

A PRODUCTION NETWORK OPTIMISATION PROGRAM IN RUSSIA

November 14, 2013 – Anadolu Efes today announced that it has launched a production network optimisation program in Russia.

During the past five years, Russian beer market has contracted by more than 20%, primarily due to the tightened regulatory environment. As a result, the average capacity utilization of the brewing industry has decelerated to ca. 60% in the recent years. Consequently, after an evaluation process by taking into consideration of the technical, logistical and financial points of view, Anadolu Efes decided to suspend its brewing and malting operations in Moscow as of January 1, 2014. Production capacities of Moscow facilities amount to ca. 4.0 million hectolitres of beer and 46,000 tons of malt, which are around 15% and 26% of total annual brewing and malt production capacities of Russian operations of Anadolu Efes' 100% subsidiary Efes Breweries International N.V.'s ("EBI"), respectively. The beer production volumes of the Moscow facilities will be re-allocated to EBI's other production facilities in Russia.

The staff reduction plan is under final consideration and the rights of the redundant employees are under the protection of the applicable laws.

The decision was taken after the review of the current trends in the Russian beer sector and Anadolu Efes believes that it will be able to improve its competitiveness and efficiency and ensure sustainable success in Russia taking into account both the expected synergies and the restructuring costs associated with this decision.

For further information regarding Anadolu Efes, please visit our website at <http://www.anadoluefes.com/> or you may contact;

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