



EFES BREWERIES INTERNATIONAL N.V.

FY 2004 Results

5 April 2005

Investor Presentation



Summary of Key Developments

1. EBI Overview
2. Operational Highlights
3. Financial Highlights
4. Conclusion

Appendix



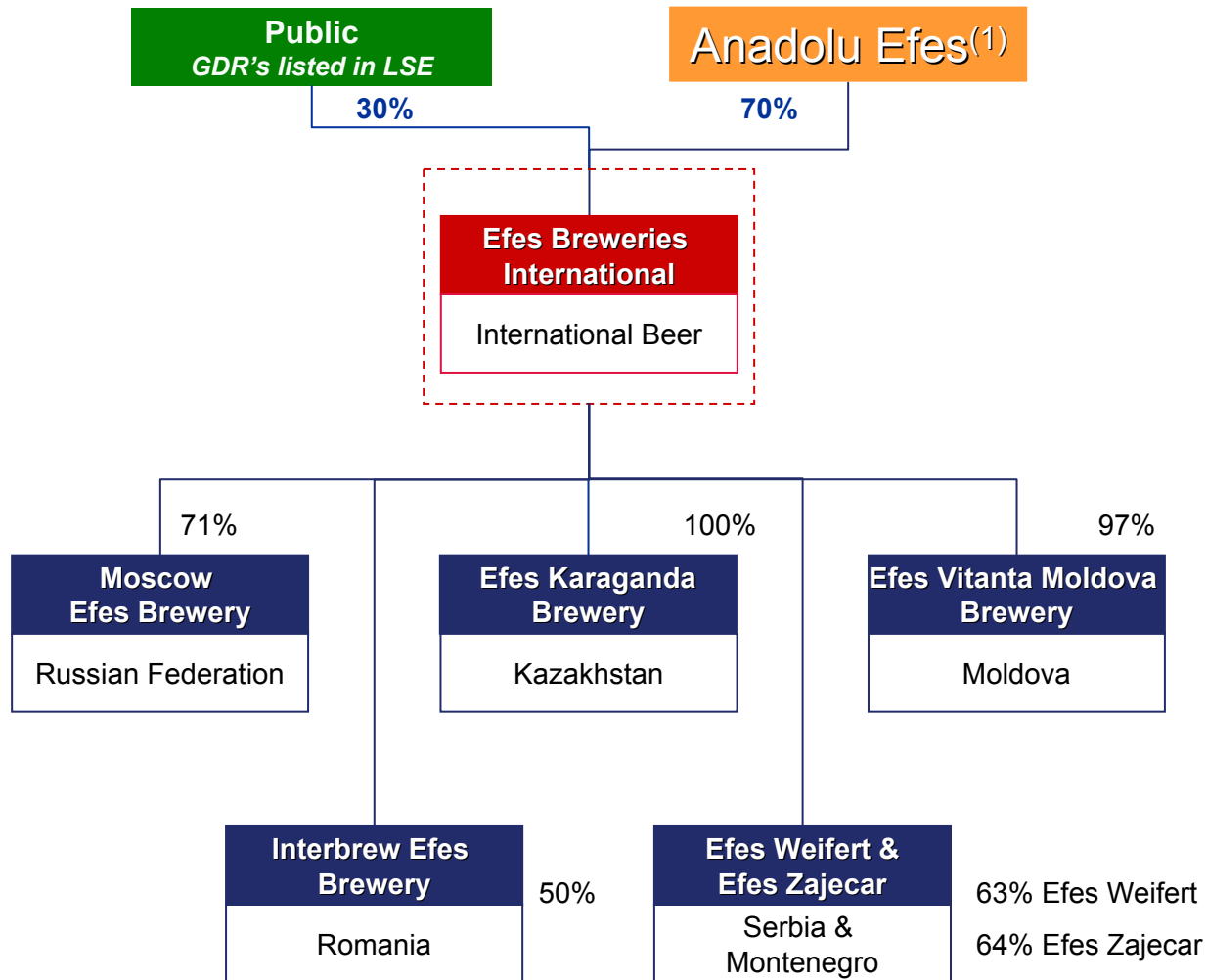
Summary of Key Developments



- ▶ **Continued profitable growth in 2004 vs 2003**
 - 44% overall volume growth, 51% sales growth, 54% EBITDA growth
- ▶ **Continued outperformance compared to the market**
 - 54% volume growth in Russian Federation vs. estimated 11% market growth in 2004
- ▶ **8% overall value share in 2004 in Russian Federation**
 - Sary Melnik; best selling brand in Moscow, 4th in Russian Federation, by value
- ▶ **Acquisition of second brewery in Serbia (Zajecar) taking EBI to #3 market position**
- ▶ **New organisational changes**
 - Mr. Semih Maviş; new CEO starting June 1st
 - Mr. Osman Mut; new General Director – Developing Beer Operations
 - Mr. Tuğrul Ağırbaş; new GM Efes Russia starting June 1st
- ▶ **Current + US\$900 million Mcap vs US\$688 million IPO value**

1. EBI Overview



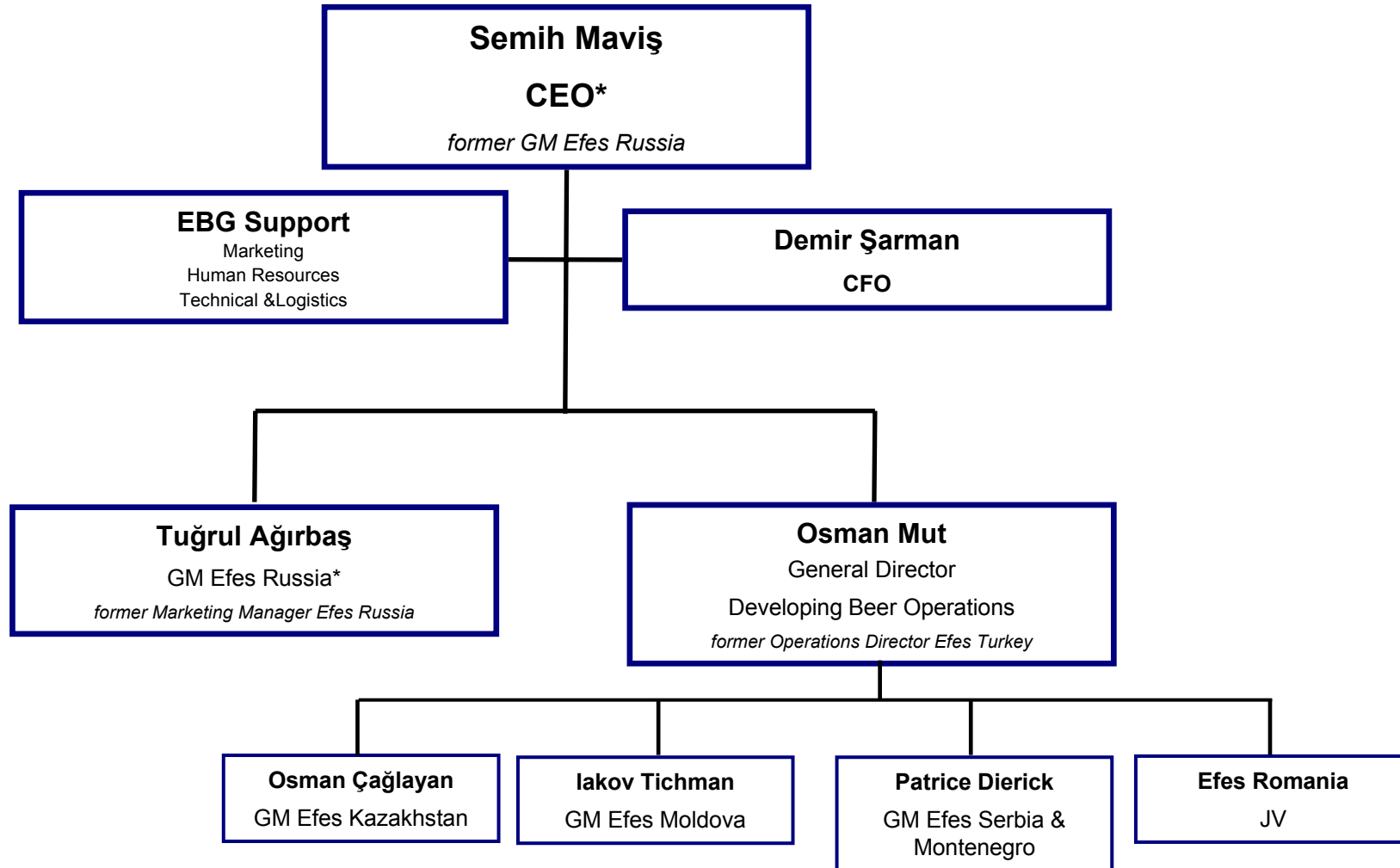


Note: (1) Does not include all Anadolu Efes subsidiaries.

Does not include Efes Ukraine where commercial activities are ceased.

Source: Company information.

► New organisational changes in EBI



*Effective June 1st, 2005

Number of Breweries and Capacities (mhl)	<div> <div>2002</div> <div>Today</div> </div>			
Russian Federation	★ 1	3.0	★ 3	6.7
Kazakhstan	★ 1	0.4	★ 2	1.0
Romania	★ 1	0.8	★ 1	0.8
Moldovia			★ 1	0.75
Serbia & Montenegro			★ 2	1.4
Total	★ 3	4.2	★ 9	10.6

Note: Does not include Efes Ukraine where commercial activities are ceased.



Leading Brewer in CIS, SEE & Central Asia



Source: Company information.

Positioning and Key Brands



Note: (1) Value share

(2) Includes 2nd Serbian brewery in Zajecar.

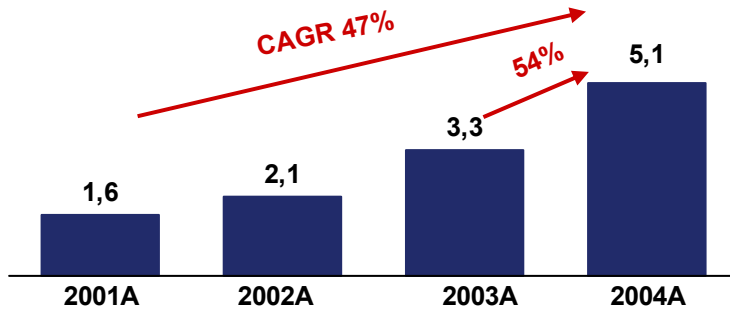
Source: A.C. Nielsen YTD Dec' 2004, Company Data, MEMRB YTD Dec'2004, Business Association of Serbia & Montenegro Brewers and Malt Producers_ YTD December 2004.

2. Operational Highlights



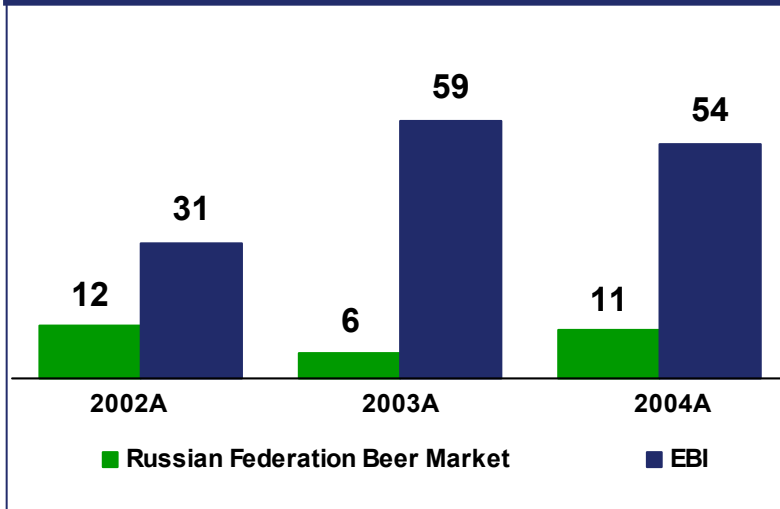
Volume Development

(mhl)



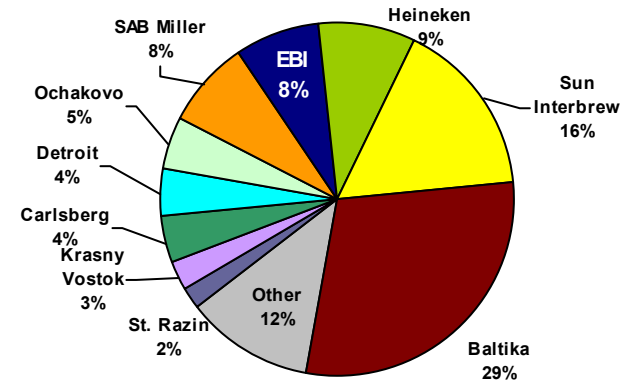
Source: Company information.

EBI vs. Market Growth (%)

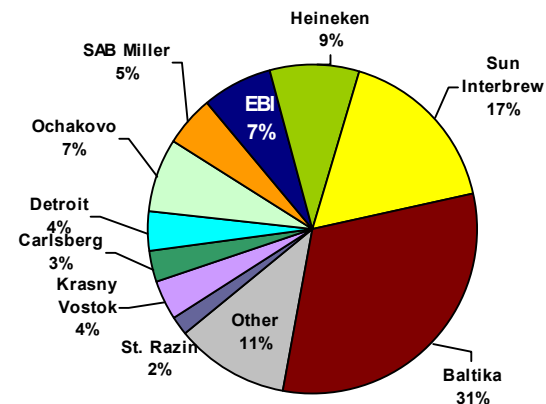


Source : Company information, Canadean Global Beer Report 2003

Russian Federation Market Share by Value



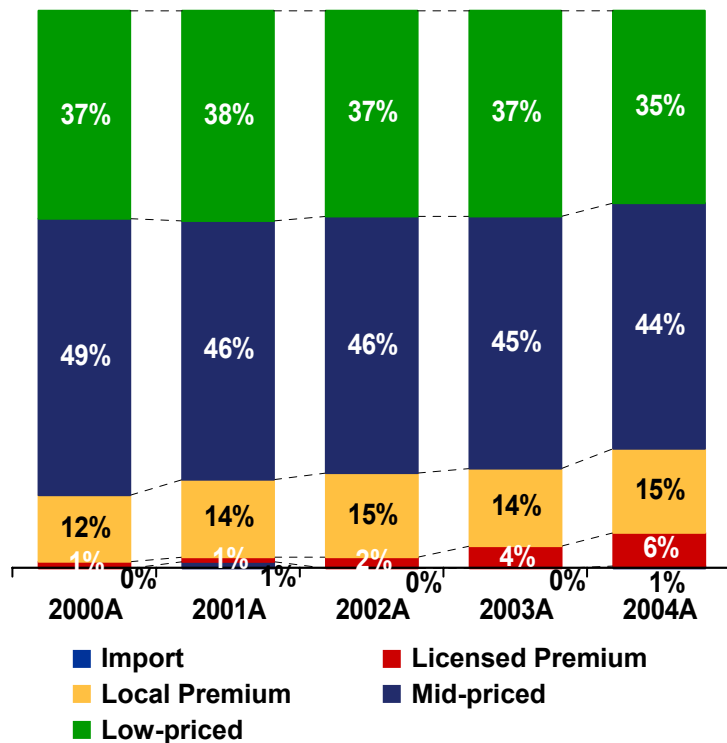
Russian Federation Market Share by Volume



Source: AC Nielsen YTD Dec' 2004.

Segments in Russian Federation

(mhl)



Source: AC Nielsen YTD Dec' 2004.

Brands

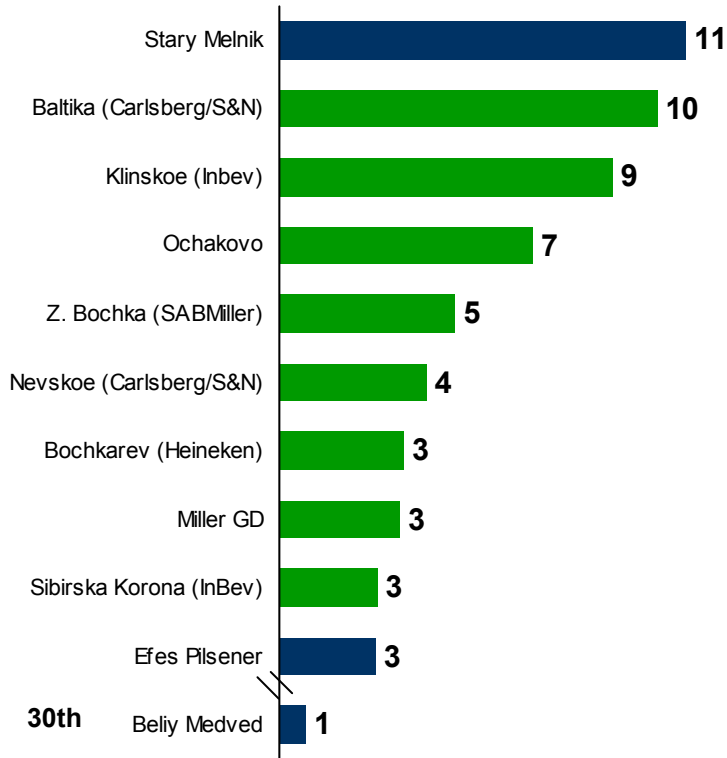
- ▶ **Import:** Budweiser, Corona, Grolsch, Paulaner
- ▶ **Licensed Premium:** Efes Pilsener, Warsteiner, Zlatopramen, Bavaria, Carlsberg, Heineken, Holsten, Kozel, Löwenbrau, Miller, Pilsener Urquell, Staropramen, Stella Artois, Tuborg, Gösler, Foster's, Beck's
- ▶ **Local Premium:** Stary Melnik, Sokol, Bochkarev, Nevskoe, Parnas, Sib. Korona, Solodov, Stolichnoe, Zolotaya Bochka
- ▶ **Mid-priced:** Beliy Medved, Baltika, Klinskoe, Krasniy Vostok, Ochakovo, Patra, Pit, Stepan Razin, Tolstiak
- ▶ **Low-priced:** Arsenalnoe, Badaevskoe, Volzhanin, Yachmennoe, Yarpivo, Zhigulevskoe



Russian Federation – Top 10 Brands

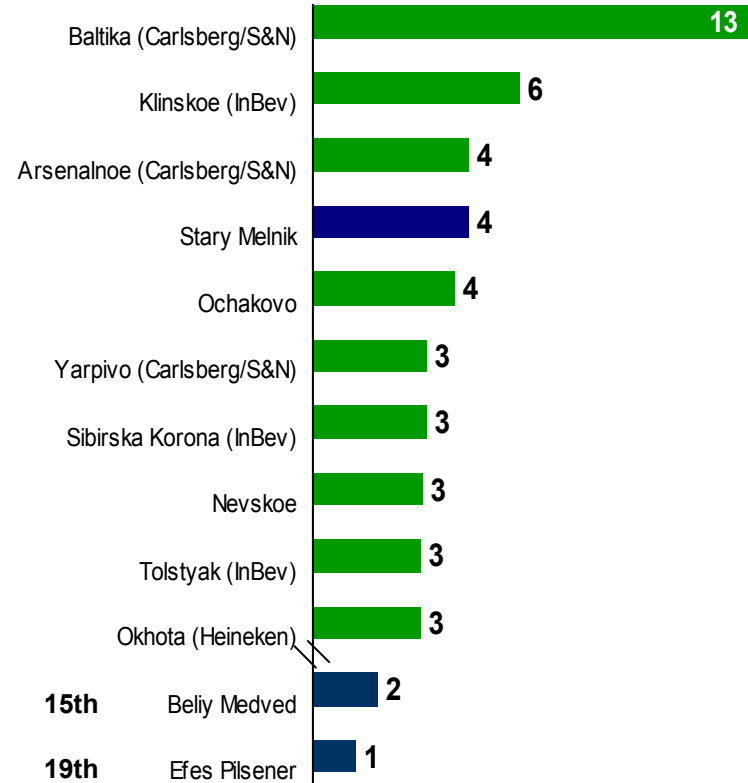


**Moscow YTD December 2004
Brand Market Share by Value (%)**

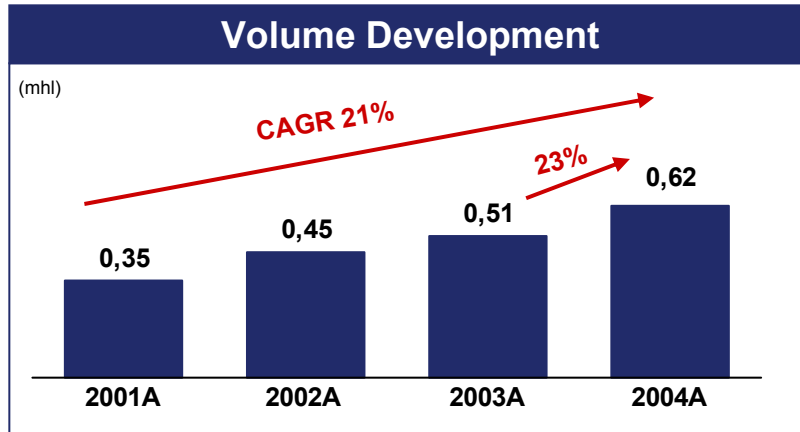


Source: AC Nielsen YTD Dec' 2004.

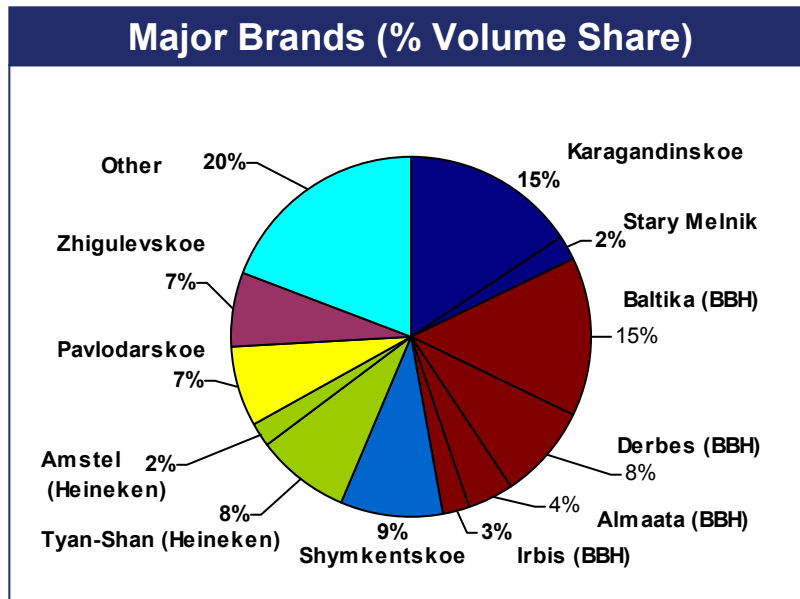
**Russian Federation YTD December 2004
Brand Market Share by Value (%)**



Source: AC Nielsen YTD Dec' 2004.



Source: Company information.

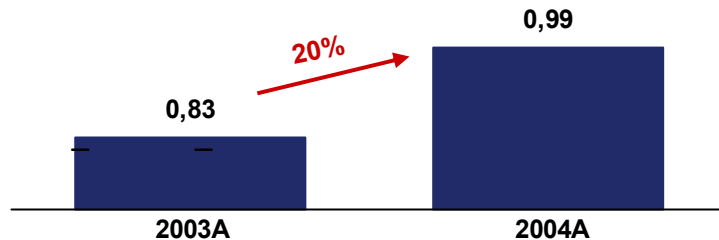


Source: ACNielsen YTD Dec'2004.

- ▶ EBI holds #1 brand position and is #2 brewer
- ▶ Sales volume up by 23% to 0.62mhl in 2004
- ▶ Superior logistical advantage
 - 2 modern breweries (total brewing capacity 1.0mhl)
 - 1 in-house maltery (6,500 tons capacity)
- ▶ Synergies through Coca Cola distribution network

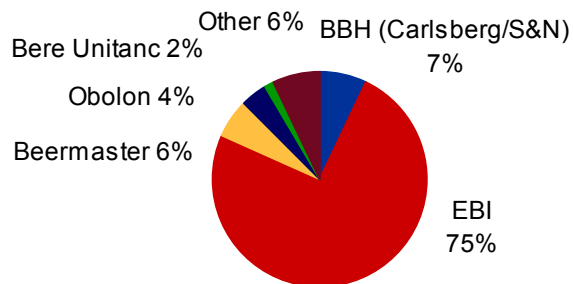
Volume Development*

(mhl)



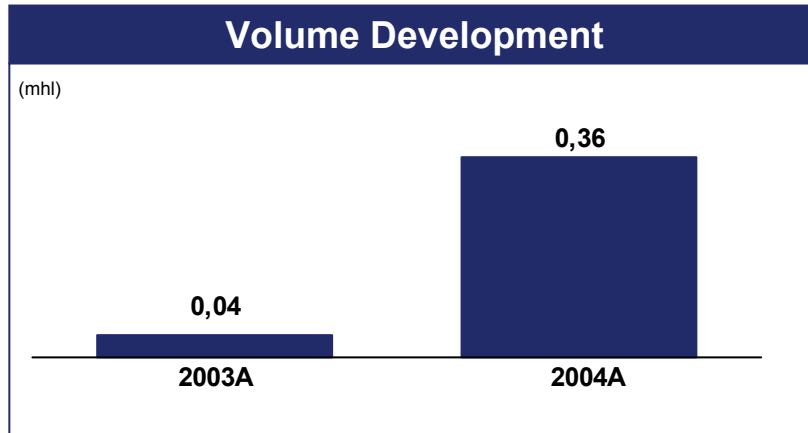
* ; includes both beer & soft drinks.
Source: Company information.

Market Share by Volume

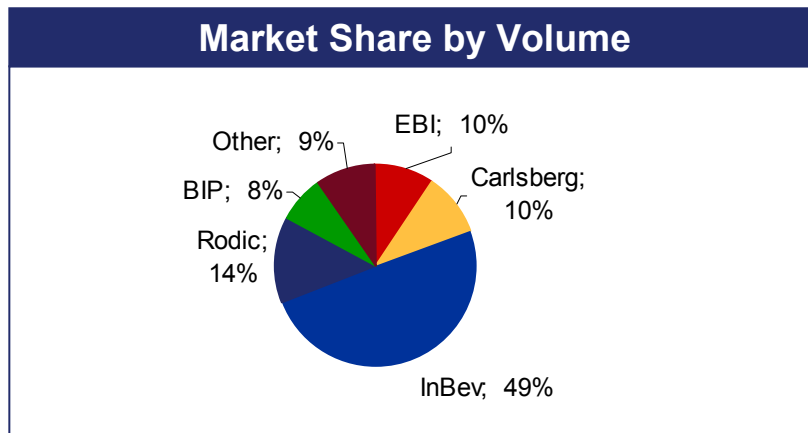


Source: MEMRB YTD Dec'2004.

- ▶ Sales volume up by 20% to 0.99mhl in 2004
- ▶ EBI is #1 brewer with 75% market share by volume
 - “Vitanta Premium” – only Premium beer produced in Moldova
- ▶ Brewing capacity of 0.75mhl
- ▶ Additional soft drink business
 - Leading CSD market with 48% share by volume
 - Bottling capacity of 0.40mhl
- ▶ Focus on marketing, branding and re-launch of existing beer and soft drink brands

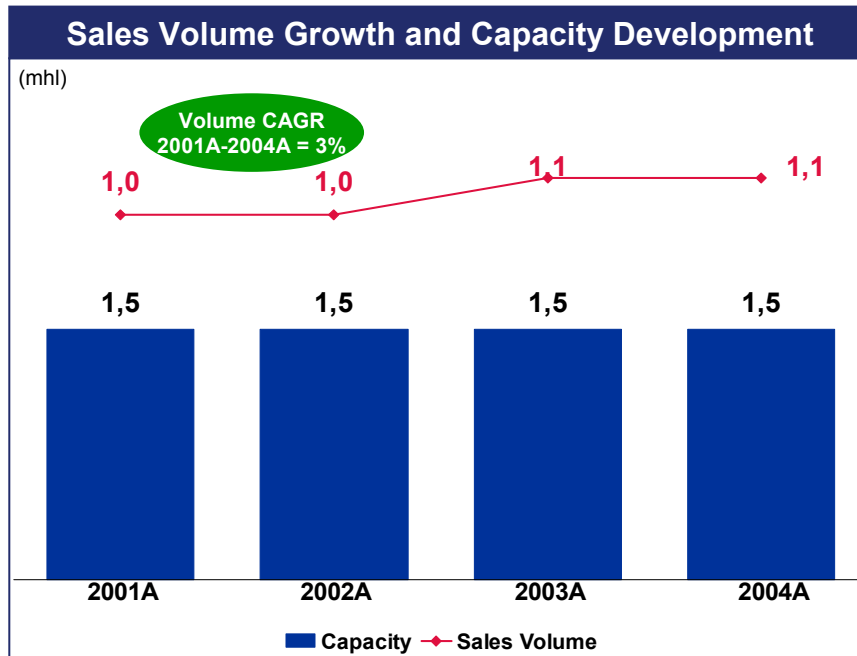


Source: Company information, reporting basis includes Efes Pancevo volumes for Sep-Dec2003 and Efes Zajecar volumes for Oct-Dec 2004.



Source: Business Association of Serbia & Montenegro Brewers and Malt Producers_ YTD December 2004.

- ▶ Market entry by international players in 2003
 - EBI (Weifert brand), Carlsberg and InBev
- ▶ In 2003 acquired brewery near Belgrade
 - Annual capacity 0.4mhl
 - Like-for-like basis organic growth in 2004 was %110
- ▶ Acquisition of 2nd brewery in Zajecar in 2004
 - Annual capacity 1.0mhl
- ▶ Now #3 in Serbia & Montenegro
 - 10% market share
- ▶ Growth drivers
 - Re-launch of Weifert & Pils Plus brands
 - Improving nationwide distribution

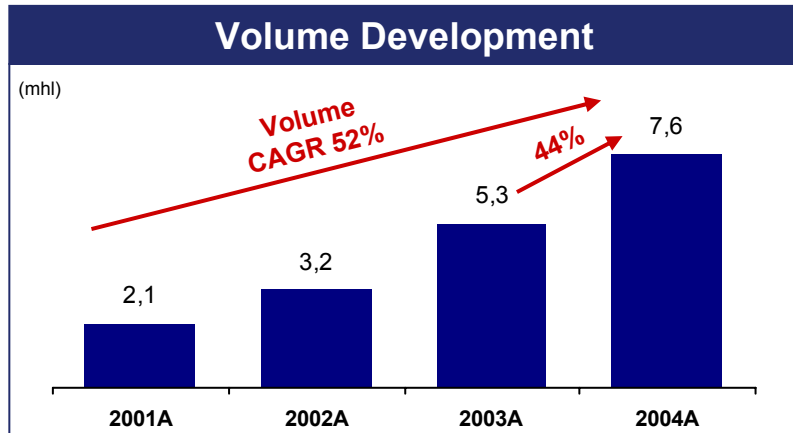


Source: Company information.

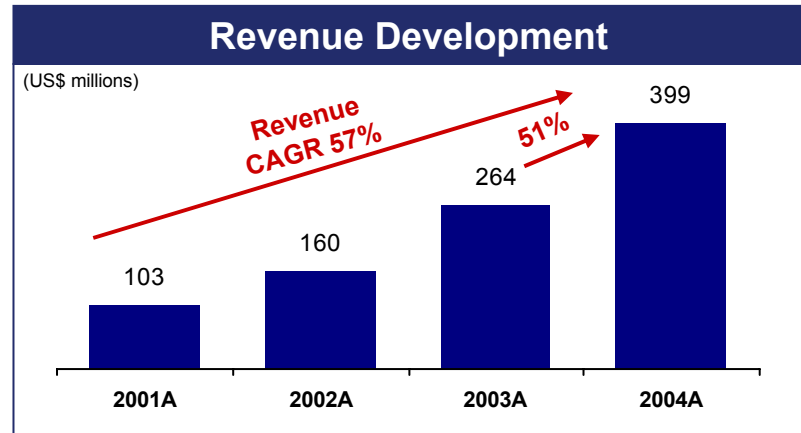
- ▶ Sizable beer market with growth predicted to accelerate
- ▶ JV between EBI and InBev established in 2000
 - Brewery near Bucharest (1.5mhl capacity)
 - Production based only
 - Supplying 8% of Romanian beer output through InBev's distribution network
- ▶ EBI consolidates 50% of the business

3. Financial Highlights

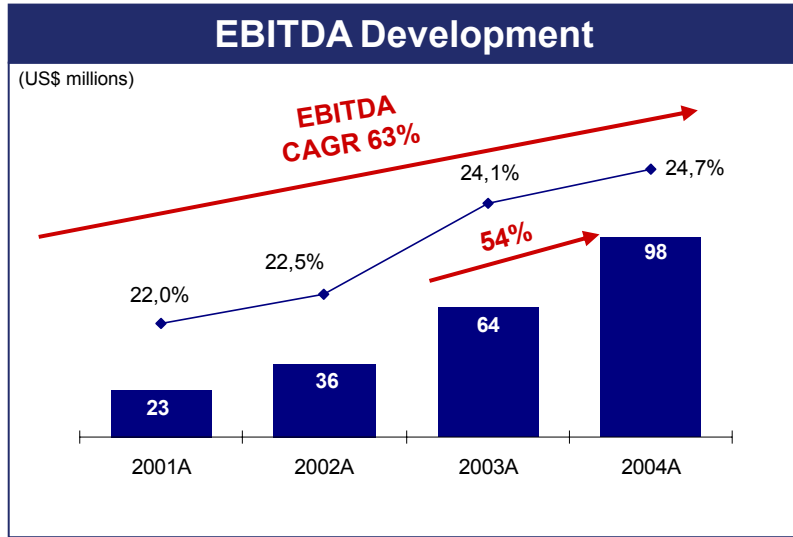




Source: Company information.



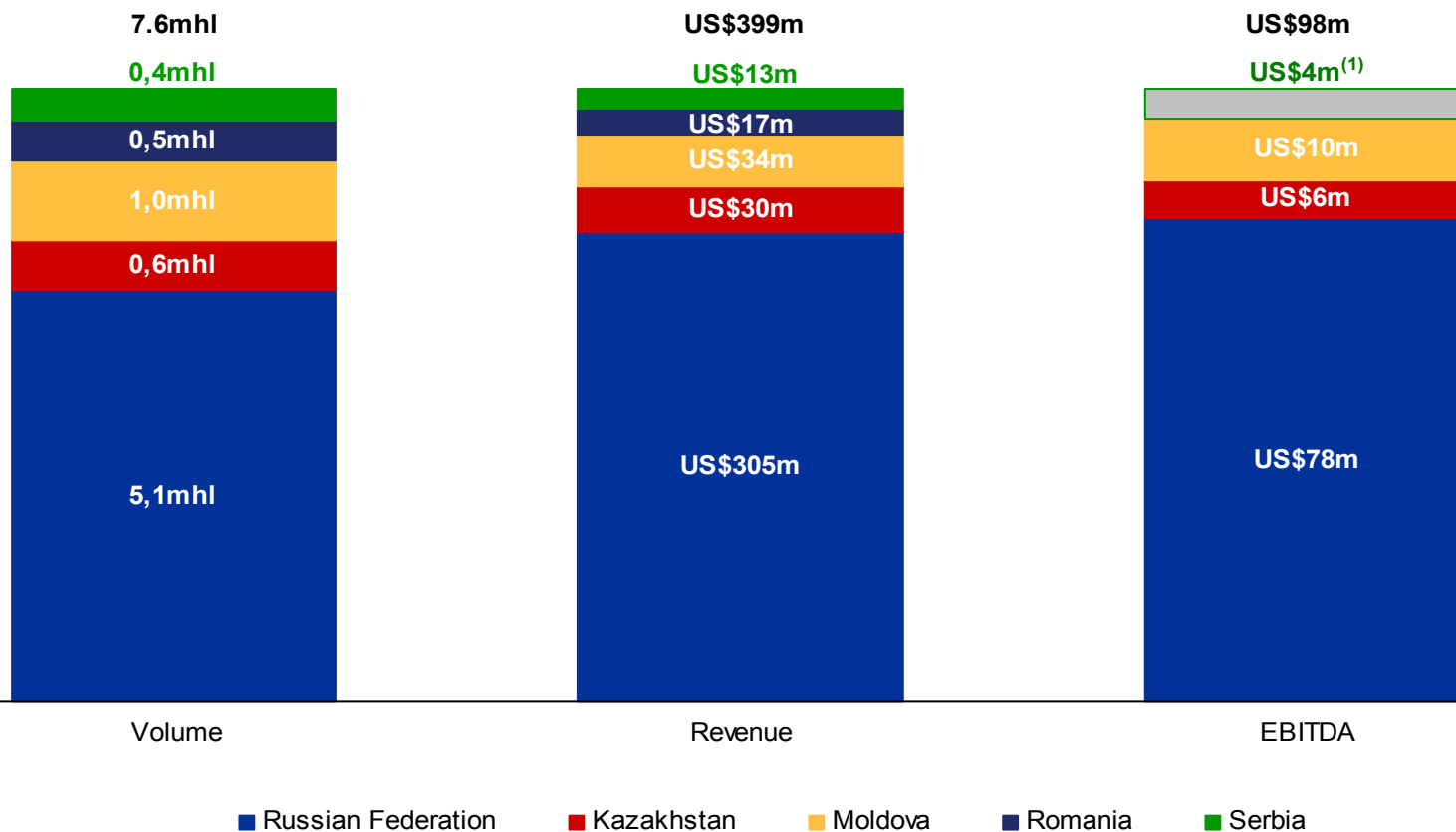
Source: Audited accounts



Source: Audited accounts

- ▶ 44% volume growth in 2004 reaching CAGR 52% in 2001-2004
- ▶ Revenue growth of 51% exceeding volume growth
- ▶ Revenue per hl consistently at or around \$50 per hl
- ▶ 54% EBITDA growth
 - Effective management of integration costs and operating expenses
- ▶ Improved EBITDA margin

Geographical Breakdown of Volume, Revenue and EBITDA

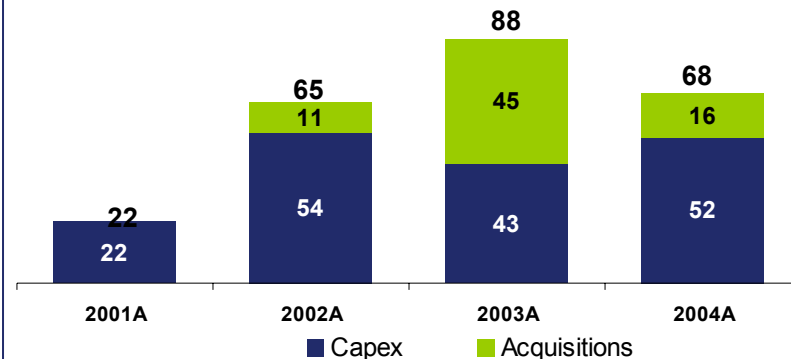


Note: (1) Includes Serbia, Romania, Headquarter and consolidation adjustments.
Romania represents 50% of total figures in Romania.

Source: Audited accounts.

Capital Expenditure Development

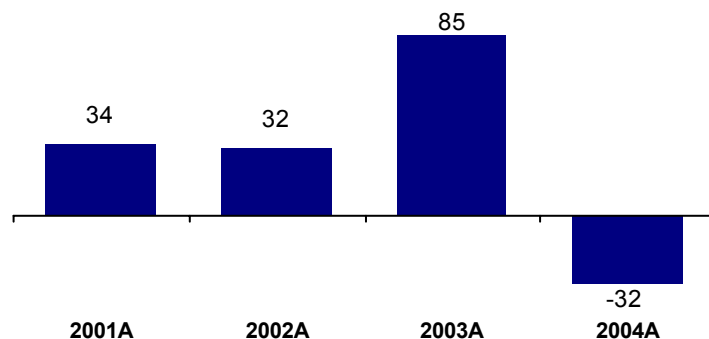
(US\$ in millions)



Source: Audited accounts.

Net Financial Debt

(US\$ in millions)



Source: Audited accounts.

Capex in 2003

- ▶ Acquisition of the
 - Amstar Brewery (Russian Federation)
 - Vitanta Brewery (Moldova)
 - Weifert Brewery (Serbia & Montenegro)
- ▶ Finalisation of construction of Almaty Brewery (Kazakhstan) and Rostov Brewery (Russian Federation)

Capex in 2004

- ▶ Acquisition of Zajecar Brewery in Serbia & Montenegro
- ▶ Capacity expansion of Moscow brewery (1.5mhl)
- ▶ Upgrade of EBI brewing facility in Moldova and Serbia & Montenegro

Net Financial Debt

- ▶ Increased in 2003 vs 2002, due to funding of the expansion
- ▶ Turned net cash in 2004 due to cash generation & IPO proceeds



4. Conclusions



- ▶ **Leading regional brewing champion**
 - #4 in Russian Federation
 - #1 in Moldova
 - #1 brand in Kazakhstan
 - #3 in Serbia & Montenegro (post acquisition)
- ▶ **Present in key and fast-growing emerging markets in CIS, SEE & Central Asia**
 - Russian Federation – 81 mhl / 5% per capita consumption growth (2004 - 2009E)
 - Kazakhstan – 3.2 mhl / 8% per capita consumption growth (2004 - 2009E)
- ▶ **Positioned in the most attractive beer segments**
 - Most profitable
 - Fastest growing
- ▶ **Focus on profitable growth with proven track record**
 - Organic growth
 - Tactical and strategic acquisitions
- ▶ **Proven management team**

Positioned to take advantage of growth in target markets

**Continue to pursue
profitable growth**

**Focus on higher value
segments**

**Leverage effective
capital expenditure
model**

- ▶ **Ongoing review of greenfield / brownfield opportunities in existing territories**
- ▶ **Tactical and strategic expansion into new high-growth territories**
- ▶ **Capitalise on shift in consumer demand to premium beer**
- ▶ **Invest in brands**



APPENDIX



Consolidated Income Statement

<i>(US\$ in thousands)</i>	2002	2003	2004
Sales	160.110	264.119	398.531
Cost of sales	(84.290)	(136.322)	(207.018)
Gross profit	75.820	127.797	191.513
Selling and marketing expenses	(32.392)	(59.052)	(88.292)
General and administrative expenses	(21.638)	(32.880)	(44.832)
Profit from operations	21.790	35.865	58.389
Financial income/(expense)	(4.026)	(1.268)	1.852
Other (expense)/income	(441)	29.342	(4.113)
Gain on net monetary position	5.804	-	-
Profit before tax	23.127	63.939	56.128
Income tax	(5.871)	(8.150)	(13.615)
Profit after tax	17.256	55.789	42.513
Minority interest	(1.147)	(2.663)	(6.912)
Net profit	16.109	53.126	35.601

Source: Audited accounts.

Consolidated Balance Sheet

<i>(US\$ in thousands)</i>	2002	2003	2004
Cash and cash equivalents	38.974	32.677	134.668
Trade and other receivables	10.026	17.700	28.366
Due from related parties	4.995	4.616	3.384
Inventories	17.410	37.798	47.999
Prepayments and other current assets	13.240	15.351	19.613
Total current assets	84.645	108.142	234.030
Investments in securities	3.064	1.754	1.756
Property, plant and equipment	190.039	267.639	315.910
Intangible assets	3.555	65.266	69.164
Deferred tax assets	-	3.361	5.765
Prepayments and other non-current assets	1.701	2.442	3.816
Total non-current assets	198.359	340.462	396.411
Total assets	283.004	448.604	630.441
Trade and other payables	16.134	30.890	44.483
Due to related parties	7.393	13.751	13.478
Income tax payable	-	491	567
Short-term borrowings	23.245	32.769	30.154
Current portion of long-term borrowings	10.950	12.960	19.284
Total current liabilities	57.722	90.861	107.966
Long-term borrowings-net of current portion	36.718	71.534	53.471
Deferred tax liability	9.040	12.087	12.900
Other non-current liabilities	1.667	1.277	1.596
Total non-current liabilities	47.425	84.898	67.967
Minority interest	25.760	53.781	73.144
Total equity	152.097	219.064	381.364
Total liabilities and equity	283.004	448.604	630.441

Source: Audited accounts.

Consolidated Cash Flow

<i>(US\$ in thousands)</i>	2002	2003	2004
Net profit before minority interest and income tax	17.323	63.939	56.128
Gain on sale of subsidiaries and investment in securities	-	(26.795)	(470)
Depreciation and amortisation	14.684	24.051	36.185
Provisions, reserves and impairment	(77)	1.318	8.317
Other non-cash expense	2.751	1.948	1.738
Net interest expense	3.710	4.953	5.239
(Increase)/decrease in net working capital	(7.736)	(10.969)	(15.114)
Net interest paid	(4.311)	(5.206)	(5.869)
Income taxes paid	(3.305)	(9.036)	(14.753)
Net cash provided by operating activities	23.039	44.203	71.401
Capex	(54.307)	(43.066)	(52.235)
Acquisition of subsidiary	(11.158)	(45.302)	(15.688)
Other investing activities	3.483	5.295	4.823
Net cash used in investing activities	(61.982)	(83.073)	(63.100)
Proceeds from/(repayments of) debt	9.452	30.311	(15.582)
Share issue	43.993	5.885	112.350
Net cash provided by financing activities	53.445	36.196	96.768
Currency translation differences	80	(3.623)	(3.078)
Net increase in cash and cash equivalents	14.582	(6.297)	101.991
Cash and cash equivalents at beginning of year	24.392	38.974	32.677
Cash and cash equivalents at end of period	38.974	32.677	134.668

Source: Audited accounts.