

9M2024
ANADOLU EFES
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.

Important Disclaimer Regarding TAS29



As stipulated by the decree of the Capital Markets Board, the financial statements for the FY2023 have been presented in accordance with TAS29 (Turkish Accounting Standard 29: Financial Reporting in Hyperinflationary Economies), and retrospective adjustments have been made for prior periods in alignment with the same standard.



ANADOLU EFES OVERVIEW

Anadolu Efes At A Glance



Serving **+770 mn** Population

70+ Export Countries

21 Breweries in **6** Countries

33 Soft Drink Facilities in **12** Countries

Europe's **5th**

World's **10th**
Largest Brewer

3^{rd}**
Largest Coca-Cola Bottler



• The Barth Report 2022/2023
** Based on the population served



Anadolu Efes By Operations



BEER GROUP

6 countries

21 Breweries

100+ brands

51.8 mhl brewing capacity

35.7 mhl beer volume

Strong **LEADER** positions



SOFT DRINK GROUP

12 countries

33 Bottling plants

2.0 bn UC production capacity

~1.2 million sales points

1.5 bn UC sales volume

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

TOTAL VOLUMES*

122.9 mhl

REVENUE*

TL 159.9 bn

EBITDA (BNRI)*

TL 28.6 bn

FREE CASH FLOW*

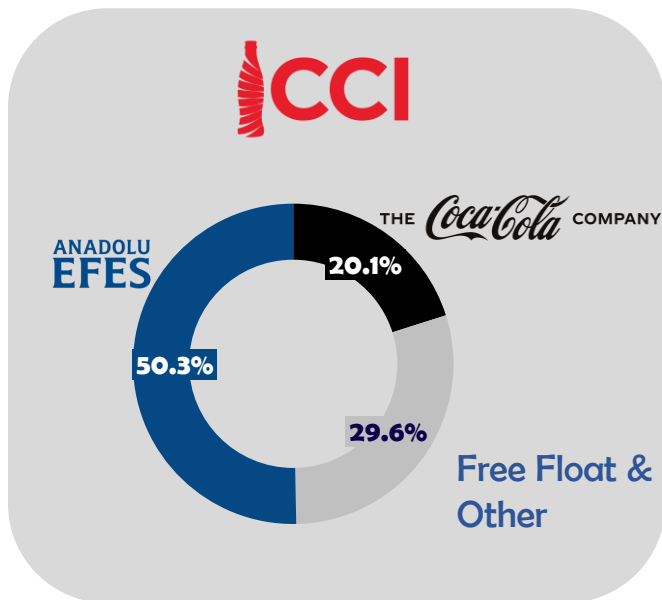
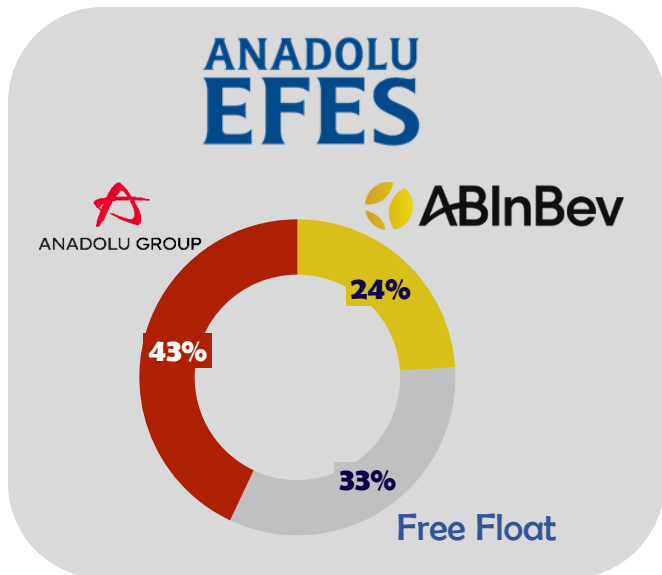
TL 9.3 bn

NET INCOME*

TL 22.1 bn

*As of FY2023

Ownership Structure & Subsidiaries



BEER OPERATIONS

- 50% ABInBev / EFES Russia
- EFES TÜRKİYE Türkiye
- EFES KAZAKHSTAN Kazakhstan
- EFES MOLDOVA Moldova
- EFES GEORGIA Georgia
- 50% ABInBev / EFES Ukraine



SOFT DRINK OPERATIONS

50.3%

- Türkiye
- Azerbaijan
- Kazakhstan
- Kyrgyzstan
- Jordan
- Pakistan
- Iraq
- Uzbekistan
- Syria
- Turkmenistan
- Tajikistan
- Bangladesh



OUR STRATEGY



Vision, Mission & Values



↳ Vision

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



↳ Mission

We brew joy passionately and responsibly.



↳ Values



PASSIONATE



AGILE



COLLABORATIVE



ACCOUNTABLE



FAIR

Strategic Core Priorities



2023-2025 STRATEGIC CORE PRIORITIES

SUSTAINABILITY

- Reduce our environmental impact throughout our operations and value chain
- Increase our support for social impact
- Continue to grow stronger through equality, diversity & inclusion

DIGITALIZATION

- Create Seamless Omni-channel Experience
- Democratize data, disseminate data driven business analytics
- Empowered Omnidirectional Mobility

FINANCIAL DISCIPLINE

- Ensure profitable revenue growth
- Drive value out of effectively managing working capital and CAPEX
- Ensure sustainable profitability margins with zero-based expense management

OPERATIONAL EXCELLENCE

- Quality mindset
- Focus on smart procurement plans to secure supply continuity
- Continue to improve E2E Planning Processes
- Effectively manage our product cost and efficiency



WINNING PORTFOLIO

- Grow with a consumer-oriented brand portfolio fed with strong insights
- Keep our mainstream core brands strong in every country where we operate
- Grow with innovations in premium segment (non-alcohol, craft, hard seltzer, flavored beer)
- Evaluate expansion and growth opportunities in other potential beverage categories

GEOGRAPHIC EXPANSION & GROWTH

- Expand geographically into potential markets through MGA

OUR EMPLOYEES

- Become the most preferred employer brand in all the countries where we operate with a strong employee experience
- Provide employees with new / additional skills
- Protect the talents in the organization

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**



Population:

144 Million*

66% of total beer volume

Production Facilities:

11 Breweries

3 Malteries

1 Preform Production Facility

Market Size & Per Capita:

83 mhl market size**

58 liters per capita consumption**

Production Capacity:

31.7 mhl Brewing

288 000 Tons Malt

Market Share:

29% market share***

Market Leader***

Main Brands:

SMIB, Efes, Kozel, Gold Mine Beer, Lowenbrau, BUD, ABBE

*United Nations

**Globaldata

***Company estimate Jan-Dec 2023, Avg on value basis



Kazakhstan

Population:

20 Million*

7% of total beer volume

Production Facilities:

2 Breweries

Market Size & Per Capita:

6.6 mhl market size**

33 liters per capita consumption**

Production Capacity:

2.6 mhl Brewing

Market Share:

46% market share***

Market Leader***

Main Brands:

Efes Pilsener, Kruzha Svezhego, Karagandinskoe, Zhigulevskoe, Slavna Praga, Bremen

*United Nations

**Globaldata

***Nielsen Jan-Dec 2023, Avg



Georgia



Population:

3.7 Million*

3% of total beer volume

Production Facilities:

1 Breweries

Market Size & Per Capita:

1.3 mhl market size**

35 liters per capita consumption**

Production Capacity:

1.2 mhl Brewing and Soft Drink
Production

Market Share:

45% market share***

Market Leader***

Main Brands:

Efes, Lowenbrau, Natakhtari, Kasris, Karva, Natakhtari CSD



Moldova



Population:

3.4 Million*

2% of total beer volume

Production Facilities:

1 Breweries

Market Size & Per Capita:

0.9 mhl market size**

25 liters per capita consumption**

Production Capacity:

1.5 mhl Brewing and Soft Drink
Production

Market Share:

59% market share***

Market Leader***

Main Brands:

Efes, Chisinau, Finch, Kozel, Timisoreana , Jigulevskoe Bocikovoie

*United Nations

**Globaldata

***Retail Audit Jan-Dec 2023, Avg



Türkiye

Population:

86 Million*

17% of total beer volume

Production Facilities:

3 Breweries

2 Malteries

1 Hops Processing Facility

Market Size & Per Capita:

11.2 mhl market size**

13 liters per capita consumption**

Production Capacity:

6.9 mhl Brewing

115 000 Tons Malt

Market Share:

52% market share***

Market Leader***

Main Brands:

Efes Pilsen, Efes Malt, Bremen, Bomonti, Miller, Bud, Becks





**9M2024
OPERATIONAL
OVERVIEW**

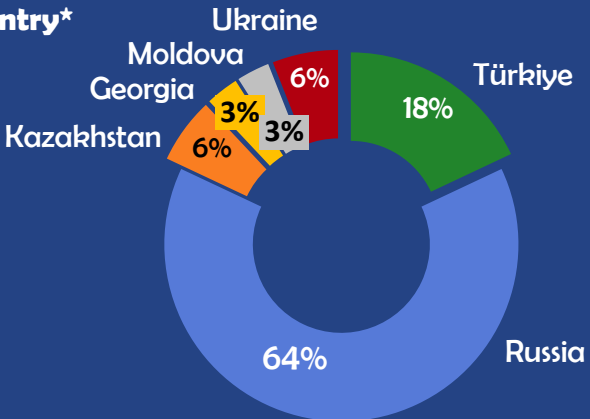


Steady Increase in Beer Group Volumes...



- **Consolidated beer volume up by 5.7% in 3Q2024**
 - Solid performance in **Russia, Georgia and Moldova**
- **Türkiye beer volume down 1.4%**
- **International beer volume up 7.5%**
 - **Russian** volume up high-single digit
 - **CIS countries'** volume was flat on total

3Q2024 Volume Breakdown By Country*



*Breakdown on combined basis

Russia



- **Continued growth trend in Russian beer industry**
 - Mid-single digit growth in 3Q*
- **Our volumes outperformed the industry in 3Q2024**
 - Own growth of high-single digit*;
 - Intensified marketing efforts by competitors
 - Growth in all segments except value segment
- **Market share gains YTD** in both value and volume terms
- **'ART OF DRINKING'** social campaign ongoing since 2022





- **Total CIS volume stayed flat** in 3Q2024
 - **Moldova** and **Georgia** achieved double digit growth;
 - ✓ Supported by brand activations related to Euro 2024 and the 2024 Olympics
 - Softer performance in **Kazakhstan** impacted by weak industry dynamics

Türkiye

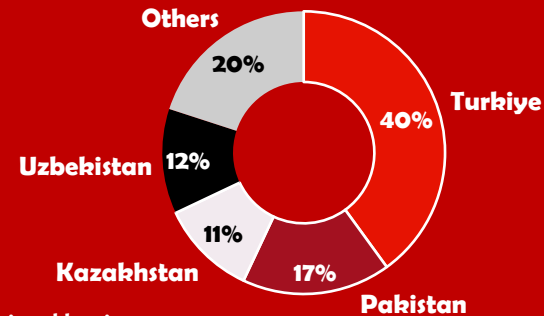
- **Türkiye volume down** by 1.4% in 3Q2024
- Volume slowdown was expected due to;
 - Portfolio price increase following excise adjustment
 - Weakened consumer purchasing power

Soft Drinks



- **Consolidated volume** down 9.2% in 3Q2024;
- **Türkiye volume** down 12.2%
 - Persistent inflationary environment & continued geopolitical issues
 - Lack of minimum wage adjustments
- **International volume** down 7.1%
 - **Iraq & Azerbaijan** continued strong momentum
 - **Pakistan** down 22.9%; suffering from macroeconomic headwinds
 - **Uzbekistan** down by 6.5% ; cycling high base and weakening purchasing power

3Q2024 Volume Breakdown
By Country*



*Breakdown on combined basis



**9M2024
FINANCIAL
OVERVIEW**

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

Strong Top Line Performance in 9M2024...



Anadolu Efes

Beer Group

NET REVENUE

3Q

TL62.2 mn
(+2.5%)

9M

TL179.5 mn
(+0.3%)

3Q

TL25.1 mn
(+27.4%)

9M

TL69.9 mn
(+9.6%)

- Strong volume growth in beer group
- Effective pricing
- Favorable mix

EBITDA BNRI %

21.1%
(-152 bps)

18.6%
(-116 bps)

21.0%
(-539 bps)

16.2%
(-417 bps)

- Increase OPEX per net revenue

NET INCOME

TL5,600 mn
(-TL8,297mn)

TL13,616 mn
(-TL10,346mn)

TL3,043 mn
(-TL5,220 mn)

TL7,566 mn
(-TL6,865 mn)

- Decline operational profitability
- Negative TAS29 Effect – Lower monetary gain this year

FREE CASH FLOW

TL5,374 mn
(-TL4,620 mn)

TL4,830 mn
(-TL8,001 mn)

TL4,320 mn
(+TL2,185 mn)

TL7,612 mn
(-TL1,142 mn)

- Increased interest payments
- Higher CAPEX spendings
- Consolidated Net Debt to EBITDA (BNRI) → 0.6x

* Constant currency rate

Financials



Anadolu Efes

mTL	3Q2024	Change	9M2024	Change
Sales Revenue	62,195	2.5%	179,536	0.3%
Gross Profit	25,669	5.4%	71,072	5.2%
EBITDA (BNRI)	13,127	-4.4%	33,339	-5.6%
Net Income/(Loss)*	5,600	-59.7%	13,616	-43.2%
Free Cash Flow	5,374	-46.2%	4,830	-62.4%
Gross Profit Margin %	41.3%	113 bps	39.6%	186 bps
EBITDA BNRI Margin %	21.1%	-152 bps	18.6%	-116 bps
Net Income Margin*	9.0%	-1,390 bps	7.6%	-580 bps

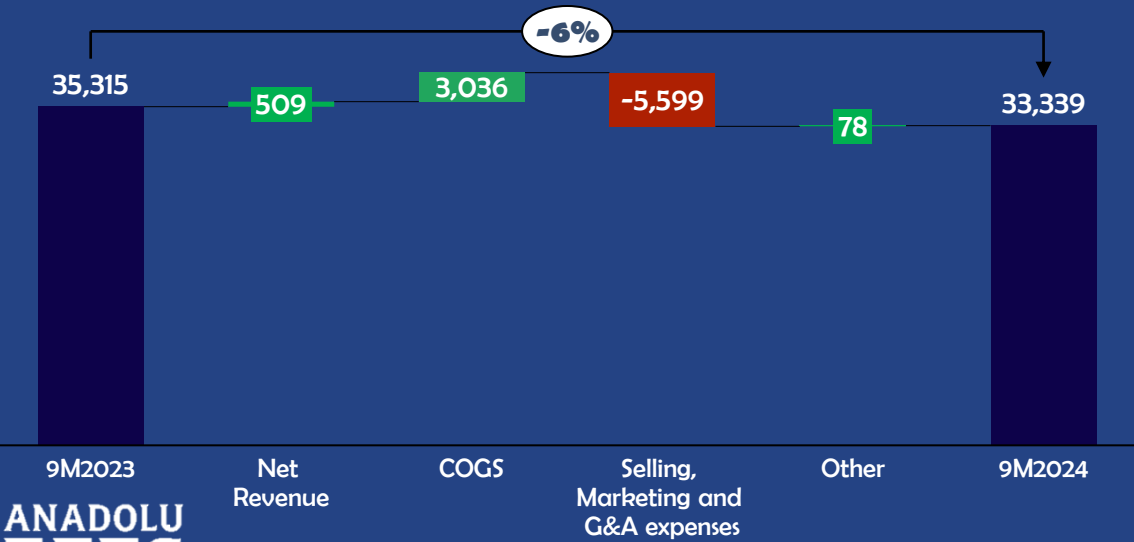
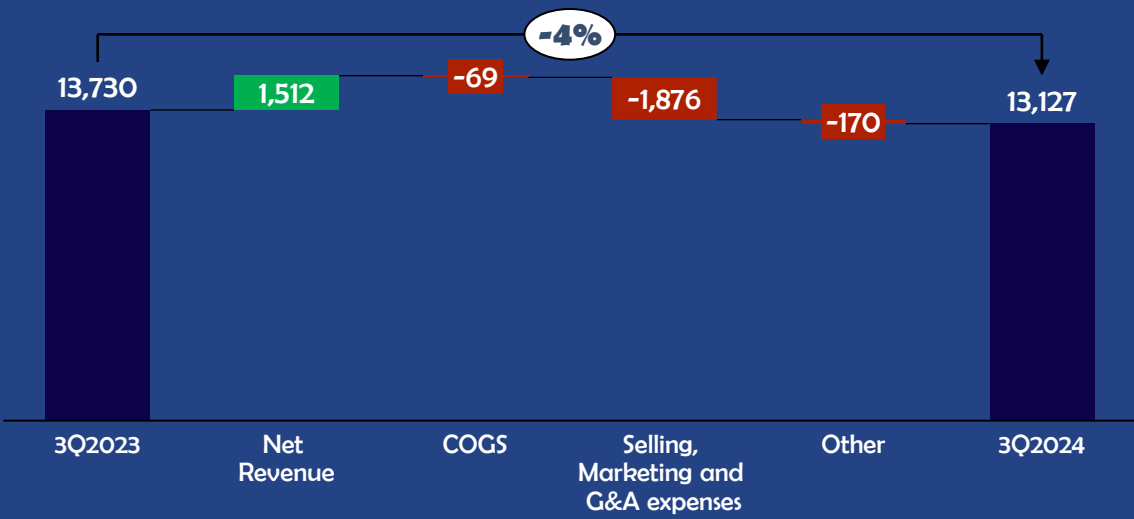
Beer Group

mTL	3Q2024	Change	9M2024	Change
Sales Revenue	25,063	27.4%	69,862	9.6%
Gross Profit	12,240	20.9%	31,908	8.2%
EBITDA (BNRI)	5,267	1.4%	11,304	-12.9%
Net Income/(Loss)*	3,043	-63.2%	7,566	-47.6%
Free Cash Flow	4,320	102.3%	7,612	-13.0%
Gross Profit Margin %	48.8%	-262 bps	45.7%	-56 bps
EBITDA BNRI Margin %	21.0%	-539 bps	16.2%	-417 bps
Net Income Margin*	12.1%	-2,985 bps	10.8%	-1,180 bps

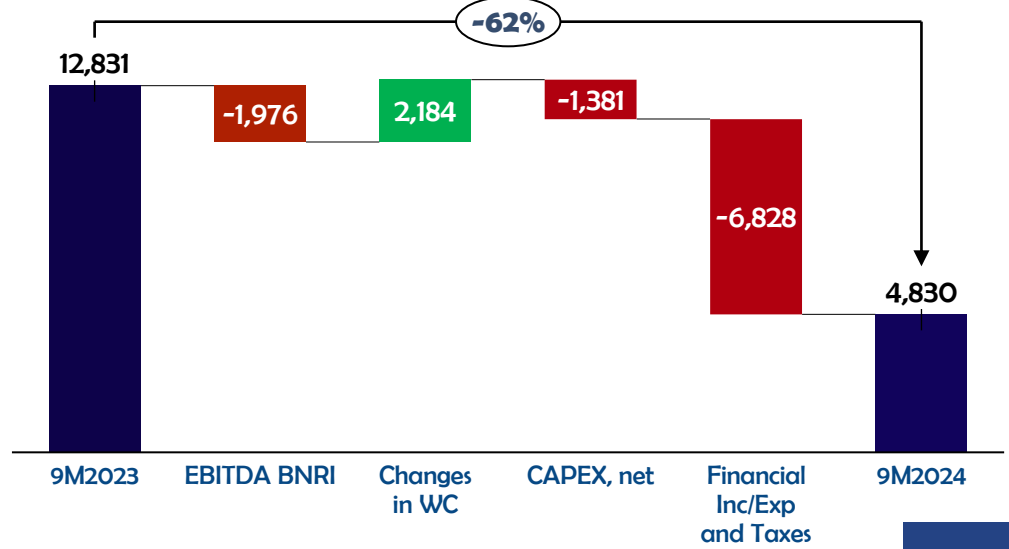
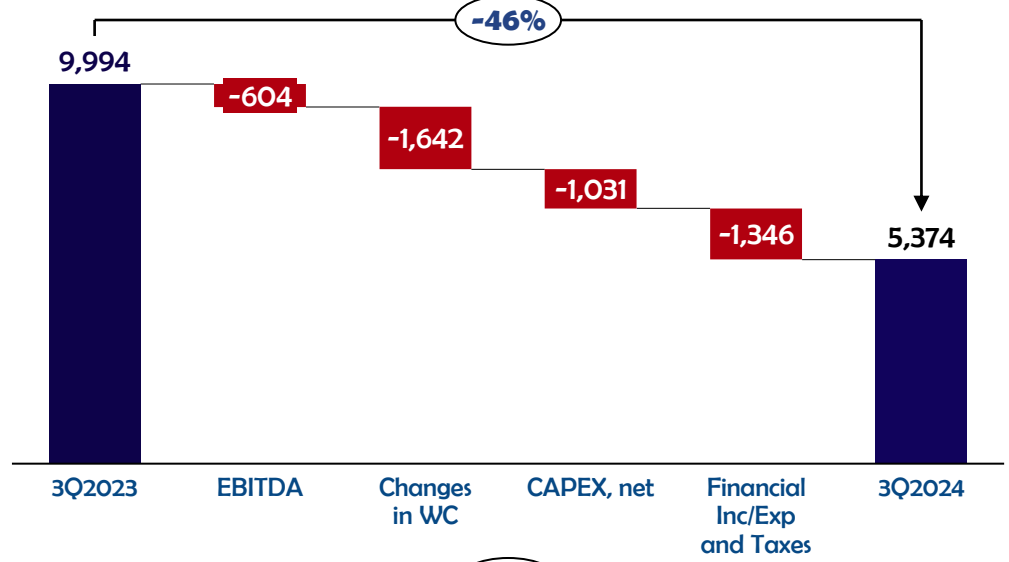


Anadolu Efes EBITDA (BNRI) & FCF Generation

EBITDA (BNRI) Bridge mTL



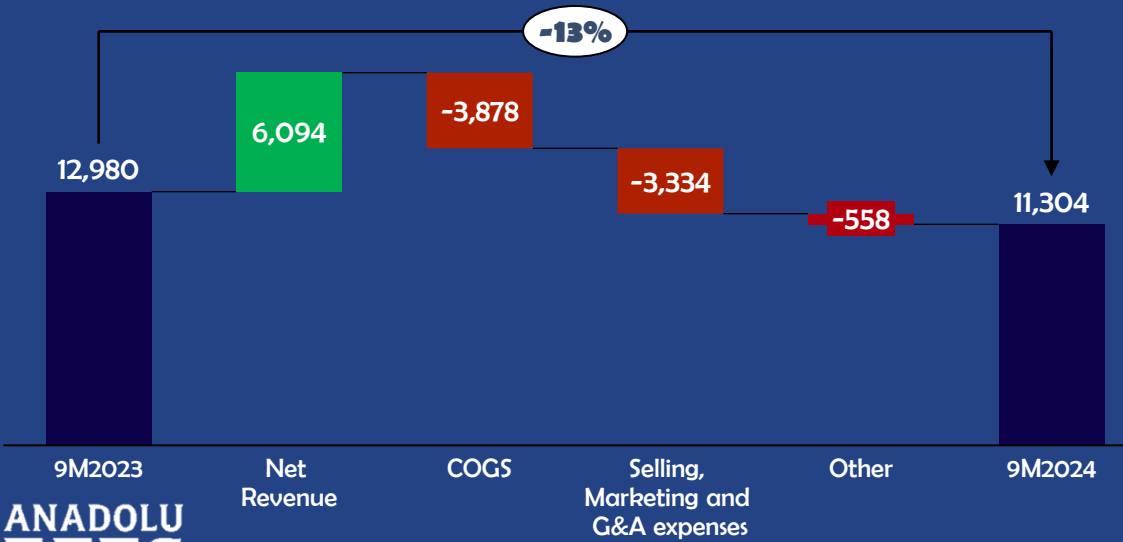
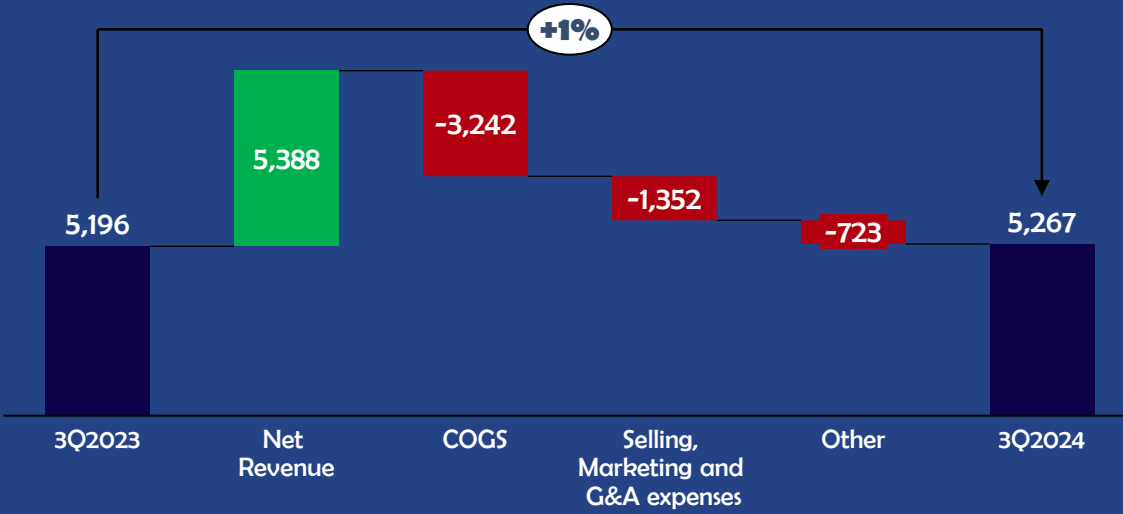
Free Cash Flow Bridge mTL



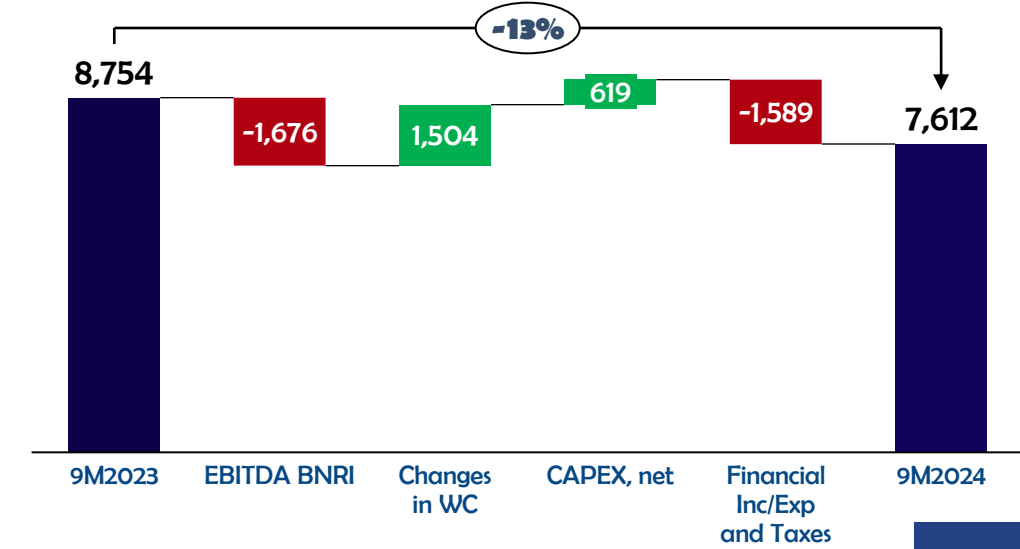
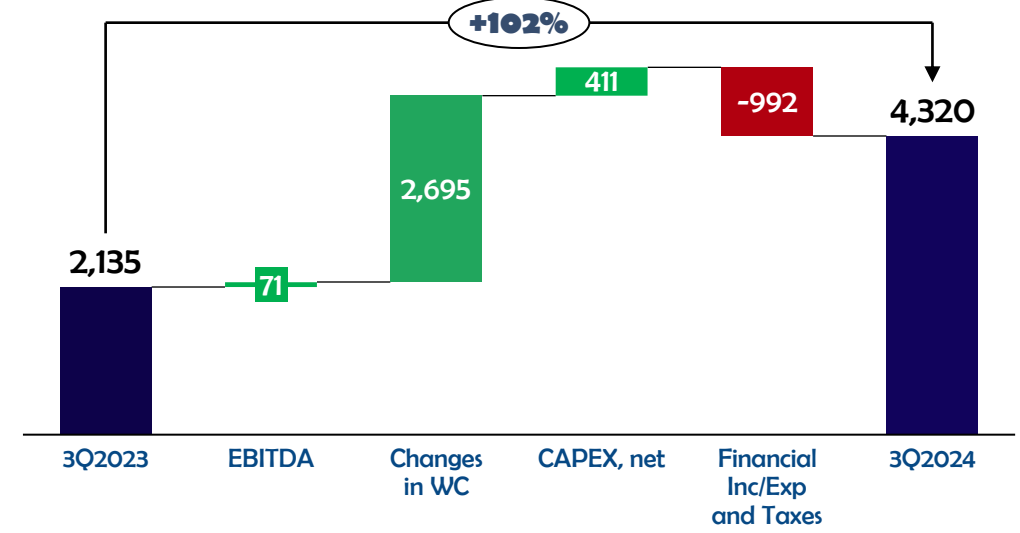


Beer Group EBITDA (BNRI) & FCF Generation

EBITDA (BNRI) Bridge mTL



Free Cash Flow Bridge mTL





Anadolu Efes

Gross Debt

USD 2.2 bn

59%

held in Hard Currency

Cash

USD 1.6 bn

46%

held in Hard Currency

11%

held in Eurozone

Average maturity

2.9 yrs

Net Debt/EBITDA

0.6x

Beer Group

Gross Debt

USD 0.8 bn

64%

held in Hard Currency

Cash

USD 1.0 bn

50%

held in Hard Currency

8%

held in Eurozone

Average maturity

2.6 yrs

Net Debt/EBITDA

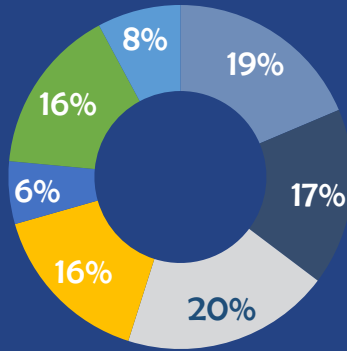
-0.3x



Risk Management

Beer Group

COGS Split for 2023:



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

Commodity :

Aluminum: 100% for TR & CIS @\$2.362



*For 2025: 38% for TR & CIS @\$2,410

FX Exposure :

Russia: 100% Hedged

(USD/RUB: 96.97 ;EUR/RUB: 104.48)



TR: 94% Hedged

(USD/TRY: 25.37; EUR/TRY: 30.43)

Total FX Exposure of Beer Group is 23% of COGS + OPEX.

A person wearing a blue and orange plaid shirt and a brown leather apron is shown from the chest down. They are holding a large handful of golden-brown grain, likely malted barley, in their cupped hands. Below their hands is a blue plastic bag that is partially filled with the same grain. The bag is resting on a wooden surface. The background is a blurred industrial setting, possibly a brewery or distillery, with various pipes and machinery visible.

**CAPITAL
ALLOCATION
PRIORITIES
&
2024
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 btw 1.0x – 2.0x



Maximize

Shareholder value through dividends with high yield



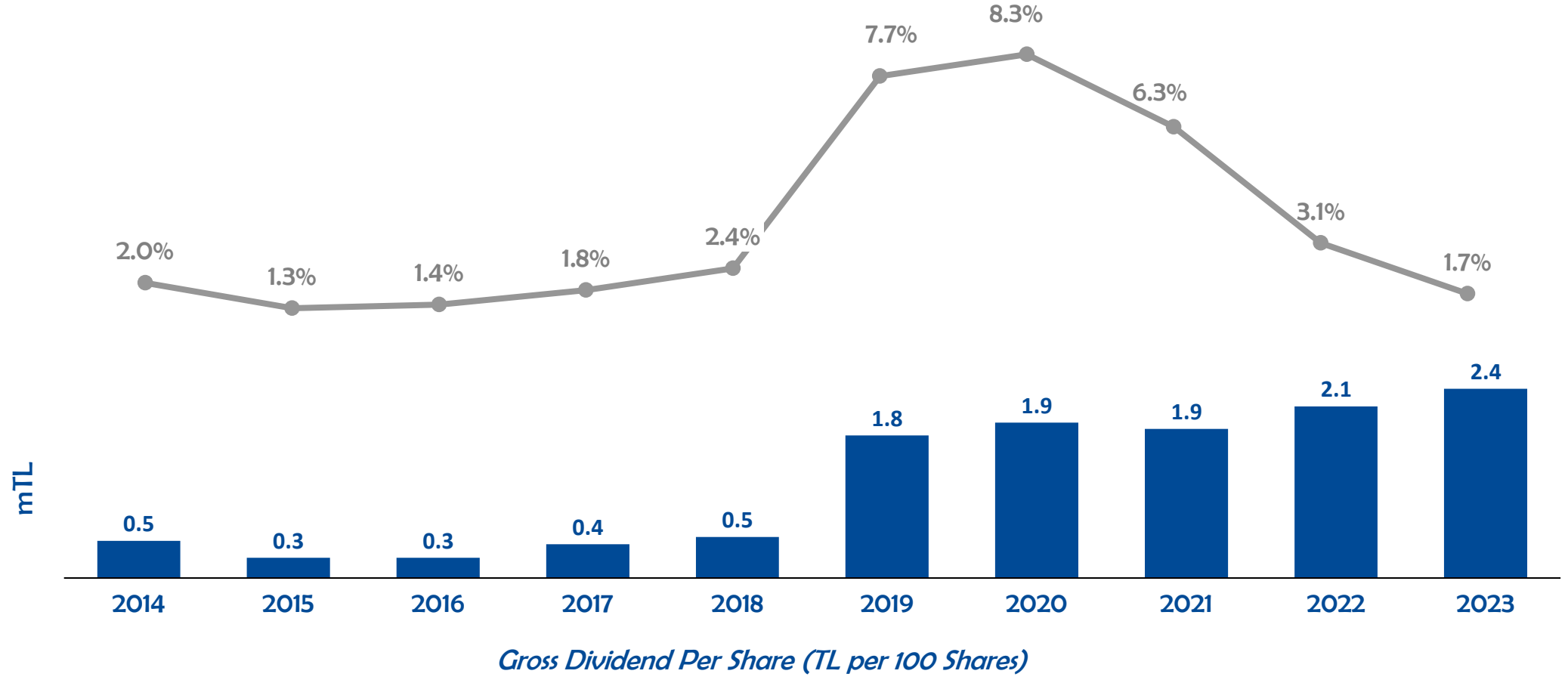
Penetrate & Expand

Into new geographies through inorganic expansion & exports

Sustainable Shareholder Return



- Consistent Dividend Distribution with Sustainable Free Cash Flow Generation



■ Gross Dividend per Share
● Dividend Yield

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

FY2024 Revised Expectations



	ANADOLU EFES	BEER GROUP	SOFT DRINKS GROUP
VOLUME	<p>Flat</p> <p><i>Previously: Low-single digit growth</i></p>	<p>High-single digit growth</p> <p><i>Previously: Mid-single digit growth</i></p>	<p>Low-to-mid single digit decline</p> <p><i>Previously: Flat to low-single digit growth</i></p>
SALES REVENUE <i>FX-Neutral basis</i>	<p>Mid-to-high twenties growth</p> <p><i>Previously: Low-thirties growth</i></p>	<p>Mid-thirties growth</p> <p><i>Previously: Low-thirties growth</i></p>	<p>High teens to low twenties growth</p> <p><i>Previously: Low- thirties growth</i></p>
EBITDA Margin	<p>Decline around 150 bps</p> <p><i>Previously: Decline around 100 bps</i></p>	<p>Decline around 300 bps</p> <p><i>Previously: Decline around 200 bps</i></p>	<p>Decline slightly or to stay flat</p> <p><i>No change</i></p>



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



		9M2023	9M2024	Δ%
USD/TL	AVG	22.19	32.23	45.3%
	PE	27.38	34.12	24.6%
EUR/TL	AVG	24.05	35.05	45.7%
	PE	29.03	38.17	31.5%
TL/RUB	AVG	3.73	2.80	-24.9%
	PE	3.56	2.72	-23.6%
TL/KZT	AVG	20.41	14.23	-30.3%
	PE	17.33	14.05	-19.0%
TL/UAH	AVG	1.65	1.23	-25.2%
	PE	1.34	1.21	-9.7%
TL/MDL	AVG	0.82	0.55	-33.2%
	PE	0.66	0.51	-23.0%
TL/GEL	AVG	0.12	0.08	-28.4%
	PE	0.10	0.08	-18.2%

ANADOLU
EFES