

# ANADOLU EFES

## Anadolu Group CMD Presentation

June 23, 2025



VISION   
2035



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# Anadolu Efes: A Leading Brewer & Bottler Worldwide



Serving  
**+890 mn**  
population



**21**<sup>\*</sup> Breweries  
in  
**6**<sup>\*</sup> Countries



**34** Soft Drink  
Facilities  
in  
**12** Counties



Europe's **5<sup>th</sup>**<sup>\*\*</sup>  
World's **10<sup>th</sup>**<sup>\*\*</sup>  
Largest Brewer in  
Production Volume



**7<sup>th</sup>**  
Largest Coca-Cola  
Bottler in Sales  
Volume

Anadolu Efes Shareholding Structure:

- 43%** Anadolu Group
- 24%** AB InBev
- 33%** Publicly Traded



# Anadolu Efes Beer Group: Brewing Quality Across 6 Countries



\*The figures presented are based on December 2024.

\*\*On December 30, 2024, it was announced that, pursuant to a Presidential Decree of the Russian Federation, temporary external management had been appointed to Anadolu Efes' beer operations in Russia. Although the Russian operations formally remained under Anadolu Efes as of January 1, 2025, it was excluded from the scope of consolidation in the financial statements in accordance with TFRS 10

# Key Pillars of Our Success



1

**Strong Local Brands  
With High Consumer  
Loyalty & Diverse Beer  
Portfolio**



2

**Strategic Global  
Partnerships (AB InBev,  
Molson Coors, Asahi, WG&S)**



3

**Strong Market  
Positions Across  
All Operations**



4

**Commitment to  
Quality Growth  
Algorithm**



**Disciplined  
Financial  
Management**

5



**Robust Sustainability  
Programs**

6



**Strong Distribution  
Network And Export  
Expansion**

7

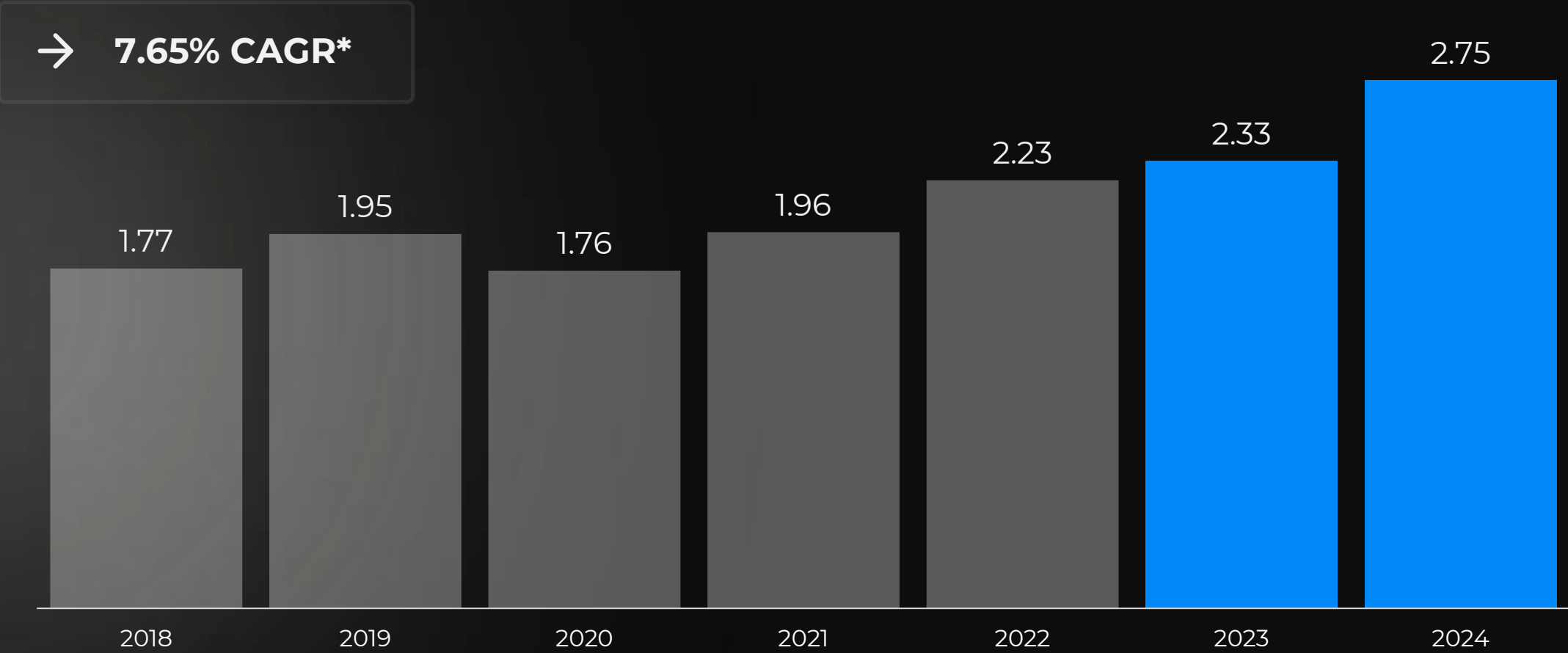


**Highly Engaged  
Employees with  
Best-in-Class  
Corporate  
Governance**

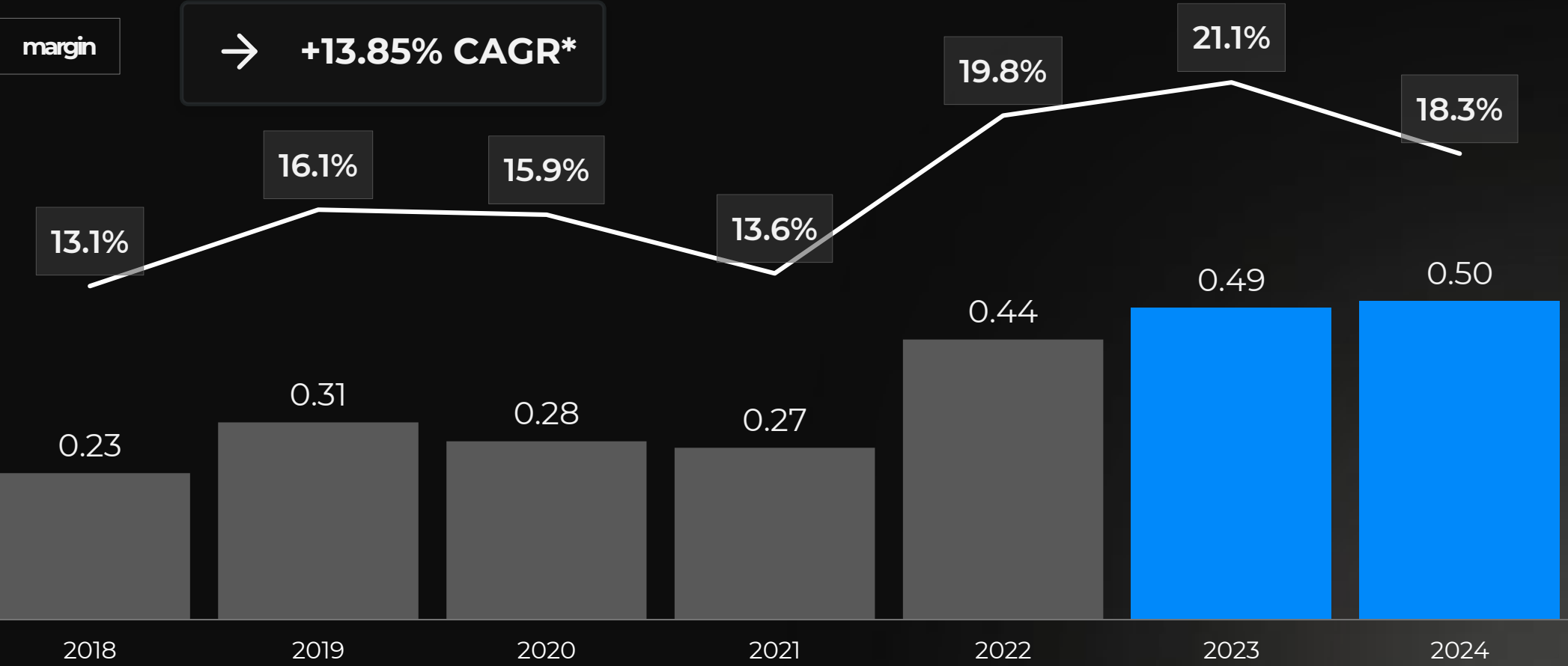
8

# Beer Group Financials

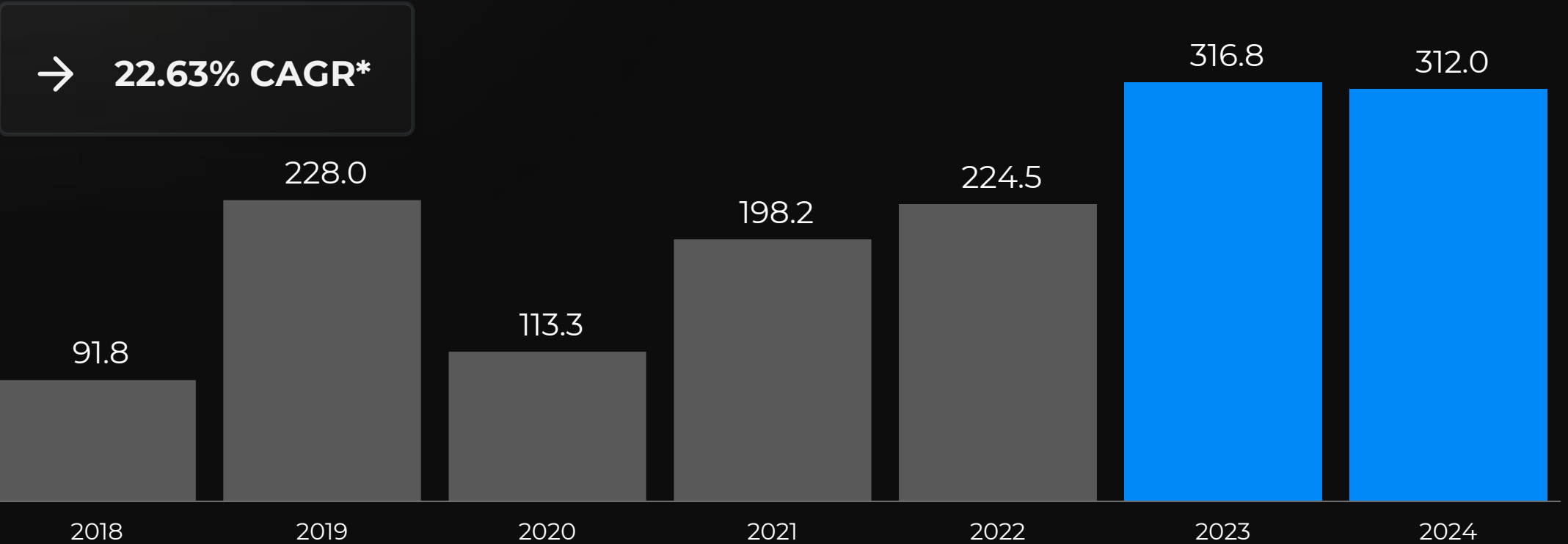
Net Revenue (\$ Bn)



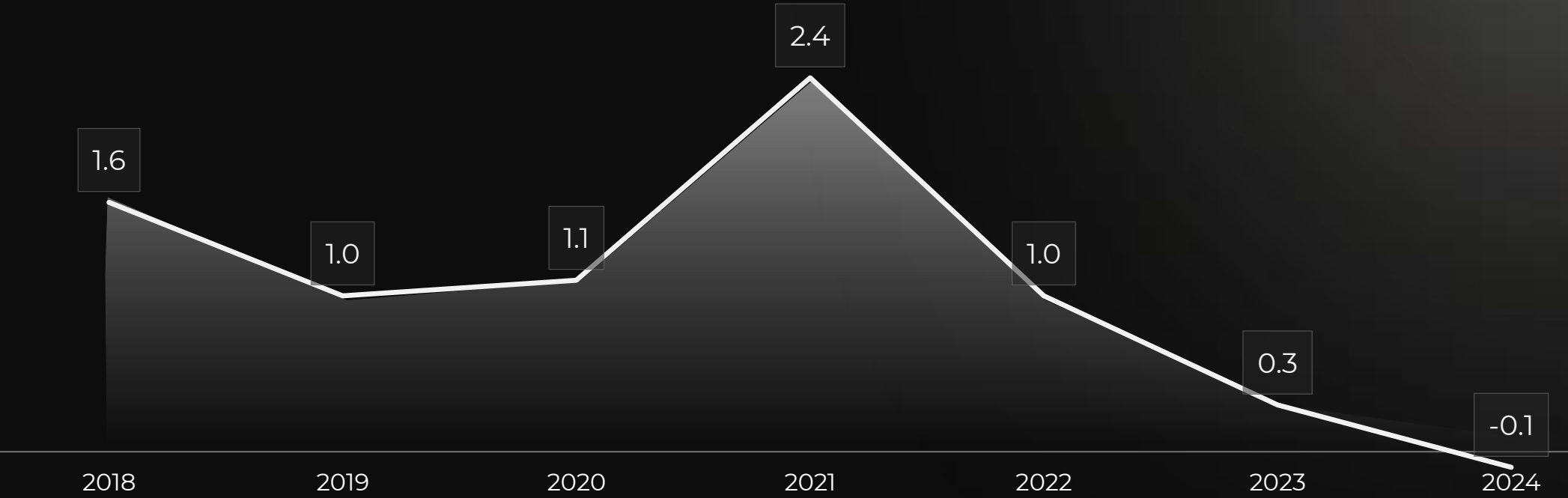
EBITDA (BNRI) (\$ Bn)



FCF (\$ Mn)



Net DEBT / EBITDA (x)







## Health & Wellness



Demand rises for low and no-alcohol, functional, organic, low sugar, added vitamin, healthier beverages

*i.e: Efes Gluteniz, first -ever Gluten-free beer of Türkiye, Jupiler 0.0 in Türkiye, Krushka Svezhego 0.0 launch in Kazakhstan*



## Convenience



Growth in RTD, canned cocktails, expanding in variety and quality, convenience store and ecom availability.

*i.e: Low-alc RTD drink brand Festival, with Gin & Berry and Cosmo editions in Moldova*



## Premiumization



Consumers prefer premium quality, ingredients, craftsmanship, brand prestige in beverages; particularly in whiskey, tequila, and craft beer.



*i.e: Efes Blanche Mediterranean style wheat beer with orange peel and coriander launched in Moldova; premium beer Corona, Bud, Stella Artois in Türkiye.*

# Ahead of the Curve: Shaping our Future Synchronized with Industry Trends



## Digitalization



E-com and digital marketing essential for beverage brand growth; important for reaching and retaining customers.

*i.e: Score prediction platform for friends in Moldova- during Euro 2024.*



## Sustainability



Environmental concerns driving consumers to choose brands that prioritize sustainability. Includes eco-friendly packaging, organic ingredients, and sustainable production processes.

*i.e: #BMgoGreen in Kazakhstan, The "Forest Friend" Project, in cooperation with the National Forestry Agency in Georgia, 100% Renewable Energy Transformation in Georgia*



## Local & Authentic



Preference for local, original, authentic; emphasize their heritage, local sourcing, and artisanal production methods.

*i.e: Natakhtari Heroes Edition Beer celebrating national heroes of Georgia, Karagandinskoe Brewery Shop@Karaganda*



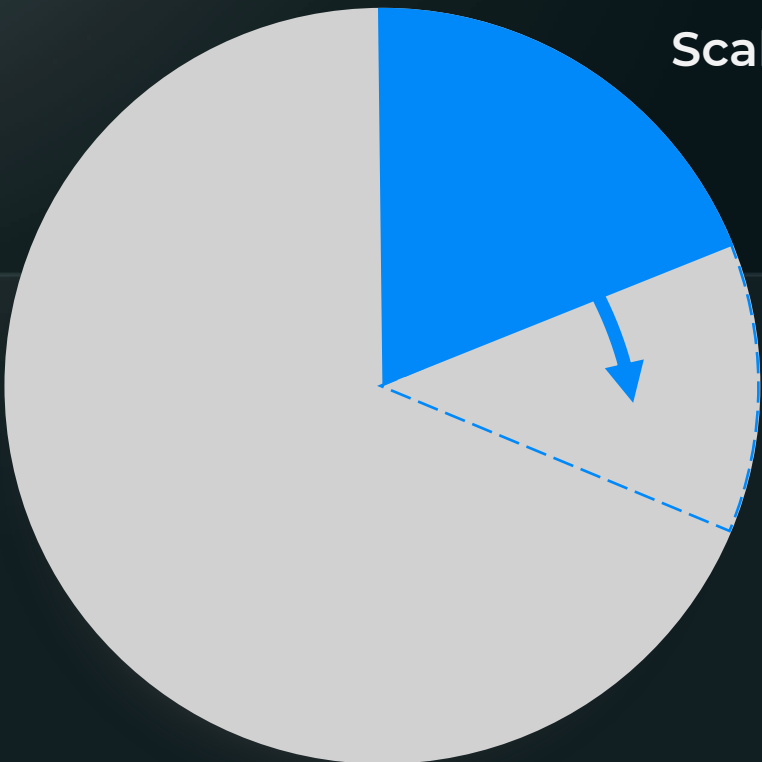
## Experiential



Unique, immersive beverage experiences; limited editions; influencer collaborations.

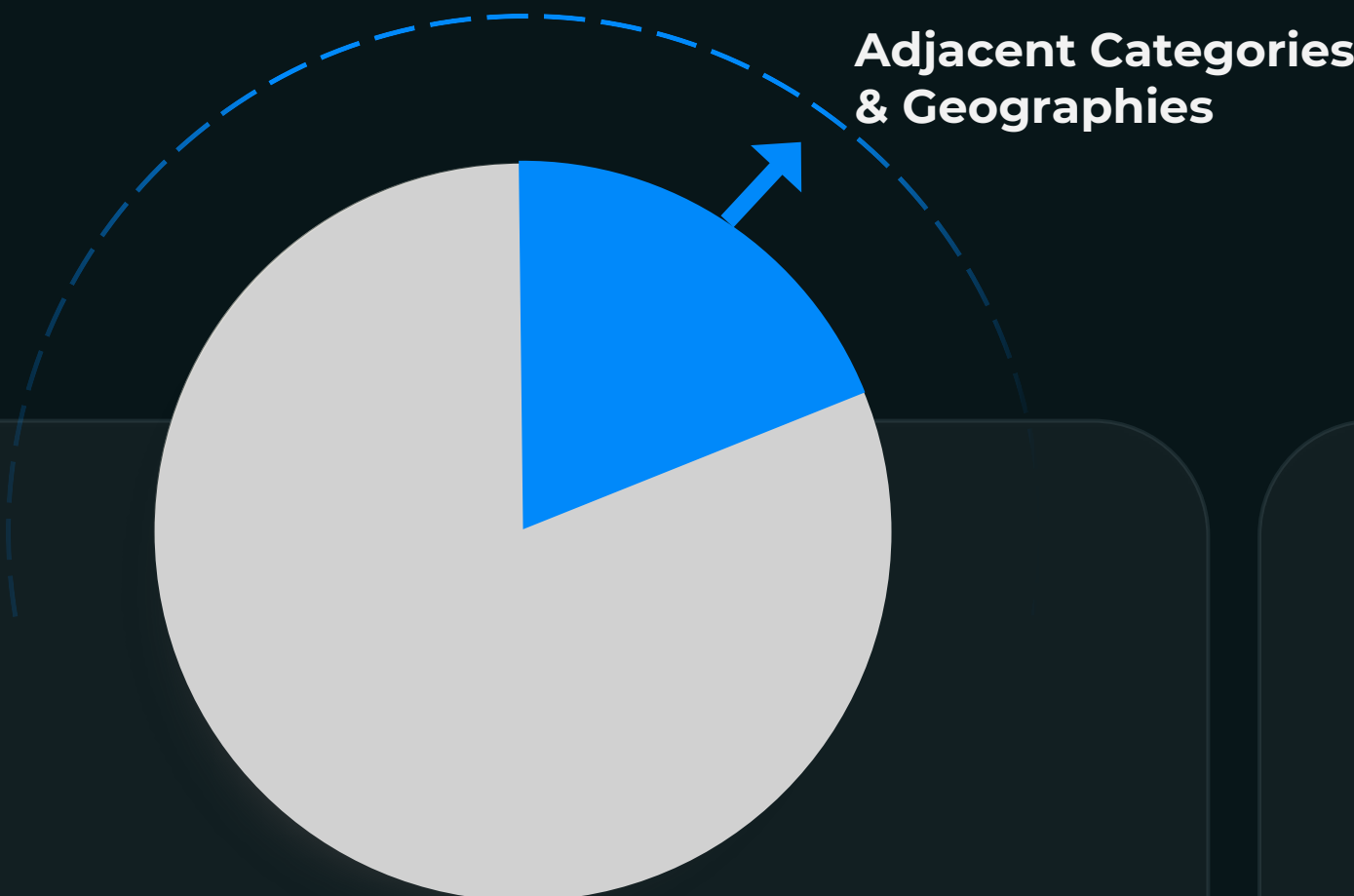
*i.e: Efes Türkiye is selected as the "Most Innovative Beer Company" Krushka Svezhego supporting young local musicians through Fresh Stage #СценаСвежего*

# Where to Play



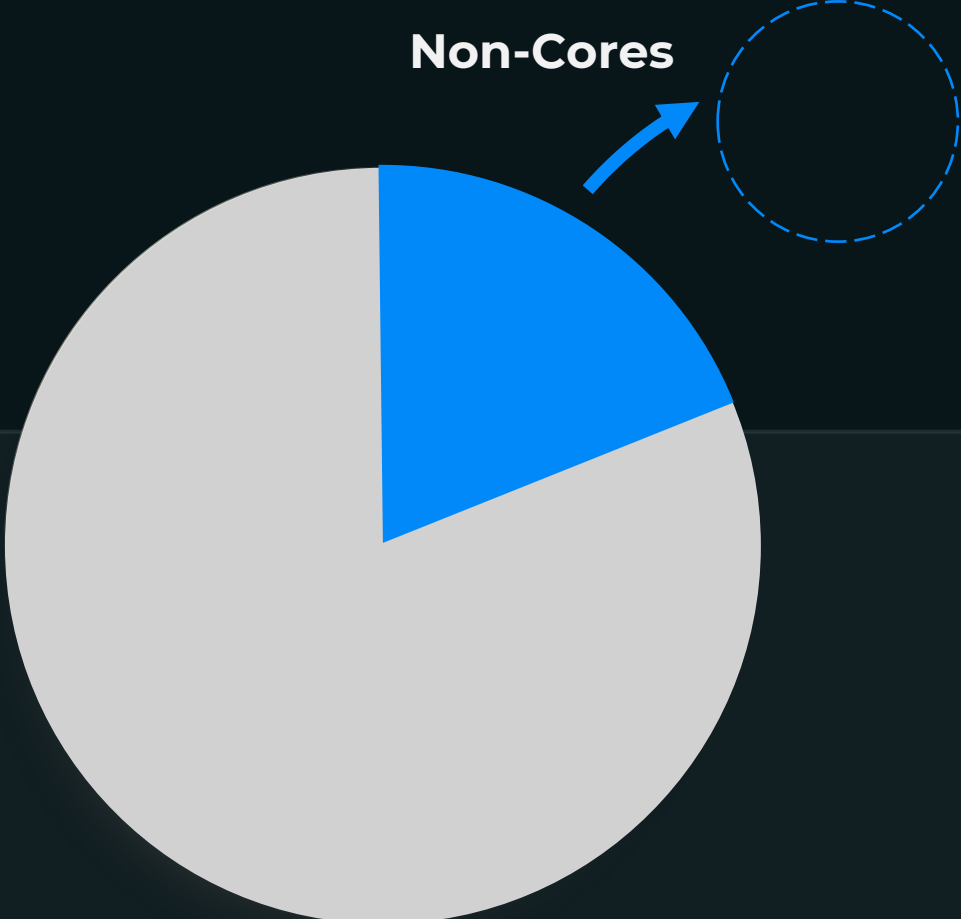
## Grow the Core

- People
- Consumer
- Customer
- Efficient & Profitable
- Digitalization
- Sustainability



## Expand

Expand geographically



## New Businesses

Tap into 'beyond beer' categories



# STRATEGIC PRIORITIES TO GROW THE CORE



## People

Be Employer of Choice via  
**exceptional employee**  
experience

### Key Growth Initiatives

Continue to recruit the  
best talent via **strong**  
Employer Branding.



## Consumer

Consumer-Centric,  
Diversified **Portfolio**

### Key Growth Initiatives

Strengthen **premium**  
brands,  
Revamp **mainstream**  
(core) brands



## Customer

Best in class **trade**  
**execution** & customer  
value proposition

### Key Growth Initiatives

Enhance **PRGM** to all  
countries,  
Draft experience w **KEG**  
focus,  
Strategic **Key Account**  
Management

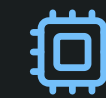


## Efficient & Profitable

Enhance **efficiency** and  
**financial** performance

### Key Growth Initiatives

Maintain excellence in  
Supply Chain  
management with use of  
technology and  
digitalization



## Digitalization

Future proof digital  
infrastructure in place

### Key Growth Initiatives

Accelerate Growth Through  
**Digital** and **AI**  
Advancements  
  
Integrate **AI Controlling**  
**practices** to existing  
processes



## Sustainability

Embed **Sustainability**  
culture into entire business

### Key Growth Initiatives

Decarbonize Value Chain &  
Strengthen Sustainability

# STRATEGIC PRIORITIES TO EXPAND GEOGRAPHICALLY

## China

Initiate **local production**

**APAC-wide presence** by 2035

**#1** beer market in the world

## Central Asia Region

**Uzbekistan** as regions' top market

**Azerbaijan** to have quality presence

**Natakhtari** as category leading brand

## Belarus

Currently have **toll-fill operations & aiming to expand**

Expected to become **top market player** by 2035

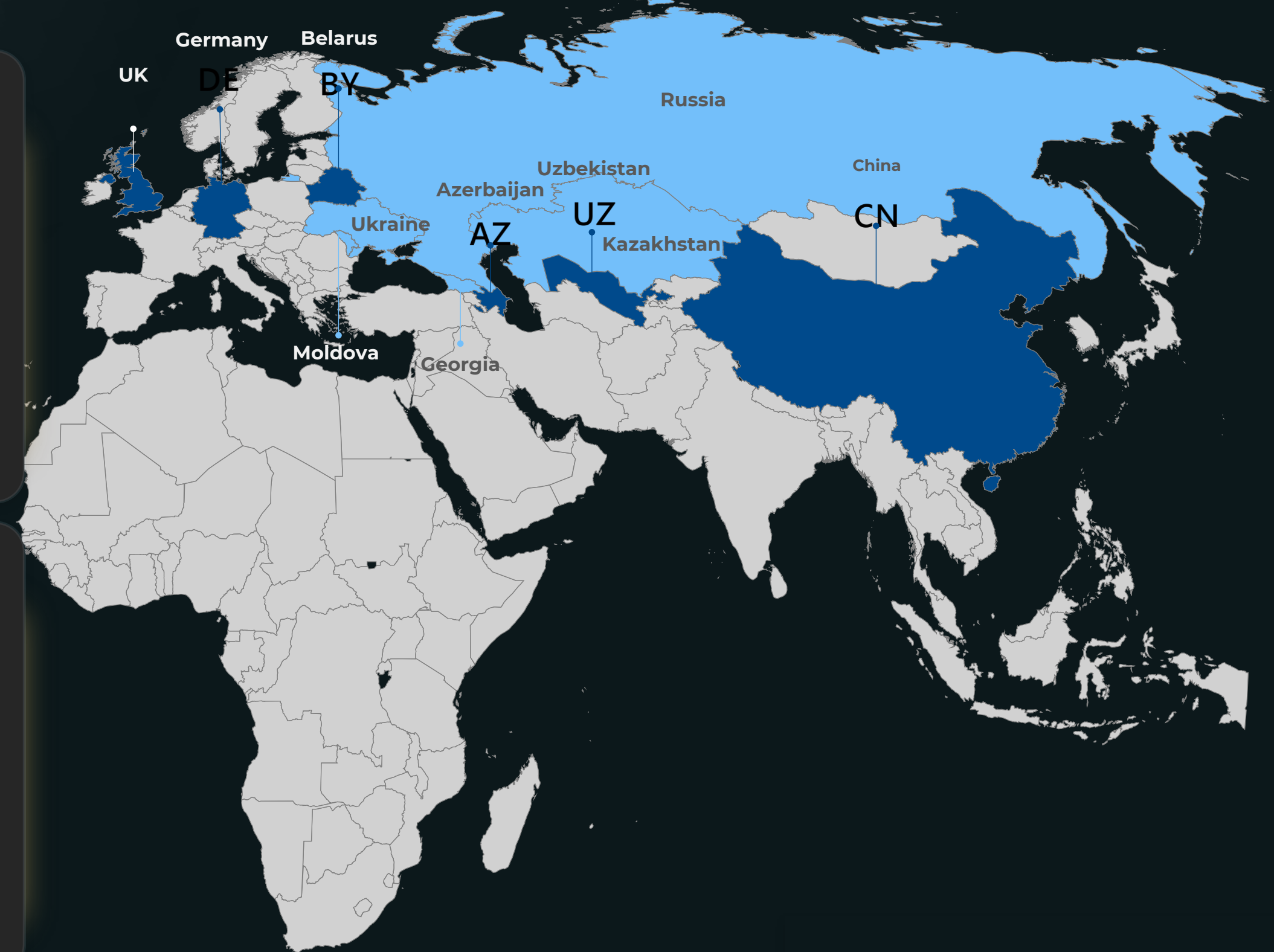
**#1** for AEFES in alcohol consumption per capita

## EMEA

**Europe** to navigate profitable growth with transformations

**Middle East** to boost performance while sustaining presence

**Africa** to enter with smart route-to-market & sourcing strategies



# STRATEGIC PRIORITIES TO EXPAND INTO NEW BUSINESSES



World's Most Awarded  
Single Malt Whisky



The Brand Disrupting  
the Whisky Category



The Number 1 Super  
Premium Gin in the World

## AEFES SPIRITS TARGETS

Aim to be within  
Top 3 Spirits  
Company in TR

Spread Spirits  
Alliances to Other  
Operating  
Countries

2-Years CAGR\* in Türkiye:

Whisky: 30%

Cin: 51.1%

Vodka: 15.2%

Raki: 9.8%



# Our New Vision and 2035 Strategic Roadmap

## Our Vision

is to be the fastest growing beverage company with most loved brands that craft joy for consumers while enriching communities.

## Our Purpose

is to bring consumers, customers and our ecosystem together around our best quality products with joy and responsibility.

We aim to foster a progressive community while honoring social life, striving for sustainability and cherishing a workplace where our people bring their best and feel dedication.

## Our Values

We are

**Passionate**

in all we do

We are

**Agile**

in the face of  
change

We are

**Collaborative**

to grow  
together

We are

**Accountable**

of what we  
do

We are

**Fair**

in all our decision  
& actions

# The Decade Ahead



Accelerate growth in targeted regions through local production and footprint expansion



Scale PRGM practices across all markets



Stay committed to the Quality Growth Algorithm for sustainable value creation



Deepen premiumization efforts to elevate portfolio mix and margin



Drive category diversification & revitalize strong local, and authentic brands



Strengthen Free Cash Flow and profitability through disciplined cost management



Continue to focus on world-class corporate governance practices



Increase on-trade penetration to boost visibility and profitability





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2035

# ANADOLU EFES

Thank You

