

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*** Breweries in **6*** Countries

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

 Europe's **5th****
World's **10th****
Largest Brewer in Production Volume

 **7th**
Largest Coca-Cola Bottler in Sales Volume

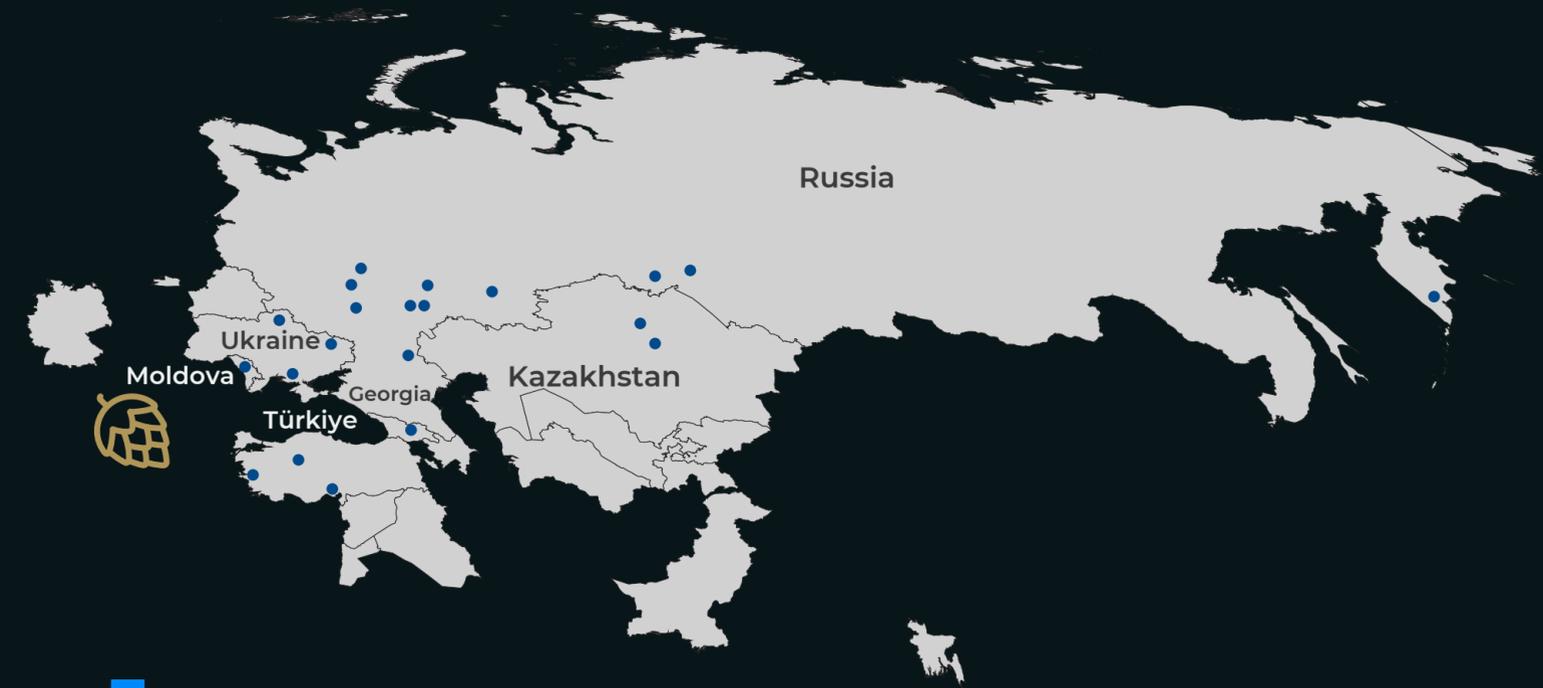
Anadolu Efes Shareholding Structure:

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

* Anadolu Efes' operations in Russia, which are monitored as a financial investment, include 11 breweries, 3 malteries, and 1 preform plant.

**The Barth Report 2023/2024

Anadolu Efes Beer Group: Brewing Quality Across 6 Countries



Operations in

6

Countries



100+

Brands



Exports to

~ 70

Countries



21

Breweries



5

Malteries



1

Hop processing facility

Operations in **Türkiye, Russia**, Moldova, Kazakhstan, Georgia, Ukraine**



8.000+

Employees



400+

Distributors/
Partners



300.000+

Sales points



3.9bn LT

Annual
Sales volume



\$2.8bn

Annual
Sales revenue

Partnerships with global beer & spirits giants



*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**



6

**Robust Sustainability
Programs**



7

**Strong Distribution
Network And Export
Expansion**



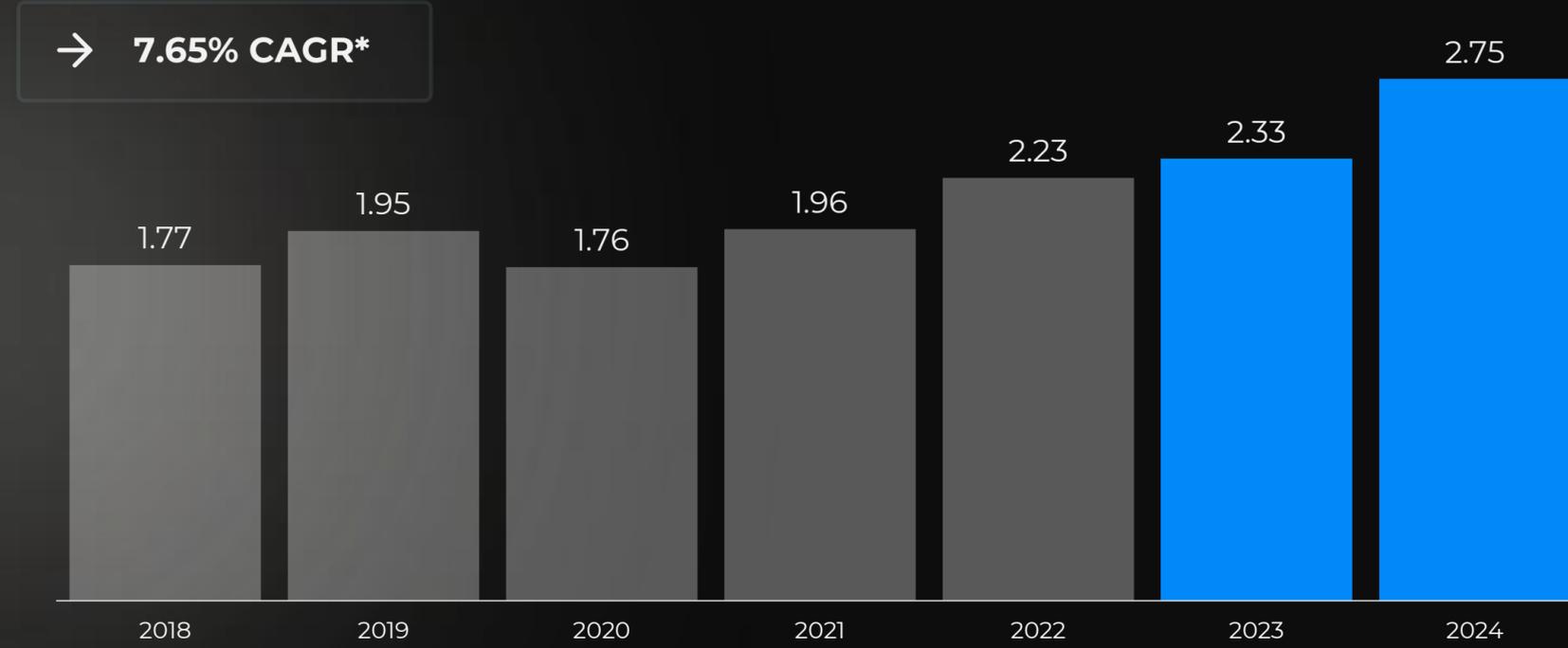
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**Highly Engaged
Employees with
Best-in-Class
Corporate
Governance**

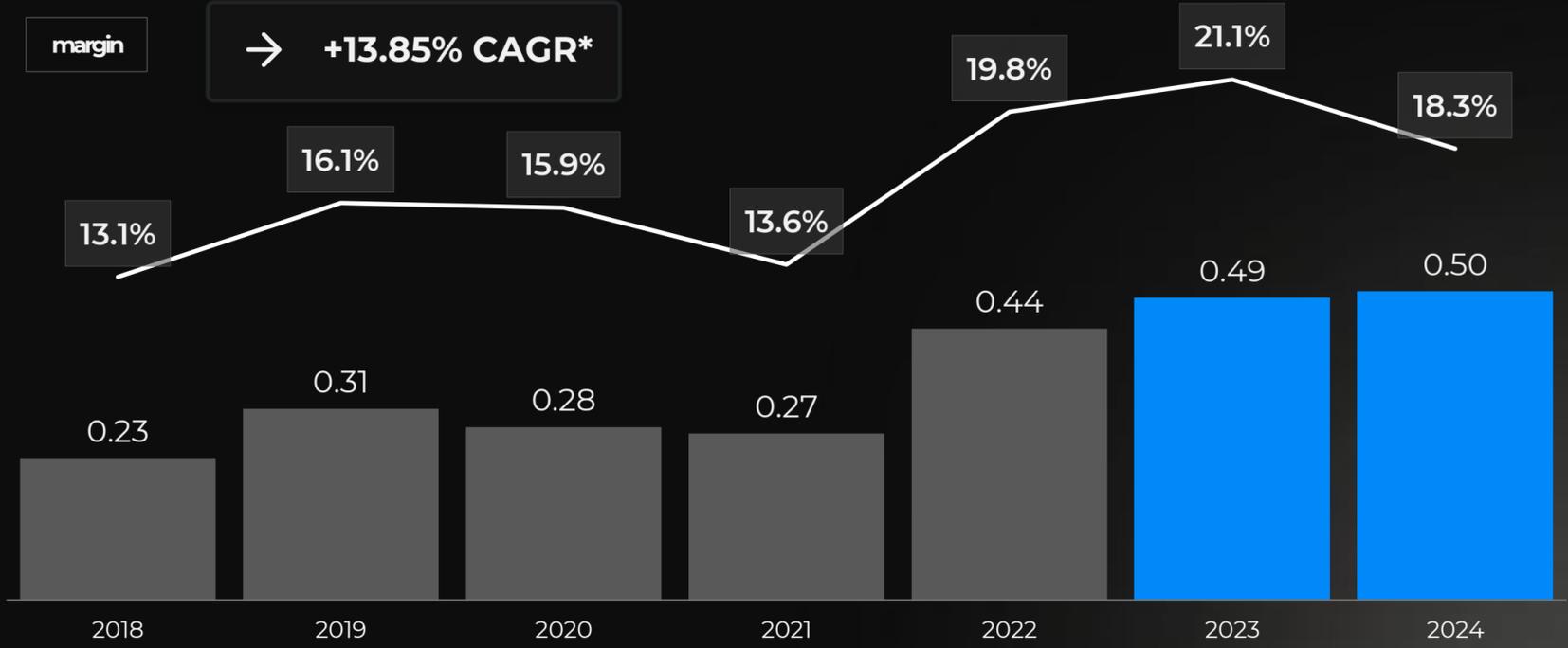
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Beer Group Financials

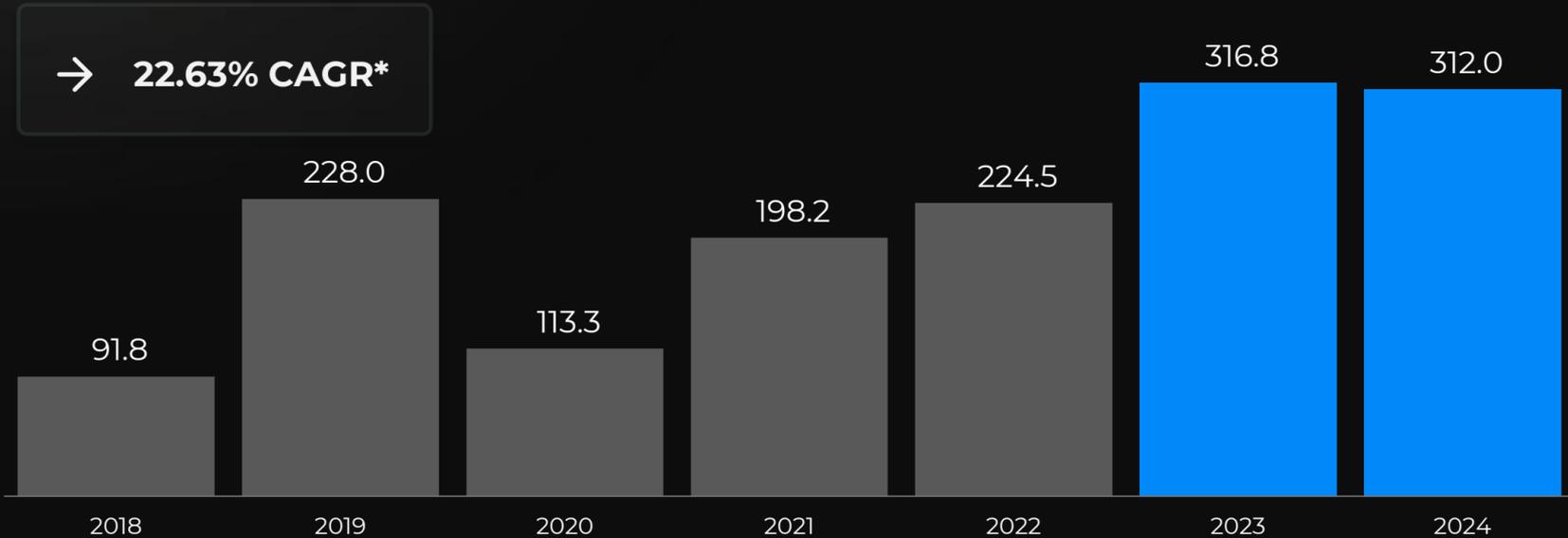
Net Revenue (\$ Bn)



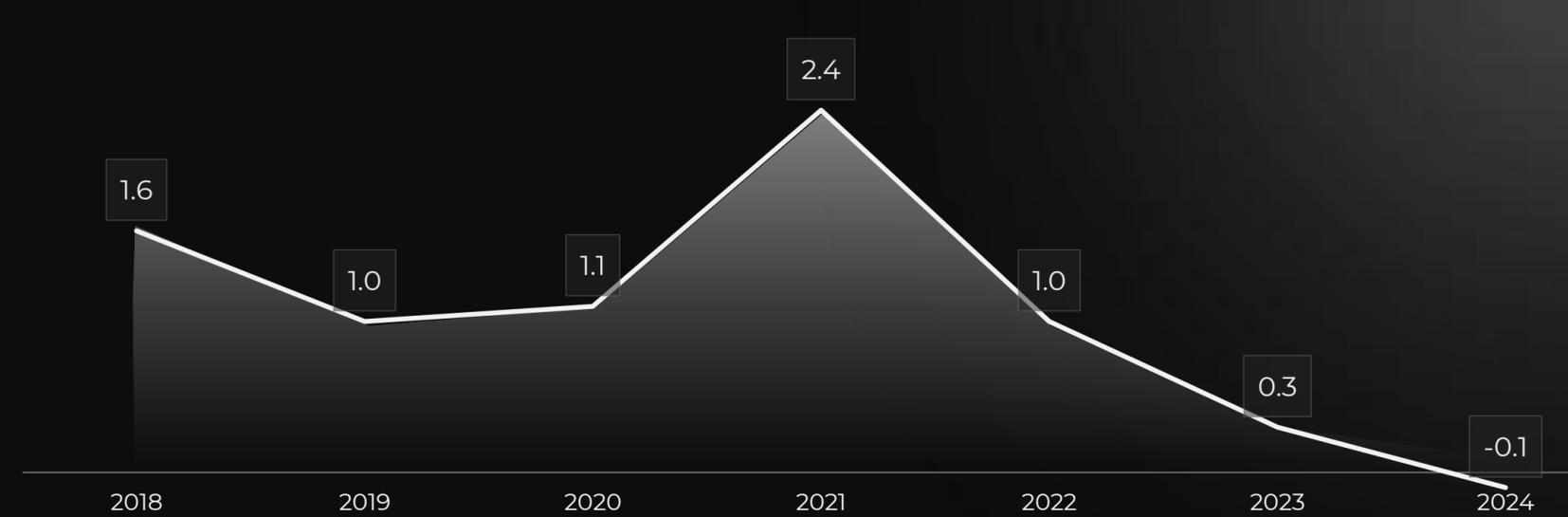
EBITDA (BNRI) (\$ Bn)



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 Glutensiz, 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

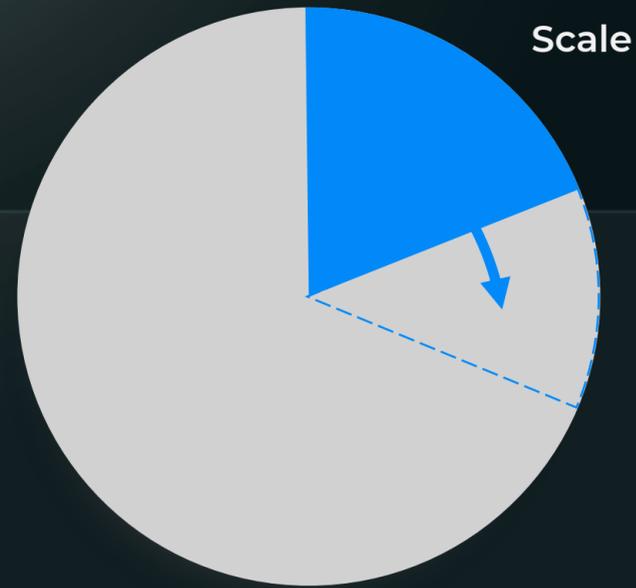


Unique, immersive beverage experiences; limited editions; influencer collaborations.

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

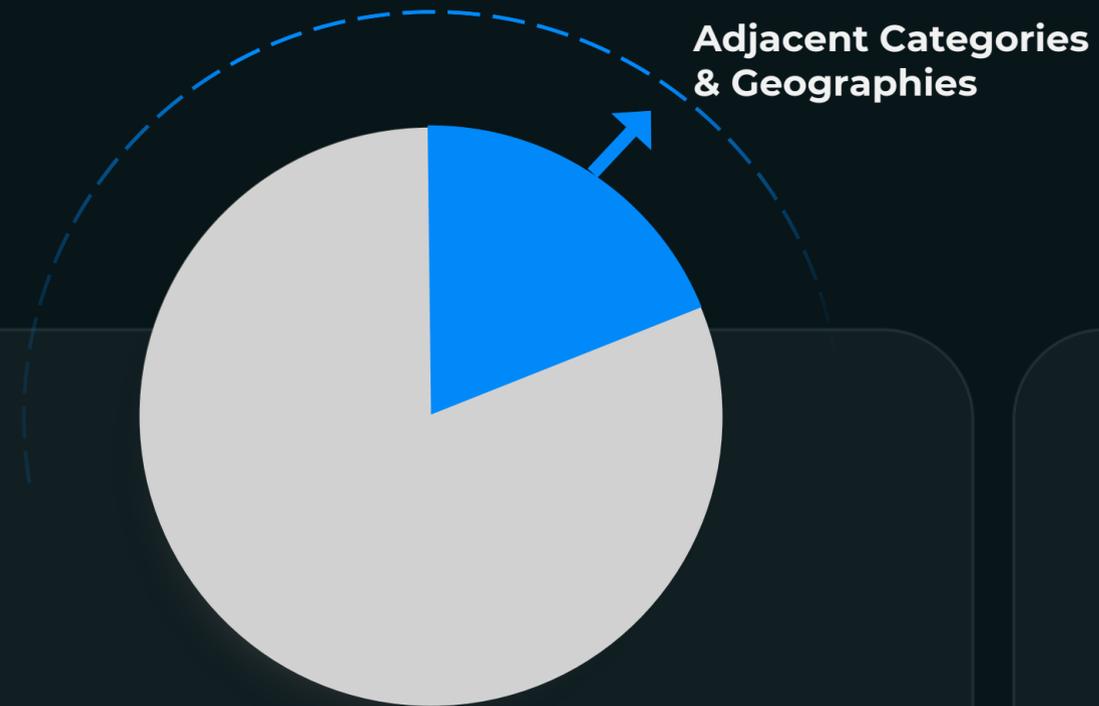


Where to Play



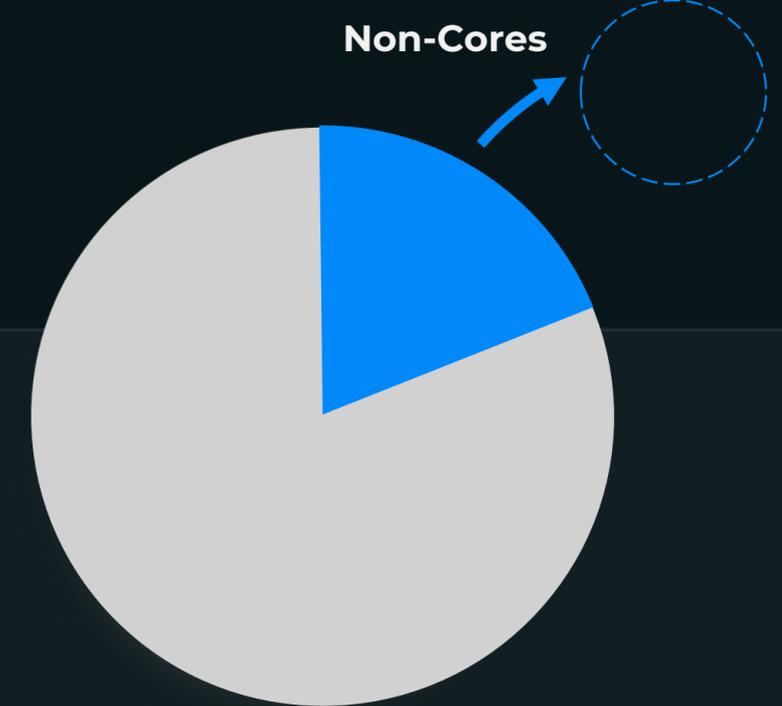
Grow the Core

- 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

1

2

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



VISION 
2035

ANADOLU EFES

Thank You

