

Anadolu Efes BEER OPERATIONS

FY2009 Results Conference Call Presentation



Alejandro Jimenez
EFES BEER GROUP PRESIDENT

Can Çaka
CFO

31.03.2010



Forward-Looking Statements

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



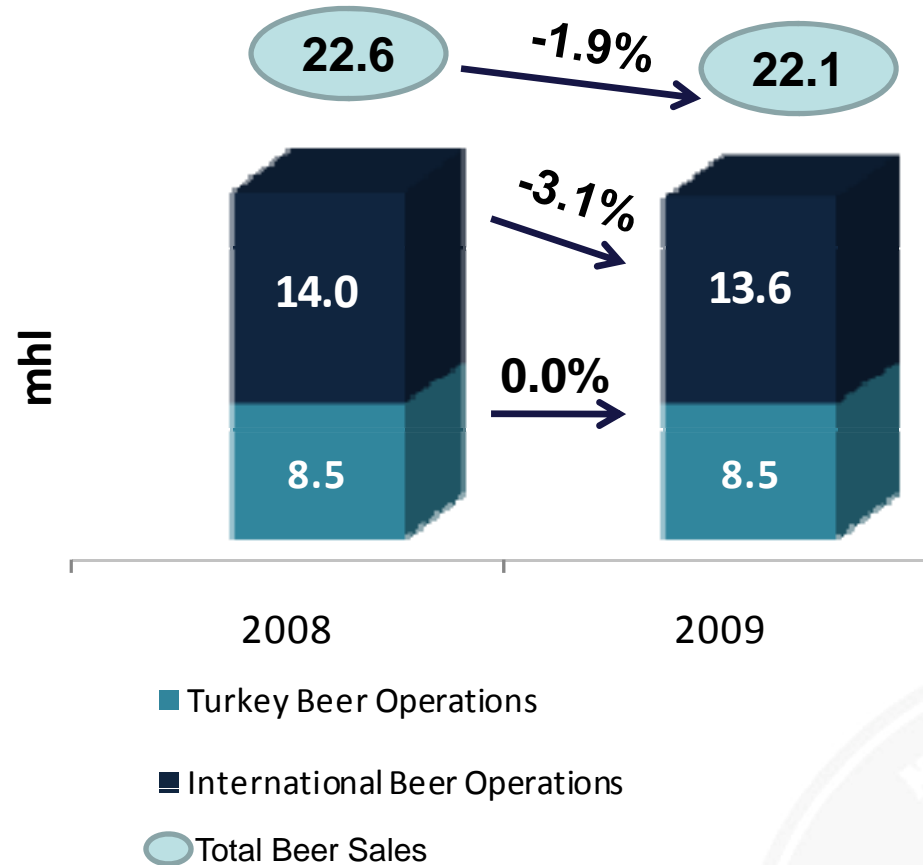


General Overview & Operating Performance

by **Alejandro Jimenez**

Beer Sales Volume Development-2009

Total Beer Volume Development

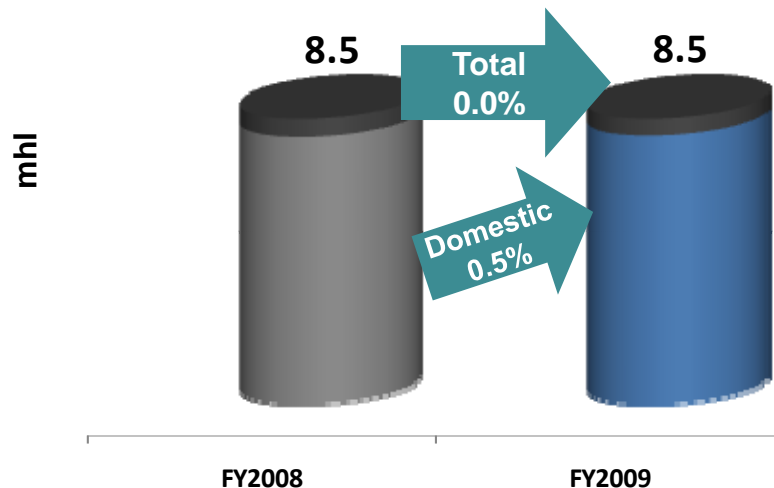


Total beer sales volume declined by 1.9% in 2009;

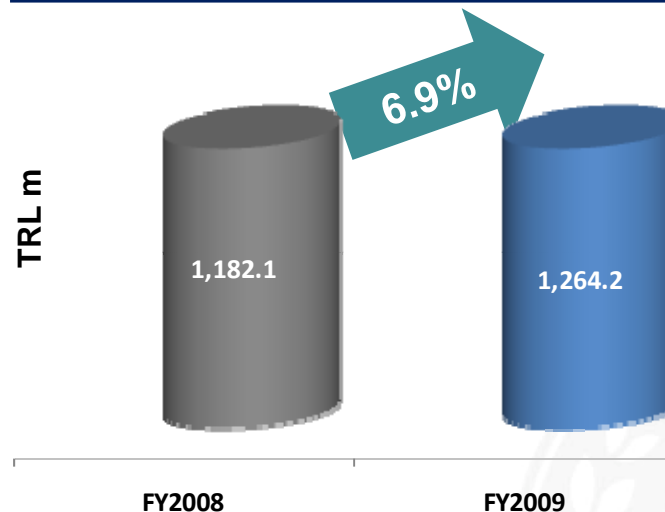
- ✓ Sales volume in Turkey beer operations remained flat
- ✓ Sales volume in Efes Breweries International (EBI) declined by 3.1%

Sales Volume Maintained Despite Challenges

Volume Development



Sales Revenue Development



Despite challenging market conditions, Turkey sales volume remained flat, contributed by:

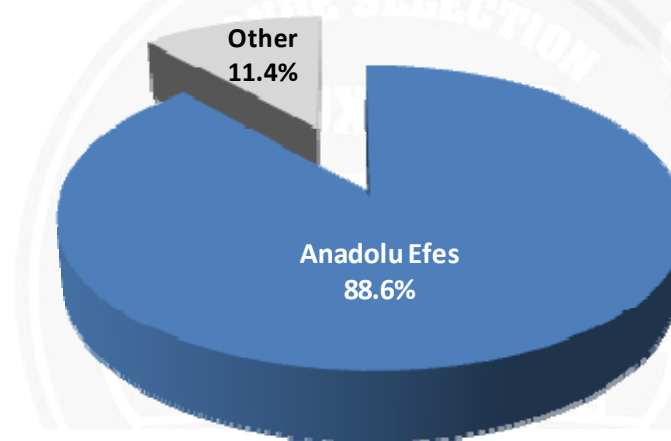
- ✓ successful initiatives to increase availability and visibility of Efes products in the market
- ✓ effective marketing activities,

despite:

- ✓ High base of 2008
- ✓ Effect of the Ramadan being earlier
- ✓ Price increase to cover excise tax increase in April
- ✓ Smoking ban
- ✓ Economic crisis

Last quarter sales volume down by 1.5%, in line with our expectation

Market Share by Volume

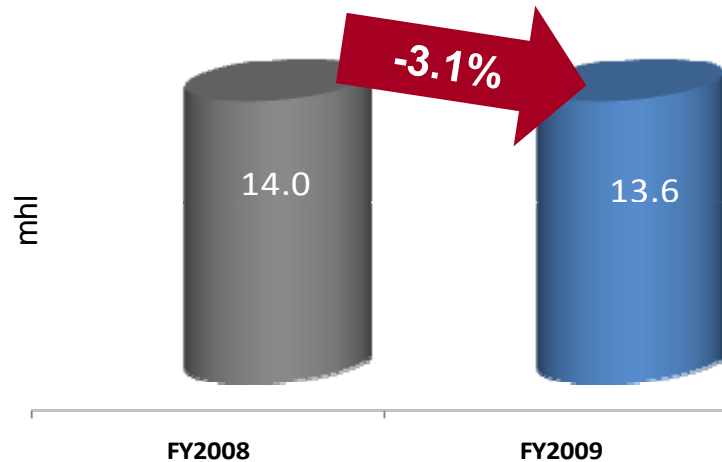




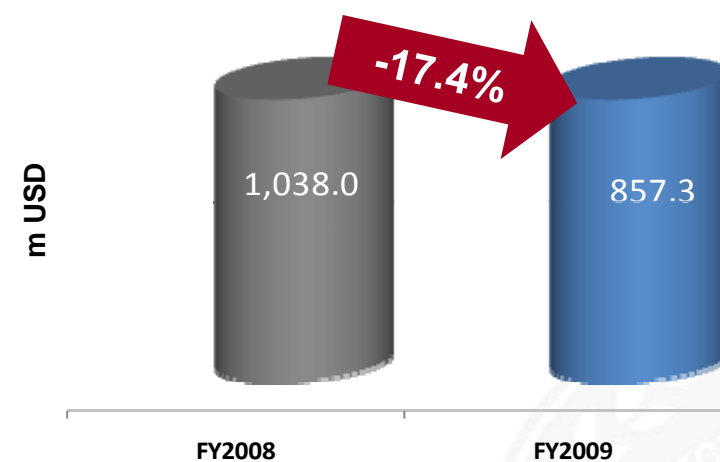
EFES BREWERIES INTERNATIONAL

Solidified position in Operating Markets

Volume Development



Sales Revenue Development



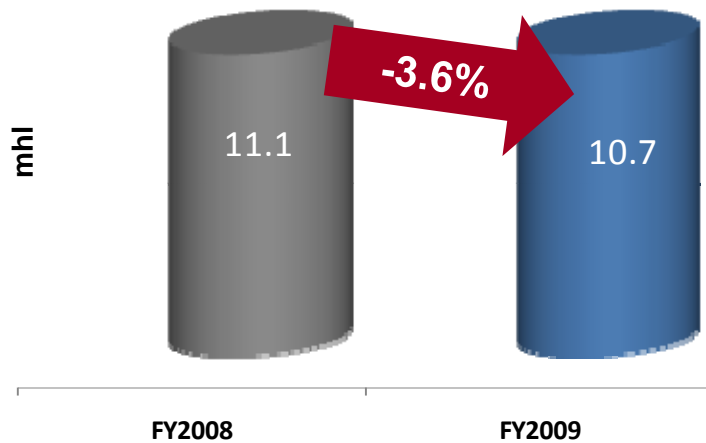
- Consolidated sales volume declined by 3.1% in 2009 compared to 2008
 - Down by 2.2% on an organic basis⁽¹⁾
- Consolidated sales volume in the last quarter of 2009 decreased slightly by 0.6% compared to the same period of the previous year
- Pressures on consumer demand continued but EBI was able to limit the sales volume decline, contributed by:
 - focused, innovative and memorable but cost effective marketing activities leading EBI to outperform the operating markets,
 - low base of the last quarter of 2008
- Consolidated net sales revenue decreased by 17.4% in 2009, mainly due to devaluation and negative mix effect despite local currency price increases

(1) By excluding i) the Jan-Feb 2009 sales volume of JSC Lomisi in Georgia, which EBI acquired in February 2008 and started full consolidation starting from March 1st 2008, ii) the sales volume of Efes Serbia, which is excluded from EBI's financials after the end of 1H2008

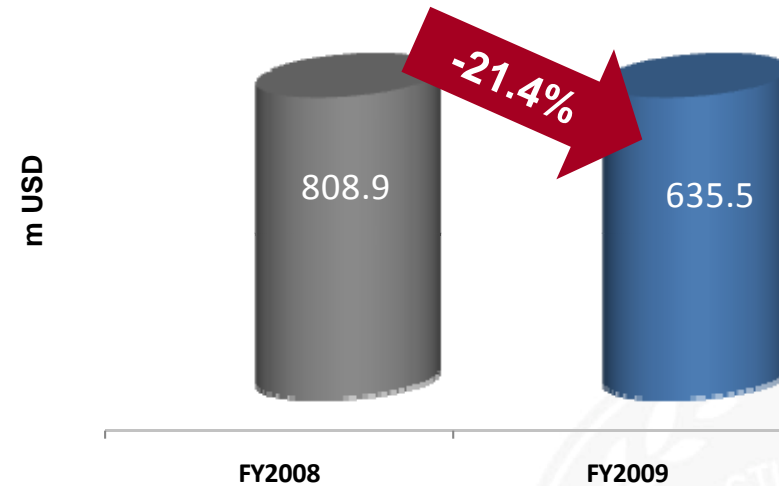


Continued to Outperform the RUSSIAN MARKET

Volume Development

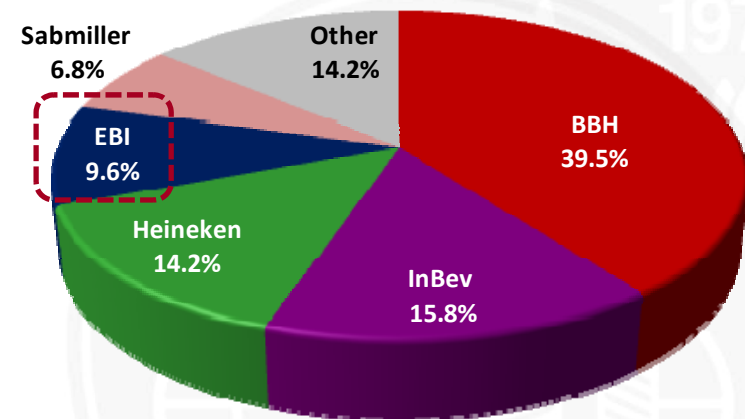


Revenue Development



Market Share by Volume

- Beer market is estimated to have contracted by 8% in 2009
- EBI's sales volume down by 3.6% while its market share improved further and reached 9.6%
- Net sales revenue in USD terms declined by 21.4%, due to:
 - Devaluation of average Ruble vs. USD in 2009, which was partly recovered in the last quarter
 - Negative mix effect
 - Despite 7.3% average price increase y-o-y



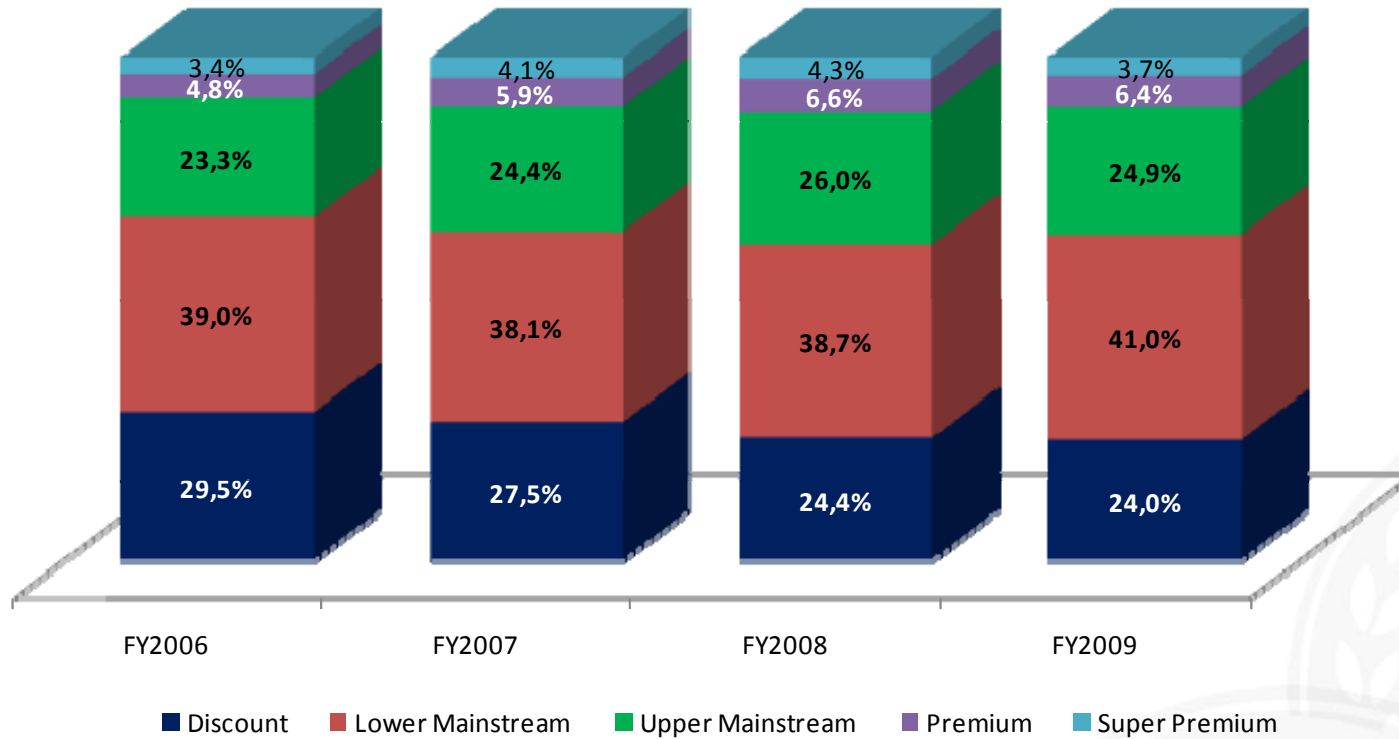
The Nielsen Company, Total National
Urban, YTD December 2009

Numbers may not add up to 100 due to rounding.



Russian Beer Market – Slight Shift in Segments

The Nielsen Company, YTD December 2009



* In order to reflect the market structure in a better way, the presentation of the Russian Beer Market segment breakdown has been changed as of 2009. For comparison purposes, the adjusted segment data is also provided for the last four years.

- Shift between brands was not very high, but within each brand shift towards cheaper packaging was visible in 2009



Evaluation of the Recent Excise Tax increase and Regulatory Risks Prevalent in Russia

- As part of the Russian Government's measures against abuse of alcohol usage, per capita alcohol consumption is aimed to be lowered

In this context, major actions taken up to date are;

- Excise tax on beer increased from RUB 3/ltr to RUB 9/ltr as of January 1, 2010
 - Market impact will depend on various factors such as
 - How much of the excise increase will be reflected on prices during the year - PARTIALLY REFLECTED BY INDUSTRY PLAYERS UNTIL NOW
 - Macroeconomic environment
 - Brewing industry will suffer from lower sales volumes and profitabilities
 - We expect to pass most of the effect of excise tax hike
- Minimum price for vodka set at RUB 89 per half a liter as of January 1, 2010
- Many proposals in Duma, some of which may affect beer producers
 - Manageable but painful restrictions on sales hours of beer, outdoor consumption, ban of beer sales in kiosks, packaging restrictions, etc.- **NO OFFICIAL ANNOUNCEMENT YET**



Enriched Brand Portfolios with Different Tastes and Packages

In 2009, “Efes Pilsener” renewed its visual identity and communication strategy in accordance with the global brand repositioning...

RUSSIA

- “Stary Melnik Iz bochonka Osoboe”, launched in March
- “Bely Medved V Rozliv” and “Sokol Mohito” launched in July
- “Gold Mine Beer Fresh Lemon” launched in August

KAZAKHSTAN

- “Kruzhka Svezhego Mild” and “Kruzhka Svezhego Velvet,” launched in April and December 2009, respectively
- “Tyan-Shan” relaunched with its new positioning and packaging in June 2009

GEORGIA

- “Nataktari Kasris” and “Nataktari Karva” launched in April and May, respectively

MOLDOVA

- “Chisinau Draft Mild” launched in March
- Redesigned “Chisinau Blonda” relaunched in July





Acquisition of EBI shares by Anadolu Efes

- On March 30th, 2010, Anadolu Efes acquired 10,987,470 EBI GDRs (approx. 25.98% of EBI) from a group of GDR holders at a price of \$17.00 per GDR. The consideration of approx. \$187 million has been provided from Anadolu Efes' existing cash resources plus an additional bilateral loan in the amount of \$100 million with 2-year maturity.
- Following the transaction, Anadolu Efes now controls approx. 99.45% of EBI.
- Anadolu Efes intends to make an all cash offer as soon as reasonably practical to acquire the outstanding 232,341 EBI GDRs (approx. 0.55% of EBI) at a price of \$17.00 per GDR.
- Further, Anadolu Efes intends to instigate procedures to begin the compulsorily purchase of any outstanding EBI shares pursuant to the squeeze out procedures in the Netherlands.
- Consistent with the reasons set out at the time of previous offer made by Anadolu Efes for EBI in July 2009, securing full control of EBI provides Anadolu Efes greater operational flexibility for organic and inorganic growth and improves its overall credit profile and ability to finance EBI's future development.



Financial Overview

by **Can aka**



TURKEY

Operational Snapshot-FY2009 Performance

	FY2008	FY2009	Growth (%)
Total Sales Volume (mhl)	8,5	8,5	0,0%
Net Sales (million TRL)	1.182,1	1.264,2	6,9%
Gross Profit (million TRL)	794,0	840,2	5,8%
Gross Profit margin (%)	67,2%	66,5%	(70 bps)
EBITDA (million TRL)	494,2	503,0	1,8%
EBITDA margin (%)	41,8%	39,8%	(202 bps)

✓ **Net Sales** increased by 6.9% despite flat sales volume, contributed by:

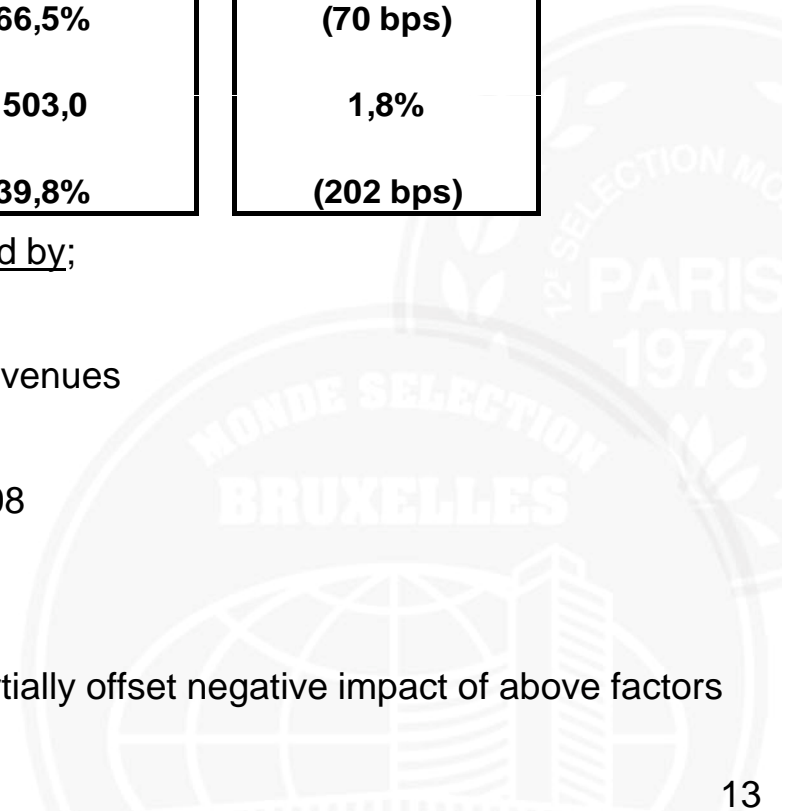
- price increases adding up to 7.8%
- Higher exchange rates positively affecting export sales' net revenues

✓ **Gross Profit and EBITDA Margins** declined due to:

- higher prices for certain raw materials due to low base of 2008
- devaluation of TRL

despite:

- production efficiencies and strict cost management efforts partially offset negative impact of above factors
- a one-off gain in 2008 impacting EBITDA base





TURKEY BEER OPERATIONS

Strong Free Cash Flow Generation

(million TRL)

	FY2008	FY2009
Operating Profit	421,8	426,9
Depreciation & Amortization	66,0	69,0
Other non-cash items	6,4	7,1
EBITDA	494,2	503,0
<i>Change in Inventory</i>	<i>(32,8)</i>	<i>17,7</i>
<i>Change in Trade Receivables</i>	<i>(31,4)</i>	<i>(28,6)</i>
<i>Change in Trade Payables</i>	<i>10,2</i>	<i>(6,1)</i>
<i>Change in Other Assets/Liabilities</i>	<i>32,0</i>	<i>31,5</i>
Change in Working Capital	(22,1)	14,5
Income Taxes & Employee Benefits Paid	(85,5)	(96,4)
CAPEX, net	(82,1)	(99,3)
Acquisitions, Disposals and Minority Buy-Out	-	(41,9)
Net Financial Expense (Including interest)	35,2	18,1
FCF	339,8	298,0
FCF excluding acquisitions/disposals	339,8	339,9



EFES BREWERIES INTERNATIONAL

Operational Snapshot-FY2009 Performance

	FY2008	FY2009	Growth (%)
Total Sales Volume (mhl)	14,0	13,6	(3,1%)
Net Sales (million USD)	1.038,0	857,3	(17,4%)
Gross Profit (million USD)	424,3	402,1	(5,2%)
Gross Profit margin (%)	40,9%	46,9%	604 bps
EBITDA (million USD)	153,5	170,1	10,9%
EBITDA margin (%)	14,8%	19,8%	506 bps

✓ **Net Sales** declined due to lower volumes, depreciation of local currencies and shift in demand to lower priced products and packages despite local currency price increases

✓ **Gross margin** improved by 604 bps, contributed by favorable input prices, successful cost savings and devaluation of local currencies despite higher fixed costs due to lower volumes and F/X denominated input costs

✓ **EBITDA Margin** improved by 506 bps, due to higher gross margin as well as strict expense management, route-to-market efficiencies, focus on well identified strategic brands, lower transportation tariffs and to some extent by media deflation



EFES BREWERIES INTERNATIONAL

Turnaround in Free Cash Flow Generation

- Due to the tighter working capital management, lower input costs and capex management, as well as reduced interest expenses and decrease in cash taxes, EBI generated a significant amount of FCF in 2009

(million USD)		FY2008	FY2009
Operating Profit		73,6	82,5
	Depreciation & Amortization	95,5	84,2
	Other non-cash items	(15,6)	3,4
EBITDA		153,5	170,1
	<i>Change in Inventory</i>	(3,6)	38,4
	<i>Change in Trade Receivables</i>	(6,4)	31,9
	<i>Change in Trade Payables</i>	(3,3)	39,9
	<i>Change in Other Assets/Liabilities</i>	22,3	14,4
Change in Working Capital		9,0	124,6
Income Taxes Paid		(11,0)	(7,2)
CAPEX		(162,1)	(98,3)
Acquisitions, Disposals and Minority Buy-Out		(33,8)	(33,8)
Net Financial Expense (Including interest)		(83,6)	(45,1)
FCF		(128,2)	110,4
FCF excluding acquisitions/disposals		(94,3)	144,2



Net Financial Debt & Financing

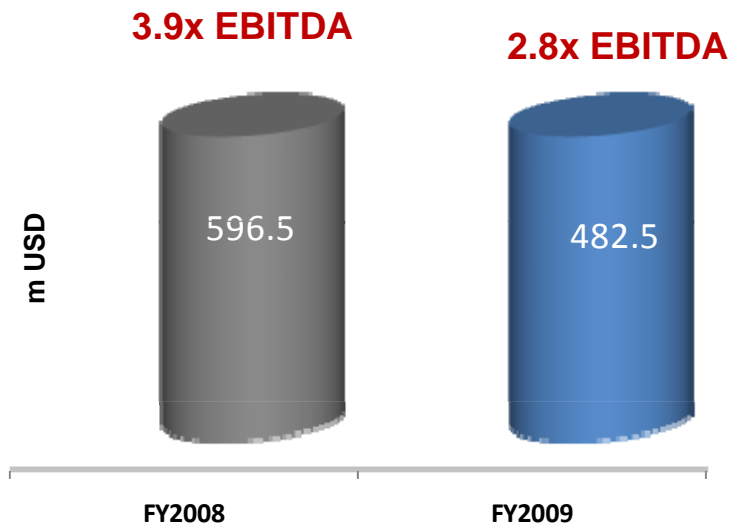
Turkey Beer Operations

- Cash & cash equivalents at 440.6 million TRL - Net cash position of 293.0 million TRL

Efes Breweries International

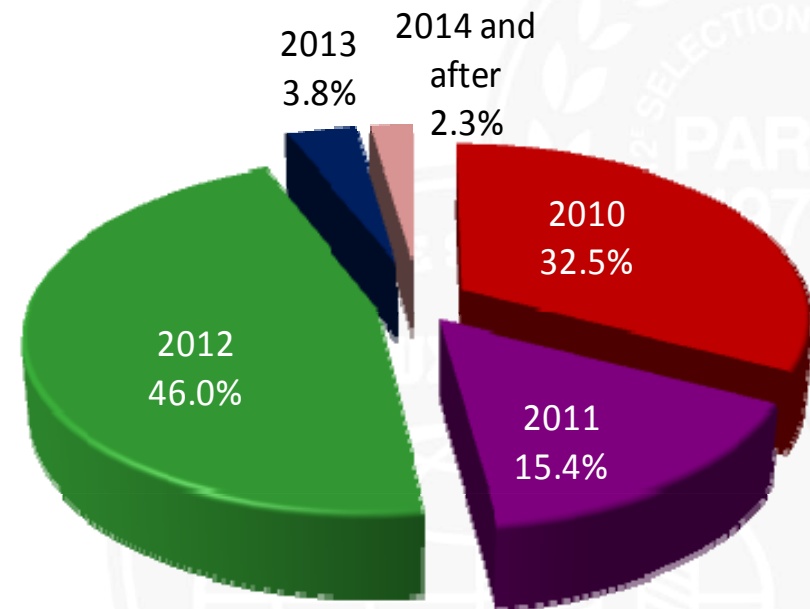
- Consolidated gross debt at US\$ 701.6 million
- Cash & cash equivalents at US\$ 219.1 million - Net debt position at US\$ 482.5 million

EBI-Net Financial Debt*



*excluding put options

EBI-Maturity Breakdown





2010 Outlook

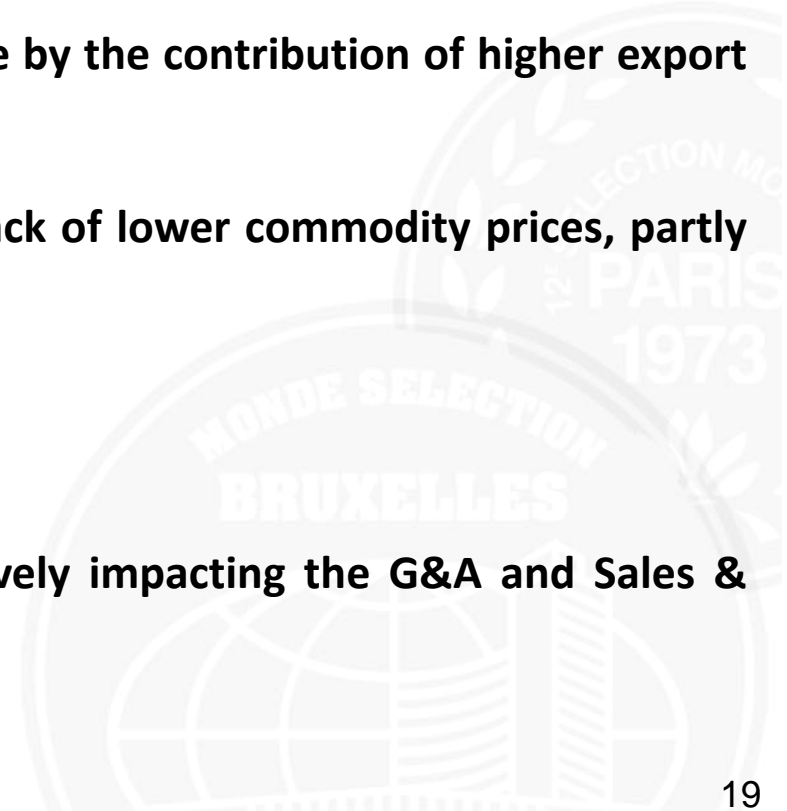
by Alejandro Jimenez



FY2010 OUTLOOK

TURKEY BEER OPERATIONS

- **Low single digit decline in sales volume in Turkey,**
 - **Volumes to be effected more in the 1Q2010 due to high base of 1Q2009, in addition to;**
 - **Average price increase of 14% to pass the effect of 35% hike in excise taxes on January 1, 2010**
 - **Full effect of smoking-ban**
 - **Milder decline in total Turkey Beer sales volume by the contribution of higher export sales**
- **Slight improvement in gross profit margin on the back of lower commodity prices, partly muted by higher wages and energy prices**
- **Contraction in EBITDA margin due to;**
 - **lower volumes**
 - **lack of price increase to cover CPI negatively impacting the G&A and Sales & Distribution expense margins**





FY2010 OUTLOOK

INTERNATIONAL BEER OPERATIONS

- **5%-10% volume contraction for the Russian beer market overall in FY2010, mainly due to;**
 - Higher beer prices in 2010 to reflect the significant excise tax increase
 - Unfavorable economic conditions
- **We expect to limit our volume decline to low single digits & outperform the Russian beer market once again by expanding our reach and increasing visibility of our products through;**
 - Focus on innovation of strategic brands
 - Increased penetration
- **Slight increase in consolidated net sales revenue through revenue management and stronger currencies versus USD**
 - Earnings expected to be skewed towards the second half of the year
- **Gross margin will be lower by approximately 100 bps, despite lower commodity prices, due to;**
 - negative effect of tax hike in Russia
 - higher fixed costs per liter due to lower volumes
- **Contraction in the EBITDA margin will outpace the decline in gross margin, as a result of inflation and local currency appreciation**

IN BOTH LINES OF OPERATIONS;

- **Working capital improvement remains to be on the top of priorities along with capex optimization**
- **We expect to once again generate positive free cash flows in this challenging year**

WE ARE WELL PREPARED FOR THE CHALLENGES AHEAD AND WE BELIEVE THESE CHALLENGES WILL FURTHER SHARPEN OUR OPERATIONAL ABILITIES.



? QUESTIONS PLEASE ?

The logo features the word "EFES" in a bold, white, serif font with a blue outline and a drop shadow. It is centered within a golden, three-dimensional ribbon that forms an oval shape. The ribbon has a red inner edge and a white outer edge, giving it a metallic, flowing appearance. The background is a vibrant blue with a pattern of small, light blue water droplets and abstract, curved lines that suggest a dynamic, liquid environment.

EFES

APPENDIX

TURKEY BEER OPERATIONS
Consolidated Income Statements For the Periods Ended 31.12.2009 and 31.12.2008
Prepared In Accordance with IFRS as per CMB Regulations
(million TRY)

	2008/12	2009/12
Sales Volume (million hectolitres)	8,5	8,5
SALES	1.182,1	1.264,2
GROSS PROFIT FROM OPERATIONS	794,0	840,2
PROFIT FROM OPERATIONS	421,8	426,9
Financial Income / Expense	(0,4)	18,8
CONTINUING OPERATIONS PROFIT BEFORE TAX	421,4	445,7
Provision for Taxes	(79,7)	(82,6)
PROFIT FOR THE YEAR	341,7	363,1
EBITDA	494,2	503,0

Note : EBITDA comprises of Profit from Operations (excluding other operating income/expense), depreciation and other relevant non-cash items up to Profit From Operations.

TURKEY BEER OPERATIONS

Highlighted Balance Sheet Items as of 31.12.2009 and 31.12.2008

Prepared In Accordance with IFRS as per CMB Regulations
(million TRY)

	2008/12	2009/12
Cash, Cash equivalents and investment in securities	224,4	440,6
Trade Receivables	184,9	214,1
Inventories	123,2	105,5
Other Assets	19,6	21,5
Total Current Assets	561,3	790,6
Investments	1.226,2	1.281,5
Property, Plant and Equipment	328,0	360,4
Other Assets	13,6	21,5
Total Non-Current Assets	1.572,4	1.673,3
Total Assets	2.133,7	2.463,9
Trade Payables	57,1	47,4
Other Liabilities	125,7	139,7
Short-term Borrowings	75,9	147,6
Total Current Liabilities	262,8	342,4
Long-term Borrowings	-	-
Other Liabilities	131,5	160,0
Total Non-Current Liabilities	131,5	160,0
Shareholders' Equity	1.739,4	1.961,5
Total Liabilities and Shareholders' Equity	2.133,7	2.463,9

Note: Anadolu Efes subsidiaries, excluding brewing and malt production subsidiaries in Turkey, are stated on cost basis in order to provide more comprehensive presentation.

INTERNATIONAL BEER OPERATIONS (EBI)
Consolidated Income Statements For the Periods Ended 31.12.2009 and 31.12.2008
Prepared In Accordance with IFRS
(million USD)

	2008/12	2009/12
Volume (million hectoliters)	14,0	13,6
NET SALES	1.038,0	857,3
GROSS PROFIT	424,3	402,1
PROFIT FROM OPERATIONS	73,6	82,5
Financial Income / (Expense)	(145,8)	(64,9)
(LOSS)/PROFIT BEFORE TAX	(77,2)	10,5
Income Tax	18,3	(10,7)
(LOSS)/PROFIT AFTER TAX	(58,8)	(0,2)
Attributable to		
Minority Interest	(1,5)	(0,6)
Equity Holders of the Parent Company	(57,4)	0,4
EBITDA	153,5	170,1

Note 1: EBITDA here means earnings before interest (financial income/(expense) — net), tax, share of net loss of associates, depreciation and amortisation, minus minority interest, and as applicable, minus gain on holding activities, plus loss on sale of PPE disposals, provisions, reserves and impairment.

Note 2: Figures for EBI are obtained from consolidated financial statements prepared in accordance with IFRS.

INTERNATIONAL BEER OPERATIONS (EBI)
Highlighted Balance Sheet Items as of 31.12.2009 and 31.12.2008
Prepared In Accordance with IFRS
(million USD)

	2008/12	2009/12
Cash and Cash Equivalents and Investments in Securities	220,8	219,1
Trade Receivables	88,1	56,9
Inventories	166,4	126,6
Other Current Assets	43,4	29,3
Total Current Assets	522,9	432,5
Property, Plant and Equipment	710,3	676,4
Intangible Assets (including goodwill)	474,4	456,1
Investments in Associates	35,0	30,1
Other Non-Current Assets	25,2	28,8
Total Non-Current Assets	1.246,4	1.194,5
Total Assets	1.769,3	1.626,9
Trade and Other Payables	211,2	154,2
Short-term Borrowings (including current portion of long-term debt and lease obligations)	431,0	228,0
Total Current Liabilities	642,2	382,2
Long-term Borrowings (including lease obligations)	386,3	473,7
Other Non-Current Liabilities	2,8	67,9
Total Non-Current Liabilities	389,1	541,6
Total Equity	738,0	703,2
Total Liabilities and Shareholders' Equity	1.769,3	1.626,9

Note 1: Figures for EBI are obtained from consolidated financial statements prepared in accordance with IFRS.