

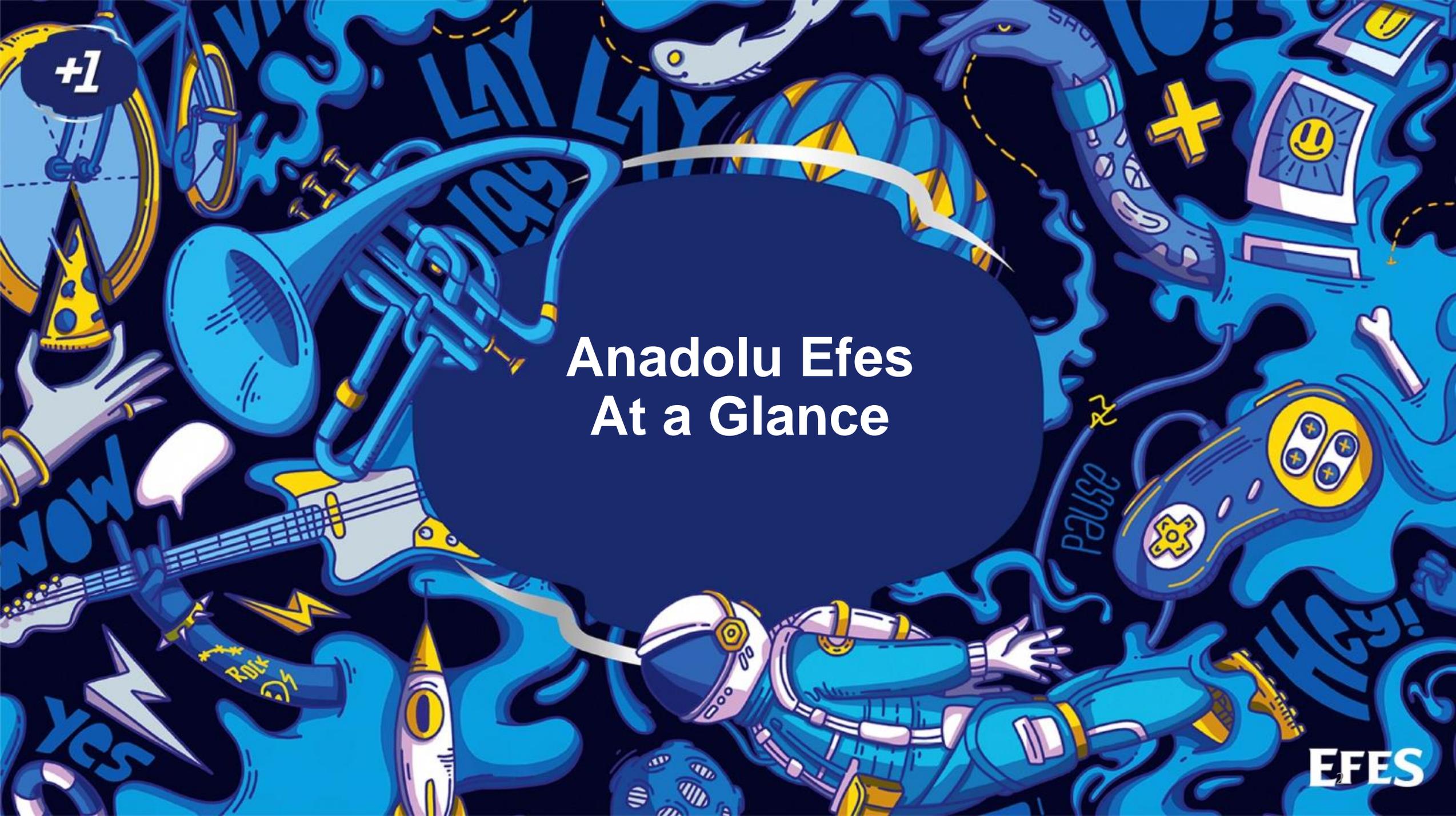


EFES

ANADOLU EFES

**INVESTOR
PRESENTATION**

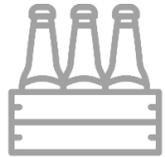
August 2021



Anadolu Efes At a Glance



A regional beverage company...



700 mn
Population

21
Breweries

26
Bottling Plants



54.3 mhl
Brewing
Capacity

1.7 bn u/c
Bottling
Capacity



Europe's
5th*

World's
10th*
Largest
Brewer

Among
Top 10
Largest
Coca-Cola
Bottlers



In FY2020;

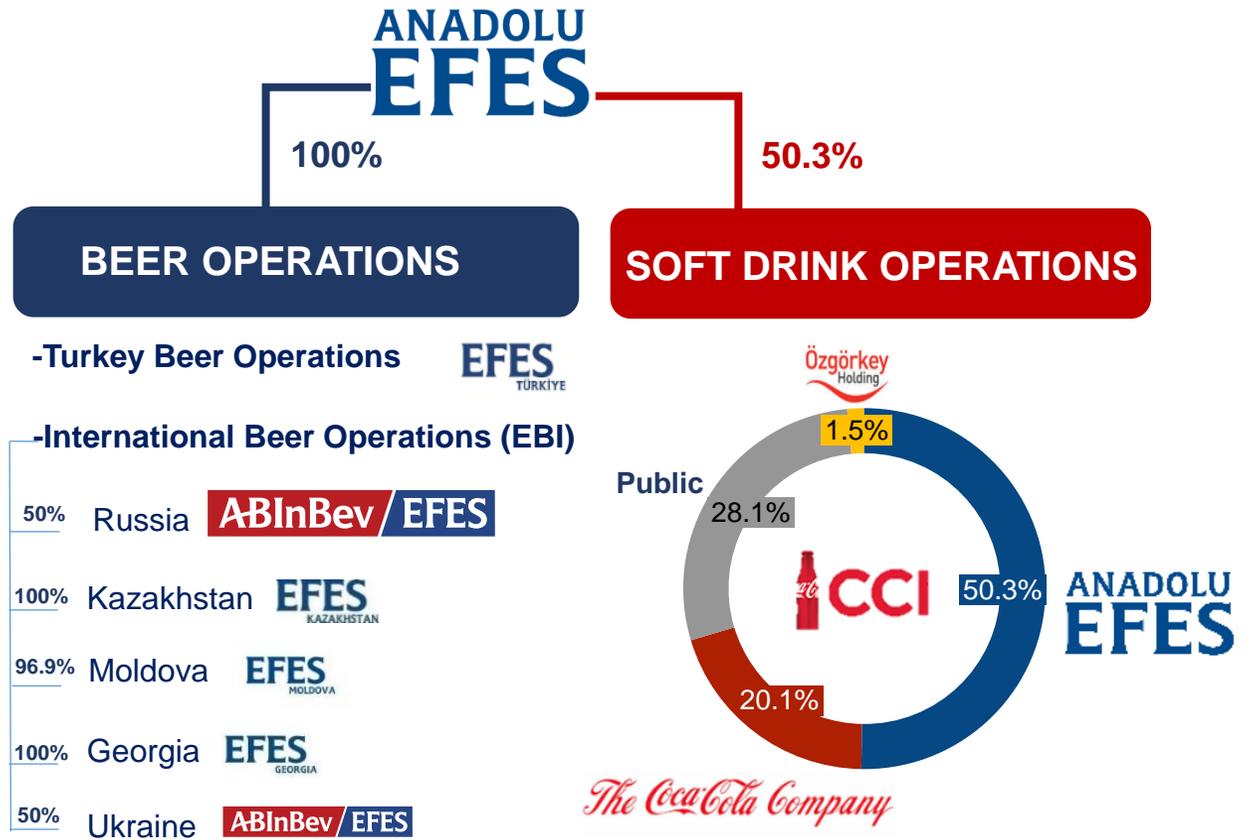
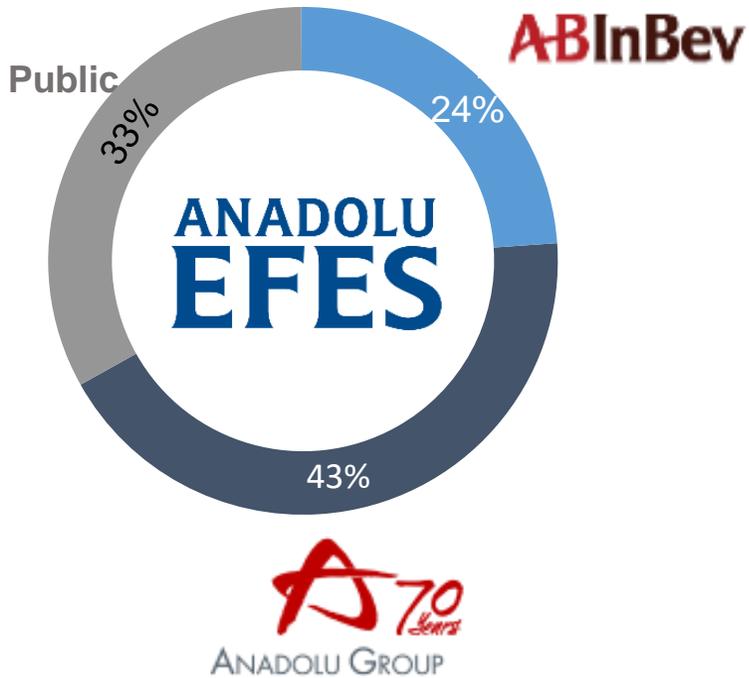
103.5 mhl
Sales Volume

26.7 bn TL
Sales Revenue

5.1bn TL
EBITDA

3.0 bn TL
Free Cash Flow

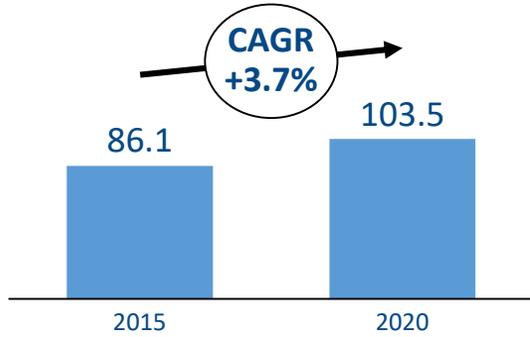
*The Barth Report 2019/2020 **FY2020



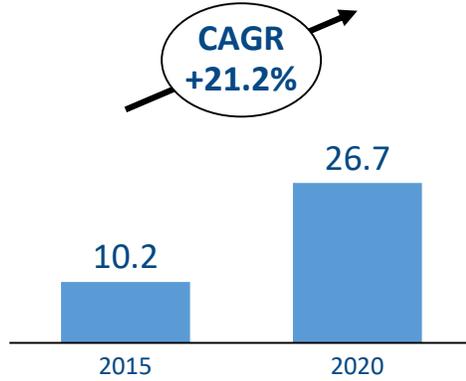


...with a solid track record of profitable growth...

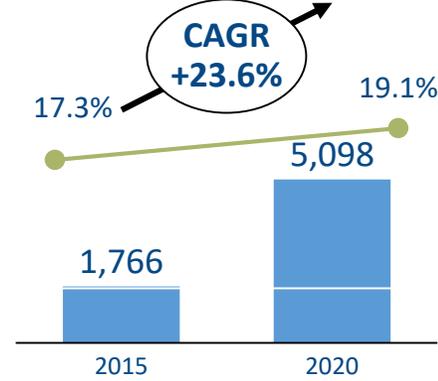
TOTAL VOLUME
mhl



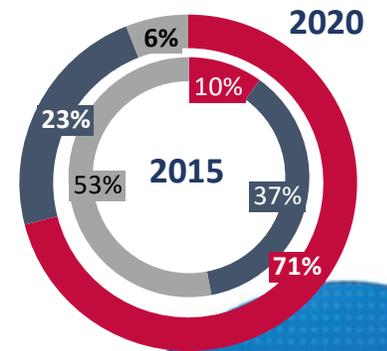
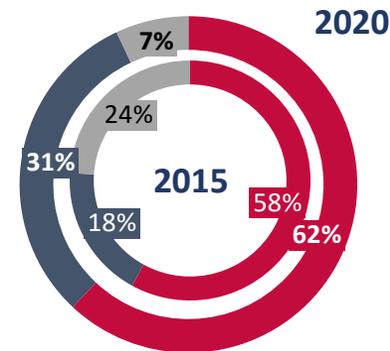
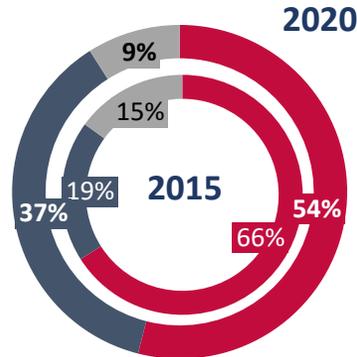
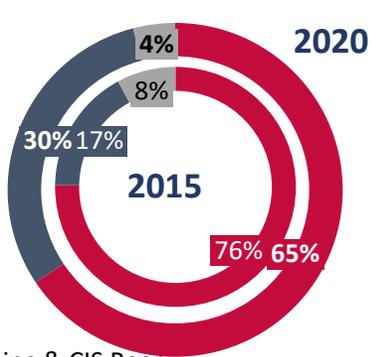
REVENUE
TL bn



EBITDA & Margin %



FREE CASH FLOW
TL mn



- Soft drinks
- Russia, Ukraine & CIS Beer
- Turkey Beer

(1) 2017 Proforma figures include ABI Russia and ABI Ukraine effect starting from April 1st.
 (2) 2018 Proforma figures assume realization of ABI Efes JV as of January 1st 2018 (instead of actual April 1st).
 (3) 2019 Restatement represents classification of Doğadan business as discontinued operations and changes regarding the "Other Payables" account of Turkish Beer Operations as per TAS 8



...and a solid investment theme



Diversified business model including beer and soft drinks



Strategic Partnerships with World's leading FMCG companies; AB InBev & TCCC



Strong market positions across all operations



Strong brand portfolio including some of the world's best known brands and strong regional brands



Significant potential in demographics



Expertise & Know-How in driving cost efficiencies



Clear priorities to accelerate quality growth



Proven track record of expansion & growth in emerging markets



Beer Operations

#1 Beer Group in a Nutshell...

6 countries

21 Breweries, 100+ brands

54.3 mhl brewing capacity, 70+ export countries

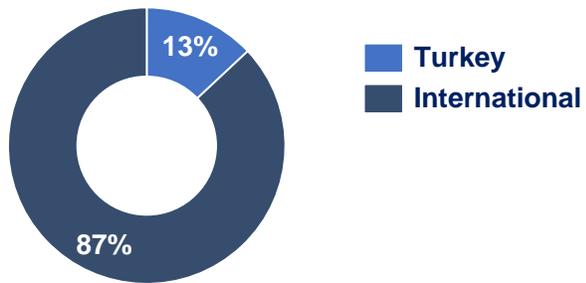
36.2 mhl beer volume

12.3 bn TL revenue* & 1.9 bn TL EBITDA*

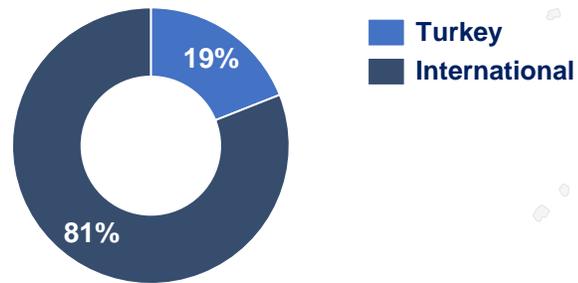
Leadership in all operations



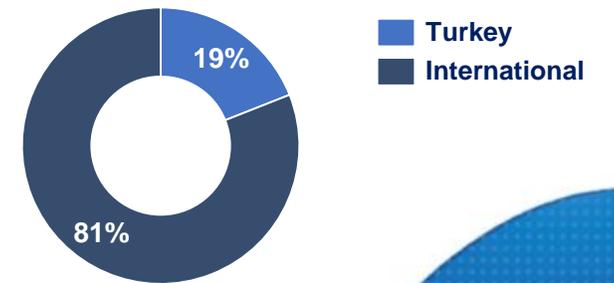
Volume Breakdown*



Revenue Breakdown*



EBITDA Breakdown*



*FY2020

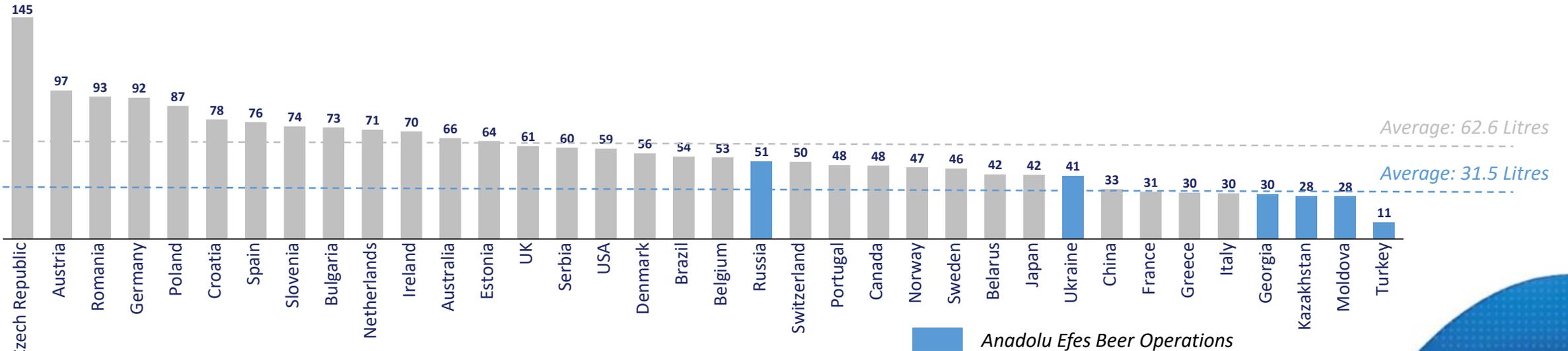


...leading position with potential market growth...

Market Position
Breweries
Brewing Capacity (in mhl)
Beer Market Size (in mhl)
Per Capita Beer Consumption (in liter)
Market Share (%)
Share of Beer Group sales volume in 2020 (%)

RUSSIA	UKRAINE	TURKEY	KAZAKHSTAN	GEORGIA	MOLDOVA
1	1	1	1	1	1
11	3	3	2	1	1
33.5	7.7	7.0	2.6	2.0 ¹	1.5 ¹
73.0	16.4	8.7	5.3	1.1	1.0
51	41	11	28	30	28
29	32	55	47	32	61
62	15	13	6	2	2

Beer Consumption Per Capita in 2020 (in liters)²



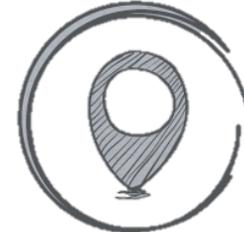
Source: GlobalData and Nielsen 2020 for all data unless otherwise stated

1. Brewing and CSD Capacity

2. Source: Group estimate for Turkey, GlobalData 2020 for all other countries



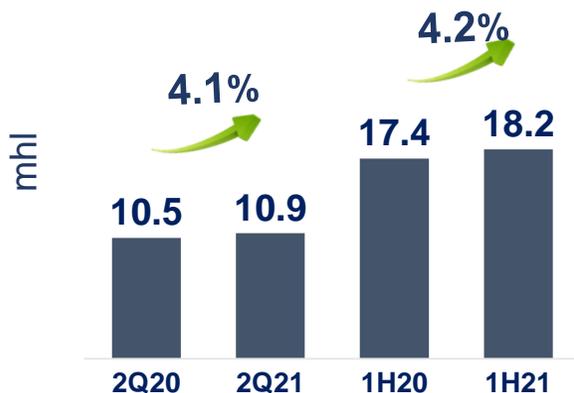
...with strategic priorities to drive value



PEOPLE	BRANDS	OPERATIONAL EXCELLENCE	FINANCIAL DISCIPLINE & VALUE CREATION	CUSTOMERS & CONSUMERS	STAKEHOLDERS	EXPANSION & GROWTH
Nurturing our talents by establishing required tools & systems and providing great place to work	Providing choice, great taste, quality and innovation	Building competitive advantage through lean and efficient process and organization	Achieve profitable growth and maximize free cash flow to generate above average return on our investments	Enhancing Customer Dealer engagement through better collaboration and innovative solutions	Building relationships and credibility with stakeholders	Expanding our business through enhancing brand portfolio, utilizing new channels and geographical expansion

#1 Double digit growth rates delivered in Turkey and CIS

BEER GROUP SALES VOLUME



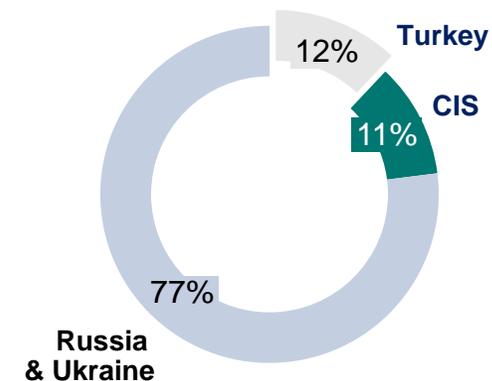
INTERNATIONAL BEER SALES VOLUME



TURKEY BEER SALES VOLUME



VOLUME BREAKDOWN*



Russia & Ukraine

- **Russia** volumes continued growing momentum;
 - despite the tightened restrictions
 - solid growth in core & premium segments
- **Ukraine** volumes down;
 - continued impact of price increase in line with volume & value balance strategy

CIS Countries

- **CIS countries** contributed strongly;
 - Double-digits growth in Georgia and Moldova
 - High-single digit growth in Kazakhstan
 - Improving consumer engagement and investing on brand equities

Turkey

- **Turkey** volumes increased by 22.0% year-on-year
 - despite the strict restrictions & curfews during April-May period
- Outperformed our expectations;
 - Benefitted from the low-base of last year
 - Growth in traditional trade channel

*On a combined basis as of 1H2021



Winning brand portfolio in Russia and Ukraine

RUSSIA

Focus on Global Brands Growth

Super Premium & Premium Growth

Increasing share in Non-Alcohol Beer

UKRAINE

Growth in Global Brands

Expanding Non-Alcohol Beer Portfolio

Development of Non-Beer Segment



Value generating initiatives in CIS Countries

Sustaining Market Leadership

Strengthening Core & Premium Brands

Growing Non-Alcohol Beer



New Packs & Multipacks

Digitalization

Launch of New Flavored beer



Continued focus and brand investments in Turkey

Stabilization of Portfolio

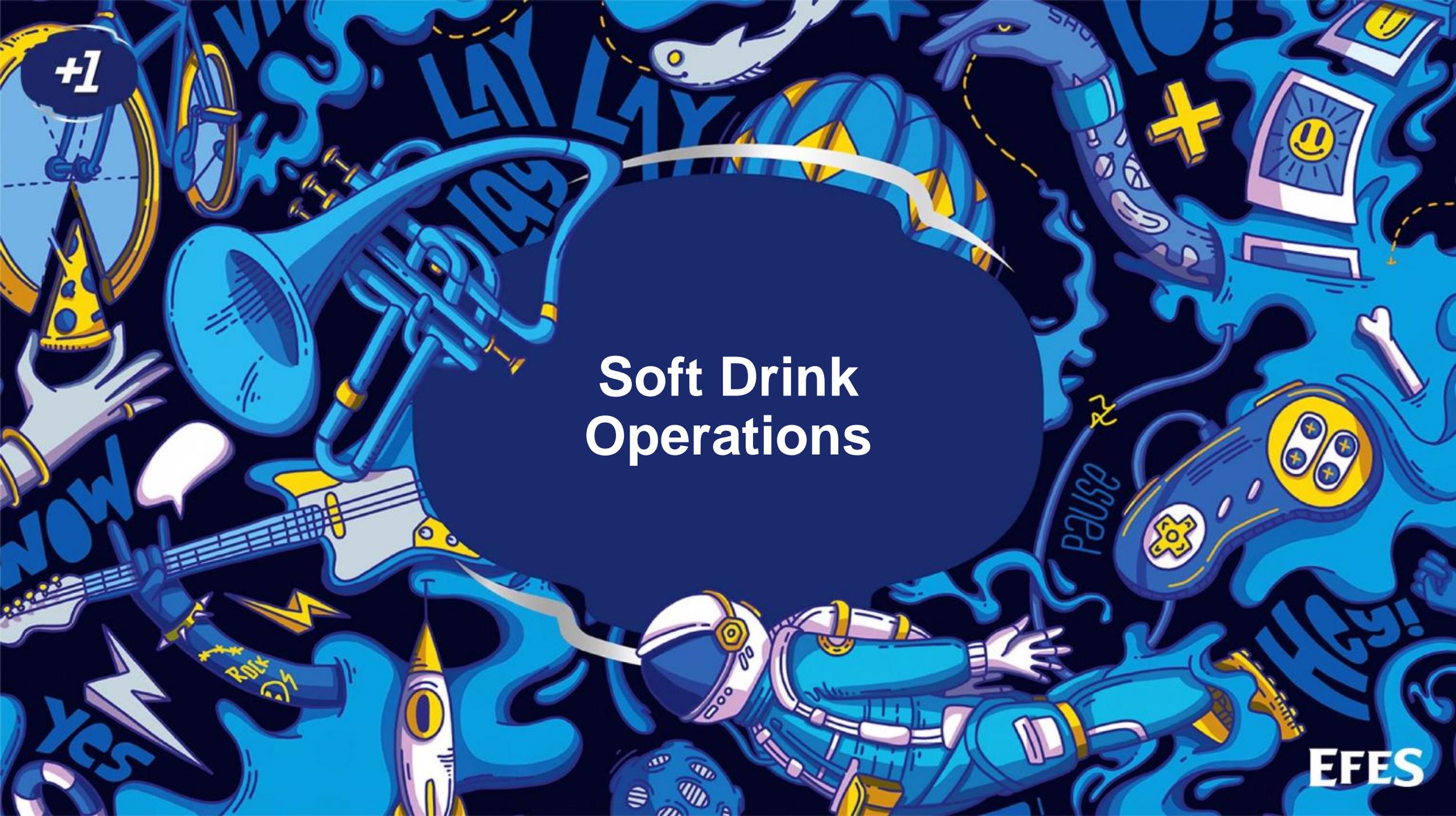
Premiumisation

Increasing Visibility

New Packs & Multipacks

Marketing Activations

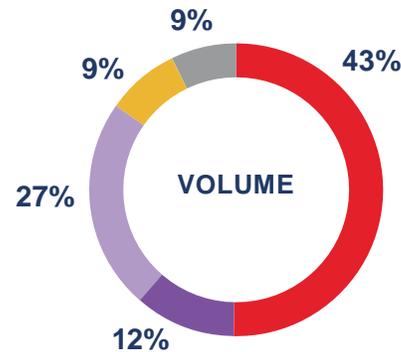
Launch of Seasonal &
New Flavored beer



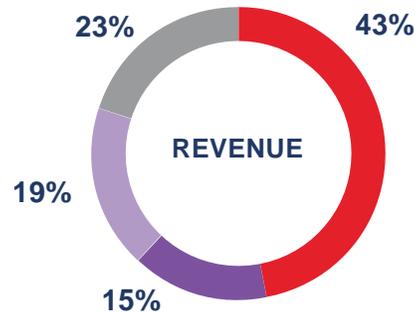
Soft Drink Operations

CCI Coca-Cola Icecek in a nutshell...

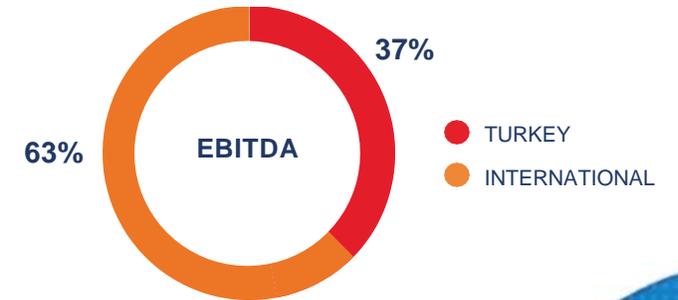
- 10 countries, ~400 mn people
- 26 production plants with 126 lines
- 1.7 bn UC(1) annual production capacity
- ~780 thousand sales points
- 1.2 bn UC sales volume
- 14.4 bn TL revenue & 3.1 bn TL EBITDA
- Higher contribution from international operations



Country	Sparkling Market Position
TURKEY	#1
KAZAKHSTAN	#1
PAKISTAN	#1
IRAQ	#2
OTHERS	



Country	Revenue (%)
TURKEY	43%
KAZAKHSTAN	15%
PAKISTAN	19%
OTHERS	23%



Category	EBITDA (%)
TURKEY	37%
INTERNATIONAL	63%

Figures reflect FY2020 numbers unless otherwise stated
 (1) Unit case, 1 UC equals 5,678 liters



Accelerate Growth

- Full-beverage portfolio
- Revenue Growth Management (RGM)
- Expand Sparkling & Stills
- Increase frequency
- Regional strategies



Win at the Point of Sale

- Increase outlet coverage
- Increase cooler penetration
- Right Execution Daily
- E-commerce
- Future-proof RTM



Exercise Financial Discipline

- Productivity savings
- Working capital improvements
- Healthy FCF
- Optimum leverage
- Effective FX management



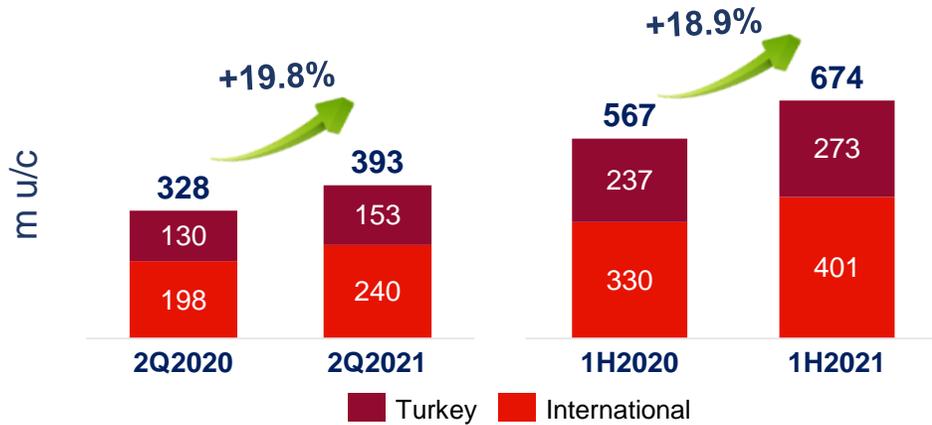
Win with People

- Integrated Talent Strategy
- Leadership Development
- High Performing Team
- Transformation to "OnePeople"

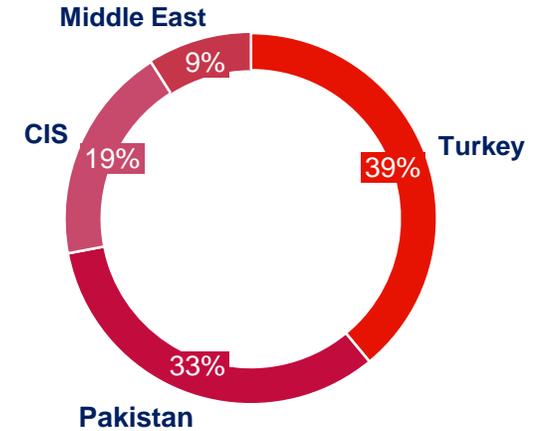


Robust growth continued in soft drinks...

SOFT DRINKS SALES VOLUME



VOLUME BREAKDOWN*



Turkey Operations

- Turkey volume growth of 18.0%;
 - Focus on core brands, consumer communications, effective promo management
- Sparkling grew 12.6%
 - Coca-Cola™ grew by 18.1%
 - Immediate consumption packages share of 25%

International Operations

- International operations volume growth of 20.9%
- Strong contribution of all countries
- Pakistan volume up by 20.1%
 - Increased outlet reach, efficient execution & consumer campaigns
- CIS volumes up 26.9%, Middle East volumes up 11.8%

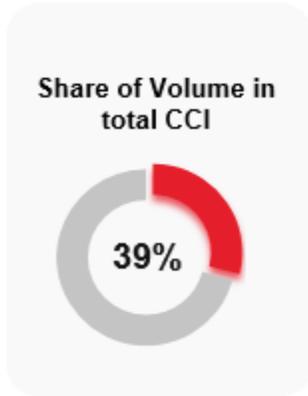
*2Q2021, on combined basis

CCI ... with accelerating momentum in Turkey despite limited mobility

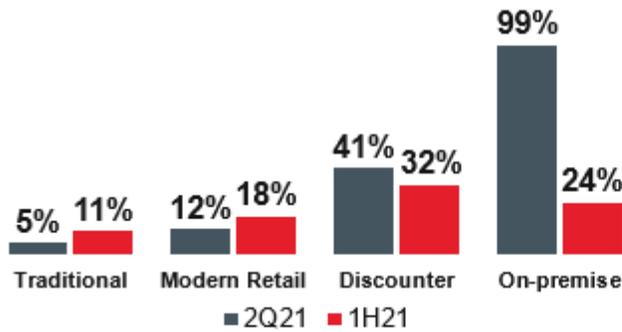
2Q
Performance



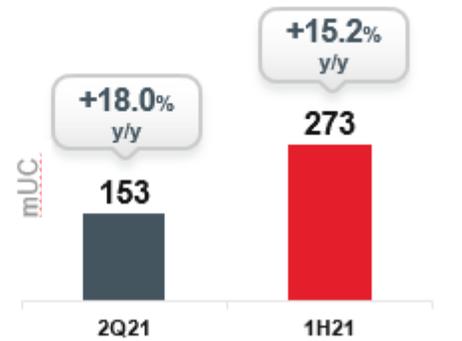
(*In TL terms)



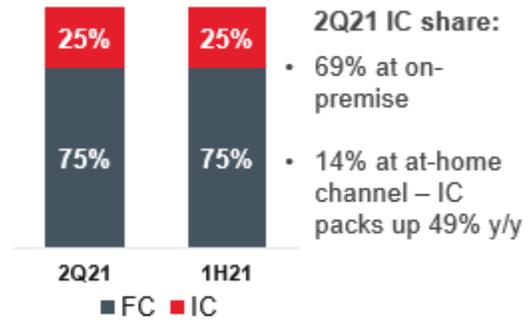
Channel Performance (y/y)



Volume



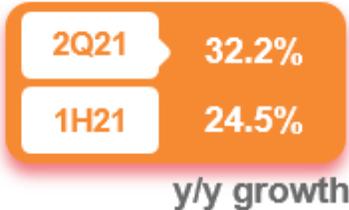
IC Share



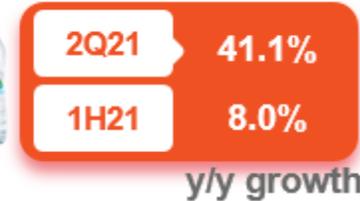
Sparkling



Stills



Water



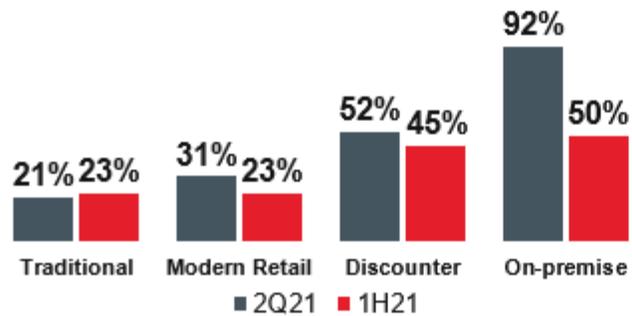
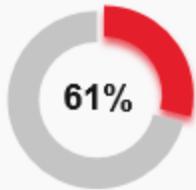
CCI ...broad based growth performance in international operations



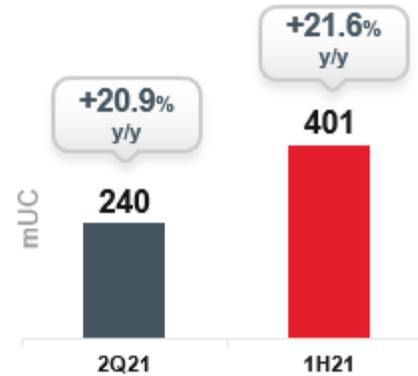
(*)In TL terms

Channel Performance (y/y)

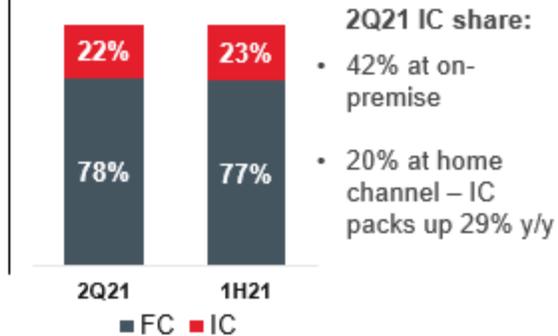
Share of Volume in total CCI



Volume



IC Share



Sparkling

2Q21 20.2%
1H21 23.2%

y/y growth



Stills

2Q21 55.4%
1H21 34.1%

y/y growth



Water

2Q21 12.7%
1H21 -2.7%

y/y growth



Solid financial results delivered in 2Q...

NET REVENUE

2Q	1H
+46.9%	+42.8%

EBITDA BNRI

2Q	1H
+41.5%	+55.0%

EBITDA BNRI%

2Q	1H
19.9%	16.8%
(-76 bps)	(+132 bps)

NET INCOME

2Q	1H
TL415 mn	TL710 mn

FREE CASH FLOW

2Q	1H
TL2,204 mn	TL1,953 mn
(+TL 191 mn)	(+TL 962 mn)

REVENUE

- Solid volume performance
- Price increases & premiumization & tight discount management
- SKU prioritization especially in soft drink operations

EBITDA MARGIN

- Calendarization of some expenses to 2Q
- Higher marketing spending in line with plans
- Controlled spending & savings in soft drinks

NET INCOME

- Year-on-year improved operational profitability
- Higher FX-gains recorded in CCI

FREE CASH FLOW

- Strong FCF with the contribution of both beer and soft drink operations
 - Better operational profitability and improved working capital
 - Contributed by the very limited increase in capex margin
- Consolidated Net Debt to EBITDA (BNRI) → 0.9x



...with strong FCF from both operations...

VOLUME

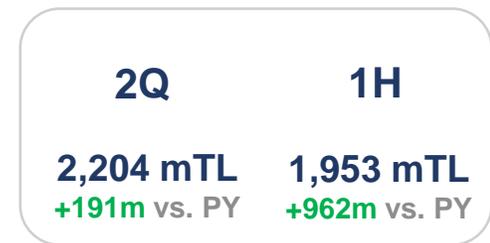
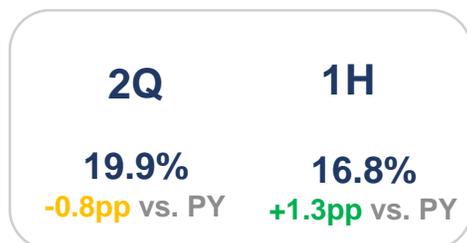
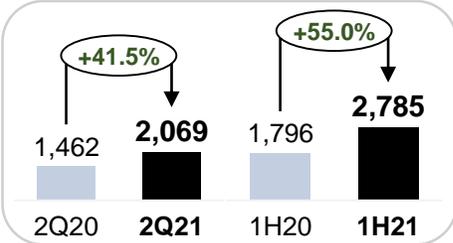
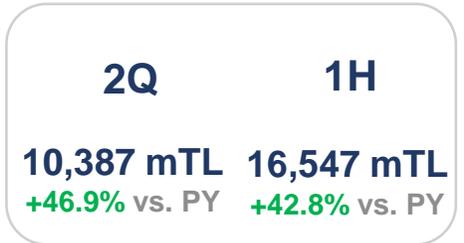
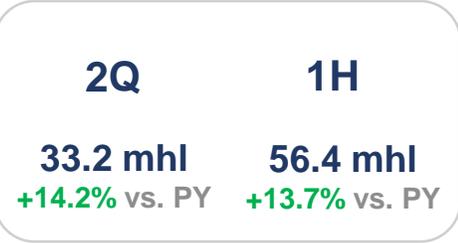
NET REVENUE

EBITDA BNRI

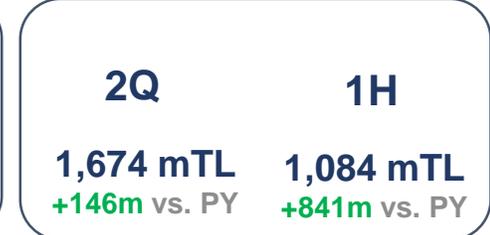
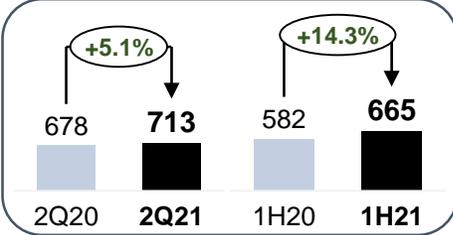
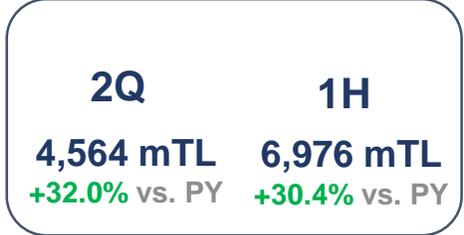
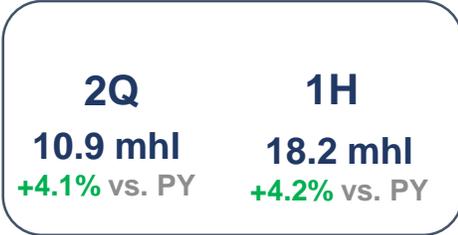
EBITDA BNRI%

FREE CASH FLOW

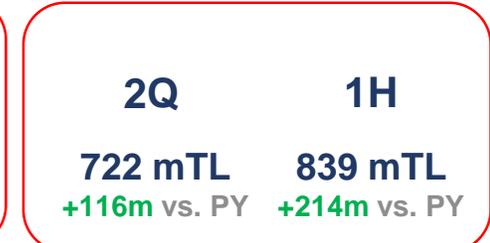
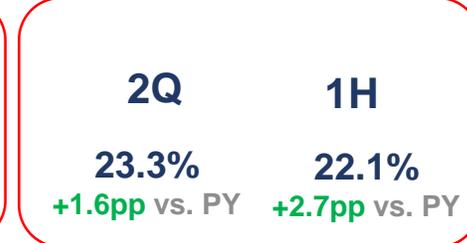
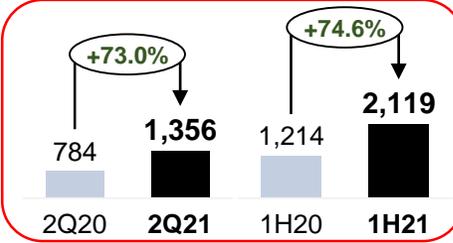
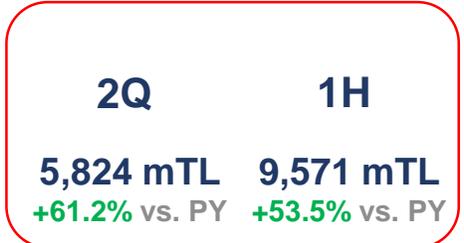
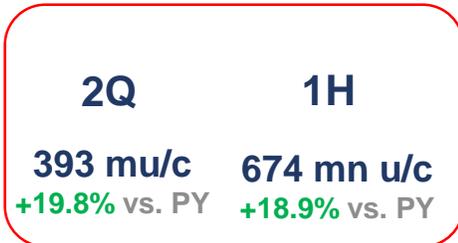
ANADOLU
EFES



BEER
GROUP



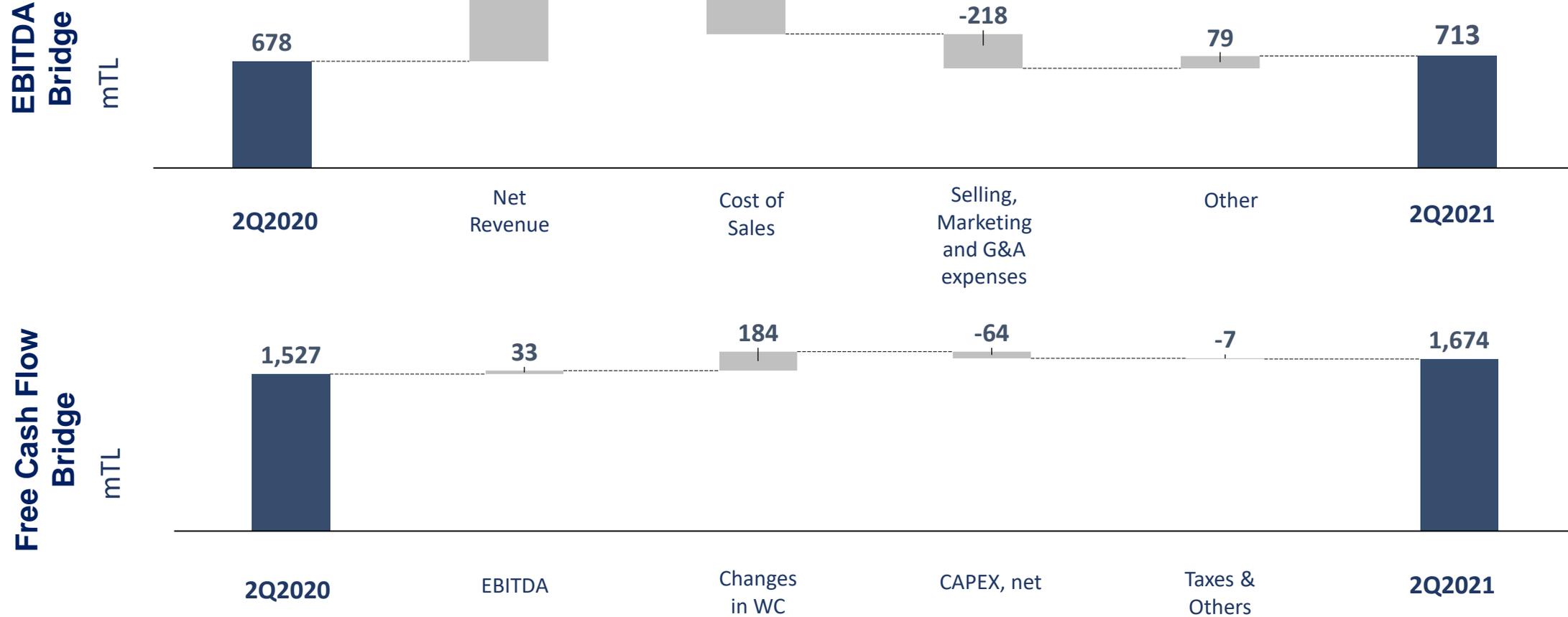
SOFT DRINKS
GROUP





...improvement in both operational profitability and working capital

Beer Group

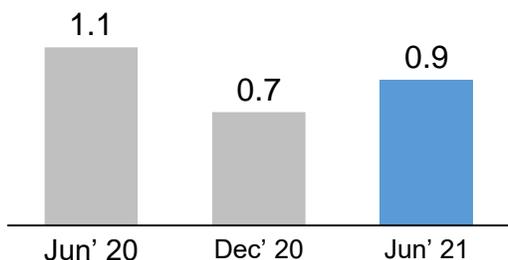




...leading to low leverage ratios...

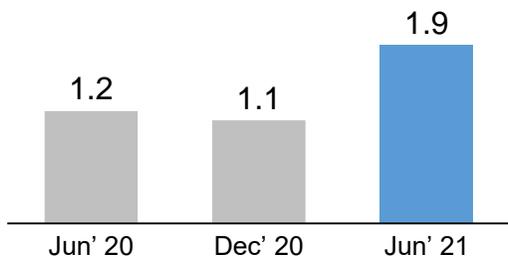
Net Debt / EBITDA (BNRI)¹

Anadolu Efes



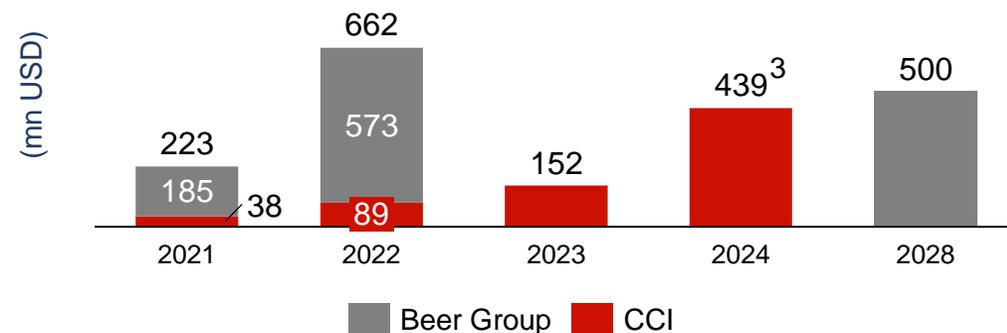
- 85% of cash is hold as hard currency
- 79% of debt is in hard currency
- 96% of debt is fixed

Beer Group



- 91% of cash is hold as hard currency
- 80% of debt is in hard currency
- 100% of debt is fixed

Maturity Schedule²



Weighted average maturity of debt for

- Beer Group is 3.4 years and
- Anadolu Efes is 3.0 years

¹As of end of June 2021, trailing 12 month EBITDAs include ABI Russia and ABI Ukraine effect for the whole 12 month period.

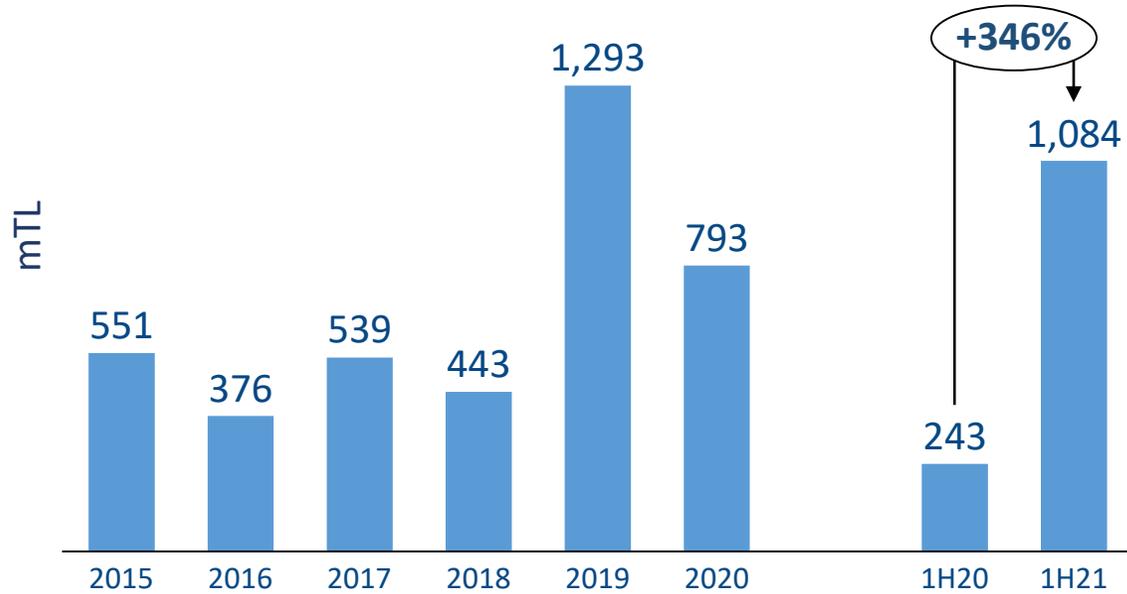
² Figures represent principal amounts as of end of June 2021.

³ After accounting for XCCY adjustment for \$150 mn on CCI's 2024 Eurobond (the FX effect amounts to ca. -\$84 mn as of June-end)

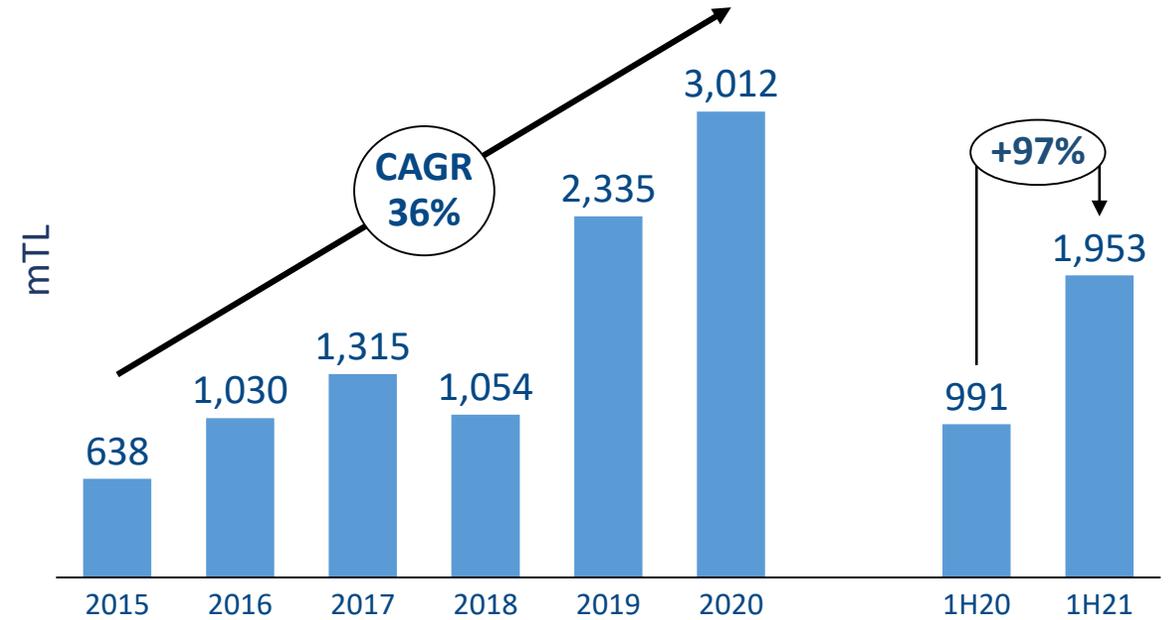


...by sustainable improvement in free cash flow...

Beer Group



Anadolu Efes





... with clear priorities for balance sheet management



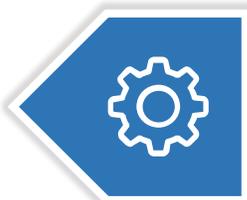
Record-low Core Working Capital

- Expected to be normalized in 2H



Investment grade rating maintained

- After latest review of Fitch

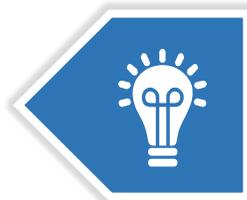


Extended Debt Maturity

- 500 m\$ Eurobond issuance with 7Y tenor
- 320 m\$ tender offer

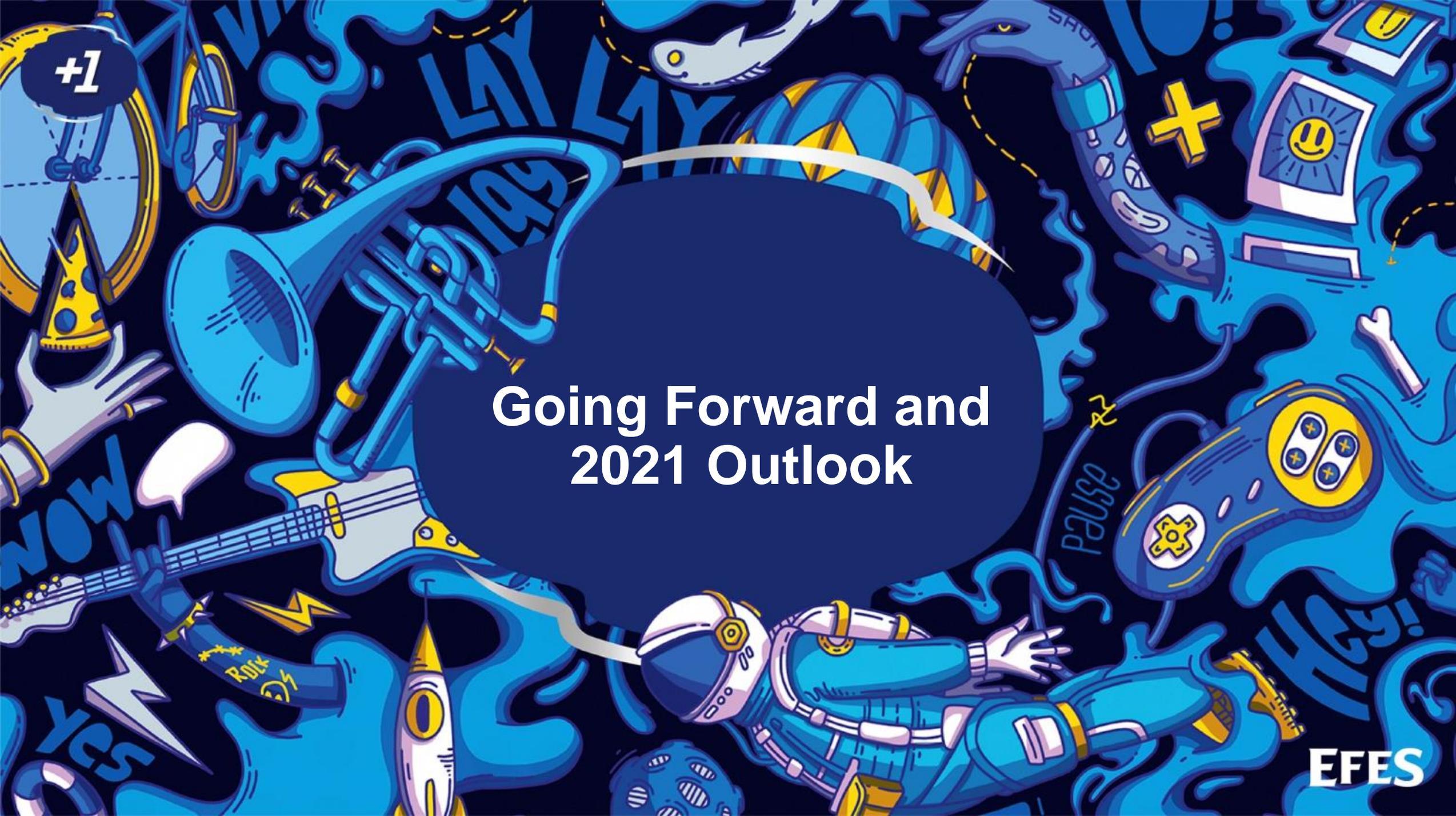


~75%* of cash held in hard currency in Beer G
No hard currency debt other than Eurobond



Effective risk management in place

- Cash Designation
- Commodity Hedges
- Net Investment Hedge



Going Forward and 2021 Outlook



Maximizing value of our business...



Maximizing organic growth

Invest in brands, market and capacity



Maintaining a healthy balance sheet

Net Debt/EBITDA: 1.0x - 2.0x



Maximizing shareholder value

Dividend pay-out ratio of min. 40%



Investing in inorganic growth

Leverage acquisition opportunities



Capital Allocation Priorities



...driven by commitment to sustain profitable leadership



Market Investments

- Cooler investments
- Distribution effectiveness
- Digitalization

Brand Investments

- Investments on existing brands
- New launches
- Expansion to new categories



**Market Share
Drivers**



Revenue / hl Drivers

- Price increases
- Premiumization
- Discount management
- Right portfolio mix & channel mix

Cost and Expense Management

- Zero Based Spending
 - New categories
 - New geographies



**Profitability
Drivers**

+1 Topline guidance upgraded with better than expected 1H...

VOLUME

continuing impact of pandemic

Consolidated:

Mid-single digit
(Previously: Low-to-mid-single digit growth)

Beer Group:

Low-single digit growth

Soft Drinks:

High single digit growth
(Previously: Range of 4% to 6% growth)

SALES REVENUE

FX-Neutral basis

Consolidated:

High-Teens growth
(Previously: Mid-teens growth)

Beer Group:

Low-teens growth

Soft Drinks:

Low-to-mid twenties growth
(Previously: High-teens growth)

EBITDA MARGIN

Consolidated:

Slight decline

Beer Group:

Ca. 200 bps decline

Soft Drinks:

Flattish

CAPEX & FREE CASH FLOW

Normalized **CAPEX** to Sales ratio of high single digits

Continue to deliver strong **Free Cash Flow**



Sustainability

+1 Our Commitments – Road to 2030



We love the Earth. We're aiming zero environmental impact considering our carbon emissions and waste.

- ❑ Become **carbon neutral** in all our operations by 2030.
- ❑ Become a certified **zero-waste** beer producer in all our operations by 2030.
- ❑ Continue to reduce plastic usage.



We will increase our social impact through mid and long term community investment projects in cooperation with credible NGOs.

- ❑ Our focus areas: Culture & art, local development and women empowerment, basketball, sustainable agriculture & farmer empowerment, start up ecosystem & young entrepreneurs



We believe in diversity & equality through awareness and our inclusive culture. We value all our employees equally and provide equal opportunities to all.

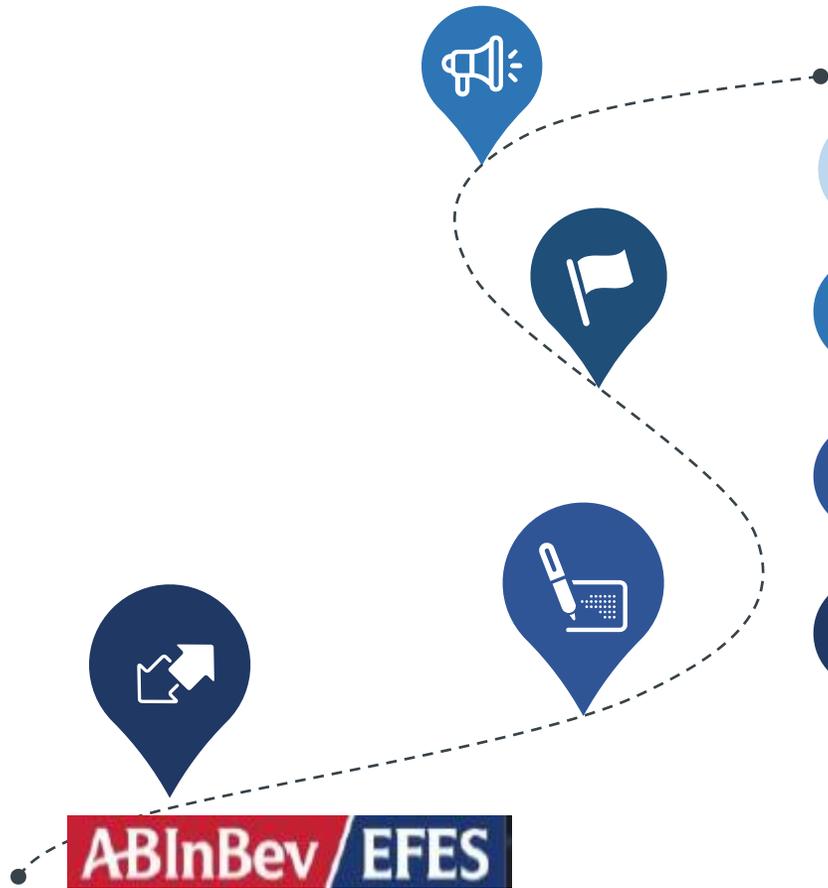
- ❑ Increase the representations of women in our organization **from 30% to 51%** by 2030.
- ❑ Become certified in **gender equality** in all our operations by 2023.
- ❑ Implement gender equality programs to meet specific standards and ensure certification for gender equality.



APPENDIX



Russian Beer Operations



01

World's 6th* largest beer market with 73 mhl market size;
Russian beer market grew by low single** digit in 2020 & our volumes grew by mid-single digit

02

Sustained both volume and value leadership & clear market leader in Super Premium & Premium segments

03

Focus on premium brands while keeping pricing strategy for all segments

04

Strong portfolio of growing brands in all price segments, that allows us to meet consumer needs in different channels and occasions



*Global Data 2020

**Rosstat, 2020

#1 Turkey's largest brewer



Low per capita consumption of 11 liters* offering a growth potential

Growing population with 1.2% CAGR in 2015-2020

Leading brewer with 55%** market share



Rich portfolio of local, imported & licensed brands covering all segments

#1 in consumer spending in Food & Beverage category

99% penetration in alcohol selling stores in Turkey**



3 Breweries with 7.0 mhl capacity

2 Malteries & 1 Hops Processing Facility enabling vertical integration for key raw materials

100% brand awareness for "Efes Pilsen"



* Internal estimation

** Volume share, Nielsen 2020

#1 Effective management of Commodity & FX exposures...

- **Cash flow hedge** via designation & derivatives



78%*

FX exposure in
COGS&OPEX&Interest hedged
in Turkey for 2021

100%

Hedged in Russia & Ukraine

Derivative contracts to
hedge commodities

Hedged positions for
2021*

84%**

79%***

100%

Hedged positions for
2022*

13%**

Turkey's 2021 local
barley procurement
is completed

*As of July 2021

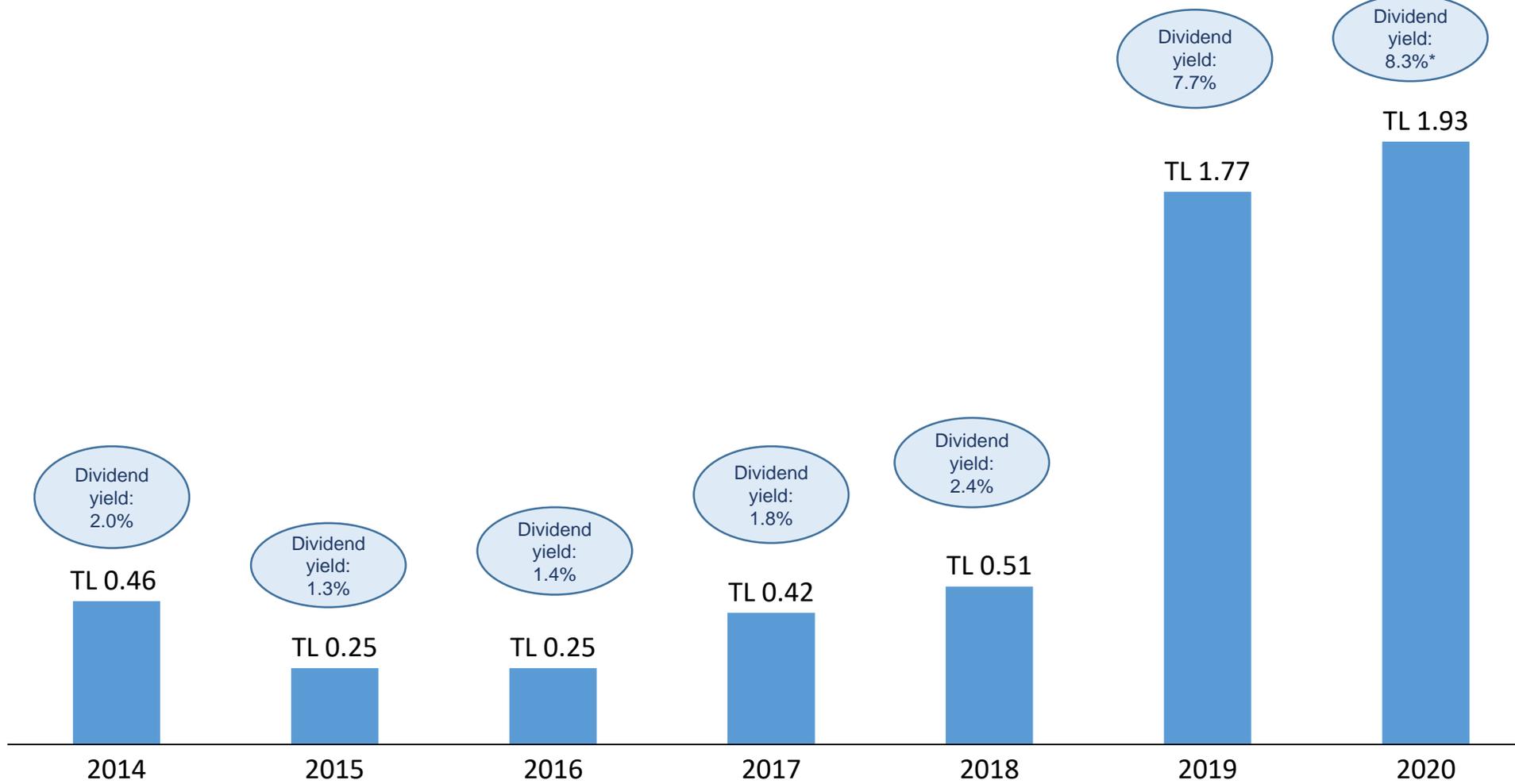
** Excluding Russia & Ukraine

*** Including Moldova & Georgia



Increasing dividend yields

Gross Dividend per Share (TL per 100 shares)



(*) Anadolu Efes Dividend Yield = Gross Dividend / Anadolu Efes Year-end Market Capitalization
Anadolu Efes Market Capitalization as at 31st of December, 2020

