



ANADOLU EFES

INVESTOR PRESENTATION

Post FY2016 Volume Announcement

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.



LIVING THE VALUES!



.....
PASSIONATE
& PROUD



.....
PROFESSIONAL



.....
ENTREPRENEURIAL

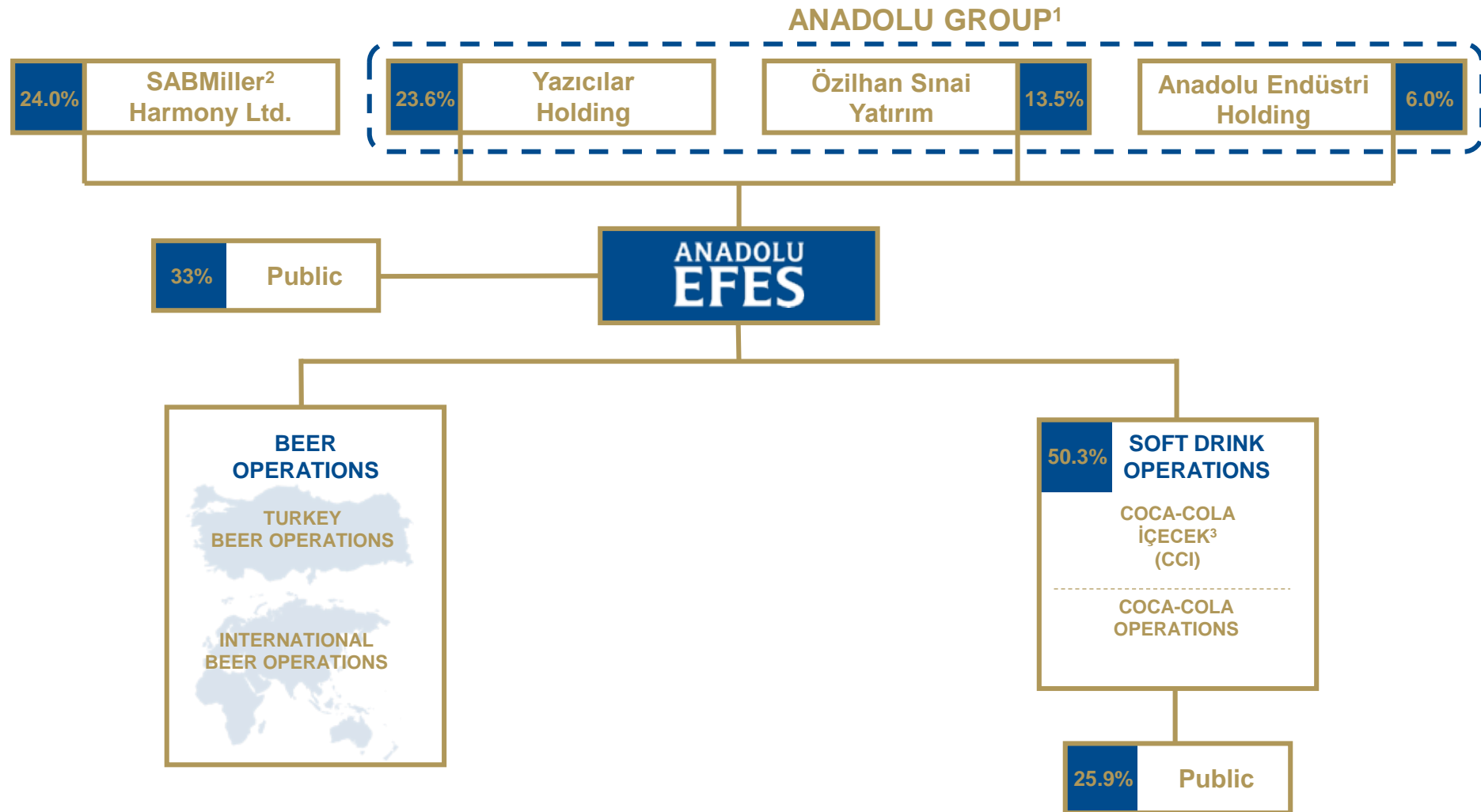


.....
COLLABORATIVE



.....
SUSTAINABLE

ANADOLU EFES - OWNERSHIP STRUCTURE

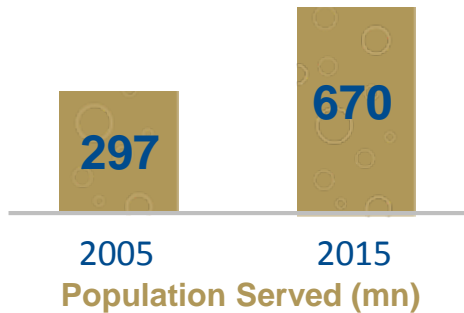
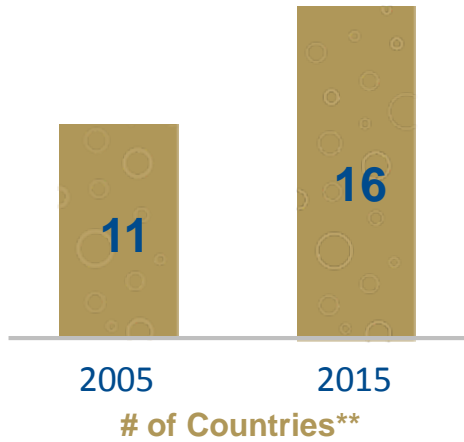


(1) Only the major subsidiaries of the Group are presented

(2) AB Inbev acquired SABMiller plc and became the new indirect shareholder in Anadolu Efes through SABMiller Harmony Ltd., as of October 12, 2016

(3) 20% held by TCCC (The Coca-Cola Export Cooperation) and 4% by Özgörkey Holding

ANADOLU EFES AT A GLANCE*



Serving more than **670 mn** people



16 countries; 15 Breweries & 25 Bottling Plants

- Europe's **6th** largest brewer
- World's **12th** largest brewer
- **5th** largest Coca-Cola bottler in the Cola system



World class brand portfolio in beer & soft drinks



Strategic partnerships with world giants – AB InBev & The Coca-Cola Company



Operating in markets with significant growth potential



Total consolidated sales volume of 8.6 bn lt in 2015



TL10.2 bn net sales revenue & TL 1.8 bn EBITDA

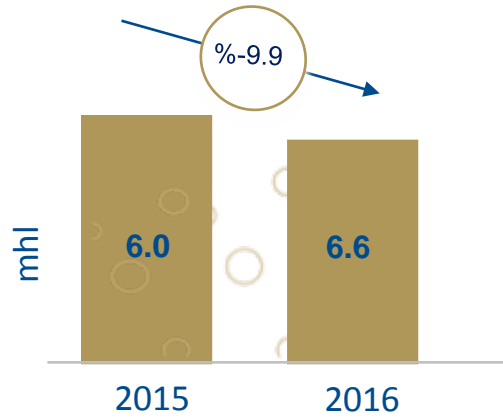


* As of 2015

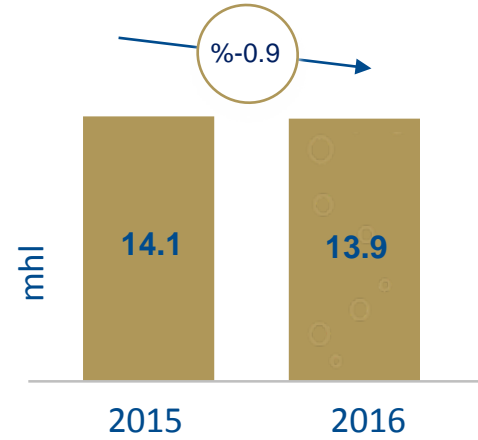
** only includes countries where we have production or sales & distribution network

VOLUME PERFORMANCE – FY2016

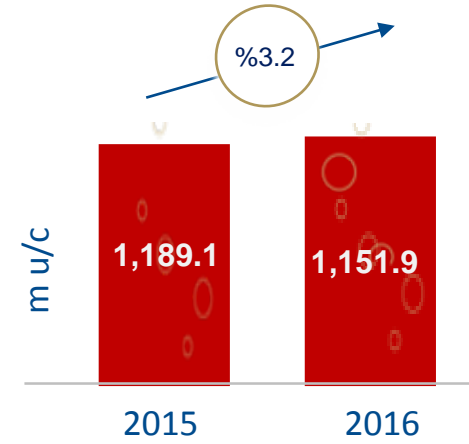
TURKEY BEER



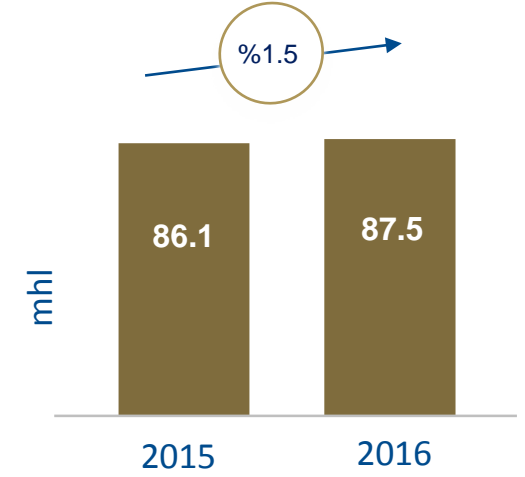
INTERNATIONAL BEER



SOFT DRINKS

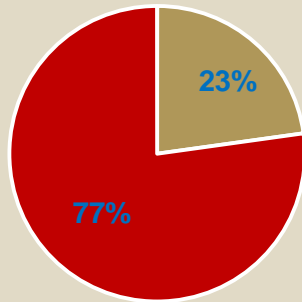


AEFES CONSOLIDATED



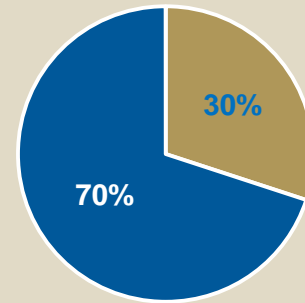
BREAKDOWN*

AEFES Consolidated



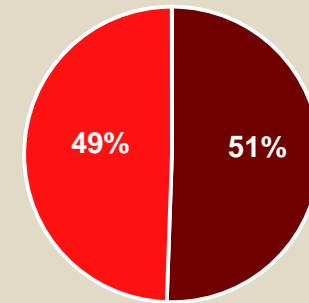
■ Beer ■ Soft drink

Beer Group



■ Turkey ■ International

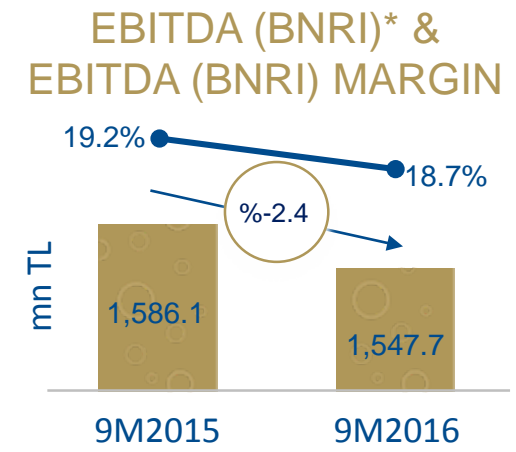
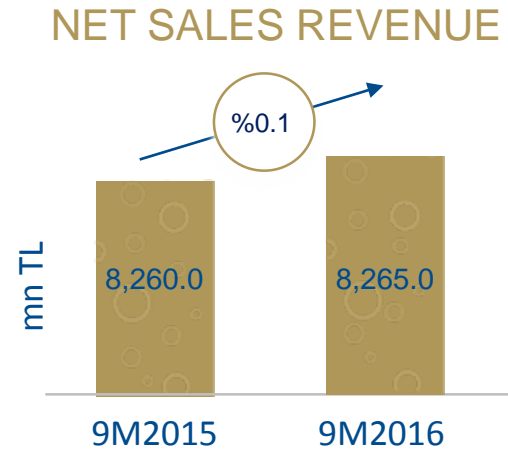
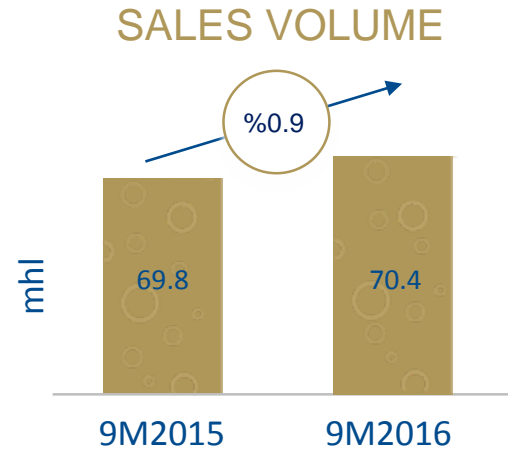
Soft Drinks



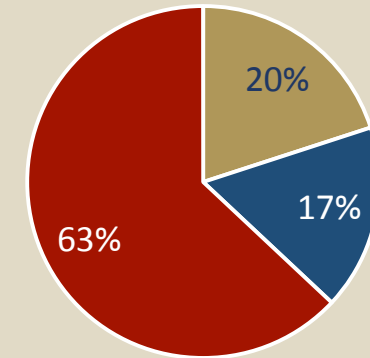
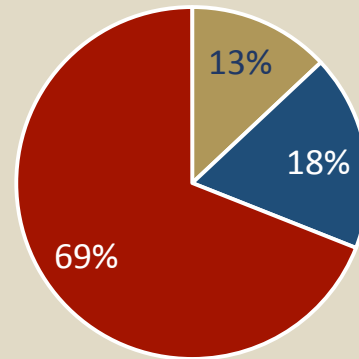
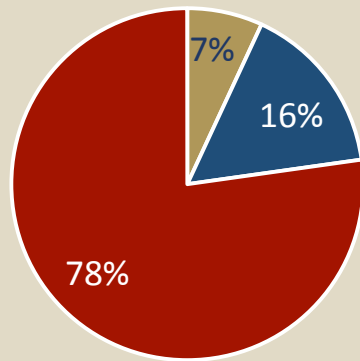
■ Turkey ■ International

*Breakdowns are on a combined basis

CONSOLIDATED PERFORMANCE – 9M2016



BREAKDOWN**



Turkey Beer

International Beer

Soft Drinks

*Numbers may not add up to 100% due to rounding

* BNRI means Before Non Recurring Items
**Breakdowns are on a combined basis

9M2016 KEY HIGHLIGHTS

- **Volume up 2.5% in 3Q2016 vs. 3Q2015**
 - ✓ Improvement in beer volumes both in Turkey & Russia in the 3Q vs. 1H2016
 - ✓ 1.7% volume growth in soft drink business
- **Revenue up 0.1%, slightly underperforming volumes**
 - ✓ Despite local currency price increases in all segments
 - ✓ Due to y-o-y devaluations of local currencies of some international markets against TL
- **EBITDA (BNRI) margin was 18.7%, slightly below 9M2015, in line with our guidance**
 - ✓ Higher raw material prices, F/X pressure, increase in fixed costs
- **Significant improvement in bottomline**
 - ✓ Net profit of TL 364.2 mn vs. a loss of TL 179.2 mn in 9M2015
- **Positive FCF of TL 723.2 million in 9M2016 vs TL 566.3 million in 9M2015**
- **Consolidated net debt to EBITDA (BNRI) was 1.8x**

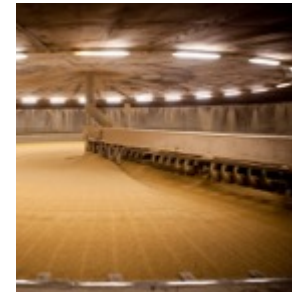
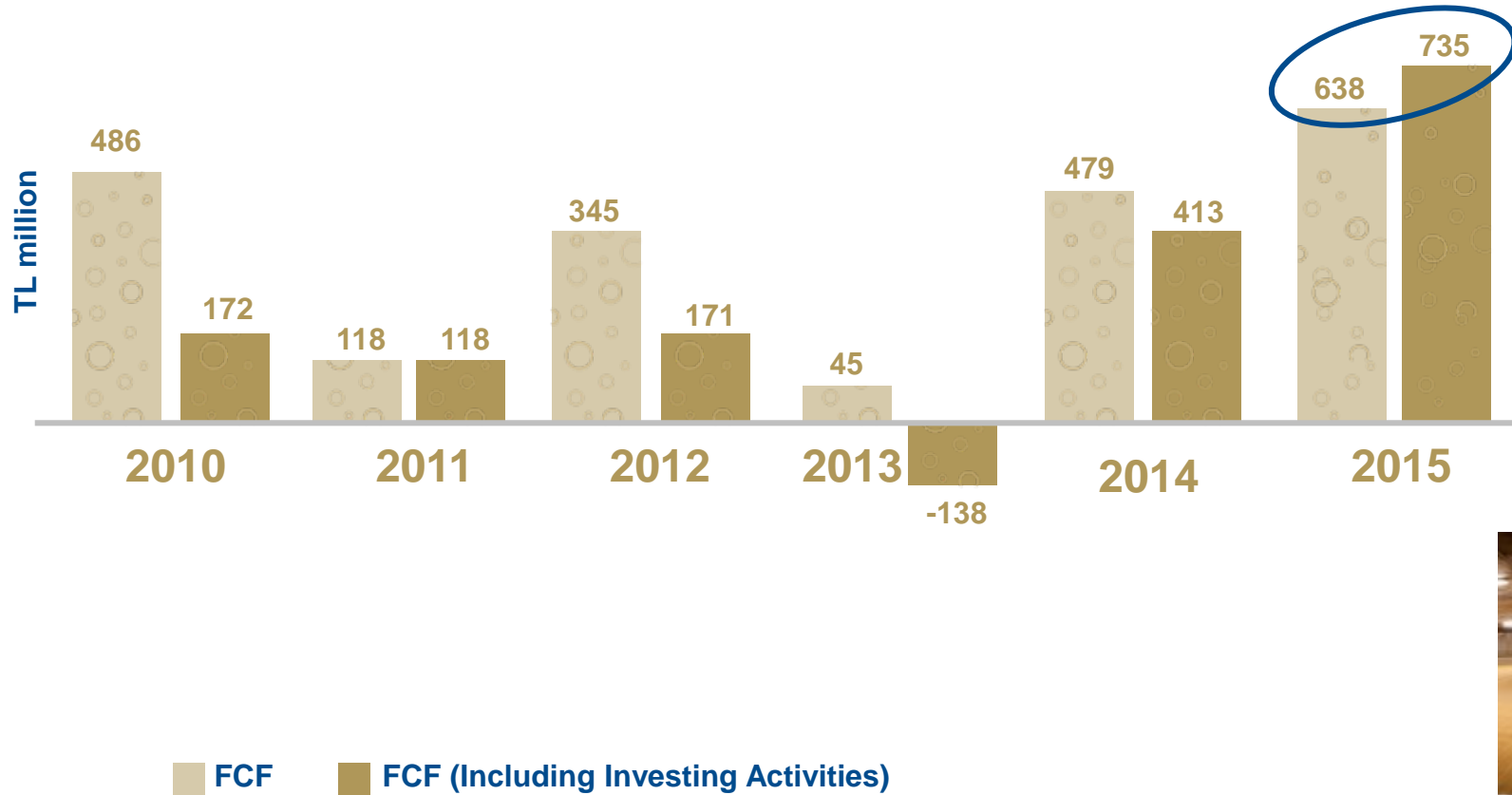


STRONG COMPETITIVE ADVANTAGES

- **Balanced** Beer & Soft Drink Operations
- **Strategic Partnership** with AB InBev & TCCC
- **Expertise & Know-how** in driving cost efficiencies
- **Strong** regional player powered by proven local know-how



SOLID CASH FLOW GENERATION



LONG TERM KEY PRIORITIES

Continue to generate value by margin improvement and FCF generation through our priorities

Beer



- Capitalizing on our strong brand portfolios
- Achieving optimal brand & SKU mix
- Excelling in execution
- Focusing on quality market share
- Strong cash flow generation with special focus on optimizing working capital

Soft Drink



- Accelerate revenue and margin growth
- Winning at the point of sales
- Sales force effectiveness



ANADOLU
EFES

BEEER OPERATIONS



BEER OPERATIONS

- 39.5mhl of total beer capacity

#1

MOLDOVA
#1 Brewer**

#2

RUSSIA #2 Brewer**
%15 Market Share*

#5

UKRAINE
#5 Brewer**

#1

KAZAKHSTAN
#1 Brewer**

#1

GEORGIA
#1 Brewer**

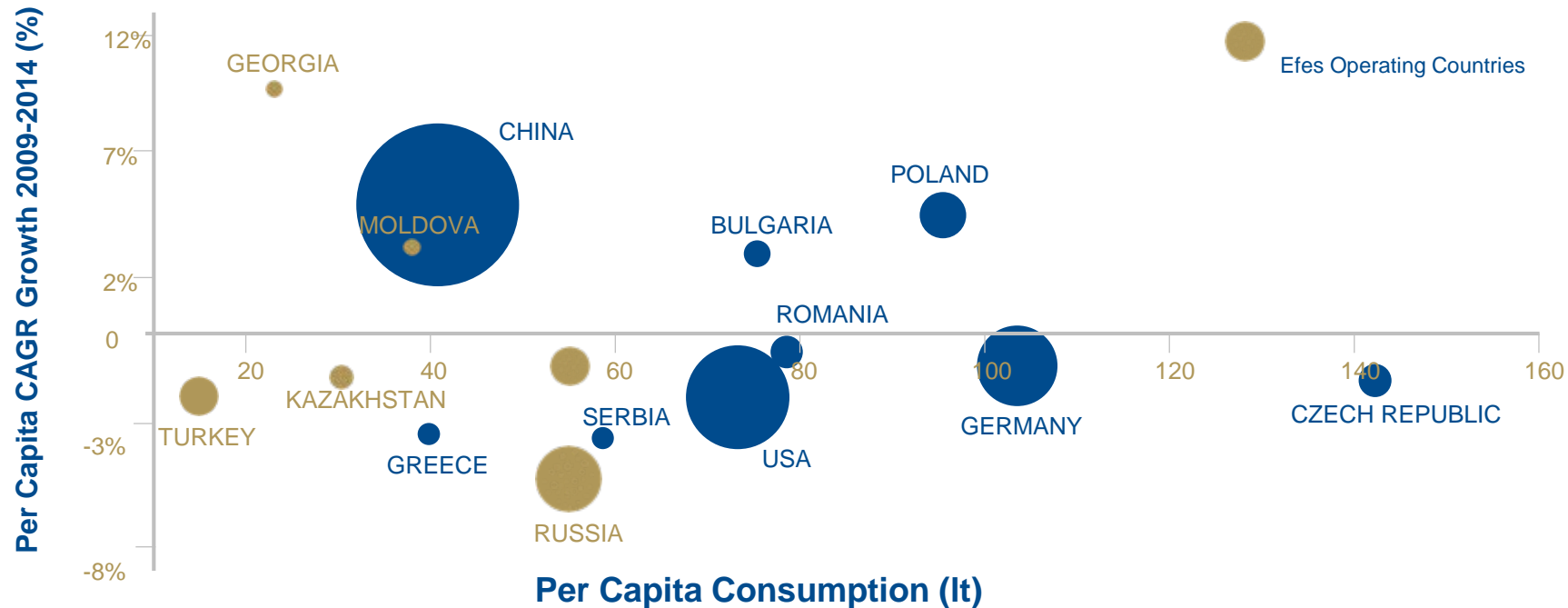
TURKEY #1 Brewer**
%69 Market Share

#1

MARKETS WITH LOW PER CAPITA CONSUMPTION AND HIGH GROWTH POTENTIAL

Operating markets with growth potential characterized by

- ✓ low per capita consumption
- ✓ young populations
- ✓ developing economies
- ✓ westernization/urbanization



Source: Canadean Global Beer Trends 2014, Company estimates
 Note: Bubbles represent market size

B E E R

BRANDS
XECUTION
FFICIENCY
RELATIONS



Provide choice and innovation to consumers:
Grow brand love



Excell in **customer collaboration**
availability and point of sale activation



Build competitive advantage through **lean and**
efficient operations



Focus on **employees, customers, regulators,**
community and environment

TURKISH BEER MARKET

- ◉ Low per capita consumption of 11 liters offering a growth potential
- ◉ Expected compounded annual growth rate of 2%* between 2016-2020
- ◉ Growing population with 1.3% annual growth rate
 - ✓ 32% is below age 18
- ◉ Returnable market enabling higher operational profitability
 - ✓ Bottles & kegs amount to more than half of total beer market

Low per capita consumption of 11 liters offering a growth potential

- ◉ 4 Breweries - **9.5mhl** total brewing capacity
- ◉ 2 Malteries & 1 Hops Processing Facility
- ◉ **67%** market share*
- ◉ **100%** brand awareness for “**Efes Pilsen**”
- ◉ Rich portfolio of local, imported & licensed brands covering all segments
- ◉ # 1 in consumer spending in Food & Beverage category – 9.4% in 2015**
- ◉ **99%** penetration in Turkey**
- ◉ **164 Dealers & 24 Distributors**

*volume share 9M2016, Nielsen
**Nielsen

RUSSIAN BEER MARKET

- ◉ World's 4th largest beer market with total consumption of **~69mhl**
- ◉ Expected compounded annual growth rate of **3%*** between 2016-2020
- ◉ Dominated by multinational brewers
 - ✓ Top 4 accounting for **~ 75%** of the market
- ◉ Share of Modern Trade above **60%** - more than doubled in the last few years



#2 player with;

- 6 Breweries – 30mhl total brewing capacity
- 4 Malteries & 1 Preform Plant
- AEFES' largest beer market;
52% of total beer volumes from Russia
- 15% market share* - #1 position in Premium category



OTHER INTERNATIONAL BEER OPERATIONS

- ◉ Market leader in
 - ✓ Kazakhstan
 - ✓ Georgia
 - ✓ Moldova
- ◉ Expected compounded annual growth rate of 2%* between 2016-2020 in Kazakshtan



COMMITMENT TO ENVIRONMENT



ENERGY AND EMISSIONS MANAGEMENT

10%+10%

Compared to 2008, we consumed **10% less energy** and generated **10% fewer emissions per unit product**. Between 2008-2013 the amount of energy we saved is equal to the **yearly consumption of 200.000 households**



OPERATIONAL RELIABILITY

22 Thousand Hours

In 2013, we provided a total of more than **22.000 hours of occupational health and safety** training to our employees. We recycled **94.6%** of solid waste and by-products generated during the production of beer and malt



WATER MANAGEMENT

67 Thousand Households

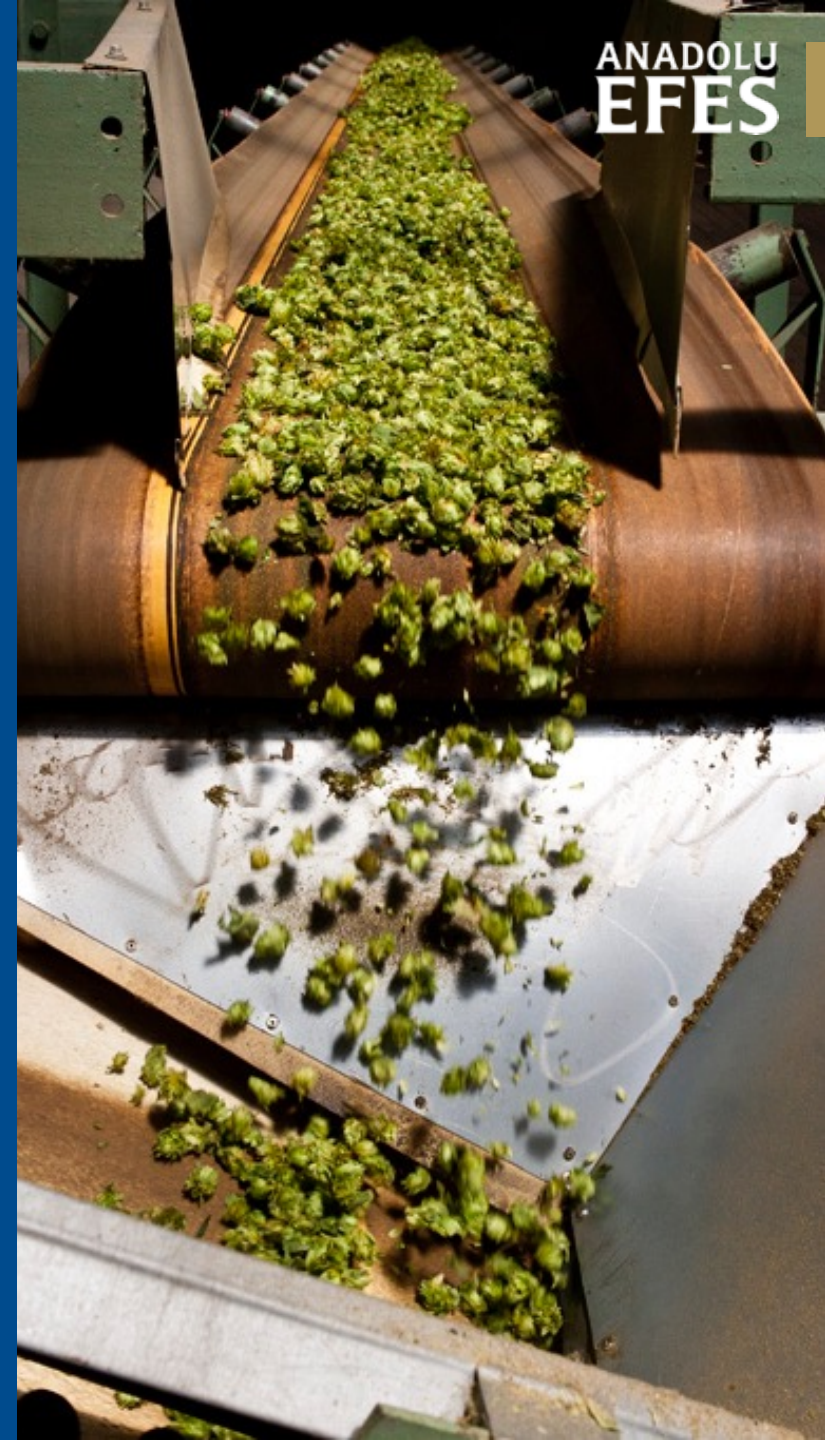
Compared to 2008, we consumed 19% less water in beer production and 24% less water in malt production. Between 2008-201, the amount of water we saved is equal to the **yearly consumption of 67.000 households**



PACKAGING MANAGEMENT

178 Great Wall of China

Compared to 2012, the weight of one-way packaging waste reclaimed is **increased by 22%**. Between 2008-2013, Preference of returnable bottles resulted in saving enough glass bottles to create a line stretching **178 times longer than Great Wall of China**.



Coca-Cola
İçecek



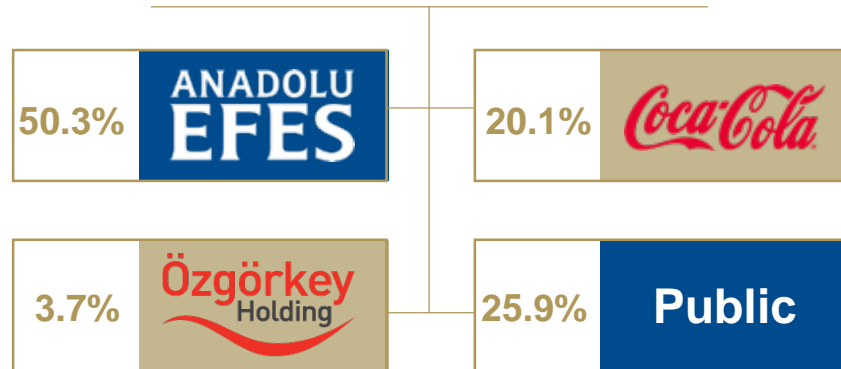
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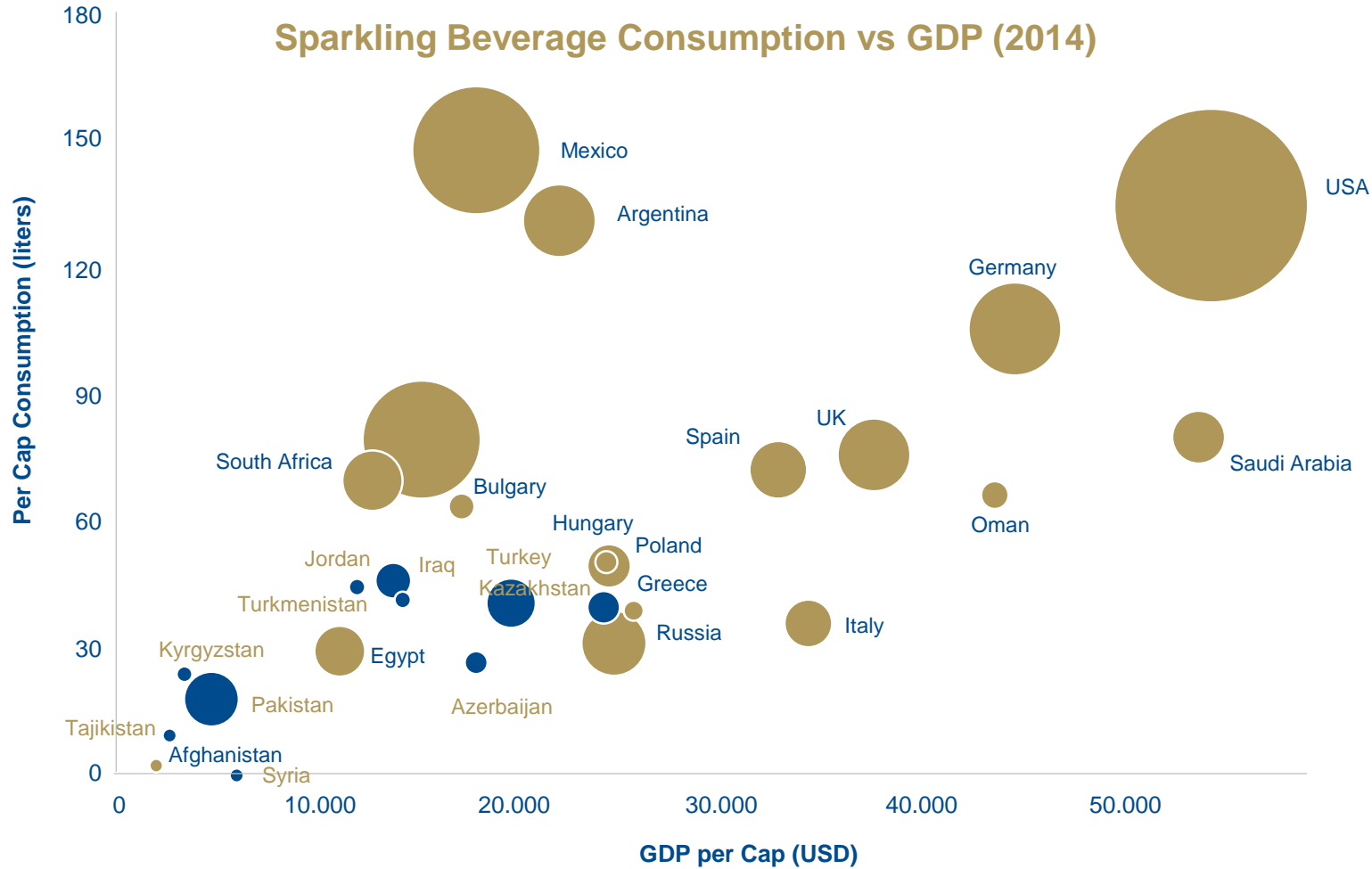
CCI AT A GLANCE

- **Market leader** in Turkey with 64% & Kazakhstan with 50% market share
- **#2** in Iraq with 31% & Pakistan with 36% market share
- 25 Bottling Plants in 10 Countries
- 5th largest Coca-Cola bottler in Cola system
- Annual capacity of 1.4bn uc
- 1.2bn uc sales volume
- 28bn annual servings

Coca-Cola İçecek



CCI AT A GLANCE



CCI territory
Total population:
More than 370 million

Sources: IMF (GDP) and TCCC and CCI best estimates based on Nielsen and own market intelligence.
Note: Bubbles represent market size

SOFT DRINKS BUSINESS STRATEGIC PRIORITIES



1 Accelerate **Revenue** and **Margin Growth**



2 Grow **Sparkling** Category and Per Caps



3 Selectively **Expand** Profitable **Still** Portfolio



4 Continue to Build and Enhance Our **Reputation**

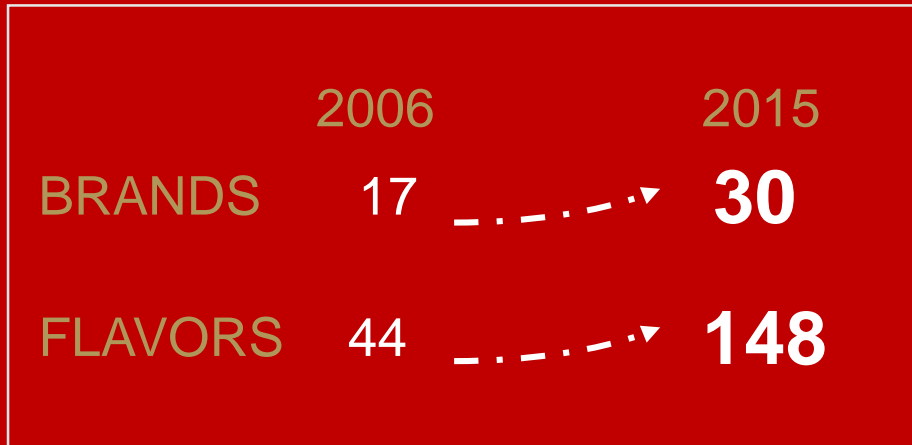


5 Build a **World Class Organisation**

Coca-Cola İçecek

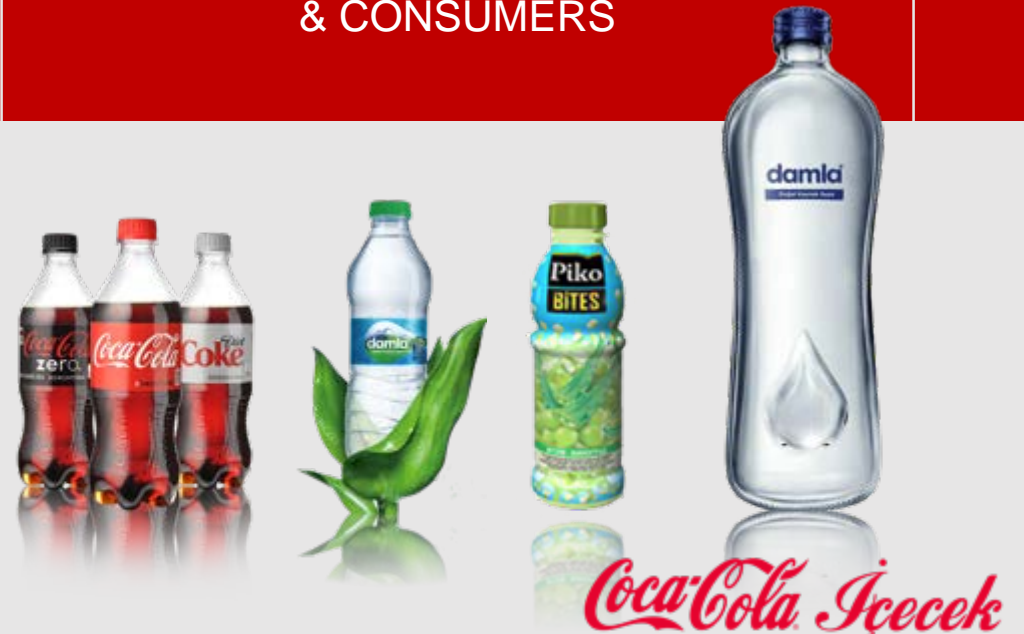
STRONG BRAND PORTFOLIO

BRAND & FLAVOR EXPANSION



PACKAGE INNOVATION

DIFFERENTIATED
PACKAGE SEGMENTATION
ACROSS CHANNELS, CUSTOMERS
& CONSUMERS



The background features a dark blue grid pattern. Several large, stylized arrows are scattered across the page. A prominent light blue arrow points towards the top-left. A large, bold gold arrow points towards the bottom-right, overlapping the main title. Other smaller white and blue arrows are positioned around the central text. The overall design is modern and corporate.

FINANCIALS AND OUTLOOK

FINANCIAL HIGHLIGHTS

	TURKEY BEER (TL mn)		INTERNATIONAL BEER (USD mn)		SOFT DRINKS (TL mn)	
	9M2016	vs 9M2015	9M2016	vs 9M2015	9M2016	vs 9M2015
Volume (mhl)	4.6	-10.8%	11.0	-3.0%	965.1*	2.8%
Net Sales	1,108.1	-5.3%	497.9	-18.4%	5,675.1	4.1%
Gross Profit	655.8	-9.8%	228.2	-22.5%	1,979.2	1.5%
EBIT (BNRI)	195.7	-27.3%	41.0	4.7%	663.7	1.9%
EBITDA (BNRI)	318.5	-16.0%	90.0	-16.6%	996.5	4.8%
Net Income**	86.8	168.0%	56.0	390.6%	331.7	193.8%
Margins	Change (bps)		Change (bps)		Change (bps)	
Gross Profit	59.2%	-297	45.8%	-244	34.9%	-89
EBIT (BNRI)	17.7%	-536	8.2%	181	11.7%	-26
EBITDA (BNRI)	28.7%	-367	18.1%	39	17.6%	11
Net Income**	7.8%	1,874	11.3%	1,441	5.8%	377

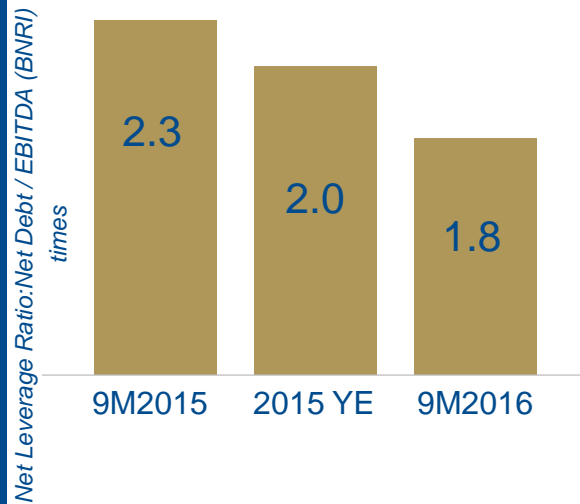
*million unit case

**Net income attributable to shareholders

BALANCE SHEET FLEXIBILITY

- 9M2016 Net Leverage Ratios are within comfortable area

Anadolu Efes Consolidated

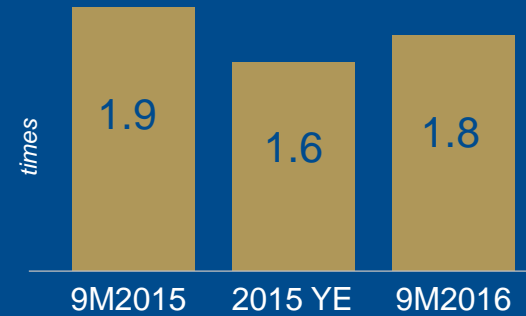


- 76% of cash is hold as hard currency
- 97% of debt is in hard currency

9M2015	9M2016
5,838	5,418
1,859	2,264
3,979	3,154
1,308	1,053

TOTAL FINANCIAL DEBT (m TL)
 TOTAL CASH & EQUIVALENTS (m TL)
 NET DEBT (m TL)
 NET DEBT (m USD)

Beer Group



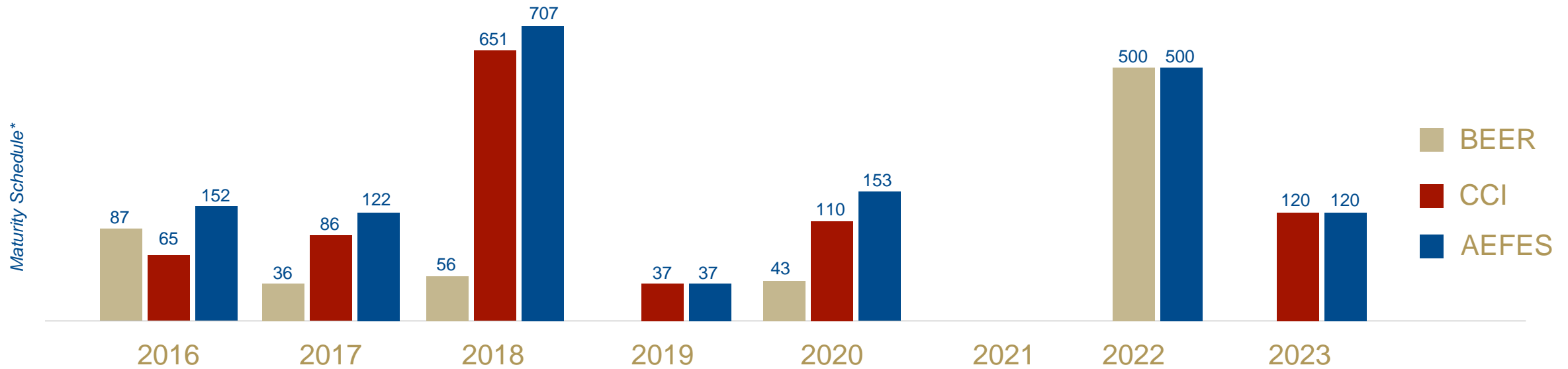
- 77% of cash is hold as hard currency
- 96 % of debt is in hard currency

9M2015	9M2016
2,283	2,179
834	1,023
1,449	1,156
476	386

TOTAL FINANCIAL DEBT (m TL)
 TOTAL CASH & EQUIVALENTS (m TL)
 NET DEBT (m TL)
 NET DEBT (m USD)

BORROWING MIX & LIQUIDITY PROFILE

- Easily manageable debt repayment schedule
- Average maturity of debt for
 - ✓ Beer Group is app. 4.6 years and
 - ✓ Anadolu Efes is app. 3.3 years



*Only amounts principal

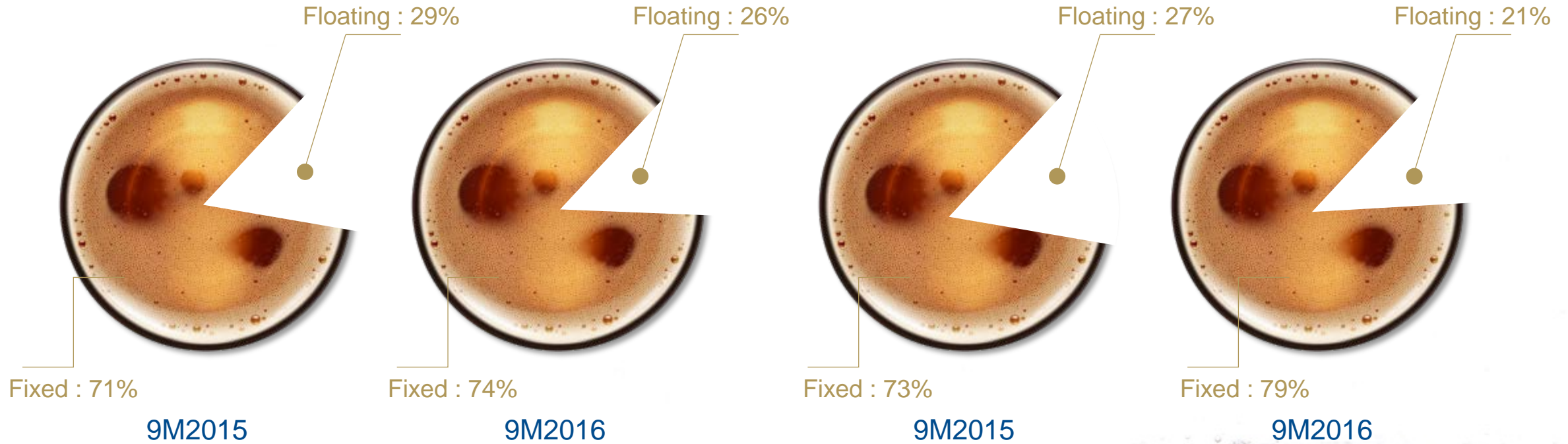


INTEREST BREAKDOWN

- Significant portion of debt is fixed, minimized interest rate risk

ANADOLU EFES

BEER GROUP



BEER GROUP 2016 GUIDANCE

- **Turkey beer market**
decline mid-single digit
- **Efes Turkey volume**
decline mid-to-high single digit
- **Russian beer market**
decline low-to-mid-single digit
- **EFES RUS volume**
outperform the market
- **Total beer volume**
decline at a rate of low-single digits
- **Revenue**
lower decline compared to volume decline
- **EBITDA Margin**
slightly lower
- **FCF**
cycling a very strong base, continue to deliver strong free cash flow, albeit at a slower pace



SOFT DRINK OPERATIONS 2016 GUIDANCE

- **Turkey volume**
grow low single digit
- **International volume**
grow low-mid single digits
- **Consolidated volume**
grow at low-mid single digits
- **Net sales revenue**
ahead of volume growth
- **EBITDA margin**
flat
- **FCF**
significant positive FCF

CONSOLIDATED 2016 GUIDANCE

- **Sales volumes**
grow low-single digit
- **Sales revenues**
grow mid-single digits
- **EBITDA (BNRI)**
grow in absolute terms
- **EBITDA (BNRI) margin**
flattish to slightly lower margin
- **Capex/net sales**
high-single digit
- **FCF**
higher in absolute terms

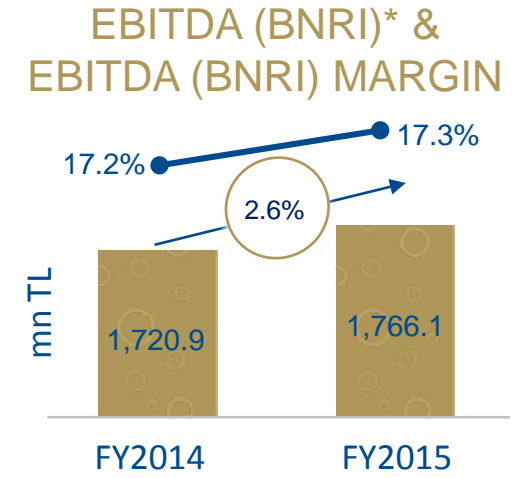
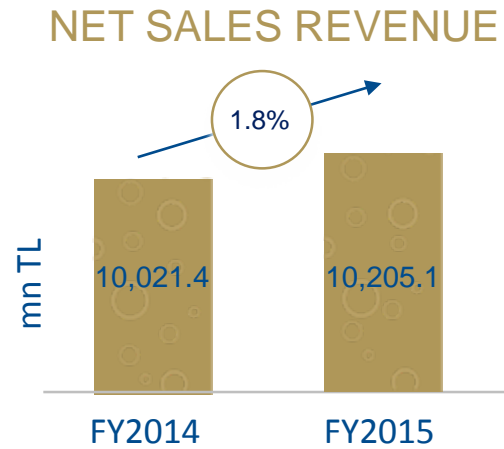
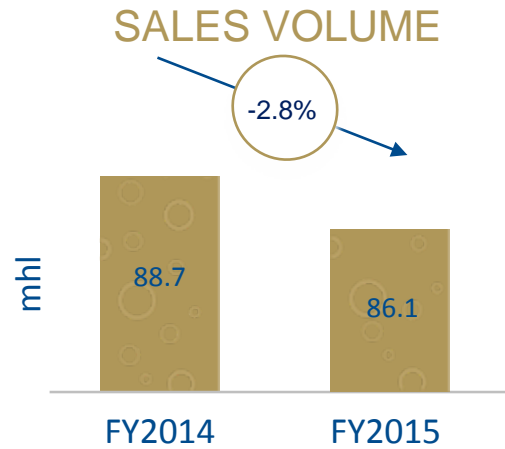


FINANCIAL PRIORITIES

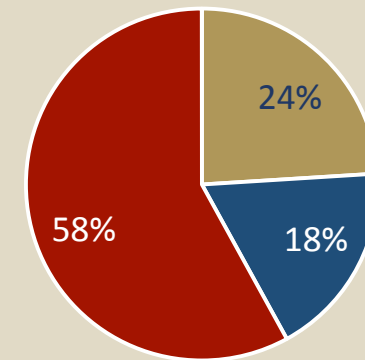
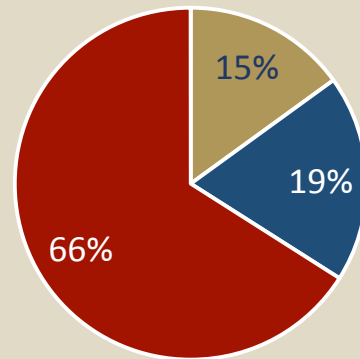
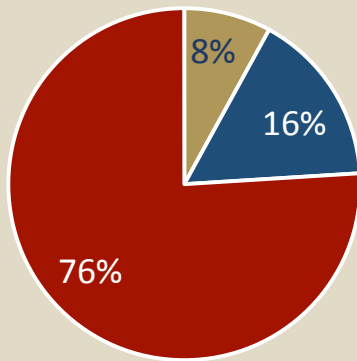
- Sustain consolidated cash flows through;
 - ✓ focus on working capital optimization
 - ✓ optimized capex policy
 - ✓ sticking to tight balance sheet management
- Deleveraging
- Efficiency improvements via savings
- Managing impact of F/X volatility on operations
- Commitment to Investment Grade Ratings



CONSOLIDATED PERFORMANCE – FY2015



BREAKDOWN**



Turkey Beer

International Beer

Soft Drinks

*Numbers may not add up to 100% due to rounding

*BNRI means Before Non Recurring Items
 **Breakdowns are on a combined basis
 • FY2014 numbers are restated

FINANCIAL HIGHLIGHTS – FY2015

	TURKEY BEER (TL mn)		INTERNATIONAL BEER (USD mn)		SOFT DRINKS (TL mn)	
	FY 2015	vs FY2014	FY2015	vs FY2014	FY2015	vs FY2014
Volume (mhl)	6.6	-6.3%	14.1	-19.0%	1,151.9**	1.9%
Net Sales	1,484.8	-0.3%	725.1	-37.3%	6,723.9	12.3%
Gross Profit	908.1	-3.6%	345.7	-35.4%	2,334.4	7.0%
EBIT (BNRI)	291.5	-15.1%	31.2	33.8%	631.9	0.5%
EBITDA (BNRI)	437.9	-9.4%	118.5	-24.6%	1,051.4	9.3%
Net Income*	-49.1	-121.0%	-49.7	86.2%	117.2	-62.9%
Margins						
Gross Profit	61.2%	-209	47.7%	136	34.7%	-173
EBIT (BNRI)	19.6%	-344	4.3%	229	9.4%	-110
EBITDA (BNRI)	29.5%	-299	16.3%	274	15.6%	-43
Net Income*	-3.3%	-1,897	-6.9%	2434	1.7%	-353

*Net income attributable to shareholders

** million unit case