



**9M2023
INVESTOR
PRESENTATION**

Forward-Looking Statements & Disclosure



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.

Anadolu Etap Tarım financial results started to be consolidated in Anadolu Efes' financials as of April 11, 2023. 3Q2023 and 9M2023 consolidated P&L, as well as the balance sheet as of 30.09.2023 incorporate Anadolu Etap Tarım financials. Likewise, Anadolu Etap İçecek financial results started to be consolidated in soft drink operations' as of April 19, 2023. 3Q2023 and 9M2023 consolidated P&L along with the balance sheet as of 30.09.2023 include Anadolu Etap İçecek figures. All operational performance metrics presented in this earnings release are on a reported basis (including Anadolu Etap Tarım and Anadolu Etap İçecek), except indicated otherwise.



ANADOLU EFES OVERVIEW

Anadolu Efes At A Glance

TOTAL VOLUMES

123.5 mhl

REVENUE

TL 90.5 bn

EBITDA (BNRI)

TL 17.4 bn

FREE CASH FLOW

TL 6.1 bn



Serving

750 mn

Population

70+

Export Countries

BEER OPERATIONS

6 countries

21 Breweries,

100+ brands

52.2 mhl brewing capacity

34.0 mhl beer volume

Strong **LEADER** positions



SOFT DRINK OPERATIONS

11 countries

30 Bottling plants

1.9 bn UC production capacity

~900 thousand sales points

1.6 bn UC sales volume

Strong **#1** or **#2** positions



Europe's **5th**

World's **9th**

Largest Brewer

ANADOLU
EFES

Among

Top 10

Largest Coca-Cola Bottlers



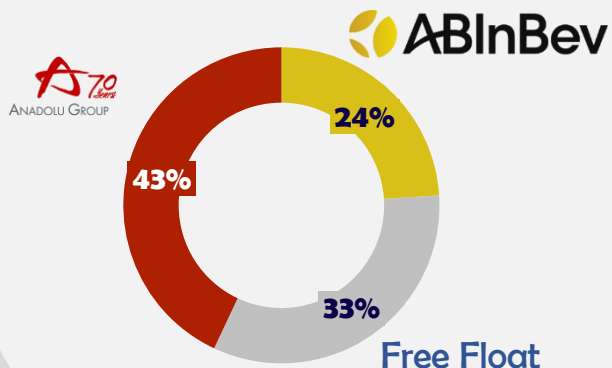
ANADOLU
EFES

* The Barth Report 2021/2022 **Numbers are as of FY2022

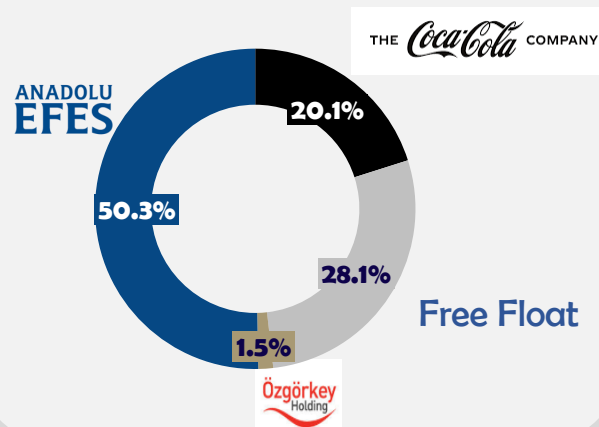
Ownership Structure & Subsidiaries



ANADOLU
EFES



CCI



BEER OPERATIONS



50.3%

SOFT DRINK OPERATIONS

Türkiye	Azerbaijan
Kazakhstan	Kyrgyzstan
Jordan	Pakistan
Iraq	Uzbekistan
Syria	Turkmenistan
Tajikistan	





OUR STRATEGY



Strategic Core Priorities

WINNING PORTFOLIO

- **Consumer First**
- Resilient mainstream **core brands**
- Smart **innovation** and NPDs to accelerate growth in **premium, non-alcohol & beyond beer**
- **Spirits alliances** (e.g. distribution)

PEOPLE

- Be the **employer of choice** inside & outside of the Company
- Unleash the potential of our **talents**
- Build the best **working culture** and environment for a **winning organization**

OPERATIONAL EXCELLENCE

- **Quality** mindset
- Focus on smart procurement plans to secure **supply continuity**
- Secure the **cost base**
- Continue to improve **E2E Planning Processes**

GEOGRAPHIC EXPANSION & GROWTH

- **Expand geographically** into potential adjacent markets through **M&A**



ACCELERATORS:

FINANCIAL DISCIPLINE

- **Profitable** revenue growth
- Drive **value** out of effectively managing working capital and CAPEX
- Be prudent in **expense management** leading to sustainable profitability margins

DIGITALISATION

- Seamless **Omni-channel** Experience
- **Data Driven** Business Analytics
- Empowered **Omnidirectional Mobility**

SUSTAINABILITY

- **Target zero** for the environment
- Increase our support for **social impact**
- Get stronger through **diversity & inclusion**

Vision, Mission & Values



OUR VALUES:



PASSIONATE



AGILE



COLLABORATIVE



ACCOUNTABLE



FAIR

OUR VISION:

**Be the largest brewer from Adriatic to China
by developing and owning social life and beer
culture.**

OUR MISSION:

We brew joy passionately and responsibly.

Investment Theme



- 1 **Diversified** business model including beer and soft drinks
- 2 **Strong market positions** across all operations
- 3 Significant potential in **demographics**
- 4 Prudent opex & capex management by internalizing **Zero-Based Spending** culture
- 5 **Strategic Partnerships** with World's leading FMCG companies; **AB InBev & TCCC**
- 6 **Excellent brand portfolio** with some of the world's best known brands and strong regional brands
- 7 **Disciplined financial management**
- 8 **Proven track record** of expansion & growth in emerging markets

GENERAL OVERVIEW & OPERATING ENVIRONMENT



Strong Positions Across the Board



RUSSIA

11 Breweries

World's **6th** largest beer market

56 liters per capita

#1 Position

29% Market share

68% of Beer Volumes

TURKEY

3 Breweries

12 liters per capita

#1 Position

52% Market share

17% of Beer Volumes

KAZAKHSTAN

2 Breweries

Beer market size of **6.7** mhl

35 liters per capita

#1 Position

46% Market share

7% of Beer Volumes

GEORGIA

1 Brewery

Beer market size of **1.3** mhl

35 liters per capita

#1 Position

44% Market share

3% of Beer Volumes

MOLDOVA

1 Brewery

Beer market size of **1.0** mhl

28 liters per capita

#1 Position

64% Market share

2% of Beer Volumes

UKRAINE

3 Breweries

Strong CAGR Growth Achieved in All Metrics...

**Volume
Growth**



**Revenue
Growth**



**EBITDA*
Growth**



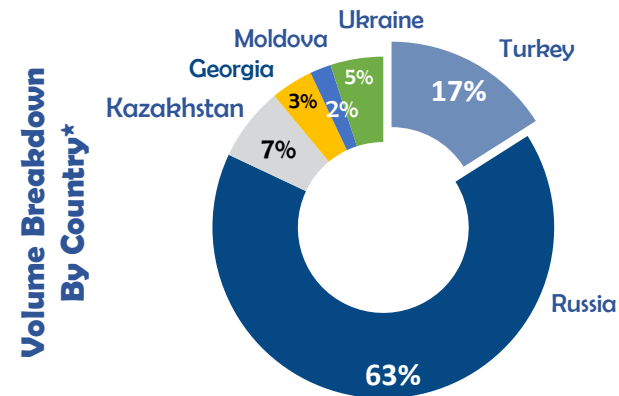
**FCF
Growth**



Beer Group 3Q Highlights:



- Beer volume up 7.7% in 3Q; outpacing strong 2Q performance
 - Solid momentum in Russia & Türkiye
- International beer volume up 8.6%
 - Russian volume growth of low-to-mid-single digits
 - Ukraine volume improved, yet below 2021
- Türkiye beer volume up 5.0%



*Breakdown on combined basis

Russia

- **Russian beer market was flat vs last year;**
 - Supported by favorable price levels
- **Russian operation volume up around 4% with;**
 - Well-balanced pricing
 - Execution of portfolio strategy & sales initiatives
 - Innovative product launches
 - Low base of September 2022
- Market leadership* in value basis sustained
- Energy drink category registered double digit growth
 - VOLT entered TOP 10 energy drinks
- Non-alco industry growth ahead of beer market in 9M2023

* Based on Nielsen data

CIS



- CIS volume down mid-single digit in total;
- Profitability focus in Kazakhstan & Georgia
- Moldova volume down; yet slower pace vs previous two quarters

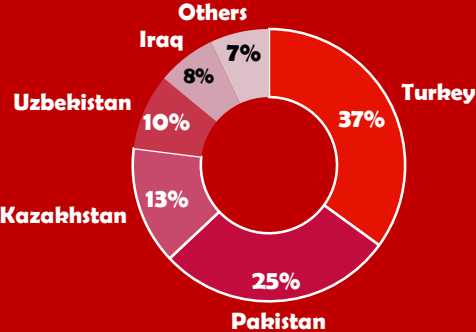
Türkiye

- Turkish beer market was strong despite;
 - High base of last year
 - Challenging operating landscape
- Türkiye beer volume up by 5.0%; 8th consecutive quarter of growth
 - Strong portfolio play
 - Effective pricing
 - Strong tourism activities in the country

Soft Drinks 3Q Highlights:

- Consolidated volume up 3.0%;
- Türkiye volume up by 12.1%;
 - Effective marketing campaigns
 - Favorable weather conditions
- International volume down 2.5%;
 - Pakistan down 19.0%; due to challenging macro dynamics
 - High-single digit growth in Central Asia
 - Mid-teens growth in Middle East

Volume Breakdown
By Country*



*Breakdown on combined basis



9M2023
CONSOLIDATED
FINANCIAL
OVERVIEW



Record-high bottom line and cash generation...



Anadolu Efes

Beer Group

NET REVENUE	3Q	9M	3Q	9M	<ul style="list-style-type: none">Volume growthEffective pricingFX translation impact
	+67.3% CCR*:+44.2%	+65.1% CCR*:+42.8%	+43.7% CCR*:+30.5%	+51.7% CCR*:+29.7%	
EBITDA BNRI %	3Q	9M	3Q	9M	<ul style="list-style-type: none">Moderate increase in COGS/hlCautious marketing & sales pending versus initial plans
	24.9% (+231 bps)	22.3% (+183 bps)	26.5% (273 bps)	22.8% (308 bps)	
NET INCOME	3Q	9M	3Q	9M	<ul style="list-style-type: none">Strong operational profitabilityFX gains realized from hard currency cash
	TL4,732 mn (+2,650 mn)	TL8,012 mn (+4,637 mn)	TL2,576 mn (+1,404 mn)	TL4,182 mn (+2,342 mn)	
FREE CASH FLOW	3Q	9M	3Q	9M	<ul style="list-style-type: none">Better EBIT performanceImproved working capital managementConsolidated Net Debt/EBITDA (BNRI): 0.5x
	TL6,813 mn (+4,451 mn)	TL10,840 mn (+3,760 mn)	TL3,185 mn (+2,446mn)	TL8,015 mn (+2,258mn)	

* Constant currency rate

Financials



Anadolu Efes

mTL	3Q2023	Change	9M2023	Change
Sales Revenue	49,790	67.3%	112,359	65.1%
Gross Profit	20,975	82.9%	45,184	80.2%
EBITDA (BNRI)	12,388	84.5%	25,047	79.9%
Free Cash Flow	6,813	+4.451	10,840	+3,760
Gross Profit Margin %	42.1%	+358 bps	40.2%	+337 bps
EBITDA BNRI Margin %	24.9%	+231 bps	22.3%	+183 bps

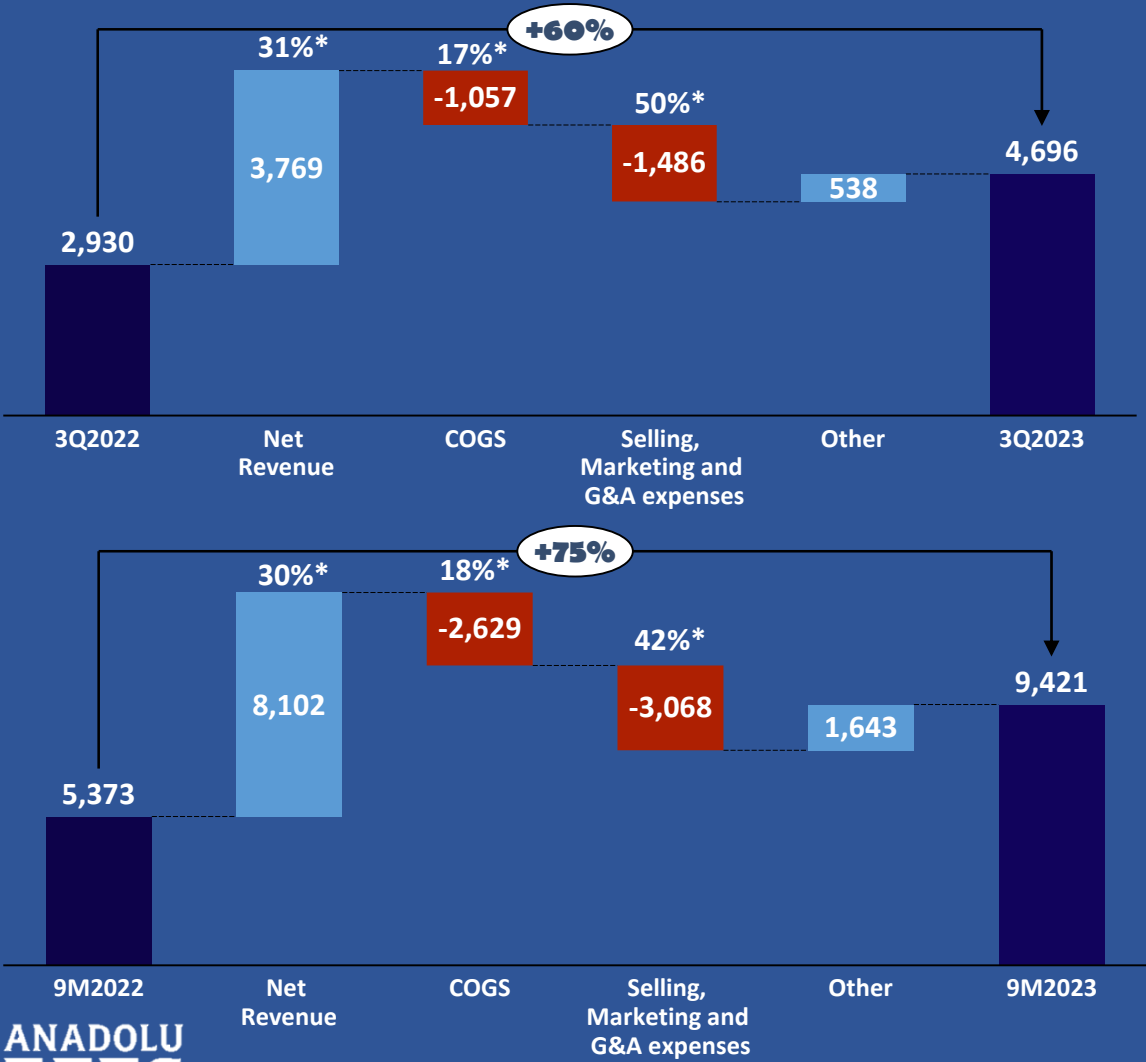
Beer Group

mTL	3Q2023	Change	9M2023	Change
Sales Revenue	17,739	43.7%	41,376	51.7%
Gross Profit	8,976	60.7%	19,876	70.2%
EBITDA (BNRI)	4,696	60.2%	9,421	75.4%
Free Cash Flow	3,185	+2,446	8,015	+2,258
Gross Profit Margin %	50.6%	+536bps	48.0%	+524bps
EBITDA BNRI Margin %	26.5%	+273bps	22.8%	+308bps

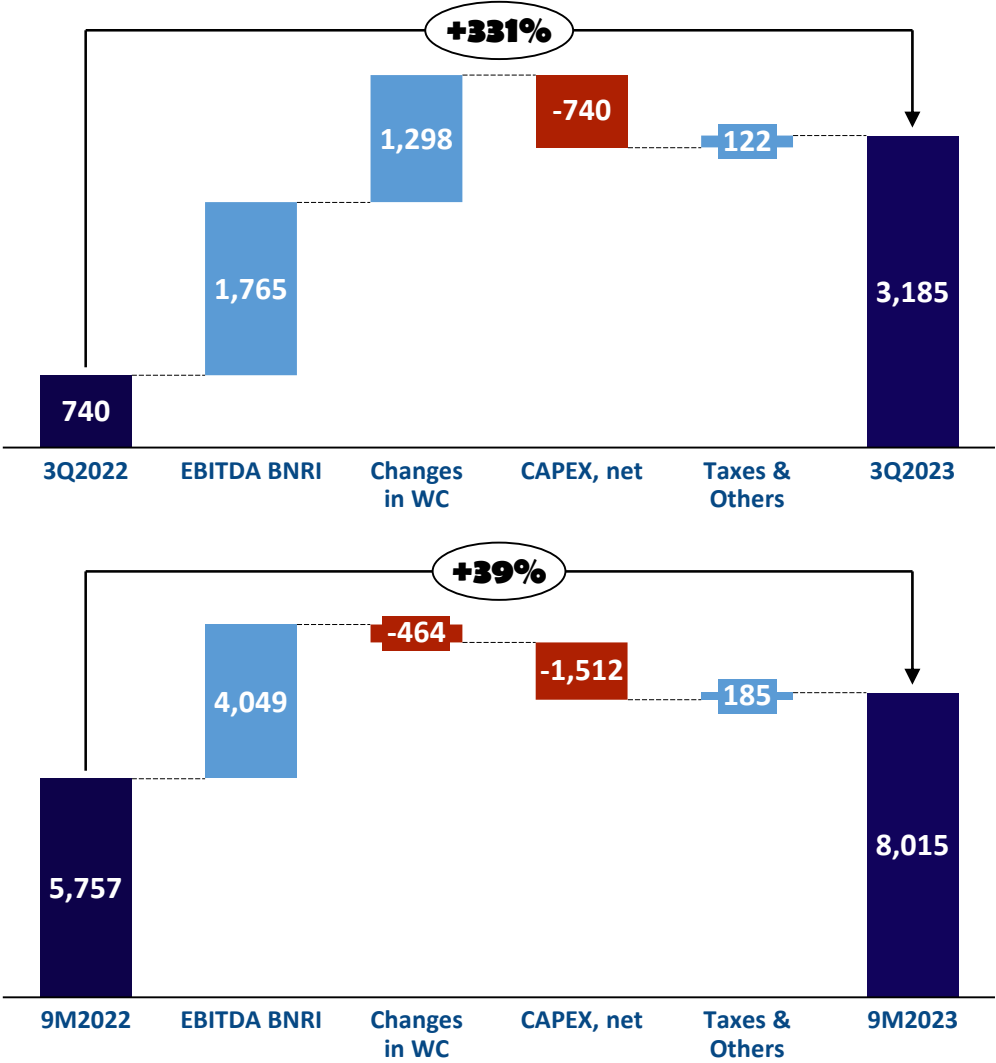
Beer Group EBITDA (BNRI) & FCF Generation



EBITDA (BNRI) Bridge mTL



Free Cash Flow Bridge mTL



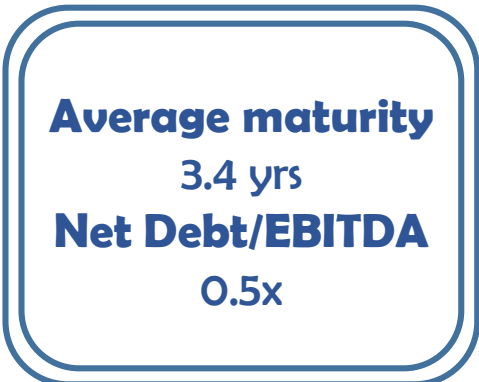
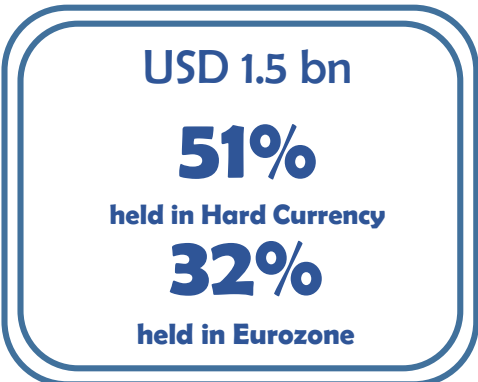


Anadolu Efes

Gross Debt



Cash

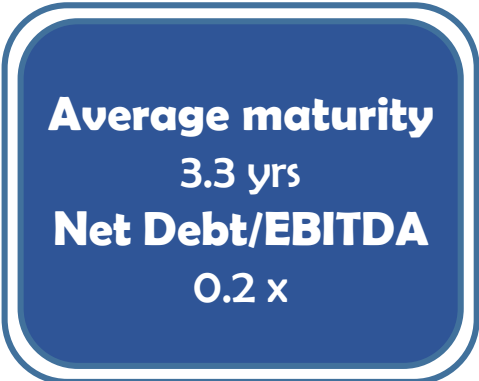
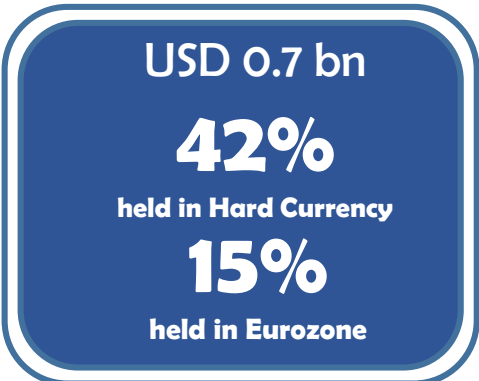


Beer Group

Gross Debt



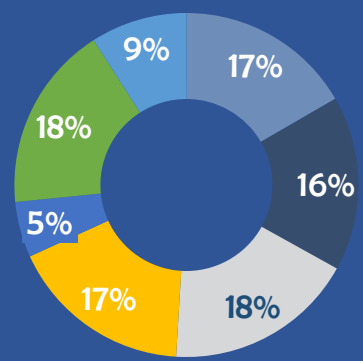
Cash



Risk Management



Beer Group COGS Split:



- Barley-Malt & Auxiliary
- Glass Bottle
- Can
- Other Packaging
- Overhead (Labour Cost)
- Amortization & Other Overhead
- Import products

Beer Group Hedges for 2023:

Commodity :

Aluminum: 99% for TR & CIS*



*For 2024: 54% for TR & CIS

FX Exposure :

Russia: 100% Hedged
TR: 90% Hedged



Total FX Exposure of Beer Group is 27% of COGS + OPEX.

*For 2024: 43% for TR

Financial Priorities



Cash Management

Ensure liquidity for operations and accelerate dividend streams

Focus on FCF

Maintain successful Working Capital levels

Debt Management

Maintain long term sustainable leverage target of 1.0X - 2.0X

Diversify debt structure and extend liquidity

Risk Management

Manage FX and commodity exposure

Use Working Capital and receivable guarantee solutions

Supplier base expansion and diversification

Expense Management

Zero Based Budgeting

Cautious and Smart Spending Culture



CAPITAL ALLOCATION PRIORITIES & 2023 EXPECTATIONS

Capital Allocation Priorities



Invest in

Brands, Innovation, Product Diversification, Market Development, Digitalization and Production Capacity



Maintain

Healthy balance sheet by keeping Net Debt / EBITDA between 1.0x – 2.0x



Maximize

Shareholder value through dividends with high yield



Penetrate & Expand

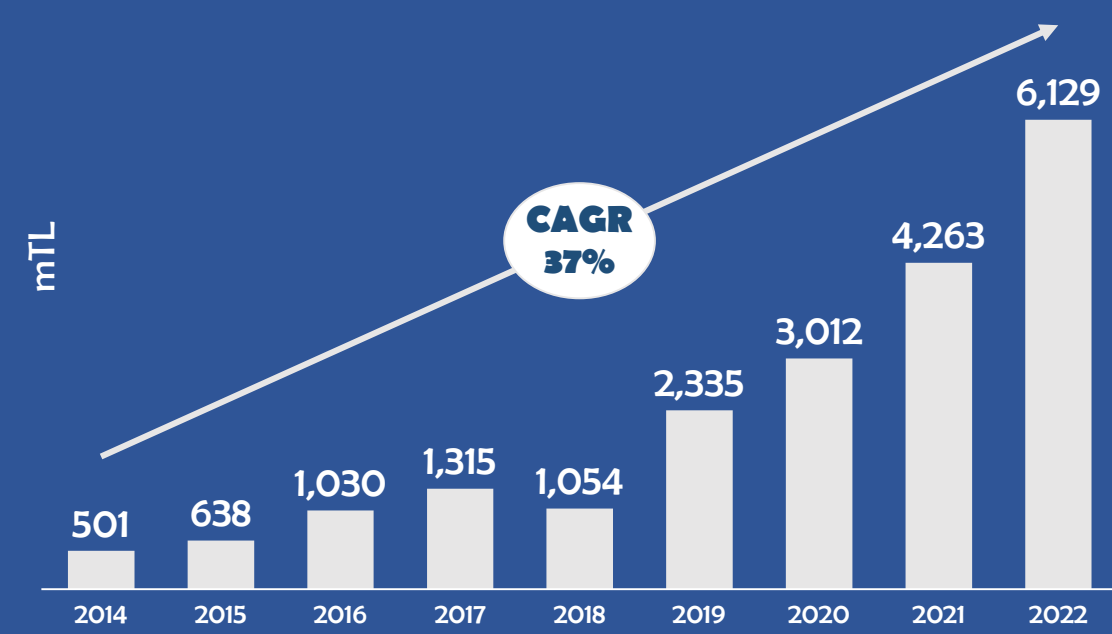
Into new geographies through inorganic expansion & exports

Sustainable Shareholder Return

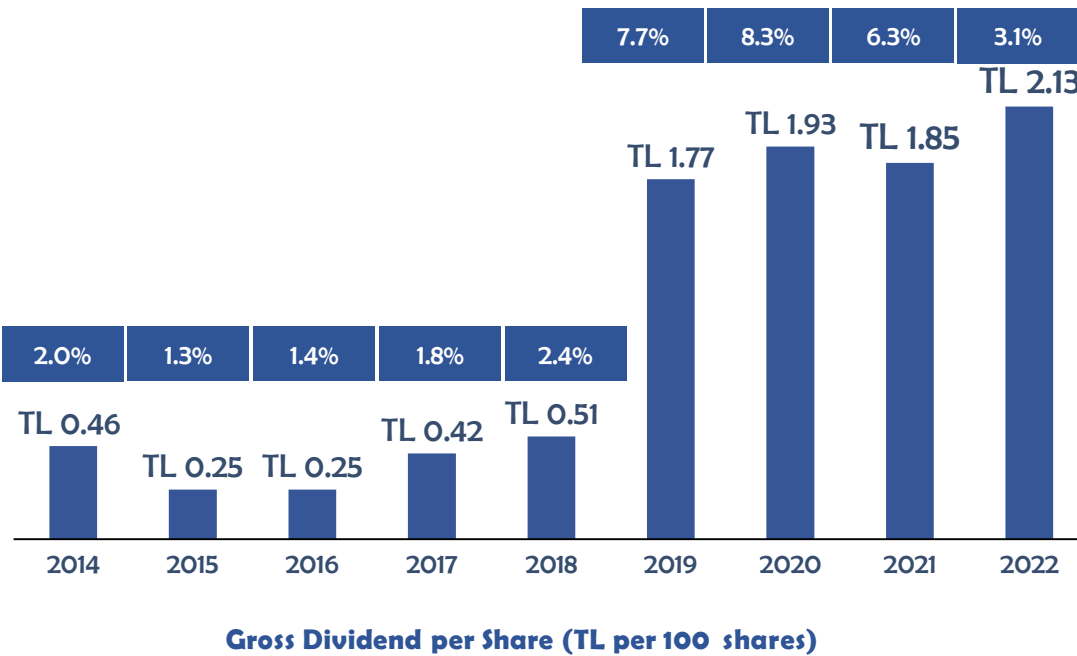


Sustainable Free Cash Flow Generation

Anadolu Efes



Leading to High Dividend Yields*



* Anadolu Efes Dividend Yield = Gross Dividend / Anadolu Efes Year-end Market Capitalization

FY2023 Revised Expectations



	ANADOLU EFES	BEER GROUP	SOFT DRINKS GROUP
VOLUME	Mid-single digit growth <i>Initial: Low-to-mid-single-digit growth</i>	Low-to-mid-single digit growth <i>Revised: Low-single digit growth Initial: Low-single-digit decline</i>	Mid to high-single digit growth <i>No change</i>
SALES REVENUE <i>FX-Neutral basis</i>	High-thirties growth <i>Initial: Low-thirties growth</i>	Mid-to-high twenties growth <i>Revised: Low-twenties growth Initial: High-teens growth</i>	High forties to low fifties growth <i>No change</i>
EBITDA Margin	Flat <i>Revised Decline around 100 bps Initial: Decline around 100 -200 bps</i>	Flat <i>Revised: Decline around 100 bps Initial: Decline around 300 bps</i>	Flat to a slight expansion <i>No change</i>



SUSTAINABILITY

Road to 2030



Targeting Zero for the environment



Become **carbon neutral** in all our operations by 2030

Become a certified **zero-waste** beer producer by 2030

Continue to reduce plastic usage



Increasing our support for social impact



Our Focus Areas:

Culture & art

Local development & women empowerment

Basketball

Sustainable agriculture & farmer empowerment

Start up ecosystem & young entrepreneurs



Getting Stronger through Diversity & Inclusion



Increase the representations of women in our organization **from 30% to 51%** by 2030

Become certified in **gender equality** in all operations by 2023

Implement gender equality programs to meet specific standards and ensure certification for gender equality

FX Rates



		9M2022	9M2023	Δ%
USD/TL	AVG	15.88	22.19	39.7%
	PE	18.52	27.38	47.8%
EUR/TL	AVG	16.84	24.05	42.9%
	PE	18.14	29.03	60.0%
TL/RUB	AVG	4.45	3.73	-16.2%
	PE	3.10	3.56	14.8%
TL/KZT	AVG	28.87	20.41	-29.3%
	PE	25.75	17.33	-32.7%
TL/UAH	AVG	1.95	1.65	-15.4%
	PE	1.97	1.34	-32.4%
TL/MDL	AVG	1.18	0.82	-30.4%
	PE	1.06	0.66	-37.2%
TL/GEL	AVG	0.19	0.12	-37.4%
	PE	0.15	0.10	-36.1%

