

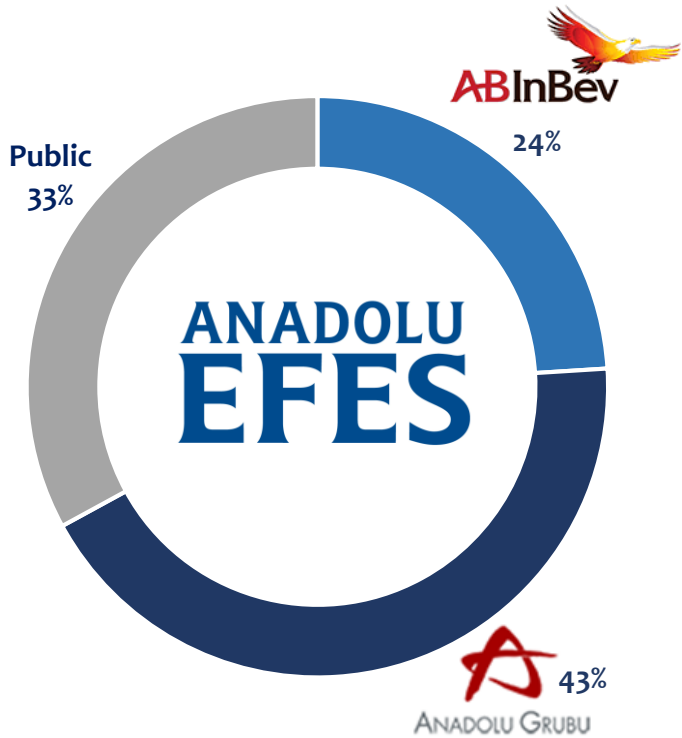


ANADOLU EFES

*May 2019
Investor Presentation*



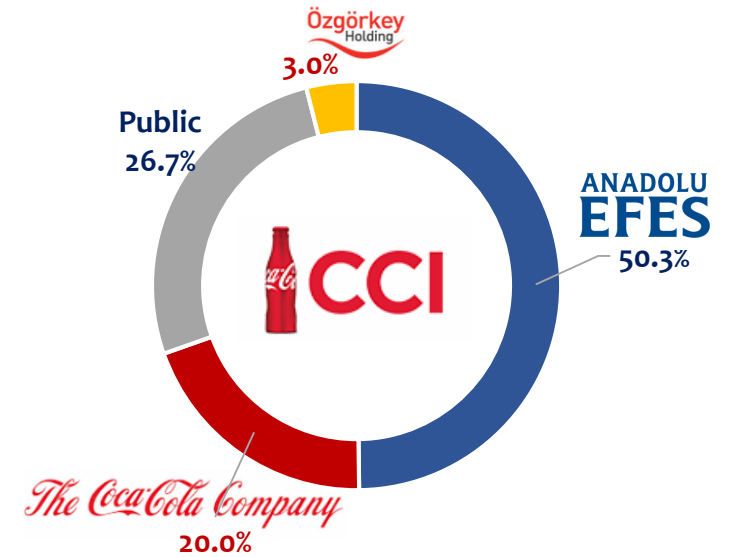
Ownership Structure



-Turkey Beer Operations **EFES TÜRKİYE**

-International Beer Operations (EBI)

- 50% Russia **ABInBev / EFES**
- 100% Kazakhstan **EFES KAZAKHSTAN**
- 96.9% Moldova **EFES MOLDOVA**
- 100% Georgia **EFES GEORGIA**
- 50% Ukraine **ABInBev / EFES**



Anadolu Efes At a Glance



690 mn consumers



21 Breweries* & **26** Bottling Plants



Europe's **6th**,
World's **16th** largest brewer



6th largest Coca-Cola bottler



AB InBev

Strategic **partnerships** with world giants



Leading market positions in all of its operations



10.7** billion litres sales volume



18.7** billion TL sales revenue



3.1** billion TL EBITDA



1.1** billion TL Free Cash Flow

* In 16 countries where we have production or sales&distribution network

** FY2018

Competitive Advantages



Diversified business model including beer and soft drinks



Strategic Partnership with World's leading FMCG companies; AB InBev & TCCC



Strong brand portfolio including some of the world's best known brands and strong regional brands



Expertise & Know-how in driving cost efficiencies



Strong regional player powered by proven local know-how



Solid, consistent financial performance and strong track record



1Q2019 Highlights



Unless stated otherwise, the figures from hereon are based on proforma numbers (including the ABI merger in Russia & Ukraine for 1Q2018) and excluding IFRS16 impact for 1Q2019.

Volume growth of 12.7% on reported basis and 0.4%*on proforma basis

- Strong start to the year by international beer operations
- EBI offset softer volumes in Turkey and CCI

Revenue up by 46.5% on reported and 27.5% on proforma basis

- Price increases
- Positive currency translation impact

Strong market positions in all operating markets

- Outperformance of the markets bringing us head to head with the market leader in Ukraine and in Russia
- Undisputed market leader in all other beer operations
- Consolidated soft drinks cycling a strong base

EBITDA (BNRI) up by 11.9% on reported and 21.3% on proforma basis

- Strict expense management
- Synergies captured

Despite;

- Higher per unit input costs

Net loss of TL 170.5 million in 1Q2019

- Higher depreciation due to implementation of IFRS 3
- Higher interest expenses.



Diversified Business Yielding Growth Despite Challenges



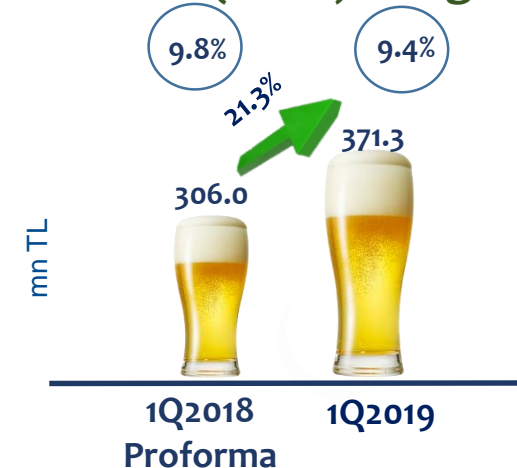
SALES VOLUME



NET SALES REVENUE



Excluding IFRS 16 EBITDA (BNRI) & EBITDA (BNRI) Margin



Share of*

	1Q2018	1Q2019	1Q2018	1Q2019	1Q2018	1Q2019
Turkey Beer	5%	4%	11%	9%	12%	6%
International Beer	16%	27%	21%	34%	10%	14%
Coca-Cola Icecek	79%	68%	68%	56%	78%	80%

2018 proforma figures include ABI Russia and ABI Ukraine effect starting from January 1st.



Breakdowns are on a combined basis and to visualize the change in breakdown 1Q2018 breakdowns are based on reported actual numbers, not proforma. **EBITDA breakdown is based on reported figures



BEER OPERATIONS



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

Business Priorities



People

Nurturing our talents by establishing required tools & systems and providing great place to work.



Financial Discipline & Value Creation

Achieve profitable growth and maximise free cash flow to generate above average return on our investments.



Operational Excellence

Building competitive advantage through lean and efficient process, organization.



Stakeholders

Building relationships and credibility with stakeholders.



Brands

Providing choice, great taste, quality and innovation.



Expansion and Growth

Expanding our business through enhancing brand portfolio, utilizing new channels and geographical expansion.



Customers and Consumers

Enhancing Customer Dealer engagement through better collaboration and innovative solutions.

Efes Beer Group At a Glance



Since **1969**



16th
Largest in the World



6th
Largest in Europe



#1
in our markets

Turkey, Kazakhstan
Moldova, Georgia
(Russia, Ukraine #2)



More than 80 brands
~ **300m** consumer



9.200+ Employees



80+
Export countries



6
Operation countries

Turkey, Russia, Kazakhstan
Moldova, Georgia, Ukraine



21
Breweries

Markets With Low Per Capita Consumption & High Growth Potential

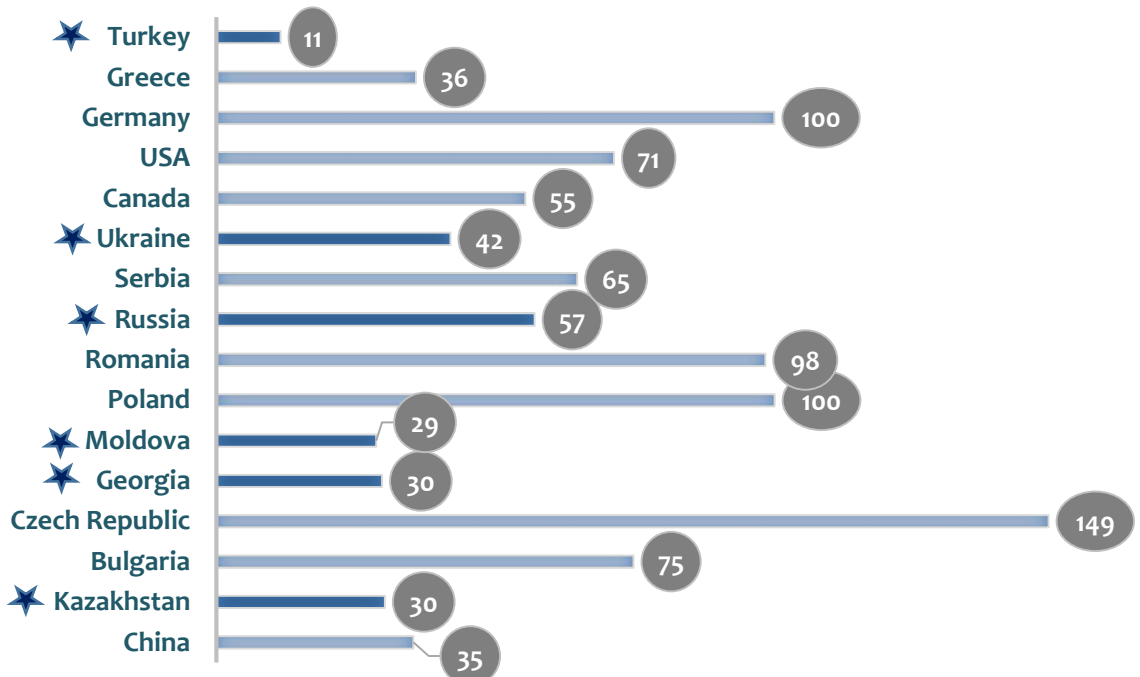


Low per capita consumption



Developing economies

Per capita consumption (litre)*



Young populations



Westernization/urbanization

★ Efes operations



Turkey Beer Operations



- ✓ Low per capita consumption of 11 liters* offering a growth potential
- ✓ Growing population with 1.5% annual growth rate in 2018
 - ✓ 47% is below age 30
- ✓ Leading brewer** in the market
- ✓ 3 Breweries with 8.0 mhl capacity
- ✓ 2 Malteries & 1 Hops Processing Facility enabling vertical integration for key raw materials
- ✓ 100% brand awareness for “Efes Pilsen”
- ✓ Rich portfolio of local, imported & licensed brands covering all segments
- ✓ #1 in consumer spending in Food & Beverage category – 7.2% in 2018**
- ✓ 99% penetration in alcohol selling stores in Turkey**

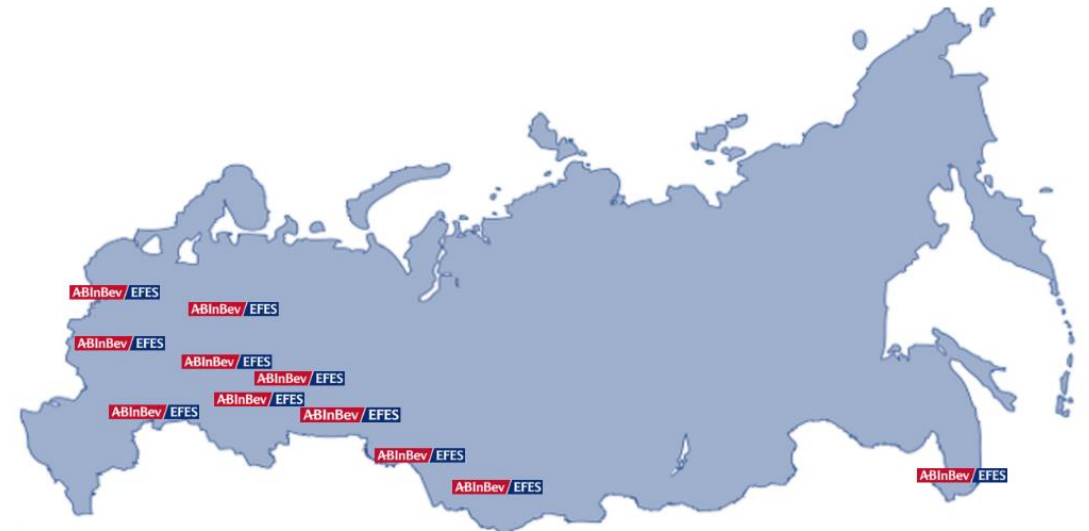




Russian Beer Operations



- ✓ World's 5th largest beer market¹
- ✓ Per capita consumption of 57 liters¹
- ✓ Merged operations of AB InBev and Anadolu Efes on 1st April 2018
- ✓ ABInbev Efes JV is head to head at market leadership
- ✓ Complementary brand portfolio with leading position in premium segment
- ✓ 11 breweries with 29.8 mhl capacity
- ✓ 3 malteries
- ✓ Expected annual synergies of USD 80-100 million to be fully extracted by the 3rd year after completion



Other International Beer Operations



Ukraine:

- ✓ Beer market size of 18.7 mhl¹
- ✓ Per capita consumption of 42 liters¹



Kazakhstan:

- ✓ Beer market size of 5.5 mhl¹
- ✓ Per capita consumption of 30 liters¹
- ✓ #1 player



Moldova:

- ✓ Beer market size of 1.0 mhl¹
- ✓ Per capita consumption of 29 liters¹
- ✓ #1 player



Georgia:

- ✓ Beer market size of 1.1 mhl¹
- ✓ Per capita consumption of 30 liters¹
- ✓ #1 player

Commitment to Environment



ENERGY AND EMISSIONS MANAGEMENT

15%+9%

Compared to 2008, we consumed **15% less energy** and generated **9% fewer greenhouse gas emissions per unit product**.



OPERATIONAL RELIABILITY

97% Trained Dealers and Distributors

In 2017, we provided a 2 hour per person, 548 person/hours in total, training to our dealers and distributors.



WATER MANAGEMENT

38% Decrease in Total Water Consumption

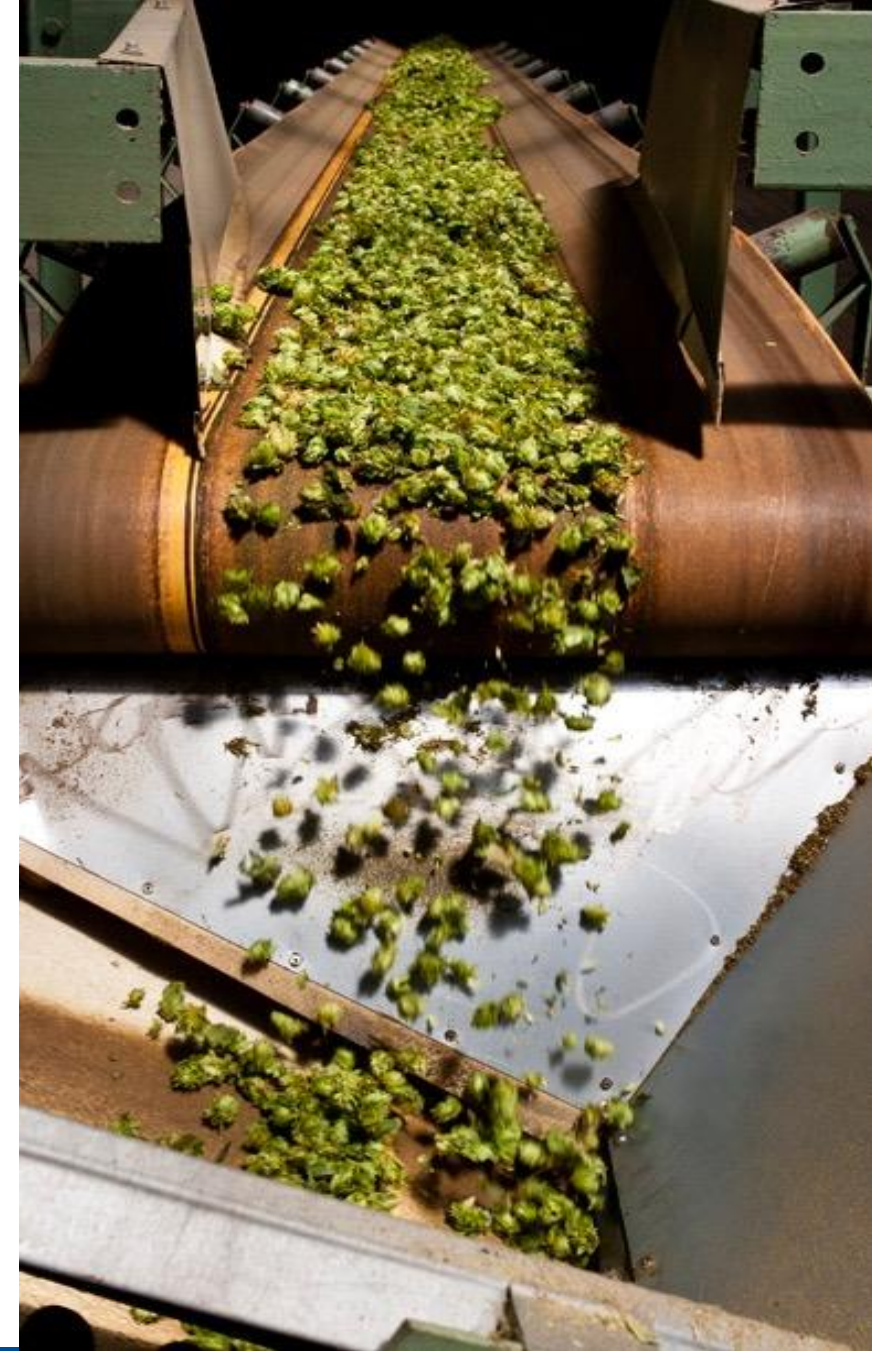
Compared to 2008, we consumed 38% less water in production and 41% less water in waste water discharge



PROCUREMENT MANAGEMENT

72% Material from Contract Farmers

Compared to the previous year, in 2017, we sourced 72% of our raw material need from contract farmers. We provided 1,600 total hours of training to 200 manufacturers as part of the Contract Purchase Model.



Solid Cash Flow Generation

✓ Focus on profitability margins

✓ Tight Working Capital Management

✓ Smart Capex Planning

Beer Group FCF



Anadolu Efes FCF



SOFT DRINK OPERATIONS



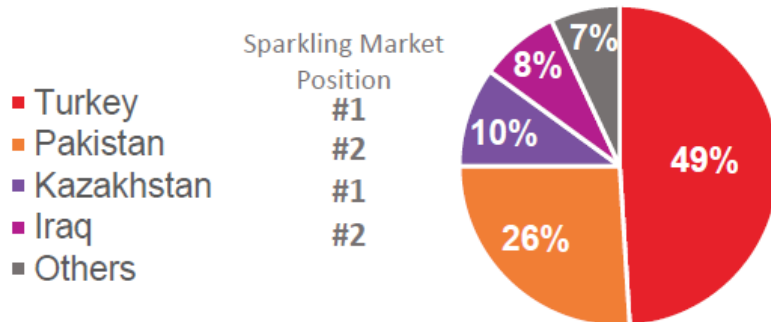
CCI is the 6th Largest Bottler in the Coca-Cola System, Operating in 10 Countries

Overview

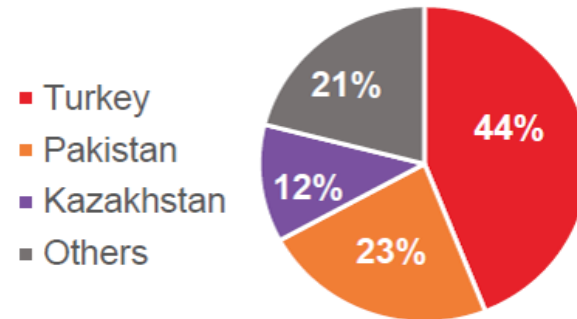
- ~400 mn people
- 26 production plants with 124 lines
- 1.5 bn UC⁽¹⁾ annual production capacity
- ~920 thousand sales points
- 1.3 bn UC sales volume
- TL 10.6 bn revenue & TL 1.9 bn EBITDA



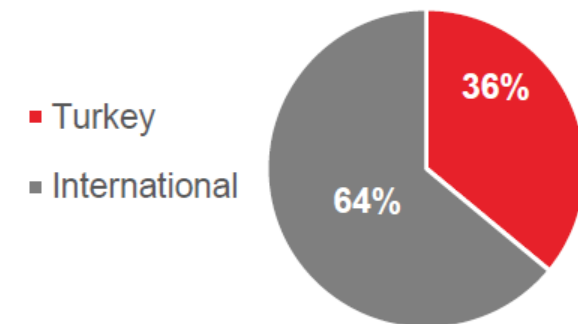
Volume Breakdown (2)



Revenue Breakdown (2)



EBITDA Breakdown (2)

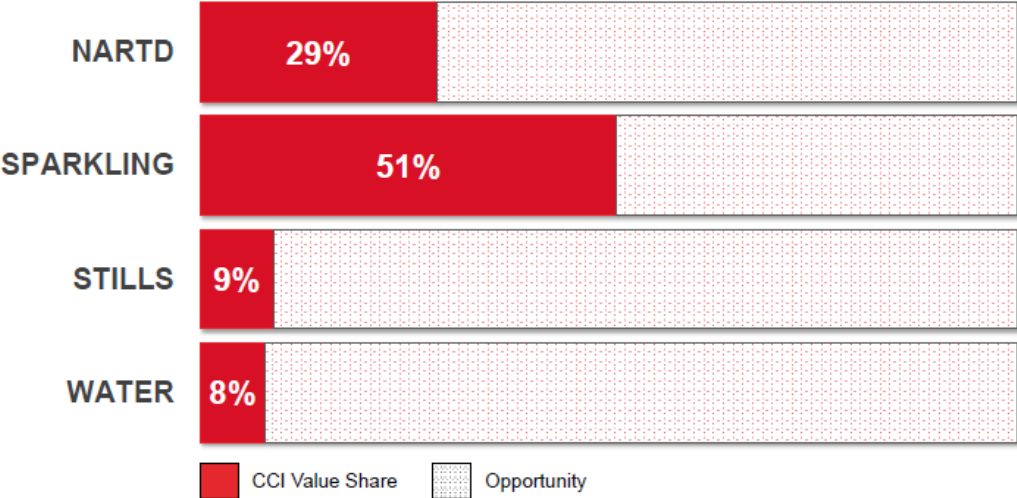


(1) Unit case, 1 UC equals 5,678 liters (2) As of FY18

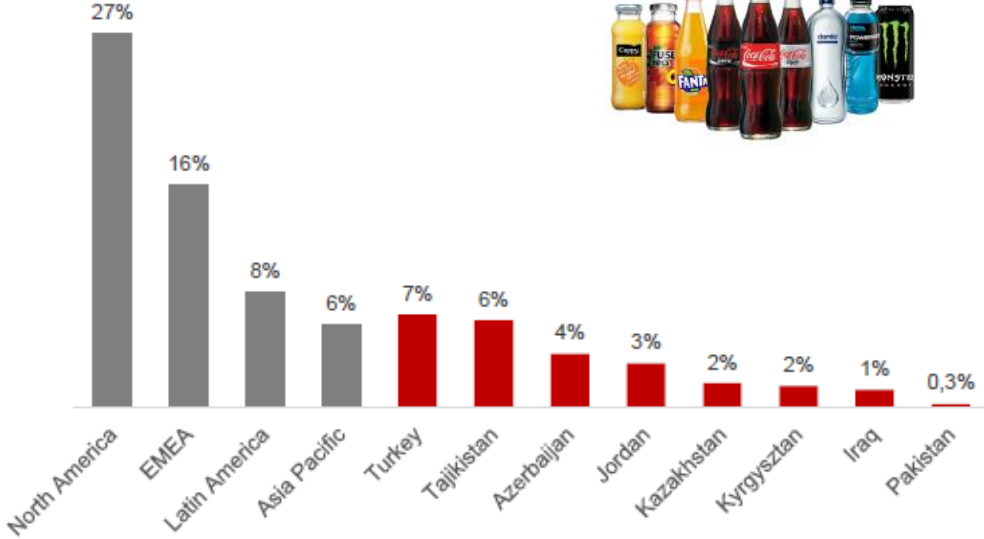
Coca-Cola İçecek – Opportunities



NARTD Industry Value Growth & Opportunity



More Room to Diversify Product Portfolio



Share of Low/No Calorie in Sparkling Volume (2018)

Increasing Household Penetration & Double-digit growth in No Sugar

Coca-Cola İçecek – Strategic Priorities

Accelerate Growth



- Full-beverage portfolio
- Revenue Growth Management (RGM)
- Expand Sparkling & Stills
- Increase frequency
- Regional strategies

Win at the Point of Sale



- Increase outlet coverage
- Increase cooler penetration
- Right Execution Daily
- E-commerce
- Future-proof RTM

Exercise Financial Discipline



- Productivity savings
- Working capital improvements
- Healthy FCF
- Optimum leverage
- Effective FX management

Win with People



- Integrated Talent Strategy
- Leadership Development
- High Performing Team
- Transformation to “OnePeople”

ONE CCI



FINANCIALS & OUTLOOK



FY Financials: Robust performance in a transformational year...



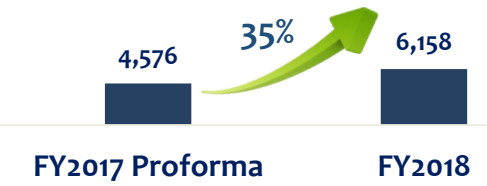
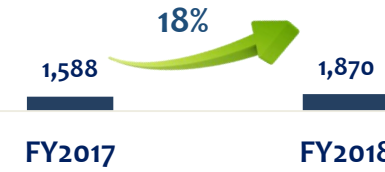
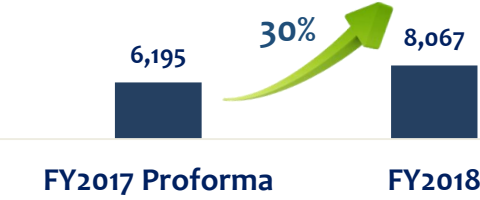
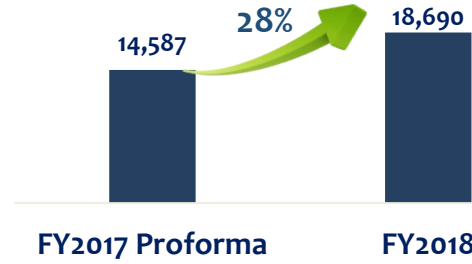
ANADOLU EFES

TOTAL BEER

TURKEY BEER

EBI

Net Sales



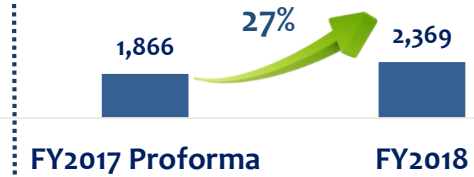
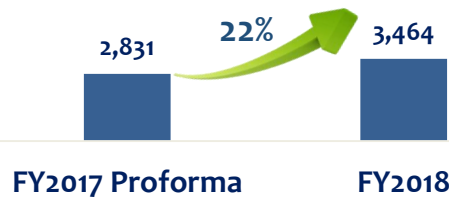
Margin: 38.4% 37.4%

Margin: 45.7% 42.9%

Margin: 59.2% 56.4%

Margin: 40.8% 38.5%

Gross Profit



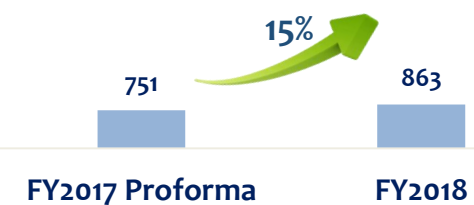
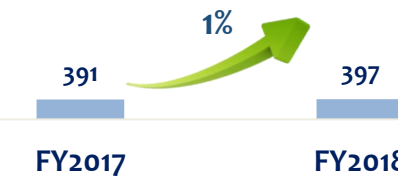
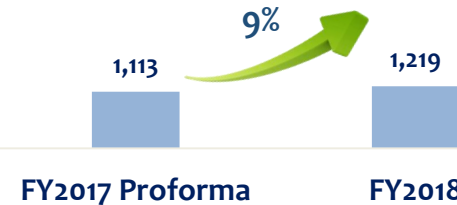
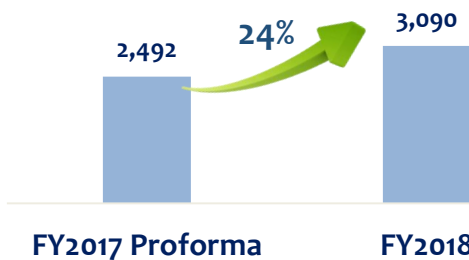
Margin: 17.1% 16.5%

Margin: 18.0% 15.1%

Margin: 24.6% 21.2%

Margin: 16.4% 14.0%

EBITDA (BNRI)



1Q Financials: Operational Savings and Synergies Offset Input Cost Pressures



Net Sales

ANADOLU EFES

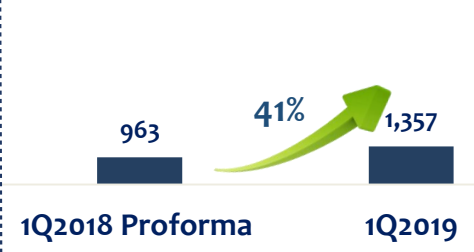
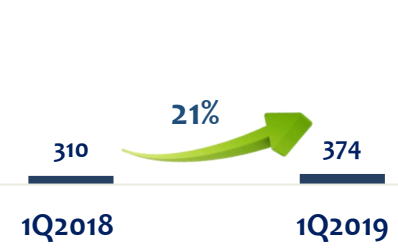
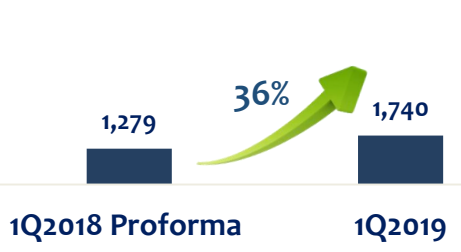
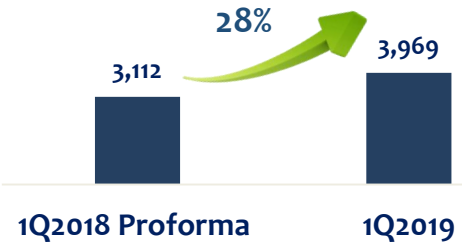
TOTAL BEER

TURKEY BEER

EBI

Gross Profit

EBITDA (BNRI)

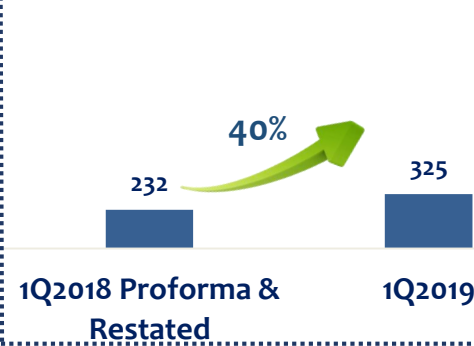
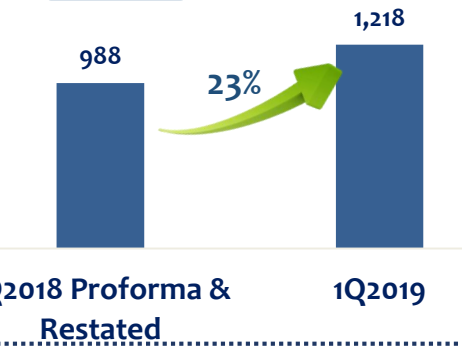


Margin: 31.8% (1Q2018 Proforma) to 30.7% (1Q2019)

Margin: 31.9% (1Q2018 Proforma) to 30.0% (1Q2019)

Margin: 54.3% (1Q2018) to 49.4% (1Q2019)

Margin: 24.1% (1Q2018 Proforma) to 23.9% (1Q2019)

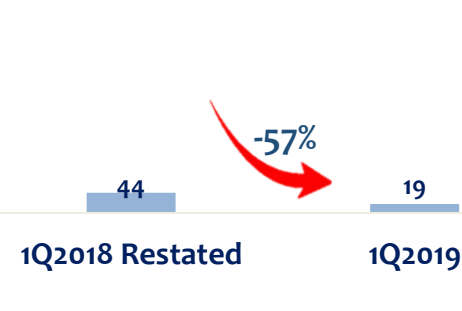
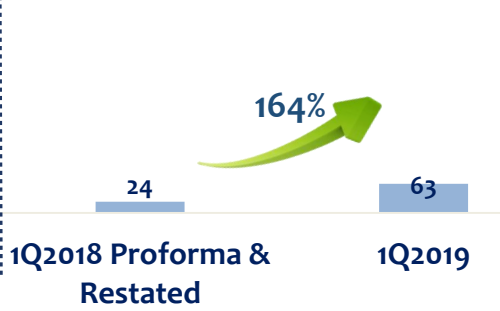
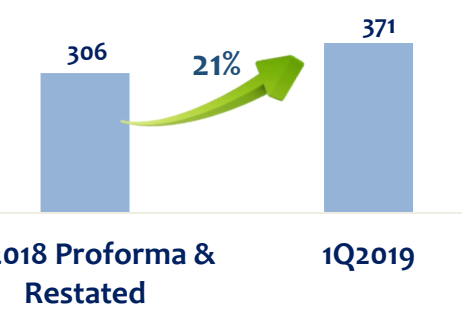


Margin: 9.8% (1Q2018 Proforma & Restated) to 9.4% (1Q2019)

Margin: 1.9% (1Q2018 Proforma & Restated) to 3.7% (1Q2019)

Margin: 14.2% (1Q2018 Restated) to 5.2% (1Q2019)

Margin: -1.3% (1Q2018 Proforma & Restated) to 3.8% (1Q2019)



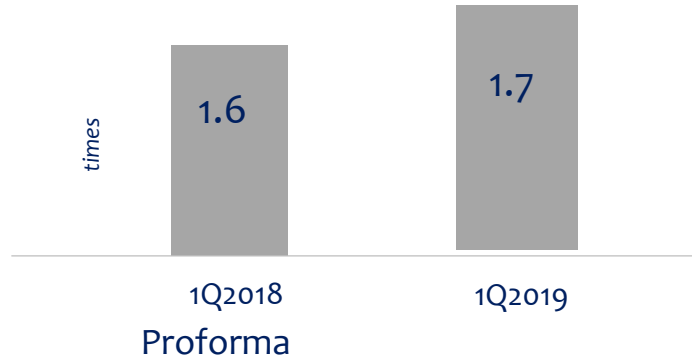
*2018 Proforma figures assume realization of ABI Efes JV as of January 1st 2018 (instead of actual April 1st). Therefore proforma 2018 restated results include 3 months of operation of combined business. In addition to actual results, 1Q2018 figures also include the incremental depreciation charge in 1Q2019 which is a result of the revaluation of fixed assets following the merger in Russia & Ukraine as required by IFRS 3.

Leverage ratios at healthy levels despite currency devaluations.



Net Debt / EBITDA (BNRI)

Anadolu Efes Consolidated

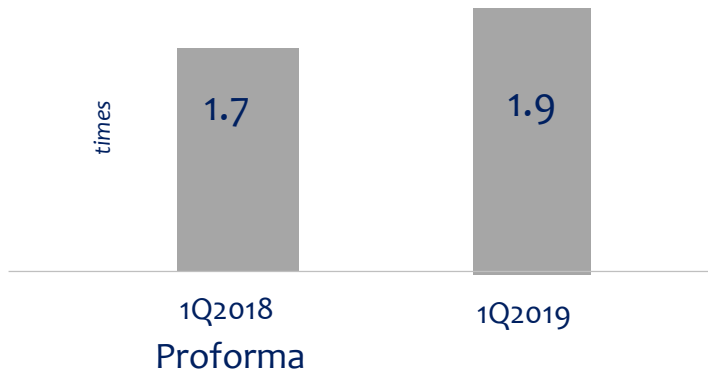


-65% of cash is hold as hard currency

-82% of debt is in hard currency
(58% of our debt is hedged through Net Investment Hedge and CCS)

-79% of debt has fixed interest

Beer Group

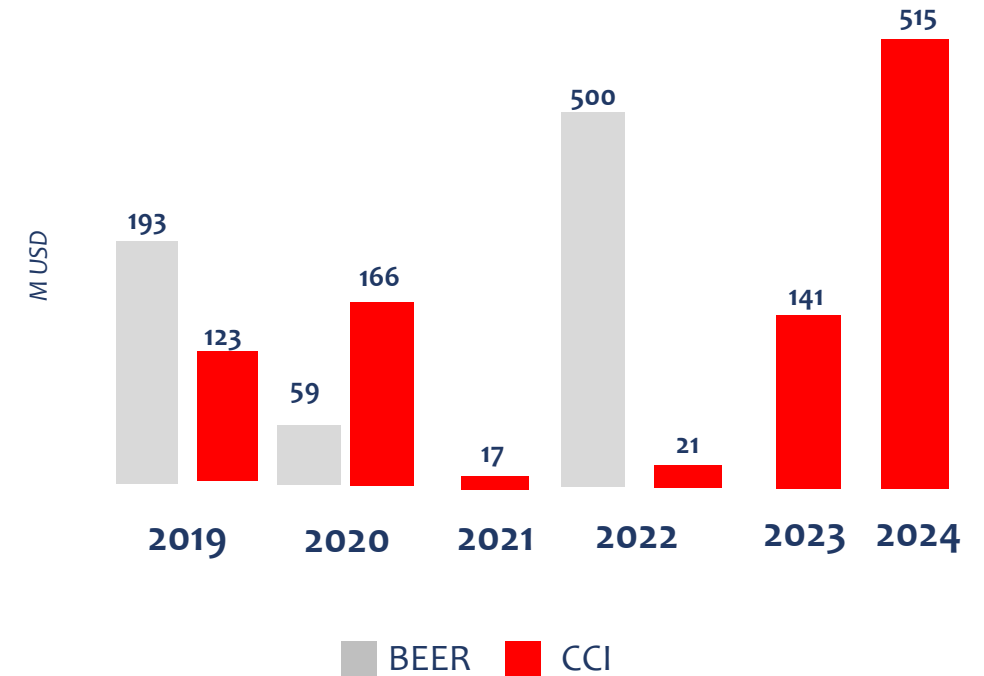


-69% of cash is hold as hard currency

-81% of debt is in hard currency
(72% of our debt is hedged through Net Investment Hedge)

-81% of debt has fixed interest

Maturity Schedule*



Easily manageable debt repayment schedule

Weighted average maturity of debt for

Beer Group is 2.6* years and

Anadolu Efes is 3.3* years

For the purposes of Net Debt to EBITDA calculation, EBITDA(BNRI) excluding IFRS 16 impact was used.

Trailing 12 month EBITDAs include ABI Russia and ABI Ukraine effect for the whole 12 month period.

EFES

Figures represent principal amounts
*Excluding shareholder loans

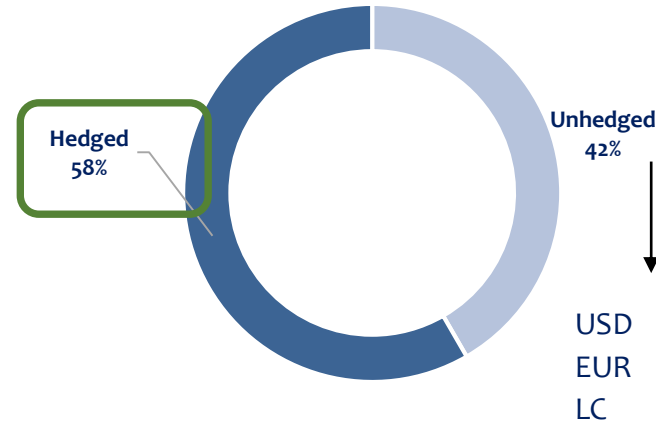
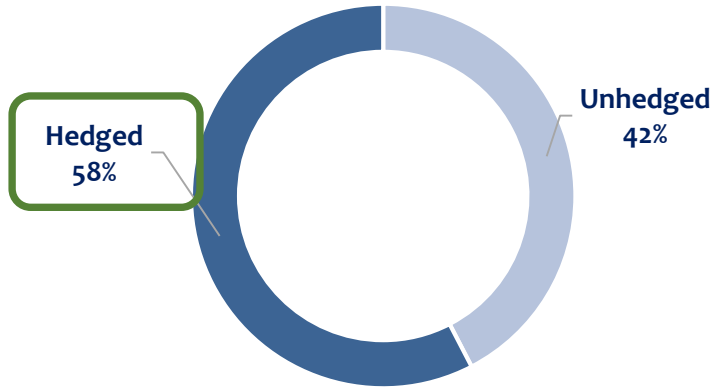
Balance Sheet FX Exposure Mitigated...

Hedged majority of outstanding debt via various instruments; both at Anadolu Efes & Beer Group level

December 2018

March 2019

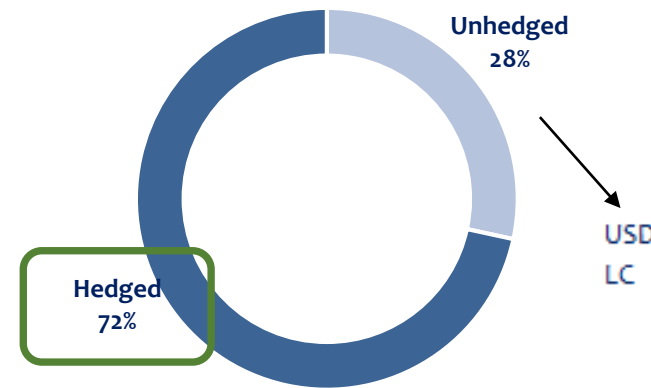
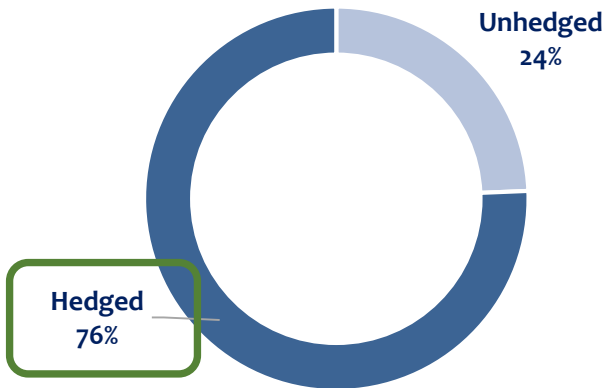
Anadolu Efes



58% of our debt is hedged through Net Investment Hedge and CCS as of 1Q2019

USD	13.3%
EUR	10.0%
LC	18.4%

Beer Group



72% of our debt is hedged through Net Investment Hedge as of 1Q2019

USD	9%
LC	19%

Input costs & FX exposures are tightly monitored...

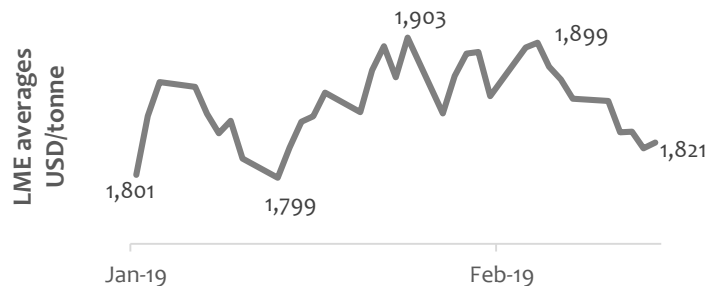


Hedged positions for 2019*

70%**

100%

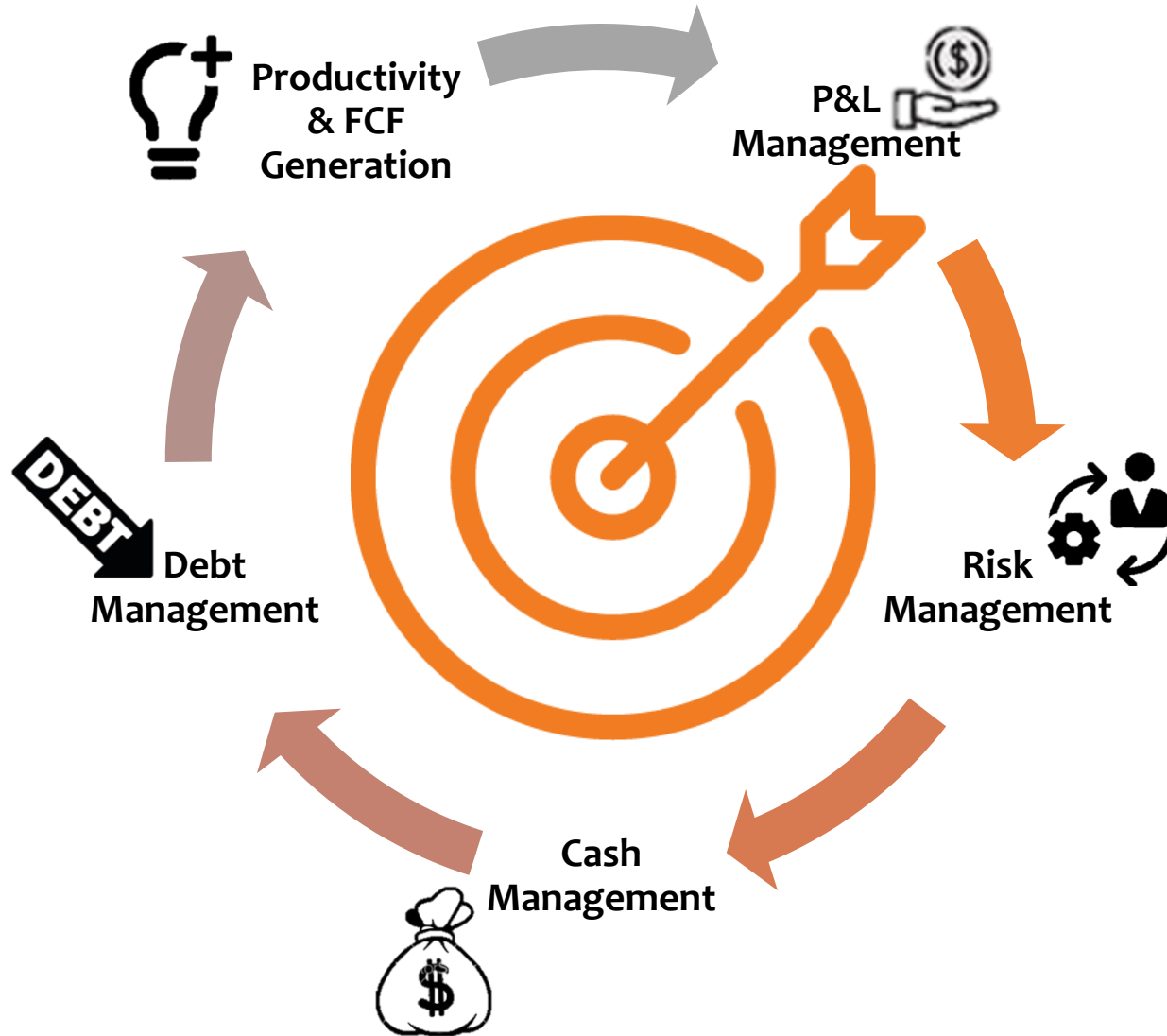
LME Aluminium Prices



Turkey's 2019 local barley procurement is completed

- Cash flow hedge via designation
- ~ 90%* of FX exposure in COGS&OPEX hedged in Turkey for 2019
- ~ 100% hedged in Russia & Ukraine
- **Derivative contracts** to hedge commodities

Financial priorities are on track...



2019 Guidance



- Cautious volume outlook on sales volumes
- Efficient revenue management to offset volume pressures resulting in solid growth in all business lines
- Slight improvement in both Beer & Soft Drink EBITDA margins to result in slight improvement in AEFES consolidated EBITDA margin
- Strong FCF to continue



APPENDIX



Detailed 2019 Guidance

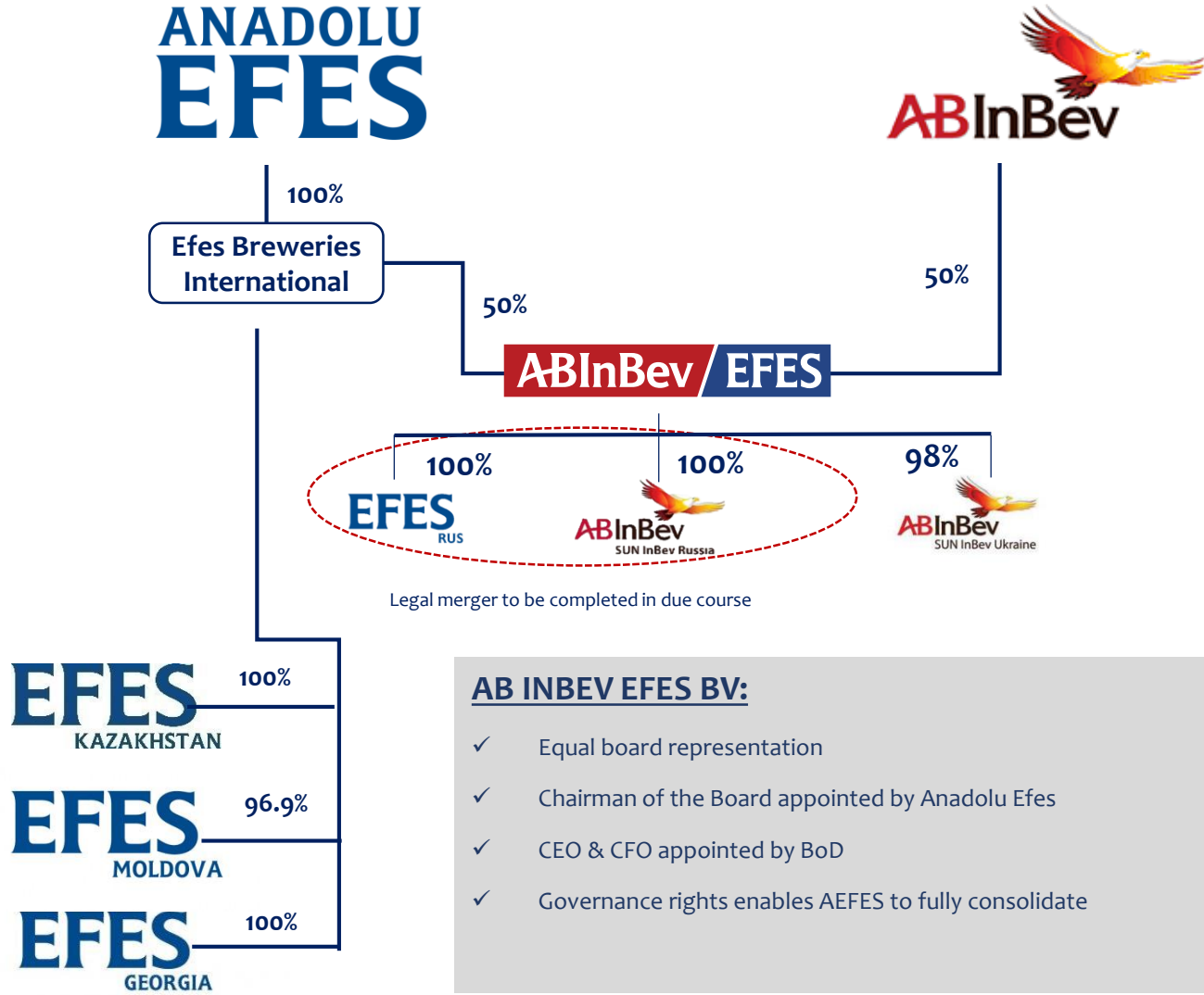


Our 2019 guidance reflects reported financials where 2018 numbers include 9-months ABI-Efes impact and 2019 expected numbers include 12-months. Reference to “proforma” means 12 month ABI-Efes impact in 2018.



	REPORTED	PROFORMA
SALES VOLUME		
Consolidated	low to mid-single digit growth	low to mid single digit growth
Total Beer	mid single digit growth	flat
Turkey Beer	flattish	
Russia	low single digit growth	declining slightly in line with market
International Beer	mid to high single digit increase	flat
Soft Drinks	3-5% growth	
Turkey Soft Drinks	flat	
International Soft Drinks	6-8%	
NET SALES REVENUE		
Consolidated	outperform sales volume	
Total Beer	low forties growth	low thirties
Turkey Beer	high twenties growth	
International Beer	low forties growth	low thirties
Soft Drinks	16-18% growth on a consolidated basis (FX neutral)	
EBITDA MARGIN		
Consolidated	slight improvement	
Total Beer	flat-slight positive	higher than reported
Turkey Beer	decline slightly	
International Beer	improve	
Soft Drinks	slight improvement	
FCF		
	continue to deliver strong FCF in both beer and soft drinks	
CAPEX		
	as a percentage of sales high single digits on a consolidated basis	

Corporate Structure



AB INBEV EFES BV:

- ✓ Equal board representation
- ✓ Chairman of the Board appointed by Anadolu Efes
- ✓ CEO & CFO appointed by BoD
- ✓ Governance rights enables AEFES to fully consolidate

*indirectly through subsidiaries

THANK YOU





ANADOLU EFES

*May 2019
Investor Presentation*



EFES