

REPORT ON REMUNERATION of Kofola ČeskoSlovensko a.s. for the accounting period from 1 January to 31 December 2025

This report provides a complete list of remuneration including any benefits in any form paid to the members of the Board of Directors and Supervisory Board of the company Kofola ČeskoSlovensko a.s. (hereinafter “the Company”) within the past accounting period of 2025 or due within the above-mentioned period. The Board of Directors did not delegate business management of the Company in the scope of everyday management of the Company as a whole to any natural person who was not a member of the Company’s Board of Directors.

1. INFORMATION ON TOTAL REMUNERATION PAID TO THE MEMBERS OF THE COMPANY’S BOARD OF DIRECTORS

1.1. FIXED AND VARIABLE REMUNERATION COMPONENT

The total amount of remuneration received by members of the Company’s Board of Directors for the accounting period of 2025, divided into components, as well as the rate of the fixed to the variable component of the remuneration is stated in the table below:

Member of the Board of Directors	Total amount of fixed remuneration	Total amount of variable remuneration	Share of the fixed and variable component		Total in 2025	Total in 2024	Total in 2023	Total in 2022	Total in 2021
	CZK’000	CZK’000	Fixed component	Variable component	CZK’000	CZK’000	CZK’000	CZK’000	CZK’000
Member A	4,202	5,027	46%	54%	9,229	5,000	6,980	6,146	4,979
Member B	3,359	3,604	48%	52%	6,963	7,561	5,280	4,950	5,756
Member C	4,642	4,205	52%	48%	8,847	9,621	6,467	6,227	5,683
Member D	3,602	4,470	45%	55%	8,072	13,574	6,119	5,265	3,787
Member E	3,022	3,268	48%	52%	6,290	6,873	4,800	4,455	3,804
Member F	2,520	1,557	62%	38%	4,077	4,847	4,092	2,880	2,202
Total	21,347	22,131	49%	51%	43,478	47,476	33,738	29,923	26,211

The total amount of remuneration paid to the members of the Board of Directors is in line with the Remuneration Policy adopted by the General Meeting of the Company on 5 August 2020 (hereinafter the “Remuneration Policy”), published on the Company’s website <http://investor.kofola.cz/en>, aiming to support a long-term performance of the Company namely in the following way:

- The fixed base salary for the members of the Board of Directors is set with regard to the complexity of duties and responsibility they perform in their office and area of competence.

- The entitlement to the variable component of the remuneration is based on the fulfilment of performance indicators by Kofola Group.
- The entitlement of the members of the Board of Directors to be granted the variable remuneration component is based on adjusted EBITDA (operating result adjusted for depreciation, amortisation and one-offs), one of the most accepted indicators of operational performance of the Company and the Group in the long term.
- The basic EBITDA values are set beforehand by the Company's Supervisory Board for the relevant period. If the set benchmark is not attained, the members of the Board of Directors are not entitled to the variable component. For 2025, the target EBITDA value was set at the level of CZK 1,940,000 thousand (Group EBITDA). The target EBITDA is always set at the end of the preceding year and does not reflect the Company's acquisition activities. Acquisition activities successfully completed within the calendar year for which the EBITDA indicator is set may result in a significant exceedance of the set target.
- The members of the Board of Directors are entitled to get shares of the Company free of charge through participation in the Kofola Group Senior Managers Long-term Remuneration Plan, which motivates them as they participate in the profit of the Group.

1.2. OTHER BENEFITS AND COMPENSATIONS

Members of the Company's Board of Directors were granted other benefits and compensations within the meaning of Article 1 (1.3) of the adopted Remuneration Policy of the Company in the 2025 accounting period, namely:

- non-monetary benefit in the form of professional liability insurance to cover damage caused within the performance of duties of a Company governing body,
- computer and mobile equipment and cars for the performance of the duties as members of the Board of Directors; the equipment could also be used for private purposes,
- other performances that are also generally provided to Company's employees, such as paid leave, remuneration compensation for the first 14 days of incapacity to work (they are included in the fixed remuneration), meal allowances in the form of flat allowance in the amount set by the internal regulations of the Company, travel expenses, product samples, job perquisites, and other benefits similar to those granted to employees set by the internal regulations of the Company,
- reimbursement of expenses efficiently incurred in the performance of the member's duties, including travel expenses for domestic and international business trips in the amount set by the applicable labour legislation.

1.3. PAYMENTS UPON THE TERMINATION OF A MEMBER'S OFFICE

No severance payment was made in connection with the termination of a member of the Company's Board of Directors.

1.4. ROYALTY

No member of the Board of Directors was paid a royalty in the 2025 accounting period.

1.5. NUMBER OF COMPANY SHARES AND STOCK OPTIONS GRANTED OR OFFERED IN 2025

Members of the Board of Directors are entitled to get shares of the Company free of charge based on an agreement on participation in the Kofola Group Senior Managers Long-term Remuneration Plan. The possibility to enter the plan will end on 31 December 2025.

The objective of the Plan is to motivate and stabilize senior executives by the opportunity for them to participate in the success of Kofola Group. At present, one part of the Plan is in operation:

The Share Acquisition Plan consisting of the participant's option to buy Kofola shares on the market and, under the fulfilment of the specified conditions, to receive for free the same number of pair shares of the Company.

The maximal number of the eligible Investment shares can not exceed the specified annual limit - the number of shares, which can be purchased on regulated market for 40% of the basic annual gross salary (remuneration) paid to the participant by Kofola Group companies in the calendar year (i. e. from January 1, 2021 to December 31, 2021, from January 1, 2022 to December 31, 2022, from January 1, 2023 to December 31, 2023, from January 1, 2024 to December 31, 2024 and from January 1, 2025 to December 31, 2025). If the number of Investment shares held by a participant on December 31 of a calendar year exceeded the determined limit, the Company's shares purchased by the participant exceeding the stated limit are not taken into consideration for the Share Acquisition Plan and the participant cannot claim the pair shares for these shares even though he fulfilled other conditions to constitute the claim. However, the shares not eligible as Investment shares in one calendar year can be eligible in one of the following calendar years. A participant can only receive pair shares if they held investment shares throughout the entire relevant period (2 years following the end of the calendar year that served as reference for the yearly limit) and, at the same time, if they were employed with the Company or a member of a Company governing body throughout the entire relevant period. The participant is obliged to hold the pair shares for at least 1 year as of their transfer to the participant.

In 2025, paired shares were transferred free of charge only to some members of the Company' Board of Directors. See the attached table

Member of the Boards of Directors	Total amount of allocated paired shares in pieces
Member B	4,469
Member C	5,648
Member E	4,063
Celkem	14,180

The fair value of the paired shares as of the date of grant was CZK 6,362 thousand. The total costs to the Company for the implementation of the aforementioned transfers in 2025 were CZK 6,174 thousand.

1.6. INFORMATION ON REMUNERATION GRANTED OR DUE IN 2025 BY ENTITIES OF THE KOFOLA GROUP TO THE MEMBERS OF THE BOARD OF DIRECTORS OF THE COMPANY

Member of the Board of Directors	Kofola ČeskoSlovensko a.s.	Kofola a.s. (SK)	LEROS, s.r.o.	Total remuneration paid by Kofola Group Companies
	CZK'000	CZK'000	CZK'000	CZK'000
Member A	9,229	-	-	9,229
Member B	6,963	-	-	6,963
Member C	-	8,847	-	8,847
Member D	8,072	-	-	8,072
Member E	6,290	-	-	6,290
Member F	-	-	4,077	4,077
Total	30,554	8,847	4,077	43,478

1.7. INFORMATION ON THE COMPANY'S EXERCISE OF THE RIGHT TO THE VARIABLE REMUNERATION COMPONENT OR ITS PART TO BE RETURNED

The Company did not contractually reserve the right to the variable remuneration component or its part to be returned by members of the Board of Directors.

2. INFORMATION ON TOTAL REMUNERATION GRANTED TO THE MEMBERS OF THE COMPANY'S SUPERVISORY BOARD

2.1. FIXED AND VARIABLE COMPONENT OF THE REMUNERATION

The total amount of remuneration received by members of the Company's Supervisory Board in the 2025 accounting period is stated in the table below:

Member of the Supervisory Board	Total amount of fixed remuneration	Total amount of variable remuneration	Share of the fixed and variable component		Total in 2025	Total in 2024	Total in 2023	Total in 2022	Total in 2021
			Fixed component	Variable component					
	CZK'000	CZK'000			CZK'000	CZK'000	CZK'000	CZK'000	CZK'000
Member G	602	-	100%	-%	602	600	600	600	600
Member H	600	-	100%	-%	600	600	600	600	600
Total	1,202	-	100%	-%	1,202	1,200	1,200	1,200	1,200

The total amount of remuneration paid to the members of the Company's Supervisory Board is in line with the Remuneration Policy. Under the Articles of Association, the Supervisory Board has a supervisory function: it supervises the activity of the Board of Directors and of the Company. Therefore, the remuneration of the Supervisory Board members is

not dependent on the fulfilment of the Company's targets or personal targets as no such targets are set to the Supervisory Board members. Therefore, the members of the Company's Supervisory Board are not granted a variable remuneration component.

Other members of the Supervisory Board don't receive any remuneration for the performance of the function.

Remuneration of members of the Supervisory board received for their employment in the Company is stated in the table below.

Member of the Supervisory Board	Total amount of fixed remuneration	Total amount of variable remuneration	Share of the fixed and variable component		Total in 2025	Total in 2024	Total in 2023	Total in 2022	Total in 2021
	CZK'000	CZK'000	Fixed component	Variable component	CZK'000	CZK'000	CZK'000	CZK'000	CZK'000
Member I	-	-	-	-	-	-	-	-	1,577
Member J	4,418	4,163	51%	49%	8,581	8,294	5,831	5,039	3,841
Total	4,418	4,163	51%	49%	8,581	8,294	5,831	5,039	5,418

2.2. OTHER BENEFITS AND COMPENSATIONS

Members of the Company's Supervisory Board were granted other benefits and compensations within the meaning of Article 1 (1.3) of the adopted Remuneration Policy of the Company in the 2025 accounting period, namely:

- non-monetary benefit in the form of professional liability insurance to cover damage caused within the performance of duties of a member of Company's Supervisory Board or other duties within the Group,
- computer and mobile equipment and cars for the performance of the duties as members of the Supervisory Board or other duties within the Group; the equipment could also be used for private purposes,
- other performances that are also generally provided to Company's employees, such as paid leave, remuneration compensation for the first 14 days of incapacity to work (they are included in the fixed remuneration), meal allowances in the form of flat allowance in the amount set by the internal regulations of the Company, travel expenses, product samples, job perquisites, and other benefits similar to those granted to employees set by the internal regulations of the Company.
- reimbursement of expenses efficiently incurred in the performance of the member's duties, including travel expenses for domestic and international business trips in the amount set by the applicable labour legislation.

2.3. ROYALTIES

No member of the Supervisory Board was paid a royalty in the 2025 accounting period.

2.4. NUMBER OF COMPANY SHARES AND STOCK OPTIONS GRANTED OR OFFERED IN 2025

No member of the Supervisory Board is entitled to benefits arising from the The Share Acquisition Plan with the same conditions and status as described in section 1.5.

There were no pair shares transferred to the members of the Company's Supervisory Board free of charge in 2025.

2.5. INFORMATION ON REMUNERATION GRANTED OR DUE IN 2025 BY ENTITIES OF THE KOFOLA GROUP TO THE MEMBERS OF THE SUPERVISORY BOARD OF THE COMPANY

Member of the Supervisory Board	Kofola ČeskoSlovensko a.s.	Total remuneration paid by Kofola Group Companies
	CZK'000	CZK'000
Member G	602	602
Member H	600	600
Member I	-	-
Member J	8,581	8,581
Total	9,783	9,783

3. INFORMATION ON DEVIATIONS FROM THE REMUNERATION PROCESSES PROVIDED FOR IN THE REMUNERATION POLICY

The Company has not diverged from the Remuneration Policy since its adoption by the General Meeting of the Company held on 5 August 2020.

4. INFORMATION ON THE CHANGE IN KEY FINANCIAL AND NON-FINANCIAL INDICATORS OF THE COMPANY'S PERFORMANCE

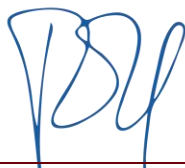
The Company's target key financial performance indicator (Group EBITDA) for 2025 was set at the level of CZK 1,940,000 thousand (2024: CZK 1,420,000).

Key non-financial indicators of the Company's performance are not set.

5. INFORMATION ON THE ANNUAL CHANGE OF THE AVERAGE REMUNERATION OF THE COMPANY'S EMPLOYEES

Period	2025	2024	2023	2022	2021
Average remuneration of the Company's employees (CZK)	77,829	71,318	59,960	59,769	52,707

In Ostrava, on 15 May 2026



René Musila
ViceChairman of the Board of
Directors



Martin Pisklák
Member of the Board of Directors

Independent auditor's limited assurance report on Report on Remuneration of Kofola ČeskoSlovensko a.s.
To the Shareholders of Kofola ČeskoSlovensko a.s.

Scope

We have been engaged by Kofola ČeskoSlovensko a.s. (the "Company") to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on the Company's Report on Remuneration for the year ended 31 December 2025 (the "Subject Matter").

Criteria applied by Kofola ČeskoSlovensko a.s.

In preparing the Subject Matter the Board of Directors of the Company applied the following criteria: Section 121p(1) of Act No. 256/2004 Coll., on Capital Market Undertakings, as amended, which describes the content of the Report on Remuneration.

It is not our task to verify the factual accuracy of the Report on Remuneration and the information contained therein.

Responsibility of the Company's Board of Directors for the Subject Matter

The Company's Board of Directors is responsible for presenting the Subject Matter in accordance with that Criteria, in all material respects and for other requirements as described in Section 121j to Section 121o of Act No. 256/2004 Coll., on Capital Market Undertakings, as amended. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for Assurance on the Subject Matter

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ("ISAE 3000 (Revised)'), and the terms of reference for this engagement as agreed with Kofola ČeskoSlovensko a.s. on 27 March 2026. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

We also apply International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

Obtaining an understanding of the resolution of the Company's general meeting regarding the remuneration policy for members of the board of directors and the supervisory board as well as other persons under Section 121m(1) of the Act No. 256/2004 Coll., on Capital Market Undertakings, as amended, as well as any resolutions of the supervisory board and other documents governing the remuneration policy that are required to be disclosed in the Report on Remuneration;

Obtaining an understanding of the procedures adopted by the supervisory board and the board of directors to meet the requirements of the remuneration policy, prepare the Report on Remuneration and evaluate the application of relevant criteria in the Report on Remuneration;

Identification of the persons defined in Section 121m(1) of the Act No. 256/2004 Coll., on Capital Market Undertakings, as amended whose details are required to be included in the Report on Remuneration; and

Assessment of whether the Report on Remuneration includes all information required by Section 121p(1) of the Act on CMU with respect to all identified persons.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that need to be made to Report on Remuneration for the year ended 31 December 2025, in order for it to be in accordance with the Section 121p(1) of Act No. 256/2004 Coll., on Capital Market Undertakings, as amended.

Ernst & Young Audit, s.r.o.
License No. 401



Radek Pav, Auditor
License No. 2042

15 May 2026
Prague, Czech Republic