

9M2026 INVESTOR PRESENTATION

ANADOLU EFES

IMPORTANT DISCLAIMER REGARDING TAS29

As stipulated by the decree of the Capital Markets Board, the financial statements for 9M2026 have been presented in accordance with TAS29 (Turkish Accounting Standard 29: Financial Reporting in Hyperinflationary Economies), and retrospective adjustments have been made for prior periods in alignment with the same standard.

In this presentation, certain financial items and metrics may be presented without inflation adjustment in order to ensure comparability with previous quarters and to facilitate analysis of our performance. It is important to note that the financials presented without the impact of TAS 29 are unaudited.

Unless explicitly stated otherwise, all financial information disclosed in this presentation are presented in accordance with TAS 29.

ANADOLU EFES

FORWARD-LOOKING STATEMENTS

This presentation may contain certain forward-looking statements concerning our future performance and should be considered as good faith estimates made by the Company. These forward-looking statements reflect management expectations and are based upon currently available data. Actual results are subject to future events and uncertainties, which could materially impact the Company's actual performance.

ANADOLU EFES

WHO WE ARE

ANADOLU EFES



ANADOLU GROUP

1950
Founded

~100
Production facilities

+100.000
Employees

6
Million m²
Production and sales-distribution area

8
Sectors
Beer, Soft Drink, Retail, Agriculture, Automotive, Stationary, Energy and Healthcare

100+
Export countries

6
Companies listed on Borsa Istanbul

TL 707 bn
Revenue in FY2025

TL 69 bn
EBITDA in FY2025

ANADOLU EFES

ANADOLU EFES: A LEADING BREWER & BOTTLER WORLDWIDE

11[1] Production Facilities

in 5[1] Countries

36 Soft Drink Facilities

in 12 Countries

Europe's 5th

World's 10th

Largest Brewer[2]

One of the largest
Coca-Cola Bottler

43% Anadolu Group

24% AB InBev

33% Publicly Traded



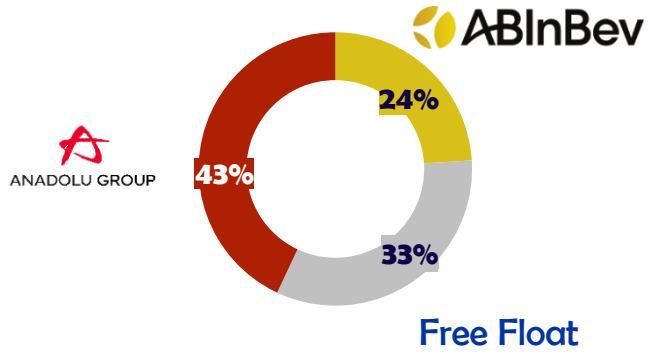
Beer Operations

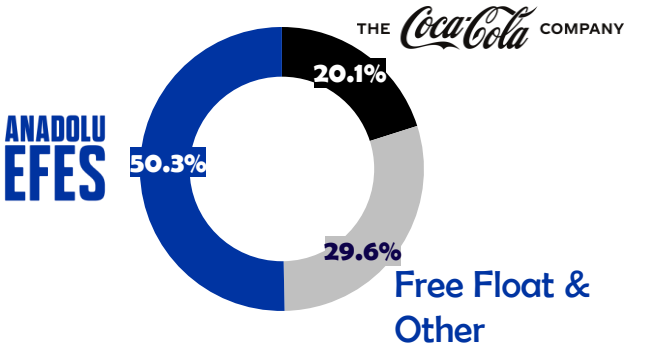
Soft Drink Operations

1 On December 30, 2024, it was announced that, pursuant to a Presidential Decree of the Russian Federation, temporary external management had been appointed to Anadolu Efes' beer operations in Russia. Although the Russian operations formally remained under Anadolu Efes as of January 1, 2025, it was excluded from the scope of consolidation in the financial statements in accordance with TFRS 10. Anadolu Efes' operations in Russia, which are monitored as a financial investment, include 11 breweries, 3 malteries, and 1 preform plant

2 Barth Report 2024-2025, information has been provided based on the 2024 YE results.

OWNERSHIP STRUCTURE & SUBSIDIARIES





BEER OPERATIONS[1]

Türkiye
Kazakhstan
Moldova
Georgia
Ukraine

SOFT DRINK OPERATIONS

Türkiye
Kazakhstan
Jordan
Iraq
Syria
Tajikistan
Azerbaijan
Kyrgyzstan
Pakistan
Uzbekistan
Turkmenistan
Bangladesh

1 On December 30, 2024, it was announced that, pursuant to a Presidential Decree of the Russian Federation, temporary external management had been appointed to Anadolu Efes' beer operations in Russia. Although the Russian operations formally remained under Anadolu Efes as of January 1, 2025, it was excluded from the scope of consolidation in the financial statements in accordance with TFRS 10

ANADOLU EFES BEER GROUP: BREWING QUALITY ACROSS 5[1] COUNTRIES

Operations in **5[1]** countries

90+ brands

Exports to **~70** countries

8.000+ employees

200+ distributors

10 breweries
1 distillery

2 malteries

1 hop processing facility

13.0mhl sales volume

$1.3bn net sales revenue



Operations in **Türkiye, Moldova, Kazakhstan, Georgia, Ukraine**

1 On December 30, 2024, it was announced that, pursuant to a Presidential Decree of the Russian Federation, temporary external management had been appointed to Anadolu Efes' beer operations in Russia. Although the Russian operations formally remained under Anadolu Efes as of January 1, 2025, it was excluded from the scope of consolidation in the financial statements in accordance with TFRS 10. Anadolu Efes' operations in Russia, which are monitored as a financial investment, include 11 breweries, 3 malteries, and 1 preform plant
2 The financial figures presented are based on December 2025.

THE 10th LARGEST BREWER IN THE WORLD



Our journey, which started in Turkiye in 1969 with the dreams of two entrepreneurs, continues today as the 10th largest brewer in the world and the 5th largest in Europe.

With our pioneering and innovative approach to brewing, which we bring to the world, we generate more than two-thirds of our sales revenue from international markets.

Partnerships with global brands

ANADOLU EFES

KEY PILLARS OF OUR SUCCESS

- **Strong Local Brands With High Consumer Loyalty**
- **Strategic Global Partnerships (AB InBev, Molson Coors, WG&S)**
- **Diverse Beer Portfolio Across All Segments**
- **Disciplined Financial Management**
- **Strong Market Positions** Across All Operations
- **Robust Sustainability Programs**
- **Strong Distribution Network And Export Expansion**
- **Highly Engaged Employees**

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VISION AND STRATEGIC ROADMAP

Our vision is to be the fastest growing beverage company with most loved brands that craft joy for consumers while enriching communities.

Our purpose is to bring consumers, customers and our ecosystem together around our best quality products with joy and responsibility. We aim to foster a progressive community while honoring social life, striving for sustainability and cherishing a workplace where our people bring their best and feel dedication.

Our values guide reflects how we, as a company, embody our shared principles in every decision we make and action we take each day.

- We are **Passionate** in all we do
- We are **Agile** in the face of change
- We are **Collaborative** to grow together
- We are **Accountable** of what we do.
- We are **Fair** in all our decision & actions

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WHAT WE DO



STRATEGIC CORE PRIORITIES

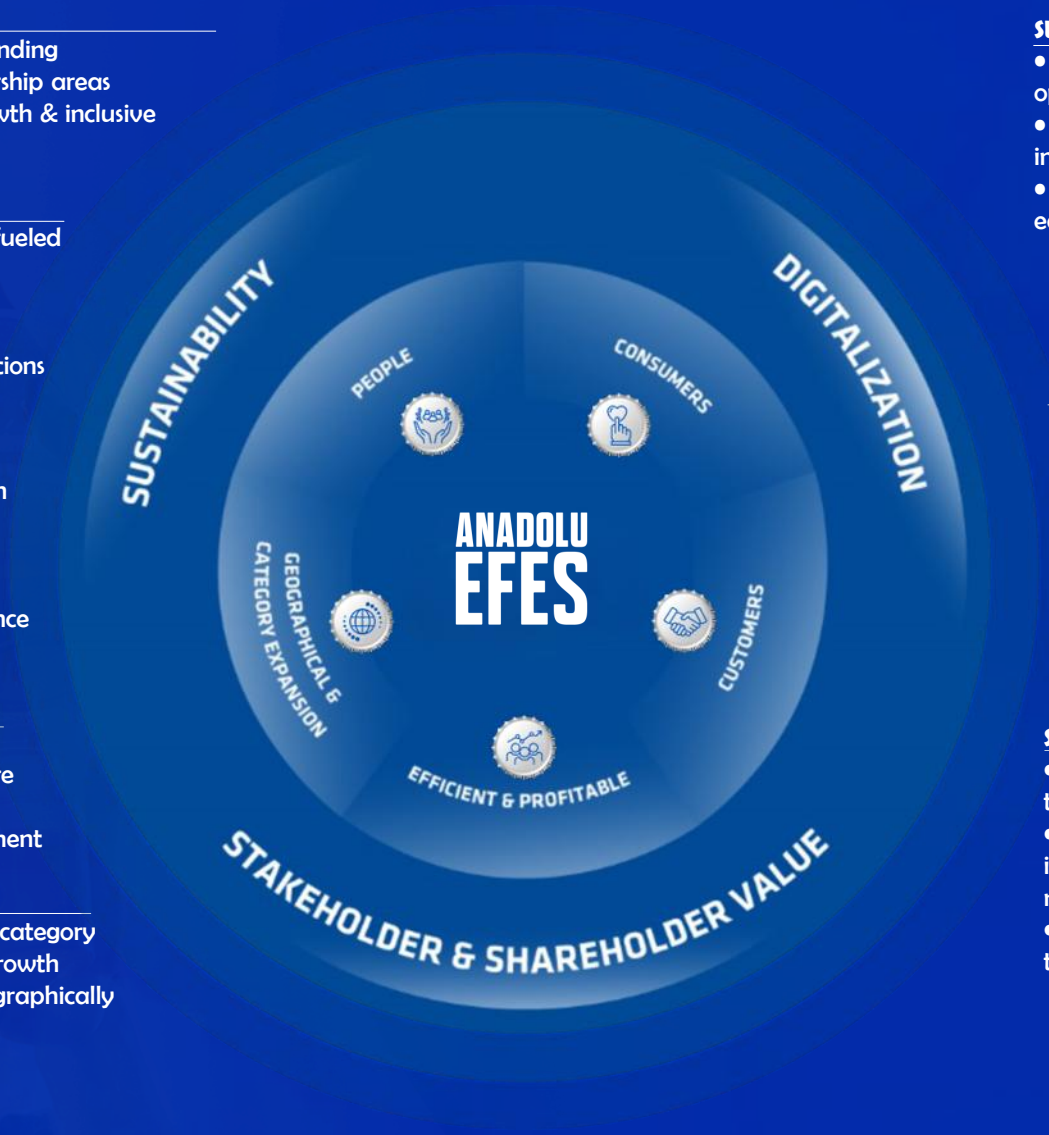
PEOPLE
- Recruit the best talent via strong employer branding
- Re/Upskill capabilities in digitalization & leadership areas
- Retain the best talent via structural career growth & inclusive company culture

CONSUMERS
- Grow with a consumer-centric brand portfolio fueled by superior E2E insights and foresights
- Maintain strengths of our core brands in operating countries
- Lead the premium segment with smart innovations supporting responsible consumption

CUSTOMERS
- Ensure profitable revenue growth together with our customers
- Strengthen our ecosystem by supporting our partners' digital transformation
- Drive seamless omni-channel customer experience and excel in field execution

EFFICIENT & PROFITABLE
- Maintain quality-first mindset
- Optimize & digitalize E2E supply chain to ensure cost-efficiency and operational excellence
- Continuous growth via proactive risk management

GEOGRAPHICAL & CATEGORY EXPANSION
- Expand into potential markets within the beer category through partnerships, acquisitions, and organic growth
- Grow in adjacent categories by expanding geographically and developing new partnerships



SUSTAINABILITY
- Reduce our environmental impact across operations and the value chain
- Increase our social impact through community initiatives
- Continue strengthening through equality,inclusivity, and diversity

DIGITALIZATION
- Drive digital transformation across all business areas to enhance efficiency
- Democratize data and expand data-driven business analytics
- Gain AI-powered, multi-directional mobility capabilities

STAKEHOLDER & SHAREHOLDER VALUE
- Maximize long-term shareholder value through efficiency and growth
- Ensure business continuity through integrated risk and opportunity management
- Corporate governance based on transparency, fairness, and accountability

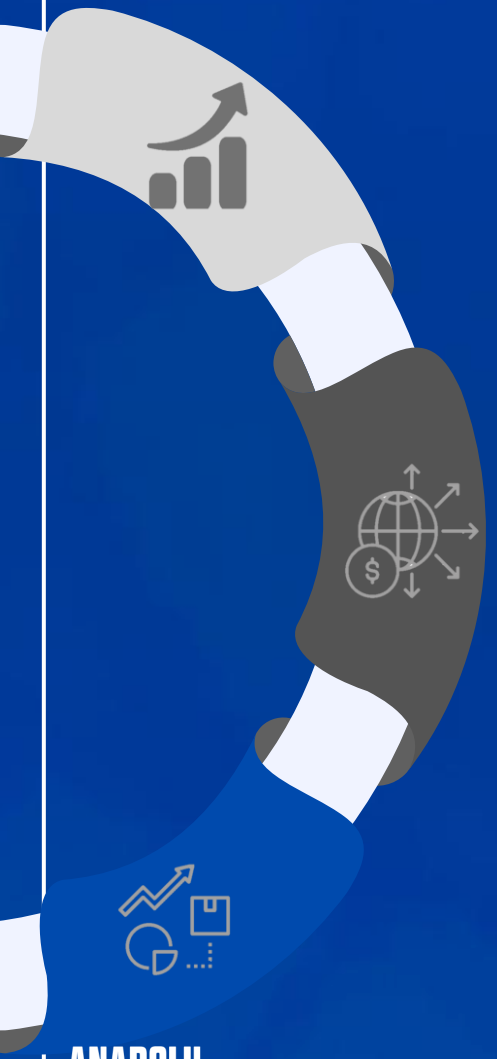
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KEY GROWTH STRATEGIES FOR BUILDING THE FUTURE



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WHERE WE ARE HEADING NEXT



GROW THE CORE

Improve **premium** leadership

Revamp **core** brands

Enhance **PRGM**

Transform Supply Chain

Accelerate **Growth Through Digital**

Decarbonize Value Chain

EXPAND

Expand geographically

NEW BUSINESSES

Spread **adjacent category expansions** to all operations

B2B/C Marketplace

Invest in relevant **start-ups**

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STRENGTHENING OUR FUTURE WITH FINANCIAL FOCUS



CASH MANAGEMENT

Ensure liquidity for operations and accelerate dividend streams

Focus on FCF

Maintain successful Working Capital levels



DEBT MANAGEMENT

Maintain long term sustainable leverage target of 1.0X - 2.0X

Diversify debt structure and extend liquidity



RISK MANAGEMENT

Manage FX and commodity exposure

Use Working Capital and receivable guarantee solutions

Supplier base expansion and diversification



EXPENSE MANAGEMENT

Zero Based Budgeting

Cautious and Smart Spending Culture

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DRIVING GROWTH & VALUE THROUGH STRATEGIC CAPITAL ALLOCATION

Invest in — Brands, Innovation, Product Diversification, Market Development, Digitalization and Production Capacity

Maintain — Healthy balance sheet by keeping Net Debt / EBITDA btw 1.0x – 2.0x

Maximize — Shareholder value through dividends with high yield

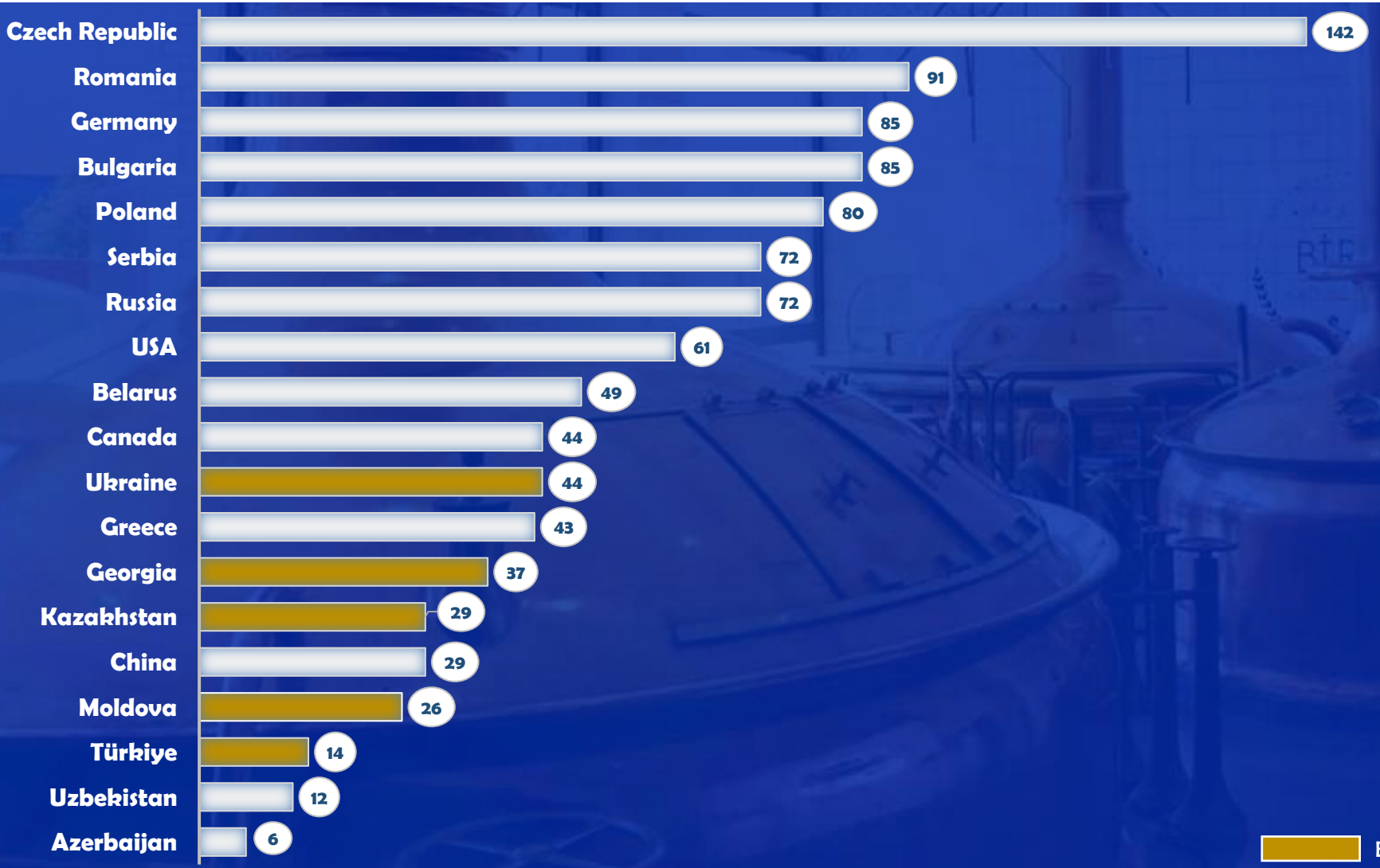
Expand — Into new geographies through inorganic expansion & exports

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OPERATIONAL OVERVIEW



DRIVING GROWTH & VALUE THROUGH STRATEGIC CAPITAL ALLOCATION



Source: Glaobal Data & Company Estimations

AEFES PERFORMANCE IN 3Q2026

- **7% consolidated volume growth** supported by strong international operations
- **Softer revenue / hl performance;** due to **affordability focus & relatively higher discounts**
- **EBITDA margin dilution; reflecting** softer gross profitability & lower operating leverage in Türkiye
- **Free cash flow generation** improvement with contributions from both business lines
- Consolidated **Net Debt to EBITDA(BNRI)** of 0.9x
- **Production** started in **Uzbekistan** in September
- **FY2026 guidance revised**

	Anadolu Efes		Beer Group	
	3Q	9M	3Q	9M
NET REVENUE	TL88.8bn (-0.6%)	TL251.6bn (+2.8%)	TL19.3bn (-5.1%)	TL50.4bn (-6.2%)
EBITDA BNRI %	18.7% (-361bps)	18.0% (+29bps)	18.3% (-370bps)	11.8% (-361bps)
NET INCOME	TL4.4bn (-35.8%)	TL12.1bn (-19.8%)	TL0.9bn (-58.9%)	TL4.5bn (-42.2%)
FREE CASH FLOW	TL16.5bn (35.1%)	TL10.3bn (n.m)	TL0.3bn (+84.2%)	TL-4.1bn (+42.4%)

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BEER GROUP OPERATIONS IN 3Q2026

- **Beer Group volumes declined by 5.6% y-o-y to 3.7 mhl in 3Q2026**
  - **Türkiye Beer volumes** declined by 14.3% y-o-y to 1.6 mhl, reflecting challenging market conditions.
  - **International Beer volumes** increased by 2.1% y-o-y to 2.1 mhl, supported by resilient operational performance across almost all markets.
    - **Up by 6.0%**; excluding Georgia export restructuring

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TURKIYE BEER HIGHLIGHTS

Population:

88 Million[1]

Production Facilities:

3 Breweries
2 Malteries
1 Hops Processing Facility
1 Distillery

Production Capacity:

7.1 mhl Brewing
115,000 Tons Malt



Main Brands:

Efes Pilsen, Efes Malt, Bomonti, Miller, Bud, Becks, Mercan



Market Size & Per Capita:

12.4 mhl market size[2]

14 liters per capita consumption[2]

ANADOLU EFES

1 United Nations
2 Globaldata

TURKIYE BEER OPERATIONS IN 3Q2026

- Volume down by 14.3% y-o-y to 1.6 mhl in 3Q2026, significantly below expectations
  - Persistent pressure on consumer purchasing power continued to constrain discretionary spending and heighten price sensitivity.
  - Softer tourism activity and lower hotel occupancy rates further weighed on HoReCa demand.
  - Following a temporary improvemet in July, volumes deteriorated sharply in August and September.
    - August recorded the weakest performance in over a decade, followed by an exceptionally challenging September

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KAZAKHSTAN BEER HIGHLIGHTS

Population:

21 Million[1]

Production Facilities:

2 Breweries

Production Capacity:

2.5 mhl Brewing

Main Brands:

Efes Pilsener, Kruzhka Svezhego, Karagandinskoe, Zhigulevskoe, SlavnaPraga, Bremen

Market Size & Per Capita:

6.0 mhl market size[2]
29 liters per capita consumption[2]

Market Share:

Clear Market Leadership[3]

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1 United Nations
2 Globaldata
3 Nielsen Jan-Dec 2025, Avg

GEORGIA BEER HIGHLIGHTS

Population:

4 Million[1]

Production Facilities:

1 Brewery

Production Capacity:

1.7 mhl Brewing and Soft Drink Production

Main Brands:

Efes, Lowenbrau, Natakhtari, Kasris, Karva, Natakhtari CSD

Market Size & Per Capita:

1.4 mhl market size[2]
37 liters per capita consumption[2]

Market Share:

Clear Market Leadership[3]

ANADOLU EFES

1 United Nations
2 IPM
3 Nielsen Jan-Dec 2025, Avg

MOLDOVA BEER HIGHLIGHTS

Population:

3 Million[1]

Production Facilities:

1 Brewery

Production Capacity:

1.6 mhl Brewing and Soft Drink Production

Main Brands:

Efes, Chisinau, Finch, Kozel, Timisoreana, Jigulevskoe Bocikovoe



Market Size & Per Capita:

0.9 mhl market size[2]
26 liters per capita consumption[2]

Market Share:

Clear Market Leadership[3]

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1 United Nations
2 RetailZoom
3 Nielsen Jan-Dec 2025, Avg

UKRAINE BEER HIGHLIGHTS



Population:

39 Million[1]



Production Facilities:

3 Breweries
Production halted in 2 breweries[2]



Production Capacity:

7.1 mhl Brewing



Main Brands:

Corona, Stella Artois, Kozel, PovnaDizhka, Bile, Chernigivske, Yantar

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1 United Nations

2 Anadolu Efes has suspended production activities at its Kharkiv and Mykolaiv factories in Ukraine. Currently, partial production continues at the Chernihiv factory.

INTERNATIONAL OPERATIONS IN 3Q2026

- **Kazakhstan** grew mid-single digit; outperforming the market
  - 6th consecutive quarters of growth
  - Reached highest market share
  - Successful commercial execution led premium segment growth
  - Innovation-led growth supported by successful new launches and limited editions

- **Georgia** down by low-twenties; excluding restructing down by low-single digit
  - Domestic demand strengthen while export business challanged by temporary logistic distruptions
  - Continued focus on KEG segment
  - Launched Taati & Stella Artois in new packaging size

- **Moldova** grew by low-to-mid-single digits;
  - Continued affordability focus while premium segment is prioritised
  - Strengthen premium portfolio through Stary Melnik Can launch

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SOFT DRINKS HIGHLIGHTS

Population:

Over 600 Million

Production Facilities:

36 Bottling Plants

3 Fruit Processing Plants

Production Capacity:

2.1 bn Unit Case

Main Brands:

Coca-Cola, Fanta, Sprite, Schweppes, Fusetea, Cappy, Damla, Monster, Costa

Sales Volume:

1.6 bn Unit Case

Market Share:

Strong #1 or #2 positions

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SOFT DRINKS OPERATIONS IN 3Q2026

- **Consolidated volume increased by 8.3% in 3Q2026;** reaching 516 million uc
  - Strong growth in Pakistan and Uzbekistan
- **Türkiye volume decreased by 0.9%;** recorded at 172 million uc
  - Consumer purchasing power pressures continued to weigh on domestic demand
  - Mix optimization initiatives continued to deliver results across the portfolio
- **International volume grew by 13.5%;** building on a high base of 16.1% growth
  - **Pakistan and Uzbekistan** delivered robust growth of 24.5%, 20.3% respectively
  - **Kazakhstan** up by 1.0%
  - **Iraq sales volume slightly** decreased by 0.2%



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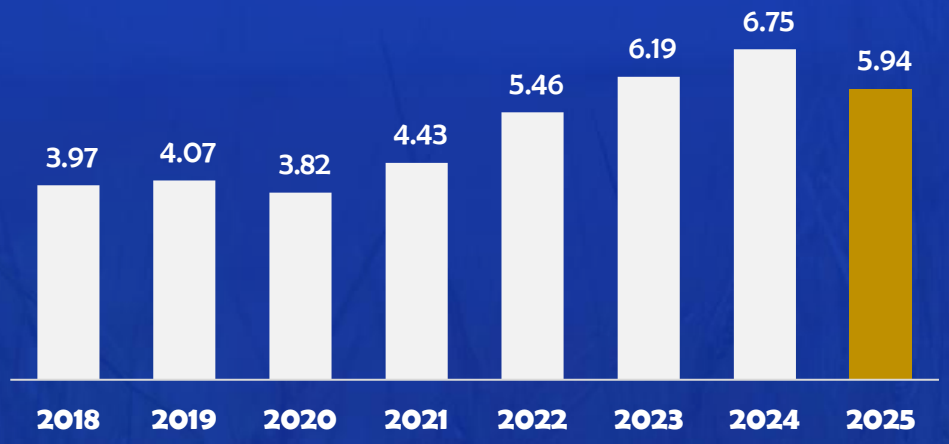
FINANCIAL PERFORMANCE



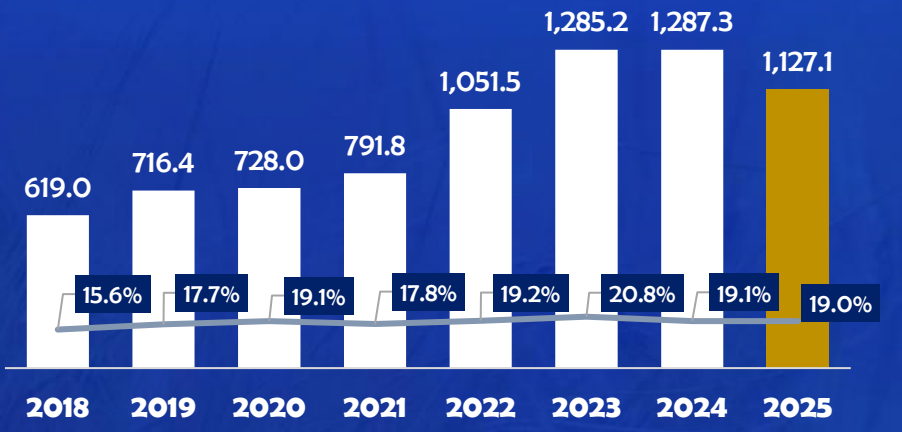
ANADOLU EFES HISTORICAL FINANCIAL PERFORMANCE

Without TAS29

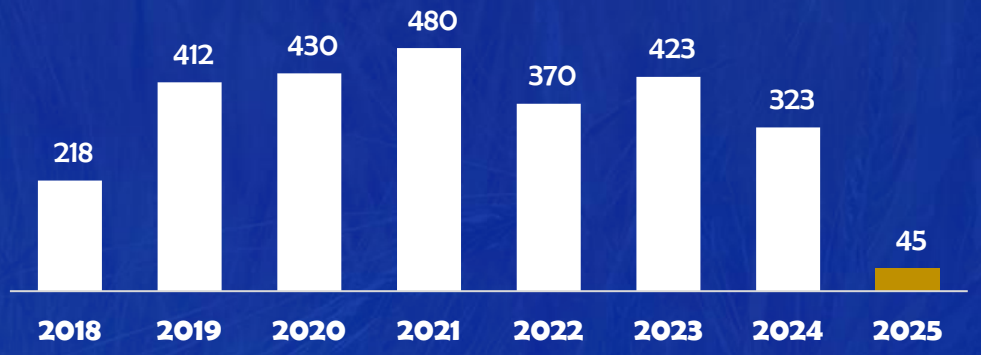
Net Revenue ($bn)



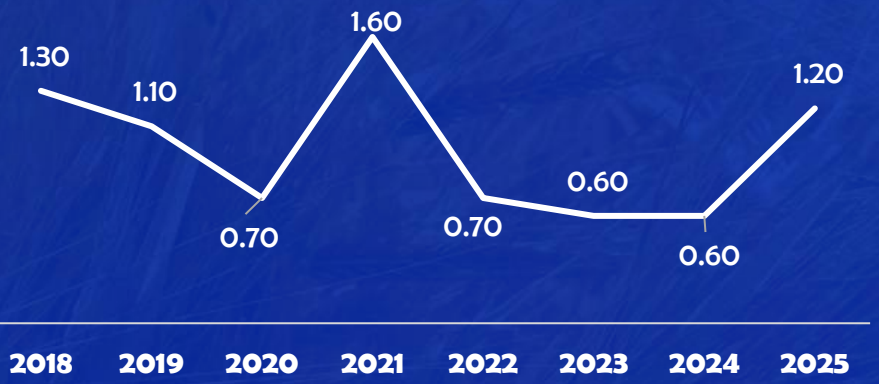
EBITDA (BNRI) ($mn)



FCF ($mn)



Net Debt / EBITDA (BNRI)



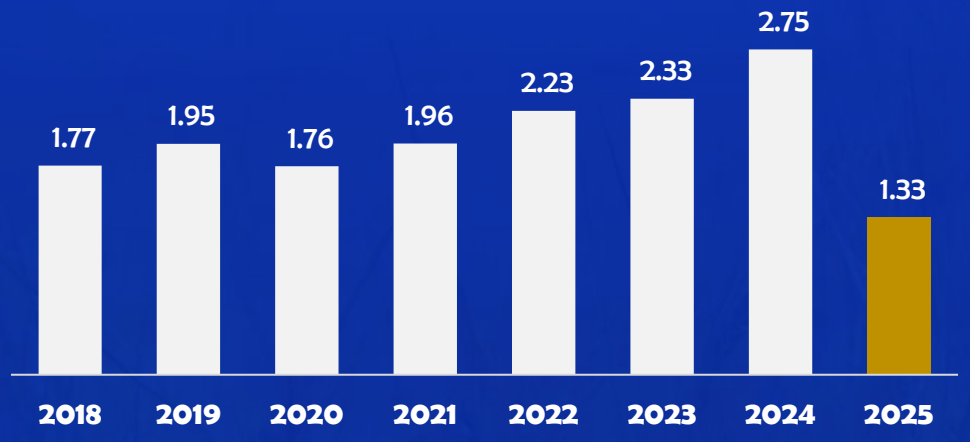
ANADOLU EFES

2025 figures do not include Russian Operations performance

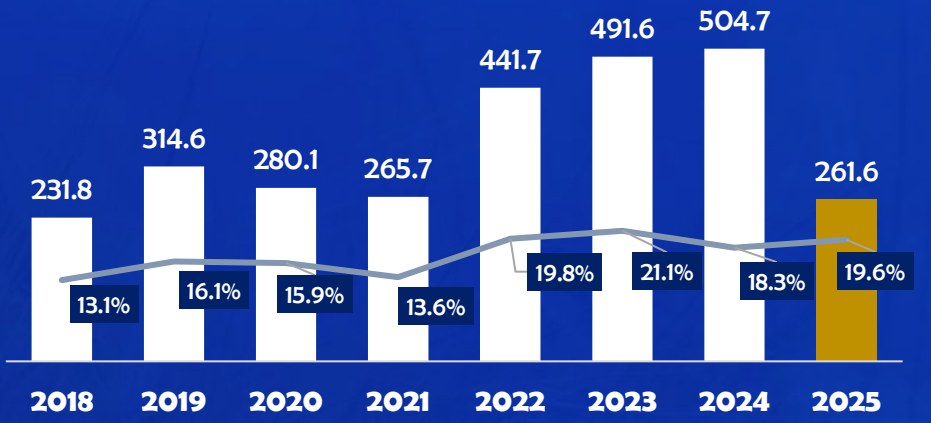
BEER GROUP HISTORICAL FINANCIAL PERFORMANCE

Without TA$29

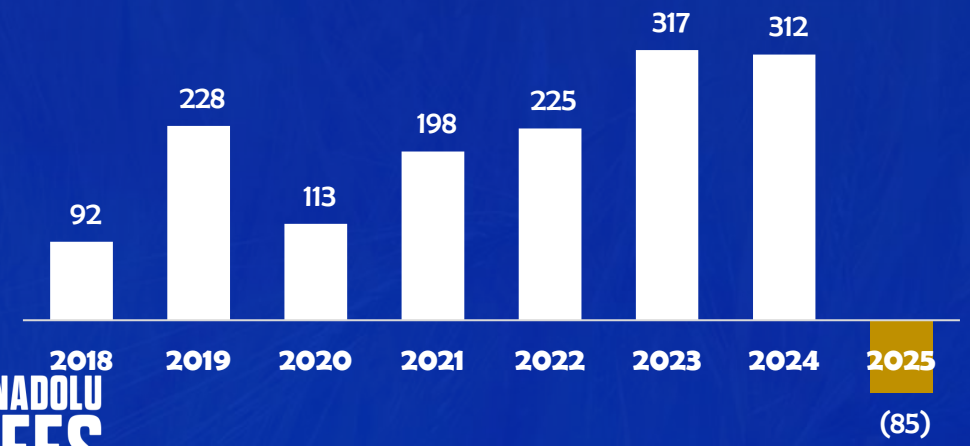
Net Revenue ($bn)



EBITDA (BNRI) ($mn)



FCF ($mn)



Net Debt / EBITDA (BNRI)



ANADOLU EFES

2025 figures do not include Russian Operations performance

KEY FINANCIALS IN 3Q2026

Anadolu Efes

mTL	3Q2026	Change	9M2026	Change
Sales Revenue	88,759.7	-0.6%	251,648.3	2.8%
Gross Profit	33,729.9	-6.5%	95,435.6	4.5%
EBITDA (BNRI)	16,597.7	-16.7%	45,177.8	4.5%
Net Income/(Loss)*	4,373.6	-35.8%	12,054.1	-19.8%
Free Cash Flow	16,500.7	35.1%	10,333.7	n.m
Gross Profit Margin %	38.0%	-240 bps	37.9%	62 bps
EBITDA BNRI Margin %	18.7%	-361 bps	18.0%	29 bps
Net Income Margin %*	4.9%	-270 bps	4.8%	-135 bps

Beer Group

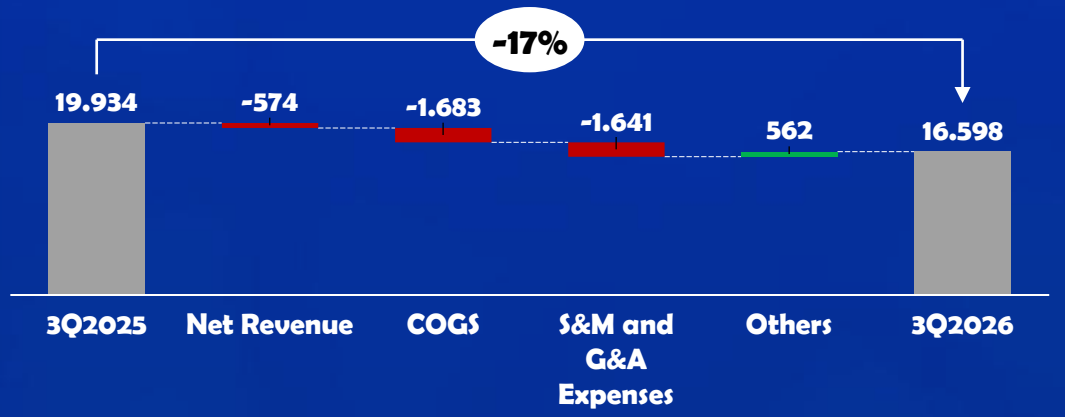
mTL	3Q2026	Change	9M2026	Change
Sales Revenue	19,289.9	-5.1%	50,390.7	-6.2%
Gross Profit	9,008.7	-10.8%	22,472.2	-11.8%
EBITDA (BNRI)	3,524.8	-21.1%	5,928.4	-28.2%
Net Income/(Loss)*	892.2	-58.9%	4,536.8	-42.2%
Free Cash Flow	-275.9	84.2%	-4,093.7	42.4%
Gross Profit Margin %	46.7%	-298 bps	44.6%	-284 bps
EBITDA BNRI Margin %	18.3%	-370 bps	11.8%	-361 bps
Net Income Margin %*	4.6%	-605 bps	9.0%	-561 bps

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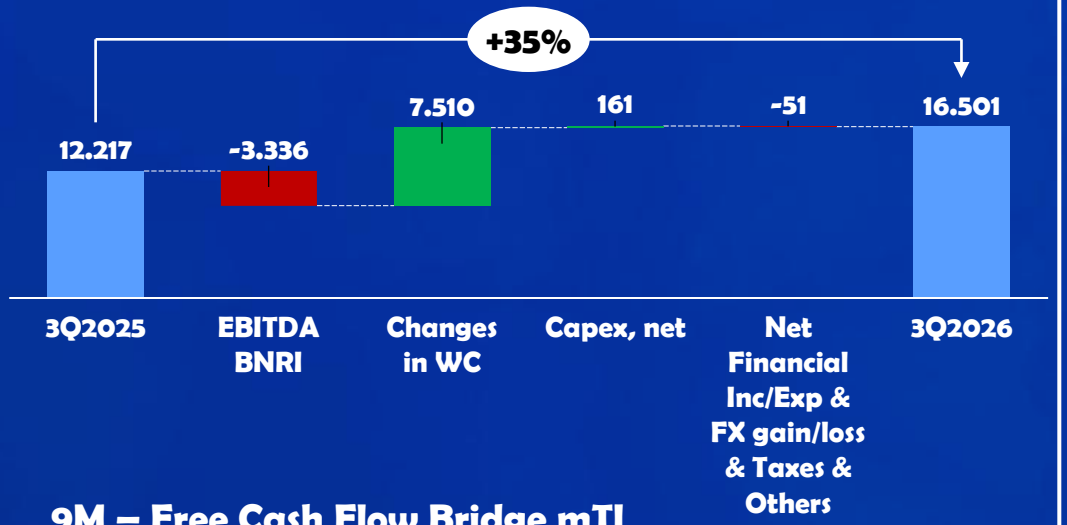
*Attributable to shareholders

ANADOLU EFES EBITDA (BNRI) & FCF GENERATION

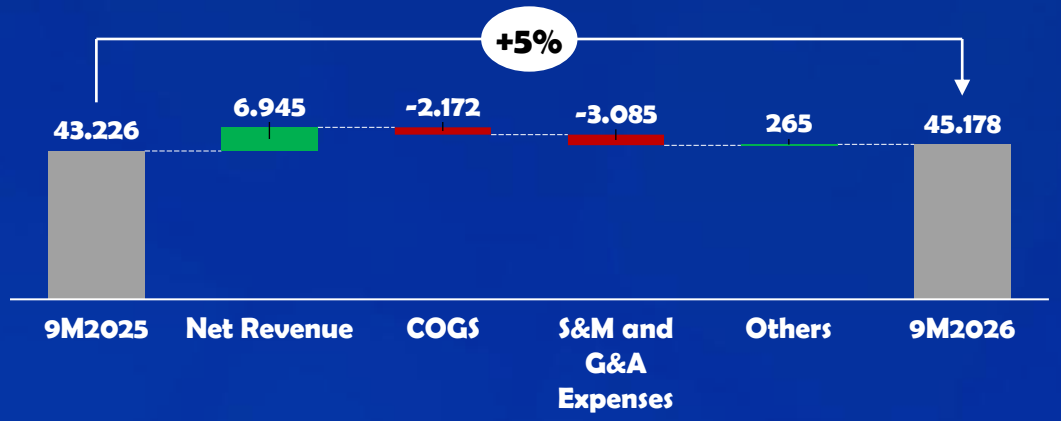
3Q - EBITDA (BNRI) Bridge mTL



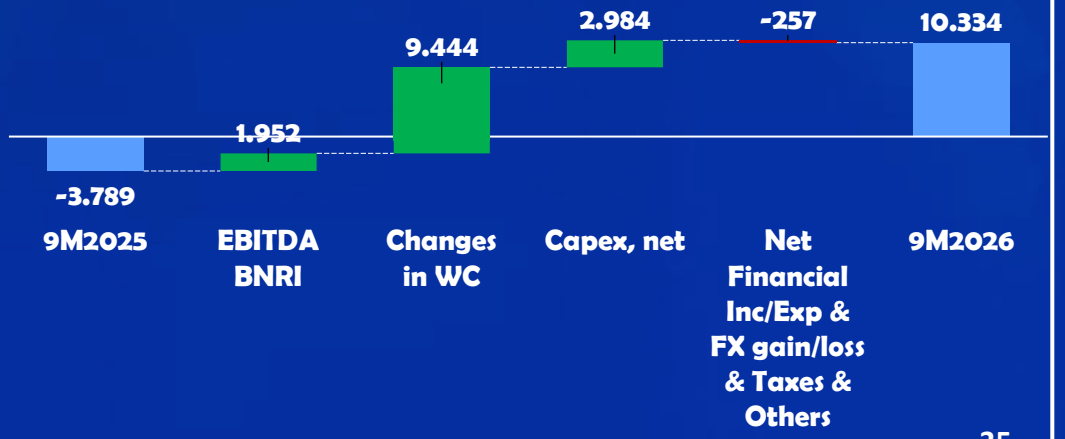
3Q – Free Cash Flow Bridge mTL



9M - EBITDA (BNRI) Bridge mTL



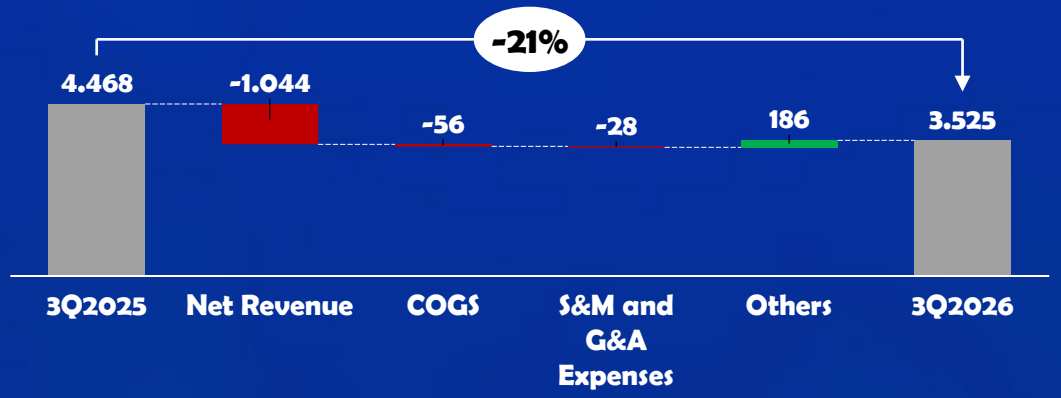
9M – Free Cash Flow Bridge mTL



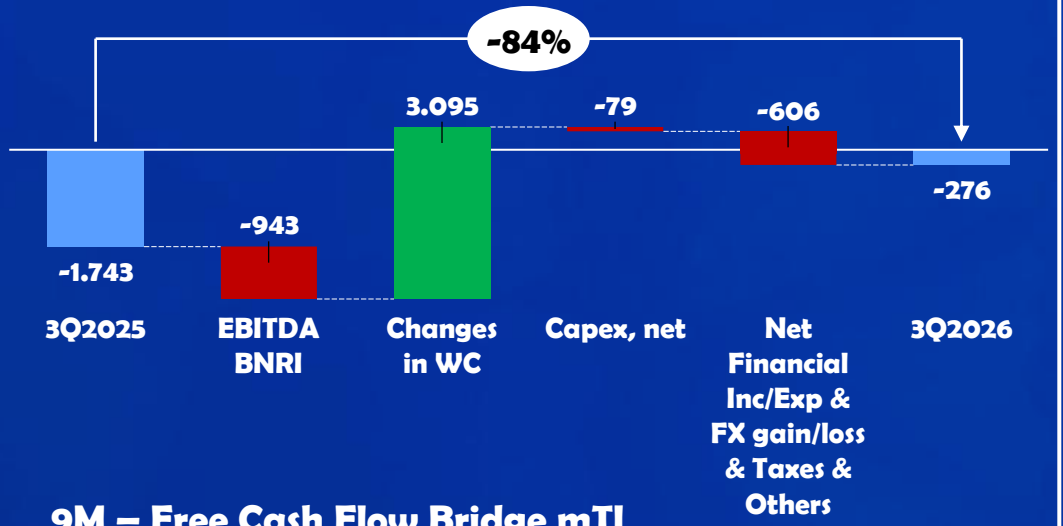
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BEER GROUP EBITDA (BNRI) & FCF GENERATION

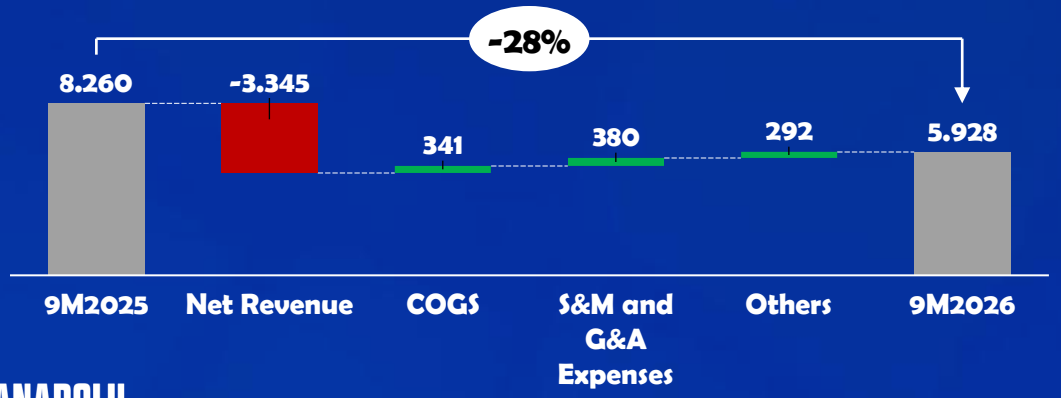
3Q - EBITDA (BNRI) Bridge mTL



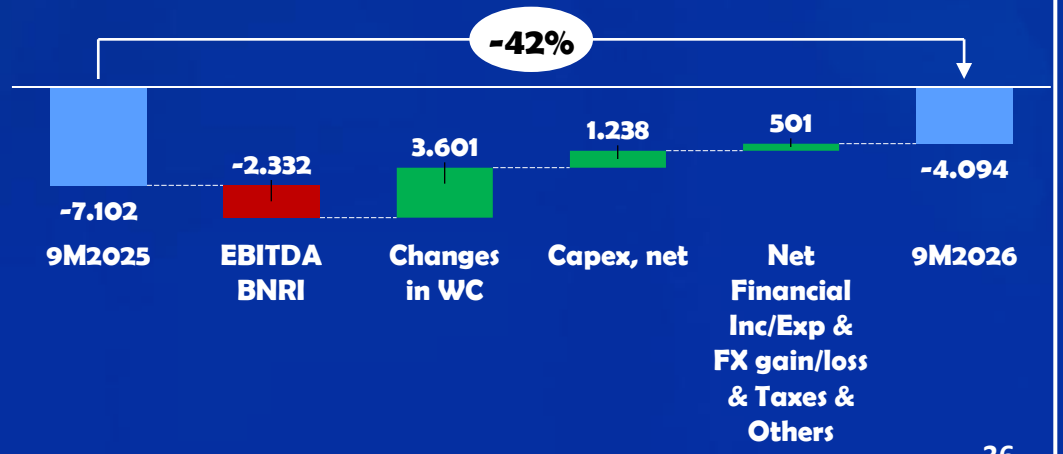
3Q – Free Cash Flow Bridge mTL



9M - EBITDA (BNRI) Bridge mTL



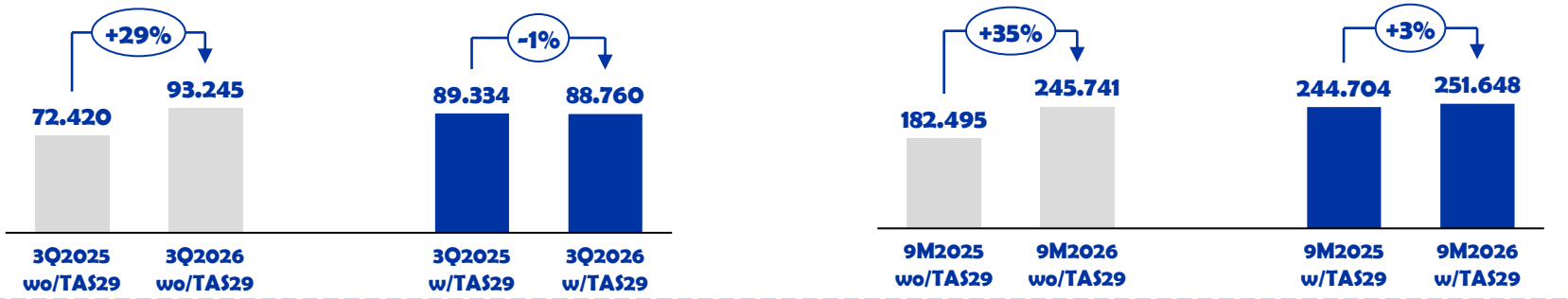
9M – Free Cash Flow Bridge mTL



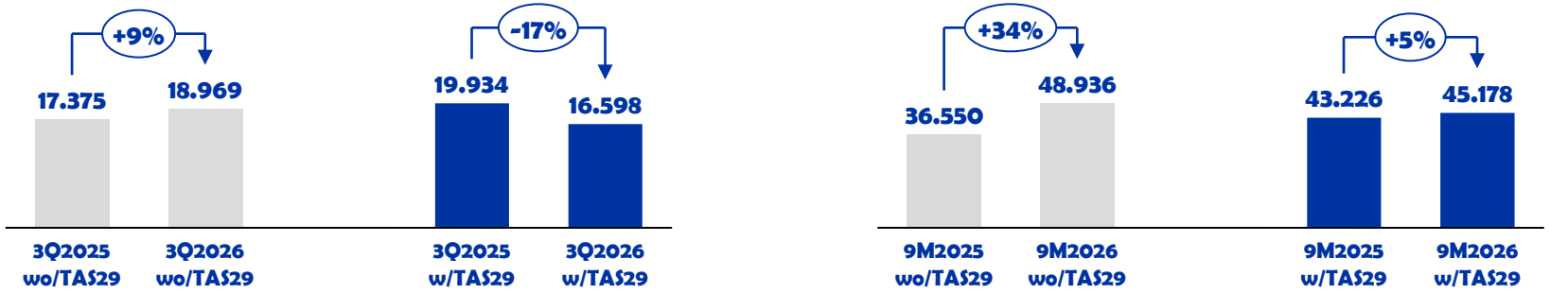
ANADOLU EFES

IMPACT of TAS 29 – ANADOLU EFES

NET REVENUE m TL

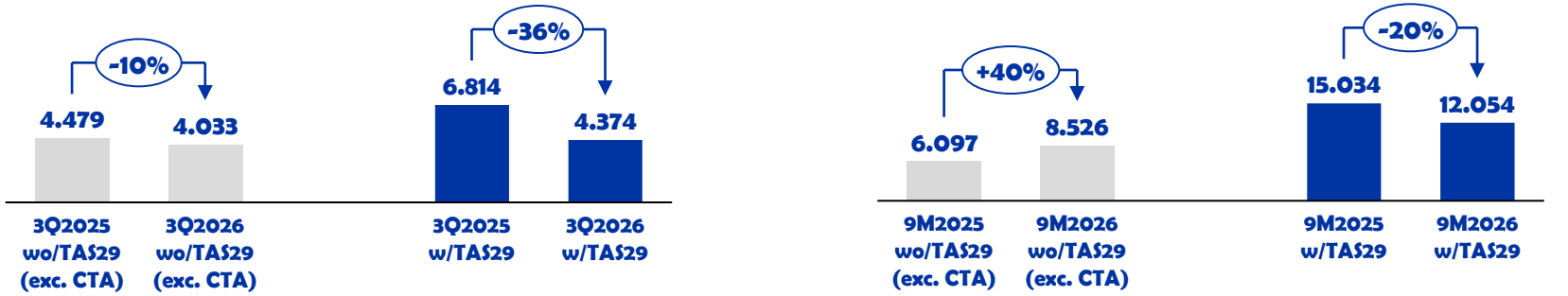


EBITDA (BNRI) m TL



m TL

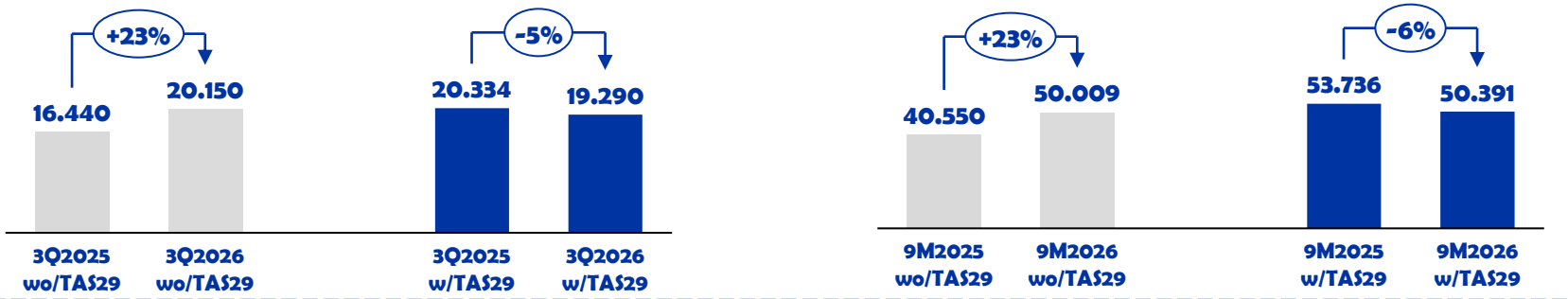
NET INCOME m TL



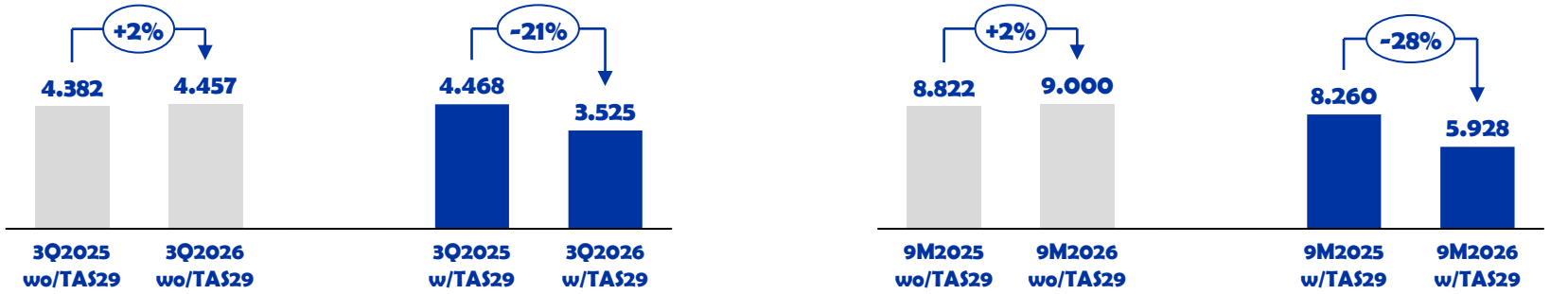
*The financial information provided above excludes the impacts of TAS 29 and is presented solely for analysis purposes. These figures are not aligned with Anadolu Efes' financial report for the period 30.09.2025-30.09.2026 and have not undergone an independent audit.

IMPACT of TAS 29 – BEER GROUP

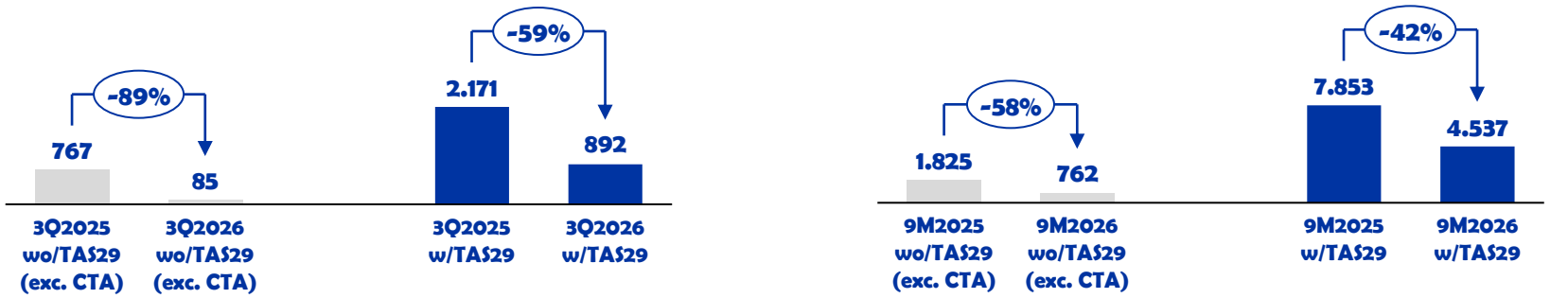
NET REVENUE m TL



EBITDA (BNRI) m TL



NET INCOME m TL



ANADOLU EFES

*The financial information provided above excludes the impacts of TAS 29 and is presented solely for analysis purposes. These figures are not aligned with Anadolu Efes' financial report for the period 30.09.2025-30.09.2026 and have not undergone an independent audit.

CASH&DEBT MANAGEMENT

Anadolu Efes

Gross Debt

USD 2.1 bn

66%

in Hard Currency

Cash

USD 1.1 bn

29%

held in Hard Currency

8%

held in Eurozone

Average maturity

1.7 yrs

Net Debt/EBITDA

0.9x

Net Debt/EBITDA (woTAS29)

0.9x

Beer Group

Gross Debt

USD 0.9 bn

69%

in Hard Currency

Cash

USD 0.2 bn

47%

held in Hard Currency

24%

held in Eurozone

Average maturity

1.3 yrs

Net Debt/EBITDA

5.1x

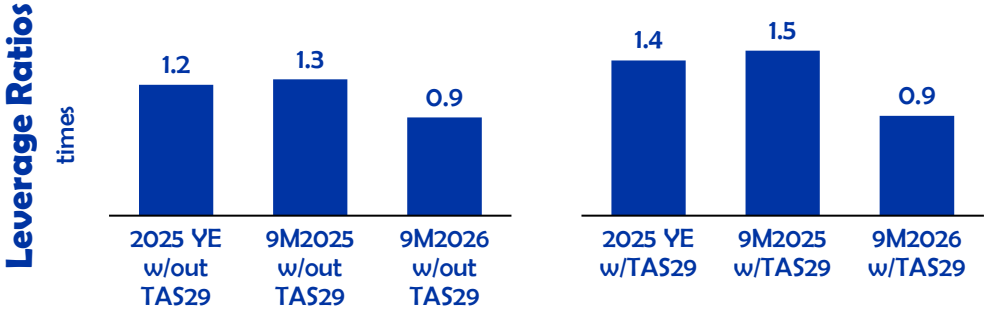
Net Debt/EBITDA (woTAS29)

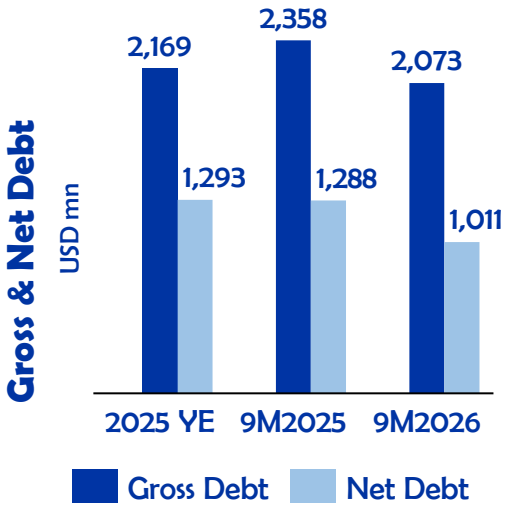
3.3x

ANADOLU EFES

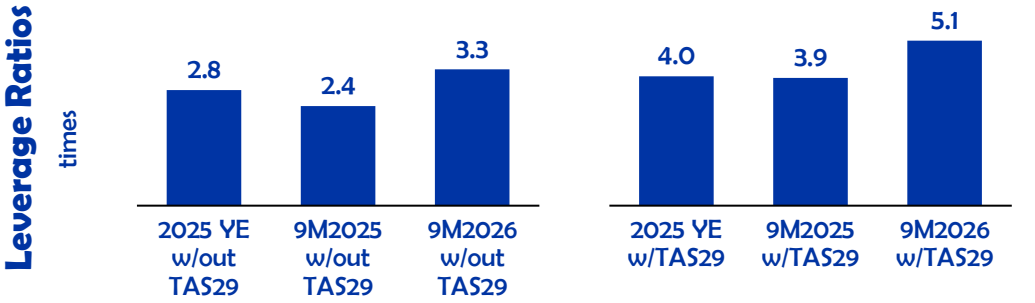
LEVERAGE RATIOS

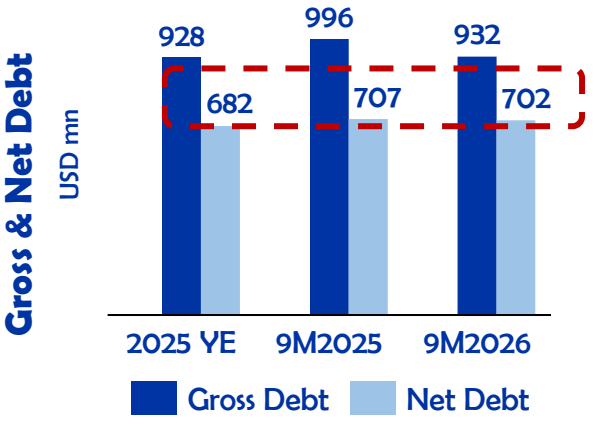
Anadolu Efes





Beer Group



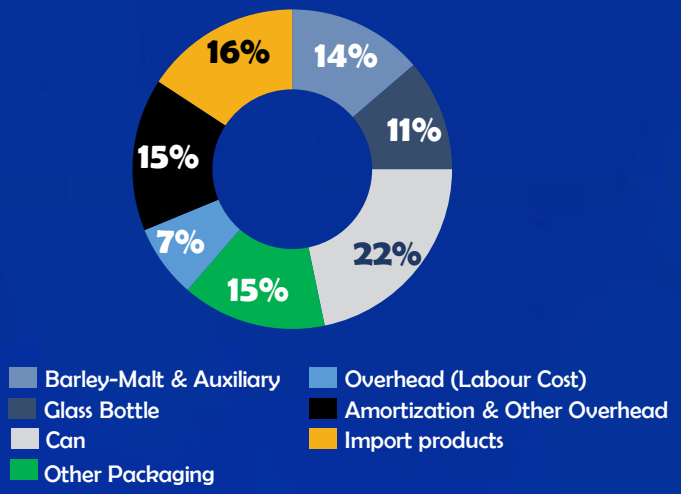


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**Figures are presented excluding TAS29 impact unless otherwise stated.

RISK MANAGEMENT

Beer Group COGS Split for 2025:



Beer Group Hedges for 2026:

Commodity :

Aluminum: 100% for TR & CIS @$3,117

*For 2027: 38% for TR & CIS @$3,048

FX Exposure :

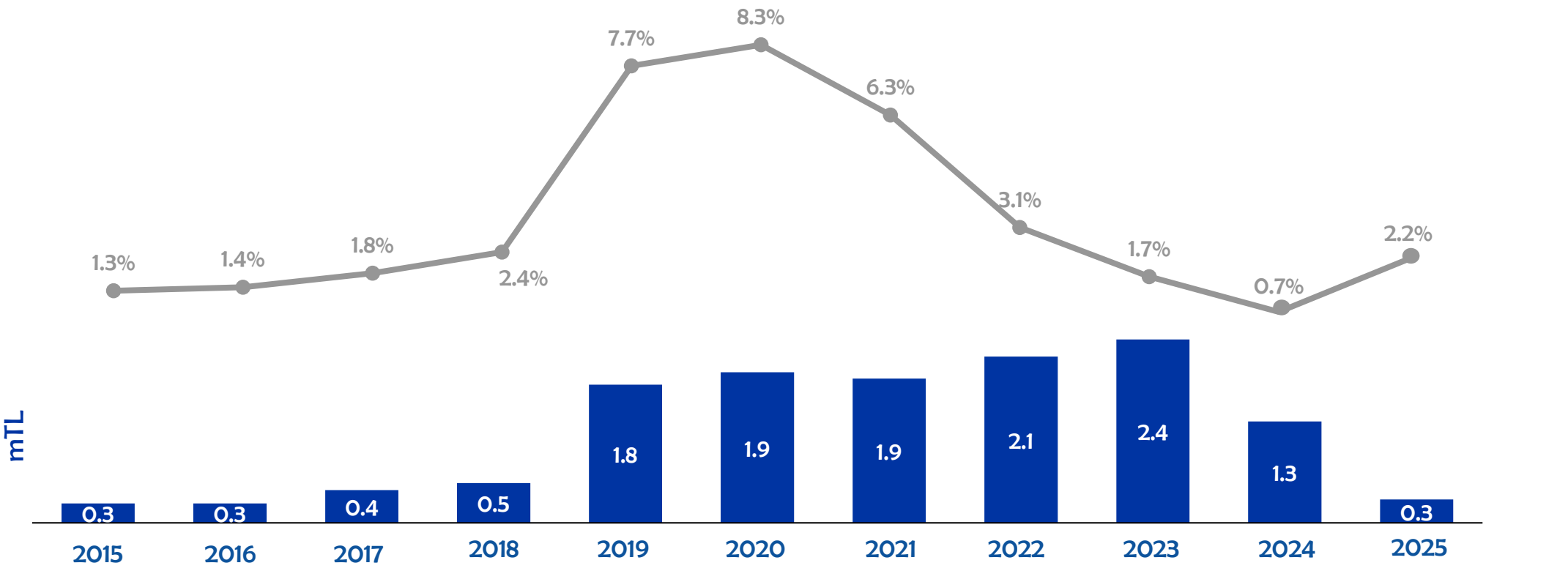
TR: 100% Hedged (USD/TRY: 48.95)

Total FX Exposure of Beer Group is 19% of COGS + OPEX.

ANADOLU EFES

SUSTAINABLE SHAREHOLDER RETURN

- **Consistent Dividend Distribution with Sustainable Free Cash Flow Generation**



1 Anadolu Efes Dividend Yield = Gross Dividend / Anadolu Efes Year-end Market Capitalization

FY2026 KEY PRIORITIES & EXPECTATIONS



2026 STRATEGIC KEY FOCUS AREAS

Strengthen Brand Superiority



Drive Premiumization



Accelerate Localization



Expand Spirits Category



Deliver Revenue Growth



Strenghten Cost Control



Optimize Average CWC



Generate Positive Cash Flow



ANADOLU EFES

REVISED FY2026 EXPECTATIONS

		ANADOLU EFES	BEER GROUP	SOFT DRINKS GROUP
With TAS29	VOLUME	Mid-single digits growth	Mid-single digits decline *Previously: Low-single digits decline*	High-single digits growth *Previously: Mid-single digits growth*
	SALES REVENUE/ HL (UC)	Low-single digits decline *Previously: Low-single digits growth*	Low-to-mid-single digits growth	Decline low-single digits *Previosuly: Flat-to-mid-single digits growth*
	EBITDA Margin	Decline slightly	Decline 250 bps *Previously: Decline 150 bps*	Stay flat
Without TAS29	SALES REVENUE / HL (UC) *FX-Neutral basis*	Mid-teens growth	High-teens growth	Low-to-mid-teens growth
	EBITDA Margin	Decline slightly	Decline 200 bps *Pre:viously: Decline 100 bps*	Stay flat
	CAPEX / NR	High single digits	-	-

ANADOLU EFES

SUSTAINABILITY



SUSTAINABILITY



as a Transformative Strategy

- Reduce our **environmental impact** across operations and the value chain

- Increase our **social impact** through community initiatives

- Continues strengthening through **equality, inclusivity** and **diversity**

ANADOLU EFES

SUSTAINABILITY MILESTONES

2010
- Published first sustainability report



2011
- Signatory of UNGC

2014
- Signatory of UN CEO Water Mandate

2015
- Listed on the Istanbul Stock Exchange Sustainability Index
- Signatory of United Nations Women's Empowerment Principles (WEPs)

2017
- Listed on the FTSE4Good Emerging Markets Index

2018
- Disclosed climate performance to the CDP Climate Program

2019
- Signatory of The Business Plastic Initiative (IPG)

2020
- Established a more robust sustainability governance structure led by CEO: Global Sustainability Committee
- Set 2030 sustainability goals

2021
- Disclosed sustainability performance to S&P CSA and Refinitiv
- Adopted WEF Stakeholder Capitalism Standards into the sustainability report
- Obtained WWF Green Office Certificate (HQ Office)

2022
- Established Board Level Sustainability Committee

2023
- Established Anadolu Efes Sustainability Academy
- Published first Integrated Report.

2024
- Listed in **BIST Sustainability 25 Index**

2025
- Published **first Annual Integrated Report & TSRS Report Compliance with IFRS s1-S2**

2026
- Became **the first and only beverage company** to be accepted into the Republic of Türkiye Ministry of Trade's **Responsible®** Program and granted the right to use the Responsible® trademark.

ANADOLU EFES

SUSTAINABILITY PERFORMANCE & REPORTS

Initiative		2025 Performance	Benchmarks & Details
CDP	Climate Program	B/A	Ranked above the average of the food & beverage industry
	Water Security	B/A	
	Supplier Engagement Assessment	A-/A	
REFINITIV	LSEG Refinitiv	3.3/5* *As of 16.03.2026	**Ranking:** 13/115 Out of Beverages Companies Anadolu Efes is only beverage company in Türkiye that listed in **BIST Sustainability 25 Index.**
S&P Global Ratings Sustainable1	S&P CSA Index	54/100	Ranked above the industry average
FTSE4Good	FTSE4Good	3.7/5	Ranked above the average of the brewers & consumer goods industries

ANADOLU EFES

WE ARE WORKING FOR A BETTER WORLD...

2025 Environment Highlights

Energy & Emissions



- Over TRY 619.4 million invested to reduce energy use and emissions
  - Carbon Footprint Mapping Through Value Chain
  - Achieved a 31% reduction in emissions from our own operations



- Renewable Energy Investments & Purchases
  - 78% of our total electricity consumption was sourced from renewable energy

Water & Risk Management



- TRY 43.5 million investment in water consumption and water security projects
  - 145,000 m^3 annual water saving potential
  - Water risk analysis & source vulnerability analysis at breweries

Supply Chain Resilience & Waste Management



- Local supplier rate 92%
- Supplier Sustainability Maturity Assessment
- 97.4% of our total waste was recycled, recovered, or reused

ANADOLU EFES

NOT JUST A BREWER,
BUT ALSO AN AGRICULTURAL COMPANY



We believe the future is agriculture and agriculture is shaping the future.

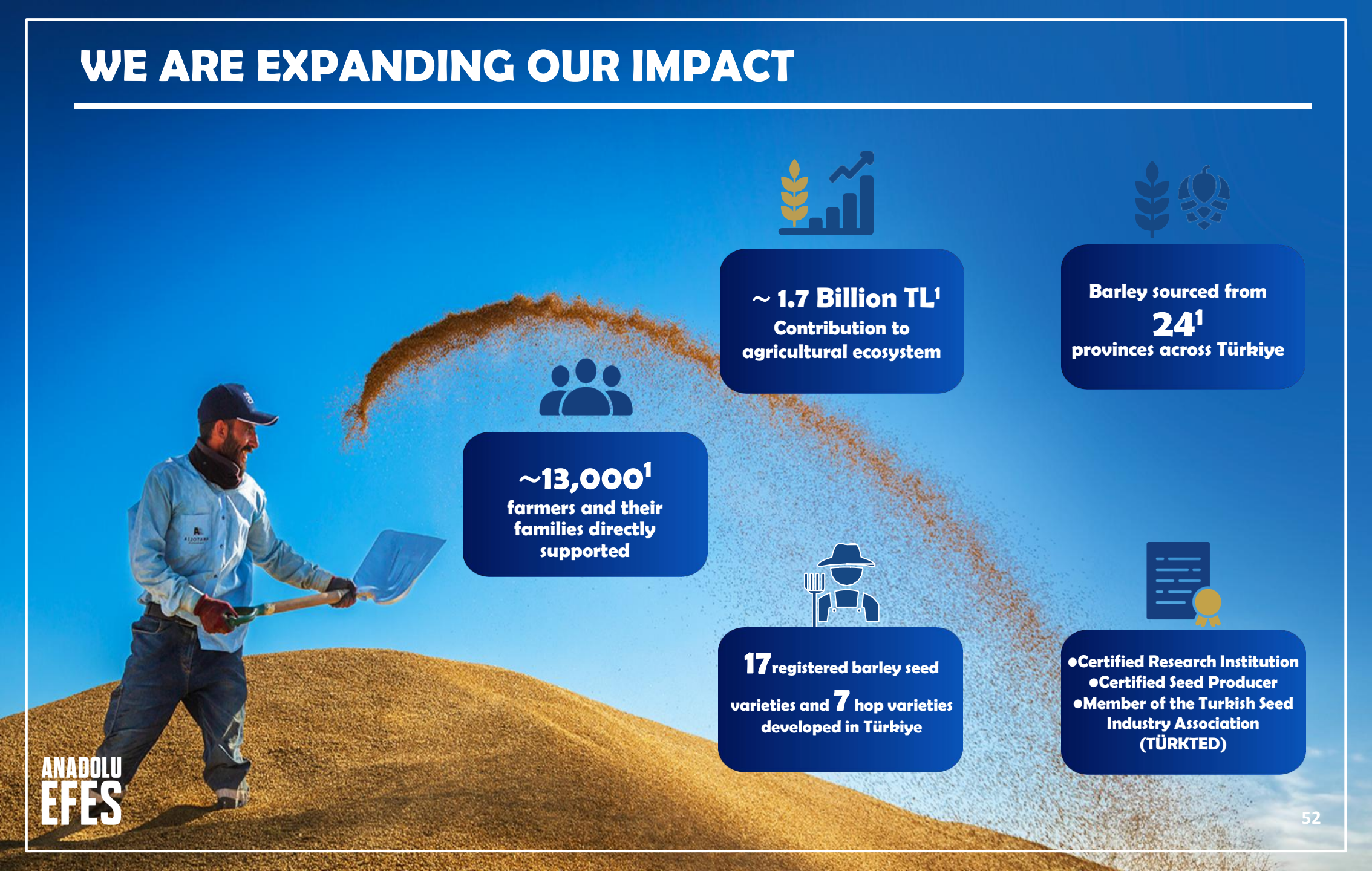
Anchored in R&D, innovation, and capability building, we are committed to advancing sustainable agriculture practices.

With half of our raw materials rooted in the soil, agriculture has been at the core of our business since day one.

Following the launch of smart agriculture in 2018, we took our first steps toward **regenerative agriculture** in 2024 — strengthening the agricultural ecosystem and enhancing resilience against the climate crisis.

ANADOLU EFES

WE ARE EXPANDING OUR IMPACT



~ 1.7 Billion TL[1]
Contribution to agricultural ecosystem

Barley sourced from
24[1]
provinces across Türkiye

~13,000[1]
farmers and their families directly supported

17 registered barley seed varieties and **7** hop varieties developed in Türkiye

- Certified Research Institution
- Certified Seed Producer
- Member of the Turkish Seed Industry Association (TÜRKTED)

ANADOLU EFES

ACROSS 5 OPERATIONS, WE ARE CREATING SUSTAINABLE VALUE

ENVIRONMENTAL AWARENESS

- **25,000+** trees planted, creating a new green recreational area
- **3,000 m²** of forest area rehabilitated
- Recycling bins placed across **20** locations, enabling the recycling of approximately **200 kg** of plastic
- **12 hectares** of forest area successfully restored
- 50 birdhouses and 3 insect hotels installed; insect hotels used as educational tools to promote biodiversity awareness

At Anadolu Efes, we see fostering environmental awareness within the communities we operate in as well as across our own operations as a key part of our responsibility.

CULTURE&ART

- **4 projects** focused on culture and art
- Project investments over TRL **7 million**
- Approximately **41,000 individuals reached out** to through culture and arts projects

For 38 years, we have been providing continuous support to culture and arts, prioritizing the creation of value for the communities we are part of. We develop projects across various disciplines such as theater, music, and cinema to promote the sustainability and accessibility of arts and culture.

SUSTAINABLE TOURISM

- Grant support provided to **27** small businesses with **32** projects
- Over **80,000** people were provided with **job opportunities**
- More than **870,000 individuals reached** out with the project

With our sustainable tourism projects, we strengthen the capacity of local businesses, support employment, and enhance the long-term value of tourism destinations. Through these initiatives carried out in collaboration with our stakeholders, we create lasting social impact by integrating economic development with the preservation of cultural and natural heritage.

ENTREPRENEURSHIP

- Intrapreneurship programs across **2 countries** (6 cohorts in Türkiye, 3 in Kazakhstan)
- **600+ ideas** generated, leading to **11** pre-seed investments, **2** spin-offs, and **2** spin-ins
- **1,600+** startups scouted through BrewFuture, with **50** pilots, **23** scaled solutions, and **12** new PoCs launched
- **15+** local and global programs supported, reaching **100+** startups
- **170+** ecosystem stakeholders convened at the 2025 Anadolu Efes Startup Fest

We strengthen internal and external entrepreneurship across multiple geographies by empowering our employees and pen innovation programs, we develop our core business while creating sustainable impact across the entrepreneurial ecosystem.

ANADOLU EFES