

ANADOLU EFES

1Q2014 Results Conference Call Presentation

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CEO

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CFO

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

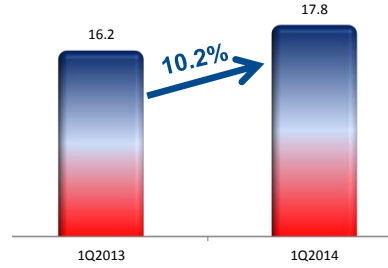
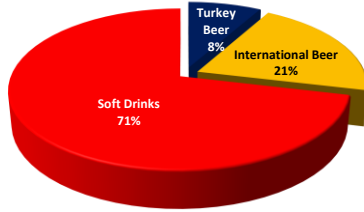
The background is a solid blue color with several curved, overlapping lines in a lighter shade of blue, creating a sense of motion and depth. The lines are primarily on the right and bottom sides of the frame.

General Overview & Operating Performance

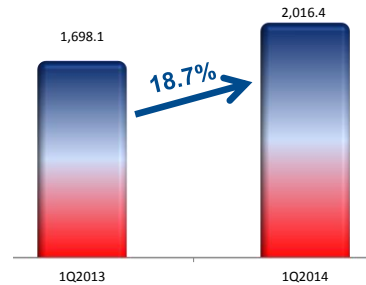
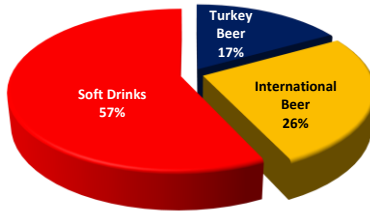
by **Damian Gammell**

Consolidated Performance – 1Q2014

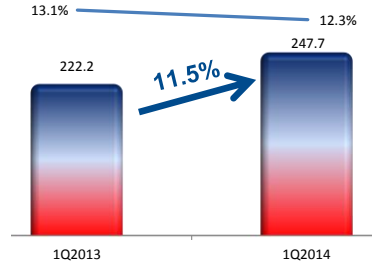
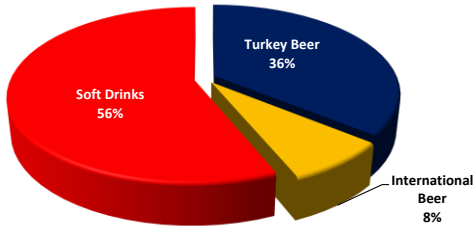
Volume*



Revenue*



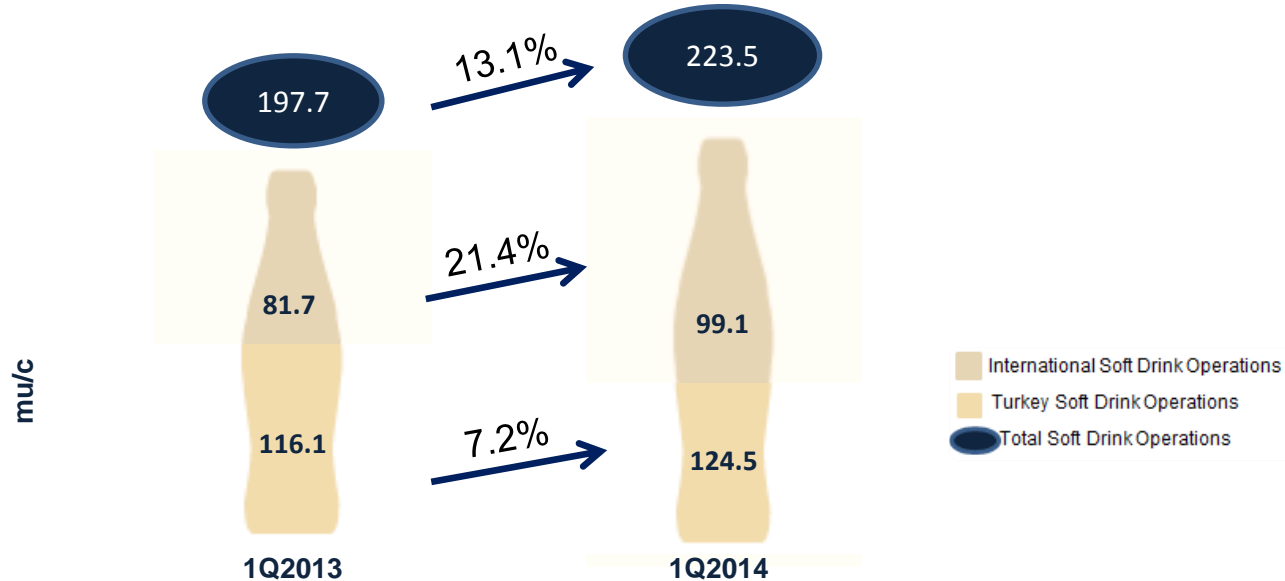
EBITDA (BNRI)*



- Consolidated sales volume (including beer & soft drink volumes) reached 17.8mhl, up 10.2% in 1Q2014 vs. 1Q2013
- Consolidated net sales revenue at TRL2,016.4million in 1Q2014; up from TRL1,698.1 million in 1Q2013, indicating a 18.7% growth y-o-y
- Consolidated EBITDA (BNRI) at TRL247.7 million in 1Q2014; up 11.5% y-o-y over 1Q2013

*On a combined basis

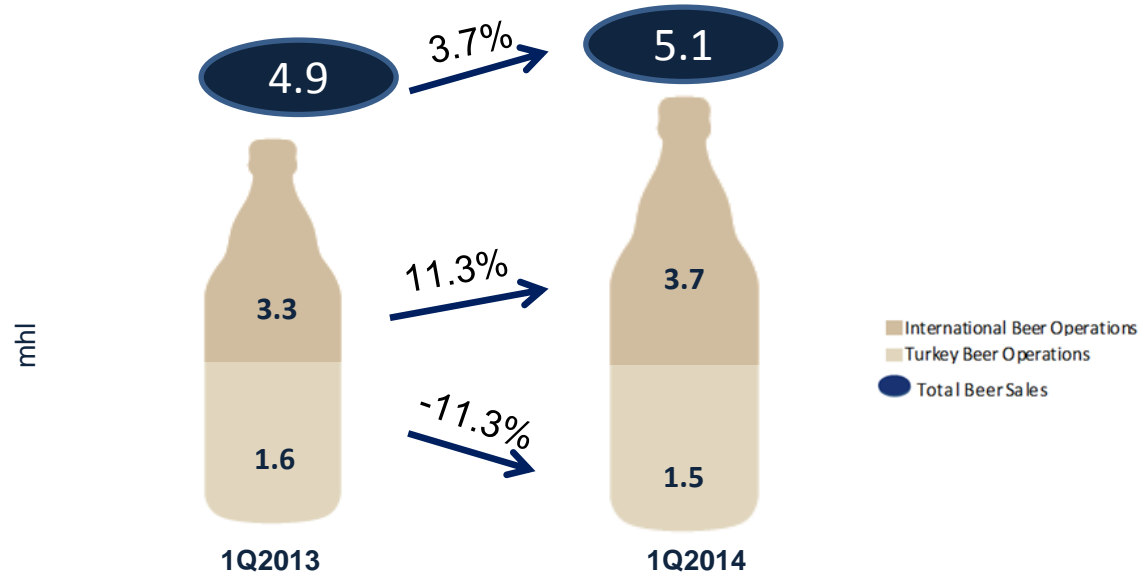
Soft Drinks Volume Development



Total volumes> up by 13.1% y-o-y to 223.5 mu/c in 1Q2014

- Turkey volumes> up by 7.2% y-o-y to 124.5 mu/c in 1Q2014
- International volumes> up by 21.4% y-o-y to 99.1 mu/c in 1Q2014

Beer Sales Volume Development

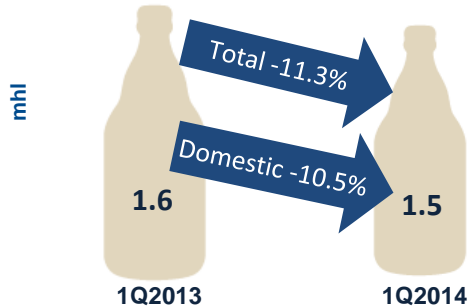


Total beer> up by 3.7% y-o-y to 5.1 mhl in 1Q2014

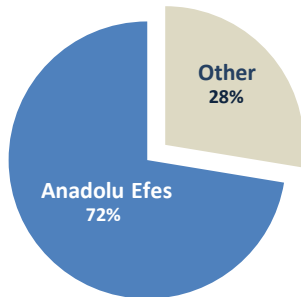
- Turkey beer> down by 11.3% y-o-y to 1.5 mhl in 1Q2014
- International beer> up by 11.3% y-o-y to 3.7 mhl in 1Q2014

Turkey Beer Operations

Volume Development



Volume Development

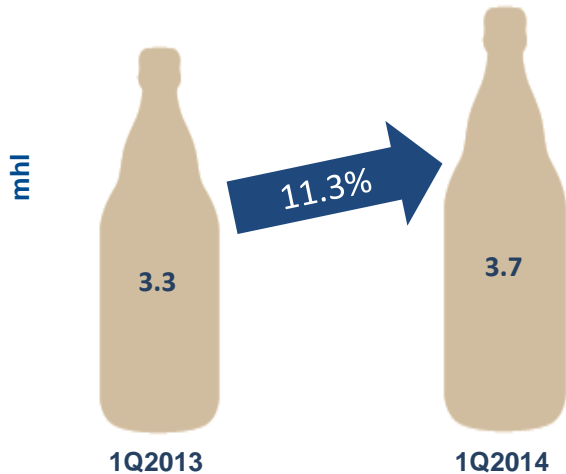


Nielsen, YTD March 2014

- The downward trend in volumes decelerated in 1Q2014 compared to 4Q2013, despite significantly higher sales prices, also contributed by a more favorable base impact in 1Q2014
- In 1Q2014, domestic sales volumes were down by 10.5% y-o-y mainly due to:
 - Continued negative impact of the regulatory changes enforced in 4Q2013
 - negative impact of a price increase of around 10% made in January in order to reflect the 15.6% excise tax hike

International Beer Operations

Volume Development

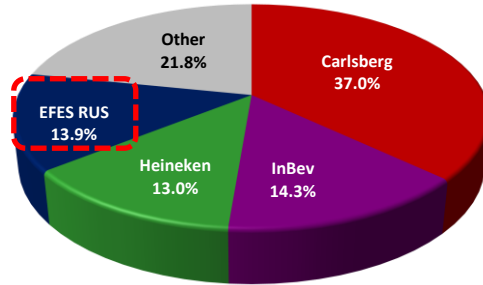


In 1Q2014, sales volume of EBI rose by 11.3% y-o-y;

- In Russia, our volume performance was better than our expectations due to brand initiatives as well as better execution, supporting overall performance of EBI.
- Our brand initiatives proved to be successful across the region and contributed to our outperformance compared to our expectations.

Market Share Development in Russia

Market Share by Volume* – Russia



Shares of Carlsberg and INBEV include Ukrainian brands

- According to Nielsen, EFES RUS' market share* was 13.9% in 1Q2014 up from 13.4% in 1Q2013
- Beer market sales volumes in Russia** down by mid-single digit decline in 1Q2014 versus 1Q2013

* Nielsen, National Urban Russia (over 10 th. inhab) Retail YTD March 2014

** Company estimate

Long Term Beer Group Strategy

Brands

- It's all about the consumer and delivering choice, innovation and brand love

Execution

- Great distribution and activation at the point of sale

Efficiency

- Lean and efficient organisation throughout the supply chain and RTM

Relationship

- with our employees, governments, suppliers, customers...

Strategic Update – Turkey Beer Operations

Brands

- Focus on Brands in line with long-term strategy
- New SKU launches (Launch of Efes Malt in Feb. 2014 & Bomonti in April 2014 in returnable SKUs)

Execution

- Creative & innovative executions to maximize in-store excellence
- Focus on field execution

Efficiency

- Cost reduction initiatives
- Network optimization (Closure of Lüleburgaz plant as of May 1)
- Inventory, receivables & payables management to maximize cash flow

Relationship

- Strong focus on improving customer & consumer engagement

Strategic Update – International Beer Operations

Brands

- Focus on Brands; Premiumization and further strengthening main brands
- Pioneering innovation in the region; new launches & redesigns on the pipeline

Execution

- Continued cooler placements to further increase cold availability
- Good momentum in key accounts in Russia

Efficiency

- Cost reduction initiatives & network optimization (Closure of Moscow & Rostov plants in Russia)
- Procurement initiatives & total supply chain cost control

Relationship

- Focus on engagement
- More proactive relationship with regulatory bodies

Recent Developments

- Approval of not to distribute dividends by General Assembly
- Moody's affirmed Anadolu Efes' rating as "Baa3 (investment grade)" with "Negative" outlook
- Management change – new MD appointed to Efes RUS
- Challenging macro & political environment in our international beer markets
- Excise tax increase in Ukraine

Financial Overview

by Onur Çevikel

ANADOLU EFES CONSOLIDATED

Operational Snapshot - 1Q2014 Performance

	1Q2013	1Q2014	Growth (%)
Total Sales Volume (mhl)	16.2	17.8	10.2%
Net Sales (million TRL)	1,698.1	2,016.4	18.7%
Gross Profit (million TRL)	733.9	837.3	14.1%
Gross Profit margin (%)	43.2%	41.5%	-169 bps
EBITDA (million TRL)	222.2	247.7	11.5%
EBITDA margin (%)	13.1%	12.3%	-80 bps

TURKEY- Operational Snapshot-1Q2014 Performance

	1Q2013	1Q2014	Growth (%)
Total Sales Volume (mhl)	1.6	1.5	-11.3%
Net Sales (million TRL)	354.4	339.3	-4.2%
Gross Profit (million TRL)	250.1	237.2	-5.1%
Gross Profit margin (%)	70.6%	69.9%	-67 bps
EBITDA (million TRL)	102.1	96.2	-5.8%
EBITDA margin (%)	28.8%	28.4%	-47 bps

TURKEY BEER OPERATIONS - FREE CASH FLOW

(m TRL)

	1Q2013	1Q2014
EBITDA	102.1	96.2
<i>Change in Inventory</i>	60.2	24.7
<i>Change in Trade Receivables</i>	-97.6	-71.4
<i>Change in Trade Payables</i>	7.6	1.5
<i>Change in Other Assets/Liabilities</i>	-68.8	86.2
Change in Working Capital	-98.6	41.1
Income Taxes & Employee Benefits Paid	-21.1	-7.0
CAPEX, net	-43.7	-44.5
Interest Received / (Paid), net	3.9	3.1
Other Financial Income /Expense)	8.9	6.7
Other investing activities (Acq., Disp., Min. Buy-Out and SC Increases)	-117.1	0.0
FCF	-165.5	95.6
FCF excluding minority buy-out and other investing activities	-48.4	95.6

EFES BREWERIES INTERNATIONAL

Operational Snapshot - 1Q2014 Performance

	1Q2013	1Q2014	Growth (%)
Total Sales Volume (mhl)	3.3	3.7	11.3%
Net Sales (million USD)	237.9	237.8	0.0%
Gross Profit (million USD)	85.1	92.3	8.5%
Gross Profit margin (%)	35.8%	38.8%	305 bps
EBITDA BNRI (million USD)	2.0	9.5	386.6%
EBITDA BNRI margin (%)	0.8%	4.0%	318 bps

EFES BREWERIES INTERNATIONAL – FREE CASH FLOW

(m USD)

Reported

EBITDA

Change in Inventory
Change in Trade Receivables
Change in Trade Payables
Change in Other Assets/ Liabilities

Change in Working Capital

Income Taxes & Employee Benefits Paid

CAPEX, net

Interest Received / (Paid), net

Other Financial Income /Expense)

Other investing activities (Acq., Disp., Min. Buy-Out and SC Increases)

FCF

FCF excluding minority buy-out and other investing activities

1Q2013

1Q2014

	1Q2013	1Q2014
EBITDA	0.6	7.7
<i>Change in Inventory</i>	<i>-31.6</i>	<i>3.3</i>
<i>Change in Trade Receivables</i>	<i>10.9</i>	<i>0.2</i>
<i>Change in Trade Payables</i>	<i>30.0</i>	<i>0.9</i>
<i>Change in Other Assets/ Liabilities</i>	<i>-4.5</i>	<i>4.9</i>
Change in Working Capital	4.9	10.3
Income Taxes & Employee Benefits Paid	-3.9	-2.3
CAPEX, net	-35.2	-10.3
Interest Received / (Paid), net	-1.3	0.1
Other Financial Income /Expense)	0.0	-3.8
Other investing activities (Acq., Disp., Min. Buy-Out and SC Increases)	-101.4	0.0
FCF	-136.1	1.7
FCF excluding minority buy-out and other investing activities	-34.7	1.7

Net Financial Debt & Financing

Anadolu Efes Consolidated

- Consolidated gross debt at 4,743.4 m TRL
- Cash & cash equivalents at 1,543.2 m TRL - Net debt position of 3,200.2 m TRL

Turkey Beer Operations

- Consolidated gross debt at 1,744.9 m TRL
- Cash & cash equivalents at 469.5 m TRL - Net debt position of 1,275.4 m TRL

Efes Breweries International

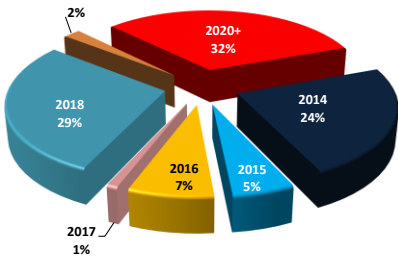
- Consolidated gross debt at USD 174.4 m
- Cash & cash equivalents at USD 124.9 m - Net debt position at USD 49.5 m

CCI

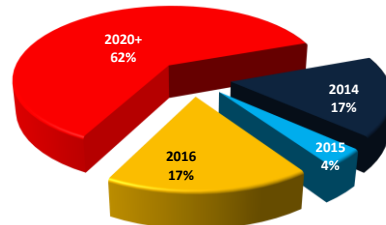
- Consolidated gross debt at 2,609.9 m TRL
- Cash & cash equivalents at 773.4 m TRL - Net debt position at 1,836.5 m TRL

Debt Maturity Breakdown

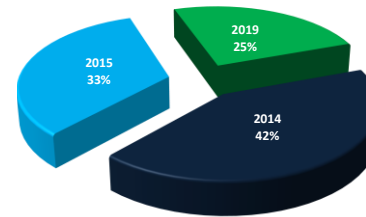
Anadolu Efes Cons.



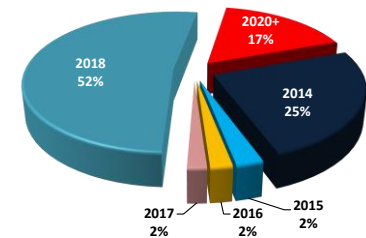
Turkey Beer



EBI



CCI



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

Financial Income / Expense

Anadolu Efes Consolidated - Financial Income / (Expense) Breakdown (TRL m)	1Q2014
Interest income	23.9
Interest expense	-53.1
Foreign exchange gain	309.3
Foreign exchange loss	-424.8
Other financial expenses	-2.4
Net Financial Income /(Expense)	-146.9

SUMMARY & FY2014 OUTLOOK

by **Damian Gammell**

Summary

- Despite some unexpected challenges, volume & financial performance in 1Q2014 was better than our expectations
 - Strong growth was achieved in Turkey and international soft drink operations
 - The downward trend in beer volumes decelerated in Turkey
 - International beer operations made a solid start to 2014
- We started to reap the benefits of our initiatives in beer business and are on the right track with our short & long term strategies

2014 Outlook

- In 1Q2014, our volume and financial performance was better than our expectations. This proved our confidence on the results of the initiatives we have taken.
- However, 1Q is a small one and it may not be a good indicator for the full year performance.
- Moreover, our operating region is exposed to high political tension for the time being, especially considering the developments in Ukraine.
- Consequently, we maintain our 2014 guidance for Anadolu Efes and prefer to reconsider the outlook after seeing the performance in the coming quarters, following which the results of our initiatives and brand performances will be much more evident.

? QUESTIONS PLEASE ?



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