

The background of the slide features a row of condensation-covered glass bottles. On the left, several beer bottles are visible, with the most prominent one in sharp focus. On the right, several Coca-Cola bottles are visible, also covered in condensation. The lighting is dramatic, highlighting the droplets on the glass against a dark background.

ANADOLU EFES

1Q2018 CONFERENCE CALL PRESENTATION

May 8, 2018

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**

GENERAL OVERVIEW & OPERATING ENVIRONMENT



Gavin Hudson
CEO & Beer Group President

Highlights of 1Q2018



Strong volume growth of 7.9% y-o-y, with robust contribution from

- ✓ Soft drink operations
- ✓ Kazakh and Georgian beer operations



Revenue up by 14.0% y-o-y

- ✓ Higher volumes
- ✓ Price increases in all operations
- ✓ Positive currency translation impact



EBITDA growth of 19.2% with 57 bps margin improvement y-o-y, mostly attributable to

- ✓ Soft drinks
- ✓ International beer operations with the exception of Russia



Net loss of TL106.2 million, due to non-cash FX losses

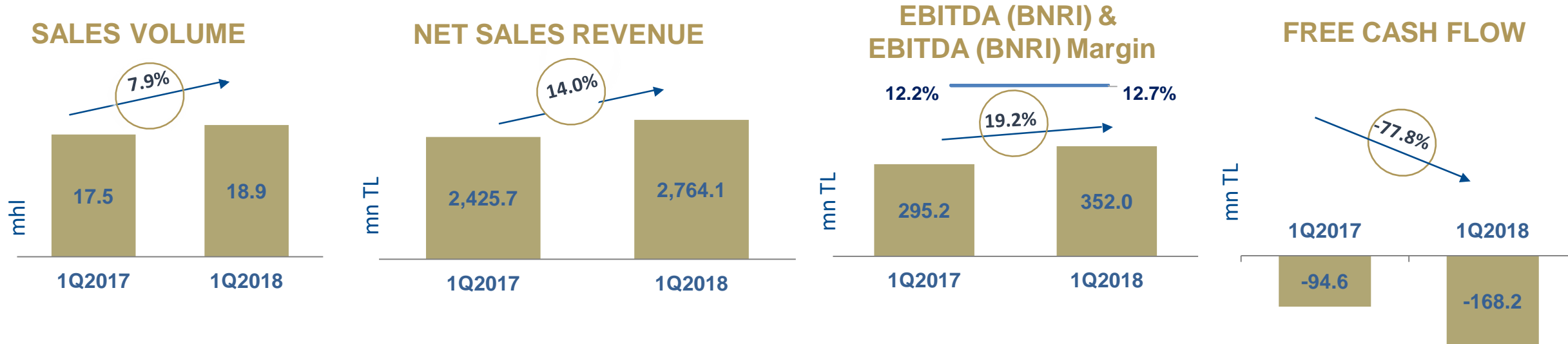


Consolidated net debt to EBITDA (BNRI) → 1.8x.

- ✓ On an organic basis, net debt to EBITDA → 1.5x.

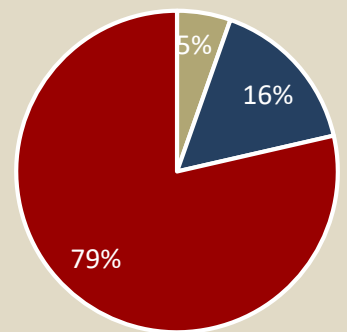


Consolidated Performance – 1Q2018

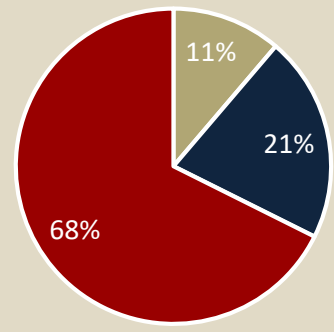


BREAKDOWN*

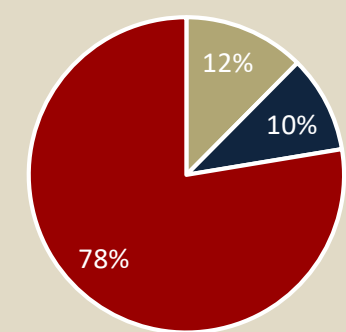
SALES VOLUME



NET SALES REVENUE



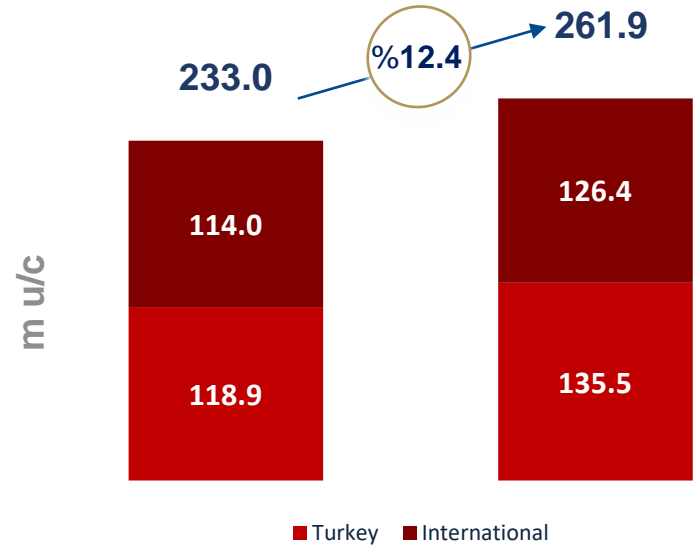
EBITDA (BNRI)



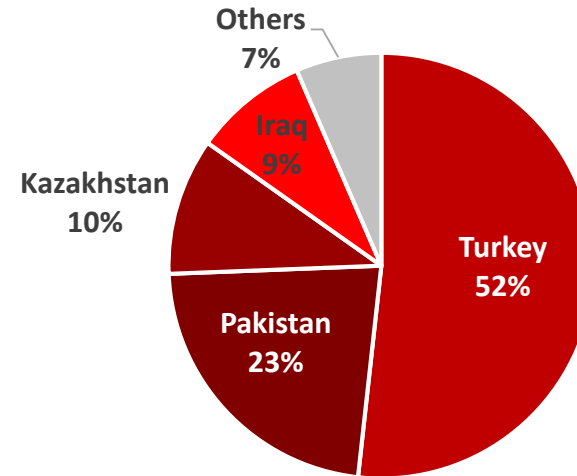
■ Turkey Beer ■ International Beer ■ Soft Drinks

*Breakdowns are on a combined basis

Soft Drinks Volume Development



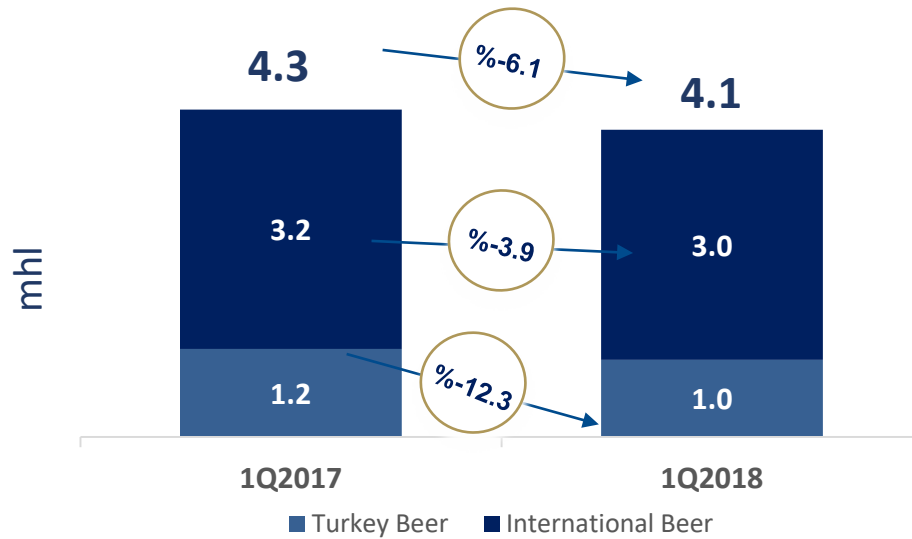
Volume Breakdown by Country*



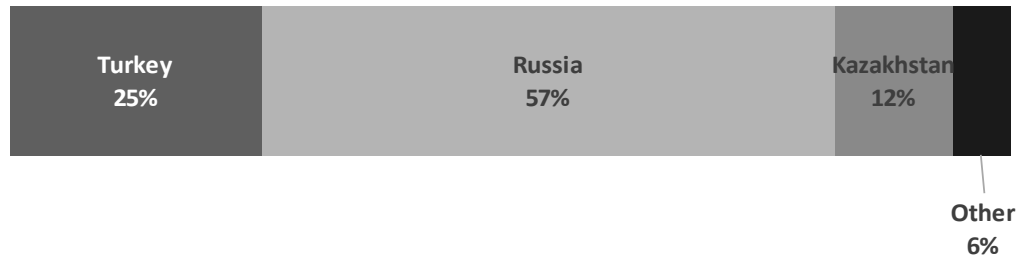
*Breakdown is on a combined basis

- ✓ **Consolidated sales volume** growth of 12.4%;
 - ✓ Accelerated performance in all regions
- ✓ **Turkey** delivered 14.0% volume growth;
 - ✓ Sparkling volume increase of 12.9%; highest quarterly volume growth since 2015
 - ✓ Still category growth of 13.8%
- ✓ **International operations** delivered 10.8% volume growth;
 - ✓ Growth in all categories
 - ✓ Pakistan up 7.1%, Middle East up 8.2%, Central Asia up 18.7%

Beer Volume Development



Volume Breakdown By Country



*Breakdown is on a combined basis

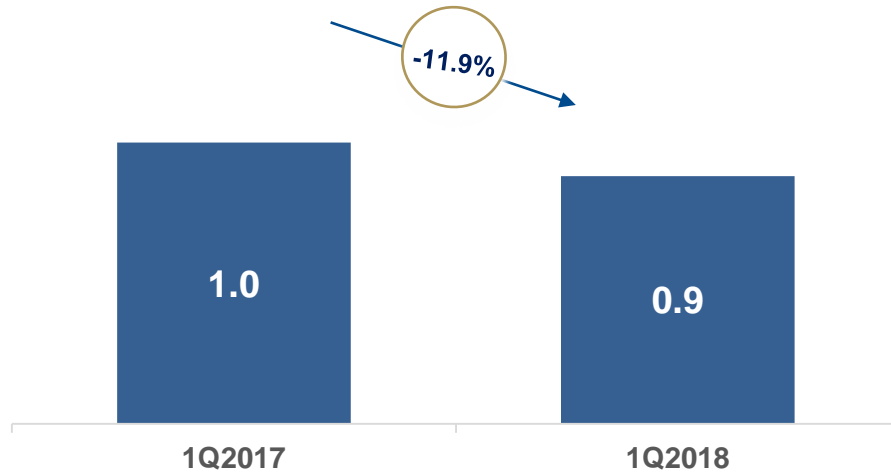
Total beer group sales volume down by 6.1% in 1Q2018

- Performance in EBI was in line with expectations
- Turkey beer was weaker than expected

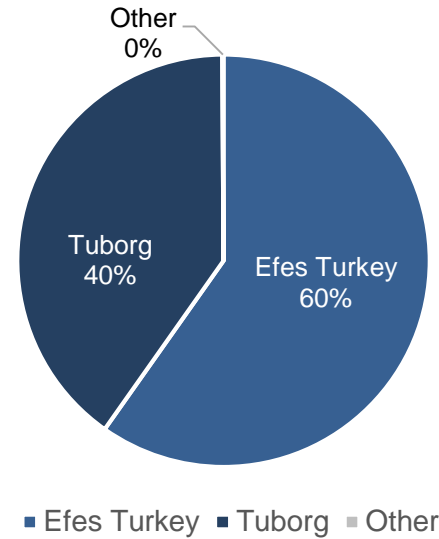


Turkey Beer Operations

DOMESTIC SALES VOLUME



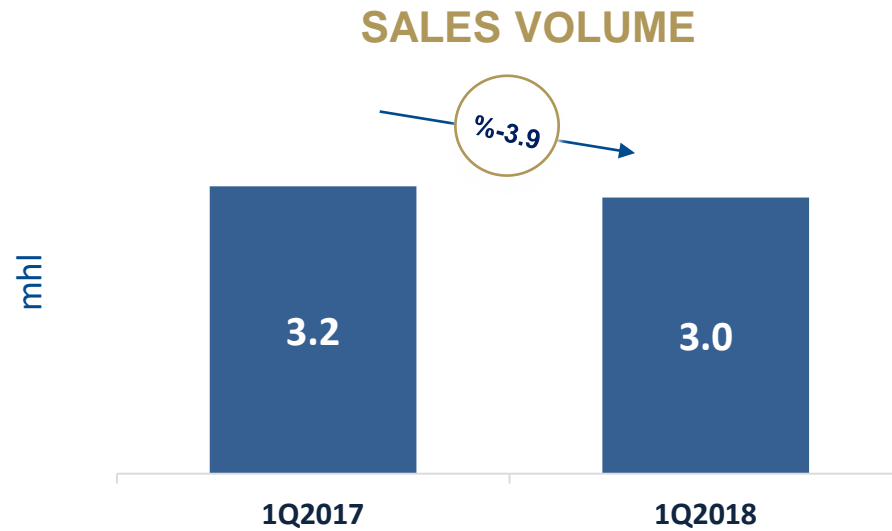
MARKET SHARE*



- ✓ The decline in volumes is mainly due to;
 - ✓ Stock optimization of dealers
 - ✓ Competition
- ✓ Sell-out volumes better compared to sell-in numbers



International Beer Operations



- ✓ EBI volumes down 3.9%
- ✓ Strong performance by Kazakhstan and Georgia
- ✓ Russia down due to;
 - ✓ Destocking of distributors
 - ✓ Cycling a very strong 1Q2017



B BRANDS E XECUTION E FFICIENCY R ELATIONS



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

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FINANCIAL OVERVIEW



Onur Çevikel
Group CFO



Anadolu Efes Consolidated Performance – 1Q2018



ANADOLU EFES CONSOLIDATED (TL mn)

	1Q2017	1Q2018	Change (%)
Volume (mhl)	17.5	18.9	7.9%
Net Sales	2,425.7	2,764.1	14.0%
Gross Profit	869.6	1,003.3	15.4%
EBIT (BNRI)	60.3	102.2	69.3%
EBITDA (BNRI)	295.2	352.0	19.2%
Net Income**	-84.9	-106.2	-25.1%
Margins			Change (bps)
Gross Profit	35.8%	36.3%	45
EBIT (BNRI)	2.5%	3.7%	121
EBITDA (BNRI)	12.2%	12.7%	57
Net Income**	-3.5%	-3.8%	-34

*Net income attributable to shareholders

Beer Group Performance – 1Q2018

	TURKEY BEER (TL mn)		INTERNATIONAL BEER (TL mn)		BEER GROUP (TL mn)	
	1Q2018	vs 1Q2017	1Q2018	vs 1Q2017	1Q2018	vs 1Q2017
Volume (mhl)	1.0	-12.3%	3.0	-3.9%	4.1	-6.1%
Net Sales	309.9	5.1%	582.8	2.2%	898.5	3.3%
Gross Profit	168.4	5.2%	215.7	-4.6%	390.6	0.0%
EBIT (BNRI)	-0.5	-103.2%	-31.5	-238.6%	-43.1	-723.5%
EBITDA (BNRI)	44.9	-23.4%	35.4	-34.8%	70.0	-31.0%
Net Income**	-101.3	-69.1%	-28.3	-184.2%	-81.8	-104.7%
Margins	Change (bps)		Change (bps)		Change (bps)	
Gross Profit	54.3%	3	37.0%	-264	43.5%	-142
EBIT (BNRI)	-0.2%	-561	-5.4%	-377	-4.8%	-419
EBITDA (BNRI)	14.5%	-540	6.1%	-344	7.8%	-387
Net Income**	-32.7%	-1,236	-4.9%	-1,076	-9.1%	-451

*Net income attributable to shareholders

Beer Group Free Cash Flow – 1Q2018

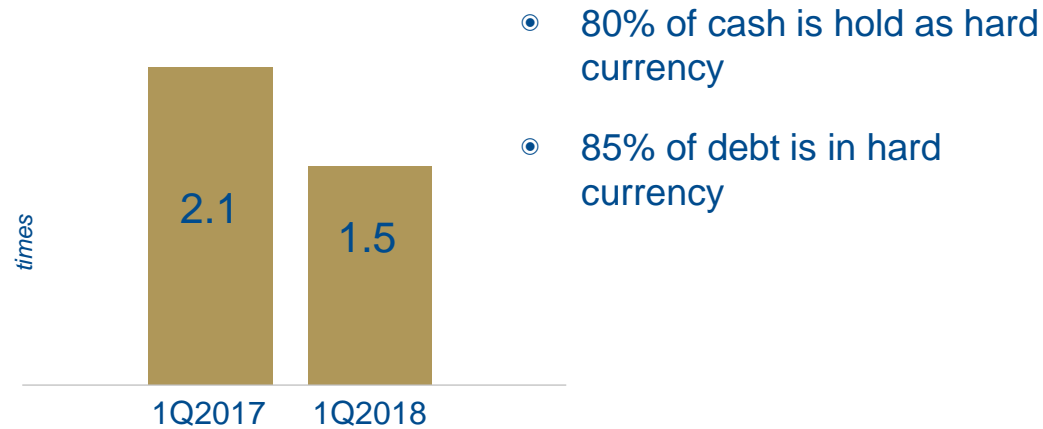
Beer Group Free Cash Flow (TL mn)	1Q2017	1Q2018
EBITDA	100.9	32.9
Change in Working Capital	-15.8	-122.7
Income Taxes & Employee Benefits Paid	-23.2	-26.5
CAPEX, net	-88.6	-114.8
Net Financial Income /(Expense)	0.9	8.6
FCF	-25.8	-222.5
Other investing activities (Acq., Disp., Min. Buy-Out and SC Increases)	-17.8	18.8
FCF (after investing activities)	-43.6	-203.7

BALANCE SHEET FLEXIBILITY

- Net Leverage Ratios are within comfortable area

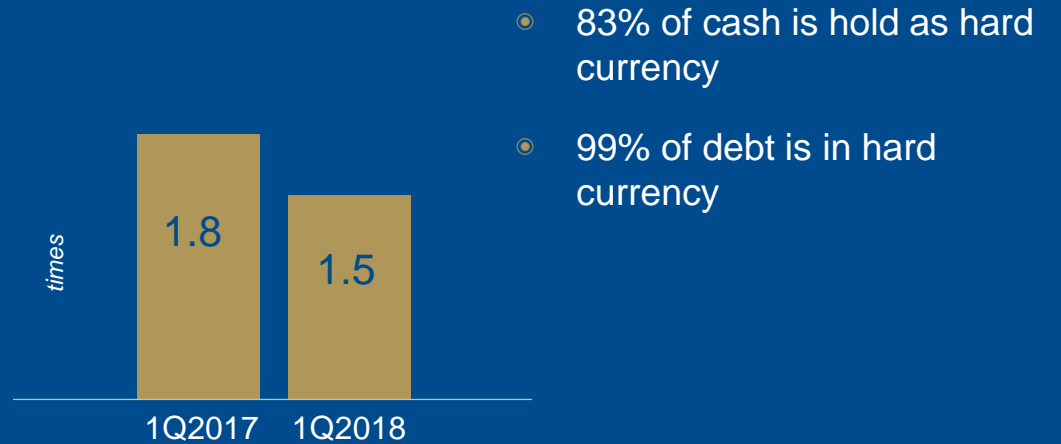
Anadolu Efes Consolidated (organic)

Net Leverage Ratio: Net Debt / EBITDA (BNRI)



On a reported basis, net debt to EBITDA is 1.8x

Beer Group (organic)



On a reported basis, net debt to EBITDA is 2.2x

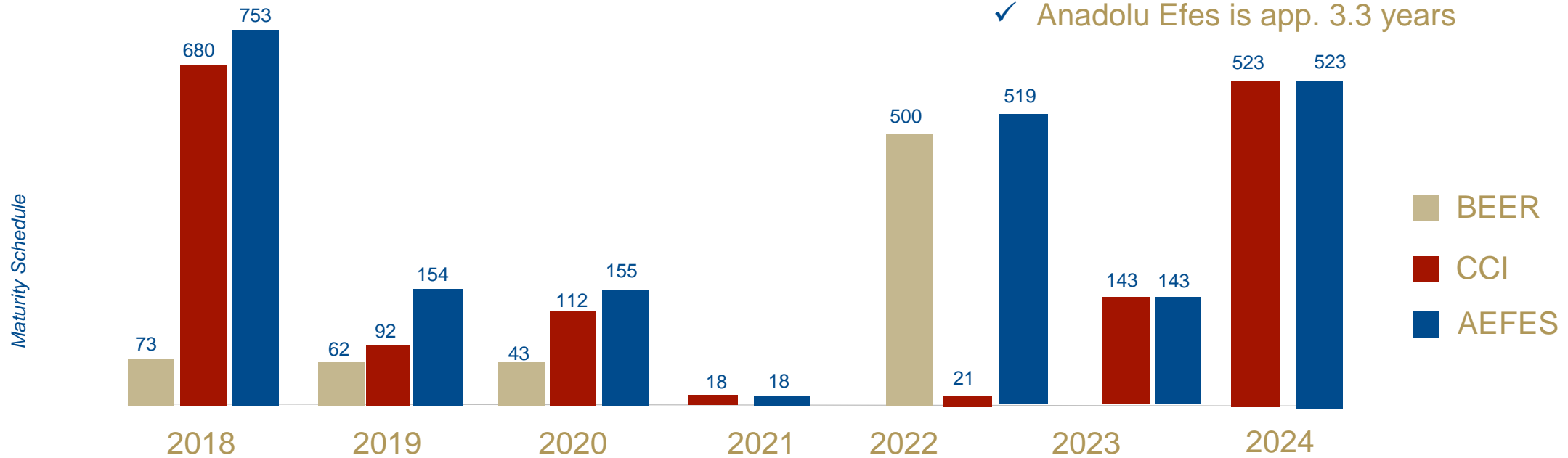
BORROWING MIX & LIQUIDITY PROFILE

- Easily manageable debt repayment schedule

- Weighted average maturity of debt for

- ✓ Beer Group is 3.7 years and

- ✓ Anadolu Efes is app. 3.3 years



*Figures represent principal amounts

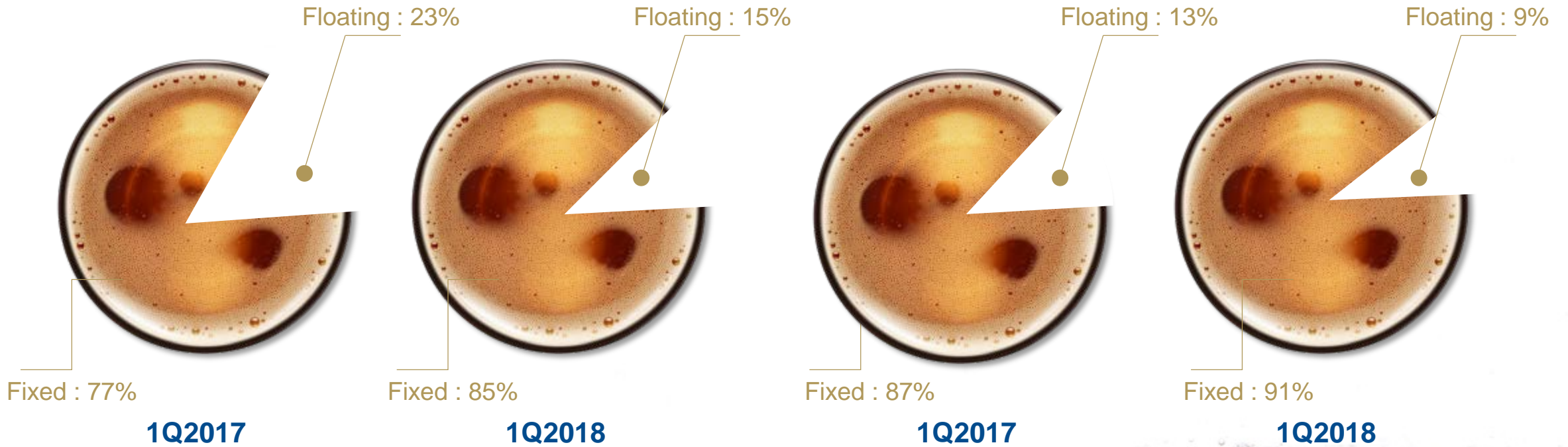


INTEREST BREAKDOWN

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

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AEFES Consolidated Financial Income/(Expense) – 1Q2018

Financial Income / (Expense) Breakdown	1Q2017	1Q2018
Interest income	27.6	61.7
Interest expense	-60.9	-109.0
Foreign exchange gain /(loss)	-121.7	-143.7
Other financial expenses (net)	-8.0	-7.3
Gain/(loss) on derivative transactions	0.3	0.0
Net Financial Income /(Expense)	-162.7	-198.3

AEFES Consolidated Free Cash Flow – 1Q2018

Anadolu Efes Free Cash Flow (TL mn)	1Q2017	1Q2018
EBITDA	294.6	314.9
Change in Working Capital	-159.4	-178.8
Income Taxes & Employee Benefits Paid	-46.7	-56.1
CAPEX, net	-199.5	-288.6
Net Financial Income /(Expense)	34.1	21.5
FCF	-76.8	-187.0
Other investing activities (Acq., Disp., Min. Buy-Out and SC Increases)	-17.8	18.8
FCF (after investing activities)	-94.6	-168.2

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



A photograph of two men in a brewery setting. They are both wearing brown aprons with the ABInBev and EFES logos. The man on the left is wearing a light blue shirt and is holding a small amount of malt grains in his hands, looking down at them. The man on the right is wearing a dark blue shirt and is holding a tablet computer, also looking down at the grains. In the background, there is a piece of yellow industrial machinery, likely a malt mill. The overall scene suggests a quality control or production process in a brewery.

New Operating Structure in Russia & Ukraine

Purpose of Deal



- Increase geographical diversification, in line with Anadolu Efes' strategy
- Create a strong #2 player in Russia, the world's 6th largest beer market
- Potential for further growth in Russia and Ukraine
- Bring together a largely complementary strong brand portfolio
- Opportunity to capture synergies from combined efficiencies in Russia and Ukraine
- Opportunity to increase distribution of key Anadolu Efes brands on the strong AB InBev route to market platform in Ukraine
- Enhance existing relationship between Anadolu Efes and AB InBev

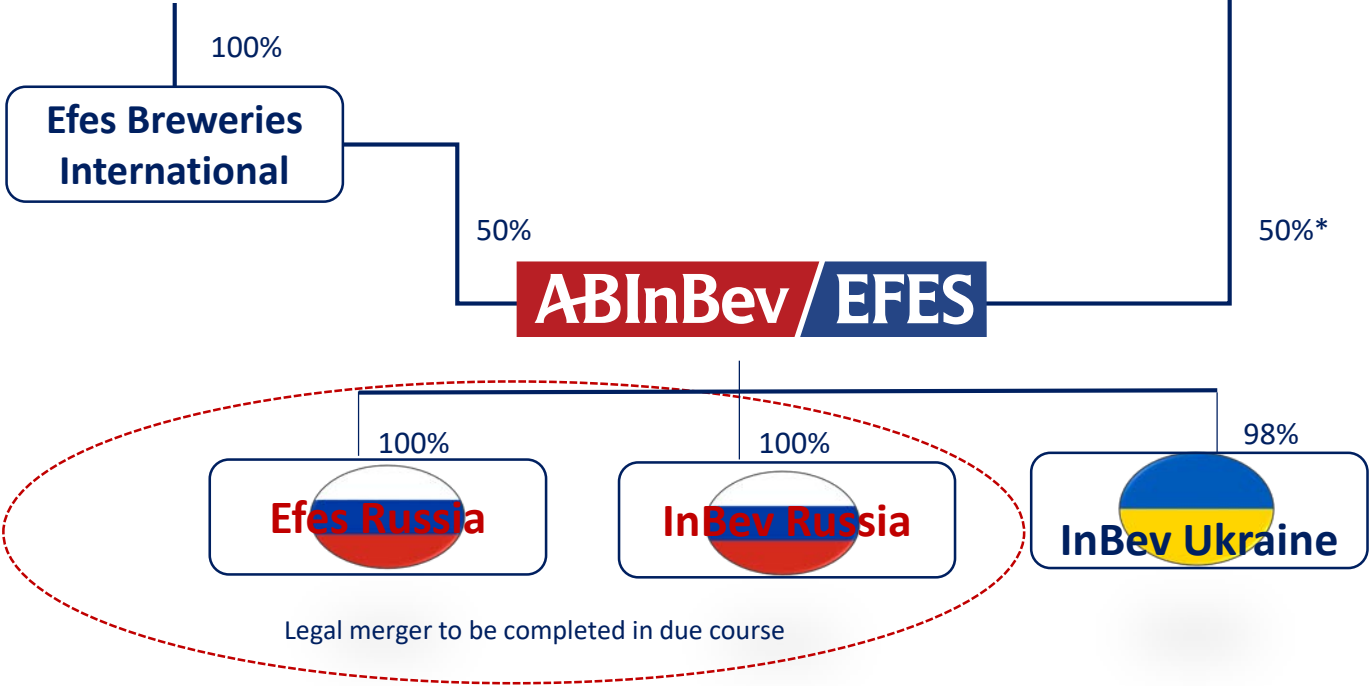


Corporate Structure



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ABInBev



AB INBEV EFES BV:

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

*Indirectly through subsidiaries

Operational Snapshot- Russia

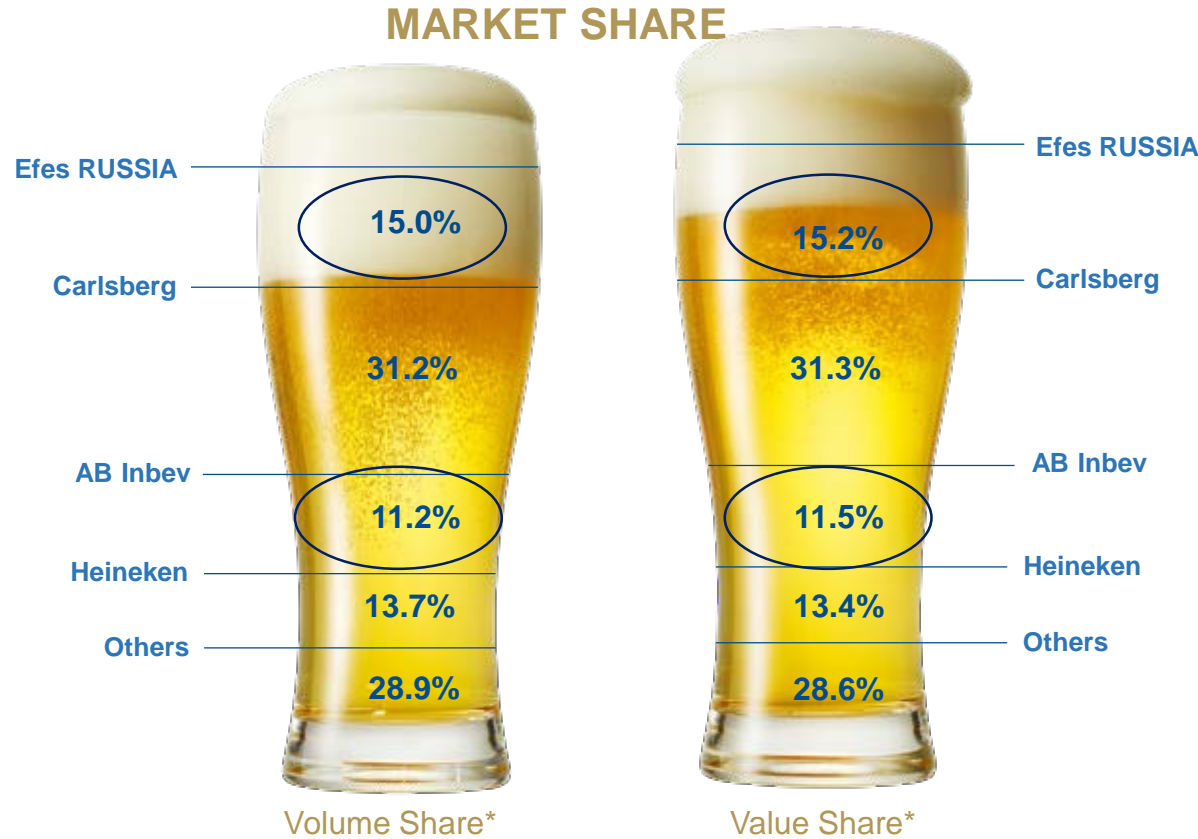


- Operational since 1999
- 6 breweries
- 3 malt lines
- #2 player

- Operational since 1999
- 5 breweries
- 9 malt lines
- #4 player

- Strong #2 player with a complementary brand portfolio
- Well placed to capture production synergies through cross-brewing

Solidified Position in Russia



- Anadolu Efes volume share → 15.0%
value share → 15.2%
- AB InBev volume share → 11.2%
value share → 11.5%



Source: AC Nielsen 2017 Russia

Wide Production Platform Enables Cross Brewing Efficiencies



- 11 breweries in Kazan, Ufa, Kaluga, Novosibirsk, Ulyanovsk, Vladivostok, Klin, Omsk, Saransk, Ivanovo, Volzhsky.
- Malt complexes in Kazan, Omsk and Saransk.
- Total capacity is 34.9 mhl p.a



Operational Snapshot- Ukraine



- ABI InBev has been in the market since 1996
- 3 breweries
 - Chernihiv
 - Kharkiv
 - Mykolaiv
- #2 player
- 4.9 mhl sales volume in 2017
- 30.5% volume market share (2017)
- Anadolu Efes brand rights and trade assets in Ukraine will be included



- We expect to generate USD 80-100 m cost synergies
- Full capture is expected to within 3 years from date of completion
- Main synergies to be derived from:
 - Procurement
 - Production (cross-brewing)
 - Route to Market
 - G&A
 - Zero Based Budgeting
 - Other Commercial



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CLOSING REMARKS



Gavin Hudson
CEO & Beer Group President

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



2018 GUIDANCE

We are cautiously keeping our 2018 guidance at this point since first quarter is the smallest quarter of the year.

Sales Volume:

Mid-single digits growth on a consolidated basis

Total Beer: Flattish to low single digit growth

Turkish beer market: Flattish- to low single digit growth

Turkey own beer: In line with market

Russian beer market: Flattish

Russian own beer: In line with market

Consolidated Soft Drinks: 4%-6% growth

Turkey soft drinks: 2%-4% growth

International soft drinks: 8%-10% growth

Revenue:

Outperform sales volume **in all business lines**

EBITDA Margin:

Slightly higher **on a consolidated basis**

- Margin improvement **for beer group**
- Slight improvement in EBITDA margin **for soft drinks**

Capex: As a percentage of net sales at high single digits **on a consolidated basis**

FCF: Positive FCF in **both beer and soft drinks**

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Q&A SESSION



Gavin Hudson, CEO & Beer Group President
Onur Çevikel, Group CFO



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APPENDIX



GROSS & NET DEBT (Organic)

Anadolu Efes Consolidated

1Q2017	1Q2018	
6,424.8	9,011.3	TOTAL FINANCIAL DEBT (m TL)
2,683.1	5,514.0	TOTAL CASH & EQUIVALENTS (m TL)
3,741.7	3,497.3	NET DEBT (m TL)
1,028.3	885.6	NET DEBT (m USD)

Turkey Beer

1Q2017	1Q2018	
2,234.4	2,520.7	TOTAL FINANCIAL DEBT (m TL)
369.5	331.2	TOTAL CASH & EQUIVALENTS (m TL)
1,864.9	2,189.5	NET DEBT (m TL)
512.5	554.5	NET DEBT (m USD)

Beer Group

1Q2017	1Q2018	
2,523.6	2,703.3	TOTAL FINANCIAL DEBT (m TL)
1,296.0	1,485.6	TOTAL CASH & EQUIVALENTS (m TL)
1,227.6	1,217.7	NET DEBT (m TL)
337.4	308.4	NET DEBT (m USD)

EBI

1Q2017	1Q2018	
280.5	171.8	TOTAL FINANCIAL DEBT (m TL)
921.7	1,150.5	TOTAL CASH & EQUIVALENTS (m TL)
(641.2)	(978.7)	NET DEBT (m TL)
(176.2)	(247.8)	NET DEBT (m USD)

GROSS & NET DEBT (Reported)

Anadolu Efes Consolidated

1Q2017	1Q2018	
6,424.8	9,593.4	TOTAL FINANCIAL DEBT (m TL)
2,683.1	5,531.8	TOTAL CASH & EQUIVALENTS (m TL)
3,741.7	4,061.6	NET DEBT (m TL)
1,028.3	1,028.5	NET DEBT (m USD)

Turkey Beer

1Q2017	1Q2018	
2,234.4	2,520.7	TOTAL FINANCIAL DEBT (m TL)
369.5	331.2	TOTAL CASH & EQUIVALENTS (m TL)
1,864.9	2,189.5	NET DEBT (m TL)
512.5	554.5	NET DEBT (m USD)

Beer Group

1Q2017	1Q2018	
2,523.6	3,285.4	TOTAL FINANCIAL DEBT (m TL)
1,296.0	1,503.4	TOTAL CASH & EQUIVALENTS (m TL)
1,227.6	1,782.0	NET DEBT (m TL)
337.4	451.3	NET DEBT (m USD)

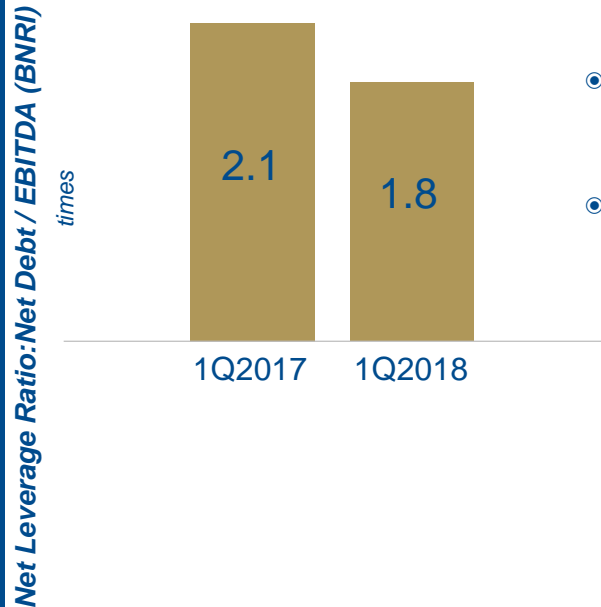
EBI

1Q2017	1Q2018	
280.5	753.9	TOTAL FINANCIAL DEBT (m TL)
921.7	1,168.3	TOTAL CASH & EQUIVALENTS (m TL)
(641.2)	(414.4)	NET DEBT (m TL)
(176.2)	(104.9)	NET DEBT (m USD)

BALANCE SHEET FLEXIBILITY

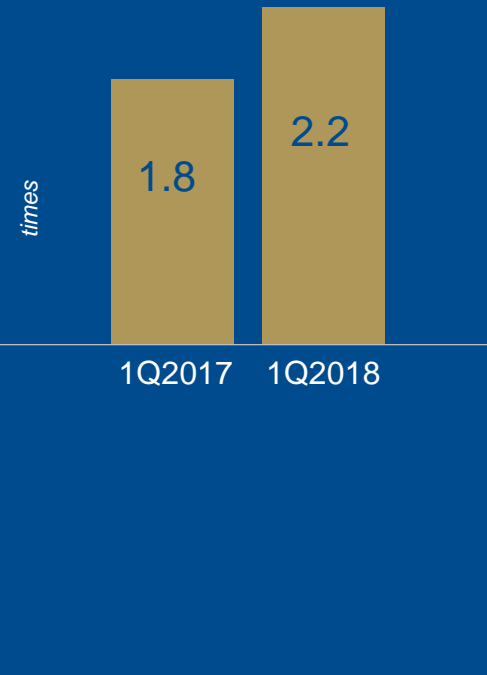
- Net Leverage Ratios are within comfortable area

Anadolu Efes Consolidated (reported)



- 80% of cash is hold as hard currency
- 82% of debt is in hard currency

Beer Group (reported)



- 82% of cash is hold as hard currency
- 86% of debt is in hard currency

FX RATES

		1Q2017	1Q2018	Δ%
USD/TL	AVG	3.69	3.81	3.1%
	PE	3.64	3.95	8.5%
EUR/TL	AVG	3.93	4.68	19.0%
	PE	3.91	4.87	24.5%
TL/RUB	AVG	15.93	14.94	-6.2%
	PE	15.49	14.50	-6.4%
TL/KZT	AVG	87.34	84.91	-2.8%
	PE	86.51	80.61	-6.8%
TL/UAH	AVG	7.33	7.17	-2.1%
	PE	7.41	6.72	-9.3%
TL/MDL	AVG	5.40	4.40	-18.6%
	PE	5.35	4.17	-22.1%
TL/GEL	AVG	0.70	0.65	-7.4%
	PE	0.67	0.61	-9.0%

2016	Beer Group Reported	Beer Group Proforma
Sales Volume (mhl)	19,9	33,6
Net Sales Revenue (m TL)	3.370,1	5.136,6
EBITDA BNRI (m TL)	679,1	888,5
EBITDA BNRI Margin (%)	20,1%	17,3%

2017	Beer Group Reported	Beer Group Proforma
Sales Volume (mhl)	21,1	33,9
Net Sales Revenue (m TL)	4.425,9	6.810,6
EBITDA BNRI (m TL)	849,2	1.062,5
EBITDA BNRI Margin (%)	19,2%	15,6%

- Valuation is made based on DCF of future projected cash flows by independent investment banks
- Certain working capital & net debt adjustments at closing

-Beer group proforma figures are provided for 2016 & 2017, which include the results of AB InBev's Russian and Ukrainian beer businesses in full as if both businesses were operating together with Anadolu Efes' Russian operations starting from January 1st 2016 and 2017.

-The revenue and EBITDA calculations of ABI operations are reclassified as per Efes accounts and certain expenses are adjusted according to the terms of the new company and may therefore be different than as reported by ABI.

- The assets put by ABI to ABInBev Efes as capital is valued between **USD1,002 - 1,233** million based on DCF
- The assets put by EBI to ABInBev Efes is valued between **USD 962 - USD 1,145** million
- There has been no cash settlement at closing, but the existing shareholder loans at Russian operations were equally divided between shareholders, as well as working capital adjustments are to follow according to the agreement.