

Anadolu Efes – Additional Tax Disclosures

Policy Tax Transparency

At Anadolu Efes, we view responsible tax management and transparency as core elements of good governance and ethical business conduct. We aim to meet our tax obligations in full and on time in every country where we operate, observing both the wording and the intent of the applicable rules.

We see the taxes we pay as a direct contribution to the economies and communities that host our operations. Our tax footprint follows where our sales, operations and value creation actually take place. We do not use artificial structures, aggressive planning or arrangements set up mainly to reduce tax, and we price intra-group transactions at arm's length, reflecting their real business substance.

Tax is embedded in our financial reporting, accounting, internal control, risk management and compliance processes, and material tax matters are escalated to senior management and governance bodies as needed. We seek open and cooperative relationships with tax authorities and public institutions, and provide accurate and timely information through statutory filings, audited financial statements and public disclosures. We believe this transparency is essential to maintaining the trust of our stakeholders.

Taxes Align to Revenues

Our goal is for taxable profits to arise where our revenues are earned and our economic activity takes place. We manage our tax affairs under the local laws of each jurisdiction and report profits consistently with the business substance behind them.

We do not route profits through tax havens or secrecy jurisdictions, and we do not use entities or arrangements without a genuine commercial purpose to lower our tax burden. Related-party transactions follow the arm's-length principle, local transfer pricing legislation and the OECD Transfer Pricing Guidelines.

To keep profit allocation aligned with where value is created, we review related-party transactions against market conditions and supporting transfer pricing documentation, as part of our financial reporting, internal control and governance practices.

Tax Fairness Commitment

We believe every country we operate in should receive a fair share of tax from our activities there. Beyond legal compliance, we aim to act in line with the purpose behind tax legislation.

Public infrastructure, institutions and skilled communities make our business possible. Paying tax where we create value is how we give back to the societies that support our operations.

Fairness, together with responsible practice and accountability to our stakeholders, sits at the heart of our tax approach.

Tax Oversight by Board

Our Board of Directors carries ultimate responsibility for tax governance at Anadolu Efes. Tax risk is treated as part of the company-wide risk management, internal control and financial reporting framework, which the Board oversees through the Audit Committee. The Audit Committee draws on the findings of Internal Audit function to supervise the company on an ongoing basis, and the Board ensures that our tax approach stays consistent with our governance principles, stakeholder commitments and the tax laws of every jurisdiction we operate in.

Day to day, Tax Directorate manages tax policy, compliance, reporting and risk under the CFO. It reviews material matters such as tax provisions, tax audits, transfer pricing and tax-related control findings and summarizes them for the CFO and CEO.

Named Position for Tax Oversight

Tax Directorate is the executive accountable for tax at Anadolu Efes. Reporting to the CFO, this department leads tax policy, compliance, reporting, transfer pricing and tax risk management within our financial governance framework.

The department also coordinates tax responsibilities with local finance and tax teams across our operations so that the Tax Policy is applied consistently.

Material tax developments, including legislative compliance, provisions, tax audits, transfer pricing and control findings, are brought by the CFO and Tax Director to the CEO and, where appropriate, to the Chairman of the Board.

No significant tax risk requiring Board reporting or public disclosure was identified in 2025.

Tax Data Verification

As a member of a multinational group within the scope of the OECD Pillar Two (GloBE) rules, Anadolu Efes is subject to the 15% global minimum tax.

Because we aim for profits to be taxed where they arise and avoid profit-shifting structures, our effective tax rate exceeded 15% in 7 of the 8 countries where we operate. In the one jurisdiction where the effective tax rate fell below the minimum rate, the resulting top-up tax was immaterial and has been paid in full. As a result, our profits are taxed at no less than the 15% global minimum rate in every jurisdiction where we operate.

Total Tax Contribution

We regard the taxes we pay and collect as one of the most direct ways in which we contribute to the economies and communities where we operate. Our total tax contribution covers both the taxes borne directly by the company, such as corporate income tax, property taxes and other levies that represent a cost to our business, and the taxes we collect and remit to public authorities, such as excise duties, value added tax and payroll taxes. In 2025, the total direct and indirect taxes paid by Anadolu Efes exceeded USD 1.2 billion, reflecting the scale of our economic footprint and our commitment to contributing our fair share in every jurisdiction where we operate.