

EFES |

Efes Manufacturing System Communication

July 2014

WHAT IS EFES MANUFACTURING SYSTEM? HOW IT WILL WORK?

Operational Excellence is a core theme of our Manufacturing Strategy in Efes Rus.

In order to achieve our objectives of supporting the commercial agenda and achieving benchmark levels of performance, we have adopted lean principles in all of our operating sites:

- **elimination of waste and non-value-adding processes in all forms;**
- **accountability for quality & performance at the shop-floor level;**
- **capability building.**

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These principles are supported through enabling initiatives well known to you all, for example:

- Health, Safety and Environmental Management
- Best practice (5S, visual management, problem solving, etc..)
- Performance management & talent management

Everything is brought together in a so-called ‘Operational Model’ which integrates the above principles and practices in an efficient and effective organizational design.

EFES MANUFACTURING SYSTEM

WHY DO WE NEED THE CHANGE?

Our industry and our business is facing many new challenges:

- regulatory pressures
- dark-market conditions
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- aggressive competition

In order to remain competitive we have to challenge ourselves in everything we do – and across all functions.

At the beginning of this year we established a project team with representation from all sites and all departments to develop our operational model to take account of these new market realities.

- **We have completed both a top-down and bottom-up analysis of our operational activities**
- **We developed an action plan to take advantage of the opportunities identified, and take our capability to higher levels of manufacturing maturity**
- **We are ready now to implement the new operational model in our ‘must-win’ breweries to validate the work of the project teams**