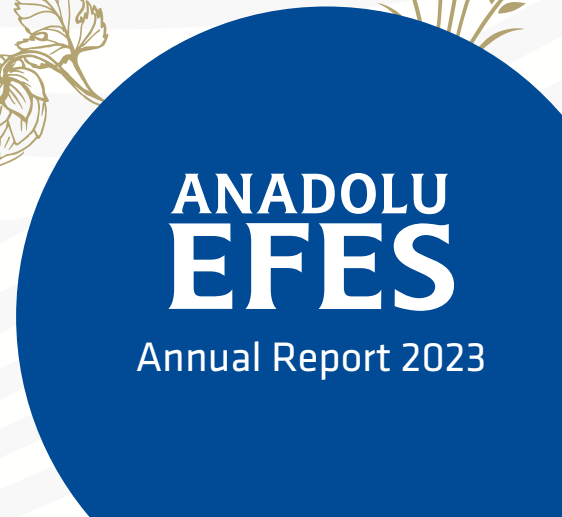




WE BREW JOY FROM ANATOLIA TO THE WORLD



**ANADOLU
EFES**

Annual Report 2023

CONTENTS

About Anadolu Efes

- 06 Anadolu Efes in Brief
- 07 Capital and Shareholder Structure
- 08 Anadolu Efes Operating Companies
- 10 Milestones
- 12 Vision, Mission, Values
- 13 2023-2025 Strategic Core Priorities
- 14 Our Regional Footprint
- 16 Main Financial and Operational Indicators
- 18 Beer Group
- 32 Soft Drink Group

Management

- 34 Message from the Chairman of the Board of Directors
- 36 Board of Directors
- 37 Management Discussion and Analysis
- 38 Organizational Structure

Financial Review and Expectations

- 40 Financial Review and Expectations

Sustainability

- 46 Beer Group
- 54 Soft Drink Group

Corporate Governance

- 64 Code of Business and Ethics
- 65 Investor and Shareholder Relations
- 66 Credit Ratings and Bond Issuances
- 67 Statement of Compliance with the Corporate Governance Principles
- 68 Statement of Compliance with the Sustainability Principles of the CMB
- 68 Additional Information on Corporate Governance
- 87 Other Information Related to Operations
- 94 2023 Dividend Distribution Table
- 95 Statement of Responsibility
- 96 Independent Auditor's Report on the Management's Annual Report

Financial Statements

- 97 Consolidated Financial Statements as of 31 December 2023 Together with Independent Auditor's Report

Appendix

- 181 Corporate Governance Compliance Report 2023
- 188 CMB Sustainability Principles Compliance Report
- 199 Corporate Governance Information Form

Abbreviations

Terms

Directory



Anadolu Group carries out its contributions to society with sensitivity through its social organizations Anadolu Foundation, Anadolu Health Center and Anadolu Efes Sports Club.



While we are the pioneer of innovative products in the market with our R&D and innovation competence, we trigger the entrepreneurial spirit for the development of the entrepreneurship ecosystem and support young entrepreneurs within and outside the company.

WE HAVE ACHIEVEMENTS IN 64 YEARS OF THE 100th-YEAR-OLD REPUBLIC

We are a brand born and raised in these lands, opening up to the world with the strength of Türkiye, in the light of the values of our Republic, whose 100th anniversary we have celebrated this year, and of the principles of Mustafa Kemal Atatürk, the founder of our Republic.

We conduct our operations in a wide geography consisting of Türkiye, Russia, the Commonwealth of Independent States, Central Asia and the Middle East countries. We, as Anadolu Efes, reflect the power from our name to our products, and we maintain our market leadership in many countries with our wide range of products consisting of strong beer and soft drink brands. We are one of the largest beer companies in Europe and worldwide in terms of production volume.

Regardless of the circumstances, with the strength of our country and our people, with common characteristics and the shared values we support, we will continue to progress towards our future goals in the new century of our Republic, preserving the trust and love that our consumers have for us.





WITH SOLID STEPS UNDER ANY CONDITION

We are resilient, strong and hopeful, just like Anadolu (Anatolia), from which we take our name. We, as Anadolu Efes, achieved exceptional results, above expectations even under the difficult conditions of 2023, as in all circumstances. With our 64 years of deep-rooted experience, we have achieved very strong results primarily in our beer operations.



FOR THE GOOD AND BEST FOR EVERYONE

In our strong land that keeps different cultures and diverse stories, we're moving forward into the future by offering various tastes to our consumers with our wide range of products. We're increasingly expanding our product portfolio that will encompass everyone of all ages. We offer our product range to suit all tastes to hundreds of millions of consumers with different cultures and preferences in our vast geography of operations.





SUCCESS AND INNOVATION ARE IN OUR SPIRIT

Our desire to explore, achieve and focus on innovation is our legacy from Atatürk... We, as Anadolu Efes, always aim to make progress, reach contemporary civilizations and expand our achievements beyond borders. We understand worldwide trends, expectations and habits and transfer them to our portfolio. Through every new product we produce with our innovative power, we increase our sales volume and expand our influence.



WITH RESPECT TO ART AND ARTISTS

It's our mission to keep alive, promote and reinforce our values in Anatolia, which is the cradle of many civilizations, cultures and art. We rely on the empowering, unifying and improving aspects of culture and art to contribute to a sustainable future. By carrying providing support, we increase our social impact and continue our pioneering role in social responsibility.



ANADOLU EFES IN BRIEF

Anadolu Efes has played an important role in the industry by introducing its consumers to many firsts through its strong vision and efforts to develop beer culture.



Anadolu Efes aims to maximize company value by focusing on its winning brand portfolio, digitalization, human resources, and sustainability.



770 million + Population

Anadolu Efes serves a population of over 770 million worldwide with its beer and soft drinks brands as the 5th* largest beer company in Europe and 10th* largest beer companies in the world in terms of production volume.

Anadolu Group operates with the vision of being “The star that links Anatolia to the world and the world to Anatolia” and maintains its activities in 7 sectors (beer, soft drink, retail, agriculture, automotive, stationery and energy) and in 19 countries with approximately 80 companies, 86 production facilities, 6 R&D centers and more than 95,000 employees. The Group, which was founded by Yazıcı and Özilhan families in 1950, is a driving force of Turkish economy with its financial assets, its strong production capacity and the projects it is involved with. It acts in accordance with its mission of being a multinational and entrepreneurial group through its partnerships with leading brands and companies of the world such as AB InBev, The Coca-Cola Company, Faber-Castell, Isuzu, Kia, Honda, Honda Marine, Kohler, Johns Hopkins Medicine.

Anadolu Group manages its environmental, social and corporate governance activities in the strategic areas “future” of Nature, Business and People, with the sustainability strategy “From Anadolu to the Future.” Within the context of its social responsibility, the Group is involved in several areas like agriculture, education, health, sports, culture, arts and tourism and also contributes to the society through its social organizations; Anadolu Foundation, Anadolu Medical Center and Anadolu Efes Sports Club.

Anadolu Group continues its rapid and healthy growth in every field it operates in, adding value with a sustainable approach, thanks to its culture of partnerships with global brands and multinational companies, expertise in branded consumer products, experience as a strong regional player in a wide geography, and a robust corporate governance understanding.

Anadolu Efes started its journey in 1969. Becoming the market leader shortly, Anadolu Efes contributed to the development of the market by cultivating the beer culture in Türkiye. With its strong vision, Anadolu Efes introduced many “firsts” to the consumers and became the largest brewer in Türkiye shortly. The company took an important step by expanding abroad in the 1990s. Regarding the international operations, Anadolu Efes took another important step aimed at commercial sustainability in the global market in 2012 and formed a strategic alliance with SABMiller Plc (“SABMiller”). In 2016, following the acquisition of SABMiller by Anheuser-Busch InBev (“AB InBev”), the world’s largest brewer, AB InBev became the holder of a 24% stake in Anadolu Efes.

Anadolu Efes runs its international beer operations through Efes Breweries International B.V. (“EBI”), its 100% subsidiary based in the Netherlands. Anadolu Efes is also the main

shareholder of Coca-Cola İçecek A.Ş. (“CCI”), which runs Coca-Cola operations in Türkiye and abroad. Making more than two-thirds of its net sales in international markets, Anadolu Efes is Europe’s 5th and the world’s 10th largest brewer* by production volume. The company serves a population to more than 770 million with beer and soft drinks brands in its portfolio.

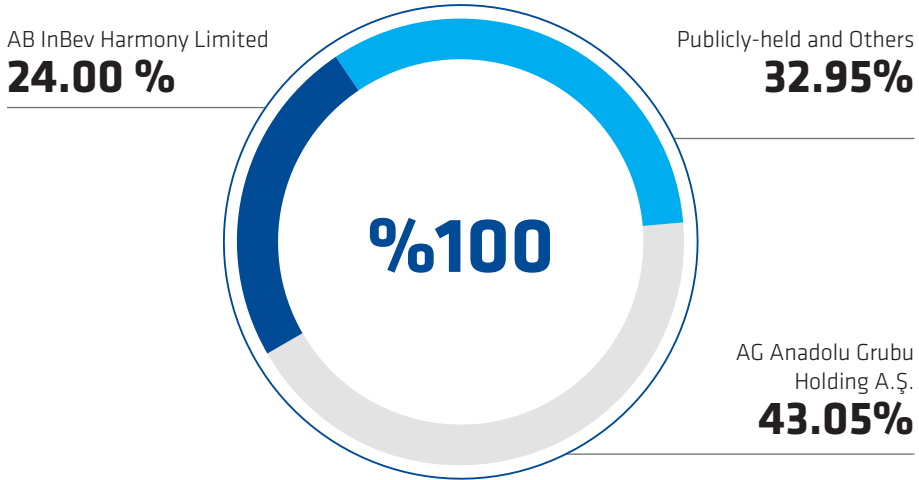
Anadolu Efes’ subsidiary operating in the soft drinks sector, Coca-Cola İçecek (CCI), is the 3rd largest bottler in the Coca-Cola system in terms of population reached and the 7th largest bottler in terms of sales volume. CCI, a multinational beverage company operating in Türkiye, Pakistan, Kazakhstan, Iraq, Uzbekistan, Azerbaijan, Kyrgyzstan, Jordan, Tajikistan, Turkmenistan, and Syria, manufactures, distributes, and sells sparkling and still beverages of The Coca-Cola Company. With 30 bottling plants, 3 fruit processing facilities, and over 10,000 employees across 11 countries, CCI offers a wide range of beverages. Its product portfolio includes not only sparkling beverages but also fruit juices, sports drinks, water, energy drinks, iced teas, and coffee.

Anadolu Efes aims to maximize Company value by focusing on its winning brand portfolio, digitization, human resources, and sustainability.

* The Barth Report 2022/2023

CAPITAL AND SHAREHOLDER STRUCTURE

Anadolu Efes is one of the companies with the highest market capitalization among the companies traded on Borsa Istanbul (“BIST”).



As one of the largest listed companies by market capitalization on Borsa İstanbul (“BIST”), Anadolu Efes’ shares attracted high interest from the domestic and international institutional investors since the shares began trading in 2000, and received above-average interest from the foreign institutional investors. At the same time, being one of the highest shares in terms of foreign institutional ownership in free float among BIST-100 companies is an indication of the interest from foreign institutional investors,

Within the framework of the Level 1 American Depository Receipts (“ADR”) program (AEBZY/ Cusip No: 032523201), Anadolu Efes shares can be traded by foreign individual investors as well as by institutional investors in over-the-counter markets.

As of the end of 2023, Anadolu Efes had a market capitalization of TRL 81.4 billion. In 2023, Anadolu Efes had an average foreign ownership ratio of 58.74% level in free float.

The Company’s share capital is comprised of 592,105,263 shares, each with a nominal value of TRL 142,105,263 of the shares are registered to and owned by AB InBev Harmony Limited, while 450,000,000 of the shares are bearer shares.

31 DECEMBER 2023	SHARE AMOUNT (TRL)	SHARE RATIO (%)
AG Anadolu Grubu Holding A.Ş.	254,891,157	43.05
AB InBev Harmony Limited	142,105,263	24.00
Publicly-held and Others	195,108,843	32.95
Total Issued Capital	592,105,263	100.00

1 JANUARY - 31 DECEMBER 2023	LOWEST	HIGHEST	AVERAGE	31.12.2022	31.12.2023	CHANGE (%)
Closing Price (TRL)	45.37	137.50	83.46	65.85	137.50	109%
Market Capitalization (TRL Million)	26,865	81,414	49,414	38,991	81,414	109%
BIST-100	4,401	8,514	6,401	5,509	7,470	36%

(*) The share prices and market capitalization have been calculated based on adjusted prices, after dividend distribution.

ANADOLU EFES OPERATING COMPANIES

INTERNATIONAL BEER OPERATIONS



**Efes Pazarlama ve Dağıtım
Ticaret A.Ş.
100%**

**Anadolu Etap Penkon Gıda
ve Tarım Ürünleri Sanayi ve
Ticaret A.Ş.
78.58%**

**Efes Breweries International B.V. (EBI)
100%**

**AB INBEV EFES B.V.*
50.0%**

**JSC FE Efes Kazakhstan Brewery, Kazakhstan
100.0%**

**PJSC Efes Ukraine Brewery, Ukraine
99.94%**

**JSC Lomisi, Georgia
100.0%**

**Efes Vitanta Moldova Brewery S.A., Moldova
96.87%**

**Efes Trade BY FLLC, Belarus
100.0%**

* An agreement was reached on December 19, 2023 regarding the acquisition of AB InBev's non-controlling shares in AB InBev Efes BV by Efes Breweries International BV (EBI), a 100% subsidiary of our Company, and as of the report date approvals from all necessary authorities are being expected.

SOFT DRINK OPERATIONS

COCA-COLA İÇECEK A.Ş.*
50.3%Coca-Cola Satış Dağıtım A.Ş. (CCSD), Türkiye
99.97%J.V. Coca-Cola Almaty Bottlers LLP, Kazakhstan
100.0%Coca-Cola Beverages Tajikistan LLC, Tajikistan
100.0%Azerbaijan Coca-Cola Bottlers LLC, Azerbaijan
99.87%Turkmenistan Coca-Cola Bottlers Ltd., Turkmenistan
59.5%Coca-Cola Bishkek Bottlers CJSC, Kyrgyzstan
100.0%Coca-Cola Beverages Pakistan Ltd., Pakistan
99.34%The Coca-Cola Bottling Company of Jordan Ltd., Jordan
100.0%Coca-Cola Bottlers Uzbekistan, Ltd., Uzbekistan
100.0%Syrian Soft Drink Sales and Distribution LLC, Syria
50.0%Al Waha for Soft Drinks, Juices, Mineral Water,
Plastics and Plastic Caps Production LLC, Iraq
100.0%Sardkar for Beverage Industry Ltd., Iraq
100.0%Anadolu Etap Penkon Gıda ve İçecek Ürünleri
Sanayi ve Ticaret A.Ş.
80.0%* Direct and indirect
shareholding as of
December 31, 2023.

MILESTONES

BEER GROUP

1969

The first beer production started with two facilities under the brand name of “Efes Pilsen.”

1970, 1980, 1990

One hops processing facility, two malteries, and two new breweries were established.

1986

Efes Pazarlama was established to conduct sales, distribution, and marketing operations in Türkiye.

The first canned beer of Türkiye was produced.

1996

Started operations in the Kazakhstan beer market after the acquisition of Karagandi Brewery through privatization.

1998

Efes Breweries International N.V. was founded.

Acquired the assets and the “Marmara” brand of Toros Biracılık.

1999

Started production in Russia at the first modern brewery established in Moscow and launched the “Stary Melnik” brand.

2000

The group’s four publicly traded beer and malt companies merged under “Anadolu Efes.”

Started brewing “Miller Genuine Draft (MGD)”, under licence in Istanbul. Thus, the premium segment in the Turkish beer market was created.

2002

Signed a license agreement with Interbrew for the production, marketing, and distribution of “Beck’s” brand in Türkiye.

Level-1 American Depositary Receipts (“ADRS”) of Anadolu Efes started trading.

2003

Started operating in Moldovian beer market after the acquisition of Vitanta Intravest S.A. Brewery.

Started production in 2 new breweries in Russia and 1 new brewery in Kazakhstan.

2005

Introduced the first draft beer in a keg-shaped bottle in the world.

2006

Acquired Krasny Vostok Brewing Group, seventh largest brewer, in Russia.

2008

Started operations in the Georgian beer market after acquiring 100% of Lomisi Ltd., the leading brewer in Georgia

2010

Started licensed production of “Efes Pilsener” brand in Germany to be sold by Efes Deutschland GMBH, 100% subsidiary of Anadolu Efes.

2011

SABMiller and Anadolu Efes signed a strategic alliance agreement.

2012

Anadolu Efes acquired SABMiller’s beer operations in Russia and Ukraine.

2016

AB InBev became the new shareholder of Anadolu Efes after acquiring SABMiller.

2017

Anadolu Efes and AB InBev signed a non-binding agreement for combining their Russian and Ukrainian beer operations.

2018

After the merger, AB InBev Efes B.V. started operating in Russia and Ukraine with a stronger presence.

2020

As a result of long-term practices in the R&D center in Izmir, Anadolu Efes brewmasters developed the “+1 Resting” technique.

2021

Anadolu Efes established a global innovation center called Anadolu Efes Yenilik Atölyesi in order to develop the beer culture with innovative studies and to have a greater say in the world beer market.

2022

Bremen 1827 brand, developed together with German beer experts, was launched in Türkiye.

2023

An agreement has been reached for the acquisition of Anheuser Busch InBev SA/NV’s non-controlling shares in AB InBev Efes BV by Efes Breweries International BV.

SOFT DRINK GROUP

1986

First ever production of sparkling beverages in pet bottles in Türkiye.

1987

First ever production of sparkling beverages in aluminum cans in Türkiye.

1993

Efes Sınai Yatırım Holding was founded to make bottling investments in the CIS region.

1995

Coca-Cola bottling operations commenced in Kazakhstan.

1996, 1998

Bottling plants were established in Kyrgyzstan, Azerbaijan, and Turkmenistan.

Anadolu Group invested in 80% of Coca-Cola operations in Türkiye following the acquisition of 33% of Coca-Cola Bottling and Marketing Companies' shares from The Coca-Cola Company.

2002

Coca-Cola Türkiye bottling operation was restructured to become a production company, which is the owner of its sales and marketing company. The new company's name was changed to Coca-Cola İçecek A.Ş. (CCI).

2005

Anadolu Efes reorganized all the soft drink operations under the roof of CCI.

Coca-Cola operations in Jordan were acquired.

2006

Started water production after the acquisition of Mahmudiye LTD., a producer of natural spring water.

CCI shares began trading on BIST.

2008

Started operations in Pakistan.

2012

Started operations in Southern Iraq market after an acquisition.

2015

Dushanbe (Tajikistan), Astana (Kazakhstan) and Multan (Pakistan) facilities started production.

2017

10th plant in Türkiye started production in Isparta.

2018

Faisalabad plant in Pakistan started production.

2021

CCI fully acquired the Uzbekistan operations and became the 100% owner of the company.

CCI became the sole owner of CCI Al Waha by exercising the put option under the shareholders' agreement in its Iraq operations.

2022

A binding share transfer agreement was signed for the acquisition of shares representing 80% of the capital of Anadolu Etap Penkon Gıda ve İçecek Ürünleri Sanayi ve Ticaret A.Ş. ("Anadolu Etap İçecek").

A binding share purchase agreement was signed with TCCC for acquisition of shares representing 49.67% of the capital of TCCC's subsidiary in Pakistan.

2023

The acquisition and transfer of 80% share of Anadolu Etap Penkon Gıda ve Tarım Ürünleri Sanayi ve Ticaret A.Ş.'s was completed.

Preliminary discussions have been initiated with TCCC regarding the potential acquisition of Coca-Cola Bangladesh Beverages ("CCBB").

Acquisition of shares representing 49.67% of the capital of TCCC's subsidiary in Pakistan is completed.



VISION, MISSION, VALUES

↘ Vision

Be the largest brewer from Adriatic to China by developing and owning social life and beer culture.



↘ Mission

We brew joy passionately and responsibly.



↘ Values



PASSIONATE



AGILE



COLLABORATIVE



ACCOUNTABLE



FAIR

2023-2025 STRATEGIC CORE PRIORITIES

SUSTAINABILITY

- ☛ Reduce our environmental impact throughout our operations and value chain
- ☛ Increase our support for social impact
- ☛ Continue to grow stronger through equality, diversity & inclusion

DIGITALIZATION

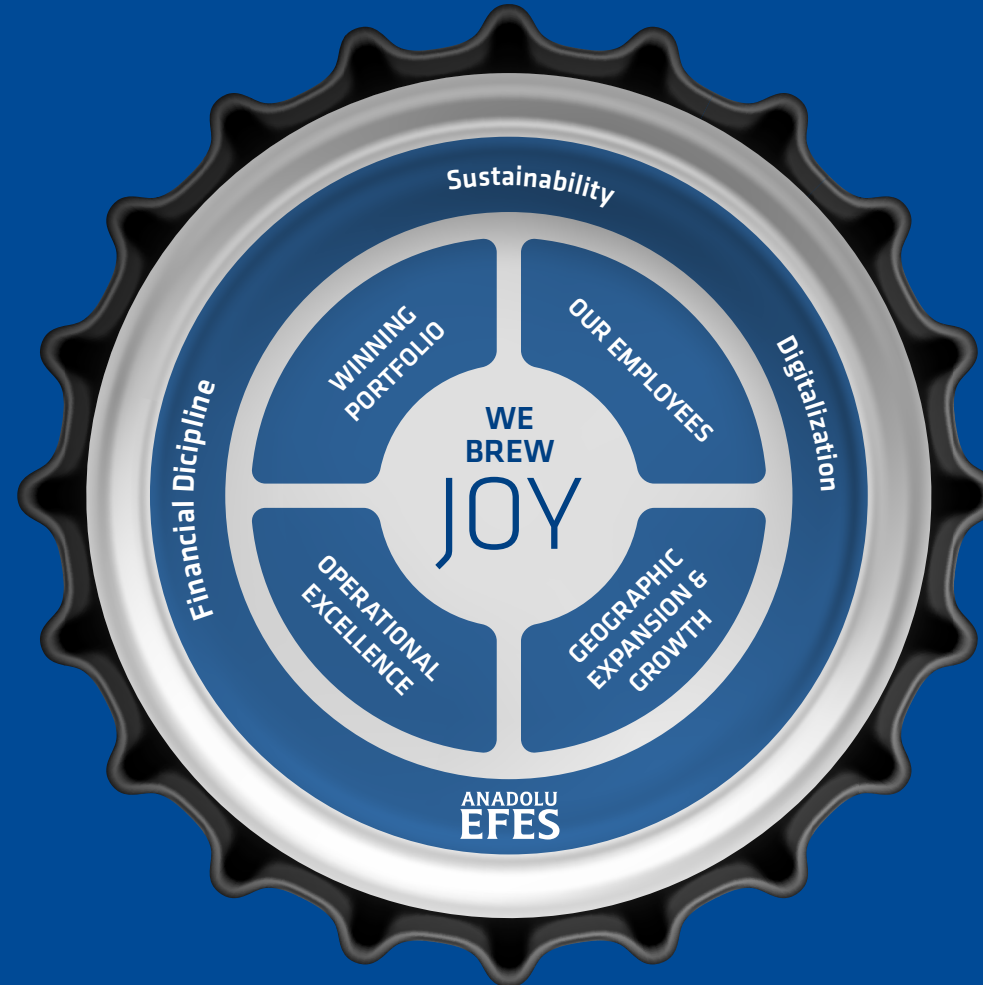
- ☛ Create Seamless Omni-channel Experience
- ☛ Democratize data, disseminate data driven business analytics
- ☛ Empowered Omnidirectional Mobility

FINANCIAL DISCIPLINE

- ☛ Ensure profitable revenue growth
- ☛ Drive value out of effectively managing working capital and CAPEX
- ☛ Ensure sustainable profitability margins with zero-based expense management

OPERATIONAL EXCELLENCE

- ☛ Quality mindset
- ☛ Focus on smart procurement plans to secure supply continuity
- ☛ Continue to improve E2E Planning Processes
- ☛ Effectively manage our product cost and efficiency



WINNING PORTFOLIO

- ☛ Grow with a consumer-oriented brand portfolio fed with strong insights
- ☛ Keep our mainstream core brands strong in every country where we operate
- ☛ Grow with innovations in premium segment (non-alcohol, craft, hard seltzer, flavored beer)
- ☛ Evaluate expansion and growth opportunities in other potential beverage categories

GEOGRAPHIC EXPANSION & GROWTH

- ☛ Expand geographically into potential markets through M&A

OUR EMPLOYEES

- ☛ Become the most preferred employer brand in all the countries where we operate with a strong employee experience
- ☛ Provide employees with new / additional skills
- ☛ Protect the talents in the organization

OUR REGIONAL FOOTPRINT



21 Breweries
in
6 Countries

Anadolu Efes operates with a total of 21 breweries, 5 malteries, 1 hops processing facility, 1 preform production facility in 6 countries in its beer operations, and 30 bottling plants in 11 countries in its soft drink operations.



30 Soft Drink
Facilities in
11 Countries



Serving to a population of
more than
770 Million



Anadolu Efes reaches nearly 800 million consumers, including its largest operations in the beer business in Russia and Türkiye, and its largest operations in the soft drinks business in Pakistan, Kazakhstan, and Azerbaijan.*

<p>Russia Population: 144 Million¹ 11 Breweries 31.7 mhl Brewing Capacity 3 Malteries 288 Thousand Tons Malt Production Capacity 1 Preform Production Facility Per Capita Beer Consumption: 58 Liters⁴ 29% Market Share² Market Leader²</p>	<p>Ukraine Population: 37 Million¹ 3 Breweries 7.9 mhl Production Capacity</p>	<p>Moldova Population: 3.4 Million¹ 1 Brewery 1.5 mhl Beer and Soft Drink Production Capacity Per Capita Beer Consumption: 25 Liters⁴ 59% Market Share⁵ Market Leader⁵</p>	<p>Azerbaijan Population: 10 Million¹ 1 Soft Drink Plant 76% Market Share⁴ Market Leader⁴</p>	<p>Syria Population: 23 Million¹</p>
<p>Türkiye Population: 86 Million¹ 3 Breweries 6.9 mhl Brewing Capacity 2 Malteries 115 Thousand Ton Malt Production Capacity 1 Hops Processing Facility Per Capita Beer Consumption: 13 Liters⁴ 52% Market Share³ Market Leader³ 10 Soft Drink Plants 59% Market Share³ Market Leader³</p>	<p>Kazakhstan Population: 20 Million¹ 2 Breweries 2.6 mhl Brewing Capacity Per Capita Beer Consumption: 33 Liters⁴ 46% Market Share³ Market Leader³ 2 Soft Drink Plants 50% Market Share³ Market Leader³</p>	<p>Belarus⁶ Population: 9.5 Million¹ Per Capita Beer Consumption: 49 Liters⁴</p>	<p>Iraq Population: 46 Million¹ 3 Soft Drink Plants 33% Market Share⁵ Market Position: Second⁵</p>	<p>Kyrgyzstan Population: 7 Million¹ 1 Soft Drink Plant 56% Market Share⁴ Market Leader⁴</p>
	<p>Georgia Population: 3.7 Million¹ 1 Brewery 1.2 mhl Beer and Soft Drink Production Capacity Per Capita Beer Consumption: 35 Liters⁴ 45% Market Share⁵ Market Leader⁵</p>	<p>Germany⁷ Population: 83 Million¹ Per Capita Beer Consumption: 90 Liters⁴</p>	<p>Jordan Population: 11 Million¹ 1 Soft Drink Plant 13% Market Share⁴ Market Position: Second⁴</p>	<p>Turkmenistan Population: 7 Million¹ 1 Soft Drink Plant</p>
		<p>Pakistan Population: 240 Million¹ 7 Soft Drink Plants 47% Market Share⁸ Market Leader⁸</p>	<p>Tajikistan Population: 10 Million¹ 1 Soft Drink Plant</p>	<p>Uzbekistan Population: 35 Million¹ 3 Soft Drink Plant 48% Market Share⁴ Market Leader⁴</p>

* In 2024, the acquisition process of Coca-Cola Bangladesh Beverages Limited (CCBB) by CCI has been completed, and Bangladesh has joined CCI's operational geography. With the inclusion of Bangladesh in operations, CCI products will reach approximately 600 million people and its total bottling facilities have reached 31, and the number of countries it operates in has reached 12.

¹ United Nations ²AEFES estimate, ³Nielsen, ⁴GlobalData, ⁵Retail Audit, ⁶Other than the exports by Efes Beer Group to the whole world, Anadolu Efes has organizations (either directly owned or through the controlling companies) in Belarus that carry out and/or coordinate the marketing, sales and distribution of group products ⁷"Efes Pilsener" brand is being sold by Efes Deutschland GmbH, a 100% subsidiary of Anadolu Efes established in Germany. ⁸ Foresight Household Panel (only covers Household consumption, not OOH consumption)

MAIN FINANCIAL AND OPERATIONAL INDICATORS

Anadolu Efes achieved strong financial performance in 2023 as well, with its innovative products introduced to the market and a more balanced pricing strategy.

Income Statement Items ⁽¹⁾	2022	2023	% change
Beer Sales Volume (m hectoliters) ⁽²⁾	34.0	35.7	5%
Soft Drink Sales Volume (m unit case) ⁽³⁾	1,577	1,535	-3%
Net Sales (TRL thousand)	155,060,052	159,877,208	3%
Net Sales Per Liter (TRL)	12.55	13.01	4%
Operating Profit (TRL thousand)	17,179,576	19,564,617	14%
Operating Profit Margin (%)	11.08%	12.24%	
Depreciation and Amortization Expenses (TRL thousand)	8,611,719	7,571,390	-12%
Net Income ⁽⁴⁾ (TRL thousand)	15,384,189	22,128,939	44%
Net Income ⁽⁴⁾ Margin (%)	9.92%	13.84%	
EBITDA BNRI ⁽⁵⁾ (TRL thousand)	27,020,928	28,573,114	6%
EBITDA BNRI ⁽⁵⁾ per Liter (TRL)	2.19	2.31	6%
EBITDA BNRI ⁽⁵⁾ Margin (%)	17.43%	17.87%	
Free Cash Flow (TRL thousand)	3,052,322	9,261,971	203%

Balance Sheet Items	2022	2023	% change
Cash, Cash Equivalents and Marketable Securities (TRL thousand)	40,579,579	41,647,677	3%
Total Assets (TRL thousand)	268,244,570	265,225,686	-1%
Equity Attributable Equity Holders of the Parent (TRL thousand)	64,532,601	64,557,722	0%
Total Financial Debt (including lease obligations) (TRL thousand)	62,023,904	60,233,608	-3%
Net Financial Debt/Equity	0.3	0.3	
Net Financial Debt/EBITDA	0.8	0.7	
Capital Expenditure (Gross) ⁽⁶⁾ (TRL thousand)	9,107,229	10,601,143	16%
Number of Shares	592,105,263	592,105,263	
Earnings per Share ⁽⁷⁾ (TRL)	25,982	37,373	44%
Average Number of Employees	18,495	20,653	12%

Note 1: According to the agreement signed about the management of Coca-Cola İçecek A.Ş. ("CCI") as of 1 January 2013 Anadolu Efes started to fully consolidate CCI whose financial results had been proportionally consolidated until 31 December 2012. 2020 figures have been restated.

Note 2: 1 hectoliter = 100 liters. Note 3: 1 unit case = 5.678 liters. Note 4: Parent company shares. Note 5: EBITDA BNRI is calculated excluding profit from discontinued operations and the following effects from profit from continuing operations attributable to our equity holders: (i) non-controlling interest, (ii) tax (expense)/income, (iii) share of gain/(loss) of investments accounted using equity method, (iv) financial income/(expense), (v) investment activity income/(expense) (vi) foreign exchange gains/(losses) arising from operating activities (vii) depreciation, amortization and other noncash items and (viii) non-recurring items above EBIT. Note 6: Acquisitions excluded Note 7: Earnings per share is calculated by dividing the net profit for the period attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the period.

Net Sales (TRL million)

▲ **3%** Annual Change

Operating Profit (TRL million)

▲ **14%** Annual Change

EBITDA BNRI (TRL million)

▲ **6%** Annual Change

Net Income (TRL million)

▲ **44%** Annual Change

Free Cash Flow (TRL million)

▲ **203%** Annual Change

Net Financial Debt/EBITDA BNRI (x)

BEER GROUP

The success of Anadolu Efes is based on its long years of experience, dynamic corporate culture that takes appropriate measures in line with changing market conditions with an agile decision-making mechanism, and its good understanding of its consumers.



Anadolu Efes' strategy in its beer business in international markets is based on becoming a regional power.



35.7 mhl

Anadolu Efes' Beer Group volumes reached 35.7 million hectoliters in 2023.

Prioritizing its customers and closely following their requests and preferences, Anadolu Efes differentiates and enriches its product portfolio. Anadolu Efes, which implements pioneering practices in the industry, has a strong sales network both in Türkiye and in other operating countries, thanks to its effective marketing strategies. The company continues its investments without interruption with the aim of advancing its brand value.

Operating with a strategy to become a regional power in the international market, Anadolu Efes started its international beer operations through exports, primarily preferring culturally and geographically close markets, initiating its first international beer operation in Kazakhstan and Russia in the late 1990s. The Company, which continued its operations in Moldova, Georgia, and Ukraine, has increased the number of countries where it operates beer operations to six. Anadolu Efes continues its efforts to minimize the impact of the challenges by utilizing its competitive advantages and the experience it has gained over many years in these regions with growth potential.

The success of Anadolu Efes is based on its activities that focus on rapidly launching products that meet consumer demand, enriching its portfolio, offering innovative products through innovative work, an effective and widespread distribution network, a pricing policy that supports operational profitability, effective customer communication aimed at increasing brand awareness, and achieving a more agile and more efficient structure in its organization.

Starting its activities with beer production in two factories in Türkiye with a production capacity of 300 thousand hectoliters, Anadolu Efes launched its first brand was Efes Pilsen. Efes Pilsen, which quickly became the first beer brand that comes to mind in Türkiye, ranks among the most preferred brands by consumers with its high quality and consistent taste.

Anadolu Efes conducts its international beer operations through Efes Breweries International, a subsidiary established in the Netherlands in 1998. The Company, which maintained its successful position in Russia, Kazakhstan, Moldova, and Georgia in 2023, has 18 breweries with a total annual production capacity of 44.9 million hectoliters and 3 malt production facilities with a capacity of 288 thousand tons in these geographies.

The success of Anadolu Efes, which has maintained its sector leadership for over half a century, lies in its long-standing experience, dynamic corporate culture that takes appropriate measures in line with changing market conditions with a fast decision-making mechanism, and its good understanding of its consumers.

As of the end of 2023, Anadolu Efes has an annual beer production capacity of 51.8 million hectoliters and 403 thousand tons of malt.

Beer Group volumes reached 35.7 mhl in 2023; being above expectations, thanks to Anadolu Efes' successful and diversified product range, value-focused strategy, strong position in operations, and its ability to quickly adapt to changing trends.

Operating within a value system based on passion, collaboration, fairness, responsibility, and agility, Anadolu Efes maintains its strong position by focusing on value-driven growth and profitability in the countries where it operates, as well as its commitment to sustainable leadership.

ADDING VALUE IN SIX COUNTRIES

In the Beer Group, with our products that appeal to different tastes, we reach millions of consumers every day and we offer added value to our consumers in every region we touch.



BEER GROUP

Russia

TASTES THAT EXCEED BORDERS

With our rich product portfolio and constantly evolving new product lines, we make a difference in the industry, adding flavor to life in Russia where we have been operating for a quarter of a century.



Anadolu Efes maintained its leadership in the Russian beer market in 2023.



Essa Cocolada was selected as the most successful brand among all launches in the market.



29% Market Share

The Company has maintained its leadership with its 29%* market share in the Russian beer market.



Anadolu Efes continued to focus on premiumization strategy in 2023.

Super Premium Brands

• Spaten • Redds • Franziskaner

Premium Brands

• Essa • Hoegaarden • Stella Artois • Amsterdam
• El Capulco

Low Premium Brands

• Bud • Velkopopovicky Kozel • Sibirs kaya Corona

Core Brands

• SMIB • Lowenbrau • Efes • Zolotaya Bochka
• 387 • Bud Light • Zhigulyovskoe
• Zhigulevskoe Primorskoe • Brahma

Value Brands

• Gold Mine Beer • Bely Medved` • Klinskoe
• Stariy Melnik Main • Zhigulyovskoe Bochkovoe
• Tolstyak • Zhigulevskoe Originalnoe
• Bavarskiy Zakon • Khmel&Solod • Green Beer
• Tri Shurupa • Malz Weizen • Bagbier • 54

Cider Brands

• Bon Season

Anadolu Efes started its Russian operations, the largest operation within the beer segment in terms of sales volume, with the start of production in Moscow-Efes Brewery ("MEB") in 1999. The position in the Russian market was further solidified through the acquisition of Krasny Vostok Brewing Group, the 7th largest player in the market back in 2006, which was followed by the acquisition of SABMiller's assets in Russia in 2012.

After AB InBev became Anadolu Efes' new shareholder post its acquisition of SAB Miller in 2016, the Company sought to form a partnership with AB InBev in Russia and Ukraine in an effort to draw maximum benefit out of this partnership which was completed by signing off the binding agreements by the end of 1Q2018. The Company continues its operations in Russia, where it has an annual production capacity of 31.7 mhl of beer and 288 thousand tons of malt with its 11 breweries and 3 malt production facilities.

The Company has maintained its leadership with its 29%* market share in the Russian beer market, which is the 6th largest beer market in the world according to Euromonitor.

According to GlobalData, the Russian beer market is estimated to be 83 mhl in 2023 with a per capita beer consumption of around 58 liters.

Although the Russian beer market showed fluctuating dynamics in 2023, a growth trend was witnessed in the final quarter. The beer industry in Russia is estimated to have registered a slight growth, surpassing the expectations for the year 2023.

Despite the decline in the volume of Russian operations year on year due to pricing in the first half of the year, the performance improved in the second half of the year. The main reasons for the performance improvement are; the

implementation of the right strategies, better than expected market conditions and the low base from the previous year. In 2023, Russian beer operations recorded a low-single-digit increase in sales volume.

Anadolu Efes continued to focus on premiumization strategy in 2023 and introduced numerous new products across different segments aligned with AB InBev Efes' brand portfolio strategy. While AB InBev Efes Russia continued its innovation investments, Essa Cocolada was selected as the most successful brand among all launches in the market.

Anadolu Efes continued its ESG achievements in 2023 with sustainability initiatives that benefit society and the environment. The Company launched its 'lightest' glass beer bottle product and became the first company in the industry to use recycled plastic in its PET packaging; and also strengthened its cooperation with major packaging suppliers.

In 2023, the ART OF DRINKING platform was extended. The company has expanded the impact of its annual social project called "Beer Responsible Day" to 43 cities. Continuing its efforts to raise awareness about drunk driving, the company launched a platform called "ART OF DRIVING" targeting this problem and implemented this initiative as a pilot in the city of Ufa. Additionally, the company solidified its leading positions in the ESG landscape in 2023 with awards, rating scores and new certificates received in the field of ESG.

* According to company estimate January -December 2023. Average on a value basis.

** According to the company's announcement on the Public Disclosure Platform (KAP) as of December 19th, an agreement has been reached for Efes Breweries International BV to acquire the non-controlling shares of AB InBev's operations in Russia and Ukraine. The deal is subject to approvals from relevant authorities as of the reporting date.

BEER GROUP Kazakhstan



Efes Kazakhstan has continued to be an active player in the entrepreneurship field with a focus on corporate innovation.



46% Market Share

In 2023, Efes Kazakhstan has maintained its position as the market leader with an average market share of 46%*.



Efes Kazakhstan demonstrated strong performance by achieving a 9% increase in KEG sales compared to the previous year.

Super Premium Brands

- Miller Genuine Draft
- BUD Keg

Premium Brands

- Efes Pilsener
- Velkopopovicky Kozel
- Bavaria
- Stary Melnik
- Amsterdam Navigator

Mainstream Brands

- Kruzha Svezhego
- Bely Medved
- Bremen
- Karagandinskoe
- Zhigulevskoe

Economy Brands

- 13 Region
- Khmelnoy Los
- Legenda 777
- Bolshaya Slavna Praga

Anadolu Efes entered the Kazakhstan market through the acquisition of a brewery in Karaganda in 1996 from privatization and continued its operations by opening a new brewery in Almaty in 2003.

According to GlobalData, the Kazakh beer market is estimated to be 6.6 mhl in 2023 with a per capita consumption of 33 liters.

The beer market contracted by mid-single digit annually in 2023. Challenging economic and political conditions in Kazakhstan and neighboring countries influenced purchasing behavior due to increased prices. The data shows that expenditures to cover living expenses are increasing, especially on food. Despite these conditions, Efes Kazakhstan maintained its position as the market leader with an average market share of 46%* in 2023. In addition to that, Efes Kazakhstan



demonstrated strong performance by achieving a 9% increase in KEG sales compared to the previous year.

Kazakhstan's leading brand, Kruzha Svezhego, strengthened its position by increasing its market share for the second consecutive time in a contracting market. The brand in the economy segment, "Bolshaya Praga," which was launched in 2022, continued to be one of the fastest growing brands in the market and strengthened its strong position by introducing the "Bolshaya Praga Strong" brand extension in the high alcohol segment in November 2023. The legendary brand of Kazakhstan Karagandinskoye, which has been produced since 1958, registered a 4% annual growth in 2023. Additionally, Bely Medved, the second largest brand of Efes Kazakhstan, has launched its new brand extension "Golden Edition." This launch is accompanied by a program in which 10 tenge of every bottle of "BM Golden Edition" sold is invested in Kazakhstan's green economy. Thanks to this program, 8 million tenge was donated to Semey Ormany National Park, which was seriously affected by forest fires.

Efes Kazakhstan continued its investments in social life and culture with a series of exhibitions, workshops and events, with its "Efes Art Space" project. A public space has been created at the Kazakhstan head office where art and cultural events are held, along with exhibitions, workshops and performances held on weekends.

Moreover, Efes Kazakhstan continued to be an active player in the field of entrepreneurship with its focus on corporate innovation. The "Entrepreneurship Ecosystem Program" focusing on circular economy and carbon footprint issues was carried out with the leading incubation center called MOST. In addition to this program, the EFES Kazakhstan Intrapreneurship Center program was launched, which is a unique in-house initiative aimed at improving the entrepreneurial skills of employees and supporting innovation.

* Nielsen January -December 2023, Average



COMPANION OF HAPPY MOMENTS

In Kazakhstan, where we took the first step of our success story that extends international markets 27 years ago, we have been witnessing and contributing to the smiles on our consumers' faces since day one.

BEER GROUP

Georgia

STRENGTHENING BONDS WITH CONFIDENCE

In the Georgian market where we started operations back in 2008, we have been offering our products with Anadolu Efes quality and assurance since day one, while maintaining our consumers' brand loyalty.



Efes Georgia's local beer brands, Natakhtari and Karva, have increased their market shares compared to the previous year.



Efes Georgia has implemented the "Friend of Forest" social responsibility campaign in collaboration with the National Forest Agency through its special edition product, Efes Özel Seri.



Efes Georgia has expanded its portfolio with its first premium craft product, Taati, a New Zealand Pilsner.



45% Market Share

Efes Georgia strengthened its leading position in the market by increasing its market share to 45%*.

Premium Brands

- Efes • Corona Extra • Leffe
- Stella Artois • Hoegaarden • Taati

Upper Mainstream Brands

- Lowenbrau • Staropramen

Mainstream Brands

- Natakhtari • Karva • Kasris

Economy Brands

- Dariali • Ai Ludi

Non-Alcoholic Brands

- Natakhtari Lemonade • Natakhtari Zigzag

Anadolu Efes commenced its operations in Georgia by acquiring the leading beer producer Lomisi in 2008. According to GlobalData Georgian beer market is estimated at 1.3 mhl in 2023, with per capita consumption of around 35 liters.

In 2023, despite economic growth, the Georgian beer market registered a flat trend on an annual basis, attributed to a decline in visitors from neighboring countries compared to the previous year.

Efes Georgia continued its market investments for beer operations and strengthened its leading position in the market by increasing its average market share to 45%*.



In 2023, premium segment brands demonstrated strong performance, and Efes Georgia's local beer brands, Natakhtari and Karva, increased their market share compared to the previous year.

Efes Georgia expanded its portfolio by introducing its first premium craft product, the "Taati" brand, featuring a New Zealand Pilsner.

Efes Georgia, in collaboration with the "Efes Special Series" brand and the National Forest Agency, launched the "Friend of Forest" social responsibility campaign aimed at restoring and maintaining the forest near the brewery. Additionally, in partnership with the "Staropramen" brand, the company initiated the "Share, Don't Waste" social responsibility campaign to raise awareness about reducing food waste. The "GO Green" entrepreneurship program was launched in 2023, aligning with the United Nations Sustainable Development Goals.

BEER GROUP
Moldova



Anadolu Efes has strengthened its leadership position with the launch of its new brand Finch in the mainstream segment, which has become the second largest brand in terms of volume in the Moldova market.



59% Market Share

Efes Moldova has completed the year with an average market share of 59%*.



The launch of the new product Festival Hard Lemonade was successfully executed.



Super Premium Brands

- Corona • Franziskaner • Bavaria
- Hoegaarden • Grolsch • Leffe

Premium Brands

- Radler • Kozel • Efes • Kwartals

Upper Mainstream Brands

- Timisoreana • Jiguleovscoe Bocikovee
- Bremen • Hopfenbrau

Mainstream Brands

- Chisinau • Finch

Economy Brands

- Camarad • Bely Medved

Other

- Festival • Kvassica

Anadolu Efes has been operating in the Moldovan beer market since the acquisition of Vitanta Intravest S.A. brewery in Chisinau in 2003.

The Moldovan beer market is estimated to be 0.9 mhl with a per capita consumption of 25 liters in 2023.

After facing challenging conditions in 2022, the Moldovan economy began to recover, showing a positive trend in the second half of the year, while inflation slowed down to the mid-single digits.

In 2023, the sales volume of Efes Moldova performed slightly below the market, leading to a high single-digit decline. Inflationary pressures, along with a contraction in the consumer base due to population decline were the main challenges encountered throughout the year. Furthermore, the industry's pricing lagged behind Efes Moldova's pricing. However, factors intensifying pressure on volume included the entry of new players into the market and intensified competition in the economy segment. Efes Moldova's average market share finalized the year at 59%*, while its value share increased.

Despite the challenging conditions in 2023, Anadolu Efes had a successful year in terms of new product launches. The launch of its new brand Finch in the mainstream segment, which has become the second largest brand in terms of volume in the Moldova market, strengthened Company's leadership position. In the premium segment, the Efes Family expanded its portfolio with a new 'witbier' variety called 'Blanche' to meet the increasing demand in this segment. Additionally, Radler, a new addition to the non-alcoholic beer segment, has become the best-selling variety of the brand. The launch of the new product Festival Hard Lemonade was successfully executed.

The company's flagship brand, Chisinau, continued to be the strongest brand in the market with its image supported by limited-edition products and national consumer campaign support.

In response to intense competition in the economy segment, the Bely Medved brand was repositioned, becoming one of the brands that increased market share.

* Retail Audit, January-December 2023, Average



WITH THOSE WHO ENJOY THE TASTE OF FUN

We embellish moments with sponsorships in various activities from art to sports. Just like in every country we reach, we have been leaving our mark on joyful moments in Moldova for 20 years.

BEER GROUP
Ukraine

**GETTING BETTER
WITH THE POWER
OF INNOVATION**

We are increasing the number of countries we reach in the international market, expanding our influence through our diverse product range, and have been operating in Ukraine for over 10 years.



Following the tension in the region, Anadolu Efes has prioritized the safety of its employees.



Anadolu Efes has become one of the strongest players in the Ukrainian beer market.



In 2023, Anadolu Efes' focus on its Ukrainian operations has been to balance volume performance with commercial strategies.

After collaboration with AB InBev in 2018, Anadolu Efes became one of the strongest players in the Ukrainian beer market conducting production and sales operations in the cities of Chernihiv, Kharkiv, and Mykolaiv.

After regional tensions escalated, Anadolu Efes prioritized the safety of its employees, taking all necessary additional precautions to ensure the safety of production facilities and infrastructure. The Company temporarily halted operations at all manufacturing plants, restarted production at the Chernihiv Factory in the last quarter of 2022 and commenced production at the Mykolaiv Factory in the second quarter of 2023.

In 2023, while pricing pressures were observed in the market, the beer market continued to be under pressure. Despite improvements in market conditions compared to the previous year, the contraction of beer production in the market is forecasted to be over 20% according to the Company's estimates when compared to 2021 beer production data in the market. The Company focused on stabilizing volume performance through commercial strategies, however, pressures, especially on pricing, were observed in competitive conditions.

** An agreement was reached on December 19, 2023 regarding the acquisition of AB InBev's non-controlling shares in AB InBev Efes BV by Efes Breweries International BV (EBI), a 100% subsidiary of our Company, and as of the report date approvals from all necessary authorities are being expected.*



BEER GROUP

Türkiye

WITH THOSE WHO HAVE HOPE

As rooted as the Anatolian lands, as hopeful as its people. With 64 years of experience and our success story reaching from Türkiye to the world, we are moving confidently towards the future.



Anadolu Efes continued to add value to the community in the fields of environment, tourism, culture, art, agriculture, sports, and entrepreneurship in 2023.



In 2023, Anadolu Efes made new launches with the “Efes Reserve,” “Belfast,” and “Efes Winter Brew” brands.



52% Market Share

Türkiye beer operations completed the year 2023 with a 52%* average market share.

Premium Brands

- Erdinger • Duvel • Grolsch
- Amsterdam Navigator
- Corona • Leffe • Hoegaarden

Mainstream Brands

- Efes Pilsen • Efes Malt • Efes Özel Seri
- Efes Xtra • Efes Xtra Shot
- EFES Fıçı Yüksek Alkollü
- Bremen • Bremen Yüksek Alkollü
- Efes Glutensiz
- EFES Reserve • Belfast • EFES Summer Blue
- Bomonti • Bomonti Filtresiz
- Bomonti Filtresiz Buğday
- Bud • Miller • Beck's

Lower Mainstream Brands

- Varım • Varım Aromalı Serisi

Economy Brands

- Marmara Gold • Marmara 34

As Türkiye's largest beer producer, Anadolu Efes continues its operations with 3 breweries, 2 malt production facilities, and one hops processing plant.

The company had an annual total production capacity of 6.9 mhl of beer and 115 thousand tons of malt in Türkiye. In 2023, the sales volume of the Turkish beer market is estimated to be around 11.2 mhl, per capita consumption was around 13 liters.

Despite the decline in purchasing power due to macroeconomic fluctuations and high inflation in 2023, it is estimated that, with the positive impact of tourism, the Turkish beer market experienced high single-digit growth on an annual basis. While consumer preferences shifted towards off-trade channel, consumption remained flat at on trade channel. As a result, Efes Türkiye finished the year 2023 with 52%* average market share.

Following the earthquake in February, which affected 11 provinces and resulted in a slowdown in volumes, however, Türkiye's beer operations started the year with growth and continued to grow in almost each quarter compared to the previous year.

Despite the high base effect of the successful tourism season and the launch of the “Bremen1827” brand in 2022, the year 2023 finished with solid growth.

The company focused on responding to changing consumer demands with its diversified brand portfolio by introducing new brands such as “Efes Reserve,” “Belfast,” and “Efes Winter Brew” in 2023.

With the ongoing strong performance of the “Bremen1827” brand launched in 2022 and the contribution of Efes Family brands to growth, Anadolu Efes achieved a successful year in Turkish beer operations with a 9.1% growth and reaching a sales volume of 6.2 million hectoliters in 2023.

Anadolu Efes, focusing on activities that add value to the future, continued to contribute to society in the fields of environment, tourism, culture, art, agriculture, sports, and entrepreneurship in 2023. The Company, through its open innovation program “BrewFuture” initiated in the sustainability field, aims to establish sustainable and strategic partnerships with startups. Additionally, in the tourism sector, for 16 years, it has been creating sustainability routes by directing its path to the districts of Köyceğiz, Taşlıca, and Akyaka in Muğla within the “Future in Tourism” project carried out in partnership with the Ministry of Culture and Tourism of the Republic of Türkiye and the United Nations Development Programme (UNDP).

Anadolu Efes has continuous support for art through over a thousand different plays and launched Türkiye's first free theater support program, “Kumbara Sende,” with the aim of bringing theater to wider audiences in Türkiye.

Furthermore, the company, in collaboration with “Pubinno,” the pioneer of the world's first artificial intelligence-powered Smart Taps, the company won first place in the ‘Best Technology Innovation’ category at the World Beverage Innovation Awards, one of the most significant competitions in the beverage industry.

Detailed information is available at www.anadoluefes.com.tr.

SOFT DRINK GROUP COCA-COLA İÇECEK



CCI continues its operations in Türkiye, Pakistan, Kazakhstan, Iraq, Uzbekistan, Azerbaijan, Kyrgyzstan, Jordan, Tajikistan, Turkmenistan, and Syria.



As of 2023, CCI* has 30 bottling and 3 fruit processing plants with over 10,000 employees.



500 Million People

The high quality diverse product portfolio of CCI reaches out close to 500 million consumers.

** In 2024, the acquisition process of Coca-Cola Bangladesh Beverages Limited (CCBB) by CCI has been completed, and Bangladesh has joined CCI's operational geography. With the inclusion of Bangladesh in operations, CCI products will reach approximately 600 million people and its total bottling facilities have reached 31, and the number of countries it operates in has reached 12.*



Sparkling Beverage Portfolio

- Coca-Cola • Coca-Cola Zero Sugar
- Coca-Cola Light • Fanta • Sprite
- Sprite Zero • Schweppes • Crystal Cola

Still Beverage Portfolio

- Cappy • Piko • BonAqua • Dasani • Dasani Minera
- Damla Su • Damla Minera • Arwa
- Al Waha • Monster • Powerade
- Fuse Tea • Fuzetea • Costa Coffee • Tempo
- Burn • Predator • Roar

Efes Sinai Yatırım Holding A.Ş. ("Efes Sinai") was set up in 1993 to undertake Coca-Cola bottling investments in international markets and operations initially started in Kazakhstan,

Kyrgyzstan, and Azerbaijan. Later in 2005, international soft drinks operations merged with Turkish bottling business Coca-Cola İçecek A.Ş. ("CCI"), of which initially 33% was acquired in 1996 in Türkiye and joined by different bottling companies and distributors in subsequent years. The operations were reorganized to become the CCI of today.

Anadolu Efes runs its soft drink operations in Türkiye and abroad through CCI, a 50.3% subsidiary, which produces, distributes and sells still and sparkling beverage products of The Coca-Cola Company. CCI is one of the largest bottler in The Coca-Cola System in terms of volume.

CCI carries out its operations through 30 facilities, 3 fruit processing plants and close to 10,000 employees in Türkiye, Pakistan, Kazakhstan, Iraq, Uzbekistan, Azerbaijan, Kyrgyzstan, Jordan, Tajikistan, Turkmenistan and Syria.

In 2023, the challenges in our operating environment continued due to natural disasters, macroeconomic challenges, and political unrest in neighboring regions, negatively impacting consumers' purchasing power and spending willingness. As a result of these external factors, the sales volume for the year was below expectations, decreasing by 2.6% to 1.5 billion unit cases ("u.c."). The Central Asia and Iraq operations contributed significantly to volume growth with increases of 11.9% and 10.7% respectively, while the Türkiye and Pakistan operations had a negative effect on the consolidated volume performance. The sparkling beverages declined by 3.3%, while the still beverages increased by 6.2%, cycling the 18.7% growth in 2022. In 2023, the Energy Drinks category achieved a growth of 4.6%, and the Adult Premium category (with the Schweppes brand) grew by 10.9%.

In 2023, sales volume in Türkiye decreased by 5.1% y-o-y due to the most devastating earthquake in the country's history, as well as the elections held in the second quarter along with adverse effects of high inflation that continued throughout the year impacting consumers' purchasing power.

International operations closed the year 2023 with a slight decline of 1.1% compared to the previous year, mostly due to lower volume in Pakistan. Uzbekistan was the fastest growing country among all CCI countries, with an annual volume increase of 25.8% in a 2023. In Kazakhstan, cycling 16.0% increase last year, annual volume growth was recorded at 2.4%.



THE TASTE OF LIFE IN ELEVEN COUNTRIES

In the Soft Drink Group, we offer our consumers a unique experience with our wide variety of flavored products and achieve sustainable satisfaction for all age groups.

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

The core of Anadolu Efes business focuses on sustainability, social benefit, operational excellence, efficient use of resources, talent management, and new technologies supported by the artificial intelligence.



Dear Stakeholders,

I would like to once again extend my condolences to the families and loved ones of the citizens we lost in the biggest earthquake disaster of our history on February 6 last year and I hope the victims will rest in peace. The Anadolu Efes Family supported first the search and rescue and then the sheltering efforts starting from the first day of the disaster as much as it could. Throughout the year, we have extended and will continue to extend all our material and moral support to heal the wounds in this region.

We have completed a very challenging year not only for our country but also for the entire world. Even the strong economies experienced high inflation and cost increases in many areas, particularly in energy. While the cost of living increased, the decline in household incomes and spending even led to the risk of a global economic recession.

In addition to the economic downturn, the global geopolitical and diplomatic rivalries have turned into conflicts in many regions, leading to humanitarian crises that have upset us all.

As tensions in the region continued to escalate, the world entered a period of global political uncertainty.

I believe that the words “Transformation” and “Adaptation” are not only among the words that summarize the history of humanity the best, but they also describe today’s world precisely. We are experiencing a huge transformation in every field, and only companies, brands, institutions and even individuals adapting to this transformation can be successful.

Almost every process, especially production, is being digitalized. As we realize that we cannot continue to live in the world as we used to, our relationship with the nature and environment is changing. Consumer demands, experiences and expectations are evolving. Different generations working and living together are reshaping each other. Our perspective not only on the present, but also on the future, the past and even reality is transforming through the artificial intelligence technologies.

Having the potential to touch the lives of more than 700 million consumers in Türkiye, Russia, the Commonwealth of Independent States, Central Asia and the Middle East, with its 19,000 employees, including beer and soft drink operations, Anadolu Efes understands the significance and responsibility that this transformation imposes on us. We are not only adapting to this astonishing transformation around the world, but also leading and managing it ourselves.

The core of Anadolu Efes business focuses on sustainability, social benefit, operational excellence, efficient use of resources, talent management, and new technologies supported by the artificial intelligence. As a global company, we believe that our expertise and agility in these areas position us as one of the world’s leading companies not only in our economic impact area but also in our social and environmental impact areas.

As a company that manages risk, foresees the future and adapts to the circumstances, Anadolu Efes completed the year 2023 by reaching its targets despite all the challenges.

As Anadolu Efes we go far beyond being a beer company and carry out projects in many areas ranging from agriculture to tourism, culture and arts to sports, environment to entrepreneurship in order to contribute to the development and progress of the communities in which we operate.

In our beer operations, we have once again proved the strength of our brand portfolio with an efficient sales and distribution network, as well as successful practices in the market. Despite challenging market conditions, sales volume of the soft drink group remained strong. Our gradually digitalizing operational structure has enabled us to adapt to all kinds of conditions in a more agile and flexible manner, while our data-based decision-making processes have enabled us to see ahead more easily and plan more effectively.

In the past year, as in every year, we have taken significant steps in our sustainability efforts. We aim for 360-degree sustainability in all our processes, from seed to agriculture, production to distribution. We have found ways to use natural resources more efficiently each and every day. We have pursued energy consumption, waste management and operational excellence in production. Also, we have strived to ensure that our logistics, distribution and supply chain are sustainable at Anadolu Efes standards.

Besides doing our business in the best way possible, we believe that supporting social development is one of our primary responsibilities in every country we operate.

In this context, we go far beyond being a beer company and carry out projects in many areas ranging from agriculture to tourism, culture and arts to sports, environment to entrepreneurship in order to contribute to the development and progress of the communities in which we operate.

We encourage the entrepreneurship ecosystem. For this purpose, we have launched the open innovation program 'BrewFuture' to collaborate with start-ups for creating a more sustainable future. We see this program as part of our commitment to make a positive contribution to the world and designed it as a collaboration program targeting advanced stage start-ups that develop innovative ideas for a sustainable world. The start-ups participating in the program will have the opportunity to develop their products and collaborate with Anadolu Efes, as well as scaling their ventures.

In 2023, we proudly celebrated a milestone that we had been waiting for and dreaming of for a very long time; the 100th anniversary of our Republic founded by Mustafa Kemal Atatürk. Our founders İzzet Özilhan and Kâmil Yazıcı, who also witnessed the Presidency of Atatürk, adopted

the principles of the Republic as their road map throughout process that has brought us to this day. We are working and will continue to work with great enthusiasm and commitment to advance not only in terms of economy, but also in terms of society, community and science in order to glorify the Republic of Türkiye, just as they did.

I would like to thank our esteemed Board of Directors members, stakeholders and my colleagues who have always supported and empowered Anadolu Efes under all circumstances.

Sincerely,

Tuncay Özilhan
Chairman of the Board of Directors



In our beer operations, we have once again proved the strength of our brand portfolio with an efficient sales and distribution network, as well as successful practices in the market.



Despite challenging market conditions, sales volume of the soft drink group remained strong.



We have launched the open innovation program 'BrewFuture' to collaborate with start-ups for creating a more sustainable future.

BOARD OF DIRECTORS*



Tuncay Özilhan
Chairman

Board of Directors Term: **2000-2024**
Independent: **No**
Executive: **No**
Position in the Committee: **-**
Gender: **M**
Expertise: **● ●**



Kamilhan Süleyman Yazıcı
Vice Chairman

Board of Directors Term: **2017-2024**
Independent: **No**
Executive: **No**
Position in the Committee: **-**
Gender: **M**
Expertise: **● ●**



R. Engin Akçakoca
Board Member

Board of Directors Term: **2020-2024**
Independent: **No**
Executive: **No**
Position in the Committee: **Corporate Governance Committee Member**
Gender: **M**
Expertise: **●**



Jason Warner
Board Member

Board of Directors Term: **2019-2024**
Independent: **No**
Executive: **No**
Position in the Committee: **Corporate Governance Committee Member**
Gender: **M**
Expertise: **● ●**



Ahmet Boyacıoğlu
Board Member

Board of Directors Term: **2016-2024**
Independent: **No**
Executive: **No**
Position in the Committee: **-**
Gender: **M**
Expertise: **● ●**



Tuğban İzzet Aksoy
Board Member

Board of Directors Term: **2023-2024**
Independent: **No**
Executive: **No**
Position in the Committee: **Early Detection of Risk Committee Member**
Gender: **M**
Expertise: **● ●**



Ağah Uğur
Board Member

Board of Directors Term: **2021-2024**
Independent: **No**
Executive: **No**
Position in the Committee: **Early Detection of Risk Committee Member**
Gender: **M**
Expertise: **● ● ●**



Uğur Bayar
Independent Member

Board of Directors Term: **2018-2024**
Independent: **Yes**
Executive: **No**
Position in the Committee: **Chairman of the Corporate Governance Committee and the Audit Committee**
Gender: **M**
Expertise: **● ● ●**



Lale Saral Develioğlu
Independent Member

Board of Directors Term: **2020-2024**
Independent: **Yes**
Executive: **No**
Position in the Committee: **Corporate Governance Committee Member**
Gender: **F**
Expertise: **● ● ●**



Bekir Ağırđır
Independent Member

Board of Directors Term: **2023-2024**
Independent: **Yes**
Executive: **No**
Position in the Committee: **-**
Gender: **M**
Expertise: **● ● ●**



Prof. Dr. Barış Tan
Independent Member

Board of Directors Term: **2018-2024**
Independent: **Yes**
Executive: **No**
Position in the Committee: **Chairman of the Committee of Early Detection of Risk and Audit Committee Member**
Gender: **M**
Expertise: **● ● ●**

- Sectoral
- Financial
- Sustainability

* CVs of the Board Members is on page 80-81.

MANAGEMENT DISCUSSION AND ANALYSIS

Thanks to its successful brand portfolio, effective distribution strategies in sales channels, as well as efficient revenue management and a prudent cost approach, Anadolu Efes has had a successful year in terms of net sales, profitability, and cash flow.

Anadolu Efes has completed the year 2023 with significant achievements, despite facing many challenges in the markets where it operates. Challenging landscape marked by declining trends in certain operating markets, a persistent inflationary environment necessitating aggressive pricing strategies, and the unfortunate natural disasters in Türkiye and Pakistan, have led the company to maintain a cautious strategy throughout the year. Thanks to its successful brand portfolio, effective distribution strategies in sales channels, as well as efficient revenue management and a prudent cost approach, Anadolu Efes has had a successful year in terms of net sales, profitability, and cash flow.

Anadolu Efes' consolidated sales volume reached 122.9 mhl in FY2023 staying flattish compared to the previous year. The Beer Group notably recorded a robust 5.0% growth, driven by strong performances in both Türkiye and international beer operations. However, the volume performance of the soft drinks segment was relatively softer due to challenges in the geographies that CCI operates.

Consolidated net sales revenue was recorded at TRL 159,877.2 million in FY2023; marking a 3.1% year-on-year increase, mainly attributed to the price adjustments made during the year.

Consolidated EBITDA (BNRI) grew by 5.7% to TRL 28,573.1 million in FY2023. The EBITDA margin in FY2023 was realized at 17.9%; showing an improvement of 45 bps compared to last year.

Consolidated net profit increased from TRL 15,384.2 million in FY2022 to TRL 22,128.9 million in FY2023; increasing by 43.8%.

Anadolu Efes' Free Cash Flow generation amounted to TRL 9,262.0 million in FY2023 representing a significant increase compared to FY2022. Consolidated Net Debt to EBITDA (BNRI) was at 0.7x as of December 31, 2023.

Anadolu Efes has positioned sustainability at the core of its way of doing business since 2010 and transparently shares its performance with its stakeholders. The company continues to work within the framework of its 2030 goals set around three main focus areas. The company's 2030 goals are categorized under the main headings of "Zero for the environment," "Increasing our support for social impact" and "Getting stronger through diversity and inclusion."

In the 2023 reporting period, the company, which will publish its sustainability performance with its second integrated report, defined sustainability as one of the accelerators of its corporate strategy. By integrating its material issues into its corporate strategy, it started to discuss its financial and

non-financial performance on the same plane. In 2023, Anadolu Efes took even stronger steps on an integrated thinking journey and renewed its materiality analysis with a double materiality perspective. The company organized Anadolu Efes +1 Value for the Future Stakeholder Dialog Meeting with the participation of more than its 100 stakeholders. Through this meeting, the company received stakeholders' views on its financial risks as well as non-financial risks and opportunities.

Following the reporting management and strategy guided by the 'IFRS S1 - General Requirements for the Disclosure of Sustainability-Related Financial Information' and the 'TSRS S1 - General Requirements for the Disclosure of Sustainability-Related Financial Information' standards announced at the end of 2023 and prepared for Türkiye, the company categorized the financial impacts of sustainability-related risks and opportunities.

In the transforming business world, the corporate reputation of companies is now determined not only by financial criteria, but also by sustainability criteria. Thanks to globally reputable indexes, sustainability performance can be compared at local and global levels in a transparent and accountable manner.

In this context, Anadolu Efes has been responding to the CDP Climate Change Program since 2018, and maintained its B score in the 2023 assessment, ranking above the food and beverage sector and the global average.

As in the last 3 years, the Company increased its score in the S&P Global Corporate Sustainability Assessment and ranked among the global leaders in the brewing sector. Evaluated by Refinitiv for its corporate sustainability performance and included in the Borsa Istanbul Sustainability Index, the company increased its ESG Score and reached A-level. The company is also listed in the FTSE4Good Emerging Markets Index. Anadolu Efes remains the only company in its sector in Türkiye to be listed and ranked in these indexes.

Additionally, according to the rating evaluations conducted by SAHA Corporate, the Company's 2023 Corporate Governance Rating Score has been determined as 96.7.

Operating with an impact-focused leadership approach, Anadolu Efes continues to contribute to the United Nations Sustainable Development Goals (SDGs).

ORGANIZATIONAL STRUCTURE IN ANADOLU EFES BİRACILIK VE MALT SANAYİİ A.Ş.



The management team of Anadolu Efes consists of executives who are experts in their fields, experienced in the geographies of operations, and prioritize organizational development.



Beer Group President and
Anadolu Efes CEO
Can Çaka*



CFO
Gökçe Yanaşmayan



Efes Türkiye General Manager
Onur Altürk*



General Manager Responsible
from Special Projects
Ümit Ömer Ögün**



Efes Kazakhstan General
Manager
Ertan Kurt



Efes Georgia General Manager
Veli Dinçel



Efes Moldova General Manager
Alphan Akpeç



Market Development Director
Daniel Barbulescu



Group Human Resources
Director
Banu Artüz



Legal Affairs Director
Yıldray Efîl***



Group Internal Audit Director
Uluhan Kumru



Group Information and Digital
Solutions Director
Murat Özkan



Group Supply Chain Director
Savaş Öztürk



Chief Corporate Communications
and Affairs Officer
Selda Susal Saatçi



Chief Strategy, Insight and
Innovation Officer
Serim Yıldırım



AB InBev Efes General Manager
Dmitry Shpakov

* Mr. Can Çaka, who had been serving as Anadolu Efes Beer Group President and Anadolu Efes Chief Executive Officer (CEO), decided to leave his position in our Company to evaluate another career opportunity as of March 1, 2024. Following the resignation Onur Altürk who had been working as the General Manager of Anadolu Efes Türkiye has been appointed as the Beer Group President and Anadolu Efes CEO as of the same date.

** Mr. Ümit Ömer Ögün, who had been serving as the General Manager Responsible for Special Projects, has been appointed as the General Manager of Russia Operations as of January 1, 2024.

*** Mr. Yıldray Efîl resigned from his position as of January 1, 2024, and Ms. Melis Alkan Bölükbaşı has been appointed as Group Legal Affairs Director as of the same date.

ORGANIZATIONAL STRUCTURE IN COCA-COLA İÇECEK



Coca Cola İçecek CEO
Karim Yahi



Chief Supply Chain
Officer
Kerem Kerimoğlu



Chief Information and
Digital Officer (CIDO)
Aslı Kamiloğlu



Chief Customer and
Commercial Officer
Tugay Keskin*



Chief Legal Officer
Ertuğrul Onur



Chief Audit Executive
Ahmet Öztürk



Chief Corporate Affairs
and Sustainability
Officer
Burçun İmir



Chief Financial Officer
Erdi Kurşunoğlu



Chief Human
Resources Officer
Melis Tunaveli



CCI has a management team that is experienced in the Coca-Cola system and consists of professionals in their fields.

* Mr. Tugay Keskin, who served as Chief Customer and Commercial Officer of Coca-Cola İçecek ("CCI") resigned from his position as of March 1, 2024 and has been appointed as the General Manager of Anadolu Efes Türkiye.

FINANCIAL REVIEW AND EXPECTATIONS

BASIS OF THE PREPARATION AND PRESENTATION OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements are prepared in accordance with the Capital Markets Board (CMB)'s "Communiqué on Financial Reporting in Capital Market" Numbered II-14,1 (Communiqué), promulgated in the Official Gazette numbered 28676 dated June 13, 2013 and Turkish Accounting/Financial Reporting Standards (TAS/ TFRS) including amendments and interpretations published by Public Oversight Authority (POA) as prescribed in the CMB Communiqué.

Moreover, the consolidated financial statements are presented in accordance with the specified format in "TFRS Taxonomy Announcement," issued on October 4, 2022 by the POA, and "the Financial Statements Examples and Guidelines for Use," published by the Capital Markets Board (CMB) of Türkiye. The standard requires that financial statements prepared in the currency of a hyperinflationary economy be stated in terms of the purchasing power of that currency at the reporting period and that comparative figures for

prior period financial statements be expressed in terms of the measuring unit current at the end of the reporting period. Therefore, the Group has presented its consolidated financial statements as of December 31, 2022, on the purchasing power basis as of December 31, 2023.

In accordance with the CMB's decision dated December 28, 2023, and numbered 81/1820, issuers and capital market institutions subject to financial reporting regulations applying Turkish Accounting/Financial Reporting Standards are required to apply inflation accounting by applying the provisions of TAS 29 to their annual financial statements for the accounting periods ending on December 31, 2023

In addition to Anadolu Efes' independently-audited and TFRS compliant financial statements for 2023 and 2022 that have been prepared in accordance with the CMB legislation, we are also presenting the summaries of the results of our Turkish beer operations, our international beer operations, and our consolidated Coca-Cola operations, which together make up our consolidated financials, as additional information for the benefit of domestic

and international individual and institutional investors. The consolidated financial statements comprise the financial statements of the company (Anadolu Efes) and of its subsidiaries and joint ventures drawn up as at the same date. The purchase method of accounting is used for acquired businesses.

Subsidiaries, joint ventures, investments in associates and affiliates acquired or disposed of during the year are included in the consolidated financial statements as of the date of acquisition or until the date of disposal, as appropriate. A "subsidiary" is a company that is subject to Anadolu Efes' control. "Control" in this context means that Anadolu Efes is exposed to various consequences arising in such companies, that it is entitled to receive some of their earnings, and that it has the power to influence their management. Among Anadolu Efes' subsidiaries are EFPA (sales and distribution of beer products in Türkiye), Efes Breweries International (EBI - International Beer Operations), CCI (domestic and international Coca-Cola operations), Cypex Efes Deutschland and Anadolu Etap.

A "joint venture" is a company in which there are contractual arrangements through which an economic activity is undertaken subject to joint control by Anadolu Efes and one or more enterprising partners. Under the change introduced by TFRS 11, joint ventures were accounted for using the equity method starting from 1 January 2013.

STATEMENT OF GENERAL INFORMATION CONCERNING THE CONSOLIDATED FINANCIAL RESULTS FOR THE PERIOD ENDING 31 DECEMBER 2023

In addition to our consolidated financial statements dated 31 December 2023 that have been drawn up in accordance with the accounting principles published by the Capital Markets Board ("CMB") and for the purpose of informing domestic and foreign investors, individuals, and organizations, we are providing the summarized consolidated operational results of the beer operations, and the soft drinks operations which constitute

FY2023 CONSOLIDATED HIGHLIGHTS



122.9 mhl
Sales volume

Sales volume almost flat versus last year at 122.9 mhl



TRL 159,877.2 million
Net sales

Net sales revenue up 3.1% to TRL 159,877.2 million



TRL 28,573.1 million
EBITDA

EBITDA Before Non-Recurring Items (BNRI) up 5.7% to TRL 28,573.1 million



TRL 9,262.0 million
Free Cash Flow

Free Cash Flow up 203.4% to TRL 9,262.0 million

Our solid topline, coupled with robust profitability, has once again resulted in an outstanding level of Free Cash Flow.



Success of our beer operations can be attributed to our enhanced positions in the operating markets, driven by new brand introductions and strong core brand focus.



1.4

TRL Billion

I am very pleased to share that our Board of Directors proposed TRL 1.4 billion dividends for 2023.

BEER GROUP PRESIDENT AND ANADOLU EFES CEO ONUR ALTÜRK COMMENTED:

It is my pleasure to close out 2023 leaving behind remarkable accomplishments despite encountering so many challenges throughout the year. We navigated a challenging landscape marked by declining trends in certain operating markets, a persistent inflationary environment necessitating aggressive pricing strategies, and the unfortunate natural disasters in Türkiye and Pakistan, all of which put significant pressure on our business. Yet, we were able to strengthen our positions in most of the operating markets. Our solid topline, coupled with robust profitability, has once again resulted in an outstanding level of Free Cash Flow. These achievements are the testimony to the amazing organization that the team have built. As we move forward, I am committed to ensuring that we emerge even stronger, building upon this success.

In the Beer Group, our strong performance since the beginning of the year has resulted in a remarkable volume growth, significantly outpacing our initial expectations. This success can be attributed to our enhanced positions in the operating markets, driven by new brand introductions and strong core brand focus.

In 2023, the Russian beer market stabilized, marking a slight increase compared to the previous year. Despite ongoing pricing challenges, we maintained our commitment to a balanced profitability and volume strategy. This allowed us to close another year in line with our longstanding focus on value generation. In Türkiye, building upon the outstanding performance achieved in 2022, we witnessed further growth in volumes, consistently impressing us in each quarter of the year. This growth is particularly important given the challenging operating environment, primarily driven by decreasing purchasing power in the country. Our success can be attributed to a strategic blend of the right product mix, pricing strategies, and excellence in execution. Our soft drinks operation has just completed the acquisition of Coca-Cola Bangladesh Beverages Limited from The Coca-Cola Company. Bangladesh is a vast geography promising immense potential for growth, which we believe will not only enhance CCI's robust position in the region but will also add substantial value.

Also, I am very pleased to share that our Board of Directors proposed TRL 1.4 billion dividends for 2023. Looking into 2024, I am confident that

our persistent commitment to winning portfolio, operational excellence, financial discipline coupled with our digitalization strategies and solid teamwork, will result in even greater successes. I am excited to continue building a future of growth, opportunity, and achievements in order to create value for our shareholders this year and beyond.

FINANCIAL REVIEW AND EXPECTATIONS

Consolidated net profit increased from TRL 15,384.2 million in FY2022 to TRL 22,128.9 million in FY2023; increasing by 43.8%.



Anadolu Efes' Free Cash Flow generation amounted to TRL 9,262.0 million in FY2023 representing a significant increase compared to TRL 3,052.3 million generated in FY2022.



159.9

TRL billion

Consolidated net sales revenue was recorded at TRL 159,877.2 million in FY2023; marking a 3.1% year-on-year increase.

Anadolu Efes' consolidated sales volume reached 122.9 mhl in FY2023 staying flattish compared to the previous year. The Beer Group notably recorded a robust 5.0% growth, driven by strong performances in both Türkiye and international beer operations. However, the volume performance of the soft drinks segment was relatively softer, impacted by the challenges faced in Türkiye and Pakistan.

Consolidated net sales revenue was recorded at TRL 159,877.2 million in FY2023; marking a 3.1% year-on-year increase, mainly attributed to the price adjustments made during the year.

Consolidated EBITDA (BNRI) grew by 5.7% to TRL 28,573.1 million in FY2023. The EBITDA margin in FY2023 was realized at 17.9%; showing an improvement of 45 bps compared to last year. Despite a slight increase in the ratio of operational expenses to revenue, particularly in the Beer Group due to the low base of last year, our effective management of cost resulted in superior performance in gross profitability, which was reflected on the EBITDA performance.

Consolidated net profit increased from TRL 15,384.2 million in FY2022 to TRL 22,128.9 million in FY2023; increasing by 43.8%. This robust bottom line is mainly driven by the net monetary gain recorded due to TMS 29 accounting.

OPERATIONAL PERFORMANCE - ANADOLU EFES

AEFES Consolidated (TRL mn)	FY2022	FY2023	Change (%)
Volume (mhl)	123.5	122.9	-0.5%
Net Sales Revenue	155,060.1	159,877.2	3.1%
Gross Profit	53,555.6	59,000.2	10.2%
EBIT (BNRI)	17,710.9	19,651.4	11.0%
EBITDA (BNRI)	27,020.9	28,573.1	5.7%
Net Income/(Loss)*	15,384.2	22,128.9	43.8%
FCF	3,052.3	9,262.0	203.4%
			Change (bps)
Gross Profit Margin	34.5%	36.9%	236
EBIT (BNRI) Margin	11.4%	12.3%	87
EBITDA (BNRI) Margin	17.4%	17.9%	45
Net Income Margin*	9.9%	13.8%	392

*Net income attributable to shareholders

Anadolu Efes' Free Cash Flow generation amounted to TRL 9,262.0 million in FY2023 representing a significant increase compared to TRL 3,052.3 million generated in FY2022. Both the Beer Group and Soft Drink contributed positively to this result. This increase in Free Cash Flow can be primarily attributable to better working capital management and the application of TMS 29. Thus, Consolidated Net Debt to EBITDA (BNRI) was at 0.7x as of December 31, 2023.

Beer group consolidated volume reached 35.7 mhl in FY2023, marking a 5.0% year-on-year increase.



The consolidated sales volume of the International Beer Operations increased by 4.3% and was reported at 29.5 mhl in FY2023.

%

9.1%

Türkiye Beer Volume Growth

2023 was a highly successful year for Türkiye beer operations achieving a full-year growth of 9.1%; totaling 6.2 mhl.

Beer group consolidated volume reached 35.7 mhl in FY2023, marking a 5.0% year-on-year increase. The growth in volumes came particularly from Türkiye and Russia while Georgia also contributed. The consolidated sales volume of the International Beer Operations increased by 4.3% and was reported at 29.5 mhl in FY2023. Russian beer operations recorded full-year growth of low-single digit percentages. The competitive landscape remained challenging particularly in terms of pricing, however our long-standing focus on maintaining a balance between profitability and volume performance remained consistent throughout the year. In Ukraine, the production continued in two breweries. However, Ukrainian beer market continued to be under pressure. Across CIS countries, volume was down by low-single digit percentage on average. On the other hand, it was a highly successful year for Türkiye beer operations achieving a full-year growth of 9.1%; totaling 6.2 mhl.

Beer Group concluded the year with a consolidated revenue of TRL 58,003.5 million, 6.3% below previous year. The revenue from international beer operations declined by 14.7% year-on-year to TRL 41,906.0 million in FY2023; due to mismatch

OPERATIONAL PERFORMANCE - BEER GROUP

Beer Group (TRL mn)	FY2022	FY2023	change (%)
Volume (mhl)	34.0	35.7	5.0%
Net Sales Revenue	61,872.4	58,003.5	-6.3%
Gross Profit	25,103.2	26,022.9	3.7%
EBIT (BNRI)	6,345.1	5,614.6	-11.5%
EBITDA (BNRI)	11,073.3	10,671.1	-3.6%
Net Income/(Loss)*	9,095.8	12,293.4	35.2%
FCF	2,916.2	4,984.4	70.9%
			Change (bps)
Gross Profit Margin	40.6%	44.9%	429
EBIT (BNRI) Margin	10.3%	9.7%	-58
EBITDA (BNRI) Margin	17.9%	18.4%	50
Net Income Margin*	14.7%	21.2%	649

*Net income attributable to shareholders

between the inflation rate and the devaluation/appreciation rate of international operation's reporting currencies against TRL. The sales revenue from Türkiye beer operations was recorded at 15,959.3 million in FY2023; implying a growth of 27.8%.

Beer Group gross profit expanded by 3.7% to 26,022.9 million in FY2023, yielding a margin improvement of 429 bps to 44.9% as a result of effective pricing strategies and efficient cost management.

Beer group EBITDA (BNRI) declined by 3.6% to TRL 10,671.1 million while the margin expansion was recorded at 50 bps; reaching 18.4%.

Beer Group net income was reported at TRL 12,293.4 million versus TRL 9,095.8 million. The increase is mainly due to higher monetary gain recorded as a result of implementation of TMS 29 while the net financial expenses were lower; positively affecting net profitability.

FINANCIAL REVIEW AND EXPECTATIONS

We are proud to have exceeded the USD 4 billion mark in consolidated revenue of our soft drink operations for the first time.



Bangladesh, the 12th country in our operating geography, has a bright future ahead, and we are looking forward to capturing growth and creating value by deploying our capabilities.



We remain committed to balancing volume growth and value generation in 2024 as well.

COCA-COLA İÇECEK CEO KARIM YAHI COMMENTED:

We are proud to have exceeded the USD 4 billion mark in consolidated revenue for the first time. As always, we remained committed to delivering quality value by growing our operating profit ahead of revenue, leading the way to a 201 bps EBIT margin expansion. Our EBIT margin expansion before implementation of inflation accounting was 300 bps, significantly beating our guidance at the beginning of the year.

In 2023, we faced difficulties in our operations due to natural disasters, economic challenges, and political unrest in neighboring countries. These issues affected how much consumers could spend, which in turn impacted our business. Therefore, our sales volume was softer than our initial expectations with a 2.6% decline on a consolidated basis. This was mostly mitigated by our revenue growth management strategy, which includes dynamic pricing and discount management as well as effective mix management. Accordingly, our NSR/uc before implementation of inflation accounting grew by 21.7% in USD terms and reached USD 2.5, the highest mark in the last 10 years.

The pre-inflation accounting FX Neutral NSR growth was 44.7%, meeting our guidance.

OPERATIONAL PERFORMANCE - SOFT DRINK GROUP

Coca-Cola İçecek (mn TRL)	2022	2023	Change (%)
Volume (m u/c)	1,576.8	1,535.4	-2.6%
Net Sales Revenue	93,189.6	101,042.4	8.4%
Gross Profit	28,478.6	33,039.7	16.0%
EBIT (BNRI)	11,473.9	14,474.9	26.2%
EBITDA (BNRI)	15,941.2	18,126.9	13.7%
Net Income/(Loss)*	13,876.7	20,579.8	48.3%
FCF	-483.0	3,862.7	n.m.
			Change (bps)
Gross Profit Margin	30.6%	32.7%	214
EBIT (BNRI) Margin	12.3%	14.3%	201
EBITDA (BNRI) Margin	17.1%	17.9%	83
Net Income Margin*	14.9%	20.4%	548

*Net income attributable to shareholders

For the full text of Coca-Cola İçecek's FY2023 Earnings Release, please refer to the link below: <https://www.cci.com.tr/en/investor-relations/financial-information-and-presentations>

As an important milestone, we recently completed the acquisition of Coca-Cola Bangladesh Beverages Limited from The Coca-Cola Company. Together with Bangladesh, the 12th country in our operating geography, we have solidified our position as one of the leading bottlers in the Coca-Cola system with more than 10,000 people across 31 bottling plants, offering a diverse portfolio of beverages to 600 million people. This acquisition makes CCI's operating region the third-largest population served by a Coke bottler. Bangladesh has a bright future ahead, and we are looking forward to capturing growth and creating value by deploying our capabilities.

Our operating model's strength allows us to navigate many challenging environments. We remain committed to balancing volume growth and value generation in 2024 as well, while continuing to generate sustainable returns for our shareholders.

I am proud of the commitment of our team and humbled by the support of our business partners, and shareholders who are standing by us in this journey. As a result of this amazing collaboration, CCI has reached USD 1.4 EPS without TAS29, which is the highest level in the last 10 years. The strength and resilience of our business and our people are also clear. We are excited about building on our momentum going forward, delivering another year of profitable growth.

ANADOLU EFES CONSOLIDATED FINANCIAL PERFORMANCE

EBITDA (TRL mn)	FY2022	FY2023
Profit/loss from Operations	17,179.6	19,564.6
Depreciation and amortization	8,611.7	7,571.4
Provision for retirement pay liability	403.7	442.6
Provision for vacation pay liability	94.4	152.6
Foreign exchange gain/loss from operating activities	137.7	749.3
Rediscount interest income/expense from operating activities	0.6	7.3
Other	61.8	-1.5
EBITDA	26,489.6	28,486.4
EBITDA (BNRI*)	27,020.9	28,573.1

*Non-recurring items amounted to TRL 531.3 million in FY2022 and TRL 86.7 million in FY2023.

Financial Income / (Expense) Breakdown (TRL mn)	FY2022	FY2023
Interest income	1,138.3	2,111.3
Interest expense	-5,462.6	-6,724.2
Foreign exchange gain /(loss)	1,555.1	433.0
Other financial expenses (net)	-553.1	-1,496.9
Gain/(loss) on derivative transactions	-1,603.1	483.1
Net Financial Income /(Expense)	-4,925.5	-5,193.8

Free Cash Flow (TRL mn)	FY2022	FY2023
EBITDA (BNRI)	27,020.9	28,573.1
Change in Working Capital	-6,865.0	-2,948.2
Income Taxes & Employee Benefits Paid & Other Provision	-4,570.0	-5,650.5
Payments of Lease Liabilities	-343.2	-487.5
CAPEX, net	-8,321.8	-10,222.5
Net Financial Income /(Expense)	-1,139.3	-3,099.8
Monetary Gain/Loss	-2,198.1	3,184.1
Non-Recurring Items	-531.3	-86.7
FCF	3,052.3	9,262.0
Other investing activities (Acquisitions, Disposals and Share Capital Increases)	-1,400.8	-675.7
FCF (after investing activities)	1,652.2	8,586.3

(TRL mn)	Consolidated Gross Debt	Cash & Cash Equivalents	Net Cash/(Debt) Position
AEFES Consolidated	60,233.6	41,647.7	-18,585.9
Beer Group	22,613.2	19,465.6	-3,147.6
Türkiye Beer	22,030.8	2,060.7	-19,970.1
EBI	582.3	17,338.9	16,756.5
CCI	37,010.4	22,130.4	-14,880.0

Net Debt / EBITDA (BNRI)	FY2022	FY2023
Anadolu Efes Consolidated	0.8	0.7
Beer Group	1.0	0.3

SUSTAINABILITY BEER GROUP

+1 VALUE FOR THE FUTURE

We approach sustainability from a holistic perspective and integrate it into all our processes.



Sustainability Beer Group section summarizes the efforts in 2022. 2023 Integrated Report which includes sustainability performance will be published in the second quarter of the year.

We have managed to shape our work within the framework of the expectations of the “new” world with our integrated thinking based on our corporate strategic focuses.

INTEGRATED THINKING APPROACH

The impact of sustainability concepts on the business world has been increasing due to various global, national, and sectoral developments. As a result, the traditional structure of businesses focusing solely on economic risks and performance has given way to a new structure that emphasizes the value and impact of non-financial performance. As Anadolu Efes, we transformed our sustainability reporting for 2022 into an integrated report and transparently explained the relationship between our financial and non-financial performance to our stakeholders. We have managed to shape our work within the framework of the expectations of the “new” world with our integrated thinking based on our corporate strategic focuses. We strengthen our multi-dimensional understanding of business with our sustainability approach, which we position as an accelerator on the path to our goals within our strategic focuses. By assuming a pioneering role within the framework of our material issues and establishing collaborations with our stakeholders, we demonstrate our passion for sustainability and create added value for the future. As considering the areas of impact on our value chain, we align our material issues under four main pillars which have been built around our integrated thinking. We aim to maximize our contribution to the United Nations Sustainable Development Goals (SDGs) within this strategic integrity. This strategic alignment, achieved through our integrated thinking approach, enables us to support our 2030 goals with short and medium-term targets while measuring our non-financial performance more efficiently.

OUR INTEGRATED THINKING APPROACH REGARDING OUR MATERIAL ISSUES



OUR PARTICIPATION IN SUSTAINABILITY PLATFORMS AND INDEXES



SUSTAINABILITY BEER GROUP

SUSTAINABILITY GOVERNANCE STRUCTURE

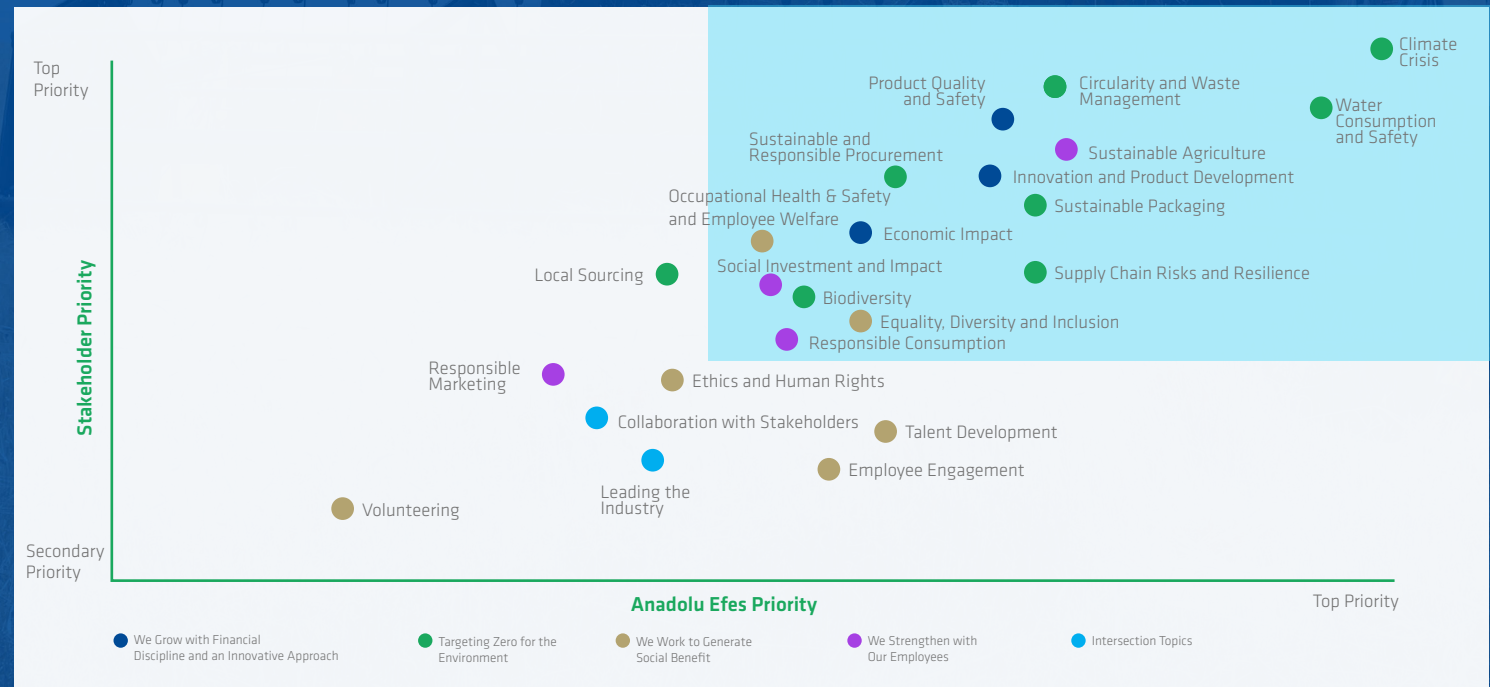
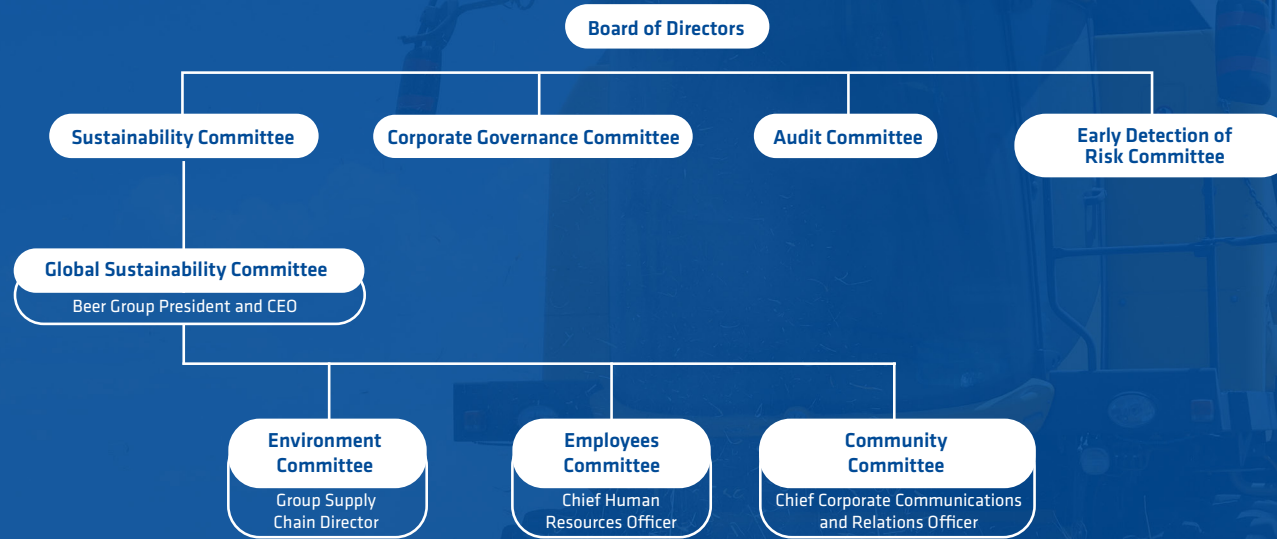
We manage sustainability initiatives across all countries through the Global Sustainability Committee, headed by our CEO. The Global Sustainability Committee is responsible for devising sustainability strategies, establishing goals and policies, as well as monitoring and auditing performance.

The Environment, Employees, and Community subcommittees are led respectively by our Group Supply Chain Director, Chief Human Resources Officer, Chief Corporate Communications and Relations Officer, who are each the highest-ranking individuals responsible for their respective areas within our company. Based on our sustainability approach, we develop activities in accordance with our strategic goals and monitor our performance and targets through the subcommittees. Working groups are created for country-specific action plans, implemented and reported in accordance with our sustainability strategy and material issues. Our Group Sustainability Manager coordinates sustainability efforts across all subcommittees and throughout the company. In addition to our Subcommittee leaders, country leaders from each country are also working to ensure coordination between our countries. We report all developments to the Global Sustainability Committee, which convenes twice a year, and to country General Managers as well as our CEO through group function leaders.

In 2022, the Sustainability Committee was established to address sustainability and climate change developments. The Committee's primary objectives are to inform the Board of Directors about the company's strategy and activities in this area and to receive strategic guidance from them. Ugur Bayar, an Independent Board Member, chairs the Committee. It includes representation from the CEO, the Group Investor Relations and Risk Management Directorate, the Group Corporate Relations and Communications Directorate, plus the Sustainability Manager. Through the Committee, we informed our Board of Directors and received their opinions regarding our integrated reporting journey, the steps we have taken in the field of sustainability, and the projects we have realized and planned within the scope of our 2030 net zero target.

The performance indicators we have determined on our way to our goals are monitored within the scope of the Anadolu Efes Performance Evaluation System. In order to achieve our 2030 targets, we have included sustainability performance indicators in the individual performance evaluation criteria of our CEO, who also leads the Global Sustainability Committee. At the same time, we added performance indicators compatible with our relevant sustainability targets to the targets of our Group Supply Chain, Group Human Resources, Group Corporate Communications and Relations directors, who are the leaders of the subcommittees in the Global Sustainability Committee, and other managers who contribute to these targets.

Furthermore, we added a separate sustainability category to our CEO Awards program to accelerate the integration of our sustainability approach within the company. Thus, we have increased the motivation of our employees to take action in the field of sustainability.



* Materiality analysis will be renewed in the 2023 Integrated Report.

TARGETING ZERO FOR ENVIRONMENT

ENVIRONMENT

Anadolu Efes is committed to achieving a net zero environmental impact by 2030. To reach this goal, we use a zero-waste approach in all our operations, develop innovative solutions to tackle plastic pollution, and undertake initiatives to eliminate our carbon emissions. As a company that relies on natural resources for its raw materials, environmental sustainability is essential to our business continuity. We analyze the opportunities and risks associated with environmental issues, particularly the climate crisis, and implement effective practices to increase energy and water efficiency and promote a circular economy.

Goals

- Achieving net zero carbon emissions in all our operations by 2030,
- Having a zero-waste certificate in all our malt and beer operations by 2030,
- Continuing the fight against plastic and reducing its usage rate.

In order to reduce our environmental impact in 2022, we invested more than 61 million TRL within the scope of our energy efficiency and renewable energy, sustainable packaging and water reduction projects that contribute to emission reduction. We achieved a decrease of nearly 12% in our net emissions from our own operations compared to the previous year.

We started working to realize our investment in solar energy systems installation in our Konya facility. We aim to save 17,100 MWh of electricity annually by installing 10.7 MW solar panels in our facility.

In 2022, we carried out a total of 8 projects, especially water reuse and water and energy saving projects. We invested nearly 50 million TRL in this field. Our water consumption decreased by approximately 30% compared to last year.

We received independent assurance services for our Scope 1 and 2 greenhouse gas emissions data for our Türkiye and Kazakhstan operations.

In 2022, thanks to our effective waste management approach and the projects we developed, we reduced our total waste amount by 15% compared to last year. We recycled or reused nearly 99% of our total waste and brought it back into the production cycle.

As a signatory of the Business Plastics Initiative Commitment, we have completed 75% of our commitment by reducing 600 tons of plastic in previous years.

We continued to work with our main suppliers on the use of recycled raw materials in our packaging and increased our use of recycled raw materials in all countries where we have operations. As for packaging in plastic crates, we use 50% recycled plastic in Türkiye.

In 2022, we increased the rate of local suppliers in our operations to 94% compared to the previous year. The ratio of payments made to local suppliers in our total payments was 87%.

* You can find detailed information about the projects under the headings of Combating the Climate Crisis, Water Consumption and Safety, Sustainable Packaging, Supply Chain Management, Circularity and Waste Management in our 2022 Integrated Report.

** In 2023, there is no finalized environmental fines against Anadolu Efes.



FIGHTING THE CLIMATE CRISIS

Carbon Footprint Mapping
Gradual Transition to Renewable Energy
Emission Reduction Projects in Overseas Operations

WATER CONSUMPTION AND SAFETY

Our Water Efficiency Efforts



SUSTAINABLE PACKAGING

Packaging Lightweighting Efforts

SUPPLY CHAIN MANAGEMENT

Sustainable and Responsible Procurement
Local Procurement



CIRCULARITY AND WASTE MANAGEMENT

Collaboration with Plastic Move for Biobased Materials
Waste Recycling Activities in Our Offices
Business Plastics Initiative (IPG) Commitment

SUSTAINABILITY BEER GROUP



At Anadolu Efes, we are committed to transforming brewer's spent grain, which is mainly used as animal feed, into a more valuable raw material through upcycling in the circular economy.



15% Malt Fiber

The first commercial product of upcycled malt fiber contains 15% malt fiber offering a healthy snack option with higher satiety and fiber content than similar products.



We converted brewer's spent grain into malt fiber, resulting in a high fiber, high protein, and sugar-free raw material, and we started working on using malt fiber in different food sectors.



Anadolu Efes Upcycled Malt Fiber Project

One-third of all worldwide food is wasted, accounting for 8% of total carbon emissions. As the global population grows and natural resources become increasingly scarce, the importance of healthy and sustainable food has never been greater. As a by-product of the brewing industry, 40 million tons of brewer's spent grain is produced annually worldwide, with 200 thousand tons produced in Türkiye alone. At Anadolu Efes, we are committed to transforming brewer's spent grain, which is mainly used as animal feed, into a more valuable raw material through upcycling in the circular economy.

Before commencing our research and development work in 2020, we conducted global research at scale with our project partner, Fazla, a company focusing on food sustainability and specializing in waste management solutions, to explore potential uses of brewer's spent grain as a raw material. We then carried out pilot trials in three prominent areas.

With this fund, we tested 5 different drying techniques and analyzed the nutritional value of brewer's spent grain in collaboration with Ankara University to assess its suitability for human consumption. As a result, we started working

on a drying process specific to this product to determine the optimum drying technique. We also negotiated with the Ministry of Agriculture and Food to transform brewer's spent grain by-product into malt fiber and secured necessary approvals for its use in human food, bringing this new raw material into the circular economy.

In 2022, we finalized the drying and grinding specifications and process for converting brewer's spent grain into malt fiber, resulting in a high fiber, high protein, and sugar-free raw material. As a result, we started working on using malt fiber in different food sectors.

We have identified the bakery and pastry sector as the primary market where malt fiber can be utilized as a raw material. To explore this potential, we held meetings with over 70 stakeholders from this sector and conducted successful recipe trials with 2 pasta producers and 2 artisan bread producers. Through this process, Malty Bites, the first commercial product of upcycled malt fiber, was launched by Malty, the first spinoff of the Anadolu Efes intrapreneurship program. The first commercial product of upcycled malt fiber contains 15% malt fiber offering a healthy snack option with higher satiety and fiber content than similar products. As a result, we have contributed to the circular economy.

In the coming period, we remain committed to utilizing malt fiber on a larger scale. We aim to expand the use of malt fiber in human food, introducing sustainable, healthy, and delicious products to the market made with upcycled raw materials rather than new ones.

WE STRENGTHEN WITH OUR EMPLOYEES

EMPLOYEES

Our employees are our most valuable asset in achieving our future goals. Thanks to them, we increase the value we create for all our stakeholders and become stronger as a company.

We invest in human resources in all the countries in which we operate, offering our employees reliable and long-term career planning. Our inclusive work environment promotes high employee engagement, equal opportunity, inclusivity, respect for differences, and a development-oriented mindset.

Goals

- To increase the representation of female employees from 30% to 51% by 2030
- To ensure at least 15% of employees benefit from the reward budget
- To improve work-life balance for employees
- To achieve zero work accidents and occupational diseases
- To maintain a high rate of gender pay equality
- To increase the rate of female employee engagement
- To fill all entry-level positions with the 100% Young Talent Program
- To maintain a high employee engagement rate
- To reduce the turnover rate of highly skilled employees

We strive to offer equal opportunities in our work environment and human resources processes to more than 8000 of our employees from 15 diverse nationalities across six countries. Our approach focuses on promoting diversity and inclusion as essential values.

The rate of female representation among our employees is 30%. While our female representation among total managers is 40%, 52% of our managers among our young employees under the

age of 30 are women. 44% of our teammates who started working in 2022 are young people under the age of 30.

We are committed to raising awareness and promoting gender equality among all employees. We ensure equal pay for equal work and regularly measure our employee pay ratio between genders, receiving independent assurance.

We increased our total investments in employee training by 171% in 2022. In the surveys we conducted with 91% participation in 2022, our employee engagement rate was 87.7%.

Young Ideas at Anadolu Efes

Generations Y and Z are set to make up the majority of the workforce by 2025. These young people bring a wealth of skills, enthusiasm, and innovative ideas to the business world, helping keep companies fresh, up-to-date, and vibrant. At Anadolu Efes, we recognize the importance of inclusivity, and recruiting young talent is an essential part of our strategy to create a more diverse and innovative working environment. We value the role and benefits of young ideas in our decision-making processes, and we prioritize the inclusion of young people in our management teams. In this context, at Anadolu Efes, employees under the age of 30 make up 17% of our workforce, with 37% of our female employees and 52% of our female managers falling into this age bracket.

Additionally, we have an inclusive recruitment policy that prioritizes young people. In fact, 44% of our new hires in 2022 were under the age of 30. We are paving the way for our employees and traveling around Türkiye to reach as many students as possible. Through both online and offline activities, we visited 30 universities in 13 different cities; we introduced 23,000 students to Anadolu Efes and the opportunities we have to offer.



EQUALITY, DIVERSITY AND INCLUSION

Profession has no gender
Women in Sales Kazakhstan
Young Ideas at Anadolu Efes
Young Talent Programs

TALENT DEVELOPMENT AND MANAGEMENT

Performance Evaluation
I'm in Short Term Experience Program
Let Me Hear You
Onleadership
Employee Trainings
Sales Coaching & Sales Academy
Beer Academy



EMPLOYEE ENGAGEMENT AND COMMUNICATION

Employee Health, Safety and Welfare
Occupational Health and Safety
All Well Program in Türkiye
Employee Welfare Program in Kazakhstan
Parental Leave in Russia

VOLUNTEERING PROJECTS

Buyukada Coastal Cleaning
Eymir Lake Environmental Cleanup
Mugla Tree Planting



SUSTAINABILITY BEER GROUP

WE WORK TO GENERATE SOCIAL BENEFIT



We create social benefits through sustainable tourism, support for entrepreneurs, sustainable agriculture, culture & arts, and sports projects.



26 Social Benefit Projects

We carried out 26 social benefit projects in 5 different focus areas.



We reached 64,390,048 people with the social benefit projects we implemented.

SOCIETY

Our operations in the countries where we operate contribute to economic growth and employment. We also create social benefits through sustainable tourism, support for entrepreneurs, sustainable agriculture, culture & arts, and sports projects. Through all these projects, we support local development and women's empowerment.

With a long-term perspective and in collaboration with all our stakeholders, we will continue our social investments and increase the social impact we create. We are committed to ensuring that our farmers are trained and educated on sustainable agricultural practices. We will continue to support and empower young entrepreneurs in every possible way to help them achieve their goals.

Goals

- We are committed to carrying out social investments with a long-term perspective in our focus areas of sustainable tourism, supporting entrepreneurs, sustainable agriculture, arts & culture, and sports in cooperation with all our stakeholders to increase our positive social impact.
- We will continue to support our farmers in adopting smart agricultural technologies, promoting sustainable agriculture, and raising awareness through training programs.
- Moreover, we will continue to share the aspirations of young entrepreneurs and support them in every possible way

In 2022, we carried out 26 social benefit projects in 5 different focus areas and invested TRL 9.8 million in these projects. We reached 64,390,048 people with the social benefit projects we implemented.

*You can find detailed information about the projects under the headings of Culture and Arts, Environmental Awareness, Sustainable Tourism, Support for Entrepreneurs, Sustainable Agriculture, Responsible Consumption in our 2022 Integrated Report.



CULTURE ART

Anadolu Efes Mavi Sahne (Blue Stage)
35 Years of Cooperation with İKSV
Efes Art Space
Friendly for Arts



ENVIRONMENTAL AWARENESS

We Are Committed to Sustainable Fashion in Our Corporate Apparel
Friendly for Environment
World Environment Day Eco-Volunteering Projects
+1 Breath to the Sea



SUSTAINABLE TOURISM

The Future is in Tourism
Friendly For Tourism
E-Bike
Support for Pshav-Khevsureti



SUPPORT FOR ENTREPRENEURS

Here2next Platform
ITU Çekirdek
Start Path Acceleration Program
Go Green Startup Program
Friendly For Women
Social Impact Award 2022



SUSTAINABLE AGRICULTURE

The Future is in Agriculture: Smart Agriculture
Agroprogramme: Smart Barley



RESPONSIBLE CONSUMPTION

Responsible Consumption Social Campaign in Moldova
Art of Drinking

We thank our seas for 2 out of every 3 breaths we take.

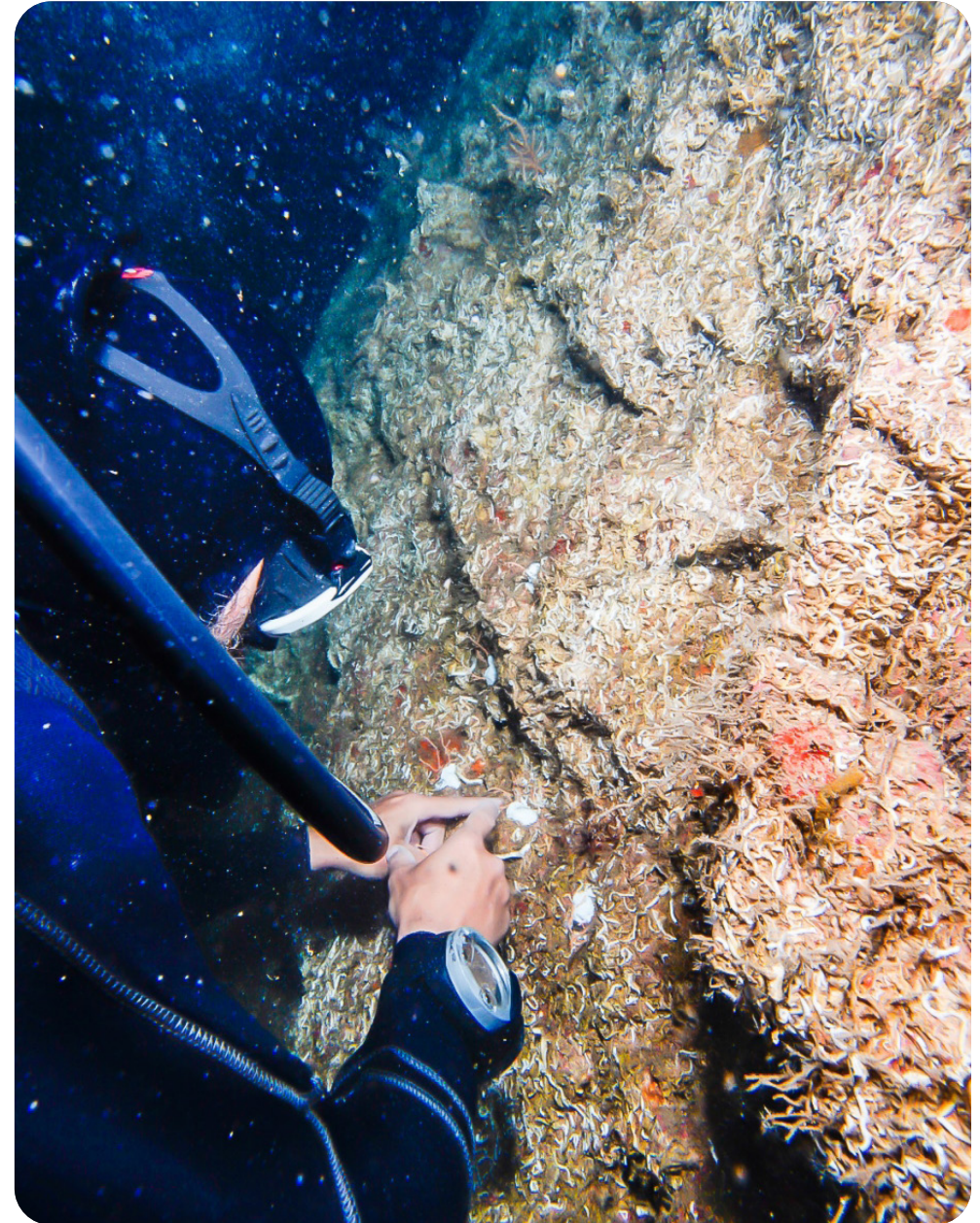
+1 Breath to the Sea

Biodiversity has been identified as a critical priority by our stakeholders in our materiality analysis, which guides our approach to sustainability. To ensure that we are aligned with the views of our stakeholders, we have partnered with the Marine Life Conservation Society. Recognizing the importance of the relationship between tackling the climate crisis and protecting marine ecosystems, we decided to focus on protecting and restoring corals as they represent the building blocks of life for marine ecosystems.

Through our +1 Breath to the Sea project, we raised awareness about the importance of protecting and restoring coral reefs, which are often referred to as the rainforests of the sea. By doing so, we contributed to the protection of the rich biodiversity in the Marmara Sea, which is home to a wide range of marine species. In partnership with the Marine Life Conservation Society and Istanbul University, we have transplanted corals to Rabbit Island, which has been declared a sensitive area that needs to be protected, establishing new coral gardens.

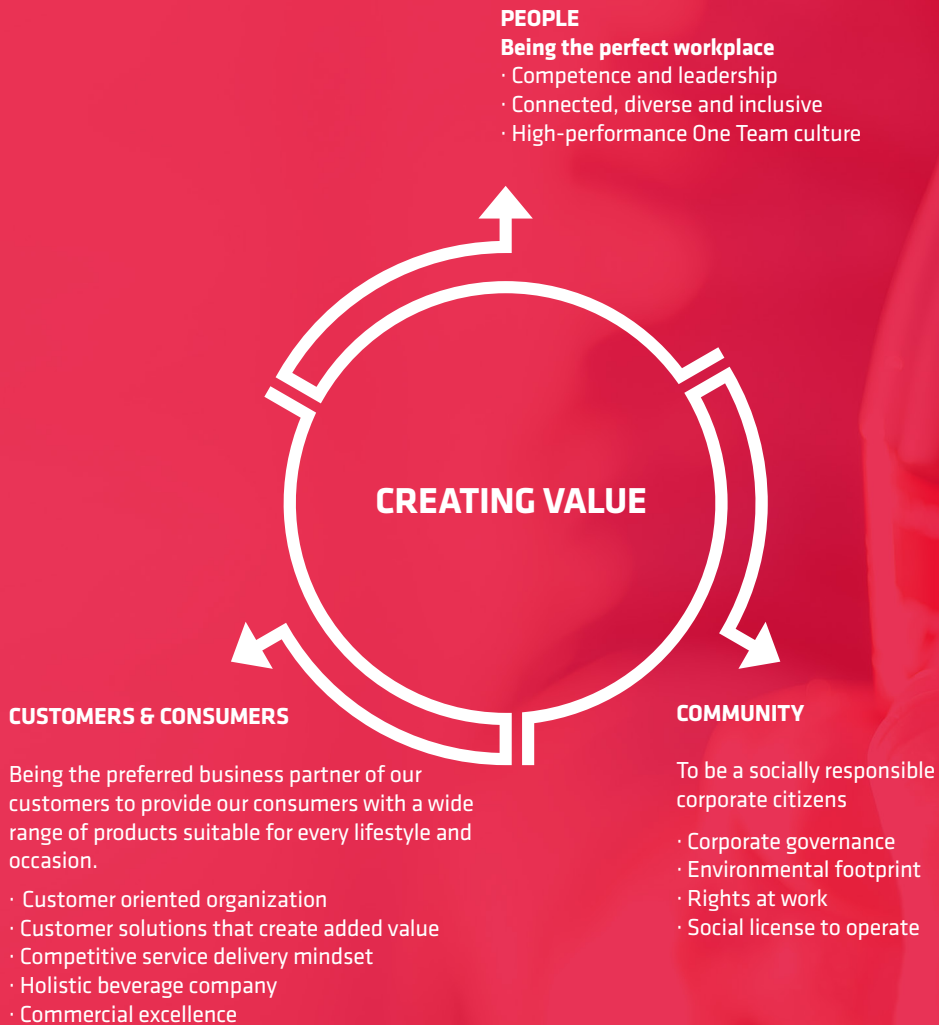
One species we have focused on transplanting as part of the project is the yellow gorgonian, considered one of the most threatened species in the Mediterranean by the International Union for Conservation of Nature (IUCN). Since 1999, a massive volume of this species has been dying out in the Mediterranean due to temperature anomalies.

Through the +1 Breath to the Sea project, we aimed to support biodiversity by transplanting corals to the Marmara Sea, which serves as a sanctuary for these threatened species. Our ultimate goal was to restore every coral displaced from its natural environment and bring these crucial ecosystems back to life. In the second phase of our project, we started to monitor the corals we transplanted 24/7 with the display systems we placed underwater.



SUSTAINABILITY SOFT DRINK GROUP

OUR VALUE CREATION APPROACH



OUR CORPORATE VALUES



CCI 2030 SUSTAINABILITY COMMITMENTS

CCI aims to create value for its employees, consumers, customers, and for the communities of where it operates. Over two decades ago, as a first step, CCI published its first Environmental Policy in 2002. In 2022, CCI decided to take more responsibility and announced its 2030 Sustainability Pledge. #CCImResponsible.

PACKAGING



Commitment 1: Continue to make **100%** of our packaging recyclable and use at least **50%** recycled material in our plastic packaging by 2030

Commitment 2: Collect and recycle a bottle or can for each one we sell in **Türkiye, Pakistan** and **Kazakhstan**, initiate collection programs in other countries

Commitment 7: Establish mechanisms to ensure that CCI's distributors and primary suppliers are **100%** compliant with CCI Human Rights Policy



HUMAN RIGHTS

WATER



Commitment 3: Increase water efficiency by **20%** by 2030 (Base Year: 2020)

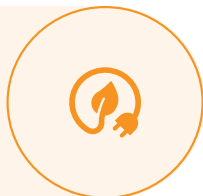
Commitment 4: Aim for **water neutrality** and help secure **water availability** in water-stressed locations through community projects

Commitment 8: Ensure that **35%** of new hires, **40%** of managerial positions and **50%** of executive committee members are women by 2030



DIVERSITY AND INCLUSION

CLIMATE



Commitment 5: Run our manufacturing sites on **100%** renewable electricity and make them carbon neutral

Commitment 6: Reduce our total absolute GHG emissions by **13%** by 2030 and emissions per liter of product by **50%** by 2030 while growing the business (Base Year: 2015)

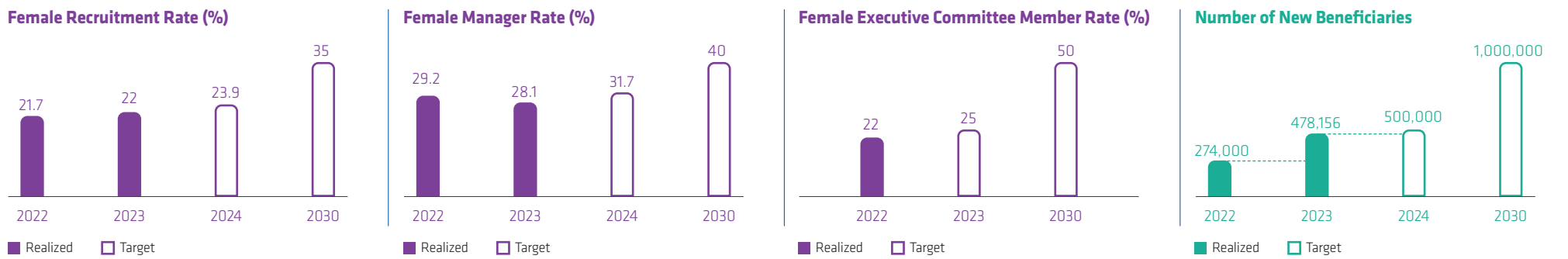
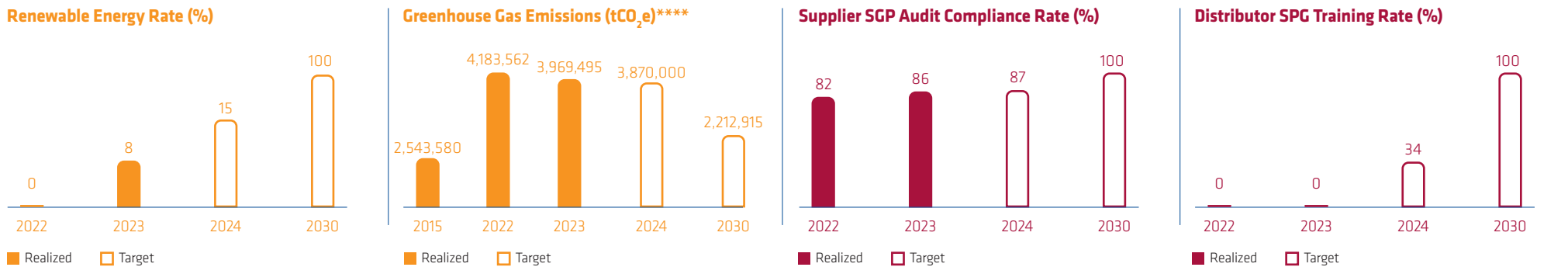
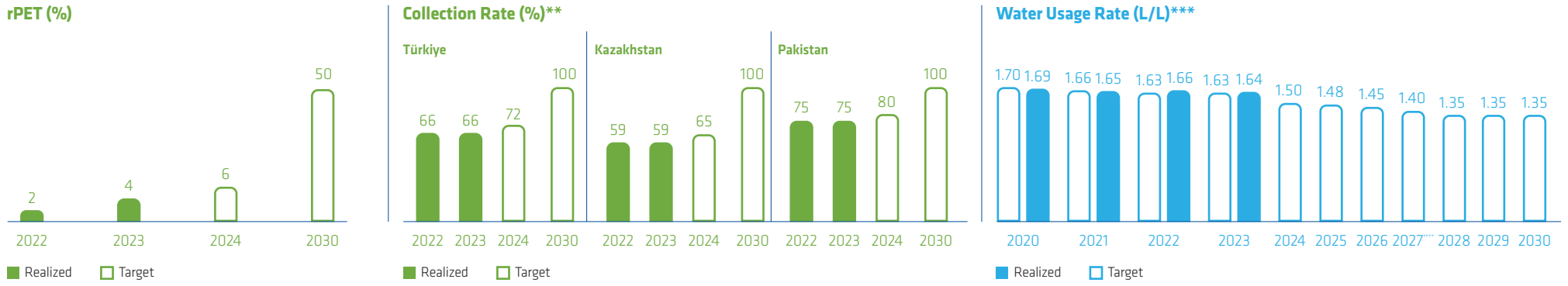
Commitment 9: Reach up to **3.5 million** people until 2030 with our sustainable development programs with a focus on women, youth empowerment and environment



COMMUNITY

CCI SUSTAINABILITY KEY PERFORMANCE INDICATORS*

CCI has introduced performance indicators by measuring the progress it has made in line in 2023 with its commitments.



* Distributor SPG Training Rate
 ** The collection rate target covers Türkiye, Kazakhstan and Pakistan.
 *** Base Year 2020
 **** 2027 Sustainability Indexed Bond (SLB) checkpoint: Water use rate .47
 ***** The base year is 2015 and the total value is shared by calculating Scope 1, 2 and 3 emissions in CHG emissions.

Integrated Governance Approach

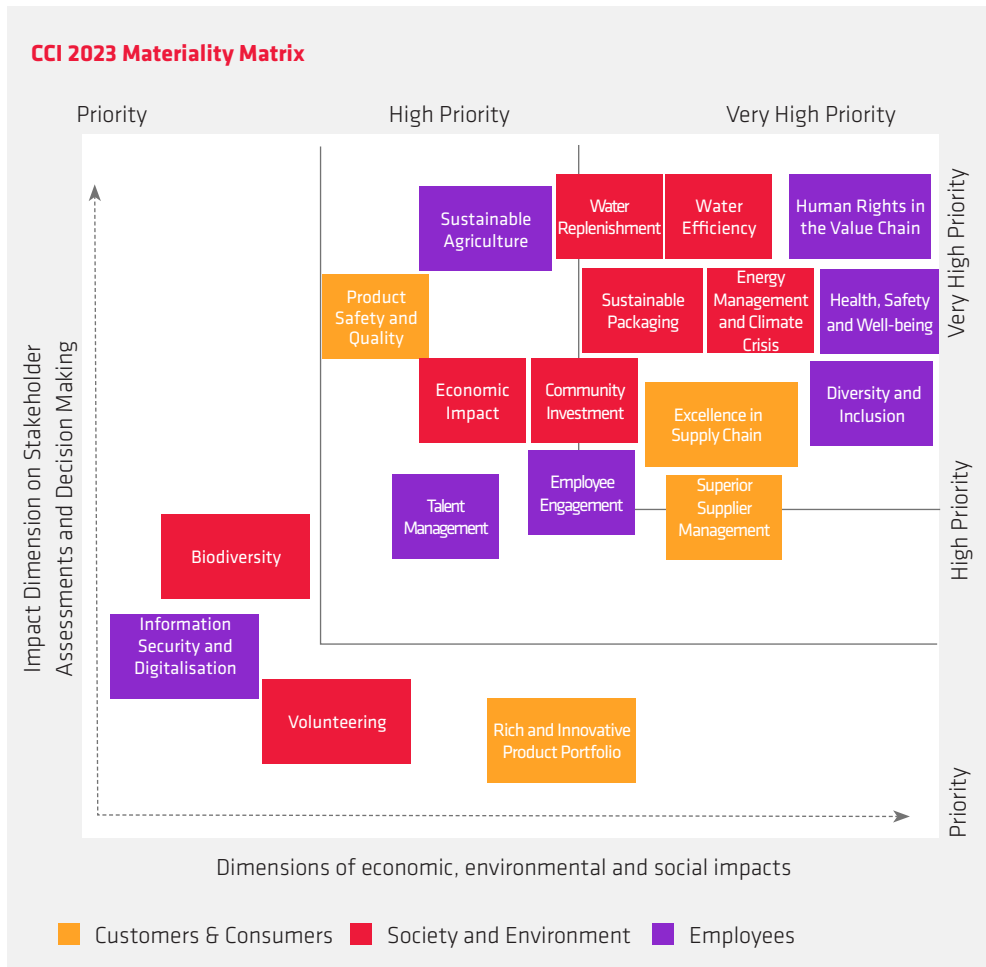
CCI's strong corporate governance structure is crucial in achieving our strategic goals. The Corporate Governance Committee has the ultimate responsibility of setting and implementing the corporate strategy, with due regard to sustainability priorities. This responsibility is carried out by the CCI Executive Committee, represented by the Executive Board and is chaired by the CEO.

The general sustainability-related concerns sponsored by the CEO are led by the CCI Sustainability Steering Committee. The CCI Sustainability Steering Committee members are: Group Sustainability Office, Chief Corporate Affairs and Sustainability Officer, Chief Supply Chain Officer, Chief Operating Officer, Chief Human Resources Officer, Chief Financial Officer and Country General Managers.

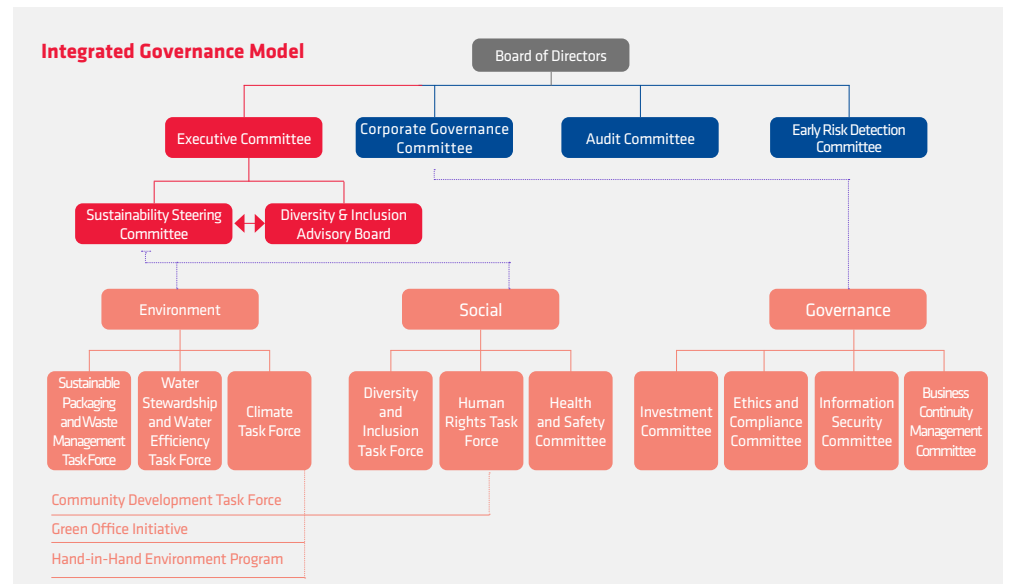
Six multi-stakeholder focused separate task forces work at CCI in an integrated framework for 6 main focus areas: Sustainable Packaging and Waste Management, Water Efficiency and Replenishment, Climate; Diversity and Inclusion, Human Rights, Occupational Health and Safety for social sustainability and the Community Development Task Force which connects both of these pillars. These task forces include representatives from both the CCI and The Coca-Cola Company (TCCC) Supply Chain, Marketing, Sales, Human Resources, Corporate Affairs and Procurement departments, and the task forces meet regularly throughout the year. The Task Forces' Leaders report to the Sustainability Steering Committee on a quarterly basis.

and report to the country Health and Safety Committees quarterly. Together with the Country Committees in all CCI countries, the Group's OSH team coordinates and reports on OSH issues to the OSH Steering Committee, which meets every six months.

As for the governance side, the Investment Committee, Risk Committee, Ethics and Compliance Committee, Information Security Committee and Business Continuity Committee work together with the relevant working groups within the 6 capitals structure using an integrated systems thinking approach; they make decisions at group level and report to the Executive Committee. These committees come together regularly throughout the year and additionally as required. The Investment Committee, consisting of the CEO, Chief Operating Officer, Chief Financial Officer, Chief Supply Chain Officer and, when required, the CIO for investment decisions related to digital technology, gathers as often as deemed necessary.



Regarding social sustainability, the Chief Human Resources Officer is the sponsor and also acts in the Occupational Health and Safety Steering Committee and the Diversity and Inclusion Advisory Board. The site-based occupational health and safety committees meet monthly



SUSTAINABILITY
SOFT DRINK GROUP

Accountability and integrity, two of CCI's core values, are also the blueprint for Ethics Management.



The CCI Ethics Service is available 24/7 and is operated by a completely independent third-party.



CCI Human Rights Policy is based on the Universal Declaration of Human Rights, the principles of the International Labor Organization and the UN Guiding Principles on Business and Human Rights, as well as The Coca-Cola System.



Ethics Management

Accountability and integrity, two of CCI's core values, are also the blueprint for the Ethics Management. Our CCI Code of Ethics guides our employees and all stakeholders to uphold our values and "do the right thing". Everyone under CCI's roof is encouraged and welcome to voice out their concerns, and numerous communication and application channels are available to our employees and all stakeholders for this purpose.

The CCI Ethics Service is available 24/7 and is operated by a completely independent third-party. We offer online Arabic, English, Russian and Turkish translation services which are used by the majority of our employees. Notifications in other languages are also received, translated and recorded. On request of the complainant, the name and e-mail address of the employee will be kept anonymous and confidential.

All employees complete the online Ethics Training, which consists of five different sections available on EthicsTV, prepared in the local language of every CCI country, covering all topics of the Code of Ethics and explaining the topics with case studies. In 2023, in-class ethics trainings also continued. In addition, the Code of Ethics Handbook and all related procedures are shared with employees. All newly hired employees are to sign an acceptance form in which they acknowledge that they have read the Code of Ethics and agree to adhere to its provisions.

Interaction with Stakeholders

Forging an effective and intensive dialogue with our stakeholders is key to making our business sustainable and communicating our sustainability strategy with our stakeholders.

CCI's internal and external stakeholders have been identified including their unique dialog platforms, frequency of communication,



communication topics and similar details. In order to strengthen this interaction, stakeholders are brought together at different events, workshops and corporate gatherings.

We have been conducting a comprehensive stakeholder mapping study since 2013 based on AccountAbility's AA1000 SES Standard and the EFQM (European Foundation for Quality Management) Company Excellence Model to prioritize our stakeholders and improve communication channels. As we engage with each stakeholder group included on a regular basis, we strive to share our sustainability efforts, assess material issues and consolidate the stakeholder opinions and feedback.

People First

"People" are the most important factor for the sustainability of our operations. Accordingly, we are committed to creating a safe and equal working environment through our policies and practices, and aim to create a positive impact on every individual across our value chain.

Human Rights Along the Value Chain (CCI'M HUMAN)

Respecting human rights is a fundamental value of CCI. Our operations are carried out by maintaining this value in all geographies where we operate and in all business processes. We are committed to creating an open, diverse and inclusive work environment that respects the universal human rights.

We strive to create a workplace where an honest and open communication culture is encouraged and respected. CCI is committed to complying with applicable labor and employment laws wherever it operates. CCI regularly implements training programs to help employees fully embrace the Human Rights Policy.



Diversity and Inclusion

CCI is committed to create a diverse and inclusive work environment with an open and reassuring culture, focusing on three priorities:

- Intergenerational Diversity
- Corporate Culture
- Gender Equality

CCI Diversity and Inclusion Manifesto

CCI's culture is based on equal opportunities and inclusion for all, and CCI has clearly defined this framework through the principles that originated from the CCI Workplace Rights Policy published in 2013, which evolved into the Human Rights Policy in 2019. In the Manifesto published in 2021, CCI pledges to be a diverse and inclusive company that embraces an open, welcoming, and trusting corporate culture where we create value together with our employees as we are.

As of 2022, diversity and inclusion targets, which have also been incorporated into the business goals, are monitored on a daily basis through the diversity and inclusion charts.

CCI is committed to providing its employees a work environment that enables them to create value as they are.

Gender Inclusive Language and Communication Guideline

CCI believes that words have the power to change the world. With leveraging the power of words for gender equality, we have taken the first step towards changing the way language is used. We published our Gender Inclusive Language and Communication Guideline and its online training in Turkish and English simultaneously in all CCI countries.

In 2022, Russian, Urdu and Azerbaijani Turkish versions of this guideline were released. Following this, the CCI organized campaigns across CCI to refresh employees' knowledge and raise their awareness about the guideline.

Occupational Health and Safety

Health and safety issues managed in line with the Coca-Cola Operating Requirements (KORE) are also addressed within the context of collective bargaining agreements signed with labor unions. Location-based, cross-functional OHS committees meet monthly and report quarterly to the Country Health and Safety committees. While working with Country Committees across CCI, the Group OHS Manager coordinates OHS matters and reports quarterly to the Group Occupational Health and Safety Steering Committee. The CEO is the highest-ranking executive and assumes the ultimate responsibility while the Chief Human Resources Officer is at the top of the chain of command regarding OHS. Regular OHS trainings on various topics are conducted to enhance our Occupational Health and Safety culture and to meet the needs of our contractors and employees who provide services on behalf of CCI. These trainings focus on topics such as TCCC's occupational safety culture, first aid, working safely in confined spaces, working at height, emergencies, evacuation and rescue, electrical safety, compressed gas safety, hazardous energy control and Lock Out Tag Out (LOTO) practices as well as safe driving and forklift safety.

By 2019, we completed the transition to the new ISO 45001 standard in all our current operations that hold OHSAS 18001 management system certification.

We standardize and systematize the occupational health and safety practices at CCI with our Hand in Hand Safety Program, which we have been maintaining since 2016 to enhance our periodic controls. In 2023, our OHS performance in terms of Safety Maturity Index (SMI) score was rated at 72%.

SUSTAINABILITY SOFT DRINK GROUP

CCI focuses on creating talented workforce for facilitating a high-performing one team culture.



I - impact and influence
M - motivate and inspire
P - partner with customer
A - appreciate others
C - continuously raise the bar
T - think about tomorrow



We provide our consumers clear, understandable, reliable and transparent information about our business.

Human Capital

CCI aims to create a talented workforce to enable a high-performing one team culture. In the pursuit of creating value and delivering sustainable business results, CCI continues to implement a consistent and innovative set of systems and processes to attract, develop, engage and retain talents who embody CCI values and exhibit IMPACT leadership behaviors in line with the 3C Leadership Competency Model in the geographies where it operates, and who have high potential and are aligned with CCI culture.

CONSUMER SATISFACTION & RESPONSIBLE CONSUMPTION

Consumer Satisfaction

To meet and better serve the evolving preferences of our consumers, we continue to offer consumer-focused, brand-diversified portfolio options and work to maximize the consumer satisfaction. The aim of CCI is to provide affordable, accessible and innovative products for all lifestyles and occasions. The company achieves its targets through the strategy of lean manufacturing and the digital transformation.

At the heart of this new strategy are our agile operations, which enable us to respond quickly to customer needs and market changes.

Responsible Consumption

Transparency is a top priority for us regarding communication with consumers; we provide the nutritional value of our products transparently on the labels so that our consumers can make their choices according to their life style and preferences.

Among the most important aspects of our communications with our consumers is our responsible advertising and marketing approach. Our marketing activities are not placed in any

medium where 30% or more of the target audience comprises children under the age of 13. In cases that local regulations or industry obligations set the age or audience threshold for children higher, we will continue to respect and comply with these and other requirements in all of our marketing and communications efforts.

With the aim of ensuring sustainable and effective communication with our customers and consumers, the "Management of Customer and Consumer Communication" process and the structure for managing this process have been defined and are subject to constant review and refinement based on feedback from the relevant stakeholders. Communication with consumers occurs through the free Coca-Cola Customer Call Center, Consumer Complaint System and communication platform on the website. Furthermore, surveys are also conducted on a regular basis and plant visits are organized. We established The Coca-Cola Open to Curiosity Platform in Türkiye to answer our consumers' questions about our products, corporate identity and marketing activities. The purpose of this platform is to provide consumers with clear, understandable, reliable and transparent information about our corporate identity and products.

Post-Consumer Packaging Waste Recycling

CCI believes in the importance of the circular economy and, therefore, attaches great importance to recycling efforts.

In line with CCI's 2030 sustainability commitments, the current position in terms of the prioritized countries in the field of collection is monitored through regular monthly meetings in the working groups established together with TCCC. While closely following the recycling opportunities and technologies, CCI also contributes towards significant policy driving in the countries it operates.

We are contributing to the Working Group established by the relevant Ministry for the formulation of the EPR (Extended Producer Responsibility) system to regulate waste management in Kazakhstan.

We contributed to the draft regulation of the Kyrgyz Ministry of Environment, which is working on a waste charging system based on waste weight, and to the draft legislation regulating the use of disposable plastics with comments, suggestions and questions.

In the Gilgit-Baltistan province of Pakistan, a Memorandum of Understanding was signed with the provincial government for the establishment and operation of a collection system under CORE ALLIANCE which is a sectoral organization.

With the partial launch of the Mandatory Deposit Management System (DYS) in Türkiye in 2023, products covered by the DYS started to include the DYS logo on their label/packaging designs and to pay a Deposit Participation Fee (DEKAB) for packaging. In order to ensure that the GEKAP and DEKABs are paid in the most optimal way and provide the maximum environmental impact, we strive to work with the public sector, non-governmental organizations (NGOs) and the private sector to establish the relevant systems based on the win-win principle.

WINNING WITH CUSTOMERS

In line with its vision, CCI's goal is to become the preferred business partner for its customers while creating value for its shareholders and achieving long-term sustainable growth. CCI uses the "Right Execution Daily" (RED) system to deliver its products to its customers and consumers as effectively as possible. The RED system drives business growth on the basis of the following of four basic steps. These steps are: "Picture of Success," "Tracking," "Reporting and Analysis," and "Coaching."

In 2023, the system performance was enhanced by focusing on improvements in the reporting system that was launched in the previous year. In addition, the RED project continued to expand on a channel basis in 2023. Thus, the company continued to serve its goal of realizing its strategy at the point of sale and prioritizing the point of sale while formulating the strategy.

We are strengthening our technological infrastructure to provide CCI consumers with easy access to cold drinks, and we invest in refrigeration equipment every year. Gradually, we are switching to more environmentally friendly refrigeration equipment. This reduces our carbon footprint in parallel with changing environmental conditions.

As we regularly conduct customer satisfaction surveys to measure customer satisfaction in regions CCI operates, we have the opportunity to ask our customers to rate both our own performance and that of our competitors. Thereby we see the level of satisfaction from our customers' perspective.

In 2023, we conducted the Customer Loyalty Survey in nine CCI countries concurrently following a standardized methodology, approach, and set of processes. We conducted one-on-one interviews with more than 11,100 customers through channels in Türkiye, Pakistan, Kazakhstan, Iraq, Azerbaijan, Kyrgyzstan, Jordan, Tajikistan, and Uzbekistan.

RESPONSIBLE PROCUREMENT AND PRODUCTION

Superior Supplier Management

Supplier Guiding Principles (SGP)

Since 2014, the extent of operations compliance with the CCI Human Rights Policy and TCCC Supplier Guiding Principles (SGP) has been periodically audited by an independent audit firm in all CCI countries.

Principles for Sustainable Agriculture (PSA)

We consider sustainable agriculture essential to meet the needs and expectations of our customers and other stakeholders and to ensure our business's continued growth. However, a significant portion of our economic, social and environmental footprint comes from sourcing raw materials. At this stage, we are able to achieve sustainable sourcing across CCI by sourcing ingredients from suppliers that meet TCCC's established standards.

TCCC has developed the Principles of Sustainable Agriculture (PSA) in an effort to improve accessibility, quality and safety in agriculture, as well as the well-being of agricultural communities. TCCC's overall pursuit of sustainable agriculture rests on ensuring responsible management at farms, protecting the environment, protecting and promoting human and labor rights. Our compliance with the PSA is verified in accordance with Bonsucro, the Rainforest Alliance, the Sustainable Agriculture Initiative Platform (SAI) and the Fairtrade International License Authority, or a third-party equivalent international standard.)

In 2023, CCI collaborated with the industry to understand and effectively implement good practices in sustainable production and sustainable procurement. In 2023, the Company procured 42,177 tons of sustainable sugar, increasing its sustainable sugar procurement by 50.4% compared to the previous year.

Operational Excellence in Supply Chain

An Operational Excellence (OE) culture is introduced in the organization at CCI to improve the way we do business in the long term. The OE model, which is based on Lean Six Sigma methods, is implemented in all Corporate functions. The goal is to use this model as a means of reducing the environmental impact of our filling operations, achieving the highest levels of efficiency and quality, and minimizing errors.



SUSTAINABILITY SOFT DRINK GROUP

In 2023, improvement initiatives continued with the objective of developing a culture of operational excellence and competence across CCI's operating geographies.



CCI contributes to the circular economy and reduces its carbon footprint through sustainable packaging efforts.

In parallel with the goal of developing a culture of operational excellence and competence across CCI in 2023, improvement efforts initiated with 14 black belt and 65 green belt candidates continued and trainings were organized accordingly. Currently, 8 project teams are working on water optimization and 6 project teams are working on energy efficiency. The impacts of the project results will unfold by 2024. CCI plans to continue its project and certification efforts to spread the culture of operational excellence throughout CCI countries by 2026, and to improve and transform processes within the framework of the Digital Lean Six Sigma concept.

RESPONSIBLE PRODUCTION

Operational excellence is an important factor in terms of sustainable operations. With this approach, CCI offers a wide range of products to its consumers through bottling operations carried out in 30 plants in 11 countries without compromising on product quality and safety. In today's world, where product safety and hygiene issues have become more and more important, hygiene practices in facilities and distribution centers have been further enhanced for the health of consumers.

Our food safety and quality, environmental impact and occupational safety performance at our sites are managed based on the Coca-Cola System known as KORE (TCCC Operating Activity Requirements). Regular KORE audits and assessments are performed at each plant by TCCC internal auditors to ensure compliance with standards and obtain relevant certifications and participate in approved excellence programs.

The external audits performed at the plants to verify compliance with the required standards continued also this year. The current list of the standards that the Company complies with and the completed verifications is as shown below.

CCI Certifications

ISO 9001 Quality

All Plants

ISO 14001 Environment

All Plants

ISO 45001 Occupational Health and Safety

All Plants

FSSC 22000 Food Safety

All Plants

ISO 50001 Energy Management

All Plants

ISO 14064 Greenhouse Gas Standards

CCI Production Plants, Türkiye Sales Operations and Offices

LEED Gold Certificate

Türkiye Headquarters

ISO/TS 22002-4 Food Packaging All Plants

Producing Preforms

ISO 27001

All Plants

Excluding Pakistan - Islamabad Plant

Sustainable Packaging and Waste Management

CCI contributes to the circular economy and reduces its carbon footprint, while its sustainable packaging efforts ensure the safe delivery of products to the customers and consumers.

Sustainable Packaging

One of the key elements of the packaging strategy is using less resources for packaging. To this end, CCI has been developing lighter packaging that requires less material and reduces use of glass and resin. Furthermore, we focus on reusing our glass bottles, and collecting the packaging we put on market and increasing the recycled contents of the packaging.

In 2023, 190,190 tons of CO₂e was prevented through the use of refillable glass bottles in Türkiye.

CCI reduces GHG emissions released during production while saving on materials through lightweighting initiatives. With the help of lightweight and short neck bottle applications, resin consumption was reduced by a total of 1,260 tons in 2023 as part of lightweighting efforts.

Besides, the mandatory regulations for the use of r-PET in beverage packaging, we have been working on the use of recycled materials for a long time. In 2023, the ratio of recycled plastic (r-PET) used in Türkiye, leveraging the chemical recycling method, was 8%.

As defined in the CCI's business strategy, CCI implements various practices to reduce the amount of natural resources used in the production of packaging without compromising on product safety.

Waste Management

In order to reduce our environmental footprint, we try to minimize the waste generated within the scope of our operations. In the context of our ultimate "Zero Waste" goal, CCI has been implementing practices to improve and develop its performance in all countries it operates, since 2006. In compliance with the Zero Waste regulation, all plants and CCI Türkiye headquarters operate as "Zero Waste".

Water Management

CCI tracks the amount of water used to produce one liter of product. Production plants have created a water map to track water consumption on a daily basis. We analyze, evaluate and disseminate best practices across CCI plants to reduce our water use ratio (WUR). In 2023, our water use ratio across CCI was 1.64 L/L.

CCI conducts a local Source Water Vulnerability Assessment (SVA) as part of its water management program and is developing a Water Management Program (WMP) to use water responsibly and mitigate water-related risks in our operations and the communities we serve.

In 2023, we saved approximately 164,975 m³ of water in the countries we operate in. Furthermore, water efficiency was improved by 3% compared to the previous year.

Energy Management and Tackling Climate Crisis

Ensuring energy efficiency and climate protection to reduce our environmental footprint has always been our main concern. CCI is conscious of the risks surrounding the climate crisis, which requires an all-out global effort, and of the direct/indirect consequences that may result from these risks. We understand our responsibility for addressing a risk of such a high potential to impact humanity and we are enacting all necessary changes that will contribute to the fight on this front.

RESPONSIBLE CORPORATE CITIZENSHIP

Economic Impact

CCI operates in 11 countries and serves its consumer base of over 500 million through 896,000 sales points. Hence, CCI makes sizable economic contributions in the countries it operates. CCI Türkiye creates 42,000 direct and indirect job opportunities in average in the regions of operation and provides income to 175,000 farmers through its operations and generates TRL 10 billion of added value in average.

CCI Volunteers

CCI strives to ensure that all social responsibility projects and volunteering efforts are aligned with its Corporate Social Responsibility focus areas, and 2030 Sustainability Commitments. Although

CCI has been involved in volunteering activities for many years, in 2017, CCI established the CCI Volunteers program to systematically promote volunteering activities and create a culture of volunteering across CCI.

In 2023, the CCI Volunteers Program did 7,163 hours of volunteer work in cooperation with 1,800 CCI Volunteers in 10 CCI countries and 30 non-governmental organizations. After the earthquake of February 6, CCI volunteers donated 1 million 38 thousand Turkish Liras to the Red Crescent and AFAD; CCI matched these donations and donated the same amount to the Red Crescent and AFAD. CCI donated a total of USD 1,369,176.39 in cash and in kind to local governments, non-governmental organizations and universities on special occasions and in times of natural disasters in all countries where it operates.

Community Investments

Creating value is the primary goal of CCI in every country it operates in. The Company strives to create value in innovative ways for all its stakeholders. Employees are offered voluntary roles by collaborating with local and international NGOs. CCI continues to create value and implement projects with the aim of being recognized as a responsible and good corporate citizen and investing in society. Projects focus on water management, waste management, empowerment of youth and women.

CCI has been publishing an integrated annual report since 2020. Detailed information on CCI's sustainability activities can be found in the 2023 Integrated Annual Report.



CCI's Economic Impact*	Economic Impact Multiplier	Direct and Indirect Employment
Türkiye	1:9,5 TRL (Lira)	42,000
Kyrgyzstan	1:7,57 KGS (Som)	3,500
Kazakhstan	1:1,6 KZT(Tenge)	9,250
Pakistan	1:2,74 PKR (Rupi)	60,000

* Economic impact studies were conducted by Lums University in Pakistan (2015), BODEF in Türkiye (2023), Ernst & Young in Kazakhstan (2020) and Kyrgyzstan (2020). These studies examine the year preceding the date of the study. Only the study in Türkiye examines the period between 2017 and 2021.

CODE OF BUSINESS AND ETHICS

Anadolu Efes complies with all applicable laws and legal regulations in the countries where it operates. In addition, company policies, strategies, and business processes are devised carefully in accordance with internationally accepted norms and the company ensures that its employees comply with the same.

Having embraced the corporate governance notion and core values of the Anadolu Group, of which it is a member, Anadolu Efes has developed structures and principles that will optimally serve the interests of its shareholders and all of its stakeholders and has produced a detailed “Code of Business Conduct and Ethics” (“the Code”).

The set of rules captured in this document, which is also made public on the corporate website, is based on the Corporate Governance Principles introduced for publicly-held joint-stock companies by the Capital Markets Board of Türkiye (CMB), other applicable CMB legislation, and the ethical values and corporate culture of Anadolu Efes.

This Code of Business Conduct and Ethics (the “Code”) is applicable for all Company operations and binding for all Anadolu Efes employees including Board members. In addition, distributors, suppliers, and other business partners are all expected to comply with the Code.

ANADOLU EFES CODE OF BUSINESS CONDUCT AND ETHICS

HUMAN RIGHTS, DISCRIMINATION, AND HARASSMENT

In its operations, Anadolu Efes respects internationally recognized human rights, related International Labour Organization (ILO) articles, UN Universal Declaration of Human Rights.

ENVIRONMENTAL RESPONSIBILITY

Placing environmental sustainability at the core of its business, Anadolu Efes continues to be committed to reducing its impact on the environment. As a signatory to UN Global Compact and CEO Water Mandate, Anadolu Efes has undertaken to abide by the core elements of the Mandate.

RESPONSIBLE MARKETING

Producing and selling its products in geography where they are enjoyed by millions of consumers, Anadolu Efes complies not just with laws and regulations but also adheres to the general principles of fair competition and good business practice.

OCCUPATIONAL HEALTH AND SAFETY

Anadolu Efes implements an effective health and safety management system to provide a safe, healthy, and incident-free workplace for all employees, contractors, and visitors.

RESPONSIBLE DRINKING

Anadolu Efes supports the moderate and responsible consumption of alcoholic beverages with due observance of the applicable legislation.

BUSINESS AND FINANCIAL RECORDS

All business and financial records, accounts, and financial statements of Anadolu Efes are kept accurately and in reasonable detail. These records duly represent the company’s operations and ensure that the company timely meets its legal and regulatory obligations.

COMPANY ASSETS

Company assets and resources are used in an efficient, careful, and professional manner and for their intended business purpose only.

SOCIAL MEDIA

In line with the corporate culture of Anadolu Efes; employees must not share on their personal accounts on social media/networks any confidential or strategic information including but not limited to trade secrets of the company or any negative content that might damage the company’s reputation.

CONFIDENTIAL INFORMATION

Unauthorized disclosure of confidential information or information, which is not generally available to the public, is strictly prohibited.

PERSONAL DATA AND PRIVACY

Anadolu Efes respects the privacy of all its employees, business partners, and consumers and the confidentiality of any personal data Anadolu Efes holds about them.

Employees who handle the personal data of others must (i) act in accordance with applicable law and Company policies regarding the protection of personal data; (ii) collect, use and process such information only for legitimate business purposes; (iii) obtain from the individual the level of consent required by applicable law; (iv) limit access to the information to those who have a legitimate business purpose for seeing the information; and (v) keep personal data confidential and secure.

INSIDER TRADING

Anadolu Efes is a publicly listed company in Borsa Istanbul Stock Exchange and all investors, including minority shareholders and foreign shareholders, should be treated equally in accordance with the legislation. This also means that all investors should have access to the same information at the same time.

All employees are required to refrain from using or disclosing confidential information of the Company to engage in insider trading or to gain any financial or commercial interest.

CONFLICT OF INTEREST

Anadolu Efes has taken all necessary measures to prevent personal interests and relationships within the company from creating an obstacle against the ability to take the decisions that will produce the optimum results to the company’s benefit and to preclude conflicts of interest.

ANTI-BRIBERY AND ANTI-CORRUPTION

Anadolu Efes has a zero-tolerance policy towards bribery and corruption. This attitude extends to all businesses and transactions in all countries in which it operates

GIFTS, ENTERTAINMENT AND HOSPITALITY

Anadolu Efes considers offering or receiving gifts, entertainment, or hospitality as customary courtesies designed to build goodwill among business partners. However, the company urges avoidance of such behaviors if they tend to give rise to the perception that the same is unfairly influencing a business relationship.

POLITICAL CONTRIBUTIONS

Anadolu Efes does not make any donations to politicians or political parties, nor does it allow company assets to be used for political activities.

RELATIONS WITH BUSINESS PARTNERS

Anadolu Efes expects that its suppliers and business partners will take no action contrary to the business principles it has established and that they will comply with the company guidelines with respect to society, environment and ethics.

COMPETITION COMPLIANCE

Having adopted and internalized fair competition, Anadolu Efes abides by all applicable competition laws in the countries of operation.

For further details, please visit:
www.anadoluefes.com

INVESTOR AND SHAREHOLDER RELATIONS

DISCLOSURE POLICY

Anadolu Efes maintains to act, in the course of disclosure to all our shareholders and other stakeholders, within the principles of equality, accuracy, impartiality, consistency, and timing. It is essential to provide such announcements and clarifications in a timely, correct, complete, understandable, analyzable, and cost-effective manner in strict observance of the rights and interests of our Company as well. The Disclosure Policy is announced to the public on the Company's corporate website.

The information and meeting requests from shareholders and other stakeholders are processed as per our Company's Disclosure Policy and any sharing of information is affected with already publicly available content.

Shareholders' and/or investors' requests for information that has not been made public are processed within the same manner. All shareholders and investors are simultaneously informed regarding material disclosures and/or press releases.

INVESTOR RELATIONS

Anadolu Efes maintains active and transparent communication with all stakeholders—including, but not limited to, local and international shareholders, stakeholders, investors, and capital market institutions. The company's investor relations are conducted by the Investor Relations Unit, which operates under the Group Finance and Investor Relations Directorate. The Investor Relations Unit takes on an active role in the protection of shareholder rights and in the facilitation of their exercise.

During the year 2023, meetings were conducted with a total of 216 local and international institutional investors and analysts addressing the company's business results, performance, and other developments in the reporting period.

The company also regularly organizes conference calls available to all stakeholders, following the release of its quarterly financial results, and shares the meeting records on the website.

Anadolu Efes participates in conferences in Türkiye and abroad as well as virtual conferences and other meetings organized to provide shareholders and investors information about the company. In this context, company representatives took part in 8 roadshows/conferences in Türkiye and abroad during 2023.

Anadolu Efes' operating results, performance, and other developments during the reporting period, along with all sorts of information and announcements that are of a nature to affect the exercise of shareholding rights are made available to shareholders in an up-to-date manner on the corporate website.

This corporate website www.anadoluefes.com serves as a bilingual communication channel provided in Turkish and English languages as required by the CMB's Corporate Governance Principles. Public disclosures made by the company and a copy of each of the presentations used in meetings that are held domestically and abroad are available on the corporate website.

In addition, quarterly financial results and earnings releases, as well as the quarterly operational reports, are also available on the website in both Turkish and English.

Various communication tools are also used for public disclosure purposes in addition to conventional information distribution channels. Accordingly, public disclosures made by the company are sent by electronic mail directly to those stakeholders who make a specific request and convey their contact information via the website or other means. In addition, inquiries by individual and institutional investors are responded via e-mail or phone.

CREDIT RATINGS AND DEBT INSTRUMENT ISSUANCES

AAA National credit rating

Having national credit ratings of AAA, Anadolu Efes tapped the domestic bond market in 2023 too, in order to diversify its debt structure with successful issuances.

International credit rating agencies closely watch Anadolu Efes' financial and operational performance.

S&P downgraded Anadolu Efes' current credit and bond ratings by one notch to BB+ level as a result of its assessment on September 23, 2022. The outlook for the credit rating was determined to be negative. In its report, S&P cited the challenges and uncertainties in the geopolitical environments of the countries of operation as reasons for the downgrade, while also highlighting Anadolu Efes' strong credit metrics. Additionally, it noted that the company's liquidity profile was good and the absence of near-term refinancing risk supported the credit rating. No report regarding the rating was published in 2023.

The credit rating agency Fitch Ratings ("Fitch") confirmed Anadolu Efes' long-term foreign and local currency credit rating at BB+ and maintained a negative outlook in its assessment dated September 5, 2023. The national credit rating remained at the highest level, AAA (tur), on Türkiye's rating scale. In the Fitch report, Anadolu Efes' strong and resilient performance despite challenging cost environment was emphasized, and it was evaluated that the company's liquidity was sufficient, taking into account its cash holdings in foreign currency.

In addition, JCR Eurasia Rating affirmed long term national rating of Anadolu Efes as "AAA (tr)" which is the highest notation and short term national rating as "J1+ (tr)" with "Stable" outlook.

Credit Rating Agency	Latest Review	Rating Type	Credit Rating	Outlook
Fitch	05.09.2023	Long-term Corporate Credit Rating	BB+	Negative
Fitch	05.09.2023	Long-term National Credit Rating	AAA(tur) (Investment grade)	Negative
Standard & Poors	23.09.2022	Long-term Corporate Credit Rating	BB+	Negative
JCR Eurasia	18.08.2023	Long-term National Credit Rating	AAA (tr) (Investment grade)	Stable

In October, Anadolu Efes successfully completed a domestic bond issuance worth TRL 2 billion with the aim of diversifying its debt structure. With its strong financial structure, Anadolu Efes has become an active issuer in both domestic and international debt markets.

Information on Anadolu Efes' outstanding debt instruments is given as below.

Bond Type	Issue Amount	Issue Date	Maturity	Interest/Return Rate (%)	Issue Type
Eurobond	USD 500,000,000	29.06.2021	29.06.2028	3.375%	International
Corporate Bond	TRL 1,100,000,000	22.12.2022	18.01.2024	33.0%	Sale to Qualified Investors
Corporate Bond	TRL 2,000,000,000	10.10.2023	15.10.2025	47.0%	Sale to Qualified Investors

CORPORATE GOVERNANCE COMPLIANCE DISCLOSURE

Adopting the corporate governance understanding as an indispensable component in its activities, Anadolu Efes works within the framework of all existing regulations and the "Corporate Governance Principles," which are prepared by CMB, and adopts these principles as an important part of its management understanding. Furthermore, our Company aims to develop structures and principles that are appropriate for the conduct of our business which will serve best for the benefit of our shareholders and other stakeholders.

As a result of the studies conducted by SAHA Kurumsal Yönetim ve Kredi Derecelendirme A.Ş. (SAHA - Corporate Governance and Credit Rating Services Inc.), Anadolu Efes received a Corporate Governance Rating of 81.0 and qualified for listing in the BIST Corporate Governance Index in 2008. In the subsequent years, SAHA's studies indicated a steady increase in the Corporate Governance Rating of Anadolu Efes and the Corporate Governance Rating of our company was finally confirmed at 96.7 as of 17.05.2023.

The rating mentioned above was determined by attaching specific weights to the rating under four sub-categories. In this context, below is the distribution of the Corporate Governance Rating according to main categories.

Main sections	Weight	Note
Shareholders	25%	95.4
Public Disclosure & Transparency	25%	98.8
Stakeholders	15%	99.5
Board of Directors	35%	94.8
Total	100%	96.7

The Corporate Governance Rating Reports, which have been published by SAHA, are available on the Company's website, www.anadoluefes.com.

The Corporate Governance Compliance Report (URF) and the Corporate Governance Information Form (KYBF) prepared in accordance with the ruling of the Capital Markets Board dated 10.01.2019 and numbered 2/49 can be accessed in the Corporate Governance section of the Company's summary page. <https://www.kap.org.tr/en/sirket-bilgileri/ozet/858-anadolu-efes-biracilik-ve-malt-sanayii-a-s> Anadolu Efes conducts all of its operations within the framework of all existing regulations and the "Corporate Governance Principles," which are prepared by CMB. The Corporate Governance Compliance Report includes information regarding the application of each item of the Corporate Governance Principles by our company, as well as if there are principles which were not applied, the reasons for not applying these principles, the conflicts of interest arising from not applying these principles and whether there is a plan to change the company's management applications in the framework of the principles.

Our Company has complied with the Corporate Governance Principles issued by CMB except for the below-mentioned provisions that were voluntary, in the period of 01.01.2023-31.12.2023. There are no conflicts of interest arising from the below-mentioned provisions that are not implemented.

- In accordance with the Article 4.6.5 of Corporate Governance Principles, the remunerations and all other benefits provided to Board members and managers having administrative responsibilities are made public through our annual report. The remuneration of the independent Board members is included and it is also stated that the other members of the Board are not getting paid. As in previous years, the total amount of salaries paid to executives with administrative responsibility has been included and no breakdown has been given on a person basis.

- As of 31 December 2023 there is one woman Board member in our Board of Directors. It is recommended by the Corporate Governance Committee to the Board of Directors to increase women members in the Board in the coming years and our efforts continue in this regard. Within the context of Gender Equality Policy on the Board of Directors; it has been aimed to reach 30% of female members by 2030. The Board of Directors evaluates the progress achieved in reaching this target annually and shares the results with the public. The target can be reconsidered when necessary.

Uğur Bayar

Corporate Governance Committee Chairman

Rasih Engin Akçakoca

Corporate Governance Committee Member

Jason Warner

Corporate Governance Committee Member

Lale Develioğlu

Corporate Governance Committee Member

Hurşit Zorlu

Corporate Governance Committee Member

Dr. Yılmaz Argüden

Corporate Governance Committee Member

R. Aslı Kılıç Demirel

Corporate Governance Committee Member

STATEMENT OF COMPLIANCE WITH THE SUSTAINABILITY PRINCIPLES OF THE CMB

Anadolu Efes, has positioned sustainability at the center of its business model since the day it was founded, and has been transparently disclosing its sustainability performance through its reports since 2010. The company reports its integrated report in compliance with the 2021 version of the GRI Standards, taking into account the Integrated Reporting Framework published by the Value Reporting Foundation and the WEF's 'Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation'. The report also covers the progress made under the UNGC CEO Water Mandate and the UN Women's Empowerment Principles (WEPs), of which it is a signatory. The Company works with the goal of continuously improving its performance within the framework of its corporate sustainability strategy and 2030 sustainability goals.

Listed in the Sustainability Index of BIST since 2015, the company aims to fully comply with the "Framework for Compliance with the Sustainability Principles" in accordance with the revision made by the Capital Market Board

(CMB) on the Communiqué of Corporate Governance on 02.10.2020. Within this scope, the summary and performance of the initiatives taken in the areas of environment, society and governance in 2023 are provided in the Sustainability section of the Annual Report for 2023 in compliance with these principles. More information and performance details about the sustainability initiatives will be provided in the 2023 Integrated Report. While the company ensures full compliance with the majority of the principles, it carries on its activities for the improvement of the principles with which it partially complies. As a matter of principle, even if there is a progress / partial compliance, it is not considered that the company fully complies, since full compliance is targeted. There is no principle with which the company fails to comply. The Table of Compliance with the Sustainability Principles is provided on page 188 with detailed explanations about compliance with the principles.

ADDITIONAL INFORMATION ON CORPORATE GOVERNANCE

SHAREHOLDERS

1. Investor Relations Unit

Our company has adopted the principle of treating each shareholder equally, and the Investor Relations Unit, established within our Company's Finance and Investor Relations Directorate, continued to conduct the relations with our shareholders.

The individuals in charge of Investor Relations in our Company's Investor Relations Unit in 2023, are provided below. R. Aslı Kılıç Demirel, Investor Relations & Risk Management Director, is working full-time and directly reporting to the CFO. Investor Relations & Risk Management Supervisor Nihal Tokluoğlu is working full-time and reporting to R. Aslı Kılıç Demirel. Additionally, R. Aslı Kılıç Demirel is working as the member of the Corporate Governance Committee.

Gökçe Yanaşmayan – Chief Financial Officer

Tel: 0 216 586 80 00
Fax: 0 216 389 58 63
E-mail: ir@anadoluefes.com

R. Aslı Kılıç Demirel – Investor Relations & Risk Management Director

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Licenses: CMB Capital Market Activities Level 3 License and CMB Corporate Governance Rating Specialist License

Nihal Tokluoğlu – Investor Relations & Risk Management Supervisor

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Investor Relations Unit plays an essential role in accordance with the protection of shareholders rights and making usage of these rights easier particularly the rights to obtain information and the rights to examine.

In accordance with the Disclosure Policy of our company, information regarding operations and performance of our company as well as other events are shared, through meetings with shareholders, investors, research specialists of intermediary institutions and other stakeholders. In addition, any type of information and explanation that may affect the exercise of the shareholders' rights are uploaded and updated on a regular basis on our website for the usage of the shareholders.

During 2023, meetings were conducted with a total of 216 domestic and foreign institutional investors and analysts related to the company's business results, performance, and other developments during the reporting period. Anadolu Efes also participates in conferences in Türkiye and abroad as well as virtual conferences and other meetings organized to provide information about the company to shareholders and investors. In this context, in 2023, company representatives took part in 8 roadshows/ conferences in Türkiye and abroad.

The Corporate Governance Committee is responsible for monitoring the activities of the Investor Relations Unit of our company. Within this context, the Committee determines the standards for all announcements and main principles of investor relations, reviews these standards and principles and compliance with these every year, and gives necessary advices to the Board of Directors. The report that is prepared by the Investor Relations Unit regarding its activities and submitted to the Corporate Governance Committee at every meeting held by the Committee is also submitted to the Board of Directors by the Committee. In 2023, nine Committee meetings were held, whose dates are provided in Attachment-1.

Details regarding the activities performed by this department in 2023 can be found in our Company's 2023 Annual Report.

2. Exercise of the Information Rights by Shareholders

Information requests of shareholders are evaluated in accordance with our company's Disclosure Policy. Additionally, as mentioned above, any type of information and announcement which may affect the exercise of the shareholders' rights are put and updated on a regular basis on our website and through our IR application for the usage of the shareholders. Our Disclosure Policy dictates equal treatment of all our shareholders and investors, and provides that accurate disclosure with similar content reach to everyone at the same time.

While shareholder's right to get and examine information given by laws, is not abolished or limited by the articles of association or the decision of any bodies of the company; every mechanism has been set up in order to ensure that shareholders use this right fully.

The Company's articles of association do not include an article that obstructs special audit and the management avoids any action that makes special audit process difficult. Our company acts in accordance with the relevant articles of Turkish Commercial Law regarding the right to ask for a special audit. In 2023, there has not been any request by shareholders for the assignment of a special auditor.

3. General Assembly Meetings

In its meeting dated 22.03.2023, our Board of Directors resolved to hold the Annual Ordinary General Assembly Meeting regarding the Company's 2022 calendar year operations on 18.04.2023 Tuesday at 14:00 at the address "Fatih Sultan Mehmet Mahallesi Balkan Caddesi No: 58

Buyaka E Blok Kat: 134771 Ümraniye / Istanbul" and this resolution was announced to public on 23.03.2023 through Public Disclosure Platform.

For the year 2022, the balance sheet and income statement, Annual Report of the Board of Directors and the Corporate Governance Compliance report as its attachment, dividend distribution proposal of the Board of Directors, Independent External Audit Report and an information document regarding the agenda were made ready for the evaluation of our shareholders at our headquarters and our website at www.anadoluefes.com, 21 days earlier than the date of the General Assembly. Also the proxy documents that were required for participation via proxy to the General Assembly were made available at our website in order to ease the participation to the meeting.

On the website of our company, in addition to the announcement of the General Assembly, disclosures and statements that are mandatory to be made according to the regulations, as well as all matters required to be announced according to Corporate Governance Principles, were disclosed to shareholders. Namely;

- The total number of shares which reflect the current shareholding structure of the company and the voting rights of shares was announced on our website on the date of the announcement of the General Assembly meeting.
- The General Assembly information document regarding the items on the agenda prepared for the Ordinary General Assembly Meeting which included information about the candidates, who were nominated for the independent Board memberships in line with Corporate Governance Principles. The candidates for the independent board memberships submitted written statements to the Nomination Committee, at the time

that they were proposed as candidates, regarding their independence within the framework of the law, Articles of Association, and the Corporate Governance Principles.

- While preparing the agenda of the General Assembly, every proposal has been given in a separate heading and these headings were made clear in a way that would not cause different interpretations. Strict attention has been paid not to use expressions such as "other," "various (miscellaneous)" on the agenda. The information given before the general assembly has been given together with a reference to the related articles of the agenda.
- While preparing the agenda of the Ordinary General Assembly Meeting, there have not been any written requests, which the shareholders delivered to the Investor Relations Unit in writing to be included on the agenda. Likewise, shareholders, CMB or other government institutions, which are related to the company, have not delivered any written agenda item requests to be added to the agenda.
- In order to increase the attendance of the shareholders to the General Assembly, it is aimed to hold the meetings without causing any inequalities between shareholders and enable shareholders to attend these meetings with a minimum cost. In this context, the 2022 Ordinary General Assembly Meeting was held on 18.04.2023 in Istanbul where the headquarters of the company is registered, also in accordance with the articles of association.
- The Chairman of the meeting has obtained the required information and has done the necessary preparations in order to conduct the General Assembly as per the Turkish Commercial Code, related laws and legislations.
- The chairman of the Ordinary General Assembly has taken specific care in conveying the information about the subjects on the agenda objectively and in a detailed, clear and unbiased way. The shareholders have been given opportunities under equal conditions in explaining their considerations and questions. The chairman of the General Assembly has made sure that the questions asked by the shareholders and the questions which were not considered as trade secret have been answered directly in the General Assembly meeting. During the Ordinary General Assembly Meeting, there has not been any question irrelevant to the topics on the agenda or extensive such that they cannot be answered immediately. Questions asked during the General Assembly meeting and responses to these were recorded in the meeting minutes.
- In accordance with the Corporate Governance Principle article 1.3.7., there has not been any transaction in which persons who have privilege to access company information, had done on their behalf within the company's field of activity.
- The board of directors and other related persons, the ones who have responsibility in preparing the financial reports, and auditors have been present in the General Assembly meeting in order to provide the necessary information and answer the questions about the important subjects on the agenda in particular.
- Although there is no such article on our articles of association, the General Assembly meetings of our company are open to public including the stakeholders and the media without having the right to speak. In the Ordinary General Assembly Meeting on 18.04.2023, there were no attendances by any stakeholders or the media apart from Company representatives that are mentioned in the previous provision.

ADDITIONAL INFORMATION ON CORPORATE GOVERNANCE

- There has not been any transaction that required the approval of the majority of the independent Board members for the Board of Directors to take a decision, and where the decision was left to be resolved by the General Assembly because this condition was not met.
- Shareholders who have a management control, members of the Board of Directors, managers with administrative responsibility and their spouses, relatives by blood or marriage up to second degree have not conducted a significant transaction with the company or subsidiaries thereof which may cause a conflict of interest, or/and conduct a transaction on behalf of themselves or a third party which is in the field of activity of the company or subsidiaries thereof, or become an unlimited shareholder to a corporation which operates in the same field of activity with the company or subsidiaries thereof. There were also no transactions conducted by persons who have the opportunity to access information of the company in a privileged way, on their behalf within the scope of the company's field of activity.

The 2022 Annual Ordinary General Assembly Meeting of our Company was held on 18.04.2023 with the participation of a total of 491.260.826,884 shares (83%) out of 592,105,263 shares constituting the capital amounting to TRL 592,105,263.00 of the Company.

Meeting minutes and List of Attendees were announced to public at the same day with the General Assembly through the Public Disclosure Platform. The General Assembly meeting minutes and Lists of Attendees are also available for the information of our shareholders at our website.

The following decisions were taken at the 2022 Ordinary General Assembly Meeting of our company:

- Annual Reports of the Board of Directors and the Independent Audit Company as well as the Consolidated Financial Statements for calendar year 2022 have been discussed and approved.
- The shareholders were informed regarding the donations made by the Company and on any income and benefits obtained by granting collaterals, pledges and mortgages in favor of third persons in 2022.
- To replace the released directors, the selection of TUNCAY ÖZİLHAN, KAMİLHAN SÜLEYMAN YAZICI, JASON WARNER, TALİP ALTUĞ AKSOY, RASİH ENGİN AKÇAKOCA, AĞAH UÇUR, AHMET BOYACIOĞLU, UÇUR BAYAR (independent member), BARIŞ TAN (independent member), ŞEVKİ ACUNER* (independent member) and LALE DEVELİOĞLU (independent member) as Directors of the Board for one-year term has been approved.
- The selection of the PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. as the external audit company for the audit of the financial statements and reports for the year 2023 was approved.
- For the period of January-December 2022, it has been decided to distribute a total cash dividend of 1,262,013,157.56 TRL corresponding to a gross dividend of 2.1314 TRL (net 1.91826 TRL) per share with a nominal value of 1 TRL, to ensure a gross profit distribution of 213.14%

based on the issued capital of 592,105,263 TRL as of the end of the fiscal year. The dividend entitlement date for the first installment of 631,006,578.78 TRL has been set as May 23, 2023, and for the second installment of 631,006,578.78 TRL has been set as September 18, 2023.

4. Voting Rights and Minority Rights

While our company avoids practices that make the use of voting rights difficult, the mechanisms have been set in order to enable every shareholder, including the cross-border ones, to use their voting rights in a proper and simple way. In this context, according to Article 26 of the articles of association of the company regarding "Participation to General Assembly via Electronic Means", shareholders having the right to attend the General Assembly can attend the meeting electronically in accordance with article 1527 of Turkish Commercial Law. In accordance with this article of articles of association, at the 2022 Ordinary General Assembly meeting held, shareholders and their representatives were able to use their rights as mentioned in the regulation.

While utmost care is given to the use of minority rights, our articles of association regulates the usage of all minority rights in accordance with regulations. While Corporate Governance Principles enables provision of minority rights to shareholders with less than 1/20 share in capital in the articles of association; articles of association of our company does not include any article broadening the extent of minority rights compared to Law.

There are no privileged shares among the shares representing the paid-in capital of our Company. There is no cross shareholding relationship with the majority shareholders of our Company.

As there is no cross-ownership associated within our Company, therefore there occurred no voting in the General Assemblies of such companies.

5. Dividend Right

There is no privilege granted to shareholders regarding the distribution of dividends. Within the framework of compliance with Corporate Governance Principles, our Dividend Policy has been resolved to be handled as a written policy starting from 2005.

For the period of January-December 2022, it has been decided to distribute a total cash dividend of 1,262,013,157.56 TRL, corresponding to a gross dividend of 2.1314 TRL (net 1.91826 TRL) per share with a nominal value of 1 TRL, to ensure a gross profit distribution of 213.14% based on the issued capital of 592,105,263 TRL as of the end of the fiscal year. The dividend entitlement date for the first installment of 631,006,578.78 TRL has been set as May 23, 2023, and for the second installment of 631,006,578.78 TRL has been set as September 18, 2023.

While dividend policy of our company is available on our website and annual report, detailed explanations and tables regarding the distribution of profit for the year 2022 are also provided in our Company's 2023 Annual Report.

6. Transfer of Shares

There are no provisions contained in the Company's Articles of Association restricting the transfer of shares, or provisions causing the transfer of shares difficult.

*Mr. Şevki Acuner resigned from his position as Independent Board Member of our company on July 21, 2023. Following Mr. Şevki Acuner's resignation on August 11, 2023, Mr. Bekir Ağırđır has been appointed to the vacant position of Independent Board Member, subject to the approval of the first General Assembly Meeting to be held.

PUBLIC DISCLOSURE AND TRANSPARENCY

Acting in compliance with the principles regarding Public Disclosure and Transparency of Corporate Governance Principles, our Disclosure Policy regulates such matters; information which will be disclosed apart from the ones pointed out in the legislation, how frequently and in what ways these information's shall be disclosed, how frequently the board and the managers shall meet with the media, how frequently meetings shall be arranged to inform the public, which method shall be followed in answering the questions to the company, etc.

The information which will be disclosed to the public should be helpful in the decision-making process of the persons and institutions and should be prepared on time, accurately, completely, comprehensibly, interpretably, and accessible with low costs with ease at "Public Disclosure Platform" (www.kap.org.tr), on our company's website and through our IR application for public use. Besides, Central Registry Agency's "e-GOVERNANCE: Corporate Governance and Investor Relations Portal" is used directly and effectively to give information to the shareholders.

During the year, 25 special case announcements were made in accordance with CMB regulations. All of the public disclosures were made on time and released on our website simultaneously.

While the Investor Relations and Treasury Directorate working within the Finance Directorate is responsible for pursuing the Corporate Disclosure Policy in coordination with the Corporate Governance Committee, the details of individuals in charge are presented under the section "Investor Relations Unit."

While announcing its year-end financial results, our company regularly discloses its expectations for the following year along with assumptions and the data on which these assumptions are based, through an information document available to the public. During the year, in the case where estimates and the base for these expectations are not realized or it is understood that they are not going to be realized, the updated expectations are shared with the public with the required explanation.

The Disclosure Policy is available on our Company website.

1. Corporate Website and Its Content

Our corporate website is at www.anadoluefes.com. In order for international investors to use it, in addition to Turkish, our website is prepared also in English. In public disclosure, our website is used actively and the information given on the website is updated on a regular basis. The information on our website is the same and consistent with the announcements which are done in accordance with the relevant regulation and it does not include conflicting or missing information. The letterhead of our company includes our website address. In our website, all information required as per Article no 2.1 in Section 2 of Corporate Governance Principles is available.

Announcements of financial statements, except for material events and footnotes which are mandatory to be disclosed to public in accordance with capital markets regulations, are simultaneously being disclosed at Public Disclosure Platform in English as well as in Turkish.

2. Annual Report

The annual report of our company is prepared in detail in a way that the public may access to the full and accurate information about the operations of our company, and includes information which is required by legislation and Article no 2.2 in Section 2

of the Corporate Governance Principles as well as the requirements specified in other Corporate Governance Principles.

STAKEHOLDERS

1. Informing the Stakeholder

Stakeholders are persons, associations, or interest groups such as employees, creditors, customers, suppliers, trade unions, several non-governmental organizations who are related to the matters on achieving the company's targets or that are related to the company's activities. Our company protects stakeholders' rights in transactions or activities conducted for the company which is set by the regulations or through the mutual contracts signed. If the rights of the stakeholders are not protected by regulations or with the mutual contracts, our company spends maximum effort to protect the rights of the stakeholders as much as possible in line with the company means and within bona fide rules. Our Company acts in accordance with the Corporate Governance Principles regarding its relations with its stakeholders and has established all necessary mechanisms. In the case of conflicts of interest that arise among the stakeholders or when a stakeholder is involved in more than one interest group; a balanced policy, as far as possible shall be followed with regard to the protection of the vested rights, and each right is aimed to be protected independently.

Anadolu Efes' Indemnity Policy as required by the non-mandatory Article no 3.1.2 of Corporate Governance Principles was approved by the Board on 19.03.2015, as provided below, and immediately came into effect and also disclosed on the company website.

Indemnity Policy

In Our Company, provisions of the Labour Law numbered 4857 are applied regarding severance and notice payments. If there are amendments related to Labour Law numbered 4857, provisions of the relevant law that will come into force will be applied.

Within this context,

- Regarding the claims for severance pay; provisions of the Labour Law numbered 4857 and Article 14 of the former Labour Law numbered 1475 (in accordance with the Temporary Article 6 of the Labour Law numbered 4857) are applied. However, if there is a collective bargaining agreement in force at the workplace, provisions of this collective bargaining agreement are to be implemented within the context.
- Regarding the notice period, collective job-seeking permission is granted only if the employee presents a written request at the date of dismissal notice.
- Creating timely and applicable solutions to problems related to the employees and other stakeholders, in order to maintain the satisfaction of all the stakeholders, is one of the key policies of the Company. Our employees, suppliers, customers, and consumers are informed on matters related to them in different ways.
- The Efes Communication Line that is currently active (444 EFES / 444 33 37 / iletisim@tr.anadoluefes.com) serves 6 days of the week excluding Sundays between 09:00-18:00. The incoming calls are immediately replied to and are resolved within specific time periods by the pre-determined responsables of relevant departments.
- Information exchange with customers and suppliers is ensured by periodic dealer meetings as well as site meetings held by individuals in charge in relevant locations. Furthermore, customers and suppliers are capable of transmitting their problems to our Company via the dealer meetings and through oral or verbal applications submitted to the Company's management.

ADDITIONAL INFORMATION ON CORPORATE GOVERNANCE

- Meetings are held with our suppliers so as to improve the quality of the current materials as well as on other sectoral developments and pilot activities are conducted with respect to the co-produced projects.
- Through the wide data information network established with its customers, the Company can exchange information on a real-time basis.
- Our company conducts training programs to enhance the development of the employees. These development programs include class education, e-learning, on-the-job training, and knowledge sharing. For this purpose, in-house developed systems using internet platforms are also used.
- The necessary mechanisms are formed by the Corporate Governance Committee in order for the stakeholders to communicate with the “Corporate Governance Committee” or the “Audit Committee” about the Company’s practices which are contrary to the legislation and unethical. On the other hand, according to its own charter, the Audit Committee is responsible for monitoring whether a system regarding compliance to the Company’s code of business conduct and ethical rules is established by the management. Additionally, the Audit Committee reviews whether the management monitors the Company’s compliance to code of business conduct and code of ethics, makes fraud risk assessments, and gives code of business conduct and fraud and code of ethics training to Company employees.
- Stakeholders are sufficiently informed about afore-mentioned Company policies, procedures, etc. regarding the protection of their rights, via several channels including emails, corporate website, etc.

2. Participation of the Stakeholders in Management

Models supporting the participation of the stakeholders, primarily company’s employees, to the management are developed in a manner not to hinder the activities of the corporation. Relevant actions are summarized below:

Employees are capable of transmitting their value adding suggestions to the management via our BiFikir system, which is the Anadolu Group Innovation Portal. In addition, the requests and improvement demands regarding the services offered to our employees by Human Resources are delivered to the human resources business partners, and they are again followed up and resolved by the business partners.

Periodically, a study for Measuring Employee Loyalty is conducted and employees can also transmit their requests and suggestions for improvement regarding the company they are involved in via this way.

In order to manage the relationships with our employees, as well as to manage the corporate information flow, we launched a web-based intranet system in 2009. As of 2013, our Human Resources Portal has been launched and our employees can obtain many human resources services via this portal which is an extensive self-service application.

As per our main system requirements, indicators designated under the strategic planning process are reviewed through meetings held.

With the Efes Communication Line, complaints or claims from our customers, suppliers, or consumers are replied to and remedied within prescribed periods by designated officers in

charge at relevant units and all incoming requests are stored in electronic media, allowing the monitoring and reporting of progress in customer satisfaction. In addition, the performance of our suppliers in terms of quality, price, and delivery is monitored on our computer systems where they are scored and benchmarked on a periodic basis.

In production processes, utmost care is given to quality standards and the quality of our products is under the guaranty of our company.

New product developments are steered by Customer-Consumer research results and product improvement and development work is conducted in accordance with the demand from the market with product, package, and technology investments.

Within the context of trade secrets, the confidentiality of the information about the customers and the suppliers is taken care of as per Personal Data Protection Law and related legislation. Regarding the important decisions that give rise to an outcome for the stakeholders, the opinion of the stakeholders is taken.

3. Human Resources Policy

Our company’s human resources policy and our practices in this area Corporate Governance Principles Section 3, article 3.3. complies with all the principles listed below.

Our human resources mission; In line with our company’s vision, mission and strategies,

- To enable our employees to approach working life with passion, responsibility, equality, and justice in the way of brewing Pleasure and Entertainment.

- Developing Human Resources strategies and coordinating the implementation of Human Resources systems in all Efes locations in accordance with policies and procedures by standardizing them.

In line with our human resources mission, our basic strategy is built on 3 foundations;

- Focusing on the Career Development of Our Employees,
- Aiming the Cultural Change brought by the necessities of the in our time,
- And to ensure that our organization is Goal-oriented.

Our company’s human resources strategy is prepared in line with our vision and mission and implemented to our goals in our strategic business plans, and is carried out under the following basic policies:

- Investing in the talent development of our employees,
- Creating transparent career paths for our employees and ensuring their effective communication,
- To reveal the true potential of our employees with appreciation and recognition,
- Developing and implementing new working methods that will keep up with the digital age,
- To ensure cultural exchange with a participatory approach and transparent communication,
- To place the target-oriented mindset at every level of the organization,
- To place the awareness that every Efes employee is responsible for developing their talents.

In order to prepare our employees for the future, great importance is given to education at every stage and at every level. This importance is presented in a transparent way with the created systems and "INVESTMENT IN PEOPLE" is made. In this direction, corporate development activities have been organized under "Anadolu Efes LABs" and under different academies since 2019 in order to train leaders, create a common management language and strengthen our culture that encourages continuous learning.

In addition, the Inspiring Digital online e-learning platform, which can be accessed 24/7 over the internet, aims to increase the personal and professional knowledge and skills of employees. With this e-learning platform, large target audiences can be reached in a short time with different development resources designed interactively. Participation in the training and completion status can be tracked through the system, and exams are also held for knowledge measurement.

With the BiFikir project, which we implement in our company, where our employees voluntarily address and solve the problems related to their work in their own work area, a better communication, creativity, and innovation environment is provided for the employees within the company, it is aimed to increase the motivation of the employees and to ensure their personal development. In parallel with financial benefits and internal development, BiFikir suggestion system brings various benefits such as innovation and creativity activities, responsibility, self-disclosure, innovation and creative thinking development, and job satisfaction.

It is our most fundamental principle that the decisions taken by our company management are applied sensitively to the field of activity. The follow-up of these practices is carried out within the framework of the determined Critical Performance Criteria, and not only focusing

on operational performance, but also giving importance to profitability. Performance targets that we set annually for our employees within the framework of the aforementioned criteria enable our management policies to be evaluated according to quantitative and objective targets, depending on the indicators, beyond qualitative measurement.

One of the principles of our group's operating principles, which has also been included and strictly adhered to, is the "responsibility towards the company's employees." This entails ensuring that, in all our interactions with our employees, regardless of language, religion, race, age, ethnic identity, gender differences, or sexual orientation, these factors are not considered.

We are proud of the diversity and cultural diversity of our employees, and while we gather around a common purpose, we accept these different perspectives as wealth. All human resources practices are built on nurturing and developing this wealth and providing equal opportunities to all employees in every field.

At Anadolu Efes, equality of opportunity is provided to all our employees in all human resources practices, starting with the recruitment of our employees, including training, wages, careers, and financial opportunities.

Respecting and protecting the rights of our employees under laws and regulations has been determined as one of the most important duties and priorities of the Company.

Within the scope of our Human Resources structure for both our Blue Collar and White Collar Employees, there is a Business Partner organization located in our company headquarters and a total of 9 regional Human Resources Managers affiliated to this organization. The Business Partner and regional Human Resources Managers mentioned above are responsible for

evaluating the requests, complaints, and problems communicated to them by the employees, and following the results of the process related to the requests, complaints, and problems received in coordination with the Senior Management, in accordance with their job descriptions.

Company employees can access information, documents, regulations, and policies related to their jobs through the corporate portal. Individual performance and potential evaluations are carried out through the online system and evaluation, success, and rewarding criteria and expectations are presented to the agreement and information of the employees since the beginning of the year. All human resources systems used are regularly reviewed and redesigned.

"Occupational Health and Safety Worker Representative" is selected for white-collar employees in order to represent employees on occupational health and safety issues. As stated in the Occupational Health and Safety Regulation, the duties and authorities of the representative elected by the workers working in the workplace are as follows:

- Participate in work related to health and safety in the workplace,
- monitoring work,
- requesting action,
- make suggestions

Or in similar matters, our blue-collar employees, who are authorized to represent workers act as health and safety worker representatives.

While providing a safe working environment and conditions for employees, General Occupational Health and Safety training, which requires the participation of all our employees, is organized by our company at regular intervals.

Relations with Blue Collar personnel in our company are regulated according to the Collective

Bargaining Agreement, and a total of 6 Chief Representatives and 7 Union Representatives operate in our 3 Beer and 2 Malt Factories in Türkiye, which are within the scope of the agreement. The aforementioned Representatives are responsible for conveying the requests, complaints, and problems of our Blue Collar employees to the Senior Management within the limits set by the Collective Bargaining Agreement and the Laws, following the results, representing the employees in practices such as the Occupational Safety Board and observing their legal rights.

There is also a "Workplace Union Representative" for blue-collar employees, as stated in our Collective Bargaining Agreement. The duties and responsibilities of the representatives can be listed as follows:

Workplace union representatives fulfill the following duties assigned to them in order to ensure work peace, to maintain and observe the balance between the employer and the employee:

- a) To protect the cooperation and work peace between the employee and the employer in the workplace,
- b) Examining the demands and complaints made by the workers, convincing the worker in unreasonable demands and complaints, reflecting the demands and complaints that he/she finds reasonable to the employer at his/her own discretion. (The representative cannot be punished due to the discretion used in these complaints.)
- c) To try to resolve the disputes that may arise between the worker and the employer in a friendly way,
- d) To find solutions to problems that may arise in the implementation of the provisions of the collective bargaining agreement and, if necessary, to bring the issue to the employer after consulting the workers,
- e) To try to prevent illegal attempts and behaviors within its own authority, not to take part in such attempts and behaviors,

ADDITIONAL INFORMATION ON CORPORATE GOVERNANCE

- f) To regulate the relations of unionized workers with the union,
 g) To work for the smooth execution of the Collective Bargaining Agreement,
 h) To convey in writing the issues that cannot be resolved in the workplace to the union branch to which it is affiliated,
 i) To fulfill other obligations given to it by the legislation.

4. Ethical Rules and Social Responsibility

Ethical rules are highly respected within our Company and these merits have been exercised for years within the corporate culture of Anadolu Group, our parent company, and our all operations are performed within this context. Anadolu Efes Code of Business Conduct and Ethics, which form our ethical values, are disclosed publicly in our website, whereas the minimum ethical rules with respect to environment, discrimination, child employees and union rights have been included to public in our annual report and website.

The necessary mechanisms to monitor compliance with Anadolu Efes Code of Business Conduct and Ethics Principles have been formed. In this context, details for the Code of Business Conduct and Ethics Communication Channels to be used by those who have any concern or become aware of any Code violation are made available on company website. These communication channels are operated by an independent company, and they are available 24/7, and it is possible to communicate a violation confidentially or anonymously.

Detailed explanations regarding the activities of our Company within the framework of social responsibility can be found in our Company's 2023 Annual Report.

BOARD OF DIRECTORS

1. Structure and Composition of the Board of Directors

Our Board which consists of at least 7, at most 13 members according to articles of association, currently is composed of one Chairman, one Vice Chairman and nine members, totaling to eleven members.

The curriculum vitae of the Board members which also include their responsibilities outside of our Company are provided both in 2023 Annual Report and the website of our Company. There are no rules established by our Company regarding the Board Members taking responsibilities outside of Our Company, however, the requirements of the Corporate Governance Principles are applied on this issue. In this respect, the positions held by the Board Members outside Anadolu Group as at 31.12.2023 are provided in the table below:

Board Member	Current Positions Held Outside the Company*
Prof. Barış Tan	Koç University, Professor of Operations Management and Industrial Engineering Member of the Advisory Boards of Kyoto University Graduate School of Management
Uğur Bayar	TÜYİD, Investor Relations Association, High Advisory Board Member Natural Life Conservation Foundation, Board of Trustees Member Board Member of Tekfen Teknoloji Yatırım
Bekir Ağırır**	Board Vice Chairman of Zorlu Energy, Board Member of Vestel White Goods Industry and Trade Inc. and Vestel Electronic Industry and Trade Inc., Vice Chairman of the Board of Directors of the Türkiye Economic and Social Studies Foundation (TESEV), Yanındayız Association, Co-founder of the Democratic Republic Program and EYMİR Culture Foundation, Member of the METU Graduates Association Columnist for Oksijen Newspaper and commentator for T24 Internet Newspaper
Lale Saral Develioğlu	Board Member at Aksa Akrilik Board Member at Nobel Pharmaceuticals
Agah Uğur	Chairman - Boğaziçi Ventures Vice Chairman - Doğan Holding Board Member - Pegasus Havayolları, Alcatel Lucent Teletaş Telekomünikasyon, Gözde Girişim Member of High Advisory Council of TÜSİAD Member of the Board of Trustees of Sabancı University Member of the Board of Columbia University Istanbul Global Center Contemporary art collector focused on new media and video art

*Both the Board Members that are listed in the table above and some of the other Board Members hold seats at the boards of various Anadolu Group companies.

** Mr. Bekir Ağırır has been appointed to the vacant position of Independent Board Member due to the resignation of Mr. Şevki ACUNER. His appointment will be presented for approval at the first General Assembly to be held on August 11, 2023.

According to the articles of association, the Board elects among the members every year a Chairman and at least one Deputy Chairman to represent the Chairman at his absence. The chairman is responsible for managing the Board meetings, ensuring that negotiations are held in order and the discussions during the meetings are recorded. While authorization of the Chairman of the Board, Board members and company executives are defined in the articles of association, no one in the company is given an unlimited decision making power.

According to the Corporate Governance Principles, our Board of Directors is required to be composed of at least four independent members. Similarly, according to relevant regulations, in the case where a separate Nomination Committee cannot be established due to the Board structuring, the Corporate Governance Committee can fulfill the responsibilities of this committee. In this respect, the Corporate Governance Committee assessed the candidate proposals to become an independent member, including the ones proposed by the board and shareholders, by taking into consideration of whether or not the candidate meets the independency criteria and submitted this assessment under the report dated 10.02.2023 and 31.07.2023 to the Board. The candidates for the independent board membership submitted their written statements to the Nomination Committee at the time they were proposed as candidates, that they are independent within the framework of the law, articles of association and the principles.

The written statement by all independent Board members declaring their independent status in the context of the principles in the regulatory framework, articles of association and the communiqué is as follows:

I hereby declare and state that;

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same,
- I was not a shareholder of (5% and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election as a member with the exception of employment as a university professor provided that such employment is in compliance with the laws and regulations that are applicable to universities,

- I am assumed to be a resident in Türkiye in accordance with the Income Tax Law dated 31.12.1960, numbered 193;
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange
- I am not registered nor declared on behalf of the corporate entity for which I will be elected as a Board Member and thus I shall carry out the duties imposed upon me due to my being a board member as an independent member.

In accordance with the report of the Nomination Committee, the Board's decision to appoint Prof. Barış Tan, Uğur Bayar, Şevki Acuner, and Lale Develioğlu as independent Board members, was sent to CMB for an opinion on 14.02.2023. CMB informed our Company that it delivers no negative opinion on independent membership of Prof. Barış Tan, Uğur Bayar, Şevki Acuner and Lale Develioğlu, via its written statement dated 24.02.2023.

Therefore, the precise independent Board membership candidates list and information about the candidates were disclosed to the public through an information document released with the announcement of the General Assembly. Assignment of candidates whose curriculum vitae were submitted in the information document was approved at the General Assembly dated 18.04.2023 and came into force.

Individuals who were elected as Independent Board Members were neither registered nor declared on behalf of a corporate identity.

Due to the resignation of Şevki Acuner in 2023, Mr. Bekir Ağırdır has been appointed to the vacant position of Independent Board Membership. This decision is subject to approval at the first General Assembly to be held on August 11, 2023, in accordance with the notification letter issued by the Capital Markets Board on August 10, 2023.

In 2023, there arose no situation which revoked the independence of independent members of the Board of Directors.

There are currently no executive members on the Board of Directors. According to our articles of association, the office terms of Board members are up to three years, and it is possible for these members to be re-elected.

While our Company is insured against damages that may be caused due to the faults of the members of the Board of Directors during the execution of their duties, the total annual responsibility limit of the relevant insurance is in line with the amount stated in Corporate Governance Principles.

ADDITIONAL INFORMATION ON CORPORATE GOVERNANCE

There is one woman Board member in our Board of Directors. It is recommended by the Corporate Governance Committee to the Board of Directors to increase women members in the Board in the coming years and our efforts continue in this regard. Within the context of Gender Equality Policy on the Board of Directors; it has been aimed to reach 30% of female members by 2030. The Board of Directors evaluates the progress achieved in reaching this target annually and shares the results with the public. The target can be reconsidered when necessary.

While the Independent Board members, each being paid a total net annual fee of TRL 504,000, no payment is done to the other members of the Board.

2. Working Principles of the Board of Directors

The Board of our company executes its activities transparently, accountably, fairly, and responsibly in accordance with the requirements set by the Corporate Governance Principles.

The Board has a leading role to protect efficient communication and eradicate and find solutions for disagreements between the company and the shareholders. For this purpose, the Board conducts its roles with close cooperation with the Corporate Governance Committee and Investor Relations Unit.

In accordance with Article no 4.4.1 of Corporate Governance Principles, the Board gathers as often so that it performs its duties effectively. The gathering procedures and frequency of Board meetings, meetings, and resolution quorum, the process of asserting objections, and the validity of Board resolutions are explicitly laid down in our Company's Articles of Association. In this context, the Board holds its ordinary meetings

five-six times a year and the Board members also convene upon any extraordinary situation and negotiate and render resolutions on critical agenda issues. In accordance with our Articles of Association, the majority of the members of the Board of Directors participates in the Board meetings and board decisions are taken with the vote of the majority of the total members of the Board.

The average rate of participation of Board Members in these five meetings during the year 2023 has been 100% and Board members aim to attend every meeting and present an opinion. When there are dissenting opinions on reasonable and detailed grounds regarding the questions asked or different opinions expressed by Board members, these are recorded in the meeting minutes.

The agenda of Board meetings comprise the agenda issues designated in the previous Board meeting for further negotiation in the next meeting along with the issues designated by the related Group President. However, before the meeting, a Board member may propose to the Chairman of the Board to make a change in the agenda. The opinion of a member, who did not attend the meeting but submitted his opinion to the Board in written format, is also submitted for other members' review.

Dates of the Board meetings are determined at the beginning of the year and accordingly, the Board members are notified of the meeting dates. Furthermore, Board members are also notified by means of a formal memorandum and report at least one week prior to any meeting. A secretariat is established for the meetings and all questions raised during the meetings and all issues negotiated are recorded into meeting minutes.

Each member in the Board has one voting right and Board Members do not have the right of weighted vote and/or power of veto. Board meetings are held in accordance with Article no 4.4.6 of Corporate Governance Principles.

Meeting minutes that have the nature of trade secrets are not disclosed to the public. However, all of the critical matters resolved are announced through public disclosures.

The Board resolutions related to the related party transactions of our Company are taken with the majority vote of the independent members; in accordance with the Corporate Governance Principles.

There were no transactions that are in the scope of the significant transactions as described in Article 1.3.9 of Corporate Governance Principles, in 2023.

3. Number, Structure and Independence of the Committees established under the Board

According to Article no 4.5.1 of Corporate Governance Principles, in order the board to perform its duties properly, an Audit Committee, a Corporate Governance Committee, a Nomination Committee, an Early Determination of Risk Committee and a Remuneration Committee should be established, however, in case a separate Nomination Committee, Early Determination of Risk Committee and Remuneration Committee cannot be established due to the structure of Board, Corporate Governance Committee may fulfill the responsibilities of these committees. In this context, in addition to the Audit Committee and Corporate Governance Committee that were already present in our company, the Committee for Early Detection of Risks was established according to the Board resolution dated

07.06.2012. The responsibilities of committees that are not present within the Board of Directors are fulfilled by the Corporate Governance Committee according to Corporate Governance Principles.

According to Article no 4.5.2 of Corporate Governance Principles, the scope of duties, the working principles, and the members of the committees are identified and disclosed to the public by the Board. In this context, in line with the Principles, Charters regarding functions and working principles of Committees were approved on 29.06.2012 and disclosed to the public on our company website at www.anadoluefes.com. Charters of the Audit Committee and Corporate Governance Committee that were updated in accordance with the revised Corporate Governance Principles were approved on 06.03.2014 and were made available to the public at our corporate website. There arose no necessity to revise the Charter of the Committee for Early Detection of Risks.

Apart from this, Article no 4.5.3 of Corporate Governance Principles requires all members of the Audit Committee and the chairman of other committees to be selected from independent Board members. In this context, selection of chairman and members to Committees was done through Board resolution dated 25.04.2023 for one year, was in line with this Corporate Governance Principle. Likewise, in line with Article, no 4.5.4 of Corporate Governance Principles, the chief executive/general manager does not have a role in any of the committees.

Evaluation of the Board of Directors regarding the working principles and efficiency of Committees constituted within the Board is presented as an attachment to the Corporate Governance Compliance Report (Attachment 1).

4. Risk Management and Internal Control Mechanism

The Board of Directors establishes risk management, internal control, and internal audit systems to minimize negative risks that may affect all stakeholders, primarily shareholders.

The main aim of these systems is the protection of the value of the assets and reputation of the company, ensuring efficiency and sustainability of its activities, compliance with legislation, and accuracy of financial reports. Intended for this aim, risk management, internal audit, and internal control mechanisms have been established within the Company and fundamental principles with respect thereto are being announced via our annual report and website.

Identification of the existing and potential risks for the Company, development of practices for obtaining competitive advantage and sustainability by taking appropriate actions against the identified risks in the framework of our Company's risk appetite, and monitoring of such practices constitute the basic starting point of the risk management system.

The Committee for Early Detection of Risks is established within the Company for early detection of risks that might endanger the existence, development, and perpetuation of the Company and to implement measures required against the risks determined as well as the management of risks. The Chairman of the committee is elected among the members of the Board of Directors. The Committee for Early Detection of Risks convenes as often as deemed necessary for the effectiveness of the work, at least two times per annum, and regularly briefs the Board of Directors of the Company about its

meeting resolutions, important sightings, and recommendations. Thus, the Corporate Risk Management work is led and monitored by the top management. In addition, the Committee for Early Detection Risks and the Audit Committee held meetings together once a year, and risk management and internal audit practices are carried out at the highest level.

Corporate Risk Management system enables managers to determine current as well as potential risks and opportunities to be encountered while achieving Company targets, evaluate their likely impacts based on the Company's risk-taking profile, as well as plan and implement necessary actions. The risks and action plans are integrated into strategic business plans to make the necessary resource allocations. In order to support the multi-layered structure of our corporate risk management with an emphasis on environmental, social, and economic aspects, we have a sustainability-focused risk and opportunity assessment process. We evaluate our risks under the main headings of environmental, social, and governance, guided by international risk perspectives such as TCFD and CDP frameworks.

Helped by the Corporate Risk Management software, which was initiated in all of our domestic and international operations, the risk management system was made prevalent in the whole company. Thus, participation in risk evaluation including sustainability and human resources risks is achieved at every level. The outcomes are used in supporting business continuity studies as well as operational and strategic decisions.

Through our integrated risk management, the current and potential risks of our company are primarily classified as follows:

Financial risk; liquidity risk, receivables risk, equity/ debt ratio, inflation, exchange rate risk, and other factors that can affect the Company's financial status.

Strategic Risk; risk factors that may affect the company and brand value, or risks regarding mergers and acquisitions that may affect the sustainable growth of the Company.

Operational risk; risks that may affect every part of the business from the suppliers to the customers, and so the processes including business continuity, compliance, reputation, occupational health, and safety.

Environmental risk; risk factors such as fire, earthquake, Floods, droughts, and forest fires etc. that can affect the Company's business continuity and safety.

Sustainability Risks: risk factors that arise from the impact of climate change, affecting sustainability across the value chain with social implications for employees and society.

Performance and risk indicators are used as early warning systems in order to trace risks and take necessary precautions on time. The SAP ERP system that is integrated into procedures in the Company is an efficient technological decision support system that is used for this purpose. SAP ERP supplies operational results in real-time that minimizes human error and makes early detection of risks possible and improves the efficiency of the internal control system.

Software and technologies particularly used by sales teams in the field are constantly improved to make sure that teams can access correct information immediately for making quick and right decisions by which customer satisfaction

and competitive advantage are aimed at. With the use of high-level internal communication technologies, we aim to handle and solve the problems in a short time period.

Emergency situation management systems and procedures are established against potential natural risks while necessary arrangements have been made for backup systems with multinational service providers' expertise in this area in order to prevent systems from being affected and losing any data in case of an emergency situation. Additionally, all our facilities are insured in order to minimize environmental risks.

Additionally, environmental factors and extraordinary situations are monitored on an immediate basis, and investigations are made to take necessary measures to minimize risk.

Within the finance function, the actual results are compared to the budgeted figures on a regular basis and any deviations are analyzed.

The "Guarantee - Risk Management System" devoted to tracking customer risks has been put into service. Accordingly, purchasing limits applicable to our customers have been established and our systems are designed to prevent any product shipments in excess of prescribed limits.

Current systems and processes are strengthened through projects and studies regarding cyber-attack, information security, and personal data protection.

ADDITIONAL INFORMATION ON CORPORATE GOVERNANCE

Internal Control System includes preventive or detective practices aimed at eliminating events that may adversely affect the Company's objectives, reducing their impact and likelihood, and identifying non-compliance. Standard definitions, policies, and procedures for business processes, job descriptions, and authorization structures form the basis of the internal control system. The Company implements preventive, corrective, and detective measures through holistic internal control systems established by management to effectively and efficiently carry out its operations.

Company's internal control systems aim to provide assurance on asset security, operational effectiveness and efficiency, reliability of the financial reporting system, and compliance with legal regulations. These systems also aim to protect the company's assets, reputation, continuity, and profitability. An internal audit function providing assurance on internal control and risk management activities conducts audits by examining the overall control environment and corporate governance structures in all countries where the company operates, in compliance with Global Internal Audit Standards and relevant laws and regulations.

Internal audit function also benefits from expert auditors from AG Anadolu Group Holding Inc., in addition to its own resources. It reports functionally to the Audit Committee, composed of independent board members. Internal audit reports are regularly discussed with the company's top management and relevant individuals during Audit Committee meetings, and actions are systematically followed up.

Company's accounting system, the disclosure of financial information, oversight of the independent audit and internal audit system operations are primarily ensured by the Audit Committee. The Audit Committee evaluates the findings of the independent audit firm, the company's internal audit function, and the Internal Audit Presidency of AG Anadolu Group Holding Inc. Coordinated efforts between the internal audit and risk management units result in the creation of risk-based audit plans.

Company's Internal Audit Unit is subject to periodic external assessments conducted by an independent organization to evaluate its compliance with Global Internal Audit Standards. The results of this assessment confirm that the Internal Audit Unit fully complies with the standards of the Institute of Internal Auditors (IIA). Additionally, the Internal Audit Unit undergoes regular ISO 9001 quality assessments for its internal audit services each year and holds ISO 9001:2015 quality certification.

5. Strategic Objectives of the Company

While the authorization and responsibilities of the Board members are clearly listed in our articles of association, the duties and responsibilities that are carried out by Board members de facto include:

- Setting the vision and mission of the company,
- Setting the strategic targets of the company,
- Determining the human and financial resource needs of the company,
- Auditing the performance of the management,
- Approving the budget and working plans of the company,

- Checking whether the company reaches its targets, examines results of operations,
- Ensure that the operations of the company are in line with regulations, articles of association, internal rules and policies,
- Examine Corporate Governance Principles of the company and improve missing points,
- Form the committees of the Board and ensure their operability.

While The Board manages and represents the company and is particularly loyal to the company's long-term interests by keeping the risk, growth and return the balance of the company at the optimum level through taking strategic decisions and with rationalistic and prudent risk, it is responsible for the company to reach its preset and publicly disclosed operational and financial performance targets. In this context, related Directorships make annual budgets and business plans every year and submit them to the Board. As a result, the operating results which are held in accordance with the plans throughout the year are continuously compared with the budget that was approved by the Board of Directors, and the reasons for the deviations are analyzed.

6. Financial Benefits

In accordance with the decision taken on the Annual Ordinary General Assembly, our company does not make any payment to Board members except for the independent Board members. On the Ordinary General Assembly dated 18.04.2023, it was decided to make an annual net payment of TRL 504,000 on a monthly basis to each independent Board member aiming to secure their independency. In accordance with Article 4.6.5 of Corporate Governance Principles,

the remunerations and all other benefits provided to Board members and managers having administrative responsibility are made public through our annual report. However, the declaration is not made separately for each member, but a cumulative number is given for all board members and managers having administrative responsibility.

The company has not lent any money, given any loan, extended the maturity of the loans or credits, improved the conditions of the loans, given any loan under the name of an individual loan through third parties, or given guarantee such as bail to a Board member or to the managers having administrative responsibility.

According to Article no 4.6.2 of Corporate Governance Principles, the remuneration principles of the Board members and managers having administrative responsibility should be in written form and the shareholders should be enabled to give their opinion after submitting these written remuneration principles to their reviews with a separate article in the General Assembly. Our remuneration policy prepared in this context is also made available to the public at our company website www.anadoluefes.com.

While there is no Nomination Committee established within the Board of Directors, in line with the Corporate Governance Principles, responsibilities of this committee are fulfilled by the Corporate Governance Committee.

ATTACHMENT 1**EVALUATION OF THE BOARD OF DIRECTORS REGARDING THE WORKING PRINCIPLES AND EFFICIENCY OF THE COMMITTEES FORMED WITHIN THE BOARD**

After the selection of Chairman and members made in accordance with Corporate Governance Principles, it has been decided to;

Appoint Uğur Bayar as the Chairman of the Audit Committee, and appoint Mr. Prof. Dr. Barış Tan as a member of the Audit Committee following the vacancy due to the resignation of Mr. Şevki Acuner. Additionally, Mr. Uğur Bayar is also appointed as the Chairman of the Corporate Governance Committee, with Dr. Yılmaz Argüden, Aslı Kılıç Demirel, Rasih Engin Akçakoca, Jason Warner, Lale Develioğlu, and Mehmet Hurşit Zorlu appointed as members,

Appoint Board Member Mr. Prof. Barış Tan as the Chairman of the Early Detection of Risk Committee and Mr. Tuğban İzzet Aksoy, Mr. Agah Uğur, and Mr. Ben Graham as the member of the Early Detection of Risk Committee.

Charters regarding functions and working principles of the three afore-mentioned Committees were approved on 29.06.2012 and disclosed to the public on our company website at www.anadoluefes.com. Charters of the Audit Committee and Corporate Governance Committee that were updated in accordance with the revised Corporate Governance Principles were approved on 06.03.2014 and were made available to the public at our corporate website. There arose no necessity to revise the Charter of the Committee for Early Detection of Risks.

In 2022, all committees constituted within the Board of Directors have performed their functions as required in Corporate Governance Principles and their own Charters, and performed efficiently.

In 2023, in compliance with the way required for the efficiency of their functions, their Charters, and annual meeting schedules;

- Audit Committee met five times on February 24, 2023 March 2, 2023, May 31, 2023, October 4, 2023 and December 15, 2023,
- Corporate Governance Committee met seven times on, February 28, 2023, March 2, 2023, July 31, 2023, August 8, 2023, October 5, 2023, November 1, 2023 and December 15, 2023,
- Corporate Governance Committee met two times on February 10, 2023 and July 31, 2023 in order to execute duties of the Nomination Committee,
- Early Detection of Risk Committee met four times on March 3, 2023, July 27, 2023, October 4, 2023, and December 15, 2023 consisting information related to their work and results of the meetings held during the year. According to this,
- Audit Committee that is responsible for taking all necessary measures in order to ensure that internal and external auditing is carried out adequately and transparently, as well as an efficient performance of internal control system; has submitted all of its suggestions on areas it is responsible for including its opinion and suggestions on the internal audit and internal control system.
- Corporate Governance Committee, that has been established to follow company's compliance to Corporate Governance Principles, develop improvement processes in this area and submit suggestions to the Board, has determined whether or not the Corporate Governance Principles were applied in the company, if not what is the reason, and also determined the conflict of interests occurred due to not complying with these principles totally and gave the Board advice that will improve the corporate governance practices; and monitored the works of the Investor Relations Unit.
- Early Detection of Risk Committee, that has worked on early determination of risks that will endanger the existence, development and sustainability of the company, has worked on the application of due precautions regarding the determined risks and has worked with the aim to manage the risks, scrutinized the systems of risk management of the company in accordance with Corporate Governance Principles and Charter of the Committee for Early Detection of Risks. The Committee also submitted risk assessment reports to the Board of Directors every two months in compliance with Article 378 of the Turkish Commercial Code numbered 6102.

ADDITIONAL INFORMATION ON CORPORATE GOVERNANCE

BOARD OF DIRECTORS

TUNCAY ÖZILHAN

Chairman

Tuncay Özilhan was born in Kayseri. He studied in Saint-Joseph High School, then graduated from the Faculty of Economics of Istanbul University. He received his MBA degree from Long Island University in the United States. He started his career in 1977 as General Director of Erciyas Brewery and has undertaken responsibilities such as Coordinator of the Beer Group and General Coordinator of Anadolu Group. Tuncay Özilhan acted as the CEO of Anadolu Group from 1984 to February 2017. He is the Chairman of Anadolu Group since May 2007.

He has also been serving as Chairman of Anadolu Foundation as well as various Group companies. Tuncay Özilhan served as the Chairman of TÜSİAD (Turkish Industry & Business Association) between 2001 to 2003, as the Chairman of its High Advisory Council between 2015-2023 and became its Honorary President in 2024. His other responsibilities include; Member of The Board at the Foreign Economic Relations Board (DEİK), Honorary Consul for the Republic of Estonia and President of Anadolu Efes Sports Club. He also served as Chairman of the Turkish – Russian Business Council at DEİK. Tuncay Özilhan holds a Ministerial Medal given by the Ministry Foreign Affairs of the Republic of Estonia, a Service Medal given by the Republic of Kazakhstan and “The Order of the Rising Sun, Gold and Silver Star,” constituting one of the most important orders awarded by the Japanese government.

Kamilhan Süleyman Yazıcı

Vice Chairman

Kamil Yazıcı graduated from New York Military Academy as lieutenant captain (96’), holds a BA degree from Emory University’s Goizueta Business School (00’), an MBA degree from American Institute of Business and Economics

(05’) and has completed the GMP program at the Harvard Business School (17’). Starting his career in Anadolu Group in year 2000, Mr. Yazıcı completed the orientation program at the holding later continuing his career in Anadolu Efes’ Russian beer operations where he assumed the roles of Supply Chain Director and Business Development Director during 2008-2011. In 2011 Mr. Yazıcı was appointed as General Manager of Efes Vitanta in Moldova and resumed this role until 2014. In 2014 he was appointed as Market Development Director, a position held until 2017. Since 2017 Mr. Yazıcı has been serving as Board Member and Vice-Chairman on Anadolu Group Holding and subsidiary boards. In addition, Mr. Yazıcı serves as Board Member for TAİK (Türkiye-U.S. Business Council), TOGG (Turkish National Auto Initiative), HBS Alumnus (Harvard Business School’s Alumni Board) and KYVDAS (the Kamil Yazıcı Family Trust).

Jason Warner

Board Member

Jason Warner is AB InBev’s Zone President Europe since 1 January 2019. Born in 1973, he is a dual British and U.S. citizen and received a BSc Eng Hons Industrial Business Studies degree from DeMontfort University in the United Kingdom. Prior to his current role, he was Business Unit President for North Europe between 2015 and 2018. He joined AB InBev in July 2009 as Global VP Budweiser, based in New York, before moving into a dual role of Global VP Budweiser and Marketing VP. He has also held Global VP roles for Corona as well as Innovation and Renovation. Prior to joining AB InBev, he held various positions at The Coca-Cola Company and Nestlé.

Tuğban İzzet Aksoy

Board Member

Tuğban İzzet Aksoy graduated from the Management and International Finance Department of the University of Oglethorpe in the USA, following his education at the Austrian High School. He began his professional career as an Assistant Expert in the Financial Affairs Directorate at Anadolu Endüstri Holding, in 1996. In December 1998 he was appointed as a Senior Broker at the Alternatifbank Treasury Department. Following five years in this role, Aksoy took on the role of Corporate Finance and Risk Manager at the Treasury and Risk Management Department of Anadolu Endüstri Holding A.Ş. in June 2003. In April 2008, he became Assistant Coordinator at Business Development Directorate, and between 2009-April 2019, he worked as Anadolu Group Energy Sector Coordinator. He continues to serve as Board Member in various Anadolu Group companies. Aksoy, who has participated in professional training and seminars in his field, is member of energy groups of TÜSİAD and TOBB. He is also the executive board member of the Turkish Jockey Club. Aksoy has been serving as an honorary consul of Georgia since 2016 and also holds Georgian Government Medal of Honor.

R. Engin Akçakoca

Board Member

R. Engin Akçakoca received his undergraduate degree from Middle East Technical University in Management and started his career in banking in 1974. He assumed Deputy General Manager position in Koç-Amerikan Bank during 1986 and 1991 and General Manager position in Koçbank A.Ş. during 1991 and 2000. He was appointed as the Chairman of the Banking Regulation and Supervision Agency and the Savings Deposit Insurance Fund in 2001 responsible for a large-scale banking sector restructuring program held

in Türkiye. Mr. Akçakoca has been working as a consultant since 2004; he holds board member positions in various Anadolu Group companies.

Ahmet Boyacıoğlu

Board Member

Ahmet Boyacıoğlu graduated from Middle East Technical University in Business Administration. Mr. Boyacıoğlu began his professional career with the Efes Beverage Group (Anadolu Efes) in 1973. He served in various positions between 1973 and 2005 including Bursa Region Sales Manager, Ege Biracılık ve Malt San. A.Ş. Sales Manager, Güney Biracılık ve Malt San. A.Ş. General Manager, Ege Biracılık ve Malt San. A.Ş. General Manager, Eastern Europe President, International Beer Operations Group President, and also Strategy and Business Development President. Mr. Boyacıoğlu was appointed as the President of the Efes Beer Group in May 2005 and retired in February 2007. Currently, he sits on the Boards of Directors of some Anadolu Group companies.

Agah Uğur

Board Member

Born in 1957 in Istanbul, Agah Uğur studied Industrial Engineering at the University of Birmingham, UK then qualified as a chartered accountant in England in 1985. He worked in Birmingham, London and Jersey offices of Touche Ross & Co (currently Deloitte), Istanbul office of Arthur Andersen and Türkiye Emlak Bankası before joining Borusan Group in 1989 as CFO. He served as Group CEO between 2001 and 2018 until he retired. He is currently vice chairman in Dogan Holding and a board member in Pegasus Havayolları, Anadolu Efes, Coca-Cola İçecek, Alcatel Lucent Teletaş Telekomünikasyon, Gözde Girişim as well as an advisory board member in some reputable Turkish corporations. Agah Uğur is a partner and chairman in venture capital firm, Boğaziçi Ventures and he also manages his own

portfolio of technology startups. Mr. Uğur held more than 15 board and advisory board positions in various NGOs during his professional career. Currently he is a member of the High Advisory Council of TÜSİAD, a member of the Board of Trustees of Sabancı University, member of the Advisory Board of Columbia University Istanbul Global Center. He is also a founding member and vice chairman of the Saha Foundation, supporting Turkish contemporary art. He is an art collector with a special focus on new media and video art.

Prof. Barış Tan
Independent Board Member

Barış Tan is a Professor of Operations Management and Industrial Engineering at Koç University, Istanbul, Türkiye. His areas of expertise are in the design and control of production systems, supply chain management, stochastic modeling, and business model innovation. Barış Tan is the recipient of the Turkish Academy of Sciences Distinguished Young Scholar Award, the TUBITAK fellowship, the NATO Science Fellowship, and best paper awards for his publications. He received a BS degree in Electrical and Electronics Engineering from Boğaziçi University, an ME in Industrial and Systems Engineering, an MSE in Manufacturing Systems, and a Ph.D. in Operations Research from the University of Florida. He has been working at Koç University since 1994. He previously served as Vice President for Academic Affairs, Dean of the College of Administrative Sciences and Economics, and the Director of the Graduate School of Business. He held visiting positions at Harvard University - Division of Engineering and Applied Sciences, MIT - Operations Research Center, MIT - Laboratory for Manufacturing and Productivity, University of Cambridge - Judge Business School, University College London - School of Management,

and Politecnico di Milano - Manufacturing and Production Systems. Professor Tan has held significant academic, advisory, and governance roles across various organizations, including Kyoto University Graduate School of Management, Nottingham Business School, ISM University of Economics and Management, Anadolu Efes, Migros, and Anadolu Isuzu. He has also contributed to international educational and management development bodies such as the CEMS Global Alliance in Management Education and the European Foundation for Management Development. Prof. Tan fulfills all requirements of the independent member criteria specified in the CMB's Corporate Governance Principles.

Uğur Bayar
Independent Board Member

Mr. Bayar graduated from New York State University, Department of Mathematics & Statistics with a BSc. degree. Mr. Bayar started his career at Citibank Türkiye in 1987 and served in various roles in the treasury department until he started public service in 1992. Mr. Bayar served as the Vice President in Public Partnership Administration between 1992-1997 and President at Prime Ministry Privatization Administration of Türkiye between 1997-2002. During this time, he also assumed the Chairmanships of the Board at Erdemir and Petrol Ofisi, and the Board Memberships at Turkish Airlines and Turk Telekom. Mr. Bayar joined Credit Suisse Türkiye in 2004 and served as the country CEO and Head of Investment Banking until 2017. Mr. Bayar is currently serving as the Chairman of the Board of Tekfen Teknoloji Yatırım and as a Board Member at AG Anadolu Grubu Holding and at Coca-Cola İçecek. Bayar has also served as the Chairman of the Board of WWF Türkiye (World Wildlife Foundation) between 2010-2022. Mr. Bayar fulfills all requirements of the independent member criteria specified in the CMB's Corporate Governance Principles.

Lale Saral Develioğlu
Independent Board Member

Born in Istanbul in 1968, Lale Develioğlu graduated from the Industrial Engineering Department at Boğaziçi University and pursued her postgraduate studies at Rensselaer Polytechnic University in USA. She started her professional career in 1992 at Unilever and acted as Marketing Director between 1998-2003. In the end of 2003, Mrs. Develioğlu started working in Turkcell and acted as Chief Marketing Officer responsible from Consumer Business between 2006-2011 and VP of International Businesses and Subsidiaries between 2011-2014. Mrs. Develioğlu has started working in Yıldız Holding and acted as Global Marketing President in Pladis, Yıldız Holding's UK based global snacks company until 2018. Mrs. Develioğlu acted as independent board member for several companies in telecommunication, technology, FMCG, consumer durables and retail industries across Türkiye, Middle East, CIS countries and Europe. She currently serves as board member at Aksa Akrilik, Coca-Cola İçecek, Anadolu Isuzu and Nobel İlaç. Mrs. Develioğlu also supports companies as a strategic advisor and business mentor. She was selected as "Best Marketing Person" of Türkiye in 2009; won the "Women to Watch" award for Marketing in 2014 and was listed among "Top 25 CMOs" in Global Creativepool Annual in 2018. She has served as Executive Board Member of Advertisers' Association of Türkiye (RVD) and Advertising Self-regulatory Body in Türkiye (RÖK) for 6 years. She is also one of the founders and board members of Women on Board Association in Türkiye. She is the author of the business and memoir book titled 'Karar Verdim'. Mrs. Develioğlu fulfills all requirements of the independent member criteria specified in the CMB's Corporate Governance Principles.

Bekir Ağırđır
Independent Board Member

Bekir Ağırđır was born in Denizli in 1956. After graduating from Middle East Technical University, Faculty of Economics and Administrative Sciences, Department of Business Administration in 1979, he worked as Sales Manager and Deputy General Manager at Bilsan Bilgisayar Malzemeleri A.Ş. between years 1980-1984, as Sales Coordinator at Meteksan Ltd. between years 1984-1986 and as General Manager at Pirintaş Computer Materials and Basım Sanayi A.Ş. between years 1986-1996. He served as Deputy General Manager at Atılım Kağıt ve Defter Sanayi AŞ between years 1996-1999 and as General Manager and Board Member at PMB Akıllı Kart ve Bilgi Teknolojileri AŞ between years 1999-2003. Between years 2003 and 2005, he worked at the History Foundation, first as the Coordinator and then as the General Manager. He has been the General Manager and Member of the Board of Directors at KONDA Araştırma ve Danışmanlık Limited Şirketi between years 2005-2022, and a member of the Board of Directors since June 2022. He is the Vice Chairman of the Board of Directors at Zorlu Enerji, and a Member of the Board of Directors at Vestel Beyaz Eşya Sanayi ve Ticaret A.Ş. and Vestel Elektronik Sanayi ve Ticaret A.Ş. He is the Vice Chairman of the Board of the Turkish Economic and Social Studies Foundation (TESEV), the Founding Member of the Yanındayız Association, the Democratic Republic Program and the EYMİR Culture Foundation, a member of the METU Alumni Association, a writer for Oxygen Newspaper, and a commentator for the T24 Internet Newspaper. Mr. Ağırđır, fulfills all requirements of the independent membership criteria specified in the CMB's Corporate Governance Principles.

ADDITIONAL INFORMATION ON CORPORATE GOVERNANCE

ADVISORS

Dr. Yılmaz Argüden *Strategist*

Dr. Argüden's career spans the private sector, public sector, multinational institutions, NGOs, and academia. He is the Founder and Chairman of ARGE Consulting, a globally recognized Turkish management consulting firm known for value creating strategies, governance, and sustainability. ARGE Consulting has served as the B20 Knowledge Partner for Governance & Sustainability, as EFQM Certified Advisory Organization, IFRS Integrated Reporting Training Partner and has been recognized at the European Parliament as one of the best three companies "Shaping the Future" with its commitment to corporate social responsibility. He is also the Chairman of Rothschild & Co investment bank in Türkiye and has served on the boards of more than 70 corporations in 4 different countries. Dr. Argüden is a renowned governance expert and served as the Chairman of the Governance Committee of the Business at OECD; as a member of IFC's Corporate Governance Advisory Board; and as the Chairman of Trustees of the Argüden Governance Academy. As the elected Global Chair of the National Networks, he has served on the Board of the UN Global Compact, the world's largest sustainability platform. He is an adjunct Professor of Business Strategy, an author of numerous books, and a columnist focusing on governance, strategy, and sustainability. As a social entrepreneur he has founded and led numerous NGOs and initiated the National Quality Movement. He has also served as the Vice-Chairman of the Turkish Basketball Federation. Dr. Argüden is an Eisenhower Fellow, a recipient of numerous leadership, distinguished citizenship, and career awards, and was selected by the World Economic Forum as a "Global Leader for Tomorrow" for his commitment to improving the state of the world.

Tamer Haşimoğlu *Advisor*

He completed his secondary education at German High School and continued his higher education in Istanbul Technical University, Mechanical Engineering, and then he earned a Master's degree in International Business from Istanbul University, Institute of Business Administration and Economics. After starting his career in 1989 at Koç Holding as a Management Trainee in the Planning Coordination Department, he assumed the duties of Specialist, Manager and Coordinator. He continued his career as Strategic Planning President at Koç Holding between 2004-2011. During this period, he took an important role in determining the strategies of the group companies while ensuring Koç Group's main strategies and portfolio structures are built. He carried out very important M&A projects. These include the acquisitions of Tüpraş, Yapı Kredi and sales of Migros, Koç Allianz, Demir Döküm, Döktaş and İzocam. He served as the President of Tourism, Food and Retailing Group at Koç Holding from April 2011 to April 2022. In this role, he assumed the management responsibility of a total of 12 companies, including Koçtaş, Tat Gıda, Düzey Pazarlama, Divan, Setur, Setur Marinas, Koç Sistem, KoçDigital, Ram and Inventram. Tamer Haşimoğlu currently holds Board of Directors positions at many corporate companies, including Koç Group and Anadolu Group. In addition to these duties, he is a Board Member of TÜSİAD and Hisar Educational Foundation (HEV). He also served as a Board Member of YASED, as a member of the Turkish Tourism Investors Association and as a Board Member of the İMEAK Chamber of Shipping.

DECLARATION OF INDEPENDENCE

I hereby declare and state that;

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same,
- I was not a shareholder of (5% and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election as a member with the exception of employment as a university professor provided that such employment is in compliance with the laws and regulations that are applicable to universities,
- I am assumed to be a resident in Türkiye in accordance with the Income Tax Law dated 31.12.1960, numbered 193;
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange
- I am not registered nor declared on behalf of the corporate entity for which I will be elected as a Board Member

and thus I shall carry out the duties imposed upon me due to my being a board member as an independent member.

Date: FEBRUARY 9, 2023
Name-Surname: BARIŞ TAN
Signature:

ADDITIONAL INFORMATION ON CORPORATE GOVERNANCE

DECLARATION OF INDEPENDENCE

I hereby declare and state that;

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same.
- I was not a shareholder of (5% and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election as a member with the exception of employment as a university professor provided that such employment is in compliance with the laws and regulations that are applicable to universities,
- I am assumed to be a resident in Türkiye in accordance with the Income Tax Law dated 31.12.1960, numbered 193;
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange
- I am not registered nor declared on behalf of the corporate entity for which I will be elected as a Board Member

and thus I shall carry out the duties imposed upon me due to my being a board member as an independent member.

Date: JULY 28, 2023
Name-Surname: Bekir AĞIRDİR
Signature:

I hereby declare and state that;

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same.
- I was not a shareholder of (5% and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election as a member with the exception of employment as a university professor provided that such employment is in compliance with the laws and regulations that are applicable to universities,
- I am assumed to be a resident in Türkiye in accordance with the Income Tax Law dated 31.12.1960, numbered 193;
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange
- I am not registered nor declared on behalf of the corporate entity for which I will be elected as a Board Member

and thus I shall carry out the duties imposed upon me due to my being a board member as an independent member.

Date: FEBRUARY 8, 2023
Name-Surname: LALE DEVELİOĞLU
Signature:

ADDITIONAL INFORMATION ON CORPORATE GOVERNANCE

DECLARATION OF INDEPENDENCE

I hereby declare and state that;

- No employment relationship has been established during the last five years between me, my spouse and my relatives by blood or marriage up to second degree and the company, partnerships which the company controls the management of or has material influence over or shareholders who control the management of or have material influence over the company and legal entities which these shareholders control the management of, which has caused me to assume important duties and responsibilities in an executive position nor have I/we individually or jointly held more than 5% of the capital or voting rights or privileged shares in or established a material business relationship with the same.
- I was not a shareholder of (5% and more) nor held an executive position which would cause me to assume important duties and responsibilities or officiated as a board member, during the last five years, in any company from or to which the company purchases or sells a substantial quantity of services or products based on agreements made, during the periods these services or products were sold or purchased including especially those companies which carry out audit (including tax audits, legal audits, internal audits), rating and consultancy services for the company,
- I have the professional education, knowledge and experience necessary to duly carry out the duties which I shall assume due to my position as an independent board member,
- I am not a full time employee with any public entity or organization following my election as a member with the exception of employment as a university professor provided that such employment is in compliance with the laws and regulations that are applicable to universities,
- I am assumed to be a resident in Türkiye in accordance with the Income Tax Law dated 31.12.1960, numbered 193;
- I have strong ethical standards, professional reputation and experience that shall allow me to contribute positively to the activities of the company, maintain partiality in conflicts of interests between the company and its shareholders and decide freely by taking into account the rights of beneficiaries;
- I am able to dedicate a sufficient amount of time to the affairs of the company in a manner to follow up the conduct of company activities and duly perform the duties I have assumed,
- I did not officiate as a board member at the board of directors of the company for longer than 6 years during the last ten years,
- I am not officiating as an independent board member with more than three of the companies which the company controls or shareholders that control the management of the company control the management and in total more than five of the companies which are traded on the stock exchange
- I am not registered nor declared on behalf of the corporate entity for which I will be elected as a Board Member

and thus I shall carry out the duties imposed upon me due to my being a board member as an independent member.

Date: FEBRUARY 8, 2023
Name-Surname: UĞUR BAYAR
Signature:

OTHER INFORMATION RELATED TO OPERATIONS

1. ANADOLU EFES BİRACILIK VE MALT SANAYİİ A.Ş. TRADE REGISTRATION

Trade name:

Anadolu Efes Biracılık ve Malt Sanayii Anonim Şirketi

Formation Date:

26.06.2000

Registration Number:

91324

Address of Record:

Fatih Sultan Mehmet Mahallesi Balkan Caddesi No: 58/24 Buyaka E Blok Ümraniye-Istanbul/Türkiye

Number of Issued Shares And Registered Share Capital:

592,105,263 shares each with a par value of TRL 1.00 (one Turkish lira).

On this basis the company's issued share capital amounts to TRL 592,105,263.

2. CHANGES IN THE ARTICLES OF ASSOCIATION:

No changes were made in the Articles of Association during the reporting period.

3. CAPITAL STRUCTURE

As of 31 December 2023, the company's registered share capital ceiling was TRL 900,000,000 and its issued capital was TRL 592,105,263.00. During the reporting period there was no change in the company's capital structure.

4. PRODUCTION AND SALES

A. Production Volume

		2022	2023	CHANGE (%)
DOMESTIC BEER	BEER (MHL)	5.6	6.2	+11%
	MALT (TONNES)	92.2	70.7	-24%
INTERNATIONAL BEER	BEER (MHL)	27.3	29.2	+7%
	MALT (TONNES)	282.4	280.0	-1%
TOTAL SOFT DRINK	SOFT DRINK (MILLION UNIT CASES)	1,577	1,535	-3%

B. Net Sales

2022 (TRL MILLION)	BEER GROUP	SOFT DRINK	OTHER ⁽¹⁾ AND ELIMINATIONS	TOTAL
NET SALES	61,872	93,190	-	155,062
INTER-SEGMENT SALES	-	-1.9	-	-1.9
REVENUE	61,872	93,188	-	155,060

The Group's reporting according to TFRS 8 by its operating segments is presented as follows:

2023 (TRL MILLION)	BEER GROUP	SOFT DRINK	OTHER ⁽¹⁾ AND ELIMINATIONS	TOTAL
NET SALES	58,003	101,042	1,031	160,077
INTER-SEGMENT SALES	-	-2.2	-198	-200
REVENUE	58,003	101,040	834	159,877

⁽¹⁾ The Group includes the consolidation adjustments and the financial statements of Anadolu Etap.

5. EXPORTS

The exports and imports figures in 2023 are presented in the following table, comparatively with the year 2022.

	2022	2023	Change (%)
EXPORT (TRL MILLION)	4,570	4,737	4%
IMPORT (TRL MILLION)	33,910	27,610	-19%

6. CAPACITY AND CAPACITY UTILIZATION RATES

	CAPACITY	CAPACITY UTILIZATION RATE IN 2023 (%)*
DOMESTIC BEER (MHL)	6.9	90%
INTERNATIONAL BEER (MHL)	44.9	65%
TOTAL	51.8	68%
MALT (DOMESTIC) (TONNES)	115	61%
MALT (INTERNATIONAL) (TONNES)	288	97%
SOFT DRINK (MILLION UNIT CASES)**	2,015	76%

*Capacity Utilization Rate=Production Amount/Average Capacity

** Annual production capacity calculations are based on the formula provided by The Coca-Cola Company to all bottlers of Coca-Cola products. Calculations are made according to high season capacity utilization rates. Capacity is defined as the product obtained by multiplying the hourly unit case output of a plant at targeted utilization. Because package mix and sales may change from year to year, production capacity calculations for one year may not be directly comparable to such calculations for other years even if the numbers of production lines are the same.

OTHER INFORMATION RELATED TO OPERATIONS

7. INVESTMENT POLICY AND INVESTMENT EXPENDITURES

Anadolu Efes is a company which pursues sustainable growth, takes risks that are quantifiable and manageable, and adroitly shepherds its investments. Continuously undertaking investments in order to maintain both its organic and its inorganic growth and to expand the market and foster a beer-appreciative culture in the countries in which it operates, the company also invests without letup in order to keep pace with rising demand. Anadolu Efes carries out its international beer investments through EBI, a wholly-owned subsidiary based in Holland, while its soft drinks investments in the Turkish and international markets are carried out by CCI, in which it is the majority shareholder. CCI is an independent company whose operations are completely separate from the Anadolu Efes' beer operations. CCI provides for its own investment and working capital needs from its own cash flow and/or by borrowing and it makes no demands of Anadolu Efes on this account.

All of Anadolu Efes' investments and all investments related to all beer operations taking place under Anadolu Efes' responsibility are undertaken in line with Board of Directors-approved annual budgets and investment decisions as specified in business plans. Investments in beer operations are conducted as spelled out in the company's Investment Management Guide ("Guide"), whose aims are to ensure the appropriateness of investment decisions and to achieve standardization and consistency in investment activities. Every investment is carried out so as to be compatible with that specific operation's strategic business plan. Our most important priority is to make certain that only the most profitable and essential investments are undertaken in all beer operations. As a general principle, investment decisions must be based on the specific financial projections as spelled out in detail in the Guide and they must be documented in detail as also specified in the Guide.

The investment expenditures made by Anadolu Efes in recent years consist mainly of investments undertaken in three areas:

- 1) Investments within the scope of the Company's growth strategy include various technical investments, including some improvements in existing facilities and those made within the framework of compliance, investments in marketing such as investments in coolers to increase the cold-availability of products.
- 2) A variety of short-term and long-term investments for technical improvements and complying with the requirements of laws and regulations in existing plants;
- 3) Marketing-related investments, such as investments in coolers aimed at increasing the cold-availability of products.

However, these expenditures are related only to Anadolu Efes beer operations, and as stated above, CCI provides for its own investment and working capital needs from its own responsibility. On the other hand, Anadolu Efes' actual investment expenditures vary from the estimates as it is affected by several factors, which include market conditions, funding opportunities, operating cash flows and other factors that are partially beyond its control.

Total investment-related cash flows amounted to TRL 10,898.2 million in 2023 compared with TRL 9,722.6 million in 2022.

The cash flow regarding investments was amounting TRL 10,892.2 million in 2023; out of which TRL 10,222.5 million was related to the net purchase of tangible and intangible assets regarding the growth of beer and soft drink operations, TRL 139.1 million was related to the capital increases in joint ventures and the purchases for obtaining control of subsidiaries, and TRL 814.7 million was related to the cash advances and payables to related parties.

8. INVESTMENT INCENTIVES

Anadolu Efes takes advantage of new "investment incentives" that are provided in the scope of decree no 2012/3305 whose intent is to encourage investment in designated regions of the country. Anadolu Efes also benefits from incentives under the Ministry of Economy's "Turquality" project, specifically under the headings of "International Branding of Turkish-Made Products" and "Entrenching the 'Made In Türkiye' Logo."

9. INFORMATION RELATED TO EMPLOYEES

The average number of employees for the years ended on 31.12.2023 and 31.12.2022 are as follows (numbers represent the employees of the companies that are being consolidated):

2022: 18,495
2023: 20,653

Our Company agreed with Tek-Gıda İş Labor Union on the terms of the collective labor agreement for the period 1 September 2021 - 31 August 2023.

The main terms of the collective agreement are as follows;

- Gross wages of the union member employees will be increased by gross TRL 1,500 per person per month in the first year of the collective labor agreement.
- In the second year of the agreement, gross wages of the union member employees increased by the rate of increase in the Consumer Price Index announced by the State Statistical Institute +3% and by gross TRL 200 per person per month.

10. DONATIONS AND ASSISTANCE; SOCIAL RESPONSIBILITY PROJECT-RELATED OUTLAYS; BENEFITS PROVIDED TO COMPANY DIRECTORS AND SENIOR MANAGERS

In 2023, Anadolu Efes paid out a total of TRL 122.0 million as charitable donations.

Information about benefits consisting of salaries, bonuses, shares of profits, and similar forms of remuneration paid to members of the Company's Board of Directors and of its senior management is presented in the footnotes to the financial statements. The total value of all benefits provided to these persons as allowances (including travel, accommodation and representation allowances), as access to company-owned properties, as cash facilities, and as insurance and other guarantees was TRL 464.5 thousand in 2023.

11. R&D

Anadolu Efes has been carrying out R&D activities on barley, one of the most important raw materials used in brewing, since 1982. The company has developed 17 barley cultivars, all of which are registered in its own name. This R&D work has resulted in such benefits as diversifying and improving plant breeds, increasing crop productivity by 30%, and improving product quality. Malting and seed barley are grown in a total of 15 provinces in Southeastern Anatolia, Central Anatolia, and Thrace regions. Trial plantations for R&D activities are conducted in 4 provinces and 5 locations. The trial planting is conducted in a total area of 210 hectares.

12. ISSUES RELATED TO GROUP COMPANIES

Instances in which the company increased or reduced any direct or indirect stakes it owns in the capital of any associate, subsidiary, or joint venture during the reporting period are summarized below:

Effective Rates	31.12.2022	31.12.2023	Reason for Change
Coca-Cola Beverages Pakistan Ltd (CCBPL)	24.96%	49.92%	Share acquisition by CCI International Holland B.V.
CCI Samarkand Limited LLC (Samarkand)	-	50.26%	Establishment of a new company by CCI International Holland B.V.
CCI Namangan Limited LLC (Namangan)	-	50.26%	Establishment of a new company by CCI International Holland B.V.
Anadolu Etap Penkon Gıda ve İçecek Ürünleri San.	78.58%	55.92%	Share acquisition by CCI
Anadolu Etap Dış Ticaret Anonim Şirketi	78.58%	55.92%	Share acquisition by CCI

13. OTHER ISSUES

The Company acquired none of its own shares during the reporting period.

The Company did not undergo any special audits during the reporting period. The Company did undergo normal audits by public authorities as required by the laws and regulations to which it is subject.

As of 31 December 2023, the Company was not a respondent in any suit whose outcome would be capable of significantly affecting either the Company's financial position or the conduct of its business.

As of the reporting date, no administrative or judicial action had been initiated against the company or any member of its Board on account of any violation of the requirements of law.

As of the reporting date, none of the members of the company's Board of Directors had demanded the issuance of any report as provided for under Article 199/4 of the Turkish Commercial Code.

The company's financial position is solid. There is no risk of its having insufficient capital or of its becoming insolvent.

None of the persons from the company's management has been engaged in business, on their own behalf or on behalf of someone else that is in competition with the company, in accordance with the permission given by the general assembly. In the Affiliate Report approved by the Board of Directors of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. concerning the company's dealings with members of its own corporate group it is stated that the company was involved in no dealings that were directed by a controlling shareholder or by any entity belonging to a controlling shareholder or by any other controlling entity and there were no dealings that were undertaken solely for the benefit of a controlling shareholder or any entity belonging to a controlling shareholder; that there were no measures that were either taken or refrained from solely for the benefit of a controlling shareholder or of any entity belonging to a controlling shareholder; that all the dealings in which the company was involved during 2023 with any controlling shareholder or with any entity belonging to a controlling shareholder were conducted on an arm's-length basis and the company was, to the best of our knowledge, adequately and appropriately compensated for each and every such transaction that it entered into at the time the transaction occurred; that there were no measures that were either taken or refrained from that would have benefited a controlling shareholder of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. or any entity belonging to a controlling shareholder while also causing the company to suffer a loss and that, for this reason, there were no transactions or measures whose consequences need to be compensated for.

Information about the conflicts of interest between the Company and the corporations providing the Company with services such as investment consultancy and rating services and the measures taken by the company to prevent such conflicts of interest:

No conflicts of interest have been observed during the period. Regarding the procurement of services such as investment consultancy and rating services, our Company complies with all legal provisions including the CMB legislation, and pays utmost attention to prevent any situation that could lead to a conflict of interest in this respect.

OTHER INFORMATION RELATED TO OPERATIONS

14. MANAGEMENT

BEER GROUP

Can Çaka – Beer Group President & Anadolu Efes CEO*

Can Çaka received bachelor of science degree from the Electrical and Electronic Engineering Department of Middle East Technical University and MBA degree from the Administrative Sciences Department of the same university. He started his career as a business analyst and systems engineer in 1994 and has worked at various companies and was involved in various projects. He joined Anadolu Efes in 1997 and worked as an Associate at International Beer Division until 2000, Finance and Administrative Affairs Manager at Efes Ukraine between 2000-2001, Efes Beer Group Strategy and Business Development Manager between 2001 and 2005, Efes Beer Group Strategy and Business Development Director between 2005 and 2008 and Chief Financial Officer of Anadolu Efes between 2008 -2012. Mr. Çaka worked as the Chief Financial Officer of Anadolu Group between 2013 and 2018. He has been working as Beer Group President and Anadolu Efes CEO since 1st of January 2019. Mr. Çaka, a volunteer member of the UN Global Compact Türkiye and Sustainable Development Association's Board, is working with infrangible energy to support the efforts for development that promotes economic opportunity and efforts to combat climate crisis in line with UN's sustainable development goals.

Gökçe Yanaşmayan – Chief Financial Officer

Gökçe Yanaşmayan graduated from Dokuz Eylül University in Economics in 2000. He worked as an Auditor at Arthur Andersen between 2000 and 2002 and as Senior Auditor at Ernst & Young between 2002 – 2004. After starting his career at Anadolu Efes in 2004 as Efes Kazakhstan Reporting and Budgeting Manager, he worked as Finance and Administration Manager at Efes Breweries International between 2006 – 2010 and as Finance Director at Efes Kazakhstan between 2010 and 2012. He worked as Finance Director at Efes Ukraine between 2012 – 2014. Mr. Yanaşmayan served as Efes Moldova Managing Director between December 2014 – June 2021. Mr. Yanaşmayan has been appointed as the Anadolu Efes Group CFO effective from 1 July 2021.

Uluhan Kumru - Group Internal Audit Director

Uluhan Kumru graduated from Hacettepe University with a bachelor's degree in Business Administration and earned his MBA from Middle East Technical University. He commenced his career as a Management Trainee at Ziraat Bank, and progressed as Corporate Banking and Project Finance Specialist. Onwards, he contributed his expertise as an Internal Auditor at Akbank Board of Internal Audit, Head of Internal Control at Aklease, and Senior Internal Audit Manager at Starbucks (Alshaya) Türkiye, and later established and directed the internal audit function at Istanbul Sabiha Gokcen Airport Investment, Development and Operations Inc. In 2013, Mr. Kumru joined our group as an Audit Manager within the Anadolu Group Audit Department. His journey within the Anadolu Group continued with roles, including Group Internal Audit Manager at Anadolu Efes from 2015 to 2016, and subsequently as Anadolu Group Audit Manager overseeing Beverage Group

Companies from 2016 to 2017. Since January 2018, he has been serving as the Group Internal Audit Director at Anadolu Efes. Mr. Kumru is a Certified Internal Auditor and a Certified Public Accountant. Mr. Kumru served as the Chairman of the Board at the Institute of Internal Auditors of Türkiye for the term 2022-2023. Additionally, he actively contributes to the profession as a member of the Exam Development Committee at the U.S. Institute of Internal Auditors.

Banu Artüz – Group Human Resources Director

Banu Artüz graduated from Istanbul University in American Culture and Literature. She started her career at Procter & Gamble in Sales department. During her 16 years of Procter & Gamble career, she spent 8 years in Sales and Marketing Department with various assignments in Modern Trade, Distributor operations and Sales Marketing. During her Sales Marketing positions, she worked in Feminine care and Oral care categories. After 8 years in Sales & Marketing positions, she decided to move to Human Resources. She built her HR career in different countries including Türkiye, Kazakhstan and Eastern Europe (Russia, Ukraine etc.) markets and had different assignments as HR Business Partner, Compensation & Benefits, Employee Relations, Sales Capability Management. She relocated to Almaty, Kazakhstan and led Talent Management for Central Asian Republics between 2007 and 2009; and she moved to Moscow, Russia as Eastern Europe Talent Manager with the responsibility of Russia, Ukraine, Belarus and Central Asia Republics between 2010 and 2013. Ms. Artüz; who worked as Deputy Talent Manager Coordinator at Anadolu Group Holding between 2014 and 2018; is continuing her position as Anadolu Efes Group Human Resources Director since April 2018.

Savaş Öztürk – Group Supply Chain Director

Mr. Savaş Öztürk graduated from Hacettepe University Statistics in 1995. Between 1997-2005, he worked as Central Warehouse Clerk and Purchasing Clerk at Anadolu Efes Türkiye Ankara Brewery, and later as Anadolu Efes Türkiye Logistics Supervisor. He was appointed as Anadolu Efes Türkiye Logistics Services Manager in 2005. Later, he served as Anadolu Efes Türkiye Logistics Services Manager at Izmir Brewery between 2006-2012 and Anadolu Efes Türkiye Logistics Support Manager between 2012-2014. Mr. Öztürk worked as Anadolu Efes Kazakhstan Logistics Director and Anadolu Efes Kazakhstan Supply Chain Director between 2014-2019. He worked as Anadolu Efes Türkiye Planning and Logistics Director between January 2020 and February 2023. He is working as Anadolu Efes Group Supply Chain Director since February 2023.

Daniel Barbulescu - Market Development Director

Daniel Barbulescu graduated from Babeş-Bolyai University in Food and Resource Economics in 2000 and earned his Master of Science degree from same university in Agri-Business. Having started his professional career in 2002 at Unilever South Central Europe (USCE) in Bucharest as Management Trainee and served as Brand Manager from 2004. Mr. Barbulescu worked at Unilever Poland as Central Eastern Europe Brand Development Manager and as European Brand Development Manager between 2005 and 2008. Having served as Foods and Ice-cream Categories Manager and Marketing Manager at USCE since 2007, Mr. Barbulescu joined our group as Marketing Director at Efes Moldova in May 2013. After serving as International Marketing and Sales Director at Anadolu Efes Market Development Directorate between January 2016 and April 2017. Mr. Barbulescu was appointed as Acting Market Development Director at Anadolu Efes Market Development Directorate in May 2017 and Market Development Director in October 2017.

* Mr. Can Çaka, who had been serving as Anadolu Efes Beer Group President and Anadolu Efes Chief Executive Officer (CEO), decided to leave his position in our Company to evaluate another career opportunity as of March 1, 2024. Following the resignation Onur Altürk who had been working as the General Manager of Anadolu Efes Türkiye has been appointed as the Beer Group President and Anadolu Efes CEO as of the same date.

Yıldırım Efil – Group Legal Affairs Director ***

Having graduated from Istanbul University Faculty of Law, Yıldırım Efil worked as Lawyer at Türkiye İş Bankası A.Ş. Headquarters Legal Consultancy Department between 2001 and 2005. Mr. Efil completed Kadir Has University Sports Law Program in 2006 and earned his master's degree (LL.M.) in Sports Law from the same university in 2011. Mr. Efil joined AG Anadolu Grubu Holding in 2005 as Legal Advisor-Lawyer and afterwards he served as Legal Affairs Manager and Legal Affairs Deputy Coordinator respectively. Mr. Efil has been serving as Anadolu Efes Group Legal Affairs Director since April 2013. Besides, Mr. Efil has been assigned as Anadolu Efes Group Ethics Officer as of May 2015. Mr. Efil is a Member of Istanbul Bar Association.

Murat Özkan – Group Information and Digital Solutions Director

Having graduated from Bilkent University in 1993, Murat Ozkan started his career in Arçelik as a system analyst. After spending 3 years as an engineer, he decided to make a change and joined Philips Morris Türkiye and held various managerial roles over 17 years. During this period, he has completed several business and IT projects globally. Later, he was assigned as CIO at Ülker in 2014 and became the Vice President of Shared Business Solutions Services in Pladis and Yıldız Holding starting from 2017. As of April 2019, he was appointed as Anadolu Efes Group Information and Digital Solutions Director.

Selda Susal Saatçi - Chief Corporate Communication and Affairs Officer

Ms. Selda Susal Saatçi received her bachelor's degree from Istanbul University in German Language and Literature. Before joining Anadolu Efes group, she served as Communication and Public Relation Assistant Manager at Turkcell between 1995 and 1996, Corporate

Communication and Public Relations Specialist and Public Relation Manager at Telsim between years 1996-2001 and Public Relation Manager, Corporate Communication Manager, Mediterranean and North Africa Area Corporate Communication Manager, Corporate Communication Director at DHL Worldwide Express, respectively between years 2001-2009. She worked as Head of Corporate Communications at Philip Morris between years 2009-2015, Advisory Board Member, Strategic Communications Consultant at askbmm Consulting and also served as Founder at LiveGlobalEatLocal/ YeatUp between years 2015 and 2019. Ms. Saatçi who has been working as Corporate Communications and Affairs Director at Efes Türkiye since November 2019, has been appointed as the Group Corporate Communications and Affairs Director as of January 1, 2022. Ms. Saatçi, who serves as the President of the Beer and Malt Producers Association, is also a member of the Federation of Food and Drink Industry Associations of Türkiye (TGDF) Supervisory Board.

Serim Yıldırım - Chief Strategy, Insight and Innovation Officer

Ms. Serim Yıldırım was graduated from Boğaziçi University in Sociology and started her career as Product Manager at Evyap in 1996 and then joined Efes Beer Group in 1997. She served as Research Executive between years 1997-1998, Marmara Beer Brand Manager between years 1998-2001 and Efes Marketing Manager between years 2001-2006 in Türkiye. She was then appointed as Marketing Director in Anadolu Efes HQ between 2006-2008. Ms. Yıldırım joined British American Tobacco Türkiye and served between 2008-2016 as Türkiye Head of Strategy, Planning & Insights, Türkiye Head of Brand Marketing Türkiye and in her last role as

EMEA Dunhill Brand Director at British American Tobacco in London HQ office. She moved on to Chief Marketing Officer at Pozitif Entertainment between years 2016 and 2017 and in 2018, Ms. Yıldırım has rejoined Anadolu Efes Türkiye as Anadolu Efes Türkiye Marketing Director. Ms. Yıldırım has been appointed as the Group Strategy, Insight and Innovation Director as of January 1, 2022.

Dmitry Shpakov – AB InBev Efes CEO

Dmitry Shpakov graduated from National Technical University in Ukraine in 1996 after which he earned his MBA degree from INSEAD Business School in International Management. Also he graduated from InterRegional Academy of Personnel Management with a degree in Economics in 2007 and International Management Institute (Kiev, Ukraine) in 2008. Started his career at AB InBev as Sales Representative in Kiev in 1998, he was appointed as Key Account Manager in 2001 and afterwards as Distribution Manager in 2002, and became the Regional Sales Manager in 2002. In 2007, Mr. Shpakov was appointed as the National Sales Director in AB InBev Ukraine where AB InBev became #1 due to his work. After having served as the CEO of AB InBev Ukraine in 2014 and the CEO of BU East (Russia and Ukraine) in 2015, Mr. Shpakov was appointed as the CEO of AB InBev Efes in March 2018.

Onur Altürk – Efes Türkiye General Manager *

Mr. Onur Altürk was graduated from Middle East Technical University, Faculty of Architecture City and Regional Planning in 1998. He started his career as Site Leasing & Procurement Specialist at Turkcell. He worked in various positions at Avea as Sales & Marketing Contracting Specialist and Event Marketing Senior Specialist between years 2002-2005. He joined Fritolay / PepsiCo

in 2005 and worked as Trade Marketing Specialist, POS & Channel Development Manager, Trade Marketing & Horeca Manager, Sales Development & Merchandising Manager, Sales Planning Manager, District Sales Manager, Head of Sales Operations, Development, Capability and Head of Sales Strategy & Sales Audit between years 2005-2015. Mr. Onur Altürk worked as Traditional Trade Sales Director at PepsiCo between years 2015-2018. Mr. Onur Altürk who has been working as Sales Director of Türkiye Operations since 2018, has been appointed as Efes Türkiye Managing Director as of January 1, 2022.

Ümit Ömer Ögün – General Manager Responsible From Special Projects**

Ömer Ögün graduated from Yıldız Technical University in Geophysical Engineering. Mr. Ögün started his professional career at Anadolu Group as Service Representative at Çelik Motor in 1992, where he later worked as a Sales Service Supervisor. He served as Planning and Logistics Manager at Coca-Cola Russia (Rostov) Operations from 1998 to 1999 and Operations Manager at Efes Russia Rostov Brewery from 2000 to 2006. Mr. Ögün was appointed as Operations Director of Efes Russia in 2006. In November 2007, Mr. Ögün has been appointed to the role of Task Force Director for Uzbekistan country market at Anadolu Efes Beer Group. Later he served as Efes Kazakhstan General Manager between May 2008 and March 2012, until he was appointed as Efes Ukraine Managing Director in March 2012. Mr. Ögün was appointed as Efes Kazakhstan Managing Director in June 2015, together with Efes Ukraine Managing Director role. Mr. Ögün was appointed as Central Asian Republics (CAR) Managing Director in August 2018. He served as CAR and Azerbaijan Managing Director between August 2018 and February 2023. Mr. Ögün has been appointed as General Manager responsible from Special Projects effective as of 1 February 2023.

* Mr. Can Çaka, who had been serving as Anadolu Efes Beer Group President and Anadolu Efes Chief Executive Officer (CEO), decided to leave his position in our Company to evaluate another career opportunity as of March 1, 2024. Following the resignation Onur Altürk who had been working as the General Manager of Anadolu Efes Türkiye has been appointed as the Beer Group President and Anadolu Efes CEO as of the same date.

** Mr. Ümit Ömer Ögün, who had been serving as the General Manager Responsible for Special Projects, has been appointed as the General Manager of Russia Operations as of January 1, 2024.

*** Mr. Yıldırım Efil resigned from his position as of January 1, 2024, and Ms. Melis Alkan Bölükbaşı has been appointed as Group Legal Affairs Director as of the same date.

OTHER INFORMATION RELATED TO OPERATIONS

Ertan Kurt – Efes Kazakhstan General Manager

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.

Veli Dinçel – Efes Georgia General Manager

Mr. Veli Dinçel graduated from Boğaziçi University, Bachelor of Arts in History in 1996 and completed his IESE Business School Executive Program in 2019. He started his professional career as Management Trainee, and continued to serve as Field Sales Supervisor, Key Account Manager, Trade Marketing Manager and National and Merchandising Manager respectively at Gillette between 1996-2006. Later, he worked as Head of Traditional Trade, Head of National Key Accounts, Country Manager Baltics & Kaliningrad, at Reckitt Benckiser (Household and Health Care between 2006-2013. Between 2013-2023, he was the Sales Director Türkiye and General Manager of Adria Region and General Manager Poland at Henkel (Laundry & Home Care).

Alphan Akpeçe – Efes Moldova General Manager

Alphan Akpeçe graduated from Marmara University Faculty of Communication, Public Relations and Advertising in 2003. He started his career in 2005 in Anadolu Efes Türkiye Marketing Directorate. Between 2005 – 2014, after serving as Marketing Representative, Product Supervisor (Efes Dark & Efes Xtra), Product Supervisor (Efes Pilsen), Communications Supervisor, he was appointed as Efes Pilsen Marketing Manager. After working as Channel Development Manager in Anadolu Efes Türkiye Marketing Directorate between 2014 – 2015, he moved to Anadolu Efes Türkiye Sales Directorate. Between 2015-2018 he served as In-store Marketing and Key Customer Development Manager and Trade Marketing Manager, then he served as Efes Georgia Commercial Director between May 2018 – June 2021. Mr. Akpeçe has been appointed as Efes Moldova Managing Director effective from 1 July 2021.

MANAGEMENT SOFT DRINK GROUP

Karim Yahi CEO

Mr. Karim Yahi has almost 18 years of experience across diverse roles at The Coca-Cola Company in multiple geographies. He held roles of increasing responsibility in strategy, growth, finance and mergers & acquisitions, in multiple locations including France, Türkiye, Germany, Latin-America and the United States, and he served as the Chief Operating Officer of Fairlife LLC, a wholly owned dairy company of The Coca-Cola Company. Mr. Yahi, who was appointed as the Deputy Chief Executive Officer to CCI on March 1, 2023, has taken over the CEO role as of September 1, 2023.

Ertuğrul Onur Chief Legal Officer

Atty. R. Ertuğrul Onur has been serving as the General Counsel of CCI since 2007. He is also currently the Head of CCI Ethics and Compliance Committee. He established the CCI Compliance & Ethics Program and served as CCI Ethics and Compliance Officer between 2013 and 2016. He graduated from Istanbul University's Law Faculty in 1988. Following the completion of his traineeship in the Konya Bar Association, he worked as a research assistant in the same Law Faculty. Mr. Onur served as Legal Counsel for Mobil Oil Türk A.Ş. and BP Petrolleri A.Ş. between 1995 and 2000. He also worked as BP Türkiye Employee Representative, BP Oil Europe Works Council Member and BP Oil Europe Works Council Link Committee Member. Prior to joining the Coca-Cola system, he set up the legal department in Pfizer ilaçları and served as Assistant General Manager and Legal Director. Mr. Onur implemented various compliance programs as the Compliance Liaison Officer in Pfizer Türkiye. Mr. Onur has 29 years of work experience and is a member of the Istanbul Bar Association.

Ahmet Öztürk Chief Audit Executive

Ahmet Öztürk was appointed as Coca-Cola İçecek Internal Audit Director as of 1 January 2018. He joined Anadolu Group in August 1995, having graduated from Bilkent University, with a major in Economics. He started his career as an Assistant Financial Control Specialist and continued to work in different roles and responsibilities in group companies, serving as CFO of Coca-Cola Turkmenistan, Coca-Cola Azerbaijan, Efes Ukraine and Efes Serbia between 1999 and 2007 respectively. Öztürk was appointed as the Internal Auditor of Efes Beer Group International operations in July 2007 and promoted to become the Internal Audit Director of Anadolu Efes in January 2011.

Aslı Kamiloğlu Chief Information and Digital Officer

Having assumed various roles in information technology organizations at Aras Kargo and Turkcell in the early years of her career, Ms. Aslı Kamiloğlu continued her career in GE Healthcare as Commercial Digital Leader in Eastern and African growth markets, a large and diverse set of growth markets, comprising over 80 countries. She then held various Global digital and technology leadership roles in GE Healthcare and GE Digital. Ms. Aslı Kamiloğlu has been leading digital products strategy and execution in the Customer digital domain for all CCI Countries since 2019. Ms. Aslı Kamiloğlu graduated from Galatasaray high school and holds a bachelor's degree in Electrical and Electronics Engineering and a Master's degree in Software Engineering from Joseph Fourier University.

Burçun İmir **Chief Corporate Affairs and Sustainability Officer**

Burçun İmir was appointed as the Coca-Cola İçecek Chief Corporate Affairs and Sustainability Officer as of September 1, 2023. İmir served as Corporate Communications, Sustainability and Corporate Social Responsibility Leader at Coca-Cola İçecek between 2023-2021. Before joining Coca-Cola İçecek, between 2021-2019, İmir served as the General Coordinator of DasDas, in addition to providing Sustainability, Communication, Brand and Management Consultancy services in the consultancy company she founded. She served as Corporate Communication and Sustainability Officer at Allianz Türkiye between 2019-2016, Chief Marketing and Communication Officer at Aras Kargo between 2016-2013, and Corporate Communications Manager at Turkcell between 2013-2008. Between 2008 and 1995, Burçun İmir worked as a senior manager, Middle East Representative and reporter in various media outlets such as Habertürk TV, TV24, Doğan News Agency (DHA), CNNTÜRK, CNN International, German News Agency (DPA) and Turkish Daily News. In 1998, she earned a bachelor's degree in International Relations from Bilkent University.

Erdi Kurşunoğlu **Chief Financial Officer**

Erdi Kurşunoğlu had joined CCI as Finance Director of Coca-Cola Beverages Pakistan in 2021 and prior to joining CCI, Mr. Kurşunoğlu served as the Chief Financial Officer at Walmart Africa. Before that, he held the position of Chief Financial Officer in different regions at Ericsson, including Sub-Saharan Africa and the Middle East. Additionally, while at Ericsson, Mr. Kurşunoğlu also served as the Vice President of Sales for the Eastern Europe & Central Asia Region. Mr. Kurşunoğlu holds an MBA Degree from Imperial College University of London, a Postgraduate Diploma in International Management from Istanbul University, and a Bachelor of Science in Chemical Engineering from Boğaziçi University. With 25 years of professional tenure, Mr. Kurşunoğlu brings strong global financial experience from multiple senior positions in international companies and from various industries.

Kerem Kerimoğlu **Chief Supply Chain Officer**

Kerem Kerimoğlu, a graduate of Middle East Technical University with a major in Mechanical Engineering, worked for Denizli Cam as R&D engineer before joining CCI. Since joining CCI in 1993, Mr. Kerimoğlu held various positions, including Maintenance Supervisor, Production Manager and Operation Manager roles in Ankara Plant, and served as the Operation Manager both for Ankara and Bursa plants between 2003 and 2006. After serving as Türkiye Supply Chain Director between 2006 and 2015, Mr. Kerimoğlu worked as CCI Turkmenistan General Manager between 2015-2017 and CCI Iraq General Manager between 2017 and 2019. Mr. Kerimoğlu assumed the role of CCI Supply Chain Development Director in 2020 and has been working as Supply Chain Director since September 1st 2020.

Melis Tunaveli **Chief Human Resources Officer**

Melis Tunaveli was appointed as Coca-Cola İçecek Chief Human Resources Officer as of September 15, 2023. She started her career at Roche Pharmaceuticals in 1999, Tunaveli assumed increasing responsibilities in various roles of Human Resources until 2004. Between 2004 and 2012, she worked as the Manager of Compensation and Benefits, Organizational Development, Talent Management and Commercial Functions Business Partner at

Mondelez Kraft Foods. Before joining Coca-Cola İçecek, she worked at Philip Morris, first as Türkiye Management and Organizational Development Manager and then as Eastern Europe, Middle East & Africa Management and Organizational Development Manager. In 2018, Tunaveli joined Coca-Cola İçecek as Türkiye Human Resources Director and earned a master degree on Economics from Koç University.

Tugay Keskin **Chief Customer and Commercial Officer**

Tugay Keskin was appointed as CCI Chief Customer and Commercial Officer as of 1 March 2023. Keskin joined CCI in 1993 and served in different positions in Türkiye sales function until his appointment as Türkiye Sales Director in 2007. He worked as Türkiye Sales Director between 2007-2011 and Türkiye Commercial Director between 2011-2014. After serving as CCI Commercial Excellence Director between 2014 and 2016 and as CCI Türkiye General Manager in 2017, Mr. Keskin was appointed as CCI Türkiye and Middle East Region Director in 2019. Keskin is a graduate of Ankara University Faculty of Political Science.

* Mr. Tugay Keskin, who served as Chief Customer and Commercial Officer of Coca-Cola İçecek ("CCI") resigned from his position as of March 1, 2024 and has been appointed as the General Manager of Anadolu Efes Türkiye.

2023 DIVIDEND DISTRIBUTION TABLE

ANADOLU EFES BİRACILIK VE MALT SANAYİİ A.Ş. 01.01.2023/31.12.2023 Period Dividend Payment Table (TRL)

1. Paid-In / Issued Capital	592,105,263	
2. Total Legal Reserves (According to Legal Records)	426,080,487.24	
	Based on CMB Regulations (TRL)	Based on Legal Records (TRL)
3. Current Period Profit	30,039,931,578.04	6,727,296,872.44
4. Taxes Payable (-)	-7,910,992,105.8	
5. Net Current Period Profit	22,128,939,472.24	6,727,296,872.44
6. Losses in Previous Years (-)		3,594,777,142.26
7. Primary Legal Reserve (-)		
8. Net Distributable Current Period Profit	22,128,939,472.24	3,132,519,730.18
Dividend Advance Distributed (-)		
Dividend Advance Less Net Distributable Current Period Profit		
9. Donations Made During The Year (+)	122,025,000	
10. Donation-Added Net Distributable Current Period Profit on which First Dividend Is Calculated	22,250,964,472.24	3,132,519,730.18
11. First Dividend to Shareholders	29,605,263.15	29,605,263.15
* Cash	29,605,263.15	29,605,263.15
* Stock		
12. Dividend Distributed to Owners of Privileged Shares		
13. Other Dividend Distributed		
* To the Employees		
* To the Members of the Board of Directors		
* To Non-Shareholders		
14. Dividend to Owners of Redeemed Shares	61,466,184.08	61,466,184.08
15. Second Dividend to Shareholders	1,361,842,104.9	1,361,842,104.9
16. Secondary Legal Reserves	142,330,828.9	142,330,828.9
17. Statutory Reserves		
18. Special Reserves		
19. Extraordinary Reserves	20,533,695,091.22	
20. Other Distributable Resources		

Dividend Payment Rates Table

SHARE GROUP	CASH DIVIDEND AMOUNT (TRL) - NET	STOCK DIVIDEND AMOUNT (TRL)	TOTAL DIVIDEND AMOUNT (TRL) / NET DISTRIBUTABLE CURRENT PERIOD PROFIT (%)	DIVIDEND TO BE PAID FOR SHARE WITH PAR VALUE OF 1 TRL - NET (TRL)	DIVIDEND TO BE PAID FOR SHARE WITH PAR VALUE OF 1 TRL - NET (%)

TOTAL	1,391,447,368.05			2,115	211.5

At its meeting held on March 21, 2024, our Board of Directors resolved to propose distributing a cash dividend of gross TRL 2.35 (net TRL 2.1150) per each share with 1 TRL nominal value amounting to a total of TRL 1,391,447,368.05 realizing a 235 % gross dividend to the shares representing the paid-in capital of TRL 592,105,263, calculated for the period January-December 2023; which is to be paid starting from May 28, 2024.

It is also resolved that the dividend distribution is to be made from the current year's profit in the legal records. After the deduction of five percent of the issued capital from the total dividend amount, ten percent of the remaining amount is to be allocated as a secondary legal reserve, and after the distribution of dividends and allocation of the necessary legal reserves, the remaining portion is to be allocated as extraordinary reserves, and dividend distribution proposal is to be submitted to the General Assembly for approval.

STATEMENT OF RESPONSIBILITY

BOARD OF DIRECTORS' RESOLUTION ON THE APPROVAL OF FINANCIAL CORPORATE GOVERNANCE INFORMATION FORM, CORPORATE GOVERNANCE COMPLIANCE REPORT AND ANNUAL REPORT

RESOLUTION DATE: 21.03.2024 / 25.03.2024

RESOLUTION NUMBER: 632 / 634

DECLARATION OF RESPONSIBILITY PURSUANT TO ARTICLE 9 OF THE SECOND SECTION OF THE CAPITAL MARKETS BOARD COMMUNIQUE ON PRINCIPLES PERTAINING TO FINANCIAL REPORTING IN CAPITAL MARKETS

Appended to this resolution are our financial statements, corporate governance information form, corporate governance compliance report and annual report for January-December 2023, which have been approved by our company's Board of Directors and Audit Committee, which have been prepared in compliance with Capital Markets Board ("SPK") Communique II-14.1 on principles pertaining to financial reporting in capital markets and with Turkish Accounting/Financial Reporting Standards ("TMS"/"TFRS") and on Corporate Governance and Sustainability Principles, and which have been independently audited. We hereby declare:

- We have examined the consolidated financial statements, corporate governance information form, corporate governance compliance report and annual report dated 31 December 2023;
- That, to the best of our knowledge within the framework of our duties and responsibilities at our company, neither the consolidated financial statements nor the corporate governance information form, corporate governance compliance report and annual report contain any assertion that is untrue insofar as matters of material importance are concerned or any omission that would lead to the conclusion that such assertions were misleading as of the date on which they were made;
- That, to the best of our knowledge within the framework of our duties and responsibilities at the company, these consolidated financial statements prepared in accordance with current financial reporting standards honestly reflect the realities of our company's assets, liabilities, financial standing, and profits & losses, and the annual report honestly reflects our company's business and performance and honestly reflects our company's financial standing along with any material risks and uncertainties that confront it.

Sincerely

UĞUR BAYAR

Chairman of the Audit Committee

BARIŞ TAN

Member of the Audit Committee

GÖKÇE YANAŞMAYAN

Group CFO

KEREM İŞERİ

CFO

INDEPENDENT AUDITOR'S REPORT ON THE MANAGEMENT'S ANNUAL REPORT

CONVENIENCE TRANSLATION INTO ENGLISH OF INDEPENDENT AUDITOR'S REPORT ON THE BOARD OF DIRECTORS' ANNUAL REPORT ORIGINALLY ISSUED IN TURKISH

To the General Assembly of Anadolu Efes Biracılık ve Malt Sanayii A.Ş.

1. Opinion

We have audited the annual report of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group") for the 1 January - 31 December 2023 period.

In our opinion, the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements regarding the Group's position in the Board of Directors' Annual Report are consistent and presented fairly, in all material respects, with the audited full set consolidated financial statements and with the information obtained in the course of independent audit.

2. Basis for Opinion

Our independent audit was conducted in accordance with the Independent Standards on Auditing that are part of the Turkish Standards on Auditing (the "TSA") adopted within the framework of the regulations of the Capital Markets Board and issued by the Public Oversight Accounting and Auditing Standards Authority ("POA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities in the Audit of the Board of Directors' Annual Report section of our report. We hereby declare that we are independent of the Group in accordance with the Ethical Rules for Independent Auditors (including Independence Standards) (the "Ethical Rules") and the ethical requirements regarding independent audit in regulations issued by POA and the regulations of the Capital Markets Board and other relevant legislation that are relevant to our audit of the financial statements. We have also fulfilled our other ethical responsibilities in accordance with the Ethical Rules and regulations. We believe that the audit evidence we have obtained during the independent audit provides a sufficient and appropriate basis for our opinion.

3. Our Audit Opinion on the Full Set Consolidated Financial Statements

We expressed an unqualified opinion in the auditor's report dated 21 March 2024 on the full set consolidated financial statements for the 1 January - 31 December 2023 period.

4. Board of Director's Responsibility for the Annual Report

Group management's responsibilities related to the annual report according to Articles 514 and 516 of Turkish Commercial Code ("TCC") No. 6102 and Capital Markets Board's ("CMB") Communiqué Serial II, No:14.1, "Principles of Financial Reporting in Capital Markets" (the "Communiqué") are as follows:

a) to prepare the annual report within the first three months following the balance sheet date and present it to the general assembly;

b) to prepare the annual report to reflect the Group's operations in that year and the financial position in a true, complete, straightforward, fair and proper manner in all respects. In this report financial position is assessed in accordance with the financial statements. Also in the report, developments and possible risks which the Group may encounter are clearly indicated. The assessments of the Board of Directors in regards to these matters are also included in the report.

c) to include the matters below in the annual report:

- events of particular importance that occurred in the Company after the operating year,

- the Group's research and development activities,

- financial benefits such as salaries, bonuses, premiums and allowances, travel, accommodation and representation expenses, benefits in cash and in kind, insurance and similar guarantees paid to members of the Board of Directors and senior management.

When preparing the annual report, the Board of Directors considers secondary legislation arrangements enacted by the Ministry of Trade and other relevant institutions.

5. Independent Auditor's Responsibility in the Audit of the Annual Report

Our aim is to express an opinion and issue a report comprising our opinion within the framework of TCC and Communiqué provisions regarding whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited consolidated financial statements of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. and with the information we obtained in the course of independent audit.

Our audit was conducted in accordance with the TSAs. These standards require that ethical requirements are complied with and that the independent audit is planned and performed in a way to obtain reasonable assurance of whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited consolidated financial statements and with the information obtained in the course of audit.

PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.

Salim Alyanak, SMMM
Independent Auditor

Istanbul, 25 March 2024

Convenience Translation Into English of
Consolidated Financial Statements
Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİİ ANONİM ŞİRKETİ AND ITS SUBSIDIARIES

Consolidated Financial Statements
as of December 31, 2023 Together With
Independent Auditor's Report



**CONVENIENCE TRANSLATION INTO ENGLISH OF
INDEPENDENT AUDITOR'S REPORT
ORIGINALLY ISSUED IN TURKISH**

INDEPENDENT AUDITOR'S REPORT

To the General Assembly of Anadolu Efes Biracılık ve Malt Sanayii A.Ş.

A. Audit of the consolidated financial statements

1. Our opinion

We have audited the accompanying consolidated financial statements of Anadolu Efes Biracılık ve Malt Sanayii A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group") which comprise the consolidated statement of financial position as at 31 December 2023, the consolidated statement of profit or loss, the consolidated statement of other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and notes to the consolidated financial statements comprising a summary of significant accounting policies.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Group as at 31 December 2023, and its financial performance and its cash flows for the year then ended in accordance with Turkish Financial Reporting Standards ("TFRS").

2. Basis for opinion

Our audit was conducted in accordance with the Standards on Independent Auditing (the "SIA") that are part of Turkish Standards on Auditing adopted within the framework of the regulations of the Capital Markets Board and issued by the Public Oversight Accounting and Auditing Standards Authority (the "POA"). Our responsibilities under these standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We hereby declare that we are independent of the Group in accordance with the Ethical Rules for Independent Auditors (including Independence Standards) (the "Ethical Rules") the ethical requirements regarding independent audit in regulations issued by the POA; the regulations of the Capital Markets Board; and other relevant legislation are relevant to our audit of the financial statements. We have also fulfilled our other ethical responsibilities in accordance with the Ethical Rules and regulations. We believe that the audit evidence we have obtained during the independent audit provides a sufficient and appropriate basis for our opinion.

3. Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Key audit matters were addressed in the context of our independent audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



Key Audit Matters

Impairment Testing of Goodwill and Intangible Assets

The carrying value of bottling rights, license agreements, brands and goodwill which are accounted for under intangible assets amounted to TRY70,491,315 thousand, TRY17,900,020, TRY2,691,273 and TRY12,580,245 thousand, respectively, in the consolidated financial statements as of 31 December 2023. In accordance with TFRS, these indefinite-life intangible assets should be tested for impairment annually.

Bottling rights, license agreements, brands and goodwill are material to the consolidated financial statements. In addition, significant judgements and estimates are used in the impairment tests performed by management. These are, for goodwill impairment tests; earnings before interest, tax, depreciation and amortization ("EBITDA") growth forecasts, long term growth rates and discount rates and in addition to these, royalty rates used in the relief from royalty method for the brand impairment tests. The outcome of such estimates is very sensitive to changes in market conditions. Therefore, these impairment tests are key matters for our audit.

Please refer to notes 2 and 16 of the consolidated financial statements for the relevant disclosures, including the accounting policy and sensitivity analysis.

How the key audit matter was addressed in the audit

We performed the following auditing procedures in relation to the impairment tests of indefinite lived intangible assets and goodwill:

- Evaluating the appropriateness of the Cash Generating Units ("CGUs") determined by management,
- Evaluating management forecasts and future plans based on macroeconomic information for each relevant CGU,
- Comparing forecasted cash flows for each CGU with its historical financial performance,
- Through involvement of our valuation specialists, assessing the reasonableness of key assumptions, including long term growth rates, discount rates and benchmarking these against rates used in the industry,
- Testing of the setup of the discounted cash flow models and their mathematical accuracy,
- Assessing management's sensitivity analysis for key assumptions,
- Testing of the disclosures in the consolidated financial statements in relation to indefinite-life intangible assets and evaluating the adequacy of these disclosures for TFRS' requirements.



Key Audit Matters

How the key audit matter was addressed in the audit

Application of TAS 29 - Financial Reporting in Hyperinflationary Economies

The Group has applied TAS 29 “Financial reporting in hyperinflationary economies” (“TAS 29”) in its consolidated financial statements as at and for the year ending 31 December 2023.

TAS 29 requires financial statements to be restated at the current purchasing power at the end of the reporting period. Therefore, transactions in 2023 and non-monetary balances at the end of the period were restated to reflect the changes in the price index as of the balance sheet date,

31 December 2023. The application of TAS 29 has a pervasive and material impact on the consolidated financial statements. Considering the risk of inaccurate or incomplete data used in the application of TAS 29 and the additional associated audit effort, the application of TAS 29 has been identified as a key audit matter for our audit.

Disclosures regarding the application of TAS 29 are provided in Note 2.

We performed the following auditing procedures in relation to the application of TAS 29:

- Understanding and evaluating the process and controls related to the implementation of TAS 29 designed and implemented by management,
- Verifying whether the determination of monetary and non-monetary items made by the management is in compliance with TAS 29,
- Obtaining detailed lists of non-monetary items and testing the original entry dates and amounts on a sample basis,
- Evaluating the calculation methods used by management and verifying whether they are consistently used consistently in all periods,
- Verifying the general price index rates used in calculations with the coefficients obtained from the Consumer Price Index in Turkey published by the Turkish Statistical Institute,
- Testing the mathematical accuracy of non-monetary items, income statement, and cash flow statement adjusted for inflation effects,
- Evaluating the adequacy of disclosures related to the application of TAS 29 in the notes to the consolidated financial statements in accordance with TFRS,

4. Responsibilities of management and those charged with governance for the consolidated financial statements

The Group management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with TFRS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.



5. Auditor's responsibilities for the audit of the consolidated financial statements

Responsibilities of independent auditors in an independent audit are as follows:

Our aim is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance expressed as a result of an independent audit conducted in accordance with SIA is a high level of assurance but does not guarantee that a material misstatement will always be detected. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an independent audit conducted in accordance with SIA, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Assess the internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



We provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence. We also communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

B. Other responsibilities arising from regulatory requirements

1. No matter has come to our attention that is significant according to subparagraph 4 of Article 402 of Turkish Commercial Code ("TCC") No. 6102 and that causes us to believe that the Anadolu Efes Biracılık ve Malt Sanayii A.Ş.'s bookkeeping activities concerning the period from 1 January to 31 December 2023 period are not in compliance with the TCC and provisions of the Company's articles of association related to financial reporting.
2. In accordance with subparagraph 4 of Article 402 of the TCC, the Board of Directors submitted the necessary explanations to us and provided the documents required within the context of our audit.
3. In accordance with subparagraph 4 of Article 398 of the TCC, the auditor's report on the early risk identification system and committee was submitted to the Company's Board of Directors on 21 March 2024.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.

Salim Alyanak, SMMM
Independent Auditor

Istanbul, 21 March 2024

TABLE OF CONTENTS

	Page
Consolidated Statement of Financial Position	104-105
Consolidated Statement of Profit or Loss	106
Consolidated Statement of Other Comprehensive Income	107
Consolidated Statement of Changes in Equity	108
Consolidated Statement of Cash Flows	109
Notes to the Consolidated Financial Statements	110-180
Note 1 Group's Organization and Nature of Activities	110-112
Note 2 Basis of Presentation of Consolidated Financial Statements	112-131
Note 3 Business Combinations	132-133
Note 4 Information About Material Non-Controlling Interests in Subsidiaries and Investments Accounted for Using Equity Method	134-135
Note 5 Segment Reporting	136-137
Note 6 Cash and Cash Equivalents	138
Note 7 Financial Investments	138
Note 8 Short and Long Term Borrowings	138-141
Note 9 Derivative Instruments	141-145
Note 10 Trade Receivables and Payables	146
Note 11 Other Receivables and Payables	146-147
Note 12 Inventories	147
Note 13 Prepaid Expenses and Deferred Income	148
Note 14 Right-of-Use Assets	149-150
Note 15 Property, Plant and Equipment	151-152
Note 16 Intangible Assets	153-155
Note 17 Commitments and Contingencies	155-157
Note 18 Employee Benefits Obligations	157
Note 19 Current and Non-Current Provisions	158-159
Note 20 Other Assets and Liabilities	159-160
Note 21 Equity, Reserves and Other Equity Items	160-161
Note 22 Revenue and Cost of Sales	162
Note 23 Operating Expenses	162
Note 24 Expenses by Nature	163
Note 25 Other Income / Expenses from Operating Activities	163
Note 26 Investment Activity Income / Expense	164
Note 27 Finance Income / Expense	164
Note 28 Income Tax (Including Deferred Tax)	165-167
Note 29 Earnings per Share	168
Note 30 Related Party Balance and Transactions	168-170
Note 31 Financial Instruments and Financial Risk Management	171-177
Note 32 Financial Instruments (Fair Value and Hedge Accounting Disclosures)	178
Note 33 Explanatory Information on Statement of Cash Flows	179-180
Note 34 Fees for Services from Independent Audit Firms	180
Note 35 Events After Reporting Period	180

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Consolidated Statement of Financial Position as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

	Notes	Audited	
		December 31, 2023	December 31, 2022
ASSETS			
Cash and Cash Equivalents	6	41.271.909	39.326.756
Financial Investments	7	375.768	1.252.823
Trade Receivables	10	15.380.815	12.989.626
- Trade Receivables from Related Parties	30	1.529.428	1.362.117
- Trade Receivables from Third Parties		13.851.387	11.627.509
Other Receivables	11	460.364	1.278.724
- Other Receivables from Related Parties	30	239.457	1.180.650
- Other Receivables from Third Parties		220.907	98.074
Derivative Financial Assets	9	165.707	36.469
Inventories	12	24.877.917	23.545.932
Prepaid Expenses	13	4.291.104	4.101.595
- Prepaid Expenses to Related Parties		-	169.747
- Prepaid Expenses to Third Parties		4.291.104	3.931.848
Current Tax Assets	28	1.112.133	860.557
Other Current Assets	20	2.192.417	2.433.755
- Other Current Assets from Third Parties		2.192.417	2.433.755
Current Assets		90.128.134	85.826.237
Financial Investments		10.881	10.994
Trade Receivables	10	1.299	3.154
- Trade Receivables from Third Parties		1.299	3.154
Other Receivables	11	398.302	217.294
- Other Receivables from Related Parties	30	33.274	41.508
- Other Receivables from Third Parties		365.028	175.786
Derivative Financial Assets	9	33.437	25.093
Assets Due to Investments Accounted for Using Equity Method	4	490	441.811
Property, Plant and Equipment	15	57.615.105	56.948.154
Right-of-Use Assets	14	2.041.941	1.426.694
Intangible Assets		106.035.031	117.698.883
- Goodwill	16	12.580.245	16.435.415
- Other Intangible Assets	16	93.454.786	101.263.468
Prepaid Expenses	13	2.867.958	1.614.089
Deferred Tax Asset	28	6.074.969	4.029.598
Other Non-Current Assets	20	18.139	2.569
Non-Current Assets		175.097.552	182.418.333
TOTAL ASSETS		265.225.686	268.244.570

The accompanying notes form an integral part of these consolidated financial statements.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Consolidated Statement of Financial Position as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

	Notes	Audited December 31, 2023	December 31, 2022
LIABILITIES			
Current Borrowings		11.082.902	12.217.904
- Current Borrowings from Third Parties		11.082.902	12.217.904
- Banks Loans	8a	9.805.327	12.217.401
- Lease Liabilities	8b	-	503
- Issued Debt Instruments	8a	1.277.575	-
Current Portion of Non-Current Borrowings		11.705.513	7.340.808
- Current Portion of Non-Current Borrowings from Third Parties		11.705.513	7.340.808
- Banks Loans	8a	1.449.455	1.285.908
- Lease Liabilities	8b	640.171	453.991
- Issued Debt Instruments	8a	9.615.887	5.600.909
Other Financial Liabilities		1.080.032	115.135
Trade Payables	10	33.059.364	33.008.881
- Trade Payables to Related Parties	30	1.239.263	2.024.444
- Trade Payables to Third Parties		31.820.101	30.984.437
Employee Benefit Obligations	18	891.063	943.808
Other Payables	11	17.075.016	11.747.921
- Other Payables to Related Parties	30	3.191.240	3.150.295
- Other Payables to Third Parties		13.883.776	8.597.626
Derivative Financial Liabilities	9	279.468	502.665
Deferred Income	13	775.245	650.732
Current Tax Liabilities	28	591.269	451.539
Current Provisions		1.787.560	2.155.840
- Current Provisions for Employee Benefits	19	865.009	985.382
- Other Current Provisions	19	922.551	1.170.458
Other Current Liabilities	20	169.966	123.706
Current Liabilities		78.497.398	69.258.939
Long-Term Borrowings		36.279.757	42.350.057
- Long-term Borrowings from Third Parties		36.279.757	42.350.057
- Banks Loans	8a	1.972.937	1.738.273
- Lease Liabilities	8b	1.066.584	1.036.231
- Issued Debt Instruments	8a	33.240.236	39.575.553
Other Long-Term Financial Liabilities	8c	85.404	-
Trade Payables	10	2.131	198
- Trade Payables to Third Parties		2.131	198
Employee Benefit Obligations	18	84.504	-
Other Payables	11	10.795	13.543
- Other Payables to Third Parties		10.795	13.543
Derivative Financial Liabilities	9	2.965	898.487
Deferred Income	13	44.507	90.824
Non-Current Provision	19	993.321	1.433.390
- Non-Current Provision for Employee Benefits		993.321	1.433.390
Deferred Tax Liabilities	28	19.346.530	19.464.722
Other Non-Current Liabilities	20	479	9.192
Non-Current Liabilities		56.850.393	64.260.413
Equity Attributable to Equity Holders of the Parent		64.557.722	64.532.601
Issued Capital	21	592.105	592.105
Inflation Adjustment on Capital	21	8.052.910	8.052.910
Share Premium (Discount)	21	1.440.655	1.440.655
Other Accumulated Comprehensive Income (Loss) that will not be Reclassified in Profit or Loss		(211.552)	(231.491)
- Revaluation and Remeasurement Gain/ (Loss)		(211.552)	(231.491)
Other Accumulated Comprehensive Income (Loss) that will be Reclassified in Profit or Loss		(7.205.786)	9.359.672
- Currency Translation Differences		24.023.187	31.791.514
- Gains (Losses) on Hedge		(31.228.973)	(22.431.842)
Restricted Reserves Appropriated from Profits	21	3.619.531	3.546.198
Prior Years' Profits or Losses		36.140.920	26.388.363
Current Period Net Profit or Losses		22.128.939	15.384.189
Non-Controlling Interests	4	65.320.173	70.192.617
Total Equity		129.877.895	134.725.218
TOTAL LIABILITIES		265.225.686	268.244.570

The accompanying notes form an integral part of these consolidated financial statements.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Consolidated Statement of Profit or Loss for the Year Ended December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

	Notes	Audited	
		Current Period January 1 - December 31 2023	Previous Period January 1 - December 31 2022
Revenue	5, 22	159.877.208	155.060.052
Cost of Sales (-)	22	(100.877.033)	(101.504.427)
GROSS PROFIT (LOSS)		59.000.175	53.555.625
General Administrative Expenses (-)	23	(11.380.400)	(10.555.189)
Sales, Distribution and Marketing Expenses (-)	23	(28.145.680)	(26.284.248)
Other Income from Operating Activities	25	5.577.864	8.241.209
Other Expenses from Operating Activities (-)	25	(5.487.342)	(7.777.821)
PROFIT (LOSS) FROM OPERATING ACTIVITIES	5	19.564.617	17.179.576
Investment Activity Income	26	924.160	632.178
Investment Activity Expenses (-)	26	(453.324)	(1.087.068)
Share of Gain / (Loss) from Investments Accounted for Using Equity Method	4	(143.828)	445.500
PROFIT (LOSS) BEFORE FINANCING INCOME (EXPENSE)	5	19.891.625	17.170.186
Finance Income	27	11.556.737	8.936.398
Finance Expenses (-)	27	(16.750.506)	(13.861.904)
Monetary Gain / (Loss)		26.754.925	17.577.343
PROFIT (LOSS) FROM CONTINUING OPERATIONS, BEFORE TAX	5	41.452.781	29.822.023
Tax (Expense) Income, Continuing Operations		(7.910.992)	(6.818.445)
- Current Period Tax Income (Expense)	28	(4.981.524)	(4.277.225)
- Deferred Tax Income (Expense)	28	(2.929.468)	(2.541.220)
PROFIT/(LOSS) FROM CONTINUING OPERATIONS		33.541.789	23.003.578
PROFIT/(LOSS)		33.541.789	23.003.578
Profit/(Loss) Attributable to:		33.541.789	23.003.578
- Non-Controlling Interest	4	11.412.850	7.619.389
- Owners of Parent		22.128.939	15.384.189
Earnings / (Loss) Per Share (Full TRL)	29	37,3733	25,9822
Earnings / (Loss) Per Share From			
Continuing Operations (Full TRL)	29	37,3733	25,9822

Audited

The accompanying notes form an integral part of these consolidated financial statements.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Consolidated Statement of Other Comprehensive Income for the Year Ended December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

		Current Period January 1 - December 31 2023	Previous Period January 1 - December 31 2022
	Notes		
PROFIT/(LOSS)		33.541.789	23.003.578
OTHER COMPREHENSIVE INCOME			
Other Comprehensive Income that will not be Reclassified to Profit or Loss		(12.122)	(388.863)
Gains (Losses) on Remeasurements of Defined Benefit Plans	19	(5.617)	(485.463)
Taxes Relating to Components of Other Comprehensive Income that will not be reclassified to profit or loss be Reclassified to Other Profit or Loss		(6.505)	96.600
- <i>Deferred Tax Income (Expense)</i>		(6.505)	96.600
Other Comprehensive Income that will be Reclassified to Profit or Loss		(28.662.809)	(27.873.592)
Currency Translation Differences		(15.759.132)	(16.238.832)
Currency Translation Differences Reclassified to Profit or Loss	26	(154.112)	-
Other Comprehensive Income (Loss) on Cash Flow Hedge		(539.659)	(59.890)
Other Comprehensive Income (Loss) Related with Hedges of Net Investment in Foreign Operations	31	(16.369.384)	(14.589.331)
Taxes Relating to Components of Other Comprehensive Income that will be reclassified to profit or loss Reclassified to Other Profit or Loss		4.159.478	3.014.461
- <i>Deferred Tax Income (Expense)</i>		4.159.478	3.014.461
OTHER COMPREHENSIVE INCOME (LOSS)		(28.674.931)	(28.262.455)
TOTAL COMPREHENSIVE INCOME (LOSS)		4.866.858	(5.258.877)
Total Comprehensive Income Attributable to			
- <i>Non-Controlling Interest</i>		(716.562)	(1.437.566)
- <i>Owners of Parents</i>		5.583.420	(3.821.311)

The accompanying notes form an integral part of these consolidated financial statements.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Consolidated Statement of Changes in Equity for the Year Ended December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

	Notes	Issued Capital	Inflation Adjustment on Capital	Share Premium / (Discount)	Other Accumulated Comprehensive Income that will not be reclassified in Profit or Loss	Other Accumulated Comprehensive Income that will be reclassified in Profit or Loss		Retained Earnings			Equity Attributable to Equity Holders of the Parent	Non-Controlling Interests	Total Equity	
					Revaluation and Remeasurement Gain / (Loss) (*)	Currency Translation Differences	Gains (Losses) on Hedge	Restricted Reserves Appropriated from Profits	Prior Years' Profits or (Losses)	Current Period Net Profit or (Loss)				
Previous Period (January 1- December 31, 2022)	Beginning Balances	592.105	8.052.910	1.859.923	-	42.300.796	(13.967.115)	3.542.371	28.270.962	-	70.651.952	71.416.034	142.067.986	
	Transfers	-	-	-	-	-	-	161.833	(161.833)	-	-	-	-	
	Total Comprehensive Income (Loss)	-	-	-	(231.491)	(10.509.282)	(8.464.727)	-	-	15.384.189	(3.821.311)	(1.437.566)	(5.258.877)	
	<i>Profit (Loss)</i>	-	-	-	-	-	-	-	-	15.384.189	15.384.189	7.619.389	23.003.578	
	<i>Other Comprehensive Income (Loss)</i>	-	-	-	(231.491)	(10.509.282)	(8.464.727)	-	-	-	(19.205.500)	(9.056.955)	(28.262.455)	
	Dividends	21	-	-	(419.268)	-	-	(158.006)	(1.720.766)	-	-	(2.298.040)	(675.810)	(2.973.850)
	Transactions with Owners of Non-Controlling Interest	-	-	-	-	-	-	-	-	-	-	889.959	889.959	
Ending Balances		592.105	8.052.910	1.440.655	(231.491)	31.791.514	(22.431.842)	3.546.198	26.388.363	15.384.189	64.532.601	70.192.617	134.725.218	
Current Period (January 1- December 31, 2023)	Beginning Balances		592.105	8.052.910	1.440.655	(231.491)	31.791.514	(22.431.842)	3.546.198	26.388.363	15.384.189	64.532.601	70.192.617	134.725.218
	Transfers		-	-	-	-	-	-	-	15.384.189	(15.384.189)	-	-	-
	Total Comprehensive Income (Loss)		-	-	-	19.939	(7.768.327)	(8.797.131)	-	-	22.128.939	5.583.420	(716.562)	4.866.858
	<i>Profit (Loss)</i>		-	-	-	-	-	-	-	22.128.939	22.128.939	11.412.850	33.541.789	
	<i>Other Comprehensive Income (Loss)</i>		-	-	-	19.939	(7.768.327)	(8.797.131)	-	-	(16.545.519)	(12.129.412)	(28.674.931)	
	Dividends	21	-	-	-	-	-	-	73.333	(1.974.720)	-	(1.901.387)	(577.240)	(2.478.627)
	Addition Through Subsidiary Acquired Achieved in Stages	3	-	-	-	-	-	-	-	-	-	256.320	256.320	
	Increase (decrease) through Changes in in ownership interests in subsidiaries that do not result in loss of control	3	-	-	-	-	-	-	-	(3.656.912)	-	(3.656.912)	(4.967.308)	(8.624.220)
	Transactions with Owners of Non-Controlling Interest		-	-	-	-	-	-	-	-	-	1.132.346	1.132.346	
Ending Balances		592.105	8.052.910	1.440.655	(211.552)	24.023.187	(31.228.973)	3.619.531	36.140.920	22.128.939	64.557.722	65.320.173	129.877.895	

(*) Gains (Losses) on Remeasurements of Defined Benefit Plans.

The accompanying notes form an integral part of these consolidated financial statements.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish
ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Consolidated Statement of Cash Flows for the Year Ended December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

		Audited	Previous Period
		Current Period January 1 - December 31 2023	January 1 - December 31 2022
	Notes		
CASH FLOWS FROM OPERATING ACTIVITIES		22.332.110	14.550.131
Profit/ (Loss) from Continuing Operation for the Period		33.541.789	23.003.578
Adjustments to Reconcile Profit (Loss)		(2.399.575)	2.981.499
Adjustments for Depreciation and Amortization Expense	5, 14, 15, 16, 24	7.571.390	8.611.719
Adjustments for Impairment Loss (Reversal)	33	185.895	1.002.293
Adjustments for Provisions		886.473	1.330.107
- Adjustments for Provision/(Reversal) for Employee Benefits	33	736.520	599.736
- Adjustments for Other Provisions/(Reversals)	19c	149.953	730.371
Adjustments for Interest (Income) Expenses	33	4.612.884	4.324.347
Adjustments for Foreign Exchange Losses (Gains)		782.905	(587.060)
Adjustments for Fair Value (Gains) Losses on Derivative Financial Instruments	33	(435.653)	2.068.405
Adjustments for Undistributed Profits of Investments Accounted for Using Equity Method	4	143.828	(445.500)
Adjustments for Tax (Income) Expenses	28	7.910.992	6.818.445
Adjustments for Losses (Gains) on Disposal of Non-Current Assets	26	(10.151)	(375.666)
Transfer of Currency Translation Differences Previously Accounted as Other Comprehensive Income	26	154.112	-
Other Adjustments to Reconcile Profit (Loss)		(631.385)	9.809
Adjustments for Monetary (Gain) Loss		(23.570.865)	(19.775.400)
Change in Working Capital		(2.948.173)	(6.864.957)
Adjustments for Decrease (Increase) in Trade Accounts Receivables		(1.710.089)	977.186
Adjustments for Decrease (Increase) in Other Receivables Related with Operations		(658.748)	1.711.486
Adjustments for Decrease (Increase) in Inventories		708.713	(7130.952)
Adjustments for Increase (Decrease) in Trade Accounts Payable		(566.951)	(3.707.791)
Adjustments for Increase (Decrease) in Other Operating Payables		(721.098)	1.285.114
Cash Flows from (used in) Operations		28.194.041	19.120.120
Payments Related with Provisions for Employee Benefits	19	(727.566)	(198.082)
Income Taxes (Paid) Return		(4.922.944)	(4.323.296)
Other Provisions (Paid)	19	(211.421)	(48.611)
CASH FLOWS FROM (USED IN) INVESTING ACTIVITIES		(10.898.199)	(9.722.625)
Cash Outflows Arising From Purchase of Shares or Capital Increase of Associates and/or Joint Ventures	4	-	(1.648)
Proceeds from Sales of Property, Plant, Equipment and Intangible Assets		378.616	785.453
Cash Outflows Arising from Purchase of Property, Plant, Equipment and Intangible Assets	15, 16	(10.601.143)	(9.107.229)
Cash Outflows Related to Purchases for Obtaining Control of Subsidiaries	33	139.013	(400.910)
Cash Advances and Funds Given to Related Parties		(814.685)	(998.291)
CASH FLOWS FROM (USED IN) FINANCING ACTIVITIES		(4.872.772)	10.207.352
Proceeds from Borrowings	8a	28.288.401	46.266.039
Repayments of Borrowings	8a	(28.546.970)	(30.994.864)
Payments of Lease Liabilities	8b	(487.487)	(343.227)
Cash Inflows from Settlement of Derivative Instruments		662.622	323.005
Cash Outflows from Settlement of Derivative Instruments		(32.804)	(202.377)
Dividends Paid		(2.244.344)	(2.973.713)
Interest Paid	8a	(5.100.046)	(3.959.124)
Interest Received		2.110.103	1.005.690
Cash Outflows Related to Changes in Share of Subsidiaries that will not Result in Loss of Control	33	(2.860.040)	(129.961)
Other Inflows (Outflows) of Cash	33	3.337.793	1.215.884
NET (DECREASE) / INCREASE IN CASH AND CASH EQUIVALENTS BEFORE CURRENCY TRANSLATION DIFFERENCES		6.561.139	15.034.858
Effect Of Currency Translation Differences On Cash And Cash Equivalents		(2.025.467)	(762.883)
MONETARY LOSS ON CASH AND CASH EQUIVALENTS		(2.587.364)	(2.779.727)
NET (DECREASE) / INCREASE IN CASH AND CASH EQUIVALENTS		1.948.308	11.492.248
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD	6	39.245.890	27.753.642
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6	41.194.198	39.245.890

The accompanying notes form an integral part of these consolidated financial statements.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 1. GROUP'S ORGANIZATION AND NATURE OF ACTIVITIES

General

Anadolu Efes Biracılık ve Malt Sanayii A.Ş. (Anadolu Efes, the Company) was established in İstanbul in 1966. Certain shares of Anadolu Efes are listed on the Borsa İstanbul (BIST).

The registered office of the Company is located at the address “Fatih Sultan Mehmet Mahallesi, Balkan Caddesi No:58, Buyaka E Blok, Tepeüstü, Ümraniye - İstanbul”.

The Company, its subsidiaries and joint ventures will be referred to as the “Group”. The average number of permanent personnel employed in the Group is 20.653 (December 31, 2022 – 18.495).

The consolidated financial statements of the Group approved by the Board of Directors of the Company and signed by the Chief Financial Officer, Gökçe Yanaşmayan and Finance Director, Kerem İşeri were issued on March 21, 2024. General Assembly and specified regulatory bodies have the right to make amendments to statutory financial statements after issue.

Nature of Activities of the Group

The operations of the Group consist of production, bottling, selling and distribution of beer under a number of trademarks and also production, bottling, distribution and selling of sparkling and still beverages with The Coca-Cola Company (TCCC) trademark.

The Group owns and operates twenty one breweries; three in Türkiye, eleven in Russia and seven in other countries (December 31, 2022 - twenty one breweries; three in Türkiye, eleven in Russia and seven in other countries). The Group makes production of malt in two locations in Türkiye and three locations in Russia (December 31, 2022 – production of malt in two locations in Türkiye and three locations in Russia). Entities carrying out the relevant activities will be referred as “Beer Operations”.

The Group operates ten facilities in Türkiye, twenty facilities in other countries for sparkling and still beverages production and three facilities for fruit processing. (December 31, 2022 - ten facilities in Türkiye, twenty facilities in other countries). Entities carrying out the relevant activities will be referred as “Soft Drink Operations”.

The Group also has joint control over Syrian Soft Drink Sales & Dist. LLC (SSDSD), which undertakes distribution and sales of sparkling and still beverages in Syria. In addition, the Company participates in Malty Gıda A.Ş., which produces, distributes and sells malt bars in Türkiye.

List of Shareholders

As of December 31, 2023 and December 31, 2022, the composition of shareholders and their respective percentage of ownership can be summarized as follows:

	December 31, 2023		December 31, 2022	
	Amount	(%)	Amount	(%)
AG Anadolu Grubu Holding A.Ş.	254.891	43,05	254.891	43,05
AB Inbev Harmony Ltd.	142.105	24,00	142.105	24,00
Publicly traded and other	195.109	32,95	195.109	32,95
	592.105	100,00	592.105	100,00

The Company is controlled by AG Anadolu Grubu Holding A.Ş., the parent company. AG Anadolu Grubu Holding A.Ş. is controlled by AG Sınai Yatırım ve Yönetim A.Ş. and AG Sınai Yatırım ve Yönetim A.Ş. is a management company, which is ultimately managed by the Özilhan Family and Süleyman Kamil Yazıcı Family in accordance with equal representation and equal management principle and manages AG Anadolu Grubu Holding A.Ş.'s subsidiaries.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 1. GROUP'S ORGANIZATION AND NATURE OF ACTIVITIES (continued)

List of Subsidiaries, Joint Ventures and Associates

The subsidiaries, joint ventures and associates included in the consolidation and their effective shareholding rates at December 31, 2023 and 2022 are as follows:

	Country	Principal Activity	Segment	Effective Shareholding And Voting Rights %	
				December 31, 2023	December 31, 2022
Subsidiaries					
Efes Breweries International B.V. (EBI)	The Netherlands	Managing foreign investments in breweries	Beer Group	100.00	100.00
JSC FE Efes Kazakhstan Brewery (Efes Kazakhstan)	Kazakhstan	Production and marketing of beer	Beer Group	100.00	100.00
International Beers Trading LLP (IBT)	Kazakhstan	Marketing of beer	Beer Group	100.00	100.00
Efes Vitanta Moldova Brewery S.A. (Efes Moldova)	Moldova	Production and marketing of beer and low alcoholic drinks	Beer Group	96.87	96.87
JSC Lomisî (Efes Georgia)	Georgia	Production and sales of beer and carbonated soft drinks	Beer Group	100.00	100.00
PJSC Efes Ukraine (Efes Ukraine)	Ukraine	Production and marketing of beer	Beer Group	99.94	99.94
Efes Trade BY FLLC (Efes Belarus)	Belarus	Marketing and distribution of beer	Beer Group	100.00	100.00
Efes Holland Technical Management					
Consultancy B.V. (EHTMC)	The Netherlands	Leasing of intellectual property and similar products	Beer Group	100.00	100.00
AB InBev Efes B.V. (AB InBev Efes)	The Netherlands	Investment company	Beer Group	50.00	50.00
JSC AB Inbev Efes (1)	Russia	Production and marketing of beer	Beer Group	50.00	50.00
PJSC AB Inbev Efes Ukraine (1)	Ukraine	Production and marketing of beer	Beer Group	49.36	49.36
LLC Vostok Solod (2)	Russia	Production of malt	Beer Group	50.00	50.00
LLC Bosteels Trade (2)	Russia	Selling and distribution of beer	Beer Group	50.00	50.00
LLC Inbev Trade (2)	Russia	Production of malt	Beer Group	50.00	50.00
Euro-Asien Brauerein Holding GmbH (Euro-Asien) (1) (5)	Germany	Investment company	Beer Group	50.00	50.00
Bevmar GmbH (Bevmar) (1) (5)	Germany	Investment company	Beer Group	50.00	50.00
Efes Pazarlama ve Dağıtım Ticaret A.Ş. (Ef-Pa) (3)	Türkiye	Marketing and distribution company of the Group in Türkiye	Beer Group	100.00	100.00
Cypex Co. Ltd. (Cypex)	Northern Cyprus	Marketing and distribution of beer	Beer Group	99.99	99.99
Efes Deutschland GmbH (Efes Germany)	Germany	Marketing and distribution of beer	Beer Group	100.00	100.00
Blue Hub Ventures B.V. (Blue Hub)	The Netherlands	Investment company	Beer Group	100.00	100.00
Efes Brewery S.R.L. (Romania)	Romania	Marketing and distribution of beer	Beer Group	100.00	100.00
Coca-Cola İçecek A.Ş. (CCI) (4)	Türkiye	Production of Coca-Cola products	Soft Drinks	50.26	50.26
Coca-Cola Satış ve Dağıtım A.Ş. (CCSD)	Türkiye	Distribution and selling of Coca-Cola, Doğan and Mahmutiye products	Soft Drinks	50.25	50.25
JV. Coca-Cola Almaty Bottlers LLP (Almaty CC)	Kazakhstan	Production, distribution and selling of Coca Cola products	Soft Drinks	50.26	50.26
Azerbaijan Coca-Cola Bottlers LLC (Azerbaijan CC)	Azerbaijan	Production, distribution and selling of Coca Cola products	Soft Drinks	50.19	50.19
Coca-Cola Bishkek Bottlers CJSC (Bishkek CC)	Kyrgyzstan	Production, distribution and selling of Coca Cola products	Soft Drinks	50.26	50.26
CCI International Holland B.V. (CCI Holland)	The Netherlands	Investment company of CCI	Soft Drinks	50.26	50.26
The Coca-Cola Bottling Company of Jordan Ltd. (Jordan CC)	Jordan	Production, distribution and selling of Coca Cola products	Soft Drinks	50.26	50.26
Turkmenistan Coca-Cola Bottlers Ltd. (Turkmenistan CC) (6)	Türkmenistan	Production, distribution and selling of Coca Cola products	Soft Drinks	29.90	29.90
Sardkar for Beverage Industry Ltd. (SBIL)	Iraq	Production, distribution and selling of Coca Cola products	Soft Drinks	50.26	50.26
Waha Beverages B.V.	The Netherlands	Investment company of CCI	Soft Drinks	50.26	50.26
Coca-Cola Beverages Tajikistan LLC					
(Coca-Cola Tacikistan)	Tajikistan	Production, distribution and selling of Coca Cola products	Soft Drinks	50.26	50.26
Al Waha for Soft Drinks, Juices, Mineral Water, Plastics, and Plastic Caps Production LLC (Al Waha)	Iraq	Production, distribution and selling of Coca Cola products	Soft Drinks	50.26	50.26
Coca-Cola Beverages Pakistan Ltd (CCBPL) (Note 3)	Pakistan	Production, distribution and selling of Coca Cola products	Soft Drinks	49.92	24.96
Coca-Cola Bottlers Uzbekistan Ltd. (CCBU)	Uzbekistan	Production, distribution and selling of Coca Cola products	Soft Drinks	50.26	50.26
CCI Samarkand Limited LLC (Samarkand) (7)	Uzbekistan	Production, distribution and selling of Coca Cola products	Soft Drinks	50.26	-
CCI Namangan Limited LLC (Namangan) (8)	Uzbekistan	Production, distribution and selling of Coca Cola products	Soft Drinks	50.26	-
Anadolu Etap Penkon Gıda ve İçecek Ürünleri San. ve Tic. A.Ş. (Anadolu Etap İçecek) (Note 3)	Türkiye	Production, sale, and distribution of fruit juice concentrate, puree, and fresh fruits.	Soft Drinks	55.92	78.58
Anadolu Etap Dış Ticaret Anonim Şirketi (Note 3)	Türkiye	Selling fruit juice concentrate and puree	Soft Drinks	55.92	78.58
Anadolu Etap Penkon Gıda ve Tarım Ürünleri San. ve Tic. A.Ş. (Anadolu Etap) (Note 3)	Türkiye	Production and distribution and sales of fresh fruits.	Other	78.58	78.58
Joint Ventures					
Syrian Soft Drink Sales & Dist. LLC (SSDSD)	Syria	Distribution and sales of Coca-Cola products	Soft Drinks	25.13	25.13
Associates					
Malty Gıda A.Ş. (Malty)	Türkiye	Distribution and sales of malt bars	Beer Group	25.00	25.00

(1)Subsidiaries that AB Inbev Efes B.V. directly participates.

(2)Subsidiaries of JSC AB Inbev Efes.

(3)The Company's beer operations in Türkiye form the Türkiye Beer Operations together with Ef-Pa.

(4)Shares of CCI are currently traded on BIST.

(5)Liquidation process of Euro-Asien and Bevmar initiated with the BOD decision of AB Inbev Efes B.V. dated December 22, 2021.

(6)Turkmenistan CC is controlled by CCI and is fully consolidated in accordance with IFRS as the Company has control over CCI.

(7)CCI Samarkand Limited LLC (Samarkand) was established on April 18, 2023, with 100% share ownership by CCBU and CCI Holland

(8)CCI Namangan Limited LLC (Namangan) was established on October 25, 2023, with 100% share ownership by CCBU and CCI Holland

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 1. GROUP'S ORGANIZATION AND NATURE OF ACTIVITIES (continued)

Work Environments and Economic Conditions of Subsidiaries and Joint Ventures in Foreign Countries

Certain countries, in which consolidated subsidiaries and joint ventures operate, have undergone substantial political and economic changes in recent years. Accordingly, such markets do not possess well-developed business infrastructures and the Group's operations in such countries might carry risks, which are not typically associated with those in more developed markets. Uncertainties regarding the political, legal, tax and/or regulatory environment, including the potential for adverse changes in any of these factors, could significantly affect the commercial activities of subsidiaries and joint ventures.

Developments in Russia and Ukraine

The Group is closely following the developments in Russia and Ukraine, where the Group has beer operations. The Group has been taken all possible precautions to ensure the safety of its employees. Accordingly, as of February 24, 2022, breweries were shut down and the sales operations were halted and in the light of the developments in the region, the brewery facility in Chernihiv, Ukraine restarted production as of October 2022 and the brewery facility in Mykolaiv, Ukraine restarted production as of May 2023.

The Group has evaluated the possible effects of the developments in Russia and Ukraine on the financial statements and reviewed the estimates and assumptions used in the preparation of the consolidated financial statements. In this context, the Group has performed possible impairment tests for financial assets, inventories, property, plant and equipment, right-of-use assets, deferred tax assets, goodwill and brands in the consolidated financial statements as of December 31, 2023.

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS

2.1 Basis of Preparation and Presentation of Consolidated Financial Statements

Statement of Compliance to TFRS

The consolidated financial statements are prepared in accordance with the Capital Markets Board (CMB)'s “Communiqué on Financial Reporting in Capital Market” Numbered II-14,1 (Communiqué), promulgated in the Official Gazette numbered 28676 dated June 13, 2013 and Turkish Accounting/Financial Reporting Standards (TAS/TFRS) including amendments and interpretations published by Public Oversight Authority (POA) as prescribed in the CMB Communiqué.

The consolidated financial statements are presented in accordance with the specified format in “TFRS Taxonomy Announcement”, issued on October 4, 2022 by the POA, and “the Financial Statements Examples and Guidelines for Use”, published by the Capital Markets Board (CMB) of Türkiye.

The Company and its Turkish subsidiaries and joint ventures maintain their books of accounts and prepare their statutory financial statements in accordance with TFRS, Turkish Commercial Code (“TCC”), tax legislation, the Uniform Chart of Accounts issued by the Ministry of Finance. The foreign subsidiaries maintain their books of account in accordance with the laws and regulations in force in the countries in which they are registered. These consolidated financial statements have been prepared under historical cost conventions except for financial assets and financial liabilities which are carried at fair value. The consolidated financial statements are based on statutory records, which are maintained under historical cost conventions, with the required adjustments and reclassifications reflected for the purpose of fair presentation in accordance with TFRS.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.1 Basis of Preparation and Presentation of Consolidated Financial Statements (continued)

Adjustment of financial statements in hyperinflationary periods

The Group prepared its consolidated financial statements as at and for the year ended December 31, 2023 by applying TAS 29 "Financial Reporting in Hyperinflationary Economies" in accordance with the announcement made by Public Oversight Accounting and Auditing Standards Authority ("POA") on November 23, 2023 and the "Implementation Guide on Financial Reporting in Hyperinflationary Economies". The standard requires that financial statements prepared in the currency of a hyperinflationary economy be stated in terms of the purchasing power of that currency at the reporting period and that comparative figures for prior period financial statements be expressed in terms of the measuring unit current at the end of the reporting period. Therefore, the Group has presented its consolidated financial statements as of December 31, 2022, on the purchasing power basis as of December 31, 2023.

In accordance with the CMB's decision dated December 28, 2023, and numbered 81/1820, issuers and capital market institutions subject to financial reporting regulations applying Turkish Accounting/Financial Reporting Standards are required to apply inflation accounting by applying the provisions of TAS 29 to their annual financial statements for the accounting periods ending on December 31, 2023

The restatements in accordance with TAS 29 have been made using the adjustment factor derived from the Consumer Price Index ("CPI") in Türkiye published by the Turkish Statistical Institute. As of December 31, 2023, the indexes and adjustment factors used in the restatement of the consolidated financial statements are as follows:

Dates	Index	Adjustment Coefficient	Three-Year Compound Inflation Rate
December 31 2023	1.859,38	1,00000	268%
December 31 2022	1.128,45	1,64773	156%
December 31 2021	686,95	2,70672	74%

The main components of Company's restatement for the purpose of financial reporting in hyperinflationary economies are as follows:

- The consolidated financial statements for the current period presented in TRL are expressed in terms of the purchasing power at the balance sheet date and the amounts for the previous reporting periods are restated in accordance with the purchasing power at the end of the reporting period.
- Monetary assets and liabilities are not restated as they are currently expressed in terms of the purchasing power at the reporting period. Where the inflation-adjusted amounts of non-monetary items exceed the recoverable amount or net realizable value, the provisions of TAS 36 and TAS 2 have been applied, respectively.
- Non-monetary assets, liabilities and equity items that are not expressed in the current purchasing power at the reporting period are restated by applying the relevant conversion factors.
- All items in the statement of comprehensive income, except for the effects of non-monetary items in the statement of financial position on the statement of comprehensive income, have been restated by applying the multipliers calculated over the periods in which the income and expense accounts were initially recognized in the financial statements.
- The effect of inflation on the Group's net monetary asset position in the current period is recognized in the consolidated statement of profit or loss in the net monetary position loss account.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.2 Functional and Reporting Currency

Functional and reporting currency of the Company and its subsidiaries, joint ventures located in Türkiye is Turkish Lira.

Functional Currency of Significant Subsidiaries Located in Foreign Countries

Subsidiary / Joint Venture	Local Currency	Functional Currency	
		2023	2022
EBI	European Currency (EUR)	USD	USD
JSC AB Inbev Efes	Russian Ruble (RUR)	RUR	RUR
PJSC AB Inbev Efes Ukraine	Ukraine Hryvnya (UAH)	UAH	UAH
AB InBev Efes B.V.	European Currency (EUR)	USD	USD
Efes Kazakhstan	Kazakh Tenge (KZT)	KZT	KZT
Efes Moldova	Moldovan Leu (MDL)	MDL	MDL
Efes Georgia	Georgian Lari (GEL)	GEL	GEL
EHTMC	European Currency (EUR)	USD	USD
Efes Germany	European Currency (EUR)	EUR	EUR
Romania	Romanian Leu (RON)	RON	RON
Efes Belarus	Belarusian Ruble (BYR)	BYR	BYR
Almaty CC	Kazakh Tenge (KZT)	KZT	KZT
Azerbaijan CC	Azerbaijani Manat (AZN)	AZN	AZN
Turkmenistan CC	Turkmenistan Manat (TMT)	TMT	TMT
Bishkek CC	Kyrgyz Som (KGS)	KGS	KGS
TCCBCJ	Jordan Dinar (JOD)	JOD	JOD
SIBL	Iraqi Dinar (IQD)	IQD	IQD
CCBPL	Pakistan Rupee (PKR)	PKR	PKR
CCI Holland	European Currency (EUR)	USD	USD
Waha B.V.	European Currency (EUR)	USD	USD
Al Waha	Iraqi Dinar (IQD)	IQD	IQD
Tacikistan CC	Tajikistani Somoni (TJS)	TJS	TJS
CCBU	Uzbekistan Som (UZS)	UZS	UZS

2.3 Significant Accounting Estimates and Decisions

Preparation of consolidated financial statements requires management to make estimations and assumptions which may affect the reported amounts of assets and liabilities as of the statement of financial position date, the disclosure of contingent assets and liabilities and the reported amounts of income and expenses during the financial period. The accounting assessments, estimates and assumptions are reviewed considering past experiences, other factors and reasonable expectations about future events under current conditions. Although the estimations and assumptions are based on the best estimates of the management's existing incidents and operations, they may differ from the actual results (Note 2.5).

2.4 Changes in Accounting Policies

New and amended Turkish Financial Reporting Standards

Standards, amendments, and interpretations applicable as of December 31, 2023:

Narrow scope amendments to TAS 1, Practice Statement 2 and TAS 8; effective from annual periods beginning on or after January 1, 2023. The amendments aim to improve accounting policy disclosures and to help users of the financial statements to distinguish between changes in accounting estimates and changes in accounting policies.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.4 Changes in Accounting Policies (continued)

New and amended TFRS Standards that are effective for the current year(continued)

Amendment to TAS 12 – Deferred tax related to assets and liabilities arising from a single transaction; effective from annual periods beginning on or after January 1, 2023. These amendments require companies to recognise deferred tax on transactions that, on initial recognition give rise to equal amounts of taxable and deductible temporary differences.

Amendment to TAS 12 - International tax reform ; The temporary exception is effective for December 2023 year ends and the disclosure requirements are effective for accounting periods beginning on or after January 1, 2023 with early application permitted. These amendments give companies temporary relief from accounting for deferred taxes arising from the Minimum Tax Implementation Handbook international tax reform. The amendments also introduce targeted disclosure requirements for affected companies.

TFRS 17, 'Insurance Contracts'; effective from annual periods beginning on or after January 1, 2023. This standard replaces TFRS 4, which permitted a wide variety of practices in accounting for insurance contracts. TFRS 17 will fundamentally change the accounting by all entities that issue insurance contracts.

However, in its letter dated April 6, 2023, sent to the Insurance, Reinsurance, and Pension Companies Association of Türkiye, the Public Oversight Authority (POA) stated that it is deemed appropriate for the application of TFRS 17 as of January 1, 2024, in the consolidated and individual financial statements of insurance, reinsurance companies, pension companies, banks with investments in these companies, and other companies with investments in these companies.

The Group does not expect a material impact on its financial statements and performance.

Standards, amendments, and interpretations that are issued but not effective as of December 31, 2023:

Amendment to TFRS 16 – Leases on sale and leaseback; effective from annual periods beginning on or after January 1, 2024. These amendments include requirements for sale and leaseback transactions in TFRS 16 to explain how an entity accounts for a sale and leaseback after the date of the transaction. Sale and leaseback transactions where some or all the lease payments are variable lease payments that do not depend on an index or rate are most likely to be impacted.

Amendment to TAS 1 – Non-current liabilities with covenants; effective from annual periods beginning on or after January 1, 2024. These amendments clarify how conditions with which an entity must comply within twelve months after the reporting period affect the classification of a liability. The amendments also aim to improve the information an entity provides related to liabilities subject to these conditions.

Amendments to TAS 7 and TFRS 7 on Supplier finance arrangements; effective from annual periods beginning on or after January 1, 2024. These amendments require disclosures to enhance the transparency of supplier finance arrangements and their effects on a company's liabilities, cash flows and exposure to liquidity risk. The disclosure requirements are the IASB's response to investors' concerns that some companies' supplier finance arrangements are not sufficiently visible, hindering investors' analysis.

Amendments to TAS 21 - Lack of Exchangeability; effective from annual periods beginning on or after January 1, 2025. An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. A currency is exchangeable when there is an ability to obtain the other currency (with a normal administrative delay), and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations.

The Group does not expect a material impact on its financial statements and performance.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.4 Changes in Accounting Policies (continued)

New and amended TFRS Standards that are effective for the current year(continued)

TFRS S1, 'General requirements for disclosure of sustainability-related financial information; effective from annual periods beginning on or after 1 January 2024. This standard includes the core framework for the disclosure of material information about sustainability-related risks and opportunities across an entity's value chain

TFRS S2, 'Climate-related disclosures'; effective from annual periods beginning on or after 1 January 2024. This is the first thematic standard issued that sets out requirements for entities to disclose information about climate-related risks and opportunities.

The Group does not expect a material impact on its financial statements and performance.

2.5 Changes in Accounting Estimates

The accounting estimates of the Group are adopted to be the consistent with prior years and there is no material changes in accounting estimates other than the developments in Ukraine disclosed in Note 1.

2.6 Offsetting

Financial assets and liabilities are offset and the net amount are reported in the consolidated financial statements when there is a legally enforceable right to set-off the recognized amounts and there is an intention to settle on a net basis or realize the assets and settle the liabilities simultaneously.

2.7 Classification and Measurement of Financial Assets

Group classified its financial assets in three categories; financial assets carried at amortized cost, financial assets carried at fair value through profit of loss, financial assets carried at fair value through other comprehensive income. Classification is performed in accordance with the business model determined based on the purpose of benefits from financial assets and expected cash flows. Management performs the classification of financial assets at the acquisition date.

a) Financial assets carried at amortized cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest, whose payments are fixed or predetermined, which are not actively traded and which are not derivative instruments are measured at amortized cost. They are included in current assets, except for maturities more than 12 months after the balance sheet date. Those with maturities more than 12 months are classified as non-current assets. The Group's financial assets carried at amortized cost comprise “trade receivables” and “cash and cash equivalents” in the statement of financial position. The Group's trade receivables, which are recognized at amortized cost in the consolidated financial statements, do not contain a significant financing component.

b) Financial assets carried at fair value through other comprehensive income: Financial assets carried at fair value through other comprehensive income comprise of “financial assets” in the statement of financial position. When the financial assets carried at fair value through other comprehensive income are sold, fair value gain or loss classified in other comprehensive income is classified to retained earnings.

c) Financial assets at fair value through profit or loss: Assets that are not measured at amortised cost or at fair value through other comprehensive income. Financial assets are measured at fair value through profit or loss if they are not held within a business model whose objective is to hold assets to collect contractual cash flows or within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets. Gains and losses resulting from the valuation of these assets are accounted in the consolidated statement of income.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.7 Classification and Measurement of Financial Assets (continued)

Financial Assets

Cash and Cash Equivalents	Amortized cost
Trade Receivable and Other Receivable	Amortized cost
Derivative Financial Assets	Fair value through profit or loss
Derivative Financial Assets	Fair value through other comprehensive income

2.8 Classification and Measurement of Financial Liabilities

Financial liabilities are classified as at fair value on initial recognition. On initial recognition of liabilities other than those that are recognized at fair value though profit or loss, transaction costs directly attributable to the acquisition or issuance thereof are also recognized in the fair value. A financial liability is subsequently classified at amortized cost except:

a) Financial liabilities at fair value though profit or loss: These liabilities including derivative instruments are subsequently measured at fair value.

b) Financial liabilities arising if the transfer of the financial asset does not meet the conditions of derecognition from the financial statements or if the ongoing relationship approach is applied: When the Group continues to present an asset based on the ongoing relationship approach, a liability in relation to this is also recognized in the financial statements. The transferred asset and the related liability are measured to reflect the rights and liabilities that the Group continues to hold. The transferred liability is measured in the same manner as the net book value of the transferred asset.

c) A contingent consideration recognized in the financial statements by the entity acquired in a business combination where TFRS 3 is applied: After initial recognition, the related contingent consideration is measured as at fair value though profit or loss.

The Group does not reclassify any financial liability.

The Group's trade payables, which are recognized at amortized cost in the consolidated financial statements, do not contain a significant financing component.

The Group derecognizes financial liabilities when, and only when, the Group's obligations are discharged, cancelled, or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognized in profit or loss.

Financial Liabilities

Derivative Financial Liabilities	Fair value through profit or loss
Derivative Financial Liabilities	Fair value through other comprehensive income
Bank Loans	Amortized cost
Lease Liabilities	Amortized cost
Trade Payables and Other Payables	Amortized cost

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.9 Basis of Consolidation

The consolidated financial statements comprise the financial statements of the parent company, Anadolu Efes, its subsidiaries drawn up to the reporting date. The financial statements of the companies included in the consolidation have been prepared based on the accounting policies and presentation formats adopted by the Group in accordance with CMB Financial Reporting Standards.

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated by using the full consolidation method; therefore, the carrying value of subsidiaries is eliminated against the related shareholders' equity. The equity and net income attributable to minority shareholders' interests of subsidiaries are shown separately in the consolidated balance sheet and consolidated income loss statement.

The Company and The Coca Cola Export Corporation (TCCEC) which owns 20,09% shares of CCl, decided to change some of the provisions defined as the “important decisions” in the Association Agreement which is effective from January 1, 2013. As a result of this change, in accordance with the Shareholders' Agreement, TCCEC will have certain protective rights on major decisions. As a result, with effect from January 1, 2013, Anadolu Efes gained control over CCl and started to include CCl and its subsidiaries in consolidation scope.

A joint venture agreement was signed between EBI and AB Inbev Efes BV with a 50% stake in Anheuser Busch InBev SA/NV (AB InBev). As a result of this partnership agreement has gained control over JSC Sun InBev, PJSC Sun InBev Ukraine and Bevmarm GmbH. In addition to that EBI's control over Euro-Asien is continuing. Therefore, since March 29, 2018 EBI has started to consolidate companies of JSC Sun InBev, PJSC Sun InBev Ukraine ve Bevmarm GmbH. As of March 29, 2018 Euro-Asien, which were previously consolidated with a 100% direct final ratio, continued to be consolidated with a 50% direct ownership to EBI.

Joint ventures are companies in respect of which there are contractual arrangements through which an economic activity is undertaken subject to joint control by the Group and its subsidiaries together with one or more other parties. The Group's interest in joint ventures is accounted with equity method starting from January 1, 2013 according to TFRS 11.

As stated in the Company's disclosure dated January 26, 2023, certain rights granted to Özgörkey Holding A.Ş. (Özgörkey Holding) under the agreements regarding the control of AEP Anadolu Etap Penkon Gıda ve Tarım Ürünleri Sanayi ve Ticaret A.Ş. (Anadolu Etap) between Anadolu Efes Biracılık ve Malt Sanayii A.Ş. (Anadolu Efes) and Özgörkey Holding have expired. On April 11, 2023, Competition Authority approval was obtained regarding this matter, and as a result, Anadolu Efes has become able to solely control Anadolu Etap (including Anadolu Etap Penkon Gıda ve İçecek Ürünleri Sanayi ve Ticaret A.Ş. and Anadolu Etap Dış Ticaret A.Ş. companies) (Note 3).

Intercompany balances and transactions, including intercompany profits and unrealized profits and losses are eliminated. Consolidated financial statements are prepared using uniform accounting policies for similar transactions and other events in similar circumstances.

The acquisition method of accounting is used for business combinations. Subsidiaries, joint ventures or investment in associates, acquired or disposed of during the year are included in the consolidated financial statements from the date of acquisition or to the date of disposal.

2.10 Cash and Cash Equivalents

Cash and cash equivalents comprise cash in hand, bank deposits and short-term investments, which can easily be converted into cash for a certain amount, has high liquidity with original maturities of 3 months or less. In accordance with TAS 7, bank deposits with a maturity of more than 3 months as of the acquisition date are reclassified to short term financial investments. However, Group recognises bank deposits with a maturity more than 3 months, which are considered to be highly liquid and do not include interest loss and penalty if compromised before maturity, to cash and cash equivalents. The deposits with the original maturities more than 3 months are classified to financial investments. The amounts paid under reverse repurchase agreements are included in the cash and cash equivalents.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.11 Trade Receivables and Expected Credit Loss

Trade receivables that are originated by the Group by the way of providing goods or services are generally collected in 14 to 65 day terms. Trade receivables are recognized at net book value which is invoice amounts less an allowance for any uncollectible amounts. Expected credit loss is recognized by using the expected credit loss defined in TFRS 9. Expected credit losses are calculated based on Group's future estimates and experience over the past years.

2.12 Related Parties

Parties are considered to be related if one party directly or indirectly has the ability to control the other party or exercise significant influence over the other party in making the financial and operating decisions or be the associate of the Group. Related parties also include individuals who are principle owners, management and members of the Group's board of directors and their families. Amounts due from and due to related parties are carried at cost. Related party transactions are transfers of resources, services or obligations between related parties, regardless of whether a price is charged.

2.13 Inventories

Inventories are valued at the lower of cost and net realizable value. Net realizable value is the selling price in the ordinary course of business, less the costs of completion, marketing and distribution. Cost is determined primarily on the basis of the weighted average cost method. For processed inventories, cost includes direct materials, direct labor and the applicable allocation of fixed and variable overhead costs based on a normal operating capacity. Net realizable value represents the estimated selling price less all estimated costs of completion and costs necessary to make the sale. When the net realizable value of inventory is less than cost, the inventory is written down to the net realizable value and the expense is included in statement of income/(loss) in the period the write-down or loss occurred. When the circumstances that previously caused inventories to be written down below cost no longer exist or when there is clear evidence of an increase in net realizable value because of changed economic circumstances, the amount of the write-down is reversed. The reversal amount is limited to the amount of the original write-down. Such situations may occur with the improvements observed in aging analysis and the disappearance of the unfavorable conditions that constitute the current assumptions.

2.14 Financial Investments

According to TFRS 9, all investments in equity instruments are to be measured at fair value.

2.15 Property, Plant and Equipment

Property, plant and equipment (PP&E) are stated at cost less accumulated depreciation and any impairment in value. Land is not depreciated. Depreciation is computed by the straight-line method over the following estimated useful lives:

Buildings and land improvements	5-49 years
Machinery and equipment	6-20 years
Leasehold improvements	4-20 years
Furnitures and fixtures	5-10 years
Vehicles	5-10 years
Returnable bottles and cases	5-10 years
Other tangible assets	5-12 years

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.15 Property, Plant and Equipment (continued)

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amount. The recoverable amount of property, plant and equipment is the greater of net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs. The increase in the carrying amount of an asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined (net of amortization or depreciation) had no impairment loss been recognized for the asset in prior years. The increase is recognized in the consolidated statement of profit or loss (Note 26).

Expenses for repair and maintenance of property, plant and equipment are normally charged to the consolidated statement of profit or loss. They are, however, capitalized and depreciated through the estimated useful life of the property, plant and equipment in exceptional cases if they result in an enlargement or substantial improvement of the respective assets.

The Group management recognizes returnable bottles as property, plant and equipment. The Group sells its products also in non-returnable bottles. For such sales, there is no deposit obligation of the Group.

2.16 Leases

Group - as a lessee

At inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group considers following indicators for the assessment of whether a contract conveys the right to control the use of an identified asset for a period of time or not:

- The contract includes an identified asset (contract includes a definition of a specified asset explicitly or implicitly),
- A capacity portion of an asset is physically distinct or represents substantially all of the capacity of an asset (if the supplier has a substantive right to substitute the asset and obtain economic benefits from use of the asset, then the asset is not an identified asset),
- Group has the right to obtain substantially all of the economic benefits from use of the identified asset,
- Group has the right to direct the use of an identified asset.

Group has the right to direct the use of the asset throughout the period of use only if either:

- a) Group has the right to direct how and for what purpose the asset is used throughout the period of use or
- b) Relevant decisions about how and for what purpose the asset is used are predetermined:

- i. Group has the right to operate the asset (or to direct others to operate the asset in a manner that it determines) throughout the period of use, without the supplier having the right to change those operating instructions; or
- ii. Group designed the asset (or specific aspects of the asset) in a way that predetermines how and for what purpose the asset will be used throughout the period of use.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.16 Leases (continued)

Right-of-use asset

At the commencement date, the Group measures the right-of-use asset at cost. The cost of the right-of-use asset comprises:

- the amount of the initial measurement of the lease liability,
- any lease payments made at or before the commencement date, less any lease incentives received,
- any initial direct costs incurred by the Group, and
- an estimate of costs to be incurred by the Group in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease (unless those costs are incurred to produce inventories).

When applying the cost model, Group measures the right-of-use asset at cost:

- less any accumulated depreciation and any accumulated impairment losses; and
- adjusted for any remeasurement of the lease liability.

Group applies the depreciation requirements in TAS 16 Property, Plant and Equipment Standard in depreciating the right-of-use asset.

Group applies TAS 36 Impairment of Assets Standard to determine whether the right-of-use asset is impaired and to account for any impairment loss identified.

Lease liability

At the commencement date, the Group measures the lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted by using the interest rate implicit in the lease, if that rate can be readily determined, or by using the Group's incremental borrowing rate.

The lease payments included in the measurement of the lease liability comprise the following payments for the right to use the underlying asset during the lease term that are not paid at the commencement date.:

- fixed payments, less any lease incentives receivable,
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date,
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

After the commencement date, Group measures the lease liability by:

- increasing the carrying amount to reflect interest on the lease liability,
- reducing the carrying amount to reflect the lease payments made, and
- remeasuring the carrying amount to reflect any reassessment or lease modifications. The Group recognises the amount of the remeasurement of the lease liability as an adjustment to the right-of-use asset.

Practical expedients

The short-term lease agreements with a lease term of 12 months or less and agreements related to information technology equipment leases (mainly printer, laptop, mobile phone etc.), which are determined by the Group as low value, have been evaluated within the scope of practical expedients introduced by the TFRS 16 Leases Standard and related lease payments are recognised as an expense in the period in which they are incurred.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.16 Leases (continued)

Group - as a lessor

All the leases that Group is the lessor are operating leases. Assets leased out under operating leases are classified under investment properties, property, plant and equipment or other current assets in the consolidated balance sheet. Rental income is recognised in the consolidated statement of income on a straight-line basis over the lease term.

Additional Information for Leases;

	1 January- December 31, 2023	1 January-December 31, 2022
Interest expenses related to leases (Note 27)	(300.775)	(141.626)
Rent expenses outside the scope of TFRS 16 (Note 22, 23)	(360.626)	(305.748)
Expenses related to variable rent contracts	-	-
Interest income from sub-lease receivables (Note 14, 27)	36.009	18.970
Payments of Lease Liabilities (Note 8b)	(487.487)	(343.227)
Gain/(Loss) of sales and leaseback transactions	-	-

Additions, depreciation expenses and net book values by underlying right-of-use assets are presented in Note 14.

2.17 Other Intangible Assets

Intangible assets acquired separately from a business are capitalized at cost.

Intangible assets acquired as part of an acquisition of a business are capitalized separately from goodwill, if the fair value can be measured reliably. Intangible assets, excluding development costs, created within the business are not capitalized and expenditure is charged against profits in the year in which it is incurred. Intangible assets are amortized on a straight-line basis over the best estimate of their useful lives. Intangible assets with indefinite useful life formed in the financial statements in accordance with purchase method, are not subject to amortization and the carrying amounts of such intangibles are reviewed for impairment at least annually and whenever there is an indication of possible impairment.

a) Brands

The brands, which belong to International Beer Operations and which are acquired as part of a business combination, are carried at their fair value and brands are separately carried at cost in the financial statements. The Group expects that the brands will generate cash inflow indefinitely and therefore are not amortized. Brands are tested for impairment annually.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.17 Other Intangible Assets (continued)

b) Bottlers and Distribution Agreements

- i) Bottlers and distribution agreements that are signed with the Coca Cola Company identified in the financial statements of the subsidiaries acquired through change in scope of consolidation in 2013.
- ii) "Distribution Agreements" that are signed related with various brands identified in the fair value financial statements of the subsidiaries acquired by EBI in 2012 and 2018.

Since the Group management expects to renew these agreements without any additional costs after expiration, it is decided that there are no definite useful lives of such assets. The intangible assets relating to the bottlers and distribution agreements are therefore not amortized. Bottlers and distribution agreements are tested for impairment annually.

c) License Agreements

License and distribution agreements includes, the agreements that are signed related with various brands identified in the fair value financial statements of subsidiaries acquired in 2012 and 2018 by EBI in the scope of consolidation. Since the Group management expects to renew these agreements without any additional costs after expiration, it is decided that there are no definite useful lives of such assets. The intangible assets relating to the bottlers and distribution agreements are therefore not amortized. License and distribution agreements are tested for impairment annually.

d) Rights

The rights acquired as part of a business combination is carried at their fair value and if they are acquired separately, then they are carried at cost in the financial statements. Rights in the consolidated financial statements comprise mainly water sources usage rights and are amortized on a straight-line basis over 9 to 40 years.

2.18 Business Combinations and Goodwill

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred.

The excess of the:

- consideration transferred,
- amount of any non-controlling interest in the acquired entity, and acquisition-date fair value of any previous equity interest in the acquired entity over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the subsidiary acquired, the difference is recognised directly in profit or loss as a bargain purchase.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquire is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in profit or loss.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.19 Trade Payables

Trade payables are non-derivative financial liabilities with fixed or determinable payments that are not quoted in an active market. Such financial liabilities are initially recognised at fair value and represented by the original invoice amount.

2.20 Borrowings

All borrowings are initially recognized at cost, being the fair value of the consideration received net of issue costs associated with the borrowing. After initial recognition, borrowings are subsequently measured at amortized cost using the effective interest rate method. Amortized cost is calculated by taking into account any issue costs, and any discount or premium on settlement. Gains and losses are recognized in net profit or loss when the obligations related with the borrowings are removed.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least 12 months after the balance sheet date.

2.21 Current Income Tax and Deferred Tax

The tax expense for the year comprises current and deferred tax. Tax is recognized in the income statement, except to the extent that it relates to items recognized directly in equity. In such case, the tax is also recognized in equity. The current income tax charge is calculated in accordance with the tax laws enacted or substantively enacted at the balance sheet date in the countries where the subsidiaries and joint ventures of the Group operate.

Corporate Tax Rate of Significant Subsidiaries Located in Foreign Countries

	December 31, 2023	December 31, 2022
Türkiye (Note 28)	25%	23%
The Netherlands	25%	25%
Russia	20%	20%
Kazakhstan	20%	20%
Moldova	12%	12%
Georgia	-	-
Ukraine	18%	18%
Azerbaijan	20%	20%
Krygzstan	10%	10%
Pakistan	39%	33%
Iraq	15%	15%
Jordan	20%	19%
Turkmenistan	8%	8%
Tajikistan	18%	13%
Uzbekistan	15%	15%

Deferred tax is provided, using the liability method, on all temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes. Deferred tax liabilities are recognized for all taxable temporary differences. Deferred tax related to the equity items is carried under the equity and not reflected to the statement of profit or loss. Deferred tax assets are recognized for all deductible temporary differences, carry-forward of unused tax assets and unused tax losses, to the extent of the probability that taxable profit will be available against which the deductible temporary differences, carry-forward of unused tax assets and unused tax losses can be utilized. The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the balance sheet date.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to net off current tax assets against current income tax liabilities and the deferred taxes relate to the same taxation authority.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.22 Employee Benefits

a) Defined Benefit Plans

In accordance with existing social legislation in Türkiye, the Group companies operating in Türkiye are required to make lump-sum termination indemnities to each employee who has completed over one year of service with the Group and whose employment is terminated due to retirement or for reasons other than resignation or misconduct. In the consolidated financial statements the Group has reflected a liability using the Projected Unit Credit Method and based on estimated inflation rates and factors derived using the Group's experience of personnel terminating their services and being eligible to receive such benefits and discounted by using the current market yield at the balance sheet date on government bonds.

Also, CCBPL has gratuity fund provision as a defined benefit plan and calculated in accordance with TAS 19 "Employee Benefits" using actuarial works. Employee is eligible for gratuity after completing 3 years with the Company and can take his accrued gratuity amount at the time of separation from the Company or at retirement age. This provision is calculated by actuarial firm and the actuarial gain/loss accumulated on this provision is reflected to the income statement. Changes in actuarial assumptions and the fluctuations between actuarial assumptions and the actual results are reflected as other comprehensive income to equity.

b) Defined Contribution Plans

The Group pays contributions to the Social Security Institution of Türkiye on a mandatory basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognized as employee benefit expense when they are paid.

c) Long Term Incentive Plans

In Türkiye, the Group provides a benefit to its employees over a certain seniority level under the name "long term incentive plan". Provision for long term incentive plan accrued in consolidated financial statements reflects the discounted value of the estimated total provision of possible future liabilities until the financial statement date.

2.23 Provisions, Contingent Assets and Liabilities

a) Provisions

Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as an interest expense.

b) Contingent Assets and Liabilities

Contingent liabilities are not recognized in the consolidated financial statements but are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognized in the consolidated financial statements, but disclosed when an inflow of economic benefits is probable.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.24 Foreign Currency Translations

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recorded in the consolidated income statement of the relevant period, as foreign currency loss or gain. Buying and selling foreign currency translation rates announced by the Central Bank of the Republic of Türkiye and used by the Group’s subsidiaries in Türkiye as of respective year-ends are as follows:

Date	USD/TRL(full)		EUR/TRL(full)	
	Buying	Selling	Buying	Selling
December 31, 2023	29,4382	29,4913	32,5739	32,6326
December 31, 2022	18,6983	18,7320	19,9349	19,9708

The assets of subsidiaries and joint ventures operating in foreign countries are translated at the rate of exchange ruling at the balance sheet date and the equity items are translated using the exchange rates at the date of the transaction (The assets of subsidiaries and joint ventures operating in Türkiye are translated at the buying rate of exchange ruling at the balance sheet date, the liabilities are translated at the selling rate of exchange ruling at the balance sheet date). The income statements of foreign subsidiaries and joint ventures are translated at average exchange rates. Differences resulting from the deviation between the values of investment related to equity accounts of consolidated subsidiaries and joint ventures and the appreciation of foreign currencies against the Turkish Lira are accounted to equity as “currency translation differences”. Goodwill and fair value adjustments arising from the acquisition of a foreign entity are treated as assets and liabilities of the acquiring company and are recorded at the exchange rate of balance sheet date. On disposal of a foreign entity, currency translation differences are recognized in the income statement as a component of the gain or loss on disposal.

2.25 Paid in Capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as deduction, net of tax, from the proceeds.

2.26 Dividends Payable

Dividends payable are recognized as an appropriation of profit in the period in which they are declared.

2.27 Events After Reporting Period

The Group adjusts the amount recognized in its financial statements to reflect the adjusting events after the balance sheet date. If non-adjusting events after the balance sheet date have material influence on the economic decisions of users of the financial statements, they are disclosed in the notes to the consolidated financial statements.

2.28 Investment Incentives

According to the Corporate Tax Law No. 5520, Article 32/A, the Group can benefit from reduced corporate tax for earnings from investments tied to an incentive certificate. In case the corporate tax amount to be paid every year until the investment contribution amount is reached, which is calculated according to the determined investment contribution rate, this incentive is benefited by applying the relevant discount rate in the corporate tax. In accordance with investment incentive certificates, Value Added Tax (“VAT”) and customs tax incentives are also utilized.

2.29 Revenue Recognition

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. Revenue is presented net after sales returns and discounts, value-added taxes and sales taxes. Revenue is recognized by taking into account the following criteria:

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.29 Revenue Recognition (continued)

a) Sale of Goods

Revenue is generated from beer and soft drinks sales to domestic and foreign dealers and customers and by-product sales. Revenues are recognised on an accrual basis at the time deliveries are made, the amount of revenue can be measured reliably and it's probable that the economic benefits associated with the transaction will flow to the Company at the fair value of considerations received or receivable. Net sales represent the invoiced value of goods shipped or services given without value added tax less sales returns and sales discounts.

Revenue recognition:

Group recognizes revenue when the goods or services is transferred to the customer and when performance obligation is fulfilled. Goods is counted to be transferred when the control belongs to the customer.

Group recognizes revenue based on the following main principles:

- Identification of customer contracts
- Identification of performance obligations
- Determination of transaction price in the contract
- Allocation of price to performance obligations
- Recognition of revenue when the performance obligations are fulfilled

The Group assesses the goods or services promised in a contract with a customer and identify as a performance obligation each promise to transfer to the customer.

The Group considers the terms of the contract and its customary business practices to determine the transaction price. The transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties (for example, some sales taxes).

A customer receives a discount for purchasing a bundle of goods or services if the sum of the stand-alone selling prices of those promised goods or services in the contract exceeds the promised consideration in a contract. Except when the Group has observable evidence that the entire discount relates to only one or more, but not all, performance obligations in a contract, the Group allocates a discount proportionately to all performance obligations in the contract.

For each performance obligation identified, the Group determines at contract inception whether it satisfies the performance obligation over time or satisfies the performance obligation at a point in time. When (or as) a performance obligation is satisfied, the Group recognises as revenue the amount of the transaction price that is allocated to that performance obligation. An asset is transferred when (or as) the customer obtains control of that asset.

Group recognized revenue from its customers only when all of the following criteria are met:

- The parties to the contract have approved the contract (in writing, orally or in accordance with other customary business practices) and are committed to perform their respective obligations,
- Group can identify each party's rights regarding the goods or services to be transferred,
- Group can identify the payment terms for the goods or services to be transferred;
- The contract has commercial substance,
- It is probable that Group will collect the consideration to which it will be entitled in exchange for the goods or services that will be transferred to the customer. In evaluating whether collectability of an amount of consideration is probable, an entity shall consider only the customer's ability and intention to pay that amount of consideration when it is due.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.29 Revenue recognition (continued)

a) Sale of Goods(continued)

Sale of goods: Revenue from the sale of goods is recognized when all the following conditions are satisfied:

- The Group has transferred to the buyer the significant risks and rewards of ownership of the goods;
- The Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits associated with the transaction will flow to the entity; and
- The costs incurred or to be incurred in respect of the transaction can be measured reliably

The Group does not adjust the promised amount of consideration for the effects of a significant financing component if the Group expects, at contract inception, that the period between when the entity transfers a promised good or service to a customer and when the customer pays for that good or service will be one year or less.

Returns are applicable for goods that have passed their recommended consumption date.

a) Interest Income

Interest income is recognized as the interest accrues. Interest income is reflected under the “financial income” in the consolidated income statement.

b) Dividend Income

Dividend income is recognized when the right to collect the dividend is established.

2.30 Borrowing Costs

Borrowing costs include interest charges and other costs incurred in connection with the borrowing of funds. Borrowing costs that are directly attributable to the acquisition or construction of a qualifying asset are capitalized. Borrowing costs other than these are recorded as expensed at the date they are incurred.

2.31 Segment Reporting

The management monitors the operating results of its two business units separately for the purpose of making decisions about the resource allocation and performance assessment. The two operating segments are Beer Operations (Beer Group) and Soft Drinks Operations (Soft Drinks).

Segment performance is evaluated based on EBITDA BNRI which is calculated excluding profit from discontinued operations and the following effects from profit from continuing operations attributable to our equity holders: (i) non-controlling interest, (ii) tax (expense)/income, (iii) share of gain/(loss) of investments accounted using equity method, (iv) financial income/(expense), (v) investment activity income/(expense) (vi) foreign exchange gains/(losses) arising from operating activities (vii) depreciation, amortization and other non- cash items and (viii) non-recurring items above EBIT. Non-recurring items are either income or expenses which do not occur regularly as part of the normal activities of the Group.

EBITDA BNRI is not an accounting measure under TFRS accounting and does not have a standard calculation method however it has been considered as the optimum indicator for the evaluation of the performance of the operating segments by considering the comparability with the entities in the same business.

2.32 Earnings per Share

Earnings per share in the consolidated income statements are calculated by dividing the net profit for the year attributable to equity holders of the parent by the weighted average number of ordinary shares outstanding during the year. In Türkiye, companies can increase their share capital by making distribution of free shares to existing shareholders from inflation adjustment to shareholders' equity. The Group has no dilutive instruments.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.32 Earnings per Share (continued)

For the purpose of the earnings per share computations, the weighted average number of shares outstanding during the year has been adjusted with respect to free shares issued without corresponding change in resources by giving them retroactive effect for the period in which they were issued and each earlier period.

2.33 Reporting of Cash Flows

In the consolidated statement of cash flows, cash flows are classified and reported according to their operating, investing and financing activities. Cash flows related with investing activities present the cash flows provided from and used in the Group's investing activities and cash flows related with financing activities present the proceeds and repayments of sources in the Group's financing activities.

2.34 Hedge Accounting

For the purpose of hedge accounting, hedges that have been part of the Group are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognized asset or liability or an unrecognized firm commitment that is attributable to a particular risk and could affect profit or loss (except for foreign currency risk)
- Cash flow hedges when hedging exposure to variability in cash flows that is either attributable to a particular risk associated with a recognized asset or liability (such as all or some future interest payments on variable rate debt) or a highly probable forecast transaction or the foreign currency risk in an unrecognized firm commitment that could affect profit or loss.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they were designated.

For fair value hedges, the change in the fair value of a hedging instrument is recognized in the statement of consolidated income. The change in the fair value of the hedged item attributable to the risk hedged is recorded as part of the carrying value of the hedged item and is also recognized in the statement of consolidated income as part of financial income and expense.

For cash flow hedges, the effective portion of the gain or loss on the hedging instrument is recognized directly as other comprehensive income in the cash flow hedge reserve, while any ineffective portion is recognized immediately in the statement of consolidated income as part of financial income and expense. Amounts recognized as other comprehensive income are transferred to the statement of consolidated income when the hedged transaction affects profit or loss, such as when the hedged financial income or financial expense is recognized or when a forecast purchase occurs.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.34 Hedge Accounting (continued)

The effective portion of change in fair value of derivative instruments designated as hedging instruments in cash flow hedges is recognized in the consolidated statement of comprehensive income. The Group calculates the fair values of financial instruments that do not have an active market by using market data, using similar transactions, reference to fair value of similar instruments and discounted cash flow analysis.

Foreign Currency Hedge of Net Investments in Foreign Operations

Group that is determined to be effective on the gain or loss arising from the hedging instrument related to the net investments in foreign subsidiaries operating in foreign countries is recognized directly in equity and the ineffective portion is recognized in the statement of profit or loss. In the case of disposal of a foreign subsidiary, the amount recognized in equity for the hedging instrument is recognized in profit or loss.

Other derivatives not designated for hedge accounting

Other derivatives not designated for hedge accounting are recognized initially at fair value; attributable transaction costs are recognized in the consolidated statement of profit or loss when incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes in the fair value of such derivatives are recognized in the consolidated statement of profit or loss as part of finance income and costs.

2.35 Use of Assumptions and Accounting Estimates

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of balance sheet date. Actual results may vary from the current estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in income statement in the periods in which they become known. The source of the estimates and assumptions which may cause to significant adjustments at assets and liabilities at following periods as of balance sheet date are as follows:

- a) Group management has made important assumptions in determining the useful economic lives of property, plant and equipment in line with the experience of its technical team. (Note 15).
- b) The Group reviews its assets in order to set aside a provision for impairment when it is revealed that the recoverable amount of property, plant and equipment are below the carrying amount in line with developing events or changing conditions. In such a case, assets and cash-generating units are shown at their recoverable amount. The recoverable amount of assets is the higher of their fair value or value in use, including costs of disposal. (Note 15).
- c) Expected credit loss is recognized by using the expected credit loss defined in TFRS 9. Expected credit losses are calculated based on Group's future estimates and experience over the past years. (Note 10)
- d) During the assessment of the reserve for inventory allowance the following are considered; analyzing the inventories physically and historically, considering the employment and usefulness of the inventories respecting to the technical personnel view. Sales prices listed, average discount rates given for sale and expected cost incurred to sell are used to determine the net realizable value of the inventories (Note 12).
- e) The Group performs impairment test for property, plant and equipment, intangible assets with indefinite useful life and goodwill annually or when circumstances indicate that the carrying amount may be impaired. As of December 31, 2023, impairment test for the intangible assets with indefinite useful life and goodwill is generated by comparing its carrying amount with the recoverable amount. Recoverable amount is the highest of fair value less costs of disposal and value in use. The Group has assumed the recoverable amount as value in use in the impairment tests.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 2. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (continued)

2.35 Use of Assumptions and Accounting Estimates (continued)

In the calculations regarding the impairment test performed based on five to ten-year periods, free cash flow estimates based on the financial budget covering the three-year period approved by the board of directors were taken as basis; Estimated free cash flows after the three-year period are calculated using expected growth rates. Since the Group's operations are in emerging market conditions, these calculations are also based on estimates longer than five years.

Estimated free cash flows are discounted to their net present value. Information such as growth rates in the markets, GDP per capita and price indexes have been obtained from external sources. Estimates regarding variables such as product and raw material prices, working capital needs and capital expenditures are based on the Group's projections and prior period realizations.

In this test, estimated cash flows based on strategic business plans approved by the board of directors have been used. The main assumptions used within the cash generating units for the impairment test are as follows;

	Terminal Growth Rates	Weighted Average Cost of Capital
JSC AB Inbev Efes	4,00%	13,00%
JSC Lomisi (Efes Georgia)	3,00%	13,54%
Almaty CC	9,20%	11,55%
Azerbaijan CC	6,52%	11,44%
Turkmenistan CC	13,68%	27,65%
Bishkek CC	8,20%	17,80%
TCCBCJ	3,30%	12,33%
CCBPL	17,20%	25,93%
SBIL	3,72%	16,43%
Al Waha	3,72%	16,43%
Tacikistan CC	12,60%	20,33%
CCBU	11,24%	14,61%

In the sensitivity analysis performed; It has been observed that the recoverable amount are above the carrying amount in all cash generating units when each key assumption which are constant growth rate, weighted average cost of capital and EBITDA margin expectation, is assumed to be 100 basis points more negative with other variables held constant. Accordingly, no provision for impairment is required.

f) The discount rates related with retirement pay liability are actuarial assumptions determined with future salary increase and the employee's turnover rates (Note 19).

g) Deferred tax asset is only recorded if it is probable that a taxable income will be realized in the future. Under the circumstances that a taxable income will be realized in the future, deferred tax is calculated over the temporary differences by carrying forward the deferred tax asset in the previous years and the accumulated losses. As of December 31, 2023, the estimations made to indicate that the Group will incur taxable profits in the future periods were reasonable and deferred tax asset was recorded (Note 28).

h) The Group accounts its returnable bottles liabilities under other payables within the framework of the accounting policies. The Group accounts its liabilities related to the part of current returnable bottles available in the market that expected to return in the future periods based on its estimates and assumptions. (Note 11)

i) The depreciation is applied according to the terms of the contract for the Group's cash concession agreements (Note 13)

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 3. BUSINESS COMBINATIONS

Transactions Related with 2023

As stated in the Company’s disclosure dated January 26, 2023, certain rights granted to Özgörkey Holding A.Ş. (Özgörkey Holding) under the agreements regarding the control of AEP Anadolu Etap Penkon Gıda ve Tarım Ürünleri Sanayi ve Ticaret A.Ş. (Anadolu Etap) between Anadolu Efes Biracılık ve Malt Sanayii A.Ş. (Anadolu Efes) and Özgörkey Holding have expired. On April 11, 2023, Competition Authority approval was obtained regarding this matter, and as a result, Anadolu Efes has become able to solely control Anadolu Etap (including Anadolu Etap Penkon Gıda ve İçecek Ürünleri Sanayi ve Ticaret A.Ş. and Anadolu Etap Dış Ticaret A.Ş. companies).

The transactions related to determining the fair values of identifiable assets, liabilities, and contingent liabilities in the financial statements of the company under consideration, as part of the business combination process carried out incrementally in accordance with “IFRS 3 Business Combinations,” have been completed. The Group has re-measured its previously held 78.58% equity interest in Anadolu Etap at fair value under this incremental business combination, and has reflected the resulting gain of TRL626.497 in the consolidated statement of profit or loss under the “Income from Investing Activities” account, representing the difference between the fair value and the carrying amount of these equity interests as previously recorded (Note 26).

	Anadolu Etap	
April 11, 2023	Book Value	Fair Value
Cash and cash equivalents	139.013	139.013
Trade receivables	580.649	580.649
Due from related parties	24.500	24.500
Inventories	1.626.593	1.626.593
Other current assets	567.450	567.450
Property, plant, and equipment	2.381.069	3.784.951
Right-of-use assets	891.043	891.043
Intangible assets	106.392	106.392
Deferred tax assets	576.502	295.726
Other non-current assets	104.946	104.946
Borrowings	(5.402.764)	(5.402.764)
- Borrowings from Related Parties	(1.521.233)	(1.521.233)
- Borrowings from Third Parties	(3.881.531)	(3.881.531)
Other financial liabilities	(338.034)	(338.034)
Lease obligations	(486.232)	(486.232)
Trade payables	(466.794)	(466.794)
Due to related parties	(44.170)	(44.170)
Other current liabilities	(106.519)	(106.520)
Provision for corporate tax	(14.417)	(14.417)
Provision for employee benefits	(65.693)	(65.693)
Net assets/(liabilities)	73.534	1.196.639
Carried value of the previously held equity method investment (Note4)	313.821	940.319
Acquired through business combination (Note 26)		626.497
Fair value of non-controlling interests		256.320

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 3. BUSINESS COMBINATIONS (continued)

Transactions Related with 2023 (continued)

Changes in Ownership Interests in Subsidiaries that do not result in Loss of Control

Anadolu Etap Penkon Gıda ve İçecek Ürünleri Sanayi Ve Ticaret A.Ş.

As of December 26, 2022, Anadolu Etap, in which Anadolu Efes has a 78,58% stake, and CCI, became a subsidiary of Anadolu Etap, Anadolu Etap Penkon Gıda ve İçecek Ürünleri Sanayi ve Ticaret A.Ş. (Anadolu Etap İçecek) binding share transfer agreement has been signed regarding the purchase of 80% of the shares representing the capital of (Anadolu Etap İçecek) by CCI for USD 112 Million. The prerequisites in the agreement have been completed and on April 11, 2023, it obtained the approval of the Competition Authority for the transaction. The transfer of 80% of the shares representing Anadolu Etap İçecek's capital to CCI was completed on April 19, 2023

As of April 19, 2023, this transaction occurred as transaction under common control between Anadolu Etap, the subsidiary of the Company, in which the Company has a 78,58% share, and CCI, in which it has a 50,26%. As a consequence of this transaction, the Company's effective ownership share in its subsidiary, Anadolu Etap İçecek, decreased from 78,58% to 55,92%. Furthermore, the Company's effective ownership ratio in Anadolu Etap Dış Ticaret A.Ş., in which Anadolu Etap İçecek holds a 100% share, has also declined from 78,58% to 55,92% as a result of this transaction. The impact of change in the effective share ratio resulting from this transaction on the Group's financial statements is presented in the statement of "increase/decrease through changes in ownership interests in subsidiaries that do not result in loss of control" on the statement of changes in equity.

Coca-Cola Beverages Pakistan Ltd (CCBPL)

CCI acquired 49,67% of Coca-Cola Beverages Pakistan Ltd (CCBPL) from Atlantic Industries Company, a subsidiary of The Coca-Cola Company, through its wholly owned subsidiary CCI International Holland BV ("CCI Holland") for 300 million USD (equivalent to TRL8.624.220 based on the transaction date exchange rate). Through CCI Holland, CCI became the indirect sole owner of CCBPL with a 99,34% shareholding. As a result of this transaction, non-controlling interests with a book value of TRL5.333.968 were included in the parent company, and a net result amount of TRL(3.290.252) was recognized in Prior Years' Profits or Losses. The effect of this transaction is presented in the equity movement statement under the line item "Changes in ownership interests in subsidiaries that do not result in loss of control". As of December 31, 2023, the amount owed by CCI to Atlantic Industries Company related to the acquisition of shares is TRL5.887.640.

Transactions Related with 2022

None.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 4. INFORMATION ABOUT MATERIAL NON-CONTROLLING INTERESTS IN SUBSIDIARIES AND INVESTMENTS ACCOUNTED FOR USING EQUITY METHOD

a) Information about material non-controlling interests in subsidiaries

The Company has control over CCI while it has 50,26% ownership interest in CCI. CCI is included in consolidation by using the full consolidation method and equity and net income attributable to non-controlling interests is recorded as “non-controlling interests” in the consolidated statement of financial position and profit and loss statement.

The Company has control over AB Inbev Efes B.V. while it has 50,00% ownership interest in AB Inbev Efes B.V.. AB Inbev Efes B.V. is included in consolidation by using the full consolidation method and equity and net income attributable to non-controlling interests is recorded as “non-controlling interests” in the consolidated of financial position and in the consolidated statement of comprehensive income.

Non-controlling interest reflected to profit and loss statement in the period is amounting to TRL11.412.850 (December 31, 2022 – 7.619.389), of which TRL9.787.913 (December 31, 2022– TRL7.375.095) is related with net income of CCI attributable to non-controlling interests.

Non-controlling interest reflected to statement of financial position at the end of the period is amounting to TRL65.320.173 (December 31, 2022 – TRL70.192.617), of which TRL47.685.024 (December 31, 2022 – TRL50.564.723) is related with equity of CCI attributable to non-controlling interests.

In 2023, total dividend declared to non-controlling interests is amounting to TRL577.240 as disclosed in the consolidated statement of changes in equity (December 31, 2022 – TRL675.810). TRL571.318 of this amount has been paid by CCI and its subsidiaries (December 31, 2022 – TRL669.869).

The Group management has identified CCI as a separate operating segment. Summarized information on statement of financial position and profit and loss statement is given as “Soft Drinks” segment in Note 5 “Segment Information”.

Summary of the consolidated statement of cash flows of CCI is given below:

	January 1 -December 31, 2023	January 1 – December 31, 2022
Net cash generated from operating activities	12.542.774	6.952.126
Net cash used in investing activities	(11.436.615)	(6.582.676)
Net cash from (used in) financing activities	(1.292.662)	10.106.486
Currency translation differences	82.166	2.687.938
Monetary loss on cash and cash equivalents	(1.224.028)	(1.291.038)
Net increase / (decrease) in cash and cash equivalents	(1.328.365)	11.872.836

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 4. INFORMATION ABOUT MATERIAL NON-CONTROLLING INTERESTS IN SUBSIDIARIES AND INVESTMENTS ACCOUNTED FOR USING EQUITY METHOD (continued)

b) Investments Accounted for Using Equity Method

	December 31, 2023		December 31, 2022	
	Ownership	Carrying Value	Ownership	Carrying Value
Anadolu Etap	-	-	78,58%	440.493
SSDSD (1)	25,13%	-	25,13%	-
Malty Gıda A.Ş.	25,00%	490	25,00%	1.318
		490		441.811

The movement of investments in associates for the years ended as of December 31, 2023 and 2022 are as follows:

	2023	2022
Balance at January 1	441.811	(10.531)
Share of Loss from Investments Accounted for Using Equity Method	(143.828)	445.500
Share acquisition	-	1.648
Outflows within the scope of business combination (Note 3)	(313.821)	-
Other	16.328	5.194
Balance on December 31	490	441.811

(1) SSDSD, which has been accounted by using equity method in CCI financial statements, is accounted as investment in associates in Group's financial statements.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 5. SEGMENT REPORTING

The Group's segment reporting in accordance with TFRS 8 is disclosed as follows:

	Beer Group	Soft Drinks	Other ⁽¹⁾ and Eliminations	Total
January 1 – December 31, 2023				
Net sales	58.003.457	101.042.378	1.031.255	160.077.090
Inter-segment sales	-	(2.191)	(197.691)	(199.882)
Revenue	58.003.457	101.040.187	833.564	159.877.208
EBITDA BNRI	10.671.139	18.126.853	(224.878)	28.573.114
Impairment losses	-	(61.994)	-	(61.994)
Reversals of impairment losses	20.518	29.776	-	50.294
Financial Income / (Expense)	(942.613)	(4.198.087)	(53.069)	(5.193.769)
Tax Income / (Expense)	(1.474.093)	(4.795.687)	(1.641.212)	(7.910.992)
Capital expenditures (Note 15, 16)	4.348.701	6.129.279	123.163	10.601.143
	Beer Group	Soft Drinks	Other ⁽¹⁾ and Eliminations	Total
January 1 – December 31, 2022				
Net sales	61.872.408	93.189.575	-	155.061.983
Inter-segment sales	-	(1.931)	-	(1.931)
Revenue	61.872.408	93.187.644	-	155.060.052
EBITDA BNRI	11.073.350	15.941.246	6.332	27.020.928
Impairment losses	(974.720)	(13.984)	-	(988.704)
Reversals of impairment losses	99.330	64.260	-	163.590
Financial Income / (Expense)	(2.453.333)	(2.472.173)	-	(4.925.506)
Tax Income / (Expense)	(2.233.849)	(4.615.771)	31.175	(6.818.445)
Capital expenditures (Note 15, 16)	3.371.933	5.735.516	(220)	9.107.229

(1) Includes adjustment journals in the consolidation of the Group and the financial statements of Anadolu Etap.

As of December 31, 2023, the portion of Türkiye geographical area in the consolidated net revenue and total assets is 40% and 42% respectively (December 31, 2022- 32% and 38% respectively).

As of December 31, 2023, the portion of Russia and Ukraine geographical area in the consolidated net revenue and total assets is 21% and 26% respectively (December 31, 2022- 26% and 29% respectively).

As of December 31, 2023, the portion of Kazakhstan geographical area in the consolidated net revenue and total assets is 13% and 9% respectively (December 31, 2022- 13% and 9% respectively).

As of December 31, 2023, the portion of Pakistan geographical area in the consolidated net revenue and total assets is 7% and 4% respectively (December 31, 2022- 10% and 4% respectively).

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 5. SEGMENT REPORTING (continued)

	Beer Group	Soft Drinks	Other ⁽¹⁾ and Eliminations	Total
December 31, 2023				
Segment assets	105.978.392	110.157.984	49.089.310	265.225.686
Segment liabilities	58.583.072	65.203.205	11.561.514	135.347.791
Investments Accounted for Using Equity Method	490	-	-	490
	Beer Group	Soft Drinks	Other ⁽¹⁾ and Eliminations	Total
December 31, 2022				
Segment assets	115.045.298	107.259.256	45.940.016	268.244.570
Segment liabilities	64.729.966	60.108.965	8.680.421	133.519.352
Investments Accounted for Using Equity Method	441.811	-	-	441.811

(1) Includes adjustment journals in the consolidation of the Group and the financial statements of Anadolu Etap.

Reconciliation of EBITDA BNRI to the consolidated Profit/Loss from Continuing Operations and its components as of December 31, 2023 and 2022 are as follows:

	January 1 - December 31, 2023	January 1 - December 31, 2022
EBITDA BNRI	28.573.114	27.020.928
Depreciation and amortization expenses	(7.571.390)	(8.611.719)
Provision for retirement pay liability	(442.610)	(403.712)
Provision for vacation pay liability	(152.642)	(94.433)
Foreign exchange gain/loss from operating activities	(749.313)	(137.693)
Rediscount income/expense from operating activities	(7.280)	(621)
Non-recurring items	(86.741)	(531.337)
Other	1.479	(61.837)
PROFIT (LOSS) FROM OPERATING ACTIVITIES	19.564.617	17.179.576
Investment Activity Income	924.160	632.178
Investment Activity Expenses (-)	(453.324)	(1.087.068)
Income/(Loss) from Associates	(143.828)	445.500
PROFIT (LOSS) BEFORE FINANCING INCOME (EXPENSE)	19.891.625	17.170.186
Finance Income	11.556.737	8.936.398
Finance Expenses (-)	(16.750.506)	(13.861.904)
Monetary Gain/ (Loss)	26.754.925	17.577.343
PROFIT (LOSS) FROM CONTINUING OPERATIONS	41.452.781	29.822.023

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 6. CASH AND CASH EQUIVALENTS

	December 31, 2023	December 31, 2022
Cash on hand	33.155	27.306
Bank accounts		
- Time deposits	34.514.729	31.974.657
- Demand deposits	6.425.256	7.191.870
Other	221.058	52.057
Cash and cash equivalents in cash flow statement	41.194.198	39.245.890
Expected Credit Loss (-)	(203)	(3.027)
Interest income accrual	77.914	83.893
	41.271.909	39.326.756

As of December 31, 2023, annual interest rates of the TRL denominated time deposits vary between 38,00% and 45,00% and have maturity between 2 - 12 days (December 31, 2022 – 10,00% and 28,00%; maturity between 2 - 23 days). Annual interest rates of the US Dollars (USD) and, Euro (EUR), and other currency denominated time deposits vary between 0,01% and 20,50% and have maturity between 1 - 79 days (December 31, 2022– annual interest rates of the US Dollars (USD) and, Euro (EUR), and other currency time deposits vary between 0,30% and 15,25%; maturity between 1 - 58 days).

As of December 31, 2023, other item contains credit card receivables amounting to TRL220.576 (December 31, 2022 – TRL52.057).

As of December 31, 2023, the Group has designated its bank deposits amounting to TRL1.079.198, equivalent of thousand USD35.000 and thousand EUR1.500 for the future raw material purchases, operational and interest expense related payments in the scope of hedge accounting (December 31, 2022 – TRL2.537.044, equivalent of thousand USD80.000, thousand EUR2.200).

NOTE 7. FINANCIAL INVESTMENTS

	December 31, 2023	December 31, 2022
Currency linked deposits	306.916	893.597
Time deposits with maturity more than three months	89	141.229
Restricted cash	68.763	217.997
	375.768	1.252.823

The interest rates for fx-protected deposit accounts are 35,00% (31 December 2022 – 17,00% and 12,00%).

As of December 31, 2023, time deposits with maturities over 3 months are composed of USD and UZS with 179 and days' maturity and have 2,25% interest rate for USD. (As of December 31, 2022, time deposits with maturities over 3 months are composed of USD and UZS with 174 and 305 days' maturity and have 2,25% interest rate for USD and 8,00% for UZS).

Restricted bank balance is the blocked amount in the bank for collateral of letters of credit in Uzbekistan and Pakistan.

NOTE 8. SHORT AND LONG TERM BORROWINGS

a) Bank Loans, issued debt instruments and other borrowings

	December 31, 2023	December 31, 2022
Short-term Bank Loans (Third Parties)	9.805.327	12.217.401
Short-term Issued Debt Instruments (Third Parties)	1.277.575	-
Current Portion of Bank Loans (Third Parties)	1.449.455	1.285.908
Current Portion of Issued Debt Instruments (Third Parties)	9.615.887	5.600.909
Long-term Bank Loans (Third Parties)	1.972.937	1.738.273
Long-term Issued Debt Instruments (Third Parties)	33.240.236	39.575.553
	57.361.417	60.418.044

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 8. SHORT AND LONG TERM BORROWINGS (continued)

a) Bank Loans, issued debt instruments and other borrowings (continued)

As of December 31, 2023, total borrowings consist of principal amounting to TRL55.363.213 (December 31, 2022- TRL58.985.448) and interest expense accrual amounting to TRL1.998.204 (December 31, 2022 - TRL1.432.596).

As of December 31, 2023 and 2022, total amount of borrowings and the effective interest rates are as follows:

	December 31, 2023			December 31, 2022		
	Amount	Weighted average fixed rate	Weighted average floating rate	Amount	Weighted average fixed rate	Weighted average floating rate
Short-term Borrowings						
TRL denominated borrowings	7.830.391	37,39%	-	9.624.480	22,07%	TLREF +5,50%
Foreign currency denominated borrowings (USD)	1.363	3,00%	-	1.425	3,00%	-
Foreign currency denominated borrowings (EUR)	1.317.922	7,25%	-	-	-	-
Foreign currency denominated borrowings (Other)	1.933.226	16,61%	Kibor+0,0%	2.591.496	21,55%	Kibor+0,10%
	11.082.902			12.217.401		
Short-term portion of long term borrowings						
TRL denominated borrowings	4.911.430	19,74%	-	1.555.109	32,33%	-
Foreign currency denominated borrowings (USD)	4.820.579	4,29%	Libor+2,50%	4.064.284	4,49%	Libor+2,50%
Foreign currency denominated borrowings (EUR)	1.258.335	-	Euribor+2,12%	771.843	-	Euribor+2,08%
Foreign currency denominated borrowings (Other)	74.998	14,27%	-	495.581	15,00%	-
	11.065.342			6.886.817		
Total	22.148.244			19.104.218		
Long-term Borrowings						
TRL denominated borrowings	4.036.152	46,78%	-	4.407.826	20,44%	-
Foreign currency denominated borrowings (USD)	29.408.783	3,97%	-	35.204.699	4,00%	Libor+2,50%
Foreign currency denominated borrowings (EUR)	1.407.250	-	Euribor+1,71%	1.701.301	-	Euribor+2,40%
Foreign currency denominated borrowings (Other)	360.988	13,21%	-	-	-	-
	35.213.173			41.313.826		
Grand Total	57.361.417			60.418.044		

As of December 31, 2023, the Group has fulfilled its financial commitments arising from its borrowings.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 8. SHORT AND LONG TERM BORROWINGS (continued)

a) Bank Loans, issued debt instruments and other borrowings (continued)

Maturity of long-term borrowings are scheduled as follows:

	December 31, 2023	December 31, 2022
Between 1-2 years	4.901.681	10.039.345
Between 2-3 years	689.288	307.745
Between 3-4 years	261.879	307.745
Between 4-5 years	14.763.405	153.873
5 years and more	14.596.920	30.505.118
	35.213.173	41.313.826

The movement of borrowings as of December 31, 2023 and 2022 is as follows:

	2023	2022
Balance at January 1	60.418.044	56.143.987
Acquired through to business combinations	3.881.531	-
Proceeds from borrowings	28.288.401	46.266.039
Repayments of borrowings (-)	(28.546.970)	(30.994.864)
Interest and borrowing expense (Note 27)	6.423.440	5.320.975
Interest paid (-)	(5.100.046)	(3.959.124)
Foreign exchange (gain)/loss	19.589.257	18.072.866
Currency translation differences	(725.007)	(3.288.235)
Monetary (gain)/loss	(26.867.233)	(27.143.600)
Balance at December 31	57.361.417	60.418.044

As of December 31, 2023, net interest on cross currency swap contracts of CCI is TRL17.173 (December 31, 2022 - TRL64.815).

b) Lease Liabilities

	December 31, 2023	December 31, 2022
Short term Lease Liabilities (Third Parties)	-	503
Current Portion of Lease Liabilities (Third Parties)	640.171	453.991
Long term Lease Liabilities (Third Parties)	1.066.584	1.036.231
	1.706.755	1.490.725

Repayments of long-term lease liabilities are scheduled as follows:

	December 31, 2023	December 31, 2022
Between 1-2 years	152.697	229.344
Between 2-3 years	107.417	259.372
Between 3-4 years	61.946	35.897
Between 4-5 years	71.880	85.926
5 years and more	672.644	425.692
	1.066.584	1.036.231

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 8. SHORT AND LONG TERM BORROWINGS (continued)

b) Lease Liabilities (continued)

The movement of lease liabilities as of December 31, 2023 and 2022 is as follows:

	2023	2022
Balance at January 1	1.490.725	1.364.009
Additions	332.152	680.198
Repayments (-)	(487.487)	(343.227)
Disposals (-)	(5.428)	(24.610)
Interest expense (Note 27)	300.775	141.626
Amendments to lease agreements	199.623	73.769
Foreign exchange (gain)/loss	23.888	12.361
Acquired through business combination	486.232	-
Currency translation differences	(380.283)	(300.833)
Monetary (gain)/ loss	(253.442)	(112.568)
Balance at December 31	1.706.755	1.490.725

c) Other Financial Liabilities

	December 31, 2023	December 31, 2022
Current credit card payables	1.080.032	115.135
Non-current credit card payables	85.404	-
	1.165.436	115.135

NOTE 9. DERIVATIVE INSTRUMENTS

The movement of derivative instruments as of December 31, 2023 and 2022 is as follows:

	2023	2022
Balance at January 1	(1.339.590)	(2.848.311)
Other Comprehensive Income that will be Reclassified to Profit or Loss		
- Cash flow hedge gain/(losses)	779.435	277.009
- Currency translations differences	93.401	265.005
Valuation differences recognized in consolidated statement of profit or loss	117.333	103.566
Cash Flows from Settlement of Derivative Instruments	(113.835)	131.459
Monetary gain/ (loss)	379.967	731.682
Balance at December 31	(83.289)	(1.339.590)

	Beer Group	Soft Drinks	Other	Total
2023	24.276	(106.491)	(1.074)	(83.289)
2022	(331.505)	(1.008.085)	-	(1.339.590)

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 9. DERIVATIVE INSTRUMENTS (continued)

The details of derivatives instruments for Beer Operations as of December 31, 2023 is as follows:

	Nominal Value	Contract Amounts or Quantities	Carrying Amount Asset/ (Liability)	Account in the Statement of the Financial Position	Hedge Ineffectiveness Recognized in Profit or Loss	Maturity
Derivatives held for hedging:						
Cash flow hedge						
<i>Currency forwards:</i>						
-EUR/TRL	1.581.463	48,6 million EUR	21.093	Derivative Instruments	-	January - May 2024
-USD/TRL	1.336.494	45,4 million USD	(17.351)	Derivative Instruments	-	January - August 2024
<i>Commodity swaps:</i>						
- Aluminium	535.379	7.787 tons	20.534	Derivative Instruments	-	January- December 2024
	3.453.336		24.276			
Derivatives held for hedging:						
Net investment hedge	-	500 million USD	(14.745.650)	Borrowings	-	June 2028
Cash flow hedge						
<i>Designated cash</i>						
- USD/TRL	-	35 million USD	1.030.337	Cash and Cash Equivalents		September - December 2024
- EUR/TRL	-	1,5 million EUR	48.861	Cash and Cash Equivalents		March - July 2024

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 9. DERIVATIVE INSTRUMENTS (continued)

The details of derivatives instruments for Soft Drink Operations as of December 31, 2023 is as follows:

	Nominal Value	Contract Amounts or Quantities	Carrying Amount Asset/ (Liability)	Account in the Statement of the Financial Position	Hedge Ineffectiveness Recognized in Profit or Loss	Maturity
Derivatives held for hedging:						
Cash flow hedge						
<i>Commodity swaps:</i>						
- Aluminium	1.584.776	22.580 tons	27.530	Derivative Instruments	-	January 2024 - December 2025
- Sugar	1.229.871	89.650 tons	114.696	Derivative Instruments	-	January 2024 - December 2025
Fx forward (hedging exchange rate risk)						
	1.471.910	50 million USD	12.822	Derivative Instruments	-	September 2024
Fair value hedge reserve assets / (liabilities)	4.415.730	150 million USD	(261.539)	Derivative Instruments	-	September 2024
	8.702.287		(106.491)			
Derivatives held for hedging:						
Net investment hedge	-	650 million USD	(19.169.345)	Borrowings	-	January 2029

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 9. DERIVATIVE INSTRUMENTS (continued)

The details of derivatives instruments for Beer Operations as of December 31, 2022 is as follows:

	Nominal Value	Contract Amounts or Quantities	Carrying Amount Asset/(Liability)	Account in the Statement of the Financial Position	Hedge Ineffectiveness Recognized in Profit or Loss	Maturity
Derivatives held for hedging:						
Cash flow hedge						
Interest swap	346.023	-	(41.094)	Derivative Instruments	-	October 2023
<i>Currency forward:</i>						
-USD/TRL	1.110.692	36,1 million USD	(44.835)	Derivative Instruments	-	January - June 2023
-EUR/TRL	1.116.810	34,0 million EUR	(4.546)	Derivative Instruments	-	January - July 2023
-USD/RUR	2.320.169	75,3 million USD	(95.596)	Derivative Instruments	-	January - June 2023
-EUR/RUR	1.334.087	40,6 million EUR	(103.975)	Derivative Instruments	-	January - June 2023
<i>Commodity swaps:</i>						
- Aluminium	429.377	5.904 tons	(23.343)	Derivative Instruments	-	January- December 2023
- PET	33.719	1.181 tons	(4.408)	Derivative Instruments	-	January 2023
Derivatives not held for hedging:						
Currency forward:						
-USD/RUR	24.123	0,8 million USD	(397)	Derivative Instruments	-	January - June 2023
-EUR/RUR	377.215	11,5 million EUR	(13.311)	Derivative Instruments	-	January - June 2023
	7.092.215		(331.505)			
Derivatives held for hedging:						
Net investment hedge	-	500 million USD	(15.432.639)	Borrowings	-	June 2028
Cash flow hedge						
<i>Designated cash:</i>						
- USD/TRL	-	80,0 million USD	2.464.780	Cash and cash equivalents	-	August 2023 - December 2024
- EUR/MDL	-	2,2 million EUR	72.264	Cash and cash equivalents	-	January - June 2023

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 9. DERIVATIVE INSTRUMENTS (continued)

The details of derivatives instruments for Soft Drink Operations as of December 31, 2022 is as follows:

	Nominal Value	Contract Amounts or Quantities	Carrying Amount Asset/ (Liability)	Account in the Statement of the Financial Position	Hedge Ineffectiveness Recognized in Profit or Loss	Maturity
Derivatives held for hedging:						
Cash flow hedge						
Commodity swaps:						
- Aluminium	1.991.072	25.000 tons	(141.894)	Derivative Instruments	-	January 2023 - December 2025
- Sugar	1.050.120	70.100 tons	27.883	Derivative Instruments	-	January - December 2023
Fair value hedge						
Fair value hedge reserve assets / (liabilities)	4.621.463	150 million USD	(894.074)	Derivative Instruments	-	September 2024
	7.662.655		(1.008.085)			
Derivatives held for hedging:						
Net investment hedge	-	770 million USD	(23.766.253)	Borrowings	-	January 2029

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 10. TRADE RECEIVABLES AND PAYABLES

a) Trade Receivables

	December 31, 2023	December 31, 2022
Short term trade receivables from third parties	14.051.627	11.843.335
Long term trade receivables from third parties	1.299	3.154
Trade receivables from related parties (Note 30)	1.529.428	1.362.117
Notes and cheques receivables	124.897	137.699
Expected credit loss (-)	(325.137)	(353.525)
	15.382.114	12.992.780

The movement of provision for doubtful receivables as of December 31, 2023 and 2022 is as follows:

	2023	2022
Balance at January 1	353.525	493.442
Current year provision	62.711	59.719
Provisions no longer required	(25.832)	(34.751)
Acquired through business combination	23.537	-
Write-offs from expected credit loss	(24.108)	(55.232)
Foreign exchange gain/ loss	3.603	-
Currency translation differences	(27.967)	(65.774)
Monetary gain/ (loss)	(40.332)	(43.879)
Balance at December 31	325.137	353.525

Assumptions used in the calculation of Expected Credit Loss for Trade Receivables are explained in Note 2.35.

b) Trade Payables

	December 31, 2023	December 31, 2022
Short term trade payables to third parties	31.820.101	30.984.437
Long term trade payables to third parties	2.131	198
Trade payables to related parties (Note 30)	1.239.263	2.024.444
	33.061.495	33.009.079

NOTE 11. OTHER RECEIVABLES AND PAYABLES

a) Other Current Receivables

	December 31, 2023	December 31, 2022
Receivables from related parties (Note 30)	100.763	1.124.039
Due from personnel	86.331	59.663
Sublease receivables from related parties (Note 30) (1)	138.694	56.611
Receivables from tax office	41.987	7.136
Deposits and guarantees given	8.558	1.213
Other	84.031	30.062
	460.364	1.278.724

(1) Subleases from related parties has been recorded according to TFRS 16 which are related with the management building and leased on behalf of the parent company AG Anadolu Group A.Ş. and the subsidiaries.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 11. OTHER RECEIVABLES AND PAYABLES (continued)

b) Other Non-Current Receivables

	December 31, 2023	December 31, 2022
Deposits and guarantees given	135.380	127.373
Receivables from tax office	229.648	48.413
Sublease receivables from related parties (Note 30) (1)	33.274	41.508
	398.302	217.294

c) Other Current Payables

	December 31, 2023	December 31, 2022
Taxes other than income taxes	5.732.209	6.087.955
Other current payables to related parties (Note 30)	3.191.240	3.150.295
Deposits and guarantees taken	1.976.012	2.258.682
Dividends payable	276.823	226.680
Payables related to share changes in subsidiaries that do not result in loss of control (Note 3)	5.887.640	-
Other	11.092	24.309
	17.075.016	11.747.921

d) Other Non-Current Payables

	December 31, 2023	December 31, 2022
Deposits and guarantees taken	10.795	13.543
	10.795	13.543

(1) Subleases from related parties has been recorded according to TFRS 16 which are related with the management building and leased on behalf of the parent company AG Anadolu Group A.Ş. and the subsidiaries.

Assumptions used in the calculation of liabilities arising from returnable bottles are explained in Note 2.35.

NOTE 12. INVENTORIES

	December 31, 2023	December 31, 2022
Raw materials	9.842.793	10.088.555
Finished and trade goods	7.992.326	7.425.866
Packaging materials	3.006.276	3.418.878
Supplies	2.016.074	1.080.057
Work-in-process	2.106.227	1.607.166
Other	387.528	404.876
Reserve for obsolescence (-)	(473.307)	(479.466)
	24.877.917	23.545.932

The movement of reserve for obsolescence as of December 31, 2023 and 2022 is as follows:

	2023	2022
Balance at January 1	479.466	437.670
Current year provision (Note 25)	206.475	740.314
Provisions no longer required (Note 25)	(69.159)	(588.100)
Inventories written-off	(73.150)	(14.912)
Currency translation differences	(70.325)	(95.506)
Balance at December 31	473.307	479.466

Assumptions used in the calculation of reserve for obsolescence are explained in Note 2.35.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 13. PREPAID EXPENSES AND DEFERRED INCOME

a) Current Prepaid Expenses

	December 31, 2023	December 31, 2022
Advances given to suppliers	1.460.414	1.981.695
Prepaid sales expenses	2.006.988	1.538.830
Prepaid expenses to related parties (Anadolu Efes Spor Kulübü)	-	169.747
Prepaid insurance expenses	239.553	114.476
Prepaid rent expenses	11.025	6.624
Prepaid other expenses	573.124	290.223
	4.291.104	4.101.595

b) Non- current Prepaid Expenses

	December 31, 2023	December 31, 2022
Prepaid sales expenses	1.542.663	1.122.243
Advances given to suppliers	1.022.871	261.935
Prepaid rent expenses	540	45.476
Prepaid other expenses	301.884	184.435
	2.867.958	1.614.089

The assumptions used in the calculation of cash concession agreements included in prepaid sales expenses are explained in Note 2.35

c) Short Term Deferred Income (Deferred Income Other Than Contract Liabilities)

	December 31, 2023	December 31, 2022
Advances taken	734.584	591.245
Deferred Income	40.661	59.487
	775.245	650.732

d) Long Term Deferred Income (Deferred Income Other Than Contract Liabilities)

	December 31, 2023	December 31, 2022
Deferred income	44.507	90.824
	44.507	90.824

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 14. RIGHT-OF-USE ASSETS

For the year ended December 31, 2023, movement on right of use asset is as follows:

Cost	January 1, 2023	Additions	Amendments to Leasing	Disposals	Acquired through business combination	Currency translation differences	December 31, 2023
Land	253.661	34.726	1.179	(1.953)	1.005.393	(58.421)	1.234.585
Buildings	936.351	128.873	79.643	(5.016)	17.088	(129.503)	1.027.436
Machinery and equipment	93.232	14.779	7.389	(1.499)	-	(17.011)	96.890
Vehicles	869.176	153.743	(26.763)	(110.153)	32.883	(133.595)	785.291
Furniture and fixture	1.310	31	429	-	-	(2.075)	(305)
Other	3.368	-	-	-	-	(2.166)	1.202
	2.157.098	332.152	61.877	(118.621)	1.055.364	(342.771)	3.145.099
Accumulated depreciation (-)							
Land	60.206	46.850	-	(245)	133.547	8.970	249.328
Buildings	387.144	97.568	-	(3.833)	17.089	(69.955)	428.013
Machinery and equipment	38.901	16.162	-	(1.499)	-	2.639	56.203
Vehicles	233.897	237.045	-	(90.266)	13.685	(24.947)	369.414
Furniture and fixture	1.481	260	-	-	-	(2.163)	(422)
Other	8.775	181	-	-	-	(8.334)	622
	730.404	398.066	-	(95.843)	164.321	(93.790)	1.103.158
Net book value	1.426.694						2.041.941

Interest income from sub-leases is TRL 36.009 (Note 30).

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 14. RIGHT-OF-USE-ASSETS (continued)

For the year ended December 31, 2022, movement on right use of asset is as follows:

Cost	January 1, 2022	Additions	Amendments to Leasing	Disposals	Acquired through business combination	Currency translation differences	December 31, 2022
Land	241.826	-	59.514	-	-	(47.679)	253.661
Buildings	1.256.234	40.066	(33.905)	(43.889)	-	(282.155)	936.351
Machinery and equipment	105.068	1.936	5.831	(7.850)	-	(11.753)	93.232
Vehicles	704.382	638.196	42.329	(180.008)	-	(335.723)	869.176
Furniture and fixture	5.172	-	-	1.101	-	(4.963)	1.310
Other	14.944	-	-	(8.209)	-	(3.367)	3.368
	2.327.626	680.198	73.769	(238.855)	-	(685.640)	2.157.098
Accumulated depreciation (-)							
Land	55.761	11.231	-	-	-	(6.786)	60.206
Buildings	458.468	124.982	-	(23.462)	-	(172.844)	387.144
Machinery and equipment	48.400	38.646	-	(7.581)	-	(40.564)	38.901
Vehicles	494.586	216.172	(46)	(157.357)	-	(319.458)	233.897
Furniture and fixture	3.193	1.331	-	1.101	-	(4.144)	1.481
Other	12.386	1.076	-	(8.178)	-	3.491	8.775
	1.072.794	393.438	(46)	(195.477)	-	(540.305)	730.404
Net book value	1.254.832						1.426.694

Interest income from sub-leases is TRL 18.970 (Note 30)

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 15. PROPERTY, PLANT AND EQUIPMENT

For the year ended December 31, 2023 movement on property, plant and equipment are as follows:

Cost	January 1, 2023	Additions	Disposals	Acquired through business combination	Currency translation differences	(Impairment) / Impairment reversal	Transfers (**)	December 31, 2023
Land and land improvements	4.650.449	39.236	(6.742)	1.115.640	(267.600)	-	37.279	5.568.262
Buildings	27.250.884	75.875	(21.319)	679.041	(2.450.922)	-	442.623	25.976.182
Machinery and equipment	69.645.612	930.232	(395.531)	838.576	(6.205.554)	-	1.407.285	66.220.620
Vehicles	1.415.557	189.276	(127.033)	60.078	(86.901)	-	51.794	1.502.771
Other tangibles(*)	35.206.062	3.025.061	(1.840.869)	431.967	(2.455.943)	-	1.112.702	35.478.980
Biological assets	-	81.754	(164.430)	1.711.062	-	-	-	1.628.386
Leasehold improvements	336.550	-	-	15.226	8.622	-	(2.639)	357.759
Construction in progress	3.119.225	5.471.956	(3.515)	68.087	(239.788)	-	(3.615.800)	4.800.165
	141.624.339	9.813.390	(2.559.439)	4.919.677	(11.698.086)	-	(566.756)	141.533.125
Accumulated depreciation and impairment (-)	January 1, 2023	Additions (***)	Disposals	Acquired through business combination	Currency translation differences	Impairment / (Impairment reversal)	Transfers (**)	December 31, 2023
Land and land improvements	1.431.421	84.595	(4.098)	301.480	(145.965)	(22.169)	(4.958)	1.640.306
Buildings	10.122.320	644.476	(15.258)	5.670	(627.756)	-	(20.635)	10.108.817
Machinery and equipment	48.017.255	2.636.889	(359.897)	42.451	(3.706.321)	7.587	(59.244)	46.578.720
Vehicles	982.664	113.720	(116.989)	48.558	(68.045)	-	(2)	959.906
Other tangibles(*)	23.791.567	3.241.885	(1.665.583)	259.124	(1.776.972)	-	(18.900)	23.831.121
Biological assets	-	14.831	(35.986)	463.455	-	26.282	-	468.582
Leasehold improvements	324.746	5.564	-	13.988	(10.740)	-	(2.996)	330.562
Construction in progress	6.212	-	(729)	-	(1.417)	-	(4.060)	6
	84.676.185	6.741.960	(2.198.540)	1.134.726	(6.337.216)	11.700	(110.795)	83.918.020
Net book value	56.948.154							57.615.105

(*) Other tangibles consist of coolers, returnable containers and their complementary assets.

(**) There are transfers from other intangible assets amounting to TRL53.545, and transfer to inventories amounting to TRL509.506 as of December 31, 2023. (Note 16).

(***) Distribution of depreciation expense is disclosed in Note 24.

As of December 31, 2023, spare parts with a net book value of TRL477.658 have been transferred to inventory.

As of December 31, 2023, there is a pledge on property, plant and equipment of TRL89.144 for loans of Soft Drink Operations. This amount is disclosed in Commitments and Contingencies note under guarantees, pledges and mortgages (GPMs) table (Note 17).

Assumptions used for property, plant and equipment are explained in Note 2.35.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 15. PROPERTY, PLANT AND EQUIPMENT (continued)

For the year ended December 31, 2022 movement on property, plant and equipment are as follows:

Cost	January 1, 2022	Additions	Disposals	Acquired through business combination	Currency translation differences	(Impairment) / Impairment reversal	Transfers (**)	December 31, 2022
Land and land improvements	5.408.768	54.042	(98.773)	-	(725.789)	-	12.201	4.650.449
Buildings	28.242.412	155.511	(43.144)	-	(1.788.039)	-	684.144	27.250.884
Machinery and equipment	77.257.107	1.101.456	(418.937)	-	(9.500.554)	-	1.206.540	69.645.612
Vehicles	1.764.666	86.012	(117.646)	-	(303.204)	-	(14.271)	1.415.557
Other tangible(*)	36.800.470	2.743.003	(2.293.982)	-	(3.408.751)	-	1.365.322	35.206.062
Leasehold improvements	345.783	63	(44)	-	(12.030)	-	2.778	336.550
Construction in progress	4.149.329	4.263.839	(8.310)	-	(1.339.213)	-	(3.946.420)	3.119.225
	153.968.535	8.403.926	(2.980.836)	-	(17.077.580)	-	(689.706)	141.624.339
Accumulated depreciation and impairment (-)	January 1, 2022	Additions (***)	Disposals	Acquired through business combination	Currency translation differences	Impairment / (Impairment reversal)	Transfers (**)	December 31, 2022
Land and land improvements	1.417.870	112.723	(22.554)	-	(75.476)	(959)	(183)	1.431.421
Buildings	10.187.147	715.215	(21.152)	-	(675.481)	38.427	(121.836)	10.122.320
Machinery and equipment	50.300.774	3.385.431	(371.090)	-	(4.891.823)	23.248	(429.285)	48.017.255
Vehicles	1.170.439	125.440	(116.058)	-	(125.749)	(31.704)	(39.704)	982.664
Other tangibles(*)	24.037.514	3.510.623	(2.041.419)	-	(1.775.922)	22.191	38.580	23.791.567
Leasehold improvements	315.891	10.901	-	-	(2.046)	-	-	324.746
Construction in progress	-	-	-	-	-	6.212	-	6.212
	87.429.635	7.860.333	(2.572.273)	-	(7.546.497)	57.415	(552.428)	84.676.185
Net book value	66.538.900							56.948.154

(*) Other tangibles consist of coolers, returnable containers and their complementary assets.

(**) There are transfers to other intangible assets amounting to TRL122.093, and transfer to inventories amount to TRL15.185 as of December 31, 2023. (Note 16).

(***) Distribution of depreciation expense is disclosed in Note 24.

As of December 31, 2023 there is a pledge on property, plant and equipment of TRL93.364 for loans of Soft Drink Operations. This amount is disclosed in Commitments and Contingencies note under guarantees, pledges and mortgages (GPMs) table (Note 17).

Assumptions used for property, plant and equipment are explained in Note 2.35.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 16. INTANGIBLE ASSETS

a) Other Intangible Assets

For the year ended December 31, 2023 movements of intangible assets are as follows:

Cost	January 1, 2023	Additions	Disposals	Acquired through business combination	Currency translation differences	(Impairment) / Impairment reversal	Transfers	December 31, 2023
Bottling contracts	71.813.190	-	-	-	(1.321.875)	-	-	70.491.315
Licence agreements	25.163.094	-	-	-	(6.038.908)	-	-	19.124.186
Brands	4.086.006	-	-	-	(781.298)	-	-	3.304.708
Rights	1.876.669	2.903	(26.055)	42.338	(223.621)	-	119.897	1.792.131
Construction in progress	129.784	344.799	-	-	-	-	(34.184)	440.399
Other intangible assets	2.673.349	440.051	(42.642)	158.128	(44.655)	-	(139.423)	3.044.808
	105.742.092	787.753	(68.697)	200.466	(8.410.357)	-	(53.710)	98.197.547
Accumulated amortization and impairment (-)	January 1, 2023	Additions	Disposals	Acquired through business combination	Currency translation differences	Impairment / (Impairment reversal)	Transfers	December 31, 2023
Bottling contracts	-	-	-	-	-	-	-	-
Licence agreements	1.277.668	-	-	-	(53.502)	-	-	1.224.166
Brands	641.613	-	-	-	(28.563)	-	-	613.050
Rights	1.405.819	182.352	(23.094)	36.640	(154.647)	-	22.000	1.469.070
Construction in progress	-	-	-	-	-	-	-	-
Other intangible assets	1.153.524	231.006	(38.037)	57.434	54.713	-	(22.165)	1.436.475
	4.478.624	413.358	(61.131)	94.074	(181.999)	-	(165)	4.742.761
Net book value	101.263.468							93.454.786

Assumptions used in the calculation of impairment of intangible assets with indefinite useful lives are explained in Note 2.35.

As of December 31, 2023, there is no pledge on intangible assets.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 16. INTANGIBLE ASSETS (continued)

a) Other Intangible Assets (continued)

For the year ended December 31, 2022 movements of intangible assets are as follows:

Cost	January 1, 2022	Additions	Disposals	Acquired through business combination	Currency translation differences	(Impairment) / Impairment reversal	Transfers	December 31, 2022
Bottling contracts	78.819.952	-	-	-	(7.006.762)	-	-	71.813.190
Licence agreements	28.043.022	-	-	-	(2.879.928)	-	-	25.163.094
Brands	4.527.720	-	-	-	(441.714)	-	-	4.086.006
Rights	2.295.753	1.582	(600)	-	(681.065)	-	260.999	1.876.669
Construction in progress	-	150.649	-	-	-	-	(20.865)	129.784
Other intangible assets	1.640.293	551.072	(35.421)	-	635.446	-	(118.041)	2.673.349
	115.326.740	703.303	(36.021)	-	(10.374.023)	-	122.093	105.742.092

Accumulated amortization and impairment (-)	January 1, 2022	Additions	Disposals	Business Combinations	Currency translation differences	Impairment / (Impairment reversal)(*)	Transfers	December 31, 2022
Bottling contracts	-	-	-	-	-	-	-	-
Licence agreements	377.559	-	-	-	161.006	739.103	-	1.277.668
Brands	708.537	-	-	-	(95.517)	28.593	-	641.613
Rights	1.275.745	187.561	(600)	-	(56.887)	-	-	1.405.819
Construction in progress	-	-	-	-	-	-	-	-
Other intangible assets	983.855	193.735	(34.197)	-	10.131	-	-	1.153.524
	3.345.696	381.296	(34.797)	-	18.733	767.696	-	4.478.624
Net book value	111.981.044							101.263.468

As of December 31, 2022, there is no pledge on intangible assets.

(*) A provision of TRL767.696 was made as of December 31, 2022, related to the beer operations of the Group in Ukraine.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 16. INTANGIBLE ASSETS (continued)

b) Goodwill

For the years ended December 31, 2023 and 2022, movements of the goodwill during the period are as follows:

	2023	2022
At January 1	16.435.415	18.833.981
Currency translation differences	(3.855.170)	(2.398.566)
At December 31	12.580.245	16.435.415

As of December 31, 2023 and 2022, operating segment distributions of goodwill are presented below:

	Beer Group	Soft Drinks	Total
2023	7.774.843	4.805.402	12.580.245
2022	11.004.873	5.430.542	16.435.415

Assumptions used in the calculation of impairment of goodwill are explained in Note 2.35.

NOTE 17. COMMITMENTS AND CONTINGENCIES

Parent Company (Anadolu Efes) and Subsidiaries Included in Consolidation

As of December 31, 2023 and December 31, 2022 guarantees, pledges and mortgages (GPMs) given in favor of the parent company and subsidiaries included in full consolidation are as follows:

	December 31, 2023						
	Total TRL Equivalent	Original Currency TRL	Original Currency Thousand USD	Original Currency Thousand EUR	Original Currency Thousand UAH	Original Currency Thousand PKR	Other Foreign Currency TRL Equivalent
A. GPMs given on behalf of the Company's legal personality	2.188.409	1.539.120	9.573	5.879	49.343	162.152	120.797
B. GPMs given in favor of subsidiaries included in full consolidation (1)	10.364.229	236.574	76.263	79.195	400.000	16.800.000	3.238.098
C. GPMs given by the Company for the liabilities of 3rd parties in order to run ordinary course of business	-	-	-	-	-	-	-
D. Other GPMs	-	-	-	-	-	-	-
i. GPMs given in favor of parent company	-	-	-	-	-	-	-
ii. GPMs given in favor of group companies not in the scope of B and C above (2)	-	-	-	-	-	-	-
iii. GPMs given in favor of third party companies not in the scope of C above	-	-	-	-	-	-	-
Total	12.552.638	1.775.694	85.836	85.074	449.343	16.962.152	3.358.895
Ratio of other GPMs over the Company's equity (%)	-						

(1) Consists of the GPMs given in favor of subsidiaries included in full consolidation for their borrowings. These financial liabilities are included in short-term and long-term borrowings in consolidated financial statements.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 17. COMMITMENTS AND CONTINGENCIES (continued)

Parent Company (Anadolu Efes) and Subsidiaries Included in Consolidation (continued)

	December 31, 2022						
	Total TRL Equivalent	Original Currency TRL	Original Currency Thousand USD	Original Currency Thousand EUR	Original Currency Thousand UAH	Original Currency Thousand PKR	Other Foreign Currency TRL Equivalent
A. GPMs given on behalf of the Company's legal personality	845.407	309.027	633	9.662	78.377	162.150	111.444
B. GPMs given in favor of subsidiaries included in full consolidation (1)	6.043.981	-	36.546	60.445	1.750.092	6.150.000	621.391
C. GPMs given by the Company for the liabilities of 3rd parties in order to run ordinary course of business	-	-	-	-	-	-	-
D. Other GPMs	2.109.014	266.591	-	55.990	-	-	-
i. GPMs given in favor of parent company	-	-	-	-	-	-	-
ii. GPMs given in favor of group companies not in the scope of B and C above(2)	2.109.014	266.591	-	55.990	-	-	-
iii. GPMs given in favor of third party companies not in the scope of C above	-	-	-	-	-	-	-
Total	8.998.402	575.618	37.179	126.097	1.828.469	6.312.150	732.835
Ratio of other GPMs over the Company's equity (%)	2,3						

(1) Consists of the GPMs given in favor of subsidiaries included in full consolidation for their borrowings. These financial liabilities are included in short-term and long-term borrowings in consolidated statements.

Murabaha

CCBPL has signed Murabaha facility agreements with Habib Bank Limited and Standard Chartered Bank (Banks). Based on these agreements, the Banks and CCBPL agree that they shall enter into a series of sugar and resin purchase transactions from time to time on the dates and in the amounts to be agreed between them subject to the terms of this agreement. As of December 31, 2023, CCBPL have USD74,1 million and USD37,6 million purchase commitments to the banks for sugar and resin until March 31, 2024 and until June 30, 2024, respectively (December 31, 2022- USD 60 million sugar until June 30, 2023).

Tax and Legal Matters

Legislation and regulations regarding taxation and foreign currency transactions in most of the territories in which the Group operates out of Türkiye continue to evolve as a result of the transformation from command to market oriented economy managed by the government. The various legislation and regulations are not always clearly written and the interpretation related with the implementation of these regulations is subject to the opinions of the local, regional and national tax authorities, the Central Bank and Ministry of Finance. Tax declarations, together with other legal compliance areas (as examples, customs and currency control) are subject to review and investigation by a number of authorities, who are enabled by law to impose significant fines, penalties and interest charges. These facts may create tax risks in the territories in which the Group operates substantially more so than typically found in countries with more developed tax systems.

Litigations against the Group

Beer Group

As of December 31, 2023, according to the legal opinion obtained by the management in response to the 92 lawsuits filed against Beer Operations, in the event of loss the estimated compensation will be million TRL33.703. In the opinion given by the legal counsel of the Group, it is stated that there is low probability of losing the cases and so no provision has been made in the financial statements. (December 31, 2022 - estimated compensation TRL323.617).

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 17. COMMITMENTS AND CONTINGENCIES (continued)

Litigations against the Group (continued)

Soft Drink

CCİ and subsidiaries in Türkiye are involved on an ongoing basis in 229 litigations arising in the ordinary course of business as of December 31, 2023 with an amount of TRL19.268 (December 31, 2022 – TRL28.188). According to the legal opinion obtained by the management no court decision has been granted yet as of December 31, 2023.

As of December 31, 2023, CCBPL has various tax litigations. If the claims are resulted against CCBPL, the tax liability would be TRL83.648 (PKR 839 million) (December 31, 2022 – TRL145.139 (PKR 1.067 million)).

As per the change in governing law in Pakistan, “Capacity Tax” was started to be applied as of July 9, 2013, replacing “Sales and Excise Tax”. CCBPL fulfilled all the obligations as per the new law and change in regulations.

As of May 2014, “Capacity Tax” application was cancelled by the constitutional court and the law has been reverted to “Sales and Excise Tax”. After this withdrawal, CCBPL fulfilled all the obligations again according to “Sales and Excise Tax” system.

After the withdrawal, Federal tax office in Pakistan requested TRL400.977 (PKR 3.839 million) additional tax payment from CCBPL, by arguing that “Sales and Excise Tax” should be applied retrospectively by considering the period before the cancellation of “Capacity Tax” application. Company Management objected and litigated this request, since withdrawal decisions of constitutional court could not be applied retrospectively in principle. In the opinion of Management, the outcome of the litigation will be favourable (December 31, 2022 – TRL522.325 (PKR 3.389 million)).

Group management does not expect any adverse consequences related with these litigations that would materially affect Group’s operation results or financial status.

NOTE 18. EMPLOYEE BENEFITS OBLIGATIONS

As of December 31, 2023 and 2022, employee benefits obligations are as follows:

	December 31, 2023	December 31, 2022
Social security and withholding tax liabilities	620.384	740.170
Wages payable	355.183	203.638
	975.567	943.808

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 19. CURRENT AND NON-CURRENT PROVISIONS

a) Short Term Provision for Employee Benefits

As of December 31, 2023 and 2022, short term provision for employee benefits are as follows:

	December 31, 2023	December 31, 2022
Management bonus accrual	566.304	519.994
Other short-term employee benefits	80.912	262.876
Provision for vacation pay liability	217.793	202.512
	865.009	985.382

As of December 31, 2023 and 2022, the movement of provision for vacation pay liability is as below:

	2023	2022
Balance at January 1	202.512	206.604
Payments and used vacations	(99.609)	(53.568)
Acquired through business combination	10.452	-
Current year provision	153.187	94.433
Currency translation differences	(17.743)	(27.476)
Monetary (gain)/ loss	(31.006)	(17.481)
	217.793	202.512

As of December 31, 2023 and 2022, the movement of management bonus accruals is as below:

	2023	2022
Balance at January 1	519.994	690.878
Payments (-)	(757.791)	(785.232)
Current year provision	945.288	721.890
Currency translation differences	(89.237)	(75.930)
Monetary (gain)/ loss	(51.950)	(31.612)
	566.304	519.994

b) Long Term Provision for Employee Benefits

	December 31, 2023	December 31, 2022
Employment termination benefits	921.648	1.371.641
Long term incentive plans	71.673	61.749
	993.321	1.433.390

The assumptions used for the calculation of employee termination benefits are explained in Note 2.35.

In accordance with existing social legislation, the Group's companies incorporated in Türkiye are required to make lump-sum payments to employees whose employment is terminated due to retirement or for reasons other than resignation or misconduct. Such payments are calculated on the basis of 30 days' pay. The retirement pay liability as at December 31, 2023 is subject to a ceiling of full TRL23.940 (December 31, 2022 - full TRL25.327). Retirement pay liability ceiling has been increased to full TRL35.059 as of January 1, 2024. In the consolidated financial statements as of December 31, 2023 and 2022, the Group reflected a liability calculated using the projected unit credit method and based upon factors derived using their experience of personnel terminating their services and being eligible to receive retirement pay and discounted by using the current market yield at the balance sheet date on government bonds. Accordingly, net discount rate determined by considering expected payment dates is 1,72% (December 31, 2022 -0,50%).

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 19. CURRENT AND NON-CURRENT PROVISIONS (continued)

b) Long Term Provision for Employee Benefits (continued)

Movement of provision for employment termination benefits represented in the consolidated financial statements is as follows:

	2023	2022
Balance at January 1	1.371.641	902.625
Payments	(533.822)	(85.624)
Interest cost	1.860	44.769
Current year provision	440.750	358.943
Acquired through business combination (Note 3)	65.693	
Actuarial (gain) / loss	6.573	485.205
Currency Translation Difference	(10.634)	(14.199)
Monetary (gain)/ loss	(420.413)	(320.078)
	921.648	1.371.641

Movement of provision for long-term incentive plan represented in the consolidated financial statements is as follows:

	2023	2022
Balance at January 1	61.749	41.048
Payments	(94.135)	(58.890)
Interest cost	456	1.669
Current year provision	140.267	99.922
Actuarial (gain) / loss	(956)	258
Currency Translation Differences	(1.565)	388
Monetary (gain)/ loss	(34.143)	(22.646)
	71.673	61.749

Actuarial loss from defined benefit plans, included in other short-term employee benefits and provision for employment termination benefits, amounting to TRL5.617 was reflected to other comprehensive income (December 31, 2022 - TRL485.463).

c) Other Current Provision

Movement of provisions for lawsuits and penalties represented in the consolidated financial statements is as follows:

	2023	2022
Balance at January 1	1.170.458	647.807
Payment	(211.421)	(48.611)
Current year provision	149.953	730.371
Currency translation differences	(43.373)	(148.269)
Monetary (gain)/ loss	(143.066)	(10.840)
Balance at December 31	922.551	1.170.458

As of 31 December 2023, other current provision includes Soft Drink's penalty provision for Competition Authority amounting to TRL336.335. The penalty was paid within the year ending December 31, 2023.

NOTE 20. OTHER ASSETS AND LIABILITIES

a) Other Current Assets

	December 31, 2023	December 31, 2022
Value Added Tax (VAT) deductible or to be transferred	1.738.705	2.236.848
Deferred VAT and other taxes	39.929	28.685
Prepaid taxes (other than income tax and VAT)	58.745	49.733
Other	355.038	118.489
	2.192.417	2.433.755

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 20. OTHER ASSETS AND LIABILITIES (continued)

b) Other Non-Current Assets

	December 31, 2023	December 31, 2022
Deferred VAT and other taxes	1.454	1.954
Other	16.685	615
	18.139	2.569

c) Other Current and Non-Current Liabilities

As of December 31, 2023 and 2022, other current liabilities are as follows:

	December 31, 2023	December 31, 2022
Put option liability	69.474	72.843
Deferred VAT and other taxes	44.794	28.572
Other	55.698	22.291
	169.966	123.706

As of December 31, 2023 and 2022, other non-current liabilities are as follows:

	December 31, 2023	December 31, 2022
Deferred VAT and other taxes	454	1.321
Other	25	7.871
	479	9.192

The obligation of TRL69.474 results from the buying option carried, for the purchase of 12,5% of Turkmenistan CC shares from Day Investment Ltd., with a consideration of USD 2.360 thousand. USD amount is converted with the official USD purchase rate announced by Central Bank of Republic of Türkiye and resulting TRL amount is reflected under other current liabilities (December 31, 2022 – TRL72.843).

NOTE 21. EQUITY, RESERVES AND OTHER EQUITY ITEMS

a) Issued Capital and Adjustments to Share Capital and Equity Investments

	December 31, 2023	December 31, 2022
Common shares 1 full TRL per value		
Authorized capital	900.000	900.000
Issued capital	592.105	592.105

The composition of shareholders and their respective percentage of ownership as of December 31, 2023 and 2022 are given at Note 1 – Group’s Organization and Nature of Activities.

As of December 31, 2023 and 2022, there is no privileged share representing the capital. According to the articles of association, foundation shares that do not represent the share capital receives 2% of the profit that remains after 10% of the paid in capital is deducted from the distributable profit for the period.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 21. EQUITY, RESERVES AND OTHER EQUITY ITEMS (continued)

b) Restricted Reserves Allocated from Net Profit, Revaluation Fund and Accumulated Profits

The legal reserves consist of first and second legal reserves in accordance with the Turkish Commercial Code. The first legal reserve is appropriated out of the statutory net income at the rate of 5%, until the total reserve reaches a maximum of 20% of the Company's issued capital (inflation-restated issued capital in accordance with the communiqués and announcements of CMB). The second legal reserve is appropriated at the rate of 10% of all distributions in excess of 5% of the Company's issued capital (inflation-restated capital in accordance with CMB). The legal reserves are not available for distribution unless they exceed 50% of the issued capital, other than that legal reserves cannot be used.

Quoted companies distribute dividend according to the Communiqué No: II-19.1 which is effective from 1 February 2014 of the CMB.

Companies distribute dividend within the framework of the profit distribution policies determined by the general assemblies and in accordance with the related legislation by the decision of the general assembly. Within the scope of the communiqué, a minimum distribution ratio has not been determined. Companies pay dividends as specified in articles of incorporation or in profit distribution policies.

Inflation adjustment to shareholders' equity and carrying amount of extraordinary reserves can only be netted-off against prior years' losses and used as an internal source for capital increase. However, when inflation adjustment to shareholders' equity is used for cash dividend distribution, it is subject to income tax.

As of 31 December 2023, the total amount of legal resources of the Company that can be subject to profit distribution without additional corporate tax liability is TRL3.238.080.

For the period January-December 2022, during the General Assembly held on April 18, 2023, it was decided to distribute a total cash dividend of TRL1.804.994, equivalent to gross 3,04843 full TL (net 2,74359 full TL) per each full TL nominal share, to ensure a gross profit distribution of 213.14% based on the Company's issued capital of TRL592.105 as of the end of the period January-December 2022. The entire amount of the dividend is to be funded from distributable legal reserves and extraordinary reserves, with a second tier of legal reserve amounting to TRL185.905, representing ten percent of the total amount distributed to shareholders, being allocated. Pursuant to this decision, the first installment of TRL902.498 was paid on May 23, 2023, and the second installment of TRL902.498 was paid on September 18, 2023. A dividend of TRL96.395 was calculated for the founding shareholders in accordance with the Company's articles of association, and the same payment schedule was followed.

In 2023, dividend payment amounting to TRL577.240 (December 31, 2022 - TRL675.810) has been made to non-controlling interests.

As of December 31, 2023, the fund items included in the equity of the Company's statutory financial statements are as follows:

	December 31, 2023		
	Statutory Amounts Indexed per PPI	Statutory Amounts Indexed per CPI	Amounts Presented in Prior Years' Profits
Issued capital	13.688.752	8.052.910	5.635.842
Share Premium (Discount)	-	1.440.655	(1.440.655)
Restricted Reserves Appropriated from Profits	5.650.621	3.619.531	2.031.090
Extraordinary reserves	22.034	183.521	161.487

As of January 1, 2022, the amount of Prior Years' Profits or Losses without inflation accounting applied was TRL7.069.170, while the amount of Prior Years' Profits or Losses with inflation accounting applied was TRL36.140.920.

As of December 31, 2022, the amount of Prior Years' Profits or Losses without inflation accounting applied was TRL6.153.080, while the amount of Prior Years' Profits or Losses with inflation accounting applied was TRL26.388.362.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 22. REVENUE AND COST OF SALES

Group recognizes revenue when the control of products is transferred to the customer, compatible with revenue information under segment reporting according to TFRS 8 (Note 5).

	January 1 – December 31 2023	January 1 – December 31 2022
Domestic revenues	62.272.319	48.504.757
Foreign revenues	97.604.889	106.555.295
Revenue	159.877.208	155.060.052
Current year purchases and net change in inventory	(84.848.285)	(85.459.538)
Personnel expenses	(4.599.443)	(3.883.400)
Depreciation and amortization expense (*)	(4.080.304)	(4.821.426)
Utility expenses	(3.270.955)	(4.125.926)
Repair and maintenance expenses	(1.450.243)	(1.006.499)
Provision for retirement pay liability	(92.118)	(69.364)
Rent expenses (**)	(58.088)	(33.080)
Provision for unused vacation	(27.682)	(16.420)
Representation and meeting expenses	(18.767)	(2.132)
Other	(2.431.148)	(2.086.642)
Cost of sales (-)	(100.877.033)	(101.504.427)
Gross Profit	59.000.175	53.555.625

NOTE 23. OPERATING EXPENSES

a) General and Administrative Expenses

	January 1 – December 31 2023	January 1 – December 31 2022
Personnel expenses	(5.318.646)	(4.722.010)
Outsource expenses	(2.375.950)	(2.086.041)
Information technology expenses	(841.329)	(717.491)
Depreciation and amortization expense (**)	(821.398)	(851.029)
Utilities and communication expenses	(272.687)	(280.569)
Provision for retirement pay liability	(266.505)	(302.273)
Insurance expenses	(240.707)	(111.041)
Taxation expenses (except for income tax)	(240.264)	(201.503)
Rent expenses (**)	(143.679)	(166.464)
Travel Expenses	(143.157)	(326.526)
Representation and meeting expenses	(124.430)	(99.798)
Repair and maintenance expenses	(89.075)	(109.256)
Provision for unused vacation	(86.051)	(56.586)
Other	(416.522)	(524.602)
	(11.380.400)	(10.555.189)

b) Selling, Distribution and Marketing Expenses

	January 1 – December 31 2023	January 1 – December 31 2022
Transportation and distribution expenses	(10.147.207)	(9.960.599)
Advertising, selling and marketing expenses	(7.681.150)	(6.588.938)
Personnel expenses	(4.642.861)	(4.234.936)
Depreciation and amortization expenses (*)	(2.669.688)	(2.939.264)
Outsource expenses	(521.601)	(423.135)
Repair and maintenance expenses	(408.698)	(358.549)
Representation and meeting expenses	(243.310)	(207.181)
Loading and unloading expenses	(228.641)	(266.336)
Utilities and communication expenses	(213.831)	(246.476)
Travel Expenses	(207.963)	(133.865)
Rent expenses (**)	(158.859)	(106.204)
Provision for retirement pay liability	(83.987)	(32.075)
Provision for unused vacation	(39.454)	(22.384)
Other	(898.430)	(764.306)
	(28.145.680)	(26.284.248)

(*) Expenses consist of depreciation and amortization expenses that belong to property, plant and equipment and intangible assets and right of use assets.

(**) Consists of rent expenses that are not within the scope of TFRS 16 due to contract period of less than one year or low contract value.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 24. EXPENSES BY NATURE

a) Depreciation and Amortization Expenses

	January 1 – December 31 2023	January 1 – December 31 2022
Cost of sales	(4.080.304)	(4.821.426)
General and administration expenses	(821.398)	(851.029)
Marketing, selling and distribution expenses	(2.669.688)	(2.939.264)
Inventories	18.006	(23.348)
	(7.553.384)	(8.635.067)

b) Personnel Expenses

	January 1 – December 31 2023	January 1 – December 31 2022
Cost of sales	(4.599.443)	(3.883.400)
General and administration expenses	(5.318.646)	(4.722.010)
Marketing, selling and distribution expenses	(4.642.861)	(4.234.936)
Other expense from operating activities	-	(131.066)
	(14.560.950)	(12.971.412)

NOTE 25. OTHER INCOME / EXPENSES FROM OPERATING ACTIVITIES

a) Other Income from Operating Activities

	January 1 – December 31 2023	January 1 – December 31 2022
Foreign exchange gains arising from operating activities	3.158.650	5.260.676
Income from scrap and other materials	567.593	515.380
Insurance compensation income	107.021	9.615
Reversal of provision for inventory obsolescence	69.159	588.100
Rent income	26.453	30.345
Reversal of provision for expected credit loss	25.832	34.751
Other	1.623.156	1.802.342
	5.577.864	8.241.209

b) Other Expense from Operating Activities

	January 1 – December 31 2023	January 1 – December 31 2022
Foreign exchange losses arising from operating activities	(3.907.963)	(5.398.369)
Expense from scrap and other materials	(335.656)	(159.045)
Provision for inventory obsolescence	(206.475)	(740.314)
Donations	(122.025)	(83.141)
Provision for expected credit loss	(62.711)	(59.719)
Other	(852.512)	(1.337.233)
	(5.487.342)	(7.777.821)

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 26. INVESTMENT ACTIVITY INCOME / EXPENSE

a) Investment activity income

	January 1 – December 31 2023	January 1 – December 31 2022
Acquired through business combination (*)	626.497	-
Gain on disposal of PPE	247.376	468.588
Reversal of provision for impairment on PPE	50.287	163.590
	924.160	632.178

b) Investment activity expense

	January 1 – December 31 2023	January 1 – December 31 2022
Loss on disposal of PPE	(234.082)	(91.698)
Transfer of currency translation differences recognized in other comprehensive income in the previous period	(154.112)	-
Provision for impairment on PPE	(61.987)	(221.005)
Loss on disposal of intangible assets	(3.143)	(1.224)
Provisions for impairment on intangible assets	-	(767.696)
Other	-	(5.445)
	(453.324)	(1.087.068)

(*) As part of the business combination achieved in stages following the Group's obtaining of control in Anadolu Etap on April 11, 2023. A gain of TRL 626.497, derived from the variance between the fair value and the carrying value of the Group's previously owned shares in Anadolu Etap, has been recorded in the financial statements.

NOTE 27. FINANCE INCOME / EXPENSE

a) Finance Income

	January 1 – December 31 2023	January 1 – December 31 2022
Foreign exchange gain	8.411.303	7.262.472
Interest income	2.075.322	1.119.284
Gain on derivative transactions	1.030.534	531.821
Interest income from sub-lease receivables	36.009	18.970
Gain arising from the termination of lease agreements	1.216	3.851
Other	2.353	-
	11.556.737	8.936.398

b) Finance Expense

	January 1 – December 31 2023	January 1 – December 31 2022
Foreign exchange loss	(7.978.338)	(5.707.386)
Interest and borrowing expense	(6.423.440)	(5.320.975)
Bank commission and fees	(1.500.485)	(555.400)
Loss on derivative transactions	(547.440)	(2.134.932)
Interest expenses related to leases	(300.775)	(141.626)
Gain arising from the termination of lease agreements	(28)	-
Other	-	(1.585)
	(16.750.506)	(13.861.904)

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 28. INCOME TAX (INCLUDING DEFERRED TAX)

Corporate tax returns are required to be filed until the twenty fifth of the fourth month following the fiscal year end and paid in full until the end of the same month. The tax legislation provides for a provisional tax to be calculated and paid based on earnings generated for each quarter. The amounts thus calculated and paid are offset against the final corporate tax liability for the fiscal year.

According to Amendment to the Corporate Tax Law, which came into force after being published in the Official Gazette dated April 22, 2021 and numbered 31462; the legal corporate tax rate of 20% was applied as 25% for the earnings of the corporations for the 2021 taxation period, and applied as 23% for the earnings for the 2022 taxation period, and applied as 20% for the earnings for the 2023 taxation period. Subsequently, "Law on the Establishment of Additional Motor Vehicles Tax for the Compensation of Economic Losses Caused by the Earthquakes on February 6, 2023 and the Amendment of Certain Laws and the Decree Law No. 375" which entered into force by being published in the Official Gazette numbered 32249 and dated July 15, 2023, the Corporate Tax rate has been increased from 20% to 25% for 2023.

According to the Turkish Tax Law, corporate tax losses can be carried forward for a maximum period of five years following the year in which the losses were incurred. The tax authorities can inspect tax returns and the related accounting records for a retrospective maximum period of five years.

In Türkiye, the tax legislation does not permit to file a consolidated tax return. Therefore, provision for taxes, as reflected in the consolidated financial statements, has been calculated on a separate-entity basis.

The main components of tax assets and liabilities as of December 31, 2023 and 2022 are as follows:

	December 31, 2023	December 31, 2022
Prepaid corporate tax	1.112.133	860.557
Provision for corporate tax	591.269	451.539

The main components of tax income and expenses as of December 31, 2023 and 2022 are as follows:

	January 1 – December 31 2023	January 1 – December 31 2022
Current period tax expense	(4.981.524)	(4.277.225)
Deferred tax income / (expense), net	(2.929.468)	(2.541.220)
	(7.910.992)	(6.818.445)

As of December 31, 2023 and 2022, the reconciliation of theoretical income tax calculated with the tax rates used in the countries that the Company operates in and total income tax is as follows:

	January 1 – December 31 2023	January 1 – December 31 2022
Consolidated profit before tax	41.452.781	29.822.024
Effect of associate income net off tax	143.828	(445.500)
Consolidated profit before tax (excluding effect of associate income net off tax)	41.596.609	29.376.524
Enacted tax rate	25%	23%
Tax provision	(10.399.152)	(6.756.601)
Tax effect of non-deductible expenses	(517.317)	(1.003.403)
Tax effect of income excluded from tax bases	176.445	15.280
Effect of different tax rates	(1.034.494)	796.402
Deffered tax effect of translation on non-monetary items	(27.767)	(25.388)
Deferred tax effect of unused investment incentives	223.554	322.373
Cancellation of deferred tax calculated in previous periods	(2.117.625)	(1.763.234)
Non-taxable inflation adjustments	1.979.034	2.078.208
Deferred tax impact calculated for temporary differences arising from inflation accounting according to Tax Procedure Law provisions	3.766.781	-
Other	39.549	(482.082)
	(7.910.992)	(6.818.445)

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 28. INCOME TAX (INCLUDING DEFERRED TAX) (continued)

As of December 31, 2023 and December 31, 2022 consolidated deferred tax assets and liabilities calculated by using effective tax rates are summarized as below:

	December 31, 2023	December 31, 2022
Deferred tax assets	6.074.969	4.029.598
Deferred tax liabilities	(19.346.530)	(19.464.722)
	(13.271.561)	(15.435.124)

As of December 31, 2023 and 2022 consolidated deferred tax assets and liabilities calculated by using effective tax rates are summarized as below:

	Asset		Liability		Net	
	December 31 2023	December 31 2022	December 31 2023	December 31 2022	December 31 2023	December 31 2022
PP&E and intangible assets	-	-	(17.938.460)	(20.080.589)	(17.938.460)	(20.080.589)
Inventories	-	-	(68.770)	(49.203)	(68.770)	(49.203)
Carry forward losses	3.337.625	3.773.753	-	-	3.337.625	3.773.753
Retirement pay liability and other employee benefits	233.010	412.564	-	-	233.010	412.564
Other provisions and accruals	416.812	89	-	92.528	416.812	92.617
Unused investment incentives	906.371	518.669	-	-	906.371	518.669
Derivative financial instruments	-	-	(158.149)	(102.935)	(158.149)	(102.935)
	4.893.818	4.705.075	(18.165.379)	(20.140.199)	(13.271.561)	(15.435.124)

As of December 31, 2023 and 2022, the movement of deferred tax asset and liability is as follows:

	2023	2022
Balance at January 1	(15.435.124)	(16.329.625)
Recognized in consolidated statement of profit or loss	(2.929.468)	(2.541.220)
Recognized in consolidated statement of other comprehensive income	4.152.973	3.111.061
Acquired through business combination (Note 3)	295.726	-
Currency translation adjustment	644.332	324.660
Balance at December 31	(13.271.561)	(15.435.124)

As a result of the Group management's assessment that sufficient taxable income will be generated and such carried losses will be utilized until the end of legal period, deferred tax asset amounting to TRL3.337.625 has been recognized. Whereas carried forward tax losses of companies reside in Türkiye can be carried for 5 years, JSC AB Inbev Efes and PJSC AB Inbev Efes Ukraine's can be carried forward with an indefinite life according to local tax regulations. Assumptions used in the calculation of Deferred Tax Assets are explained in Note 2.35.

Maturity of prior years' losses for which no deferred tax asset is recognized of companies based in Türkiye are as follows:

	December 31, 2023	December 31, 2022
Between 0-1 years	46.464	1.654.408
Between 1-2 years	75.718	76.560
Between 2-3 years	2.286.323	124.763
Between 3-4 years	3.076.677	3.226.942
Between 4-5 years	7.375.551	7.617.267
	12.860.733	12.699.940

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 28. INCOME TAX (INCLUDING DEFERRED TAX) (continued)

Tax Advantages Obtained Under the Investment Incentive System

The gains derived from investments granted with the incentive certificate of the Group are subject to corporate tax at discounted rates until the contribution amount to the investment is reached from the beginning of the period when the investment is partially or fully put into operation. As of December 31, 2023, the Group has recognized a tax advantage amounting to TRL906.371 (December 31, 2022: TRL518.669) as deferred tax assets, which the Group anticipates benefiting from in the foreseeable future. As a result of accounting for this tax advantage as of December 31, 2023, a deferred tax income of TRL387.702 (the effect for the current period from January 1 to December 31, 2023) has been recorded in the income statement.

Under the incentive certificates summarized above, a discounted corporate tax advantage of TRL59.622 (December 31, 2022: None) has been utilized against the current period's statutory tax provision, and this amount has been offset from deferred tax assets.

Deferred tax assets are recognized when it is probable that taxable income will be generated in future years. In cases where it is probable that taxable income will be generated, deferred tax assets are calculated based on deductible temporary differences, tax losses, and tax benefits earned due to unlimited-life investment incentives enabling discounted corporate tax payments. The Group bases the recognition of deferred tax assets arising from investment incentives on long-term plans and evaluates the recoverability of these deferred tax assets for each balance sheet date based on business models incorporating taxable profit forecasts. The recoverability of these deferred tax assets is expected within 5 years from the balance sheet date.

As of December 31, 2023, sensitivity analysis conducted by increasing/decreasing inputs by 10% in the fundamental macroeconomic and sectoral assumptions forming the business plans did not result in any change in the anticipated recovery period of 5 years for deferred tax assets related to investment incentives.

R&D Incentives

The Group capitalizes its R&D expenses incurred within the scope of Law No. 5746. In accordance with the provisions of the same law, the Group benefits from the R&D tax incentive for the portion of R&D expenses permitted by the legislation. As of December 31, 2023, the Group has utilized an R&D tax incentive amounting to TRL26.725 (December 31, 2022: None) against the statutory tax provision.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 29. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the net income for the period attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the period.

Weighted average number of shares represents the number of shares as a result of capital increase and adjusted number of shares at the beginning period multiplied with the time-weighting factor. Time weighting factor is calculated by dividing the number of days that the shares are available by the total number of days of the period. The Group has no dilutive instruments.

Following table illustrates the net income and share figures used in earnings per share calculation:

	December 31, 2023	December 31, 2022
Weighted average number of shares (full value)	592,105,263	592,105,263
Profit/ (loss) for the owners of parent	22,128,939	15,384,189
Earnings/ (losses) per share (full TRL)	37,3733	25,9822
Profit/ (loss) for the owners of parent	22,128,939	15,384,189
Profit/ (loss) from continuing operations	22,128,939	15,384,189
Earning/ (losses) per share from continuing operations (full TRL)	37,3733	25,9822

There have been no other transactions involving ordinary shares or potential ordinary shares between the financial statement date and the date of approval of these financial statements.

NOTE 30. RELATED PARTY BALANCES AND TRANSACTIONS

a) Related Parties Balances

Due from Related Parties

	Trade Receivables		Other Receivables	
	December 31, 2023	December 31, 2022	December 31, 2023	December 31, 2022
Migros Grup Companies(2)	1,172,819	1,042,632	-	-
AB InBev Grup Companies(3)	312,993	278,888	100,763	310,060
AG Anadolu Grubu Holding A.Ş. (1) (*)	48	2,783	171,968	98,118
Anadolu Etap Tarım ve Gıda Ürünleri Sanayi ve Ticaret A.Ş.	-	2,740	-	813,980
Other	43,568	35,074	-	-
	1,529,428	1,362,117	272,731	1,222,158

(*) As of 31 December 2023, TRL171.968 accounted for in accordance with TFRS 16 includes other receivables related to sublease.(December 31, 2022 – TRL98.119)

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 30. RELATED PARTY BALANCES AND TRANSACTIONS (continued)

Due to Related Parties

	Trade Payables		Other Payables	
	December 31, 2023	December 31, 2022	December 31, 2023	December 31, 2022
AB InBev Group Companies(3)	1.103.680	1.809.582	3.191.240	3.075.707
Anadolu Efes Spor Kulübü	-	164.773	-	-
Oyex Handels GmbH(2)	41.586	45.568	-	-
AG Anadolu Grubu Holding A.Ş. (1)	88.189	2.351	-	-
Anadolu Eğitim ve Sosyal Yardım Vakfı	-	-	-	74.588
Other	5.808	2.170	-	-
	1.239.263	2.024.444	3.191.240	3.150.295

(1) The shareholder of the Group

(2) Related party of AG Anadolu Grubu Holding A.Ş. (a shareholder)

(3) Related parties of AB Inbev Harmony Ltd. (a shareholder)

b) Related Parties Transactions

Purchases of Goods, Services and Donations

	Nature of transaction	January 1 – December 31 2023	January 1 – December 31 2022
Ab InBev Group Companies (3)	Service and Purchase of Trade Goods	2.563.171	4.570.219
Anadolu Efes Spor Kulübü	Service	437.046	713.772
Oyex Handels GmbH (2)	Purchase of Materials and Fixed Assets	177.882	193.691
AG Anadolu Grubu Holding A.Ş. (1)	Consultancy Service	261.538	161.557
Anadolu Eğitim ve Sosyal Yardım Vakfı(2)	Donation	90.781	74.664
Çelik Motor Ticaret A.Ş. (2)	Vehicle Leasing	-	1.887
Other		4.666	3.503
		3.535.084	5.719.293

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 30. RELATED PARTY BALANCES AND TRANSACTIONS (continued)

Finance Income and Expense

	Nature of transaction	January 1– December 31 2023	January 1 –December 31 2022
AG Anadolu Grubu Holding A.Ş. (1)	Interest income from subleases	36.009	18.970
		36.009	18.970

Revenue and Other Income / (Expenses), Net

	Nature of transaction	January 1 – December 31 2023	January 1 –December 31 2022
Migros Group Companies (2)	Sales Income	4.639.941	3.694.585
Ab Inbev Group Companies (3)	Other Income	237.680	179.423
Other	Other Income	15.816	10.916
		4.893.437	3.884.924

(1) The shareholder of the Group

(2) Related party of AG Anadolu Grubu Holding A.Ş. (a shareholder)

(3) Related parties of AB Inbev Harmony Ltd. (a shareholder)

Director's Remuneration

As of December 31, 2023 and 2022, remuneration and similar benefits received by members of the Board of Directors and Executive Directors are as follows:

	January 1 – December 31 2023		January 1 –December 31 2022	
	Board of Directors	Executive Directors	Board of Directors	Executive Directors
Short-term employee benefits	2.459	362.315	1.659	255.420
Post-employment benefits	-	-	-	-
Other long-term benefits	-	40.446	-	25.831
Termination benefits	-	91	-	2.098
Share based payments	-	-	-	-
	2.459	402.852	1.659	283.349

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 31. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT

The Group's principal financial instruments comprise bank borrowings, leases, cash and short-term deposits. The main purpose of these financial instruments is to raise funds for the Group's operations. Besides, The Group has various other financial instruments such as trade debtors and trade creditors, which arise directly from its operations.

The main risks arising from the Group's financial instruments can be identified as interest rate risk, foreign currency risk, foreign currency hedge risk of net investments in foreign operations, liquidity risk, price risk, credit risk and capital risk. The Group management reviews and agrees policies for managing each of these risks. The Group also monitors the market price risk arising from all financial instruments.

a) Interest Rate Risk

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing assets and liabilities. The Group manages interest rate risk by using natural hedges that arise from offsetting interest rate of assets and liabilities or derivative financial instruments.

Some of the interest rates associated with financial liabilities are based on prevailing market interest rates. Therefore, the Group is affected by changes in interest rates in national and international markets. The Group's exposure to market risk arising from changes in interest rates is primarily related to its debts and liabilities. The Group makes foreign currency swap transactions to hedge interest rate risk as stated in Note 9.

The Group's financial instruments sensitive to interest rate risk is as follows:

	January 1 – December 31 2023	January 1 – December 31 2022
Financial instruments with fixed interest rate		
Financial assets	34.592.732	32.199.780
<i>Financial assets at fair value through profit or loss</i>	34.592.732	32.199.780
Financial liabilities	(54.355.267)	(57.121.203)
Financial instruments with floating interest rate		
Financial liabilities	(3.006.150)	(3.296.841)

At December 31, 2023, if interest rate on the Group's borrowings would have been 100 basis points higher / lower with all other variables held constant, then profit before tax and minority interest for the three-month period ended March 31, 2024 which is the following reporting period, would be:

	January 1 – December 31 2023	January 1 – December 31 2022
Change in EUR denominated borrowing interest rate	6.587	6.148
Change in USD denominated borrowing interest rate	88	138
Change in Other denominated borrowing interest rate	-	1.328
Total	6.675	7.614

b) Foreign Currency Risk

Foreign currency risk generally arises from the EUR and USD denominated assets and liabilities of the Group. The Group has transactional currency exposures. Such exposures arise from sales or purchases of goods and services or borrowings of the Group in currencies other than the functional currency. The Group manages short term foreign currency risk by balancing foreign currency denominated assets and liabilities. The Group designates certain part of its bank deposits for the future raw material purchases, operational expense and interest related payments Note 6 Group's foreign currency liability consists of mainly long term liabilities. The Group also conducts foreign exchange forward transactions and cross currency swap transactions in order to hedge its foreign currency risk as stated in Note 9. Accordingly, in the short term foreign currency risk that may arise from fluctuation of foreign currencies are relatively limited.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 31. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

b) Foreign Currency Risk (continued)

Net foreign currency exposure for the consolidated Group companies as of December 31, 2023 and 2022 are presented below:

Foreign Currency Position Table						
December 31, 2023						
	Total TRL Equivalent	Thousand USD	Total TRL Equivalent	Thousand EUR	Total TRL Equivalent	Other Foreign Currency TRL
1. Trade Receivables and Due from Related Parties	14.537.715	481.193	14.165.460	11.420	372.007	248
2a. Monetary Financial Assets (Cash and cash equivalents included)	14.485.899	415.857	12.242.083	41.066	1.337.680	906.136
2b. Non- monetary Financial Assets	2.695	-	-	83	2.695	-
3. Other Current Assets and Receivables	604.612	5.274	155.266	13.574	442.158	7.188
4. Current Assets (1+2+3)	29.630.921	902.324	26.562.809	66.143	2.154.540	913.572
5. Trade Receivables and Due from Related Parties	-	-	-	-	-	-
6a. Monetary Financial Assets	-	-	-	-	-	-
6b. Non-monetary Financial Assets	-	-	-	-	-	-
7. Other	77.102	170	5.004	2.211	72.021	77
8. Non-Current Assets (5+6+7)	77.102	170	5.004	2.211	72.021	77
9. Total Assets (4+8)	29.708.023	902.494	26.567.813	68.354	2.226.561	913.649
10. Trade Payables and Due to Related Parties	(10.553.897)	(217.601)	(6.405.790)	(124.183)	(4.045.117)	(102.990)
11. Short- term Borrowings and Current Portion of Long- term Borrowings	(7.115.177)	(164.628)	(4.846.340)	(69.652)	(2.268.837)	-
12a. Monetary Other Liabilities	(13.257)	(266)	(7.817)	(167)	(5.440)	-
12b. Non-monetary Other Liabilities	(65.646)	(2.230)	(65.646)	-	-	-
13. Current Liabilities (10+11+12)	(17.747.977)	(384.725)	(11.325.593)	(194.002)	(6.319.394)	(102.990)
14. Trade Payables and Due to Related Parties	(218)	-	-	(6)	(204)	(14)
15. Long-Term Borrowings	(31.076.569)	(1.003.603)	(29.605.336)	(45.166)	(1.471.233)	-
16 a. Monetary Other Liabilities	-	-	-	-	-	-
16 b. Non-monetary Other Liabilities	-	-	-	-	-	-
17. Non-Current Liabilities (14+15+16)	(31.076.787)	(1.003.603)	(29.605.336)	(45.172)	(1.471.437)	(14)
18. Total Liabilities (13+17)	(48.824.764)	(1.388.328)	(40.930.929)	(239.174)	(7.790.831)	(103.004)
19. Off Statement of Financial Position Derivative Items' Net Asset/(Liability) Position (19a+19b)	34.124.761	1.159.200	34.124.761	-	-	-
19a. Total Hedged Assets (*)	34.124.761	1.159.200	34.124.761	-	-	-
19b. Total Hedged Liabilities	-	-	-	-	-	-
20. Net Foreign Currency Asset / (Liability) Position (9+18+19)	15.008.020	673.366	19.761.645	(170.820)	(5.564.270)	810.645
21. Monetary Items Net Foreign Currency Asset / (Liability) Position (1+2a+5+6a+10+11+12a+14+15+16a)	(19.735.504)	(489.048)	(14.457.740)	(186.688)	(6.081.144)	803.380
22. Total Fair Value of Financial Instruments Used to Manage the Foreign Currency Position	15.473	(191)	(5.620)	648	21.093	-
23. Total value of Hedged Foreign Currency Assets	-	-	-	-	-	-

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 31. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

Foreign Currency Position Table

December 31, 2022

	Total TRL Equivalent	Thousand USD	Total TRL Equivalent	Thousand EUR	Total TRL Equivalent	Other Foreign Currency TRL
1. Trade Receivables and Due from Related Parties	5.371.423	166.952	5.143.760	6.219	204.292	23.371
2a. Monetary Financial Assets (Cash and cash equivalents included)	5.305.328	119.156	3.671.169	46.988	1.543.430	90.729
2b. Non- monetary Financial Assets	2.795	-	-	85	2.795	-
3. Other Current Assets and Receivables	142.664	3.304	101.787	878	28.840	12.037
4. Current Assets (1+2+3)	10.822.210	289.412	8.916.716	54.170	1.779.357	126.137
5. Trade Receivables and Due from Related Parties	-	-	-	-	-	-
6a. Monetary Financial Assets	-	-	-	-	-	-
6b. Non-monetary Financial Assets	-	-	-	-	-	-
7. Other	-	-	-	-	-	-
8. Non-Current Assets (5+6+7)	-	-	-	-	-	-
9. Total Assets (4+8)	10.822.210	289.412	8.916.716	54.170	1.779.357	126.137
10. Trade Payables and Due to Related Parties	(9.068.322)	(196.077)	(6.041.093)	(88.012)	(2.890.972)	(136.257)
11. Short- term Borrowings and Current Portion of Long- term Borrowings	(4.817.354)	(132.933)	(4.041.763)	(23.612)	(775.591)	-
12a. Monetary Other Liabilities	(15.525)	(298)	(9.186)	(193)	(6.339)	-
12b. Non-monetary Other Liabilities	(72.144)	(2.342)	(72.144)	-	-	-
13. Current Liabilities (10+11+12)	(13.973.345)	(331.650)	(10.164.186)	(111.817)	(3.672.902)	(136.257)
14. Trade Payables and Due to Related Parties	(198)	-	-	(5)	(180)	(18)
15. Long-Term Borrowings	(37.107.374)	(1.147.394)	(35.350.928)	(53.473)	(1.756.446)	-
16 a. Monetary Other Liabilities	-	-	-	-	-	-
16 b. Non-monetary Other Liabilities	-	-	-	-	-	-
17. Non-Current Liabilities (14+15+16)	(37.107.572)	(1.147.394)	(35.350.928)	(53.478)	(1.756.626)	(18)
18. Total Liabilities (13+17)	(51.080.917)	(1.479.044)	(45.515.114)	(165.295)	(5.429.528)	(136.275)
19. Off Statement of Financial Position Derivative Items' Net Asset/(Liability) Position (19a+19b)	39.944.841	1.296.500	39.944.841	-	-	-
19a. Total Hedged Assets (*)	39.944.841	1.296.500	39.944.841	-	-	-
19b. Total Hedged Liabilities	-	-	-	-	-	-
20. Net Foreign Currency Asset / (Liability) Position (9+18+19)	(313.866)	106.868	3.346.443	(111.125)	(3.650.171)	(10.138)
21. Monetary Items Net Foreign Currency Asset / (Liability) Position (1+2a+5+6a+10+11+12a+14+15+16a)	(40.332.022)	(1.190.594)	(36.628.041)	(112.088)	(3.681.806)	(22.175)
22. Total Fair Value of Financial Instruments Used to Manage the Foreign Currency Position	(262.557)	(4.558)	(140.426)	(3.718)	(122.131)	-
23. Total value of Hedged Foreign Currency Assets	-	-	-	-	-	-

(*) In order to hedge foreign exchange risk arising from the translation of net investments in the subsidiaries operating in the Netherlands to Turkish Lira, the USD denominated bonds have been designated as hedges of net investment risk.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 31. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

b) Foreign Currency Risk (continued)

The information regarding the export and import figures realized as of December 31, 2023 and 2022 is as follows:

	January 1 – December 31 2023	January 1 – December 31 2022
Total Export	4.570.253	4.736.848
Total Import	33.909.683	27.610.278

The following table demonstrates the sensitivity analysis of foreign currency as of December 31, 2023 and 2022:

	Foreign Currency Position Sensitivity Analysis			
	December 31, 2023(*)		December 31, 2022(*)	
	Increase of the foreign currency	Decrease of the foreign currency	Increase of the foreign currency	Decrease of the foreign currency
Increase / decrease in USD by 10%:				
USD denominated net asset / (liability)	(1.445.774)	1.445.774	(3.662.803)	3.662.803
USD denominated hedging instruments (-)	3.412.476	(3.341.236)	3.994.485	(3.994.485)
Net effect in USD	1.966.702	(1.895.462)	331.681	(331.681)
Increase / decrease in EUR by 10%:				
EUR denominated net asset / (liability)	(608.114)	608.114	(368.180)	368.180
EUR denominated hedging instruments (-)	-	-	-	-
Net effect in EUR	(608.114)	608.114	(368.180)	368.180
Increase / decrease in other foreign currencies by 10%:				
Other foreign currency denominated net asset / (liability)	80.338	(80.338)	(2.218)	2.218
Other foreign currency hedging instruments (-)	-	-	-	-
Net effect in other foreign currency	80.338	(80.338)	(2.218)	2.218
TOTAL	1.438.926	(1.367.686)	(38.717)	38.717

(*) Monetary assets and liabilities eliminated in scope of consolidation are not included except for the ones which have foreign currency gain/(loss) effects to the statement of consolidated profit or loss.

c) Foreign Currency Hedge of Net Investments in Foreign Operations

Beer Group has designated an instrument which is amounting to USD500 million out of USD500 million bond issued as of June 29, 2021 to hedge its foreign currency risk arising from the translation of net assets of its subsidiary located in Netherlands, Efes Breweries International (whose main activity is facilitating foreign investments in breweries).

Soft Drink has designated two instruments, the first one amounting to USD150 million out of USD500 million bond issued as of September 19, 2017 and the second one amounting to USD500 million out of USD500 million bond issued as of January 20, 2022 as a hedging instrument in order to hedge its foreign currency risk arising from the translation of net assets of its subsidiary located in Netherlands, CCI Holland and Waha B.V.

The effective part of the change in the value of the bonds and loans designated as hedging of net investments amounting to TRL16.369.384 (TRL12.277.038 - including deferred tax effect) is recognized as “Gains (Losses) on Hedge” under Equity and to “Other Comprehensive Income (Loss) Related with Hedges of Net Investment in Foreign Operations” under Other Comprehensive Income (December 31, 2022 – TRL14.589.331 (TRL11.671.465 - including deferred tax effect)).

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 31. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

d) Liquidity Risk

Liquidity risk is the risk that an entity will be unable to meet its net funding requirements. The risk is mitigated by matching the cash in and out flow volume supported by committed lending limits from qualified credit institutions. The Group also reduces the risk by preferring long-term debt.

The analysis of non-derivative financial liabilities as at December 31, 2023 and 2022 in the statement of financial position is as follows:

December 31, 2023

Contractual maturities	Carrying value	Contractual payment (=I+II+III+IV)	Less than 3month (I)	Between3-12 month (II)	Between 1-5 year (III)	More than 5 year (IV)
Financial liabilities	57.361.417	69.258.052	9.137.256	18.144.039	27.046.157	14.930.600
Financial leasing borrowings	1.706.755	2.182.534	69.315	592.505	771.859	748.855
Trade payables	33.061.495	33.061.495	23.965.595	9.093.769	1.938	193
Liability for put option	69.474	69.474	-	69.474	-	-
Employee Benefit Obligations	975.567	975.567	891.063	84.504	-	-
Total	93.174.708	105.547.122	34.063.229	27.984.291	27.819.954	15.679.648

December 31, 2022

Contractual maturities	Carrying value	Contractual payment (=I+II+III+IV)	Less than 3month (I)	Between 3-12 month (II)	Between1-5 year (III)	More than 5 year (IV)
Financial liabilities	60.418.044	70.378.264	7.671.952	13.616.565	32.615.405	16.474.342
Financial leasing borrowings	1.490.725	1.964.112	71.388	428.286	1.005.876	458.562
Trade payables	33.009.079	33.009.079	24.173.665	8.835.216	-	198
Liability for put option	72.843	72.843	-	72.843	-	-
Employee Benefit Obligations	943.808	943.808	943.808	-	-	-
Total	95.934.499	106.368.106	32.860.813	22.952.910	33.621.281	16.933.102

e) Price Risk

This is a combination of currency, interest and market risks which the Group manages through natural hedges that arise from offsetting the same currency receivables and payables, interest bearing assets and liabilities. Market risk is closely monitored by the management using the available market information and appropriate valuation methods.

f) Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Group attempts to control credit risk by limiting transactions with specific counterparties and assessing the creditworthiness of the counterparties.

Concentrations of credit risk arise when a number of counterparties are engaged in similar business activities or activities in the same geographic region, or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations of credit risk indicate the relative sensitivity of the Group's performance to developments affecting a particular industry or geographic location.

The Group seeks to manage its credit risk exposure through diversification of sales activities to avoid undue concentrations of risks with individuals or groups of customers in specific locations or businesses. The Group keeps guarantees for a part of its receivables by means of DDS (Direct Debit System) and the clearance of credit card receivables of its dealer and distributors from the banks. The Group also obtains guarantees from the customers when appropriate and keep considerable portion of the receivables secured with guarantees or receivable insurance.

The credit risks of the banks in which the Group has deposits are evaluated by taking into account independent data, and no significant credit risk is expected apart from the expected loss provision presented in Note 6.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 31. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

f) Credit Risk (continued)

Maximum exposure to credit risk and aging of financial assets past due but not impaired as of December 31, 2023 and 2022 are disclosed as below:

	Receivables					
	Trade Receivables		Other Receivables		Deposits	Derivative Instruments
	Due from related parties	Due from third parties	Due from related parties	Due from third parties		
December 31, 2023						
Maximum exposure to credit risk at the end of reporting period						
(A+B+C+D+E)	1.529.428	13.852.686	272.731	585.935	41.246.990	199.144
- Maximum credit risk secured by guarantees	492.356	6.212.380	-	-	-	-
A. Net carrying amount of financial assets that are neither past due nor impaired	1.529.428	12.363.233	272.731	585.935	41.246.990	199.144
B. Carrying amount of financial assets whose term has been renegotiated, otherwise past due or impaired	-	-	-	-	-	-
C. Net carrying amount of financial assets past due but not impaired	-	1.469.833	-	-	-	-
- Under guarantee, securities and credit insurance	-	292.593	-	-	-	-
D. Net carrying amount of financial assets impaired	-	19.620	-	-	-	-
- past due (gross carrying value)	-	344.757	-	-	-	-
- impaired (-)	-	(325.137)	-	-	-	-
- Net carrying amount of financial assets under guarantee, securities and credit insurance	-	19.620	-	-	-	-
- not past due (gross carrying value)	-	-	-	-	-	-
- impaired (-)	-	-	-	-	-	-
- Net carrying amount of financial assets under guarantee, securities and credit insurance	-	-	-	-	-	-
E. Off- balance sheet items which include credit risk	-	-	-	-	-	-
December 31, 2023			Trade Receivables	Other Receivables	Deposits	Derivative Instruments
Past due between 1-30 days			950.675	-	-	-
Past due between 1-3 months			254.274	-	-	-
Past due between 3-12 months			39.897	-	-	-
Past due for more than 1 year			224.987	-	-	-

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 31. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

	Trade Receivables		Receivables		Deposits	Derivative Instruments
	Due from related parties	Due from third parties	Other Receivables			
December 31, 2022	Due from related parties	Due from third parties	Due from related parties	Due from third parties		
Maximum exposure to credit risk at the end of reporting period						
(A+B+C+D+E)	1.362.117	11.630.663	1.222.158	273.860	40.201.354	61.562
- Maximum credit risk secured by guarantees	907.005	3.752.506	-	-	-	-
A. Net carrying amount of financial assets that are neither past due nor impaired	1.362.117	11.143.904	1.222.158	273.860	40.201.354	61.562
B. Carrying amount of financial assets whose term has been renegotiated, otherwise past due or impaired	-	-	-	-	-	-
C. Net carrying amount of financial assets past due but not impaired	-	469.473	-	-	-	-
- Under guarantee, securities and credit insurance	-	87.989	-	-	-	-
D. Net carrying amount of financial assets impaired	-	17.286	-	-	-	-
- past due (gross carrying value)	-	370.811	-	-	-	-
- impaired (-)	-	(353.525)	-	-	-	-
- Net carrying amount of financial assets under guarantee, securities and credit insurance	-	17.286	-	-	-	-
- not past due (gross carrying value)	-	-	-	-	-	-
- impaired (-)	-	-	-	-	-	-
- Net carrying amount of financial assets under guarantee, securities and credit insurance	-	-	-	-	-	-
E. Off- balance sheet items which include credit risk	-	-	-	-	-	-
December 31, 2022			Trade Receivables	Other Receivables	Deposits	Derivative Instruments
Past due between 1-30 days			452.940	-	-	-
Past due between 1-3 months			16.533	-	-	-
Past due between 3-12 months			-	-	-	-
Past due for more than 1 year			-	-	-	-

g) Capital Risk Management

The Group's policy is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximize shareholder value. The Group periodically measures Net Debt to EBITDA BNRI ratio to maintain capital risk management. Net Debt is calculated by deducting cash and cash equivalents and deposits over three months from total borrowing.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 32. FINANCIAL INSTRUMENTS

Fair Value

Fair value is the amount for which an asset could be exchanged, or a liability settled between knowledgeable, willing parties in an arm's length transaction. The optimum fair value of a financial instrument is the quoted market value, if any.

The financial assets and liabilities which are denominated in foreign currencies are evaluated by the foreign exchange rates prevailing on the date of balance sheet which approximate to market rates. The following methods and assumptions were used to estimate the fair value of each class of financial instrument of the Group for which it is practicable to estimate a fair value:

a) Financial Assets

The fair values of certain financial assets carried at cost in the consolidated financial statements, including cash and cash equivalents plus the respective accrued interest and other financial assets are considered to approximate their respective carrying values due to their short-term nature and negligible credit losses. The carrying value of trade receivables along with the related allowance for unearned income and uncollectibility are estimated to be their fair values.

b) Financial Liabilities

Trade payables and other monetary liabilities are considered to approximate their respective carrying values due to their short-term nature. The bank borrowings are stated at their amortized costs and transaction costs are included in the initial measurement of loans and bank borrowings. The fair value of bank borrowings are considered to state their respective carrying values since the interest rate applied to bank loans and borrowings are updated periodically by the lender to reflect active market price quotations. The carrying value of trade payables along with the related allowance for unrealized cost is estimated to be their fair values.

Fair value hierarchy table

The Group classifies the fair value measurement of each class of financial instruments according to the source, using the three-level hierarchy, as follows

Level 1: Market price valuation techniques for the determined financial instruments traded in markets

Level 2: Other valuation techniques including direct or indirect observable inputs

Level 3: Valuation techniques not containing observable market inputs.

December 31, 2023	Level 1	Level 2	Level 3
Financial assets at fair value			
Derivative financial instruments (Note 9)	-	199.144	-
Financial liabilities at fair value			
Derivative financial instruments (Note 9)	-	(282.433)	-
Put option liabilities (Note 20)	(69.474)	-	-
December 31, 2022	Level 1	Level 2	Level 3
Financial assets at fair value			
Derivative financial instruments (Note 9)	-	61.562	-
Financial liabilities at fair value			
Derivative financial instruments (Note 9)	-	(1.401.152)	-
Put option liabilities (Note 20)	(72.843)	-	-

Derivative Instruments, Risk Management Objectives and Policies

Derivative instruments and hedging transactions are explained in Note 6, Note 9 and Note 27.

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira ("TRL") in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 33. EXPLANATORY INFORMATION ON STATEMENT OF CASH FLOWS

a) Adjustments for Impairment Loss (Reversal)

	January 1 – December 31 2023	January 1 – December 31 2022
Adjustments for impairment loss (reversal of impairment) of receivables (Note 10, 25)	36.879	24.968
Adjustments for impairment loss (reversal of impairment) of property, plant and equipment (Note 15, 26)	11.700	57.415
Adjustments for impairment of intangible assets (Note 16, 26)	-	767.696
Adjustments for impairment loss (reversal of impairment) of inventories (Note 12, 25)	137.316	152.214
	185.895	1.002.293

b) Adjustments for (Reversal of) Provisions Related with Employee Benefits

	January 1 – December 31 2023	January 1 – December 31 2022
Provision for vacation pay liability (Note 19)	153.187	94.433
Provision for retirement pay liability (Note 19)	442.610	403.712
Provision for long term incentive plans (Note 19)	140.723	101.591
	736.520	599.736

c) Adjustments for Interest (Income) Expenses

	January 1 – December 31 2023	January 1 – December 31 2022
Adjustments for interest income (Note 27)	(2.075.322)	(1.119.284)
Adjustments for interest expenses (Note 27)	6.423.440	5.320.975
Adjustments for interest income sub-lease receivables (Note 27)	(36.009)	(18.970)
Adjustments for interest expense related to leases (Note 27)	300.775	141.626
	4.612.884	4.324.347

d) Cash Flows From (used in) Investing Activities

	January 1 – December 31 2023	January 1 – December 31 2022
Cash and cash equivalents in acquired companies(**)	139.013	-
Consideration paid in scope of business acquisition	-	(400.910)
Consideration paid in cost of minority interests acquisition(**)	(2.860.040)	(129.961)
	(2.721.027)	(530.871)

(*) As of April 11, 2023, the cash and cash equivalents on hand upon obtaining control of Anadolu Etap.

(**) The payment amount for the acquisition of 49,67% minority shares of Coca-Cola Beverages Pakistan Ltd (CCBPL). The remaining payment amount is TRL5.887.640.

e) Cash Flows From (used in) Financing Activities

	January 1 – December 31 2023	January 1 – December 31 2022
Income / (loss) from cash flow hedge	381.649	1.504.016
Capital increases by owner of non-controlling interests	1.132.346	889.959
Change in time deposits with maturity more than three months	72.036	(183.297)
Change in currency linked deposits	137.792	(1.059.934)
Change in restricted cash	149.233	(49.995)
Change in other financial liabilities	1.464.737	115.135
	3.337.793	1.215.884

Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish

ANADOLU EFES BİRACILIK VE MALT SANAYİ ANONİM ŞİRKETİ

Notes to the Consolidated Financial Statements as at December 31, 2023

(Amounts expressed in thousands of Turkish Lira (“TRL”) in terms of the purchasing power of the TRL at December 31, 2023 unless otherwise indicated)

NOTE 33. EXPLANATORY INFORMATION ON STATEMENT OF CASH FLOWS (continued)

f) Adjustments for Fair Value (Gains) Losses on Derivative Financial Instruments

	January 1 – December 31 2023	January 1 – December 31 2022
Adjustments for fair value (gains) losses on derivative financial instruments	(435.653)	2.068.405
	(435.653)	2.068.405

NOTE 34. FEES FOR SERVICES FROM INDEPENDENT AUDIT FIRMS

The Group's explanation regarding the fees for the services received from the independent audit firms for the periods January 1 – December 31, 2023 and January 1 – December 31, 2022 are as follows:

	January 1 – December 31 2023	January 1 – December 31 2022
Audit fee for the reporting period	29.875	25.658
Tax consulting services fee	11.453	12.664
Other assurance services fee	1.154	719
	42.482	39.041

NOTE 35. EVENTS AFTER REPORTING PERIOD

As per the decision numbered 57/1219 dated September 28, 2023, approved by the Capital Markets Board, within the issuance limit, the Company finalized the issuance amount of TRL1.000.000 for the 364-day maturity, fixed interest rate of 47.75%, semi-annual coupon payment, and redemption date of February 26, 2025, under the ISIN code TRFEFES22518 for the financial bond to be sold to qualified investors domestically without public offering. The sale transaction was completed on February 27, 2024, and the settlement took place on February 28, 2024

Coca-Cola İçecek A.Ş. (“CCI”) and its wholly owned subsidiary, CCI International Holland B.V. (“CCI Holland”), have signed a share purchase agreement on February 15, 2024, for the acquisition of 100% of the shares of Coca-Cola Bangladesh Beverages Limited (“CCBB”), a subsidiary of The Coca-Cola Company (“TCCC”). The registration of the share transfer was completed as of February 20, 2024. Following the transaction, CCI Holland has become the direct parent company of CCBB. CCBB is one of the two bottling companies in Bangladesh engaged in the production, sale, and distribution of TCCC’s carbonated and non-carbonated beverage brands. Under the agreement, CCI will acquire 100% of the shares representing the capital of CCBB for a share value calculated at the enterprise value of USD130 million as of the closing date, with an estimated net financial debt deducted. The share value is subject to a price adjustment mechanism, and it will be recalculated upon the finalization of CCBB’s net financial debt through a closing audit to be conducted after the closing date. The acquisition is expected to be financed by CCI Holland’s existing cash resources and is anticipated to have a minor impact on CCI’s net leverage.

CORPORATE GOVERNANCE COMPLIANCE REPORT 2023

						Explanation
	Yes	Partial	No	Exempted	Not Applicable	
Corporate Governance Compliance Report						
1.1. FACILITATING THE EXERCISE OF SHAREHOLDER RIGHTS						
1.1.2- Up-to-date information and disclosures which may affect the exercise of shareholder rights are available to investors at the corporate website.	X					
1.2. RIGHT TO OBTAIN AND REVIEW INFORMATION						
1.2.1 - Management did not enter into any transaction that would complicate the conduct of special audit.	X					
1.3. GENERAL ASSEMBLY						
1.3.2 - The company ensures the clarity of the General Assembly agenda, and that an item on the agenda does not cover multiple topics.	X					
1.3.7- Insiders with privileged information have informed the board of directors about transactions conducted on their behalf within the scope of the company's activities in order for these transactions to be presented at the General Shareholders' Meeting.					X	
1.3.8 - Members of the board of directors who are concerned with specific agenda items, auditors, and other related persons, as well as the officers who are responsible for the preparation of the financial statements were present at the General Shareholders' Meeting.	X					
1.3.10 - The agenda of the General Shareholders' Meeting included a separate item detailing the amounts and beneficiaries of all donations and contributions.	X					
1.3.11 - The General Shareholders' Meeting was held open to the public, including the stakeholders, without having the right to speak.	X					
1.4. VOTING RIGHTS						
1.4.1 - There is no restriction preventing shareholders from exercising their shareholder rights.	X					
1.4.2 - The company does not have shares that carry privileged voting rights.	X					
1.4.3-The company withholds from exercising its voting rights at the General Shareholders' Meeting of any company with which it has cross-ownership, in case such cross-ownership provides management control.					X	
1.5. MINORITY RIGHTS						
1.5.1 - The company pays maximum diligence to the exercise of minority rights.	X					

CORPORATE GOVERNANCE COMPLIANCE REPORT 2023

	Yes	Partial	No	Exempted	Not Applicable	Explanation
1.5.2 - The Articles of Association extend the use of minority rights to those who own less than one twentieth of the outstanding shares, and expand the scope of the minority rights.		X				While utmost care is given to the use of minority rights, our Articles of Association regulates the usage of all minority rights in accordance with regulations. While Corporate Governance Principles enable the provision of minority rights to shareholders with less than 1/20 share in capital in the articles of association; articles of association of our company does not include any article broadening the extent of minority rights compared to Law.
1.6. DIVIDEND RIGHT						
1.6.1 - The dividend policy approved by the General Shareholders' Meeting is posted on the company website.	X					
1.6.2 - The dividend distribution policy comprises the minimum information to ensure that the shareholders can have an opinion on the procedure and principles of dividend distributions in the future.	X					
1.6.3 - The reasons for retaining earnings, and their allocations, are stated in the relevant agenda item.					X	
1.6.4 - The board reviewed whether the dividend policy balances the benefits of the shareholders and those of the company.	X					
1.7. TRANSFER OF SHARES						
1.7.1 - There are no restrictions preventing shares from being transferred.	X					
2.1. CORPORATE WEBSITE						
2.1.1 - The company website includes all elements listed in Corporate Governance Principle 2.1.1.	X					
2.1.2 - The shareholding structure (names, privileges, number and ratio of shares, and beneficial owners of more than 5% of the issued share capital) is updated on the website at least every 6 months.	X					

						Explanation
	Yes	Partial	No	Exempted	Not Applicable	
2.1.4 - The company website is prepared in other selected foreign languages, in a way to present exactly the same information with the Turkish content.	X					
2.2. ANNUAL REPORT						
2.2.1 - The board of directors ensures that the annual report represents a true and complete view of the company's activities.	X					
2.2.2 - The annual report includes all elements listed in Corporate Governance Principle 2.2.2.	X					
3.1. CORPORATION'S POLICY ON STAKEHOLDERS						
3.1.1- The rights of the stakeholders are protected pursuant to the relevant regulations, contracts and within the framework of bona fides principles.	X					
3.1.3 - Policies or procedures addressing stakeholders' rights are published on the company's website.	X					
3.1.4 - A whistleblowing programme is in place for reporting legal and ethical issues.	X					
3.1.5 - The company addresses conflicts of interest among stakeholders in a balanced manner.	X					
3.2. SUPPORTING THE PARTICIPATION OF THE STAKEHOLDERS IN THE CORPORATION'S MANAGEMENT						
3.2.1 - The Articles of Association, or the internal regulations (terms of reference/ manuals), regulate the participation of employees in management.	X					
3.2.2 - Surveys/other research techniques, consultation, interviews, observation method etc. were conducted to obtain opinions from stakeholders on decisions that significantly affect them.	X					
3.3. HUMAN RESOURCES POLICY						
3.3.1 - The company has adopted an employment policy ensuring equal opportunities, and a succession plan for all key managerial positions.	X					
3.3.2 - Recruitment criteria are documented.	X					
3.3.3 - The company has a policy on human resources development, and organises trainings for employees.	X					
3.3.4 - Meetings have been organised to inform employees on the financial status of the company, remuneration, career planning, education and health.	X					
3.3.5 - Employees, or their representatives, were notified of decisions impacting them. The opinion of the related trade unions was also taken.	X					

CORPORATE GOVERNANCE COMPLIANCE REPORT 2023

						Explanation
	Yes	Partial	No	Exempted	Not Applicable	
3.3.6 - Job descriptions and performance criteria have been prepared for all employees, announced to them and taken into account to determine employee remuneration.	X					
3.3.7 - Measures (procedures, trainings, raising awareness, goals, monitoring, complaint mechanisms) have been taken to prevent discrimination, and to protect employees against any physical, mental, and emotional mistreatment.	X					
3.3.8 - The company ensures freedom of association and supports the right for collective bargaining.	X					
3.3.9 - A safe working environment for employees is maintained.	X					
3.4. RELATIONS WITH CUSTOMERS AND SUPPLIERS						
3.4.1-The company measured its customer satisfaction, and operated to ensure full customer satisfaction.	X					
3.4.2 - Customers are notified of any delays in handling their requests.	X					
3.4.3 - The company complied with the quality standards with respect to its products and services.	X					
3.4.4 - The company has in place adequate controls to protect the confidentiality of sensitive information and business secrets of its customers and suppliers.	X					
3.5. ETHICAL RULES AND SOCIAL RESPONSIBILITY						
3.5.1 - The board of the corporation has adopted a code of ethics, disclosed on the corporate website.	X					
3.5.2-The company has been mindful of its social responsibility and has adopted measures to prevent corruption and bribery.	X					
4.1. ROLE OF THE BOARD OF DIRECTORS						
4.1.1 - The board of directors has ensured strategy and risks do not threaten the long-term interests of the company, and that effective risk management is in place.	X					
4.1.2 - The agenda and minutes of board meetings indicate that the board of directors discussed and approved strategy, ensured resources were adequately allocated, and monitored company and management performance.	X					
4.2. ACTIVITIES OF THE BOARD OF DIRECTORS						
4.2.1-The board of directors documented its meetings and reported its activities to the shareholders.	X					

						Explanation
	Yes	Partial	No	Exempted	Not Applicable	
4.2.2 - Duties and authorities of the members of the board of directors are disclosed in the annual report.	X					
4.2.3-The board has ensured the company has an internal control framework adequate for its activities, size and complexity.	X					
4.2.4 - Information on the functioning and effectiveness of the internal control system is provided in the annual report.	X					
4.2.5 - The roles of the Chairman and Chief Executive Officer are separated and defined.	X					
4.2.7-The board of directors ensures that the Investor Relations department and the corporate governance committee work effectively. The board works closely with them when communicating and settling disputes with shareholders.	X					
4.2.8 - The company has subscribed to a Directors and Officers liability insurance covering more than 25% of the capital.	X					
4.3. STRUCTURE OF THE BOARD OF DIRECTORS						
4.3.9 - The board of directors has approved the policy on its own composition, setting a minimal target of 25% for female directors. The board annually evaluates its composition and nominates directors so as to be compliant with the policy.	X					Within the context of Gender Equality Policy on the Board of Directors; it has been aimed to reach 30% of female members by 2030. The Board of Directors evaluates the progress achieved in reaching this target annually and shares the results with the public. The target can be reconsidered when necessary.
4.3.10 - At least one member of the audit committee has 5 years of experience in audit/accounting and finance.	X					
4.4. BOARD MEETING PROCEDURES						
4.4.1-Each board member attended the majority of the board meetings in person.	X					
4.4.2 - The board has formally approved a minimum time by which information and documents relevant to the agenda items should be supplied to all board members.	X					
4.4.3 - The opinions of board members that could not attend the meeting, but did submit their opinion in written format, were presented to other members.	X					
4.4.4 - Each member of the board has one vote.	X					
4.4.5 - The board has a charter/written internal rules defining the meeting procedures of the board.	X					

CORPORATE GOVERNANCE COMPLIANCE REPORT 2023

	Yes	Partial	No	Exempted	Not Applicable	Explanation
4.4.6 - Board minutes document that all items on the agenda are discussed, and board resolutions include director's dissenting opinions if any.	X					
4.4.7-There are limits to external commitments of board members. Shareholders are informed of board members' external commitments at the General Shareholders' Meeting.		X				The responsibilities of the Board Members outside of our Company are listed in our Annual Report. There are no rules established by our Company on this issue, however, the requirements of the Corporate Governance Principles are applied.
4.5. BOARD COMMITTEES						
4.5.5 - Board members serve in only one of the Board's committees.		X				"Except for independent members, Board Members serve only in one committee. After Mr. Şevki ACUNER's resignation, who served as the Chairman of the Audit Committee, Mr. Uğur BAYAR had been appointed as the Chairman of the Audit Committee and Mr. Barış TAN had been appointed as the member of the Audit Committee. Mr. Barış TAN is also currently the Chairman of the Early Detection."
4.5.6 - Committees have invited persons to the meetings as deemed necessary to obtain their views.	X					
4.5.7 - If external consultancy services are used, the independence of the provider is stated in the annual report.	X					
4.5.8 - Minutes of all committee meetings are kept and reported to board members.	X					

	Yes	Partial	No	Exempted	Not Applicable	Explanation
4.6. FINANCIAL RIGHTS						
4.6.1-The board of directors has conducted a board performance evaluation to review whether it has discharged all its responsibilities effectively.	X					It was carried out in 2021 and it is planned to make an evaluation every 2 years.
4.6.4-The company did not extend any loans to its board directors or executives, nor extended their lending period or enhanced the amount of those loans, or improve conditions thereon, and did not extend loans under a personal credit title by third parties or provided guarantees such as surety in favour of them.	X					
4.6.5 - The individual remuneration of board members and executives is disclosed in the annual report.		X				In accordance with the Article 4.6.5 of Corporate Governance Principles, the remunerations and all other benefits provided to Board members and managers having administrative responsibilities are made public through our annual report. The remuneration of the independent Board members is included and it is also stated that the other members of the Board are not getting paid. As in previous years, the total amount of salaries paid to executives with administrative responsibility has been included and no breakdown has been given on a person basis.

CMB SUSTAINABILITY PRINCIPLES COMPLIANCE REPORT

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (PAGE NUMBER, MENU NAME ON THE WEBSITE)
		YES	NO	PARTIAL	NOT APPLICABLE		
A. General							
A1. Strategy, Policy and Targets							
A1.1	The prioritized environmental, social and corporate governance (ESG) issues, risks and opportunities have been determined by the Company's Board of Directors	X				In 2023, we renewed our materiality analysis with a double materiality perspective. We rated our sustainability priorities as high and very high from a financial, environmental and social impact perspective. We conducted our materiality analysis through our materiality survey and stakeholder meeting, which included all our countries of operation. We finalized it by taking the opinions of our CEO and Board members. Details on our materiality analysis will be provided in the 2023 Anadolu Efes Integrated Report.	
	The ESG policies (Environmental Policy, Energy Policy, Human Rights and Employ-ee Policy etc.) have been created and dis-closed to the public by the Company's Board of Directors.	X				The senior management follows the management of sustainability issues and policies. Our company has Environment, Human Rights, Equity, Diversity and Inclusion, and Business Ethics and Energy Policies.	Policies section under the About Us tab on our website: Gender Equality in Anadolu Efes Board of Directors Policy Anadolu Efes Equality, Diversity and Inclusion Policy Anadolu Efes Environmental Policy Anadolu Efes Water and Energy Policy Anadolu Efes Human Rights Policy Anadolu Efes Business Ethics Principles
A1.2	The short and long-term targets set within the scope of ESG policies have been dis-closed to the public.	X				Our 2030 targets for the environment, employees and community are disclosed in the annual report, sustainability reports and on our website. Our 2022 sustainability report includes detailed targets and progress. Details for 2023 will be provided through the 2023 Anadolu Efes Integrated Report.	2023 Annual Report – Sustainability Section (pg. 46-53) and 2030 Goals under the Sustainability tab on our website
A2. Implementation/Monitoring							
A2.1	The responsible committees and/or busi-ness units for the implementation of ESG policies and the senior officials related to ESG issues in the Company and their du-ties have been identified and disclosed to the public.	X				In order to maximize the integration of the sustainability approach into the corporate strategy, there are 2 different Sustainability Committees at the Board of Directors level and at the level of the CEO and country general managers.	2023 Annual Report - Sustainability Section (pg. 46-53)
A2.1	The activities carried out within the scope of policies by the responsible committee and/or unit have been reported to the Board of Directors at least once a year	X				The Sustainability Committee, established in 2022 at the Board of Directors level, shares the steps taken during the year with a focus on sustainability, as well as developments regarding performance and targets.	2023 Annual Report - Sustainability Section (pg. 46-53)

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (PAGE NUMBER, MENU NAME ON THE WEBSITE)
		YES	NO	PARTIAL	NOT APPLICABLE		
A2.2	In line with the ESG targets, the implementation and action plans have been formed and disclosed to the public.	X				In our 2022 Integrated Report, the steps we have taken or plan to take throughout our value chain within the scope of our sustainability goals are stated and disclosed to the public. Details for 2023 will be provided through the 2023 Anadolu Efes Integrated Report.	2022 Anadolu Efes Integrated Report - Our Journey to Impact Across the Value Chain (pp 29-31)
A2.3	The Key ESG Performance Indicators (KPI) and the level of reaching these indicators have been disclosed to the public on yearly basis.	X				Key performance indicators are included in our 2022 Integrated Report, covering the last three years. Details for 2023 will be provided in the 2023 Anadolu Efes Integrated Report.	2022 Anadolu Efes Integrated Report - Annex 4: Performance Indicators Section (pg 95-97)
A2.4	The activities for improving the sustainability performance of the business processes or products and services have been disclosed to the public.	X				Sustainability-related activities are summarized in the Annual Report and in detail in our Integrated Report for 2022. Details for 2023 will be provided in the 2023 Anadolu Efes Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report
A3. Reporting							
A3.1	The information about the sustainability performance, targets and actions have been given in annual reports of the Company an understandable, accurate and sufficient manner	X				The Annual Report includes a summary of sustainability performance, targets and actions. Detailed information is shared in the Sustainability Reports. Past Sustainability Reports and Integrated Reports are available on the company's corporate website. Details for 2023 will be provided through the 2023 Anadolu Efes Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report
A3.2	The information about activities which are related to the United Nations (UN) 2030 Sustainable Development Goals have been disclosed to the public.	X				The Sustainability section of our corporate website shares the company's sustainability-focused strategic priorities and the Sustainable Development Goals (SDGs) to which it contributes in line with the 2030 Goals. The details of the studies regarding the contributions to the United Nations (UN) 2030 Sustainable Development Goals are included in the 2022 Integrated Report. Details for 2023 will be provided in the 2023 Anadolu Efes Integrated Report.	2030 Sustainability Goals Section in the Sustainability tab on our website 2022 Anadolu Efes Integrated Report - Annex 2: Sustainable Development Goals and Project Mapping Section (pg. 88-91)
A3.3	The lawsuits filed and/or concluded against the Company about ESG issues which are material in terms of ESG policies and/or will significantly affect the Company's activities, have been disclosed to the public.	X				In 2023, there are no environmental fines finalized against Anadolu Efes.	2023 Annual Report - Sustainability Section (pg. 46-53)

CMB SUSTAINABILITY PRINCIPLES COMPLIANCE REPORT

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (PAGE NUMBER, MENU NAME ON THE WEBSITE)
		YES	NO	PARTIAL	NOT APPLICABLE		
A4. Verification							
A4.1	The Company's Key ESG Performance metrics have been verified by an independent third party and publicly disclosed.			X		We obtain independent assurance for Scope 1 and Scope 2 greenhouse gas emissions for our Türkiye, Kazakhstan, Russia and Ukraine operations, and for gender pay gap data for all operations except Russia and Ukraine. Details for 2023 will be provided through the 2023 Anadolu Efes Integrated Report.	2022 Anadolu Efes Integrated Report- Annex 8: Independent Assurance Reports (pg 113-115)
B. Environmental Principles							
B1	The policies and practices, action plans, environmental management systems (known by the ISO 14001 standard) and programs have been disclosed.	X				Within its sustainability approach, Anadolu Efes considers combating climate change, managing water risks, and waste and packaging management issues that support the circular economy as its top priority focus areas. Information on all policies, studies, and management systems carried out in this context is transparently shared in the sustainability section of our annual report and in sustainability reports. In addition, we also respond to the Carbon Disclosure Project (CDP) regarding the performance of our operations in Türkiye.	2023 Annual Report - Sustainability Section (pg. 46-53)
B2	The environmental reports prepared to provide information on environmental management have been disclosed to the public which is including the scope, reporting period, reporting date and limitations about the reporting conditions.	X				Environmental performance data for all geographies where we have operations are disclosed. The limit, scope, reporting period, reporting date, reporting date, data collection process and reporting conditions of the reporting on environmental performance indicators are disclosed in the sustainability summary section of our annual report and also in the "About the Report" section of our integrated reports.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report - About the Report (pg 4)
B3	Given in A2.1.						
B4	The environmental targets within the scope of performance incentive systems which included in the rewarding criteria have been disclosed to the public on the basis of stakeholders (such as members of the Board of Directors, managers and employees).	X				Within the scope of our 2030 targets, KPIs in line with the targets are included in the individual targets and performance evaluations of our CEO, managers who are the leaders of the targets, and relevant department managers. A detailed explanation on the subject will be included in the 2023 Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53)

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		YES	NO	PARTIAL	NOT APPLICABLE		
B5	How the prioritized environmental issues have been integrated into business objectives and strategies has been disclosed.	X				As a manufacturer that supplies its raw materials from nature, environmental sustainability plays a key role in the continuity of Anadolu Efes' activities. For this reason, we continue to work to further integrate different environmental issues such as climate change, water risks, and circular economy into our business objectives and corporate strategy and to improve performance, also for the sake of our business continuity. A detailed explanation will be provided in the 2023 Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53)
B6	Given in A2.4.						
B7	The way of how environmental issues has been managed and integrated into business objectives and strategies throughout the Company's value chain, including the operational process, suppliers and customers has been disclosed.	X				It is key that our stakeholders, with whom we work together, understand and internalize our business principles in order to spread the positive impact we have created. Our Supplier Code of Conduct reveals our approach in this context. Besides our Working Principles for Suppliers, we carry out some activities for the minimization of environmental impacts throughout the value chain through different initiatives like smart agriculture projects with the producers of our raw materials and farmers, supplier audits etc.	Anadolu Efes Code of Conduct for Suppliers in the Policies section under the About Us tab of our website. 2022 Anadolu Efes Integrated Report - Our Impact Journey Across the Value Chain (pg 29-31)
B8	Whether the Company have been involved to environmental related organizations and non-governmental organizations' policy making processes and collaborations with these organizations has been disclosed.	X				Anadolu Efes has various collaborations with many foundations and associations carrying out environmental activities such as the UN Global Compact, Sustainable Development Foundation, ÇEVKO, WWF Türkiye etc. in the form of membership and participation in their initiatives. Detailed information about memberships and initiatives is provided in the sustainability reports. Details for 2023 will be provided in the 2023 Anadolu Efes Integrated Report.	2022 Anadolu Efes Integrated Report- Annex-1: Communication with Stakeholders (p. 87)
B9	In the light of environmental indicators (Greenhouse gas emissions (Scope-1 (Direct), Scope-2 (Energy indirect), Scope-3 (Other indirect), air quality, energy management, water and wastewater management, waste management, biodiversity impacts)), information on environmental impacts is periodically disclosed to the public in a comparable manner.	X				All environmental indicators of Anadolu Efes are reported in sustainability and integrated reports in a comparable manner with previous years. While 2022 data is included in the Environmental Indicators section of the 2022 Integrated Report, updated information will be provided in the 2023 Integrated Report.	2022 Anadolu Efes Integrated Report- Annex-4: Performance Indicators (pg 95-96)

CMB SUSTAINABILITY PRINCIPLES COMPLIANCE REPORT

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (PAGE NUMBER, MENU NAME ON THE WEBSITE)
		YES	NO	PARTIAL	NOT APPLICABLE		
B10	Details of the standard, protocol, methodology, and baseline year used to collect and calculate data has been disclosed.	X				In 2022, a detailed carbon footprint mapping project was completed. Calculations, methodology and all other details can be found in the Carbon Footprint Mapping Project document prepared for this study.	Sustainability Reports Tab on the EN Website Sustainability tab - Carbon Footprint Mapping Project
B11	The increase or decrease in Company's environmental indicators as of the reporting year has been comparatively disclosed with previous years.	X				We strive to improve our performance every year in order to reduce our environmental impact, which is one of our most important focuses. Performance indicators for environmental indicators compared to previous years are shared in the sustainability summary section of the annual report and in sustainability reports. Updated information will be included in our 2023 Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report - Targeting Zero for the Environment (pg 63-74)
B12	The short and long-term targets for reducing the environmental impacts have been determined and the progress compared to previous years' targets has been disclosed.			X		Our 2030 target to be net zero in our own operations guides our other targets under our material issues with an environmental focus. We also have commitments to be zero waste and reduce plastic use in all our operations. Updated information on the progress of the targets will be provided in our 2023 Integrated Report. Feasibility studies are ongoing to determine short and medium-term targets.	2030 Goals Section on our website under the Sustainability tab 2022 Anadolu Efes Integrated Report - Targeting Zero for the Environment (pg 63-74)
B13	A strategy to combat the climate crisis has been created and the planned actions have been publicly disclosed.	X				Our company analyzes environment-focused opportunities and risks, particularly the climate crisis, and implements effective practices in areas such as energy and water efficiency and circular economy. At Anadolu Efes, we continue our efforts with the goal of "zero" environmental impact by 2030 and share the developments in this context through our integrated reports. Developments for 2023 will be included in our 2023 Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report- Targeting Zero for the Environment (pg 63-74)
	The programs/procedures to prevent or minimize the potential negative impact of products and/or services on the environment have been established and disclosed.	X				We collaborate and develop projects to reduce our environmental impact through sustainable agriculture, sustainable packaging, circularity and waste management. Developments for 2023 will be included in our 2023 Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report- Targeting Zero for the Environment (pg 63-74)
B14	The actions to reduce greenhouse gas emissions of third parties (suppliers, subcontractors, dealers, etc.) have been carried out and disclosed.			X		In order to spread the positive impact we create, it is key that the stakeholders we work with understand and internalize our business principles. Our Supplier Code of Conduct sets out our approach in this context. In addition to our Supplier Code of Conduct, we carry out practices to reduce environmental impacts throughout the value chain through various activities such as smart agriculture projects and supplier audits with our farmers, the producers of our raw materials. We work on a more structured program throughout the value chain.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report- Targeting Zero for the Environment (pg 63-74) Policies section under the About Us tab of the website - Anadolu Efes Code of Conduct for Suppliers

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		YES	NO	PARTIAL	NOT APPLICABLE		
B15	The environmental benefits/gains and cost savings of initiatives/projects that aims reducing environmental impacts have been disclosed.	X				At Anadolu Efes, we share detailed explanations about the projects we carried out during the year in the areas of greenhouse gas emission reduction, water efficiency, sustainable agriculture, waste reduction and circularity, sustainable packaging, which we prioritize with a focus on environmental sustainability, and their impacts through integrated reports. Developments for 2023 will be included in our 2023 Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report- Targeting Zero for the Environment (pg 63-74)
B16	The data related to energy consumption (natural gas, diesel, gasoline, LPG, coal, electricity, heating, cooling, etc.) has been disclosed as Scope-1 and Scope-2.	X				All data on energy consumption is included in the 2022 Integrated Report. Performance for 2023 will be included in our 2023 Integrated Report.	2022 Anadolu Efes Integrated Report- Targeting Zero for the Environment (pg 63-74) 2022 Anadolu Efes Integrated Report - Annex-4: Performance Indicators (pg 95-96)
B17	The information related to production of electricity, heat, steam and cooling as of the reporting year has been disclosed.	X				All data on the details of energy consumption are included in the 2022 Integrated Report. Performance for 2023 will be included in our 2023 Integrated Report.	2022 Anadolu Efes Integrated Report - Annex-4: Performance Indicators (pg 95-96)
B18	The studies related to increase the use of renewable energy and transition to ze-ro/low carbon electricity have been conducted and disclosed.	X				In parallel with our goal of achieving net zero carbon emissions in our own operations by 2030, we aim to meet 100% of our electricity needs from renewable energy sources within the scope of our greenhouse gas reduction efforts. In this context, in addition to renewable energy supply, renewable energy installation opportunities are evaluated for use in our operations. Developments in this area are summarized in the annual report and detailed in sustainability reports and CDP reports.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report- Targeting Zero for the Environment (pg 63-74)
B19	The renewable energy production and usage data has been publicly disclosed.	X				All data on renewable energy consumption is included in the 2022 Integrated Report. Performance for 2023 will be included in the 2023 Integrated Report.	2022 Anadolu Efes Integrated Report - Targeting Zero for the Environment (pg 63-74) 2022 Anadolu Efes Integrated Report - Annex-4: Performance Indicators (pg 95-96)
B20	The Company conducted projects about energy efficiency and the amount of reduction on energy consumption and emission achieved through these projects have been disclosed.	X				Information on the projects we have realized with a focus on environmental sustainability and the benefits we have provided are summarized in the annual report and detailed in our integrated reports. Developments for 2023 will be included in our 2023 Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report - Targeting Zero for the Environment (pg 63-74)

CMB SUSTAINABILITY PRINCIPLES COMPLIANCE REPORT

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (PAGE NUMBER, MENU NAME ON THE WEBSITE)
		YES	NO	PARTIAL	NOT APPLICABLE		
B21	The water consumption, the amount, procedures and sources of recycled and discharged water from underground or above ground (if any), have been disclosed.	X				Water efficiency and safety is one of our material issues. Summarized information on the projects we have realized in this context and our performance are included in our annual report and details in our integrated report. Developments for 2023 will be included in our 2023 Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report - Targeting Zero for the Environment (pg 63-74) 2022 Anadolu Efes Integrated Report - Annex-4: Performance Indicators (pp 95-96)
B22	The information related to whether Company's operations or activities are included in any carbon pricing system (Emissions Trading System, Cap & Trade or Carbon Tax).	X				There is no involvement in the carbon pricing system.	
B23	The information related to accumulated or purchased carbon credits within the reporting period has been disclosed.	X				There are no accumulated or purchased carbon credits in the reporting period.	
B24	If carbon pricing is applied within the Company, the details have been disclosed.	X				There is no carbon pricing in the Company.	
B25	The platforms where the Company discloses its environmental information have been disclosed.	X				The Company discloses its environmental information within the scope of its annual and sustainability reports, CDP Climate Change program, and indices such as Refinitiv and S&P CSA with the guidance of the BIST Sustainability Index.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report - Anadolu Efes World (p. 12)
C. Social Principles							
C1. Human Rights and Employee Rights							
C1.1	The Institutional Human Rights and Employee Rights Policy has been established in the light of the Universal Declaration of Human Rights, ILO Conventions ratified by Türkiye and other relevant legislation. The policy and the officials that responsible for the implementation of it have been determined and disclosed.	X				As one of the first Turkish organizations to sign the United Nations Global Compact (UNGC), respect for human rights is a core value of Anadolu Efes. A Human Rights Policy and Code of Conduct have been established to cover the Universal Declaration of Human Rights, ILO Conventions ratified by Türkiye and relevant legislation. Responsible parties have been identified in this policy and shared with the public. Policies are available on the website.	Policies section under the About Us tab of the website Anadolu Efes Human Rights Policy Anadolu Efes Working Principles

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		YES	NO	PARTIAL	NOT APPLICABLE		
C1.2	Considering the effects of supply and value chain, fair workforce, improvement of labor standards, women's employment and inclusion issues (gender, race, religion, language, marital status, ethnic identity, sexual orientation, gender identity, family responsibilities, union activities, political opinion, disability, social and cultural differences, etc., such as non-discrimination) are included in its policy on employee rights.	X				With its Equality, Diversity and Inclusion Policy, Anadolu Efes strives to prevent all forms of discrimination and create an equitable work environment. In 6 different countries, all our employees are offered equal opportunities in the work environment and human resources processes, and our business ethics approach is based on diversity and inclusion. Similar principles on the supply chain are included in the Supplier Code of Conduct. In this context, summary information is provided in the annual report.	Policies section under the About Us tab on the website Anadolu Efes Equity, Diversity, Inclusion Policy Anadolu Efes Working Principles Anadolu Efes Code of Conduct for Suppliers
C1.3	The measures taken for the minority rights/ equality of opportunity or the ones who are sensitive about certain economic, environmental, social factors (low income groups, women, etc.) along the supply chain have been disclosed.	X				In every country where we operate, we strive to foster an inclusive work environment where everyone can bring their true self to work. We manage these processes through our Human Rights Policy and Equality, Diversity and Inclusion Policy, and similar principles on the supply chain are included in the Supplier Code of Conduct. In this context, summary information is provided in the annual report	Policies section under the About Us tab on the website Anadolu Efes Equity, Diversity, Inclusion Policy Anadolu Efes Working Principles Anadolu Efes Code of Conduct for Suppliers
C1.4	The developments regarding preventive and corrective practices against discrimination, inequality, human rights violations, forced and child labor have been disclosed.	X				Anadolu Efes operates in compliance with all applicable laws in the countries where it operates. In line with the Human Rights Policy, more inclusive activities are also planned within the scope of practices to prevent and correct discrimination, inequality, human rights violations, forced labor and child labor.	Policies section under the About Us tab of our website Anadolu Efes Human Rights Policy Anadolu Efes Working Principles Anadolu Efes Working Principles for Suppliers
C1.5	Investments in employees (education, development policies), compensation, fringe benefits, right to unionize, work/life balance solutions and talent management are included in the employee rights policy.	X				In line with our Human Resources Policy, talent management and development, employee loyalty, occupational health and safety, as well as the activities organized to keep the mental, physical and spiritual health of our employees strong are summarized in the sustainability section of the annual report and explained in detail in the sustainability reports.	2023 Annual Report - Sustainability Section (pg. 46-53) Policies section under the About Us tab of our website Anadolu Efes Human Resources Policy
	The mechanism for employee complaints and resolution of disputes have been established and related solution processes have been determined.	X				In order to receive the opinions of our employees and to make improvements in relevant areas, we regularly conduct survey analyses on employee loyalty and satisfaction. The activities we carry out in this context are summarized in the sustainability section of the annual report and explained in detail in the sustainability reports.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report - We Strengthen with Our Employees (pg 76-85)
	The activities carried out within the reporting period which related to ensure employee satisfaction have been disclosed.	X				Developments for 2023 will be included in our 2023 Integrated Report.	

CMB SUSTAINABILITY PRINCIPLES COMPLIANCE REPORT

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		YES	NO	PARTIAL	NOT APPLICABLE		
C1.6	The occupational health and safety policies have been established and disclosed.	X				We consider providing a healthy and safe working environment for our employees as one of our most important responsibilities. Our activities and performance indicators in this direction are included in the sustainability section of the annual report and in sustainability reports. In addition to our Code of Business Ethics, our Human Resources and Human Rights Policies include our approach and principles in this area.	2023 Annual Report - Sustainability Section (pg. 46-53) Policies section under the About Us tab of our website Anadolu Efes Human Resources Policy Anadolu Efes Human Rights Policy Anadolu Efes Code of Business Conduct and Ethics
C1.6	The measures taken for protecting health, preventing occupational accidents and related statistics have been disclosed.	X				We consider providing a healthy and safe working environment for our employees as one of our most important responsibilities. Our activities and performance indicators in this direction are included in the sustainability section of the annual report and in sustainability reports. In addition to our Code of Business Ethics, our Human Resources, Human Rights, Occupational Health and Safety Policies include our approach and principles in this area. The measures taken to prevent occupational accidents and protect the health of employees and our performance in this area for 2023 will be detailed in our 2023 Integrated Report.	2022 Anadolu Efes Integrated Report - We Strengthen with Our Employees (pg 76-85) 2022 Anadolu Efes Integrated Report - Performance Indicators (pg 96-97)
C1.7	The personal data protection and data security policies have been established and disclosed.	X				The Company has a Policy on the Protection and Processing of Personal Data.	Anadolu Efes Biracılık Ve Malt Sanayii A.Ş. Personal Data Protection and Processing Policy
C1.8	The ethics policy have been established and disclosed.	X				Anadolu Efes carries out all its processes regarding business ethics through its Business Ethics Policy.	Policies section under the About Us tab of our website - Anadolu Efes Code of Business Conduct and Ethics
C1.9	The studies related to social investment, social responsibility, financial inclusivity and access to finance have been explained.	X				As we contribute to economic growth and employment in the countries where we operate, we prioritize projects related to our focus areas of sustainable tourism, supporting entrepreneurs, sustainable agriculture, arts & culture, and sports. Through these projects, we also support local development and women's empowerment. Additionally, we strive to increase our positive environmental impact and promote responsible consumption. In 2022, we invested 9.8 million TRL in 26 projects in this context. Although we are not in the financial sector, we took part in activities that will increase our social impact on many different platforms in 2022, especially with the support we provide to entrepreneurs. By supporting 36 start-ups in total this year, we increased the number of entrepreneurs we supported by 44% compared to last year. Our performance in this area for 2023 will be detailed in our 2023 Integrated Report.	2022 Anadolu Efes Integrated Report - We Work To Generate Social Benefit (pg 49-61)

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (PAGE NUMBER, MENU NAME ON THE WEBSITE)
		YES	NO	PARTIAL	NOT APPLICABLE		
C1.10	The informative meetings and training programs related to ESG policies and practices have been organized for employees	X				Informative meetings and trainings are organized within the company on sustainability and its importance. With the 2023 Sustainability Masterclass Program, all departments received sustainability-focused training specific to their own business. Details on the project will be included in the 2023 Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53)
C2. Stakeholders, International Standards and Initiatives							
C2.1	The customer satisfaction policy regarding the management and resolution of customer complaints has been prepared and disclosed.			X		We have Call Centers where our customers can contact us for their requests, questions, suggestions and opinions regarding sales points and all other issues. We continue to work on developing a Customer Satisfaction Policy covering all operations.	Contact information in the Investor Relations Tab of Anadolu Efes Website
C2.2	The information about the communication with stakeholders (which stakeholder, subject and frequency) have been disclosed.	X				Information on our communication with our stakeholders, frequency of communication, stakeholder expectations and details on the actions we have taken are included in our 2021 Sustainability Report. New methods and feedback resulting from our materiality analysis, which we updated this year, will be included in our 2023 Integrated Report.	2021 Sustainability Report - Annex 1: Communication with Stakeholders (pg 72-74)
C2.3	The international reporting standards that adopted in reporting have been explained.	X				Our sustainability approach and performance have been shared every year since 2010 through our GRI Standards-compliant sustainability reports. Our 2021 sustainability report also responded to the WEF Stakeholder Capitalism Metrics pioneered by the International Business Council (IBC) at the World Economic Forum. In 2022, we prepared our first integrated report in accordance with Value Foundation Reporting's Integrated Reporting Framework. In 2023, we aim to be guided by IFRS S1 - General Requirements for Disclosure of Sustainability-Related Financial Information and TFRS S1 - General Requirements for Disclosure of Sustainability-Related Financial Information, which was announced at the end of 2023 and prepared for Türkiye.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report - About the Report (pg 4)
C2.4	The principles adopted regarding sustainability, the signatory or member international organizations, committees and principles have been disclosed.	X				We became a signatory to the United Nations Global Compact (UN Global Compact) in 2011, The CEO Water Mandate in 2014, Women's Empowerment Principles (WEPs) in 2015 and one of the UN Global Compact Early Adopters in 2022. While shaping our sustainability commitments within the framework of international principles, our performance is also included in the sustainability section of our annual report and in more detailed sustainability reports.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report - Annex-1: Communication with Stakeholders (pg. 87)

CMB SUSTAINABILITY PRINCIPLES COMPLIANCE REPORT

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION (PAGE NUMBER, MENU NAME ON THE WEBSITE)
		YES	NO	PARTIAL	NOT APPLICABLE		
C2.5	The improvements have been made and studies have been carried out in order to be included in the Borsa Istanbul sustainability indices and/or international index providers.	X				We have been listed in the Borsa Istanbul Sustainability Index since 2015 and in the FTSE4Good Emerging Markets Index, one of the world's leading sustainability indices, since 2017. We also participate in the S&P Global Corporate Sustainability Assessment and MSCI ESG Ratings.	2023 Annual Report - Sustainability Section (pg. 46-53) 2022 Anadolu Efes Integrated Report - Anadolu Efes World (p. 12)
D. Corporate Governance							
D1	The opinions of stakeholders have been sought in the determination of measures and strategies related to sustainability field.	X				Efforts are underway to further integrate the sustainability strategy into our business objectives and corporate strategy and to improve performance, and the issue is monitored at the senior management and Board of Directors level. The Sustainability Committee, which reports to the Board of Directors, informs the Board of Directors about the developments in the sustainability focus. Our Materiality Analysis was also created with the contributions of Board members and senior management. The sustainability strategy is also monitored in line with our materiality analysis. In 2023, the details of our materiality analysis, which was renewed in 2023, will be included in our 2023 Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53) (pg. 46-53)
D2	The social responsibility projects, awareness activities and trainings have been carried out to raise awareness about sustainability and its importance	X				We support inclusive growth and sustainable development through various social benefit projects, programs, events and trainings we carry out in the geographies where we operate, while working to raise awareness on sustainability. The activities carried out in this direction are included in the sustainability section of our annual report and in more detailed sustainability reports. The details of the activities realized in 2023 will be included in our 2023 Integrated Report.	2023 Annual Report - Sustainability Section (pg. 46-53)

CORPORATE GOVERNANCE INFORMATION FORM

1. SHAREHOLDERS

1.1. Facilitating the Exercise of Shareholders Rights

The number of investor meetings (conference, seminar/etc.) organised by the company during the year

During 2023, meetings were conducted with a total of 216 domestic and foreign institutional investors and analysts concerning issues related to the company's business results, performance, and other developments during the reporting period. Anadolu Efes also participated in conferences in Türkiye and abroad as well as virtual conferences and other meetings organized to provide shareholders and investors information about the company. In this context, in 2023, company representatives participated in 8 roadshows/conferences in Türkiye and abroad.

1.2. Right to Obtain and Examine Information

The number of special audit request(s)

0

The number of special audit requests that were accepted at the General Shareholders' Meeting

0

1.3. General Assembly

Link to the PDP announcement that demonstrates the information requested by Principle 1.3.1. (a-d)

<https://www.kap.org.tr/en/Bildirim/1127493>

Whether the company provides materials for the General Shareholders' Meeting in English and Turkish at the same time

Yes.

The links to the PDP announcements associated with the transactions that are not approved by the majority of independent directors or by unanimous votes of present board members in the context of Principle 1.3.9

There were no transactions which could be considered in the scope of the significant transactions as described in Article 1.3.9 of Corporate Governance Principles.

The links to the PDP announcements associated with related party transactions in the context of Article 9 of the Communiqué on Corporate Governance (II-17.1)

Not applicable

The links to the PDP announcements associated with common and continuous transactions in the context of Article 10 of the Communiqué on Corporate Governance (II-17.1)

Not applicable

The name of the section on the corporate website that demonstrates the donation policy of the company

Available on company website's Investor Relations Corporate Governance section under Donations and Grant Policy <https://www.anadoluefes.com/en/sayfa/1/636/donation-and-grant-policy>

The relevant link to the PDP with minute of the General Shareholders' Meeting where the donation policy has been approved

Available on the 45th of Articles of Association which is available on <https://www.anadoluefes.com/en/sayfa/1/643/articles-of-association>

The number of the provisions of the articles of association that discuss the participation of stakeholders to the General Shareholders' Meeting

Article 32 of Articles of Association. <https://www.anadoluefes.com/en/sayfa/1/643/articles-of-association>

Identified stakeholder groups that participated in the General Shareholders' Meeting, if any

In the Ordinary General Assembly Meeting held on 18.04.2023, there were no attendances by any stakeholders or the media apart from Company representatives. The Partner of Independent Audit Company, Board Members of our Company, Shareholders and company employees attended the General Assembly.

CORPORATE GOVERNANCE INFORMATION FORM

1.4. Voting Rights

Whether the shares of the company have differential voting rights	No
In case that there are voting privileges, indicate the owner and percentage of the voting majority of shares.	-
The percentage of ownership of the largest shareholder	43.05%

1.5. Minority Rights

Whether the scope of minority rights enlarged (in terms of content or the ratio) in the articles of the association	No
If yes, specify the relevant provision of the articles of association.	-

1.6. Dividend Right

The name of the section on the corporate website that describes the dividend distribution policy	Available on company website's Corporate Governance section of Investor Relations section under Dividend Policy https://www.anadoluefes.com/en/sayfa/1/634/dividend-policy
Minutes of the relevant agenda item in case the board of directors proposed to the general assembly not to distribute dividends, the reason for such proposal and information as to use of the dividend.	There were no such proposals.
PDP link to the related general shareholder meeting minutes in case the board of directors proposed to the general assembly not to distribute dividends	There were no such proposals.

General Assembly Meetings

General Meeting Date	The number of information requests received by the company regarding the clarification of the agenda of the General Shareholders' Meeting	Shareholder participation rate to the General Shareholders' Meeting	Percentage of shares directly present at the GSM	Percentage of shares represented by proxy	Specify the name of the page of the corporate website that contains the General Shareholders' Meeting minutes, and also indicates for each resolution the voting levels for or against	Specify the name of the page of the corporate website that contains all questions asked in the general assembly meeting and all responses to them	The number of the relevant item or paragraph of General Shareholders' Meeting minutes in relation to related party transactions	The number of declarations by insiders received by the board of directors	The link to the related PDP general shareholder meeting notification
18.04.2023	0	82.97%	0.00%	82.97%	Investor Relations / General Assembly	Investor Relations / General Assembly/ Minutes	Not applicable	0	https://www.kap.org.tr/en/Bildirim/1139726

2. DISCLOSURE AND TRANSPARENCY**2.1. Corporate Website**

Specify the name of the sections of the website providing the information requested by the Principle 2.11.

Capital Structure and Investor Relations / Corporate Governance Section

If applicable, specify the name of the sections of the website providing the list of shareholders (ultimate beneficiaries) who directly or indirectly own more than 5% of the shares.

About Us / Capital Structure

List of languages for which the website is available

Turkish / English

2.2. Annual Report

The page numbers and/or name of the sections in the Annual Report that demonstrate the information requested by principle 2.2.2.

a) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the duties of the members of the board of directors and executives conducted out of the company and declarations on independence of board members

Responsibilities undertaken by Board Members outside the Company are given in section of the Board of Directors of our Annual Report. Statements of Board Members' independent status are provided under the Statement of Independent Status section.

b) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on committees formed within the board structure

Given in section 3 of the section of Board of Directors, Structure and Independence of the Committees established under the Board in the Corporate Governance Compliance Report in our Annual Report.

c) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the number of board meetings in a year and the attendance of the members to these meetings

Available in section of Working Principles of the Board of Directors in the Corporate Governance Compliance Report

CORPORATE GOVERNANCE INFORMATION FORM

ç) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on amendments in the legislation which may significantly affect the activities of the corporation	Not Applicable
d) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on significant lawsuits filed against the corporation and the possible results thereof	Available in section 13. Other Issues under "Other information related to operations" section of the Annual Report
e) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the conflicts of interest of the corporation among the institutions that it purchases services on matters such as investment consulting and rating and the measures taken by the corporation in order to avoid from these conflicts of interest	Available in section 13. Other Issues under "Other information related to operations" section of the Annual Report
f) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the cross ownership subsidiaries that the direct contribution to the capital exceeds 5%	No cross ownership
g) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on social rights and professional training of the employees and activities of corporate social responsibility in respect of the corporate activities that arises social and environmental results	Available under Sustainability section of the Annual Report and our website. This is regulated in Article 32 of our Articles of Association. Our Articles of Association can be found on our website. https://www.anadoluefes.com/sayfa/1/298/ana-sozlesme

3. STAKEHOLDERS

3.1. Corporation's Policy on Stakeholders

The name of the section on the corporate website that demonstrates the employee remedy or severance policy	Indemnity Policy is available under Investor Relations / Corporate Governance section of the corporate website
The number of definitive convictions the company was subject to in relation to breach of employee rights	36
The position of the person responsible for the alert mechanism (i.e. whistleblowing mechanism)	Ethics Responsible
The contact detail of the company alert mechanism	Ethics website: www.efesethicsline.com (in 5 languages) Ethics phone line: + 90 212 276 33 37 Ethics e-mail: efes@efesethicsline.com

3.2. Supporting the Participation of the Stakeholders in the Corporation's Management

Name of the section on the corporate website that demonstrates the internal regulation addressing the participation of employees on management bodies	Models supportive of participation in company management by stakeholders including first and foremost the company employees are developed without disrupting the operations of the company. Employees are capable of transmitting their value adding suggestions to the management via our BiFikir system, which is the Anadolu Group Innovation Portal. In addition, the requests and improvement demands regarding the services offered to our employees by Human Resources are delivered to the human resources business partners, and they are again followed up and resolved by the business partners.
Corporate bodies where employees are actually represented	Not available

3.3. Human Resources Policy

The role of the board on developing and ensuring that the company has a succession plan for the key management positions	Succession plans are evaluated on a regular basis across Anadolu Efes and other Anadolu Group companies through Organizational Development Meetings involving all employees. Key Management positions are reviewed in this process. Changes in relevant positions are subject to Board approval.
The name of the section on the corporate website that demonstrates the human resource policy covering equal opportunities and hiring principles. Also provide a summary of relevant parts of the human resource policy.	Human Resources Policy is available in our corporate website under Investor Relation Corporate Governance Section. One of our Groups commitments towards its employees in the course of every relationship, which is part of our working principles and followed strictly without any concession, is not to make any discrimination in terms of language, religious beliefs, race, skin color, age, nationality, gender and sexual orientation. We take pride in different aspects and cultural diversification of our employees and consider such diversification a valuable tool for advancement towards a common objective.
Whether the company provides an employee stock ownership programme	There isn't an employee stock ownership programme.
The name of the section on the corporate website that demonstrates the human resource policy covering discrimination and mistreatments and the measures to prevent them. Also provide a summary of relevant parts of the human resource policy.	Available in Anadolu Efes Code of Business Conduct and Ethics which is in Code of Business Conduct and Ethics under Corporate Governance. Our Human Rights Policy has also been prepared and shared with our employees.
The number of definitive convictions the company is subject to in relation to health and safety measures	None

3.5. Ethical Rules and Social Responsibility

The name of the section on the corporate website that demonstrates the code of ethics	Available in Code of Business Conduct and Ethics under Corporate Governance
The name of the section on the company website that demonstrates the corporate social responsibility report. If such a report does not exist, provide the information about any measures taken on environmental, social and corporate governance issues.	The report is available under Sustainability section.
Any measures combating any kind of corruption including embezzlement and bribery	Available in Anadolu Efes Code of Business Conduct and Ethics which is in Code of Business Conduct and Ethics under Corporate Governance

CORPORATE GOVERNANCE INFORMATION FORM

4. BOARD OF DIRECTORS-I

4.2. Activity of the Board of Directors

Date of the last board evaluation conducted	November 2021
Whether the board evaluation was externally facilitated	Yes
Whether all board members released from their duties at the GSM	Yes
Name(s) of the board member(s) with specific delegated duties and authorities, and descriptions of such duties	No duties/authorities delegated
Number of reports presented by internal auditors to the audit committee or any relevant committee to the board	14
Specify the name of the section or page number of the annual report that provides the summary of the review of the effectiveness of internal controls	Available in Risk Management and Internal Control Mechanism section of the Corporate Governance Compliance Report
Name of the Chairman	Tuncay Özilhan
Name of the CEO	Onur Altürk
If the CEO and Chair functions are combined: provide the link to the relevant PDP announcement providing the rationale for such combined roles	Not the same person

<https://www.kap.org.tr/Bildirim/1249294>

"Equity, Diversity and Inclusion Policy (ED&I) is available in our corporate website under Investor Relation Corporate Governance Section. In Board member nominations, diversity criteria are taken into consideration in terms of gender, nationality, ethnicity, country of origin, cultural background the board membership includes a diverse mixture of age, language, race, socio-economic background, professional and industry backgrounds, geographical experience and expertise, gender, tenure, ethnicity and diversity of thought supported with sufficient global vision, knowledge and experience. We believe that ensuring a diverse representation in the Board of Directors results in optimal decision-making and assists in the development and execution of a strategy which promotes the success.

Gender Equality Policy on the Board of Directors is also available in our corporate website under Investor Relation Corporate Governance Section. In this context, the representation of female members in Anadolu Efes' Board of Directors has been determined as a priority ED&I target. According to the policy; it is aimed to reach 30% of female members by 2030. The Board of Directors evaluates the progress achieved in reaching this target annually and shares the results with the public. The target can be reconsidered when necessary."

The name of the section on the corporate website that demonstrates the human resource policy covering equal opportunities and hiring principles. Also provide a summary of relevant parts of the human resource policy.

The number and ratio of female directors within the Board of Directors

The number female directors within the Board of Directors 1 (one); the ratio of female directors is 9%.

Composition of Board of Directors

Name, Surname of Board Member	Whether Executive Director or Not	Whether Independent Director or Not	The First Election Date to Board	Link to PDP Notification that Includes the Independency Declaration	Whether the Independent Director Considered by the Nomination Committee	Whether She/He is the Director Who Ceased to Satisfy the Independence or Not	Whether the Director Has at Least 5 Years' Experience on Audit, Accounting and/or Finance or Not
Tuncay Özilhan	Non-executive	Not independent director	26.06.2000		Not applicable	Not applicable	Yes
Kamilhan Süleyman Yazıcı	Non-executive	Not independent director	27.04.2017		Not applicable	Not applicable	Yes
Jason Gerard Warner	Non-executive	Not independent director	30.04.2019		Not applicable	Not applicable	Yes
Tuğban İzzet Aksoy	Non-executive	Not independent director	18.04.2023		Not applicable	Not applicable	Yes
Rasih Engin Akçakoca	Non-executive	Not independent director	28.04.2020		Not applicable	Not applicable	Yes
Agah Uğur	Non-executive	Not independent director	25.05.2021		Not applicable	Not applicable	Yes
Ahmet Boyacıoğlu	Non-executive	Not independent director	14.04.2016		Not applicable	Not applicable	Yes
Barış Tan	Non-executive	Independent director	16.04.2018	Available in the Annual Report	Considered	No	Yes
Uğur Bayar	Non-executive	Independent director	16.04.2018	Available in the Annual Report	Considered	No	Yes
Bekir Ağırdir	Non-executive	Independent director	10.08.2023	Available in the Annual Report	Considered	No	Yes
Lale Develioğlu	Non-executive	Independent director	20.11.2020	Available in the Annual Report	Considered	No	Yes

CORPORATE GOVERNANCE INFORMATION FORM

4. BOARD OF DIRECTORS-II

4.4. Meeting Procedures of the Board of Directors

Number of physical board meetings in the reporting period (meetings in person)	5
Director average attendance rate at board meetings	100%
Whether the board uses an electronic portal to support its work or not	Yes
Number of minimum days ahead of the board meeting to provide information to directors, as per the board charter	Relevant information, documents and presentations are submitted to the Board for information and review 3 to 5 days before the Board meetings
The name of the section on the corporate website that demonstrates information about the board charter	Available under Article 14 of the Articles of Association which is available at https://www.anadoluefes.com/en/sayfa/1/643/articles-of-association
Number of maximum external commitments for board members as per the policy covering the number of external duties held by directors	Not available.

4.5. Board Committees

Page numbers or section names of the annual report where information about the board committees are presented	Available under the section 3 of the section of Board of Directors, Structure and Independence of the Committees established under the Board of the Corporate Governance Compliance Report in the Annual Report
Link(s) to the PDP announcement(s) with the board committee charters	https://www.kap.org.tr/en/Bildirim/343206

Composition of Board Committees-I

Names of the Board Committees	Name of Committees Defined as "Other" in the First Column	Name-Surname of Committee Members	Whether Committee Chair or Not	Whether Board Member or Not
Audit Committee		Barış Tan	No	Board member
Audit Committee		Uğur Bayar	Yes	Board member
Corporate Governance Committee		Uğur Bayar	Yes	Board member
Corporate Governance Committee		Rasih Engin Akçakoca	No	Board member
Corporate Governance Committee		Jason Warner	No	Board member
Corporate Governance Committee		Lale Develioğlu	No	Board member
Corporate Governance Committee		Hurşit Zorlu	No	Not board member
Corporate Governance Committee		Yılmaz Argüden	No	Not board member
Corporate Governance Committee		Aslı Demirel	No	Not board member
Committee of Early Detection of Risk		Barış Tan	Yes	Board member
Committee of Early Detection of Risk		Tuğban İzzet Aksoy	No	Board member
Committee of Early Detection of Risk		Agah Uğur	No	Board member
Committee of Early Detection of Risk		Ben Graham	No	Not board member

CORPORATE GOVERNANCE INFORMATION FORM

4. BOARD OF DIRECTORS-III

4.5. Board Committees-II

Specify where the activities of the audit committee are presented in your annual report or website (Page number or section name in the annual report/website)	Evaluation of the Board of Directors regarding the working principles and efficiency of Committees constituted within the Board is presented as attachment to Corporate Governance Compliance Report available in our Annual Report.
Specify where the activities of the corporate governance committee are presented in your annual report or website (Page number or section name in the annual report/website)	Evaluation of the Board of Directors regarding the working principles and efficiency of Committees constituted within the Board is presented as attachment to Corporate Governance Compliance Report available in our Annual Report.
Specify where the activities of the nomination committee are presented in your annual report or website (Page number or section name in the annual report/website)	Responsibilities of the Nomination Committee are fulfilled by the Corporate Governance Committee. Presented under "Evaluation of the Board of Directors regarding the working principles and efficiency of Committees constituted within the Board" as attachment to Corporate Governance Compliance Report available in our Annual Report.
Specify where the activities of the early detection of risk committee are presented in your annual report or website (Page number or section name in the annual report/website)	Presented under "Evaluation of the Board of Directors regarding the working principles and efficiency of Committees constituted within the Board" as attachment to Corporate Governance Compliance Report available in our Annual Report.
Specify where the activities of the remuneration committee are presented in your annual report or website (Page number or section name in the annual report/website)	As per the Article 3 of the Board of Directors of the Corporate Governance Compliance Report which is available in our Annual report responsibilities of the Remuneration Committee are fulfilled by the Corporate Governance Committee. Presented under Evaluation of the Board of Directors regarding the working principles and efficiency of Committees constituted within the Board as attachment to Corporate Governance Compliance Report available in our Annual Report.

4.6. Financial Rights

Specify where the operational and financial targets and their achievement are presented in your annual report (Page number or section name in the annual report)	Available in our Annual Report under "Performance and Guidance" section.
Specify the section of website where remuneration policy for executive and non-executive directors are presented.	Corporate Governance and Compensation Policy / https://www.anadoluefes.com/en/sayfa/1/635/compensation-policy
Specify where the individual remuneration for board members and senior executives are presented in your annual report (Page number or section name in the annual report)	In accordance with the Article 4.6.5 of Corporate Governance Principles, the remunerations and all other benefits provided to Board members and managers having administrative responsibilities are made public through our annual report. The remuneration of the independent Board members is included and it is also stated that the other members of the Board are not getting paid. As in previous years, the total amount of salaries paid to executives with administrative responsibility has been included and no breakdown has been given on a person basis.

Board Committees-III

Audit Committee	Name of Committees Defined as "Other" in the First Column	The Percentage of Non-executive Directors	The Percentage of Independent Directors in the Committee	The Number of Meetings Held in Person	The Number of Reports on Its Activities Submitted to the Board
Audit Committee		100%	100%	5	5
Corporate Governance Committee		86%	29%	4	4
Committee of Early Detection of Risk		100%	25%	4	4

DIRECTORY

Anadolu Efes Biracılık ve Malt Sanayii A.Ş.

Address: Fatih Sultan Mehmet Mah. Balkan Cad.
Buyaka E Blok No: 58/24
P.K. 34771 Ümraniye/İstanbul, Türkiye
Tel: +90 216 586 80 00

Efes Pazarlama ve Dağıtım Ticaret A.Ş.

Address: Fatih Sultan Mehmet Mah. Balkan Cad.
Buyaka E Blok No: 58/23
P.K. 34771 Ümraniye/İstanbul, Türkiye
Tel: +90 216 586 80 00

Efes Breweries International N.V.

Address: Strawinskylaan 1227, 1077 XX
Amsterdam, The Netherlands
Tel: +31 (20) 575 222 90

AB InBev EFES, JSC

Address: 17-1, Krylatskaya str.
Moscow 121614, Russia
Tel: +7 495 960 23 60

Efes Kazakhstan JSC FE

Address: Gogol street, 75,
050000, Karaganda City, Kazakhstan
Tel: +7 7212 51-61-61
Fax: +7 7212 51-51-14

Efes Breweries in Georgia JSC LOMISI

Address: Village Natakhtari 3308 Mtsketa
Region, Georgia
Tel: +995 322 18 07 88

Efes Vitanta Moldova Brewery S.A.

Address: MD-2023, Chisinau, 167 Uzinelor Str.
Moldova
Tel: +(373 22) 885 201
Fax: +(373 22) 42 81 03

Cypex Co. Ltd.

Address: Özker Özgür Cad.
Vakıflar Çarşısı 23/1-2-3, Küçük Kaymaklı, Lefkoşa
TRNC
Tel: 0 (392) 225 32 31
Fax: 0 (392) 225 33 04

Coca-Cola İçecek A.Ş. (CCI)

Coca-Cola Satış ve Dağıtım A.Ş. (CCSD)
Address: Dudullu OSB Mah. Deniz Feneri Sok.
No: 4, 34776 Ümraniye/İstanbul, Türkiye
Tel: +90 216 528 40 00
Fax: +90 365 84 67 / 68

ABBREVIATIONS

1 Hectoliter	100 Liters
1 Unit Case	5,678 Liters
BNRI	Before non-recurring items
BIST	Borsa İstanbul
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
HOD	A rigid container with a 20-liter capacity
CMB	Capital Markets Board
TCCC	The Coca-Cola Company
IFRS	International Financial Reporting Standards
n.m.	not meaningful

TERMS

Coca-Cola System	TCCC and all of its international bottling partners
Sparkling Beverage	Non-alcoholic beverages produced in a variety of flavors and containing different flavoring additives. The sparkling beverage category does not include plain waters, flavored waters, fruit juices, fruit-flavored beverages, sports drinks, teas, or coffees.
Still Beverage	All non-sparkling and non-alcoholic beverages such as plain waters, flavored waters, fruit juices, fruit-flavored beverages, sports drinks, teas, and coffees.
Bottler	Any company that obtains concentrates, various beverages, and/or syrups from TCCC readies them for consumption as non-alcoholic beverages, and markets and distributes them to customers.
Bottler Agreement	Any contract between TCCC and a bottler that governs the parties' respective production, packaging, distribution, and selling rights and obligations with respect to TCCC products within a designated territory.
Concentrate	Any product which TCCC makes or has made for it and which TCCC sells to bottlers so that they may produce non-alcoholic beverages by adding water and/or flavorings to it.
Customer	Any store, retail point of sale, restaurant, chain store, or other form of business enterprise that sells our products to its own customers.
PET (polyethylene terephthalate)	Type of a polyester (polyethylene terephthalate) used in the manufacture of beverage bottles

**ANADOLU
EFES**