

**ANNOUNCEMENT REGARDING ORGANIZATIONAL STRUCTURE CHANGE**

**December 25, 2025** – In line with our Vision 2035 targets, we remain focused on strengthening our core business, expanding our geographic footprint, and unlocking growth opportunities in new businesses.

As we advance our agenda for growth and transformation, we are equally committed to continuously improving how we operate. Our ambition is to strengthen Anadolu Efes' presence across diverse markets with agility, clarity, and deeper local insight. This ambition requires an operating model that reflects the realities of the businesses and geographies we serve.

To drive the growth, we are transitioning to a region-based organizational model nourished with business units (BU). This structure is designed to bring us closer to our consumers and customers, while empowering our teams with greater agility, accountability, and responsiveness. By establishing the business unit structure, we will be able to leverage our markets, export competencies and customer know-how as 'one team'.

As part of evolving structure, the changes below will bridge us to our Vision 2035 goals.

We are structuring Russia, Türkiye and International Operations into three dedicated business units effective as of January 1st, 2026:

- Russia Business Unit (RBU)
- Türkiye Business Unit (TBU)
- International Operations Business Unit (IBU).

The International Operations Business Unit (IBU), which will be established, will be centered in Kazakhstan. Our operations in Belarus, China, Central Asia Republics (CAR) and Azerbaijan, which have successfully matured under the Market Development Directorate (MDD), will be integrated into the International Operations Business Unit (IBU) structure alongside Kazakhstan, Georgia and Moldova.

Ertan Kurt, currently serving as General Manager of Kazakhstan is appointed as Anadolu Efes International Operations Business Unit (IBU) General Manager effective as of January 1, 2026 and will be reporting to Onur Altürk, Beer Group President and Anadolu Efes CEO.

Therefore, under the new structure, Anadolu Efes Georgia General Manager, Anadolu Efes Moldova General Manager, Anadolu Efes Belarus General Manager, Market Development Director, Efes China Country Manager, Regional Market Development Manager (CAR), and Azerbaijan Country Manager will be reporting to Ertan Kurt, Anadolu Efes International Operations Business Unit (IBU) General Manager.

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For further information regarding Anadolu Efes, please visit our website at <http://www.anadoluefes.com/> or you may contact;

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Simultaneously, Dorin Daniel Barbulescu, currently serving as Anadolu Efes Market Development Director is appointed as Anadolu Efes Kazakhstan General Manager, and will be also reporting to Ertan Kurt.

**Mr. Ertan Kurt** graduated from Istanbul University in Economics in 1994 and completed his MBA courses in Istanbul University in 1997. He started his professional career in 1994 at Procter & Gamble Türkiye in Sales Department; where he served in various positions until 2000. Between 2001 and 2005; he worked at Reckitt Benckiser Türkiye as Trade Marketing Manager, Central Region Manager, Senior Trade and Shopper Marketing Manager, respectively. Between 2005 and 2009 he worked as Country Manager at Reckitt Benckiser Slovenia and then served as Global Trade and Shopper Marketing Director at Reckitt Benckiser Global HQ UK until 2012. Having worked as Sales Director in Nestlé Waters Türkiye between 2012 and 2016, he worked as International Markets Director at Brisa Bridgestone Sabancı between 2016 and 2017. He worked as Vice President of Sales and Marketing at Şişecam between 2018 and 2020. Mr. Kurt served as Efes Georgia Managing Director between February 2020 and February 2023. Mr. Ertan Kurt has been appointed as Anadolu Efes Kazakhstan General Manager, effective as of 1 February 2023.

Our new organizational structure scheme will be available on our website at [www.anadoluefes.com](http://www.anadoluefes.com)

*We hereby declare that our above statements are in conformity with the principles included in the Capital Markets Board's Communiqué on Material Events, that they fully reflect the information we have acquired, that the information complies with our books, records and documents, that we have made our best effort to fully and accurately obtain all information regarding the matter and that we are responsible for this disclosure made hereby.*

*This is an English translation of the original official public disclosure made by Anadolu Efes in Turkish through the Public Disclosure Platform ([www.kap.org.tr](http://www.kap.org.tr)), for information purposes only. In the event of any discrepancy between this translation and the original Turkish disclosure, the original Turkish disclosure shall prevail. Anadolu Efes makes no warranties or representations about the accuracy or completeness of the English translation and assumes no liability for any errors, omissions or inaccuracies that may arise from use of this translation*

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