.

We published Anadolu Efes Environmental Policy.

We published Anadolu Efes Energy and Climate Change Policy.

### Goals

In 2020, we will reduce energy consumption and emissions per unit product in our breweries by 17% compared to 2008.

We will increase waste recovery rate towards our zero waste goal.

We will continue generating new ways of more efficient material consumption.

We will cooperate with regional and international initiatives for combating climate change.



\* All commitments, achievements, and targets indicated on this chart have been calculated and disclosed within the limits of country operations in the reporting scope. In upcoming periods, these indications may vary according to possible changes in the reporting scope.

## VALUE CHAIN PARTNERSHIPS

### Priorities & Commitments

In order to generate more added value, we are enhancing our value chain.

### Priorities & Commitments

We continued business development efforts through the value chain.

We published Anadolu Efes Supplier Code of Conduct.

We started supplier audit practices.

We continued our agricultural support programs in Turkey and Moldova.



### Goals

We will continue our business development efforts together with suppliers, dealers, and distributors.

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

## PRODUCT RESPONSIBILITY

### Priorities & Commitments

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

### Priorities & Commitments

We continued our responsible consumption campaigns in country operations.

We published Anadolu Efes Marketing Communication Policy.

We increased ISO22000/HACCP certification coverage to %100.



### Goals

We will carry out studies to increase quality systems certification rates across all operations.

We will continue to improve our practices with regard to promote responsible consumption.

## WORKPLACE

### Priorities & Commitments

In order to be a reliable neighbor, we conduct safe and environmentally friendly operations.

### Achievements

We decreased lost day rate by 27% to 11.45 compared to 2014.

We published Anadolu Efes Occupational Health & Safety Policy.

We revised Anadolu Efes Code of Conduct.

We organized 26.4 hours of trainings per employee.



### Goals

We will continue our operations with a target of zero accident.

We will continue to provide our employees with broader development opportunities.

## COMMUNITY DEVELOPMENT

### Priorities & Commitments

We care about the expectations of the communities in which we operate and support their development.

### Achievements

In 2014, local procurements accounted for 93% by operation, and 81% by expenditure.

We continued our community development projects and sponsorships in various fields such as environment, education, health, arts & culture and sports.



### Goals

We will continue to develop our local procurement practices.

We will continue to conduct projects to increase the quality of life for the communities in which we operate.

# ANADOLU EFES BREWERY OPERATIONS

Anadolu Efes, ranks as Europe's sixth and the world's 12<sup>th</sup> largest brewer with 20,7 mhl of beer sales realized in 2015.

As of 2015, Anadolu Efes has an annual production capacity of 39.5 mhl of beer and 248 thousand tons of malt, with its 15 breweries and six malteries in six countries. Our products meet millions of consumers in over 70 export markets and under more than 40 beer brands.

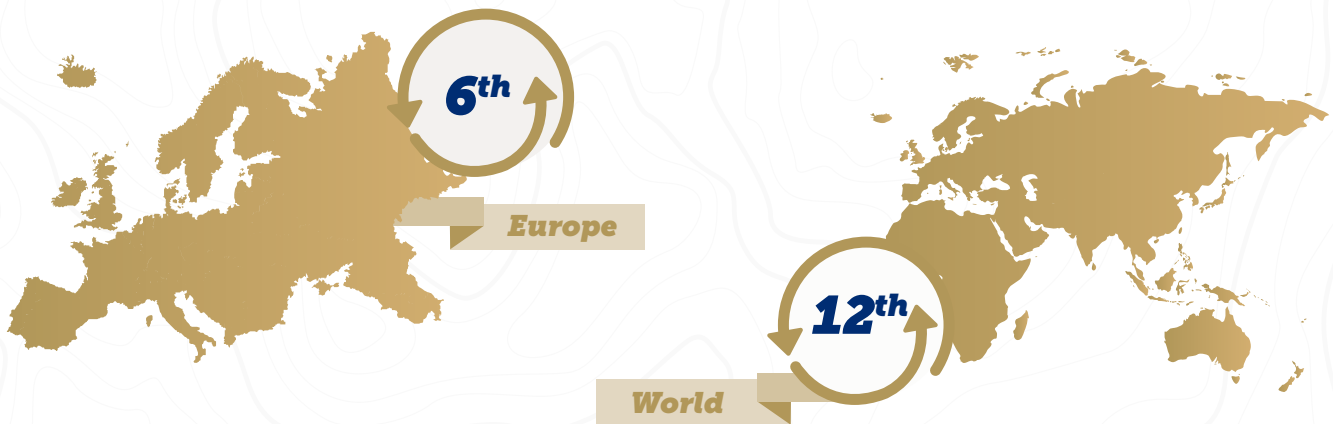
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## MARKET OUTLOOK



In the year 2015, we continued our mission of being the most admired beer company in the markets in which we operate, and of bringing people together so that they may share their happiest moments while enjoying our products responsibly.

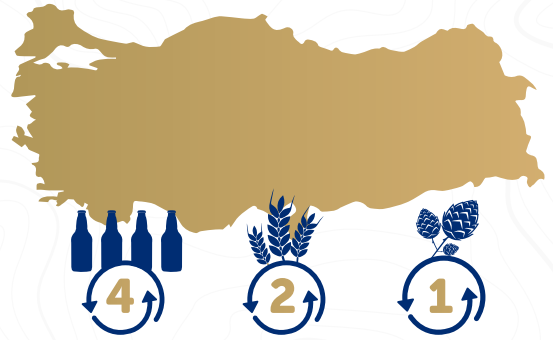
During the period, a shrinkage was experienced in the markets where we operate due to developments such as the increase in the excise tax combined with various geopolitical and economic problems, this state also reflected on sales figures. Anadolu Efes preserved its position in markets where it leads, except in Ukraine, through practices such as running risk management systems against cost increases, and brand practices.



**In the year 2015, we continued our mission of being the most admired beer company in the markets in which we operate, and of bringing people together so that they may share their happiest moments while enjoying our products responsibly.**

### ANADOLU EFES TURKEY

With a share of 68%, Anadolu Efes leads in the Turkish market, where annual beer consumption per capita is 12 litres. Anadolu Efes Turkey operates four breweries, two malteries, and one hops processing facility.



### ANADOLU EFES RUSSIA

Russia is an important market with regard to brewery operations with its annual beer consumption per capita of 47 litres. Anadolu Efes Russia, which is the largest operation of Anadolu Efes in terms of sales volume, carries out its operations with six breweries, four malteries, and one preform production facility.



### ANADOLU EFES KAZAKHSTAN

Kazakhstan is among the most important markets of the region with an annual beer consumption per capita of 26 litres. Anadolu Efes Kazakhstan carries out its operations in two breweries and holds market leadership with a share of approximately 57%. Anadolu Efes Kazakhstan also offers products to export markets, primarily Kyrgyzstan, besides its local market.



### ANADOLU EFES MOLDOVA

Anadolu Efes Moldova is the largest producer of the market, where annual beer consumption per capita is around 31 litres, with the production operations it conducts in one brewery. Anadolu Efes Moldova is the undisputed market leader, having achieved a market share of approximately 80% in 2015.



### ANADOLU EFES GEORGIA

Georgia is a strategic market with potential for Anadolu Efes, with its annual beer consumption per capita of 28 litres. Anadolu Efes Georgia, which carries out its operations in one brewery, held on to market leadership in 2015, with a share of 56%.



### ANADOLU EFES UKRAINE

Ukraine is one the largest beer markets in the world, with its annual beer consumption per capita of 47 liters. Anadolu Efes Ukraine has one brewery.



# CEO MESSAGE



**D**ear Stakeholders,

To bring people together to share moments of life by enjoying our brands responsibly

We consider enabling people to get together and share happy moments of life by enjoying our brands responsibly; and we structure our activities accordingly. As a result of activities we conducted in line with our vision to be the most admired beverage company in markets we serve, today, we rank as Europe's 6<sup>th</sup> and the world's 12<sup>th</sup> largest brewer.

Today, the community lays various responsibilities regarding economical, social and environmental challenges on different stakeholders. Within this equation, the main expectation from the companies is not to be the part of the problem but to develop business models which generate solutions. It would be wise to predict that companies which understand these expectations correctly and embrace them will grow their success in future; unfortunately, the companies in counter discourse will face serious existence challenges. Therefore, as Anadolu Efes, we appreciate sustainability as the cornerstone of our way of doing business, strategies and practices.

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**ENTREPRENEURSHIP, PROFESSIONALISM, COLLABORATION, SUSTAINABILITY, PASSION AND PRIDE** ARE THE KEYSTONES OF OUR GOVERNANCE CULTURE. THROUGH THESE PRINCIPLES WHICH WE DO NOT COMPROMISE, **OUR CREDIT** ON BEHALF OF STAKEHOLDERS INCREASE AND ENABLES US TO REALIZE BOLD MOVES THAT WILL CARRY US TO THE **SUCCESS**.

”



**Robin Goetzsche**

Beer Group President and Anadolu Efes CEO

In 2011, we launched Anadolu Efes Positive Impact Plan in order to develop a responsible, smart and profitable business model which will meet the future business success of Anadolu Efes with development expectations of the community on a common ground. We triggered a rapid change in accordance with the goals we set within the plan which we accomplished today the first five-year period. During this period, we made major changes in our management tools, corporate policies and practices regarding our business processes. For instance, we have updated our policies in various aspects such as water management, energy and climate, responsible marketing, business ethics, environmental management and supplier code of conduct.

Negative changes occurred in market conditions the we encountered last few years restrain us from fulfilling some of the goals we set in 2011. Especially, market shrinkage had a significant impact on our goals on some aspects in which we monitor performance per unit product. Regardless of how the conditions were, we kept our pace and tried to achieve best possible results; hence we recorded significant successes by 2015 which is the final year of 5-year objective plan. For example, by 2015, we reduced our water consumption per unit product 23% in brewery operations and 24% in maltery operations when

compared to 2008. We reduced waste water discharges per unit product by 29% in brewery operations and 25% in maltery operations. Thanks to our efficiency investments and projects, energy consumption per unit product decreased 11% while GHG emissions reduced by 8% compared to 2008.

During the period, we enhanced our practices regarding occupational health and safety, employee development and training. We increased our support to local economies through local procurement, agricultural R&D and contractual barley and hops purchasing, development of beer culture and community development projects.

We will continue working for sustainable development of our company as well as the communities we live in in line with the goals we set for the years 2016-2020, the second period of Anadolu Efes Positive Impact Plan; and sharing performance outcomes with you. With this occasion, I place my gratitude for all our stakeholders who made our success possible with their trust and support.

*Robin Goetzsche*





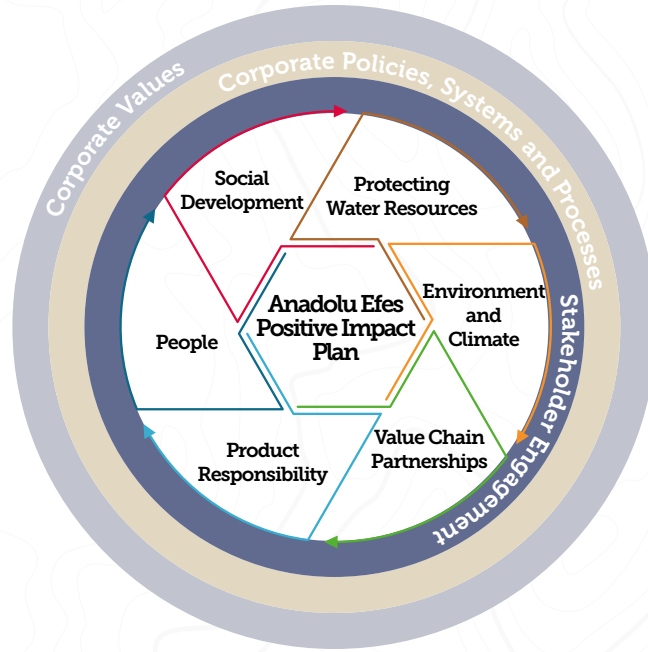
# SUSTAINABILITY MANAGEMENT

***WE KEEP INCREASING OUR  
POSITIVE IMPACT THROUGH  
DEVELOPING OUR PRACTICES  
REGARDING OUR STRATEGY OF  
MAINTAINING ROBUST AND  
SUSTAINABLE BUSINESS MODEL  
AND COOPERATING WITH OUR  
STAKEHOLDERS.***

The principle of sustainability constitutes the basic foundation of our activities. We define sustainability as supporting both the growth of Anadolu Efes and the development of the societies in which we exist through a business model that respects the human and environment. In accordance, we produce new ideas in order to promptly adapt to the changing conditions of our day and meet the expectations of our stakeholders more appropriately.

In 2011, we designed “Anadolu Efes Positive Impact Plan” in order to help ensure the future of both our company and the society with a responsible, smart, and profitable business model. In line with this plan, which we developed within the framework of our sustainability priorities that we shape with the motto “Sustaining a Better Life”, we achieved a significant improvement both in our management approaches and our performance in social, economic and environmental areas. We will continue developing together with the society without compromising our sustainability vision and goals in this second five-year period leading to 2020.

An important element of our sustainability management works is our principle of acting together with local and international initiatives. In this regard, UN Global Compact, of which we became a signatory in 2011, and its extension UNGC CEO Water Mandate, which we were the first Turkish company to endorse, are the main initiatives we abide by. On the other part, the Sustainability Development Goals (SDGs) launched during the reporting period are also among the joint action platforms we support within the context of our activities.



### PERFORMANCE EVALUATION



We conduct performance measurement, evaluation and reporting activities regarding material issues that we manage within the Anadolu Efes Positive Impact Plan in accordance with indicators defined by GRI G4 Reporting Framework. We share the outcomes with our stakeholders through our corporate website, sustainability reports and various other publications. Most of these indicators that we monitor also make part of the main components of our corporate performance evaluation process. Therefore, sustainability targets, which are drawn upon within the scope of the performance based remuneration system, play a significant role in individual and corporate performance evaluations.

You may find detailed information about Anadolu Efes Positive Impact Plan and sustainability management on [www.anadoluefes.com](http://www.anadoluefes.com).



# PROTECTION OF WATER RESOURCES

***WE CONSIDER PROTECTION  
OF WATER RESOURCES AS ONE  
OF THE MAIN RISK FACTORS  
WITHIN OUR CORPORATE RISK  
MANAGEMENT MODEL AND AS  
A CONTINUOUS DEVELOPMENT  
ASPECT IN LINE WITH ANADOLU  
EFES WATER POLICY.***



**W**ater is the essential source of life. For this reason, uninterrupted access to clean water resources is a global human right. Yet access to water, which is a limited natural resource, is threatened by the rising world population and global warming. Accordingly, access to clean water resources figured in the sixth article of 2030 Sustainable Development Goals (SDG 6). On the other hand, water is our basic raw material, which is used in all the stages of our value chain, from barley and hops production to beer production and packaging, and constitutes the majority of our product content.

Due to both its social and operational significance, we evaluate the issue of the protection of water resources among main elements of risk within the framework of our corporate risk management model, we consider it to be an area of continuous improvement within the scope of Anadolu Efes Water Policy. The main strategic trend we adopt in this regard is to be able to produce more product by consuming less water resources; to support works for the protection of water resources. To this end, we develop water efficiency projects, as well as support local and international initiatives. UNGC CEO Water Mandate, which we signed in 2014 in this context, is a global entity that brings together international companies actively carrying out works for the conservation of water resources. Water management policies, systems, and processes are developed, works aimed at the preservation of water resources are conducted, and the achieved performance is shared with the public through sustainability reports, within the framework of the principles set forth by this initiative. On the other hand, Anadolu Efes leads the Water Working Group as a member of the Business World and Sustainable Development Association of Turkey. Collaborations are also developed in our country operations in line with common objectives with parties involved in the issue, as part of works conducted on a local scale.

You can access more detailed information about Anadolu Efes water management works on [www.anadoluefes.com](http://www.anadoluefes.com)

“  
IN 2015 TOTAL WATER CONSUMPTION IN  
BEER PRODUCTION HAS BEEN REDUCED TO  
**8.7 MILLION m<sup>3</sup>**  
”

**OUR TARGET: TO REDUCE OUR WATER CONSUMPTION AND WASTEWATER DISCHARGE VALUES BY 30% COMPARED TO 2008, BY THE YEAR 2020.**

In the first period of Anadolu Efes Positive Impact Plan, we aimed to reduce water consumption per product and wastewater discharge at breweries by 35% as against 2008 values. Even though we have achieved a significant performance, changes that were experienced in the market structure during the period negatively impacted our targets. In spite of this situation, as of 2015, we have realized our water consumption target by 68% and our wastewater discharge target by 86%.

In line with newly emerging market conditions, we have set our water consumption and wastewater discharge target for the year 2020, as 30% of reduction in comparison with 2008 values.



## WATER CONSUMPTION



In 2015, the total water consumption in beer production operations decreased to the level of 8.7 million m<sup>3</sup>. This decline took place mainly because of the reduced production. This would normally result in an increase in the value of water consumption per product. Because reduction in production does not result in a proportional decrease in water consumption. However, thanks to water efficiency works conducted throughout the year, the value of water consumption per product also receded decreased to the level of 4.2, maintaining its downward trend.

While there is no significant change in the total water consumption of Anadolu Efes malteries in comparison with the previous year, the water consumption per product was reduced by 5% as against the previous year and realized at the level of 6.3 m<sup>3</sup>/ton.

## WATER EFFICIENCY PROJECTS

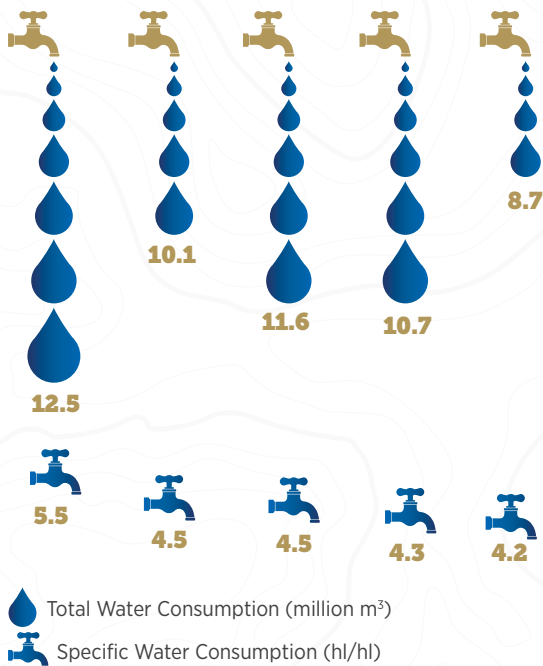


The water efficiency projects conducted by our country operations during the year contributed greatly to the reduction in the value of water consumption per product. For instance, an annual savings of 13,000 m<sup>3</sup> was achieved through the replacement of the open loop cooling systems of vacuum pumps with closed loop systems at the Istanbul Brewery of Anadolu Efes Turkey. The annual water savings achieved by Anadolu Efes Russia,

### WATER CONSUMPTION TREND IN BREWERIES



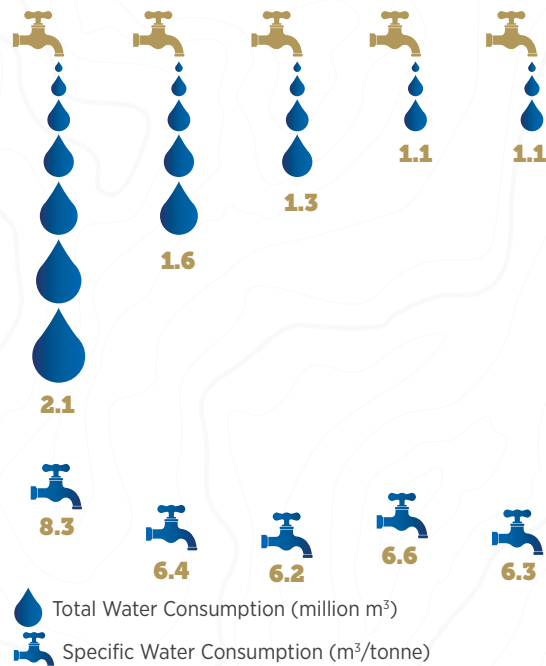
2008      2012      2013      2014      2015



### WATER CONSUMPTION TREND IN MALTERIES



2008      2012      2013      2014      2015



by using more efficient cooling towers at the PET blowing unit air compressor at Kazan Brewery, reached 33,000 m<sup>3</sup>. An annual water savings of 12,000 m<sup>3</sup> was achieved at Almaty Brewery of Anadolu Efes Kazakhstan, thanks to the practice of using a dry lubrication system instead of the wet lubrication system in bottle line conveyors. On the other part, an annual water savings of 3,000 m<sup>3</sup> was achieved with the project actualized by Anadolu Efes Moldova aimed at recovering the water used in the bottling line vacuum pump at Vitanta Brewery.

Considering the many other projects carried out throughout the year, the total amount of achieved water savings exceeds 150 thousand m<sup>3</sup>.

## WASTEWATER MANAGEMENT

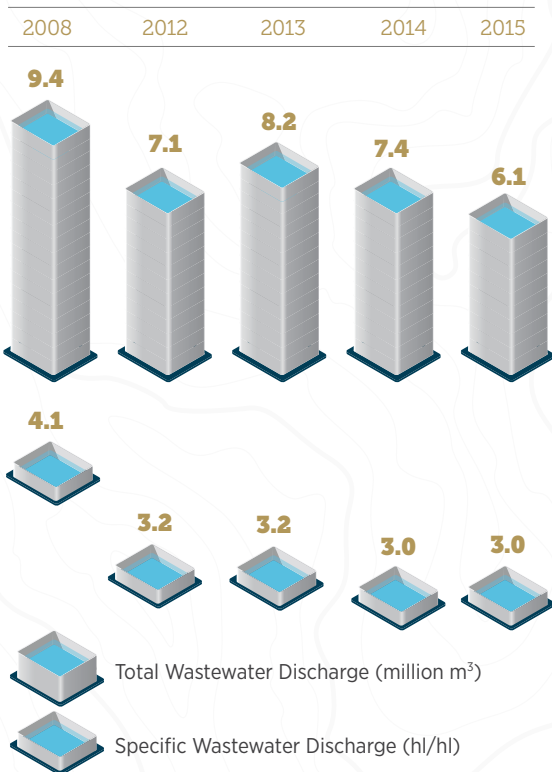


The primary objective of our wastewater management is to reduce the volume and the pollution load of wastewater at the source through high water efficiency and recovery; to keep wastewater volume and pollution load below the limits determined by legal regulations. In this way, we both improve our water efficiency and our environmental impact.

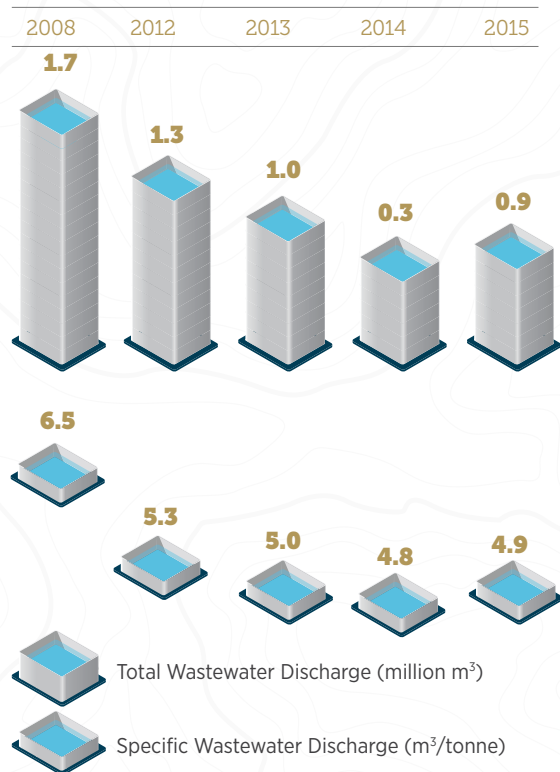
In 2015, the water discharge per product for Anadolu Efes breweries remained flat at 3.0 hl/hl, while the water discharge per product at malteries was realized at the level of 4.9 m<sup>3</sup>/ton.

The wastewaters generated by our production processes are run through treatment facilities, before being discharged by minimizing their negative impact on the environment. In this way, it is ensured that the wastewater discharge process does not have any negative impact on the biodiversity value of water resources.

### WASTEWATER DISCHARGE TREND IN BREWERIES



### WASTEWATER DISCHARGE TREND IN MALTERIES





# ENVIRONMENT AND CLIMATE

**IN ALL OUR OPERATIONS WE  
REDUCE OUR CARBON FOOTPRINT  
BY EFFICIENT USE OF ENERGY  
RESOURCES. ENHANCED  
ENERGY EFFICIENCY POSITIVELY  
CONTRIBUTES TO SUSTAINING A  
BETTER LIFE.**

**T**he pressure on environmental resources and the climate is increasing in parallel with the growing world population. In face of this situation that was emphasized at the Paris Summit, held in 2015, many stakeholders involved in the issue, primarily the business world and governments, decided to play a common active role. Due to their sensitivity, these issues were also included among Sustainable Development Goals as the 13<sup>th</sup>, 14<sup>th</sup>, and 15<sup>th</sup> priorities. As Anadolu Efes, we also work to minimize the impacts of our operations on the environment and climate.

There are three principal documents we refer to in the management of environmental and climate issues. These are Anadolu Efes Codes of Conduct, Environmental Policy, Energy and Climate Policy. These documents determine all responsibilities and principles of action of Anadolu Efes, primarily the implementation of legal regulations in these areas. The works we carry out in this scope are undertaken in line with ISO14001 and ISO50001 standards. As of 2015, 56% of our operational facilities are certified according to ISO14001 standard, and 50% according to ISO50001 standard.

We annually invest in the management of environmental and climate issues and in the improvement of our related processes and practices, in order to enhance our corporate performance. In the reporting period, we have allocated over 4.1 million USD to environmental management and necessary improvement investments. On the other hand, the adoption of these practices and of the culture of environmental protection by our employees is also as significant as investments for the enhancement of our performance. For this purpose, we continued our training activities as in the previous years and we organized a total of 7,929 of environmental training with the participation of 700 employees, in 2015.

Full compliance with legal regulations, mitigation of energy consumption and greenhouse gas emissions, sorting of wastes at the source and their maximum recovery are ensured within the scope of environmental and climate management. In this regard, besides in-company works we conduct as part of our operations, we also provide support for initiatives and joint works developed by related parties. In this context, the UNGC, of which we are a signatory, and the Declaration of Energy Efficiency in Buildings published by the Business World and Sustainable Development Association (SKD) are initiatives that bring together companies conducting works in these areas.

“  
AS OF 2015, **56%** OF OUR OPERATIONAL FACILITIES ARE  
CERTIFIED ACCORDING TO ISO14001 STANDARD, AND **50%**  
ACCORDING TO ISO50001 STANDARD.  
”

**OUR TARGET: TO REDUCE ENERGY CONSUMPTION AND GHG EMISSIONS PER UNIT PRODUCT IN BREWERY OPERATIONS BY 17% COMPARED TO 2008, BY THE YEAR 2020.**

In the first period of Anadolu Efes Positive Impact Plan, between 2008 and 2015, we aimed to reduce energy consumption and emissions per product at breweries by 25% as against 2008 values. Despite achieving a significant performance, changes that were experienced in the market structure during the period negatively impacted our targets. In spite of this situation, as of 2015, we have realized our energy consumption target by 51%, and our greenhouse gas emission target by 32%.

By 2020, we aim to reduce energy consumption and greenhouse gas emission per product produced at our breweries by 17% in comparison with 2008, and to increase the rate of reuse, recovery, or elimination as byproduct for wastes.



Energy, emission and climate change management policies, systems and processes are developed; efficiency studies are carried out and the achieved performance is shared with the public through sustainability reports within the framework of the principles set forth by this initiative. Anadolu Efes is also a member of SKD Energy Efficiency Work Group and Energy Efficiency in Buildings and Industrial Energy Efficiency Work Groups, which are its subgroups. In addition, collaborations are developed in line with common objectives, with parties involved in these issues, within the context of locally conducted works in our country operations.

You can reach more detailed information regarding Anadolu Efes environment and climate works on [www.anadoluefes.com](http://www.anadoluefes.com).

production, total energy consumption for the year increased by 6% due to increased production, whereas energy consumption per product was realized at the level of 979 kWh/ton, with a decrease of 3%.

In 2015, our greenhouse gas emissions also changed in parallel with energy consumption values. The rate of emission per product increased by 7% as against the previous year and was realized as 10.3 kg CO<sub>2</sub>e in brewery operations, while the rate of greenhouse gas emission per product was reduced to the level of 233 kg CO<sub>2</sub>e with an improvement by 2% in malteries.

Energy efficiency works carried out in our country operations have the greatest impact on the mitigation of energy consumption and greenhouse gas emissions. For instance, Anadolu Efes Russia operation achieved an annual energy savings of 2,000,000 kWh and greenhouse gas emission reduction of 404 ton CO<sub>2</sub>e by preventing heat losses in the heating systems of Kazan Brewery. As for Anadolu Efes Kazakhstan operation, an annual energy savings of 3,500,000 kWh was achieved by first relocating the boilerhouse, and subsequently performing improvements in the water and vapor heaters, along with maintenance and cleaning works at Karaganda Brewery.

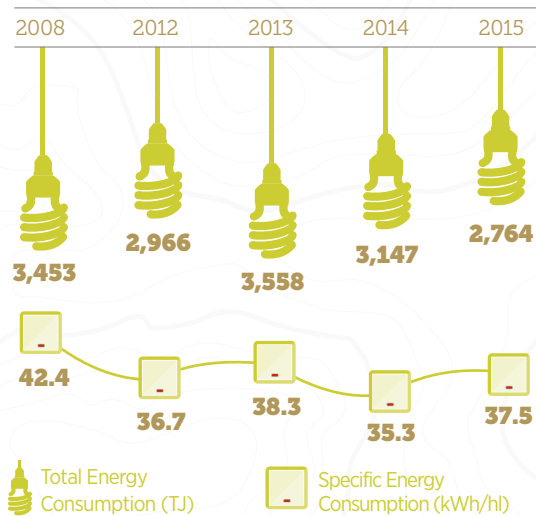


## ENERGY AND EMISSIONS

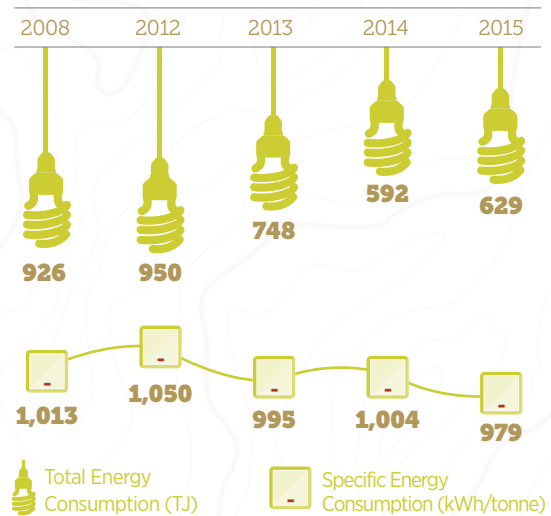


During the reporting period, with the impact of reduced production, total energy consumption for brewery operations decreased by 12% as against the previous year and was realized at the level of 2,764 TJ, while energy consumption per product rose to the level of 37.5 kWh/hl, increasing by 6% due to the reduced production. In malt

### ENERGY CONSUMPTION TREND IN BREWERIES



### ENERGY CONSUMPTION TREND IN MALTERIES



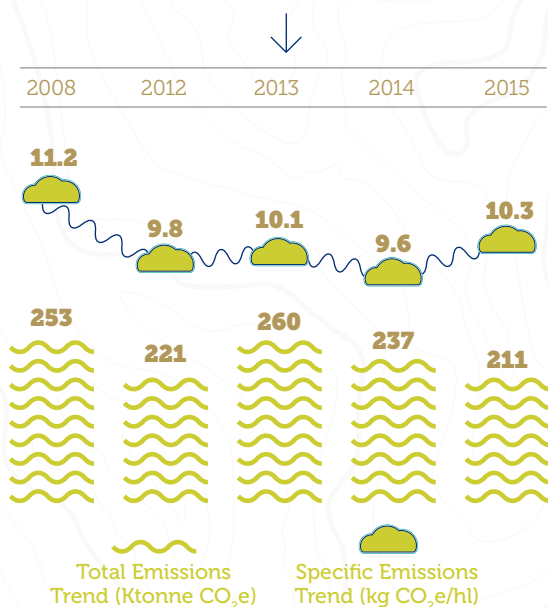


Anadolu Efes Moldova operation achieved an annual energy reduction of 180,000 kWh and greenhouse gas mitigation of 86 ton CO<sub>2</sub>e by installing air recovery systems on PET blowing machines at Vitanta Brewery; while Anadolu Efes Turkey operation reduced its annual energy consumption by 70,400 kWh and its annual greenhouse gas emission by 36 tons through the optimization of air compressor coolant pumps and condensate pumps at Ankara Brewery.

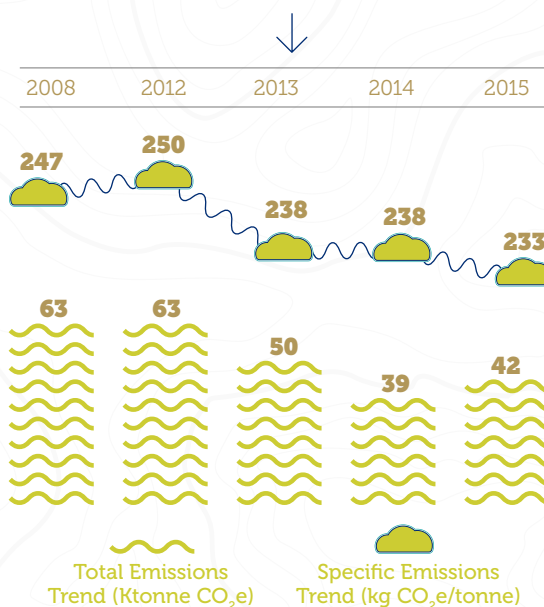
	2012	2013	2014
Total Energy Reduction (TJ)	112	94	43
Total Emission Reduction (ton CO <sub>2</sub> )	7,683	5,888	3,213

In the year 2015, a total of 43 TJ of energy savings and 3,214 ton CO<sub>2</sub>e of greenhouse gas emission reduction was achieved annually through the practices of process optimization and efficient equipment use across our country operations.

### EMISSION TREND IN BREWERIES



### EMISSION TREND IN MALTERIES



## ENERGY EFFICIENT COOLERS

For our products to preserve the preferred level of quality and to be consumed with an ideal taste, it is important that they are stored at a certain temperature at points of sales and consumption. The coolers used to achieve this purpose are among sources of environmental impact, due to the energy they consume. Even though our coolers are being used by points of sales and consumption, we replace our old coolers with new generation energy efficient and climate friendly models that utilize environmentally friendly coolant gases, in order to reduce Scope 3 environmental impacts generated by this source. We conveyed this important message to our customers through the specially designed stickers placed on the coolers.

Anadolu Efes is fully engaged in sustainable cooler management and is one step away from reaching 100% environmental friendly cooler procurements. In addition to cooler portfolio, Anadolu Efes is working closely with manufacturers and other 3<sup>rd</sup> party collaborators in further developing its coolers performance and management. Several joint projects have been initiated in 2015 and achievements are planned to be realized for procurements in 2016 and following years.

Within the last three years, we mostly renewed our cooler inventory across our operations through our investments in new generation devices. The successful performance we obtained as a result was also manifested in the reporting period. 99% of all coolers procured in 2015 were environmental friendly. Thus, in the reporting period, we reduced the total number of coolers in our inventory by 7% in comparison with 2014, and the total energy consumption of coolers by more than 20% through renewal processes. Hereby, we have succeeded in reducing the average energy consumption of our coolers by approximately 15% as against the previous year.

## PACKAGING AND WASTE MANAGEMENT



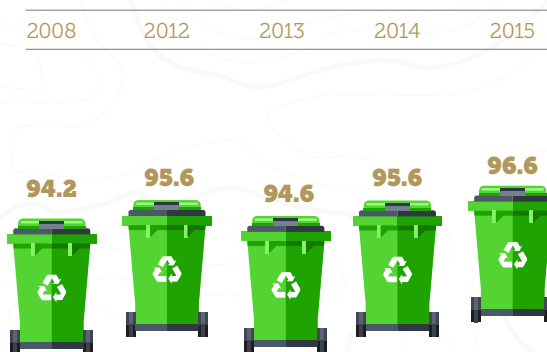
We believe every waste that is not recycled to be a resource wasted. Hence, the main objective we adopt in our waste management works is to ensure sortation at the source and maximum recovery.

In 2015, approximately 60 ktons of solid waste and 402 ktons of byproduct were generated at

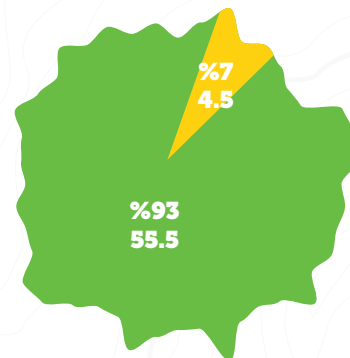
our breweries and malteries. A mere 4.5 ktons of the amount of generated solid waste is categorized as hazardous waste. The recovery rate, which was 95.6% in 2014, was increased to 96.6% in the reporting period.

The most important factor ensuring that we offer our products to our consumers safely and at the desired taste and quality is packaging. Packages are also an important channel for communicating our corporate messages to the consumer. Yet, once used, packages become waste and generate an environmental impact. For this reason, we

## WASTE RECOVERY RATE



## SOLID WASTES BY TYPE (KTON - %)



■ Nonhazardous Wastes ■ Hazardous Wastes

## EFFICIENCY IN DISTRIBUTION

The distribution of our products is a business process where a significant part of the total energy consumption in our value chain occurs. In parallel, a significant portion of our total greenhouse gas emission inventory is generated by the distribution process. For this reason, we constantly work to limit climate impacts by improving energy efficiency in this process through the simplification of our handling processes, route planning, logistics optimization, and improvements. At this point, our general objective is to render forklift movements in handling processes more efficient in order to load and unload more product per unit fuel and to increase the volume of product transported per kilometer.

We have enhanced our performance compared to the previous year through works we actualized in this regard. We improved our forklift movement performance which was 0.08 kg/hl in 2014, reaching the level of 0.07 kg/hl in 2015. Similarly, we also improved our distribution performance which was 3.44 km/hl in the previous period, reaching the level of 3.41 km/hl. In this way, we have both reduced our environmental impact and achieved savings in a significant component of our operational costs.

work to increase reuse and to recycle packaging that we are unable to use.

While there was no fundamental change in the packaging types used in the sales we performed in 2015, the share of products that were sold in PET bottles in the previous period regressed, to the advantage of returnable glass bottles and mostly aluminum cans. The share of PET bottles, which was 31.5% in 2014, fell to 26.8% in 2015, while the share of returnable glass bottles increased from 14.0% to 14.9% and that of aluminum cans from 17.7% to 21.6%. Turkey is the country operation with the highest sales share of reusable packages, such as steel keg and glass bottles, with a share of 57%.

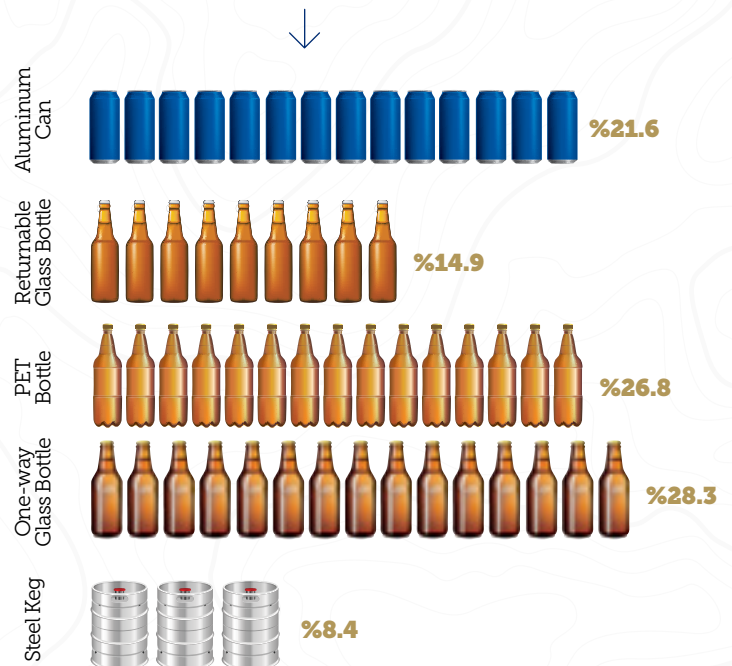
On the other hand, we also continued works for the lightening of our packaging materials and the mitigation of material consumption. For example, Anadolu Efes Kazakhstan conducted a study whereby the weight of 500 ml Efes bottles was reduced from 350 gr to 295 gr. Anadolu Efes Russia succeeded in reducing 38.3 gr preforms to the level of 36 gr during the year. As for Anadolu Efes Moldova, 23 mkm stretch wraps used for secondary packaging were reduced to 17 mkm, and 70 mkm shrinks to 60 mkm. During the year, material reduction works were also carried out in the painting applications used in packaging. For instance, Anadolu Efes Kazakhstan replaced the metallic labeling practice for certain products with paper labeling. Anadolu Efes Russia simplified its packaging coloration applications thereby reducing the amount of paint consumption in many product and packaging types.

One-way packaging materials are recycled subsequent to consumption through waste recollection systems that differ by country. The efficiency of these systems differs in each country. In this re-

gard, the most comprehensive waste recollection channel within our countries of operation is in Turkey. The waste packaging materials collected through the agency of ÇEVKO Foundation, which we have helped found, accounts for approximately half of the total consumption. This amount also constitutes the majority of the amount of waste packaging collected throughout our operations.

The amount of one-way packaging waste recycled by licensed institutions after being collected in 2014 exceeds 23 ktons. Of this amount, 16.4 kton consists of glass, 3.9 kton of metal, and 2.1 kton of paper and cardboard packaging wastes.

### SALES VOLUME SHARE BY PACKAGING TYPE





# VALUE CHAIN PARTNERSHIPS

**FROM OUR SUPPLIERS TO OUR DEALERS AND DISTRIBUTORS, BY ESTABLISHING LONG LASTING PARTNERSHIPS WITH OUR STAKEHOLDERS WHO INVEST IN THE FUTURE OF ANADOLU EFES, WE INCREASE AIM TO INCREASE THE VAUE WE GENERATE.**



**D**esigned in accordance with the objective of constituting a profitable and sustainable business model for all business partners, the value chain system of Anadolu Efes also underlies its continuous success since its establishment. In this regard, long term business partnerships are formed with stakeholders investing in the future of Anadolu Efes, from suppliers to dealers, distributors, and sales points, aimed at enhancing the created value. In order to achieve this, various development activities are conducted for business partners to improve in terms of working principles and operation conditions, alongside their business success.

The improvement aimed by the constituted value chain system, with its various implementation areas, serves not only the development of Anadolu Efes and its business partners but also the Sustainable Development Principles. These works of Anadolu Efes contribute to improvements aimed at objectives such as clean water (SDG6), employment and economic growth (SDG8), combating climate change (SDG13), and aboveground life (SDG15).

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### SUPPLIER AND DEALER DEVELOPMENT PRACTICES



In the reporting period, there were more than 7,000 product and service suppliers, over 100 barley and 400 hops suppliers in Anadolu Efes supply chain. Long term relationships based on mutual benefit are developed with suppliers, thereby increasing the achieved value added.

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IN THE REPORTING PERIOD, THERE WERE MORE THAN **7,000** PRODUCT AND SERVICE SUPPLIERS, OVER **100** BARLEY AND **400** HOPS SUPPLIERS **IN ANADOLU EFES SUPPLY CHAIN**. LONG TERM RELATIONSHIPS BASED ON MUTUAL BENEFIT ARE DEVELOPED WITH SUPPLIERS, THEREBY INCREASING THE ACHIEVED VALUE ADDED.

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Anadolu Efes expects all of its suppliers to support its objective of contributing to the society, environment, and economy, hence to conform with Anadolu Efes values and principles in their own operations and other business relations. In result of the study started in the previous reporting period to emphasize the significance of this expectation and determine its framework, Anadolu Efes Supplier Working Principles was published in 2015. This policy states the main principles that Anadolu Efes suppliers are required to follow in their operations and emphasizes the responsibilities suppliers must assume in social, environmental, and economic areas. Supplier audits are organized to verify the compliance of suppliers with these principles. Within the context of this study that was conducted for raw material and primary packaging producers, 28 supplier audits were completed in the reporting period.

Anadolu Efes Supplier Working Principles can be accessed on [www.anadoluefes.com](http://www.anadoluefes.com).

Anadolu Efes products meet customers through more than 500 dealers and distributors, tens of thousands of on-trade and off-trade sales points on a large geography with over 300 million consumers. The success of business partners in sales channels is also the impetus of the success of Anadolu Efes. For this reason, we help them enhance their business success by conducting programs aimed at increasing their technical and managerial competence and enhancing their business performance. Country operations organize these studies by evaluating the needs of their stakeholders.

Anadolu Efes Turkey launched Efes Talimhane platform in order to support the development of its dealers and distributors. Efes Talimhane serves as a common development platform to all its stakeholders for sustainable success. Within the scope of the platform, dealers and distributors are offered trainings such as Family Constitution Incentive Package, Manager Development Program, Dealer Sales Team Career Trainings, Excellent Service Program for Distributors. Besides, Anadolu Efes Turkey offers dealer managers an eight-day training package, including stress management, creative drama, effective decision making and problem solving, law, customer development and innovative leadership, and creative thinking modules, with the support of Boğaziçi University Lifelong Learning Center. Sales management teams of dealers are offered Satisfied Customer, Happy Salesman Training in order to improve sales and customer relations skills.



Anadolu Efes Russia operation organized trainings aimed at dealer and distributor managers in the regions of Irkutsk, Chelyabinsk, and Volgograd, in the reporting period. Following the trainings involving subjects such as basic characteristics of brewing, quality components, production, and storage conditions, dealer and distributor warehouses were audited for compliance with Anadolu Efes standards. Dealers were provided with improvement suggestions in accordance with audit results.

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### SUPPORT FOR AGRICULTURE AND FARMERS



Production continuity, preserving product quality and taste are elements of critical importance for brewing operations. As a product based on agricultural raw materials production of which depends on several external factors, it is extremely hard to prevent these elements from becoming risks. For this reason, establishing close relations with producers of barley and hops, the primary raw materials for brewing operations, enhancing their productivity and business value are of great significance for the sustainability of Anadolu Efes operations. For this purpose, Anadolu Efes has been conducting the Agricultural R&D Program since 1982, providing support to barley and hops producers through the Contractual Purchase System.



### Agricultural R&D Program

Within the context of Anadolu Efes agricultural R&D Program, barley and hops varieties are being developed since 1982. In consequence of these studies relying on natural methods, Anadolu Efes has developed and registered 15 new barley and 7 hops varieties.

There are a few primary purposes for the barley and hops variety development studies of Anadolu Efes. Using particular barley and hops varieties provides a great benefit for maintaining the consistency of production and product quality. On the other part, consistency of taste, which is very closely related to the raw material used in brewing, is also essential. Fulfilling these purposes through its own registered varieties provides added value for Anadolu Efes. Yet, the benefits of developing registered new species are not limited to this. The greatest contribution of the malting barley and hops varieties developed

through the R&D studies of Anadolu Efes is revealed in the raw material and brewing processes.

Agricultural production is extremely sensitive to climate, biodiversity, and similar conditions. Besides, resources, such as water, energy, pesticides, and fertilizer, are used in the production process. For this reason, agricultural activities are among fields of operation that are both affected by climate change and cause climate change. The new R&D development studies of Anadolu Efes are focused on developing drought resistant varieties requiring less water, energy, pesticide, and fertilizer use, fertile in production but natural, and with reduced environmental impacts. The registered barley and hops varieties of Anadolu Efes generate a significant performance in production in terms of resource consumption and environmental impact, in view of the successes achieved throughout the

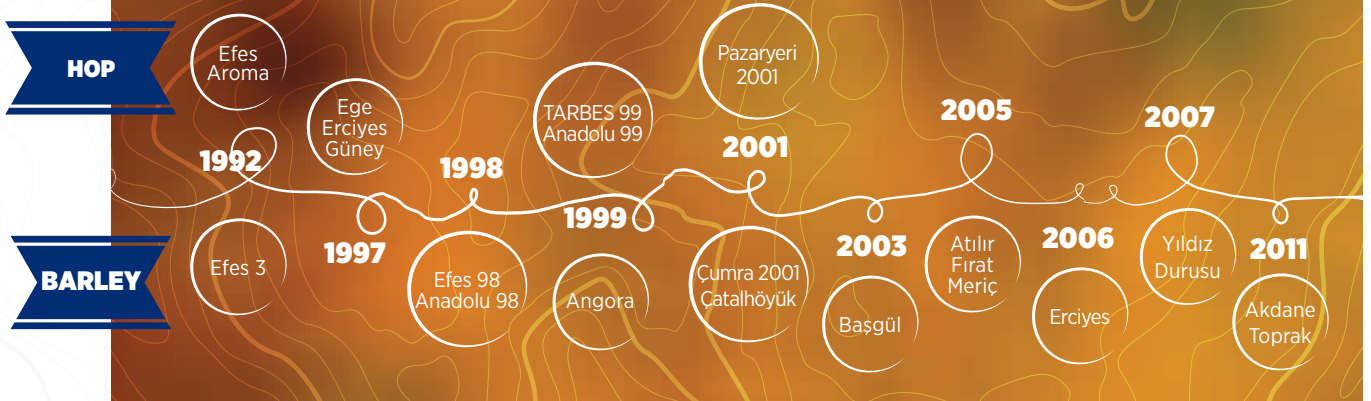
## **BEER CULTURE DEVELOPMENT ACTIVITIES**

The promotion of beer culture among consumers plays a significant role in the development of the sector and related sectors. In an environment where a refined beer culture is fostered, the added value of the brewery industry will also increase. Anadolu Efes operations, except for Anadolu Efes Turkey operations where regulations do not allow, supports the development of beer culture in its markets through various practices. For instance, many country operations provide support for businesses in many fields, ranging from decoration to ambience, to the menu to presentation, at consumption points. Practices aimed at informing our relevant stakeholders about beer and beer production are conducted at our operations. For example, Anadolu Efes Russia provided many stakeholders with first-hand information about beer production with the factory tours it organized, reaching out to more than 4,000 stakeholders through this practice in 2015.





## BARLEY AND HOP VARIETIES DEVELOPED



years. For instance, by the use of Atılır and Fırat varieties registered by Anadolu Efes, 12 to 24% on electricity consumption, 18 to 22% on fuel consumption, and 40 to 47% on water consumption (depending also on external environment and operating conditions) is saved when compared to the most common barley variety produced in Turkey. Thanks to the qualities of these varieties, farmers are not required to use high amounts of fertilizer

or pesticide to achieve productivity or fight against plant diseases and pests. In this way, a natural product is obtained at the desired quality and expected amount, both the farmer and Anadolu Efes generate added value by means of the achieved savings, while the environmental impact generated by agricultural products is significantly reduced. Anadolu Efes takes initiative regarding the most efficient production of registered products, works

“ ESTABLISHING CLOSE RELATIONS WITH PRODUCERS OF **BARLEY AND HOPS**, THE PRIMARY RAW MATERIALS FOR BREWING OPERATIONS, ENHANCING THEIR **PRODUCTIVITY AND BUSINESS VALUE** ARE OF GREAT SIGNIFICANCE FOR THE **SUSTAINABILITY** OF ANADOLU EFES OPERATIONS.

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together with farmers, and conducts continuous support activities. The organized implementation of the support activities being conducted is ensured through the contractual purchase model developed by Anadolu Efes.

#### Contractual Purchase Model

One of the primary activities carried out within the framework of Anadolu Efes works for supporting agriculture and farmers is the Contractual Purchase Program. Barley and hops producers are supported financially, operationally, materially, and in terms of information through the Contractual Purchase Program implemented as an extension of R&D studies. Approximately 8,000 farmers are reached through this model. This practice, which was started in the Turkey operation, was implemented in Moldova as of 2012.

Within the context of the Contractual Purchase Model, first, production targets suitable for their fields are set together with producers. The appropriate variety of seed for the location is supplied free of charge, in return for production. Financial support is provided for farmers to cover production costs. On the other hand, farmers, especially hops producers, are also provided with other materials they will use in production, free of charge. In addition to material and in kind supports, the model also aims to raise the knowledge and awareness level of farmers and provide technical advice. For this purpose, Anadolu Efes experts provide trainings to farmers, field days and technical surveys are

conducted to provide technical counselling regarding production processes, throughout the year.

Due to the success of the Contractual Purchase Model in Turkey, it was decided to be implemented in other suitable country operations, and trial plantings were started in the Moldova operation in 2012. In result of the conducted studies, it was observed that winter barley varieties give better results in the climate conditions of Moldova and the trials were focused on these varieties. Started on 350 hectares in 2012, production was expanded in time, with 5,128 tons of barley production realized in 2015. This amount meets 40% of the malt production that Anadolu Efes Moldova operation will require in 2016. The goal is for all production to be realized with locally produced barley, by the year 2017.

By supporting varieties developed through R&D studies with the Contractual Purchase Model, a great increase in productivity was achieved in barley and hops production and the added value of local agricultural activities was enhanced. The improvement in hops production is particularly striking. Local hops, whose production is subsidized with the initiative of Anadolu Efes in Turkey, meets a majority of Anadolu Efes Turkey's demand. The objective of the hops support works of Anadolu Efes is both to be able to supply all its raw material demand from local producers and to transform hops, an agricultural product with added value, into an export product, contributing to the development of the local economy.



# OUR PEOPLE

***WE STRIVE TO BECOME  
AN EMPLOYER OF CHOICE  
BY PROVIDING A FAIR AND  
SAFE WORKPLACE WHERE  
PRODUCTIVITY AND CREATIVITY  
ARE SUPPORTED.***

**A**nadolu Efes aims to become an employer of choice by ensuring a fair and safe working environment where talents are developed, productivity and creativity are promoted; and regards workplace practices as an indispensable part of sustainability performance.

Anadolu Efes emphasizes the value attributed to the diversity and equal opportunities, and its support to the promotion of human rights by UN Global Compact, signed in 2011 and Women Empowerment Principles, signed in 2014. On the other hand, development of workplace practices continued in 2015 which resulted in 26.4 hours of training per employee and lost workdays rate by 27%.

As a corporation with 6,386 employees in six countries as of 2015 yearend, Anadolu Efes aims to increase its success together with its workforce consists of creative, hardworking, well-educated, and talented individuals.

“ WE EMPHASIZED OUR DEVOTION TO THE DIVERSITY AND EQUAL OPPORTUNITIES BY SIGNING **UN GLOBAL COMPACT IN 2011** AND **WOMEN EMPOWERMENT PRINCIPLES IN 2014**. IN 2015, WE PROVIDED **26.4 HOURS OF TRAININGS** PER EMPLOYEE. WE **REDUCED** LOAST WORKDAYS RATE BY **27%**. ”

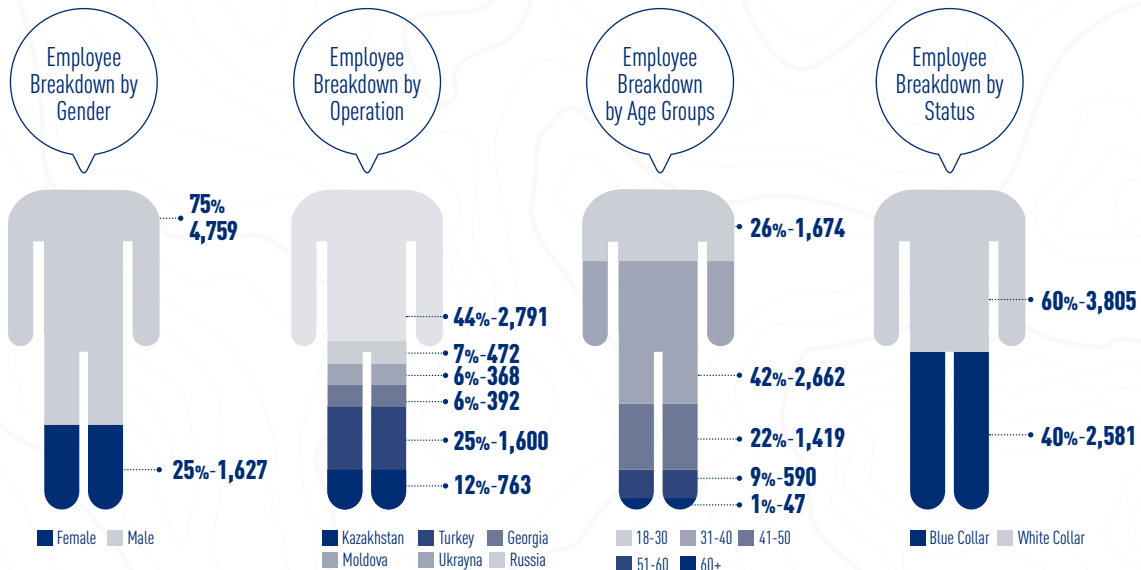
HUMAN RIGHTS



In the reporting period, Anadolu Efes Code of Business Conduct and Ethics, which is the basic policy document regarding human rights and related practices, was renewed in consideration of local and international norms, stakeholder expectations, and corporate commitments. In addition to this document, which is binding for all our country operations and employees, UN Universal Human Rights Declaration and relevant International Labour Organization (ILO) regulations are also among regulations that Anadolu Efes supports and complies with to protect human rights at its workplaces. UN Global Compact and Women’s Empowerment Principles are also commitments that emphasize the support given for the protection and reinforcement of human rights. In 2015, 1,019 Anadolu Efes employees were provided with 2,551 person\*hour of human rights training in order to enhance human rights practices and awareness throughout the company.

You can access Anadolu Efes Code of Business Conduct and Ethics on [www.anadoluefes.com](http://www.anadoluefes.com).

**DEMOGRAPHIC STRUCTURE OF ANADOLU EFES EMPLOYEES**





The diversity implied by being a multinational and multicultural company is a characteristic which enriches the corporate culture. For this reason, there is no discrimination based on religion, language, race, ethnic identity, gender, or any other personal characteristic or cultural difference at Anadolu Efes, in no case and under any circumstances. As of 2015, 19% of Anadolu Efes senior management consists of expats and 18% of female executives. 1,627 female employees account for 25.5% of total workforce. The share of female employees is 10.1% in the blue-collar category, and 35.8% in the white-collar category.

Anadolu Efes offers equal opportunities to all employees without making any discrimination. Merit and objective factors are considered in human resources processes, especially in the issues of remuneration, determination of social benefits, and performance management. Gender is not considered a determining factor in any way. While the period of birth leaves differs in accordance with

the laws in effect in our countries of operation, Anadolu Efes offers opportunities such as child-care support to facilitate the process of returning to work. Thanks to this approach, in 2015, 67% of employees who took their birth leave returned to work thereafter.

Anadolu Efes does not tolerate child labor and compulsory labor practices in any way. All Anadolu Efes employees in country operations where union organizations exist, can freely exercise their rights to collective bargaining, organization and unionization, while the unions of which they are members can freely organize in operation locations. As of 2015 yearend, 2,240 employees are subject to collective bargaining agreements. Thanks to the positive dialogue established with unions, no case of labour loss dues to industrial disputes has been experienced. Anadolu Efes also expects its suppliers and business partners to show the same sensitivity in such human rights issues.

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1,627 FEMALE EMPLOYEES ACCOUNT FOR **25.5%** OF TOTAL WORKFORCE. THE SHARE OF FEMALE EMPLOYEES IS **10.1%** IN THE BLUE-COLLAR CATEGORY, AND **35.8%** IN THE WHITE-COLLAR CATEGORY.

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## EMPLOYEE DEVELOPMENT AND PERFORMANCE MANAGEMENT



All employees excluding those covered by the collective bargaining agreement are subject to an annual evaluation process based on objective criteria within the framework of the performance management system. As part of the process, the performance rate of individual and corporate performance targets, including sustainability priorities, are taken into account. The obtained results are taken into consideration in career planning works, determining developmental needs, and performance based remuneration processes. All employees are provided with feedback regarding their annual performance assessments, development and career plans.

Leadership, competence and talent development programs, special training programs, foreign language, orientation training and in-service training programs are offered to employees of every level. In the reporting period, a total of 168,703 person\*hour of training was offered to Anadolu Efes employees, while the average hour of training per employee was at the level of 26.4 hours.

Anadolu Efes Leadership Pathway 2020 (AELP2020) is a corporate leadership development program designed to support mid-level and senior

managers in a changing and challenging working environment. AELP2020 Program aims to establish and empower a common corporate language that will become the driving power of highly impactful initiatives, by relating new leadership trends. The program provides managers with the tools, technical and professional competences that they need for fulfilling their tasks and responsibilities and achieving a common leadership approach. Within the context of AELP2020, employees are working on Action Learning Projects that ensure improvement in business results and improve corporate and individual talents.

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## OCCUPATIONAL HEALTH AND SAFETY



Ensuring the health and safety of employees is an indispensable part of Anadolu Efes working culture and business strategy. Anadolu Efes senior executives emphasize occupational health and safety as a strategic target for our business at leadership and strategic business plan meetings. Our general objective regarding occupational health and safety is zero work accident and occupational disease.

In all facilities, business processes to be conducted are designed in line with the requirements of OHSAS 18001 management standard. Conformity



of OHSAS 18001 standard practices through certification and independent audits; and the scope of the certification expands each year. As of the year 2015, 78% of Anadolu Efes facilities are certified with OHSAS 18001. Preventive measures are improved in line with the risk assessments. Anadolu Efes Golden Safety Rules, involve office and road safety issues alongside production areas, adopting a broad perspective on occupational safety.

Anadolu Efes relies on occupational health and safety trainings to form a culture of occupational safety throughout our workforce and to enhance the awareness and technical knowledge of employees. In this regard, we provided Anadolu Efes employees with a total of 26,885 person\*hour of OHS training in the reporting period.

Performance assessment, incident reporting and analysis play a significant part in the improvement of occupational health and safety performance. In order to guarantee this, we established the Efficient Event Notice and Assessment system,

which involves evaluation criteria complying with ILO Directives, GRI indicators, Anadolu Efes Code of Conduct, and local regulations. By means of these systems, incidents and near misses are immediately reported, root-cause analyses are carried out by relevant managing bodies in order to prevent the recurrence of the situation, and required measures are swiftly implemented. In order for all country operations to benefit from each others' experiences, these evaluation reports and cases are published in the four major languages spoken in our countries of operations.

During the reporting period our injury rate, which counts frequency of injuries, increased while lost day rate, which counts frequency of workday losses, reduced. This is simply because better reporting of minor incidents which does not cause lost days.

All Anadolu Efes employees regularly undergo medical examinations. Besides, expert healthcare teams provide consultancy services to employees and carry out awareness raising works. On the ot-

Lost Day Rate	2012	2013	2014	2015
Injury Rate	1.22	1.63	1.33	1.89
Lost Day Rate	18.25	12.82	15.62	11.45

*Injury Rate: Total number of injuries x 200,000 / Total work hours.*

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





her hand, employees are provided with do sports in convenient facilities or with discounts for gym memberships, as well as trainings such as stress management, breathing techniques and yoga. Within the scope of studies increasing workplace ergonomics, there are practices devoted to lighting, improving indoor air quality, optimizing noise, humidity and temperature levels, and rehabilitating the equipment being used. As a result of these studies, there were no cases of occupational disease across our operations in the reporting period. Works to improve employee health also have a positive impact on the general absenteeism rate. In this regard, in 2015, we have reduced our general absenteeism rate by 21% as against the previous year. In the reporting period, no fatal accidents occurred in any of our operations.

Occupational Health and Safety Committees, where both employees and the management are represented, have been established at Anadolu Efes operation facilities. While they vary according to the regulations of different countries, these

committees involve union representatives, foremen, and employee representatives, alongside the senior management, workplace doctors and occupational safety experts. In this way, employee views are also directly expressed. These committees convene monthly to investigate causes of incidents that have occurred, discuss existing risks and determine measures to be taken. The results of these analyses are regularly reported to the senior management.

The collective agreements we sign with unions also play a significant role in OHS management. While they slightly differ in different countries, collective agreements include regulations regarding issues such as responsibilities of employees and the employer, shared management, employee OHS Committees, personal protective equipment, OHS regulations, rules, standards and certification processes, OHS audits and investigation, employee training, sanitary regulations, health and safety support and physical examinations.

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ALL **ANADOLU EFES EMPLOYEES** REGULARLY UNDERGO MEDICAL EXAMINATIONS. BESIDES, EXPERT HEALTHCARE TEAMS PROVIDE **CONSULTANCY SERVICES TO EMPLOYEES** AND CARRY OUT AWARENESS RAISING WORKS.

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# PRODUCT RESPONSIBILITY

***WE BELIEVE THAT OUR PRODUCTS  
ADD POSITIVE VALUE TO SOCIAL  
LIFE, AND STRIVE TO DEVELOP  
CONSUMER EXPERIENCE WHEN  
ENJOYED RESPONSIBLY.***

**F**or Anadolu Efes, product responsibility is a fundamental way of creating positive value for stakeholders. The main principles of generating value with the understanding of product responsibility are producing high quality beer and acting responsibly in marketing processes.

Main promise of our products is to bring people together and enable the sharing of happy moments of life, thereby adding value to social life. For this reason, we both offer high quality products that meet consumer expectations and conduct works to enhance the culture of conscious consumption.



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### PRODUCTION QUALITY



Quality beer is obtained through quality raw materials and processes. For this reason, Anadolu Efes processes high quality barleys and hops developed by its own R&D studies, at its facilities equipped with the latest production technologies. Anadolu Efes follows Food Safety Management Systems such as ISO22000 and HACCP, as well as international systems and standards such as ISO9001 Quality Management System, to guarantee the quality of its production processes. It is registered through audits conducted by independent institutions that production is carried out in the facilities in compliance with these standards. As of the year 2015, all the production volume of Anadolu Efes was produced in facilities certified with food safety management systems such as ISO22000 or HACCP, while the share of facilities certified with ISO9001 Quality Management System was increased from 89% to 94%. In 2015, Anadolu Efes published Anadolu Efes Quality Policy in order to institutionalize its quality understanding developed throughout the years and to improve it in subsequent periods.

You can access Anadolu Efes Quality Policy on [www.anadoluefes.com](http://www.anadoluefes.com).

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### CUSTOMER SATISFACTION AND INFORMATION



Anadolu Efes offers its products appealing to quality and taste expectations to its customers under more than 40 brands, aiming for them to have a superior experience. While constantly developing new tastes in order to enhance customer satisfaction, it is also ensured that taste continuity and consistence are preserved in existing products. Product practices are developed in all markets based on the data acquired through the careful examination of market and customer satisfaction surveys conducted on the basis of brand and product.

Anadolu Efes, which believes in the importance of the complete information of customers about products in terms of generating satisfaction, deems this to be a fundamental consumer right. In order to achieve this, information is offered to



customers through product labels, websites and consumer support lines. Product labels involve content details that go beyond the criteria determined by local regulations. Product labels are meticulously prepared in order to inform consumers about the alcohol content of the product most accurately. Product packages contain information such as the alcohol percentage of the product, warnings about responsible consumption and recycling, production facility, product amount, and expiration date.

Different additional information specific to country may also be included on the labels in line with consumption habits, local regulations and industrial structure. For instance, while product labels include the “18 years old” sign, “selling beer to minors is prohibited” and “excessive alcohol consumption is harmful to health” inscriptions at our Anadolu Efes Russia operation, product packages contain the “21 years old” sign and “drink responsibly” message at our Anadolu Efes Moldova operation. In the year 2015, the message “do not drink and drive” was added on the labels within the scope of the responsible consumption approach.

Except for Anadolu Efes Turkey operation, where product related websites are prohibited by local regulations, stakeholders in all other countries of operation can access product information on the corporate websites or product websites. Besides, our stakeholders can obtain detailed information

regarding products and convey their suggestions and complaints by calling the support lines indicated on product labels, in all countries. All demands conveyed to relevant managers of Anadolu Efes through this channel are carefully evaluated and answered.

## RESPONSIBLE CONSUMPTION



We believe that a responsible consumption culture is made possible by producers adhering to responsible marketing principles and we fulfill the responsibility we bear in this regard. We have published Anadolu Efes Marketing Communication Policy, which is a concrete manifestation of this understanding, prepared in order to guarantee that marketing communication works are conducted within the framework of the principle of responsibility, in the reporting period.

You can access Anadolu Efes Marketing Communication Policy on [www.anadoluefes.com](http://www.anadoluefes.com).

The alcoholic beverage industry is an extremely regulated area of activity in terms of how marketing communication works should be conducted. Anadolu Efes complies with rules determined by sector initiatives, in addition to existing laws in its marketing communication activities. As per its marketing communication understanding, Anadolu Efes avoids the use of



marketing contents that might encourage consumers to irresponsible behaviors, be considered political or discriminatory, or offend the value judgments of the society or a specific community. Anadolu Efes ensures that its products are only sold at sales points complying with regulations and that they are not sold to minors.

Anadolu Efes operations conduct various projects to inform consumers regarding the risks of irresponsible alcohol consumption and to raise awareness on the issue of responsible consumption. Responsible consumption is encouraged through practices differing by country, due to cultural differences.

#### [Anadolu Efes Russia](#)

Anadolu Efes Russia carried out a “Don’t Drink and Drive” campaign in collaboration with national and international health and education authorities, in 2015. As part of the campaign that was voluntarily participated by more than 50 employees, 2,300 students were provided with awareness raising trainings. Billboards reading “Don’t Drink and Drive” were placed on the main streets of Moscow and Ulyanovsk.

Anadolu Efes Russia conducted a responsible marketing campaign together with Association of Russian Beer Producers, on Global Beer Responsibility Day. Within the scope of the campaign, around 5,000 sales points were visited in the cities of Ufa, Kazan, Vladivostok, Ulyanovsk and

Kaluga with the participation of more than 200 volunteering employees. During these visits, store employees were provided with information in order to enhance their awareness regarding the responsible sales of alcohol products.

#### [Anadolu Efes Moldova](#)

Anadolu Efes Moldova improved and continued its “Don’t Drink and Drive” campaign, which was also conducted in previous years, in the reporting period. This year, visual contents were broadcast in the restrooms of popular restaurants in the city of Chisinau, as part of the campaign. The contents that were broadcast for three months, were viewed 300,000 times. Besides, for the campaign to provide actual support to consumers in addition to being informative, a website named “bettertakeataxi” was launched. Consumers are encouraged to call a cab subsequent to alcohol use through the page which is accessible on all digital devices.

#### [Anadolu Efes Kazakhstan](#)

Anadolu Efes Kazakhstan continued its “Drink Responsibly” campaign in its third year. As part of the campaign, mini alcoholmeters were distributed to consumers to assist in preventing excessive alcohol consumption. In addition, messages encouraging responsible consumption were transmitted through billboards placed on the main streets of Almaty.



# COMMUNITY DEVELOPMENT

***WE MAINTAINED OUR SUPPORT  
FOR COMMUNITY DEVELOPMENT  
THROUGH PRACTICES  
CONTRIBUTING TO THE LOCAL  
DEVELOPMENT AND WORKS IN  
THE AREAS OF TOURISM, SPORTS,  
AND CULTURE & ARTS.***

# W

e seek to contribute to the enhancement of the prosperity level of the communities in which we operate with the projects we conduct and to generate a positive impact on social development through the added value we create.

In our day, the social, economic and cultural development of societies is the responsibility of the business world as much as it is that of public and nongovernmental organizations. For only developed societies can build the infrastructure necessary to form developed economies. This responsibility is also framed within the scope of the articles SDG1, SDG2, SDG3, SDG4, and SDG8 of the Sustainable Development Goals. For this reason, we pursue policies that will contribute to the local economy in our activities, we produce projects that support economic and sociocultural development in our operational geography.

## CONTRIBUTION TO LOCAL DEVELOPMENT



Employment is a significant source which has the impact of invigorating the local economy. Especially the brewery sector, as a sector with a very high multiplier effect in terms of employment, is an important employment source due to the side businesses it supports, primarily service industries that mostly rely on labor, besides the direct employment it provides. The local character of this employment creates further economic value. For this reason, local employment is among the primary components of our human resources policy. Accordingly, the majority of the workforce employed at Anadolu Efes operations consists of local employees. Due to our characteristic of being a multinational company, including local workforce among the senior management also constitutes a significant indication of contribution to local economy. In 2015, the share of local senior executives throughout our country operations was at the level of 81%.

One of our most important areas of contribution to local economy is the implementation of our purchasing operations for product supply through local channels. In the reporting period, 93% of our more than 7,500 suppliers, from whom we purchased products, were local suppliers. On the basis of expenses, purchases made from local suppliers accounted for 81% of the purchasing operations we conducted. We both contribute to economic development and prevent foreign-source dependency through our local supply practices.

The culture & arts events and projects we conduct in various cities every year are also effective in terms of livening the local economy. In addition, we increase employment opportunities and contribute to the enhancement of the productivity and profitability of small businesses through projects we carry out for the development of the value chain.

### **ANADOLU EFES RUSSIA: CITY LANDSCAPING PROJECT**

Anadolu Efes Russia operation aims to shape urban areas, maintain good relations with the local community and reinforce the volunteerism of employees through the City Landscaping Project. Within the context of the project, many volunteer activities were organized, over 200 employees contributed to the structuring of more habitable areas for citizens in the cities of Kaluga, Ulyanovsk, Novosibirsk, Kazan and Ufa. In 2015, over seven tons of wastes were collected and more than 100 trees were planted.

## ANADOLU EFES TURKEY: FUTURE IS IN TOURISM

'Future is in Tourism' Project was started in 2007 as Eastern Anatolia Tourism Development Project (EATDP) in collaboration with the Turkish Ministry of Culture and Tourism and the United Nations Development Programme (UNDP), aiming to create a tourism oriented local development model at Çoruh Valley. Within the scope of the project, more than 20 boarding houses were founded, many NGOs devoted to tourism were started, cycling and walking routes were built, local festivals such as rafting or bird watching were organized, and the interest of local and international tourists in the area was increased thanks to all these investments. Uzundere district was declared a tourism center with a decree of the Council of Ministers in 2013, ensuring the permanence of the sustainable tourism model that was formed in the region. Within the scope of the program, tourism trainings were offered in provinces in cooperation with Boğaziçi University Lifelong Learning Center and more than 5,000 people received a tourism certificate, between the years 2007 and 2012.

After five years of regional experience, Future is in Tourism Project was implemented the national level. Future is in Tourism

Support Fund was founded for tourism to be established as an alternative sustainable development means in Turkey, constituting local models by incentivizing entrepreneurship and contributing to tourism by bringing the public and private sectors, universities and civil society together. We provide practical support such as training, planning, technical support, communication, and consultancy, alongside funding support for three projects every year, ensuring the feasibility and sustainability of the projects.

In 2013 and 2014, the first two periods of 'Future is in Tourism', "Lets be a Misian", "Mardin İpekyolu Guesthouse", "Traditional Kitchen of Seferihisar" "Stonemasonry at Göbeklitepe, the Oldest Temple of the World", "Heritage of Malatya: Arslantepe", and "Souvenirs of Safranbolu" projects were selected and supported. In the reporting period, "Lavender Smelling Village" project from Isparta Keçiborlu, "Discover Your

Own Butterfly" project from Adana Saimbeyli, and "Local Tastes of Edremit with Nar Kadın (Pomegranate Lady)" project from Balıkesir Edremit were supported.



### » Lavender Smelling Village

As part of the project started by Keçiborlu Assistance, Solidarity and Education Foundation, in cooperation with Keçiborlu Village Delivery Service Union and Kuyucak Village Headpersonship, it is planned to stimulate rural tourism in Isparta, where most of the lavender production in Turkey takes place. With this project, it is aimed to ensure product variety for the lavender produced in Keçiborlu district and Kuyucak village and to mobilize the employment and entrepreneurship potential in the region. Through the development of tourism, a significant added value will be generated for the regional economy.

### » Discover Your Own Butterfly

With the project realized by Adana Toros Federation of Associations, in collaboration with Saimbeyli Municipality, Çukurova University Faculty of Arts and Sciences Department of Biology, Saimbeyli District Governorship, Ministry of Forestry and Water Affairs 7<sup>th</sup> Region Adana Branch Office, it is planned to transform Adana's Saimbeyli district, which is one of the 10 major butterfly fields in Turkey, into a significant niche tourism center. As part of the project, it is aimed





to develop ecotourism with butterfly watching, to increase the low level of income in the district, to preserve nature and biological diversity, and for the field in the region to acquire natural park status.

a home reflecting the traditional culture of Edremit. The project, which constitutes a model for sustainability in tourism, also aims to contribute to the economic empowerment of women.



#### » Local Tastes of Edremit with Nar Kadin

The project, carried out by L.L. Nar Kadin Environment Culture and Management Co-operative and started with the collaboration of Edremit Municipality, was implemented for the purpose of drawing attention to and branding local tastes made with olive oil in Balıkesir's Edremit district and supporting gourmet tourism. It is planned to offer personal and professional development trainings for women in the region, thereby transforming the local products they produce into touristic products and presenting these in

#### ANADOLU EFES VOLUNTEERS

In 2015, we realized two activities of volunteerism in Bursa Misi Village and in Mardin, from among Future is in Tourism Project regions, through the "Anadolu Efes Volunteers" platform, which is based on volunteerism and can be attended by all employees on the basis of activities. As part of "Mardin İpekyolu Guesthouse" project, our volunteers collected a total of 590 books and 420 toys to be donated to Mardin Nursery School. The donating volunteers delivered the toys and books to Mardin Nursery School, where a total of 200 children will benefit from them. Within the context of "Lets be a Misian" project, Anadolu Efes Volunteers visited the women of Misi on International Women's Day, March 8th, both to help them with their daily tasks and to mentor them in their areas of expertise, such as marketing, financial affairs, and social media. These two activities of volunteerism were attended by 138 employees in total.





## ANADOLU EFES MOLDOVA: THE HEART OF MOLDOVA PROJECT

Anadolu Efes Moldova aims to boost tourism and reinforce social engagement by presenting citizens with a different Moldova, following the demographic crisis environment that arose due to migration, with the project it started in 2015. As part of the project, a series of 10 videos introducing Moldova were prepared and offered for the use of the Ministry of Culture and tourism agencies. Visitors are encouraged to pick Moldova as a touristic destination with this broad range of videos.

### COMMUNITY INVESTMENTS



By considering social expectations and needs in its operating countries, Anadolu Efes supports various programmes regarding sports, arts and culture. Contributing to the projects for the development of sports for 39 years, cinema for 28 years, theatre for 23 years, tourism for 8 years, Anadolu Efes Türkiye also maintained its support during the reporting period.

#### » Sports

Anadolu Efes Sports Club, which was established in 1976 and celebrated its 40<sup>th</sup> year during 2015-2016 season, is our paramount social investment in the area of sports. Given Turkish people moment full of joy with its success, Anadolu Efes became the first Turkish Club achieving a European Cup in professional sports and brought 1

Koraç Cup, 12 Turkish League Championships, 10 Turkish Cups, 10 Presidential Cups as of December 2015. Besides Anadolu Efes is the first Turkish Club to transfer a player to the NBA. Raised countless basketball stars in its infrastructure, every year Anadolu Efes introduces new faces to Turkish Sports and maintains its practices to push basketball in Turkey even further.

Besides Anadolu Efes Turkey, in 2015, our Anadolu Efes Georgia operation also provided support for sports by undertaking the sponsorship of Georgia National Rugby Team and National Basketball Team. As for Anadolu Efes Moldova, it has supported Moldova Special Olympics team. The team, who participated in the Special Olympics World Games Los Angeles with the support of Anadolu Efes Moldova, won four medals.

#### » Culture & Arts

Anadolu Efes plays a pioneer role for supporting arts and culture in the regions it operates.



Since the very first day of its support to the cinema, Anadolu Efes Turkey supports İstanbul Film Festival organized by İKSV to meet with art-enthusiasts. İstanbul Film Festival, 34<sup>th</sup> of which was organized in 2015, aims to support development of the cinema in Turkey and to promote Turkish cinema in international scale. Anadolu Efes Turkey has been supporting İstanbul Film Festival for last 28 years as the theme sponsor for Turkish Cinema and National Contest. Anadolu Efes Jury's Special Award is given in memory of Onat Kutlar to the director of the movie selected by the jury in National Contest. Movies supported by Anadolu Efes Turkey through this award have also won more than 100 awards from festivals organized in Turkey or abroad.

In order to contribute the development of Turkish cinema, Anadolu Efes Turkey takes side with movie-makers, especially with young movie-makers, during project development and production phases; through Masterclass events brings cinema enthusiasts together with famous directors. In 2015, Anadolu Efes Turkey supported Meeting on

the Bridge Platform during İstanbul Film Festival for the 3<sup>rd</sup> time and presented Anadolu Efes Special Award to the movie which came first during Production Phase Workshop, to be used for promotion of the movie. Moreover, during the year, two Masterclass events were organized together with the famous director Reha Erdem.

Started supporting theatre in 1992, for the 23<sup>rd</sup> year, Anadolu Efes Turkey maintained its contribution to major theatre companies in Turkey. Anadolu Efes Turkey's journey as the biggest supporter of theatre companies in Turkey continues with more than 700 plays, and by Anadolu Efes support, these plays meet with thousands of viewers.

Moreover, Anadolu Efes Turkey supports Sadri Alışık Theatre and Cinema Actors and Actresses Awards which is the only organization in Turkey rewarding both theatre and cinema actors and actresses. Anadolu Efes Theatre Agenda, published every week during the season, helps art-lovers to follow weekly schedules of the theatre companies easily.

### **ANADOLU EFES GEORGIA AND KAZAKHSTAN'S SUPPORT FOR THE COMMUNITY**

In the reporting period, Anadolu Efes Georgia supported children lacking parental care through the Nakthari Fund, by helping them receive education and providing employment opportunities. Anadolu Efes Kazakhstan made contributions in the areas of health and education by assuming the sponsorship of Karagandy Autistic Children Center and Astan Youth Initiatives Center.

## PERFORMANCE CHARTS

OPERATIONAL & ECONOMIC PERFORMANCE*					
	2011	2012	2013	2014	2015
Beer Production (Mhl)**	22.9	29.1	25.3	24.2	20.0
Malt Production (kton)	257	251	208	164	178
Beer Sales (Mhl)	23.0	28.4	25.5	24.5	20.4
Malt Sales (kton)	-	0.3	-	-	0.2
Beer Production Capacity (Mhl)	35,2	43,7	43,7	38,8	39,5
Malt Production Capacity (kton)	290	294	294	245	248
Net Sales (1,000 TL)	4,761,266	4,319,725	9,195,773	10,021,383	10,205,146
Beer Sales	3,006,106	4,291,363	3,978,641	4,000,899	3,440,946
Others	1,755,160	2,125,471	5,217,132	6,020,484	6,764,200
Profit From Operations (1,000 TL)	605,120	540,350	743,854	916,176	928,877
Profit From Operations Margin (%)	12.7	12.5	8.1	-9.3	-9.3
Net Income (1,000 TL)	341,175	341,175	609,811	-512,233	-197,759
Net Income Margine (%)	7.2	14.1	28.4	-5.1	-1.9
EBITDA (1,000 TL)	953,416	908,313	1,494,687	1,702,376	1,746,459
EBITDA Margin (%)	20.0	21.0	16.3	17.0	17.1
Total Assets (1,000 TL)	6,420,709	10,381,556	22,366,984	20,113,805	22,044,090
Net Financial Debt / EBITDA	1.2X	0.5X	2.0X	0.4X	0.5X
Earnings per Share (TL)	0.758	1.0765	4.4062	-0.8651	-0.334
Local Procurement (%)					
By Expenditure	-	-	78	78,4	81,01
By Number of Suppliers	-	-	88,8	93,2	92,73

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

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

ENVIRONMENTAL PERFORMANCE					
	2011	2012	2013	2014	2015
Specific Energy Consumption in Breweries (kWh/hl)	36.8	36.7	38.3	35.3	37.5
Total Energy Consumption in Breweries (TJ)	3,037	2,966	3,558	3,147	2,764
Total Direct Energy Consumption in Breweries (TJ)	1,905	1,869	2,315	2,196	1,945
Natural Gas	1,772	1,724	2,071	1,951	1,707
Fuel Oil	126	138	240	240	231
Diesel	7	8	4	5	7
Total Indirect Energy Consumption in Breweries (TJ)	1,132	1,091	1,237	951	819
Electricity	845	830	1,013	919	796
Steam	287	262	224	32	23
Specific Energy Consumption in Malteries (kWh/ton)	1,074	1,051	998	1,004	979
Total Energy Consumption in Malteries (TJ)	996	950	748	592	629
Total Direct Energy Consumption in Malteries (TJ)	706	663	516	501	533
Natural Gas	704	661	515	500	357
Fuel Oil	0	0	0	0	5
Diesel	2	2	1	1	1
Others	0	0	0	30	170
Total Indirect Energy Consumption in Malteries (TJ)	291	287	232	91	95
Electricity	135	128	116	91	95
Steam	156	159	117	0	0
Specific GHG Emissions in Breweries (kton CO <sub>2</sub> e)	9.8	9.8	10.1	9.6	10.3
Total GHG Emissions in Breweries (kton CO <sub>2</sub> e)	225	221	260	237	211
Direct	113	112	139	133	118
Indirect	111	109	121	104	93
Specific GHG Emissions in Malteries (kton CO <sub>2</sub> e)	254	250	238	238	233
Total GHG Emissions in Malteries (kton CO <sub>2</sub> e)	65	63	50	39	42
Direct	40	37	29	28	30

## ENVIRONMENTAL PERFORMANCE

	2011	2012	2013	2014	2015
<i>Indirect</i>	26	25	21	11	12
Total Energy Saved (TJ)	-	-	112	94	43
Total Emission Saved (Ton CO <sub>2</sub> e)	-	-	7,683	5,888	3,213
Distribution Distance per Sales Volume (km/hl)	3.5	3.6	3.4	3.44	3.41
Forklift Energy Consumption per Sales Volume (kg/hl)	0.07	0.08	0.08	0.07	0.07
Specific Water Consumption in Breweries (hl/hl)	4.6	4.5	4.5	4.3	4.2
Total Water Consumption in Breweries (million m <sup>3</sup> )	10.6	10.1	11.6	10.7	8.7
<i>Ground Water</i>	5.4	5.0	5.0	4.9	4.5
<i>Municipal Water</i>	5.2	5.0	6.6	5.8	4.2
Specific Water Consumption in Malteries (m <sup>3</sup> /ton)	6.9	6.4	6.2	6.6	6.3
Total Water Consumption in Malteries (million m <sup>3</sup> )	1.8	1.6	1.3	1.1	1.1
<i>Ground Water</i>	1.7	1.4	1.2	1.1	1.1
<i>Municipal Water</i>	0.1	0.2	0.1	0	0
Specific Wastewater Discharge in Breweries (hl/hl)	3.3	3.2	3.2	3.0	3.0
Total Wastewater Discharge in Breweries (million m <sup>3</sup> )	7.6	7.1	8.2	7.4	6.0
<i>Sewage System</i>	6.5	5.8	7.1	6.5	5.2
<i>Surface Water Body</i>	1.1	1.3	1.0	0.9	0.8
Specific Wastewater Discharge in Malteries (m <sup>3</sup> /ton)	5.4	5.3	5.0	4.8	4.9
Total Wastewater Discharge in Malteries (million m <sup>3</sup> )	1.4	1.3	1.0	0.8	0.9
<i>Sewage System</i>	0.9	0.8	0.7	0.4	0.5
<i>Surface Water Body</i>	0.5	0.5	0.4	0.4	0.4
Total Amount of Waste (ton)	-	-	-	64,171	59,928
<i>Hazardous</i>	-	-	-	4,497	4,455
<i>Nonhazardous</i>	-	-	-	59,674	55,473
Total Waste Disposal (kton)	447	439	557	514	462
<i>Recycle*</i>	421	419	527	492	446
<i>Others</i>	24	19	30	23	16
Recycling Ratio (%)	94.2	95.6	94.6	95.6	96.6
Total Environmental Expenditures (million USD)	-	-	8.4	6.1	4.1

## SOCIAL PERFORMANCE

	2013	2014	2015
Employee Trainings-Number of Participants	12,564	24,435	20,397
<i>Blue Collar</i>	7,595	12,007	10,735
<i>White Collar</i>	4,969	12,428	9,576
<i>Female</i>	-	5,065	5,780
<i>Male</i>	-	19,370	14,617
Employee Trainings-Total Training Hours (person*hour)	164,725.30	194,543	168,702
<i>Blue Collar</i>	67,264	72,868	60,873
<i>White Collar</i>	97,461.80	121,675	
<i>Female</i>	-	48,018	48,291
<i>Male</i>	-	146,525	120,411
Average Training Hours per Employee	24.4	26.46	26.40
<i>Blue Collar</i>	17.7	24.62	23.63
<i>White Collar</i>	19.81	27.7	
<i>Female</i>	-	25.91	29.68
<i>Male</i>	-	26.65	25.3
Human Rights Training-Number of Participants	-	42	1,019
Human Rights Training-Total Training Hours (person*hour)	-	289	2,551
OHS Training-Number of Participants	3,749	6,118	4,415
OHS Training-Total Training Hours (person*hour)	22,362.96	14,259	26,885

SOCIAL PERFORMANCE			
	2013	2014	2015
Çevre Eğitimi-Number of Participants	829	788	700
Environmental Training-Total Training Hours (person*hour)	8,554	9,218	7,929
Total Hours Worked	16,464,369	15,066,558	14,037,567
Injury Rate*	1.63	1.33	1.89
Occupational Disease Rate**	0	0	0
Lost Day Rate***	12.82	15.62	11.45
Absentee Rate****	3,775	5,127	4,144
Fatalities	0	0	0
Fatalities by Road Accidents	0	0	0
Injuries by Road Accidents	6	8	3

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

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

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

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

EMPLOYEE DEMOGRAPHICS										
	2011		2012		2013		2014		2015	
Total Number of Employees	6,227		5,918		8,720		7,352		6,386	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	4,743	1,484	4,472	1,446	6,485	2,235	5,499	1,853	4,759	1,627
Employees by Status										
<i>Blue Collar</i>	2,414	269	2,341	237	3,344	456	2,661	299	2,317	264
<i>White Collar</i>	2,329	1,215	2,131	1,209	3,128	1,792	2,838	1,554	2,442	1,363
Employees by Contract Type										
<i>Indefinite Contract</i>	4,674	1,419	4,447	1,426	6,388	2,186	5,431	1,835	4,718	1,595
<i>Temporary Contract</i>	69	65	25	20	96	50	68	18	41	32
Employees by Employment Type										
<i>Full Time</i>	4,743	1,484	4,472	1,446	6,485	2,230	5,490	1,839	4,749	1,624
<i>Part Time</i>	0		0		5		23		25	
Employees by Education Level										
<i>University and Higher</i>	2,123	1,020	2,208	1,091	3,693	1,709	2,856	1,339	2,533	1,239
<i>Other</i>	2,620	464	2,264	355	2,206	370	2,643	514	2,226	388
Employees by Age Groups										
18-20	-	-	-	-	-	-	9	2	5	1
21-30	-	-	-	-	-	-	1,619	590	1,220	448
31-40	-	-	-	-	-	-	2,272	672	2,035	627
41-50	-	-	-	-	-	-	1,108	391	1,059	360
51-60	-	-	-	-	-	-	444	196	402	188
61+	-	-	-	-	-	-	47	2	43	4
New Hires	697	240	583	234	1,110	375	799	253	412	204
Employees Left	426	666	759	257	1,434	537	1,513	554	1,136	420
Employees on Parental Leave	138	16	61	138	75	133	86	184	76	131
Employees Returned after Parental Leave	125		156		152		146		75	64
Senior Managers	47	6	41	4	151	65	141	51	55	12
<i>Local</i>	33		28		124	65	117	51	42	12
<i>Expat</i>	20		17		27		24	0	13	0
Disabled Employees	60	29	60	31	56	13	57	17	17	23
Average Seniority (year)	32.76	34.22	6.86	7.84	4.95	3.90	7.73	11.16	8.76	9.14
Employees Covered by Collective Labor Agreements	1,831		1,882		2,498		2,672		2,240	
<i>Share in Total Workforce (%)</i>	29.40		31.8		28.65		36.34		35.07	
<i>Share in Blue Collar Employees (%)</i>	68.25		73		65.74		90.27		87.09	

GRI Indicators	UNGC Indicators	Description	Omissions
<b>General Standard Disclosures</b>			
G4-1		CEO Statement (p.6-7)	-
G4-2		Sustainability Progress Chart (p.2-3); CEO Statement (p.6-7); Sustainability Management (p.8-9); <a href="http://www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl&amp;gicsayfa=&amp;gislem=&amp;gbilgi=">www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl&amp;gicsayfa=&amp;gislem=&amp;gbilgi=</a>	-
G4-3		Contacts (inside back cover)	-
G4-4		<a href="http://www.anadoluefes.com/dosya/kurumsal-politikalar/anadol-efes-marketing-communication-policy.pdf">www.anadoluefes.com/dosya/kurumsal-politikalar/anadol-efes-marketing-communication-policy.pdf</a>	-
G4-5		Contacts (inside back cover)	-
G4-6		About the Report (p.1); Anadolu Efes Brewery Operations (p.4-5)	-
G4-7		<a href="http://www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=hk&amp;galtsayfa=ortaklikyapisigicsayfa=&amp;gislem=&amp;gbilgi=">www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=hk&amp;galtsayfa=ortaklikyapisigicsayfa=&amp;gislem=&amp;gbilgi=</a>	-
G4-8		Anadolu Efes Brewery Operations (p.4-5)	-
G4-9		Anadolu Efes Brewery Operations (p.4-5); Performance Charts (p.42, 44)	-
G4-10	Principle 6	Our People (p.27); Performance Charts (p.44)	-
G4-11	Principle 3	Our People (p.28); Performance Charts (p.44)	-
G4-12		Value Chain Partnerships (p.21-22)	-
G4-13		<a href="http://www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=yi&amp;galtsayfa=hyigicsayfa=2&amp;gislem=&amp;gbilgi=">www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=yi&amp;galtsayfa=hyigicsayfa=2&amp;gislem=&amp;gbilgi=</a>	-
G4-14		<a href="http://www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-2&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-2">www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-2&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-2</a> <a href="http://www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-3&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-3">www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-3&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-3</a>	-
G4-15		<a href="http://www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-4&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-4">www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-4&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-4</a>	-
G4-16		<a href="http://www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-4&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-4">www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-4&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-4</a>	-
G4-17		About the Report (p.1)	-
G4-18		In line with GRI G4 Framework, in order to define reporting content, Anadolu Efes follows a specific process based on materiality, completeness, sustainability context and inclusiveness principles. First we identify a large scale issue universe in compliance with business objectives, sector specific facts, competition practices, requirements of our engagements, global sustainability agenda. Then we ran a prioritization process together with Sustainability Champions both at headquarter and country operations level with regard to risk and opportunity potentials and expectations of stakeholders on these issues. During the last phase of the process, we validated and fine tuned results of the prioritization process as well as defining in which business units or processes these issues are most material.	-
G4-19		About the Report (p.1)	-
G4-20		About the Report (p.1); In line with materiality process conducted in accordance with G4 Guidelines, all aspects prioritized are found material within the company except for joint ventures and subsidiaries which are excluded from the general boundry scope of the reporting practices.	-
G4-21		About the Report (p.1); In line with materiality process conducted in accordance with G4 Guidelines, some aspects prioritized are found material for outside of the company. Accordingly environment and climate have some aspects found material for suppliers and vendors while product responsibility is material for consumers. The aspect value chain partnerships is found material for suppliers and dealers.	-
G4-22		No restatements made compared to the previous report.	-
G4-23		About the Report (p.1)	-
G4-24		<a href="http://www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-4&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-4">www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-4&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-4</a>	-
G4-25		<a href="http://www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-4&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-4">www.anadoluefes.com/index.php?gdil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-4&amp;gicsayfa=&amp;gislem=&amp;gbilgi=ykl-4</a>	-

GRI Indicators	UNGC Indicators	Description	Omissions
G4-26		www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-4&gicsayfa=&gislem=&gbilgi=ykl-4	-
G4-27		General Assembly Minutes www.anadoluefes.com/dosya/genelkuruLin/20160418112525lu.pdf	-
G4-28		About the Report (p.1)	-
G4-29		About the Report (p.1)	-
G4-30		About the Report (p.1)	-
G4-31		Contacts (inside back cover)	-
G4-32		About the Report (p.1); GRI Content Index (p.45-48); Legal Disclaimer (inside back cover)	-
G4-33		Legal Disclaimer (inside back cover)	-
G4-34		www.anadoluefes.com/index.php?gdil=in&gsayfa=yi&galtsayfa=kycp&gicsayfa=7&gislem=&gbilgi=	-
G4-56	Principle 10	www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-3&gicsayfa=&gislem=&gbilgi=ykl-3	-
G4-57	Principle 10	Anadolu Efes Code of Business Conduct and Ethics (p.9-11)	-
G4-58	Principle 10	Anadolu Efes Code of Business Conduct and Ethics (p.9-11)	-
<b>Specific Standard Disclosures</b>			
<b>Material Aspect: Protecting Water Resources</b>			
G4-DMA		Protection of Water Resources (p.11-13); Performance Charts (p.43) www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=onc&detay&gicsayfa=1&gislem=&gbilgi=www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-2&gicsayfa=&gislem=&gbilgi=ykl-2	-
G4-EN8	Principle 7 Principle 8	Protection of Water Resources (p.11-13); Performance Charts (p.43)	-
G4-EN9	Principle 8	Since no water bodies employed such as RAMSAR or other protected resources, no water resources used by Anadolu Efes is under stress according to the criteria expressed in the indicator.	-
G4-EN22	Principle 8	Protection of Water Resources (p.13); Performance Charts (p.43)	-
<b>Material Aspect: Environment and Climate</b>			
G4-DMA		Protection of Water Resources (p.12-13); Environment and Climate (p.15--19); Value Chain Partnerships (p.24); Performance Charts (p.42-43) www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl-detay-2&gicsayfa=&gislem=&gbilgi=ykl-2 www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=onc&detay&gicsayfa=2&gislem=&gbilgi=www.anadoluefes.com/index.php?gdil=in&gsayfa=sr&galtsayfa=ykl&gicsayfa=&gislem=&gbilgi=	-
G4-EN1	Principle 7 Principle 8	Protection of Water Resources (p.12-13); Environment and Climate (p.18-19); Performance Charts (p.43)	-
G4-EN2	Principle 8	Protection of Water Resources(p.12-13); Environment and Climate (p.18-19); Performance Charts (p.43)	-
G4-EN3	Principle 7	Environment and Climate (p.16); Performance Charts (p.42)	-
G4-EN4	Principle 8	Environment and Climate (p.19); Performance Charts (p.43)	-
G4-EN5	Principle 8	Environment and Climate (p.16); Performance Charts (p.42)	-
G4-EN6	Principle 8 Principle 9	Environment and Climate (p.18); Performance Charts (p.43)	-
G4-EN7	Principle 8 Principle 9	Environment and Climate (p.19); Performance Charts (p.43)	-
G4-EN11	Principle 8	Anadolu Efes has no operational site in the protected areas.	-
G4-EN12	Principle 8	Anadolu Efes has no operational site in the protected areas. Thus, no impact on high biodiversity area were recorded during the reporting period.	-

GRI Indicators	UNGC Indicators	Description	Omissions
G4-EN13	Principle 8	Since Anadolu Efes operations has no significant impact on habitats, no restoration or protection practices carried out other than general practices performed due to the Anadolu Efes Environmental Management Scheme.	-
G4-EN15	Principle 7 Principle 8	Environment and Climate (p.16-18); Performance Charts (p.43)	-
G4-EN16	Principle 7 Principle 8	Environment and Climate (p.16-18); Performance Charts (p.43)	-
G4-EN18	Principle 8	Environment and Climate (p.16-18); Performance Charts (p.43)	-
G4-EN19	Principle 8 Principle 9	Environment and Climate (p.18); Performance Charts (p.43)	-
G4-EN23	Principle 8	Environment and Climate (p.18); Performance Charts (p.43)	-
G4-EN27	Principle 7 Principle 8 Principle 9	Environment and Climate (p.18-19); Value Chain Partnerships (p.24)	-
G4-EN28	Principle 7 Principle 8 Principle 9	Environment and Climate (p.19)	-
G4-EN31	Principle 7 Principle 8 Principle 9	Environment and Climate (p.15); Performance Charts (p.43)	-
<b>Material Aspect: Workplace</b>			
G4-DMA		Our People (p.27-31); Performance Charts (p.43-44) <a href="http://www.anadoluefes.com/index.php?gidil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-2&amp;gicsayfa=ugislem=ugbilgi=ykl-2">www.anadoluefes.com/index.php?gidil=in&amp;gsayfa=sr&amp;galtsayfa=ykl-detay-2&amp;gicsayfa=ugislem=ugbilgi=ykl-2</a>	
G4-LA1	Principle 6	Our People (p.27); Performance Charts (p.44)	-
G4-LA2		All Anadolu Efes employees enjoy equal benefits applicable to their employment type within the duration of their employment contract.	-
G4-LA3	Principle 6	Performance Charts (p.44)	-
G4-LA4	Principle 3	Possible changes in company operations or working conditions and workplaces of employees are announced before the execution of the changes, according to minimum notice periods indicated in applicable legal regulations. These periods can vary according to the operation country regulations and to the employee seniority. Collective bargaining agreements regulate minimum notice periods for covered employees.	-
G4-FP3	Principle 3	No work hours lost during the reporting period for industrial disputes or strikes.	-
G4-LA5		Our People (p.31); Performance Charts (p.44)	-
G4-LA6		Our People (p.30-31); Performance Charts (p.44)	-
G4-LA8		Our People (p.31);	-
G4-LA9	Principle 6	Our People (p.29); Performance Charts (p.43)	-
G4-LA10		Our People (p.29)	-
G4-LA11	Principle 6	Our People (p.29)	-
G4-LA12	Principle 6	Performance Charts (p.44)	-
G4-LA13	Principle 6	Our People (p.28)	-
G4-HR2	Principle 1	Our People (p.27); Performance Charts (p.44)	-
G4-HR3	Principle 6	During the reporting period, no case of discrimination has occurred.	-
G4-HR4	Principle 3	In all Anadolu Efes operations, collective bargaining, organization and unionization rights are secured. All employees are free to become a member of the trade union which they prefer and to benefit collective bargaining practices. Anadolu Efes expects all suppliers to adopt similar working principles. During the reporting period, no breach or risk is identified within Anadolu Efes or major supplier operations against the exercise of these rights.	-
G4-HR5	Principle 5	No child labor is employed in any Anadolu Efes operation. Anadolu Efes expects all suppliers to adopt similar working principles. During the reporting period, no breach or risk is identified within Anadolu Efes or major supplier operations against exercise of this principle.	-



GRI Indicators	UNGC Indicators	Description	Omissions
G4-HR6	Principle 4	No Anadolu Efes operation employs forced or compulsory labor. Anadolu Efes expects all suppliers to adopt similar working principles. During the reporting period, no breach or risk is identified within Anadolu Efes or major supplier operations against exercise of this principle.	-
<b>Material Aspect: Product Responsibility</b>			
G4-DMA		Product Responsibility (p.33-35) <a href="http://www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl-detay-2%gicsayfa=%gisleml=%gibilgi=ykl-2">www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl-detay-2%gicsayfa=%gisleml=%gibilgi=ykl-2</a> <a href="http://www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl-detay-3%gicsayfa=%gisleml=%gibilgi=ykl-3">www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl-detay-3%gicsayfa=%gisleml=%gibilgi=ykl-3</a>	-
G4-PR2		No such case occurred during the reporting period.	-
G4-PR3		Product Responsibility (p.33-34)	-
G4-PR4		No such case occurred during the reporting period.	-
G4-FP5		Product Responsibility (p.33)	-
<b>Material Aspect: Social Development</b>			
G4-DMA		Value Chain Partnerships (p.21-25); Community Development (p.37-41); Performance Charts (p.42); Anadolu Efes Code of Business Conduct and Ethics (p.7) <a href="http://www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl%gicsayfa=%gisleml=%gibilgi=ykl-2">www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl%gicsayfa=%gisleml=%gibilgi=ykl-2</a> <a href="http://www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl-detay-2%gicsayfa=%gisleml=%gibilgi=ykl-2">www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl-detay-2%gicsayfa=%gisleml=%gibilgi=ykl-2</a> <a href="http://www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl-detay-3%gicsayfa=%gisleml=%gibilgi=ykl-3">www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl-detay-3%gicsayfa=%gisleml=%gibilgi=ykl-3</a>	-
G4-EC8		Value Chain Partnerships (p.21-25); Community Development (p.37-41); Performance Charts (p.42)	-
G4-EC9		Community Development (p.38); Performance Charts (p.42)	-
G4-FP1		All purchasing operations are conducted inline with Anadolu Efes' general sourcing policy and Anadolu Efes Code of Conduct for Suppliers.	-
G4-SO3	Principle 10	<a href="http://www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl-detay-2%gicsayfa=%gisleml=%gibilgi=ykl-2">www.anadoluefes.com/index.php?gdil=in%gsayfa=sr%galtsayfa=ykl-detay-2%gicsayfa=%gisleml=%gibilgi=ykl-2</a> All company organization is periodically subject to both internal and Anadolu Group auditing processes. All company accounts, records and documents are audited quarterly by Anadolu Efes Audit Committee.	-
G4-SO6	Principle 10	Anadolu Efes Code of Business Conduct and Ethics (p.7)	-
<b>Material Aspect: Value Chain Partnerships</b>			
G4-DMA		Value Chain Partnerships (p.21-25)	-

# Contacts

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