



**ANADOLU EFES
INVESTOR PRESENTATION
FY2023**

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

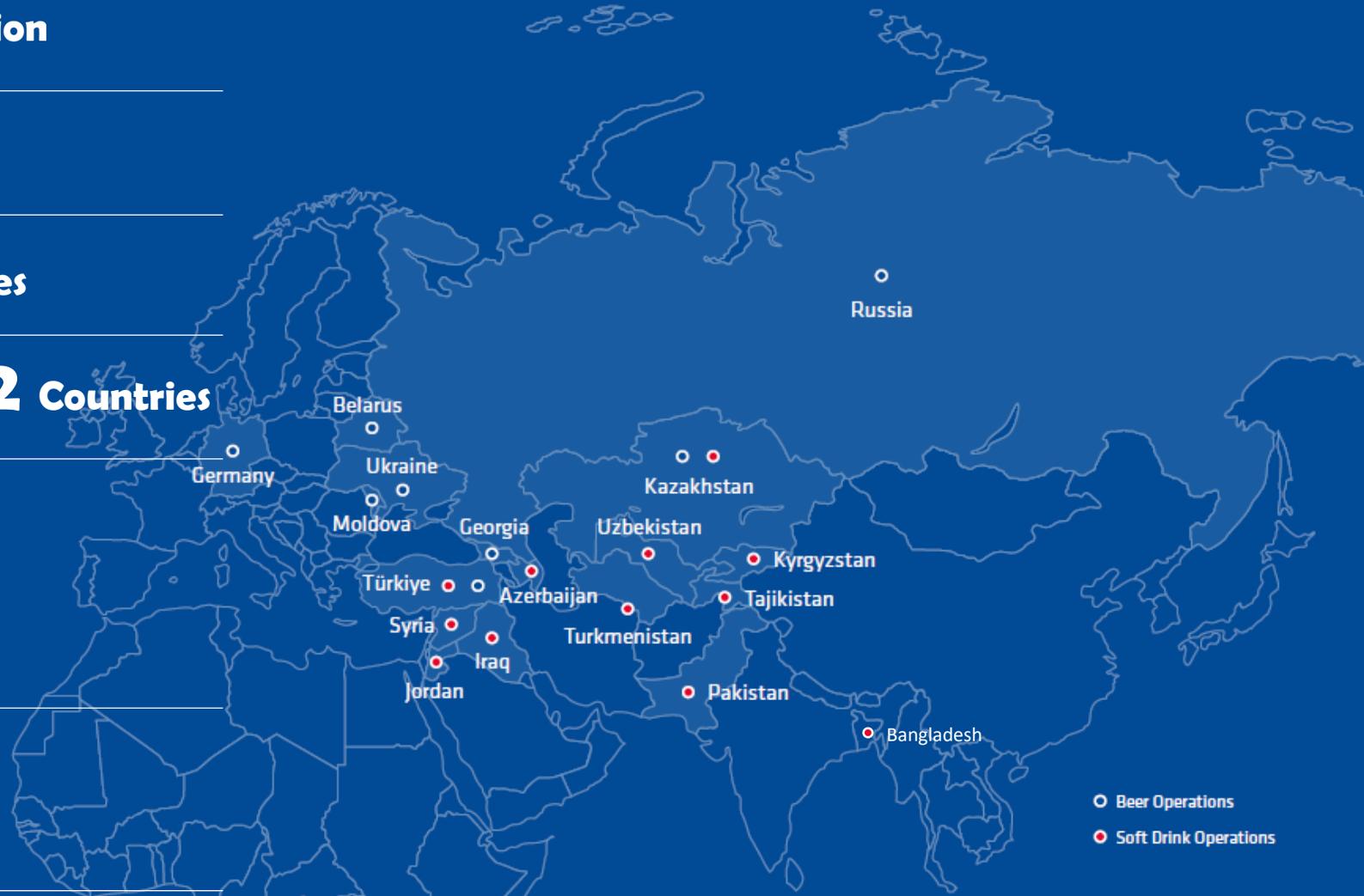
21 Breweries in **6** Countries

31 Soft Drink Facilities in **12** Countries

Europe's **5th**

World's **10th**
Largest Brewer

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



○ Beer Operations
● Soft Drink Operations

• 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

31 Bottling plants

2.0 bn UC production capacity

~900 thousand sales points

1.6 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*

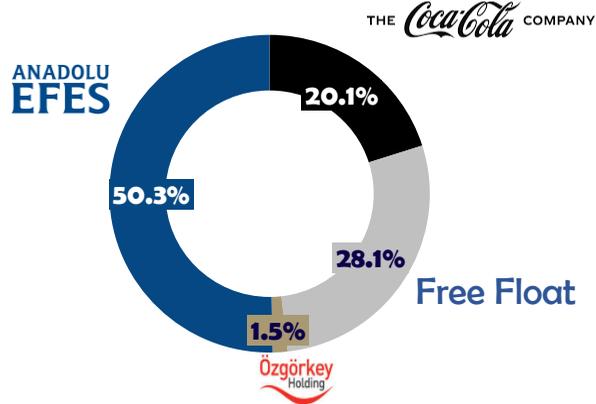
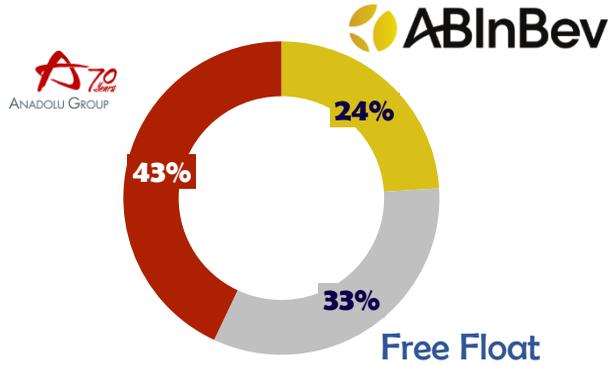
TL 22.1 bn

*As of FY2023

Ownership Structure & Subsidiaries



**ANADOLU
EFES**



BEER OPERATIONS



50.3%

SOFT DRINK OPERATIONS

- | | |
|------------|--------------|
| 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

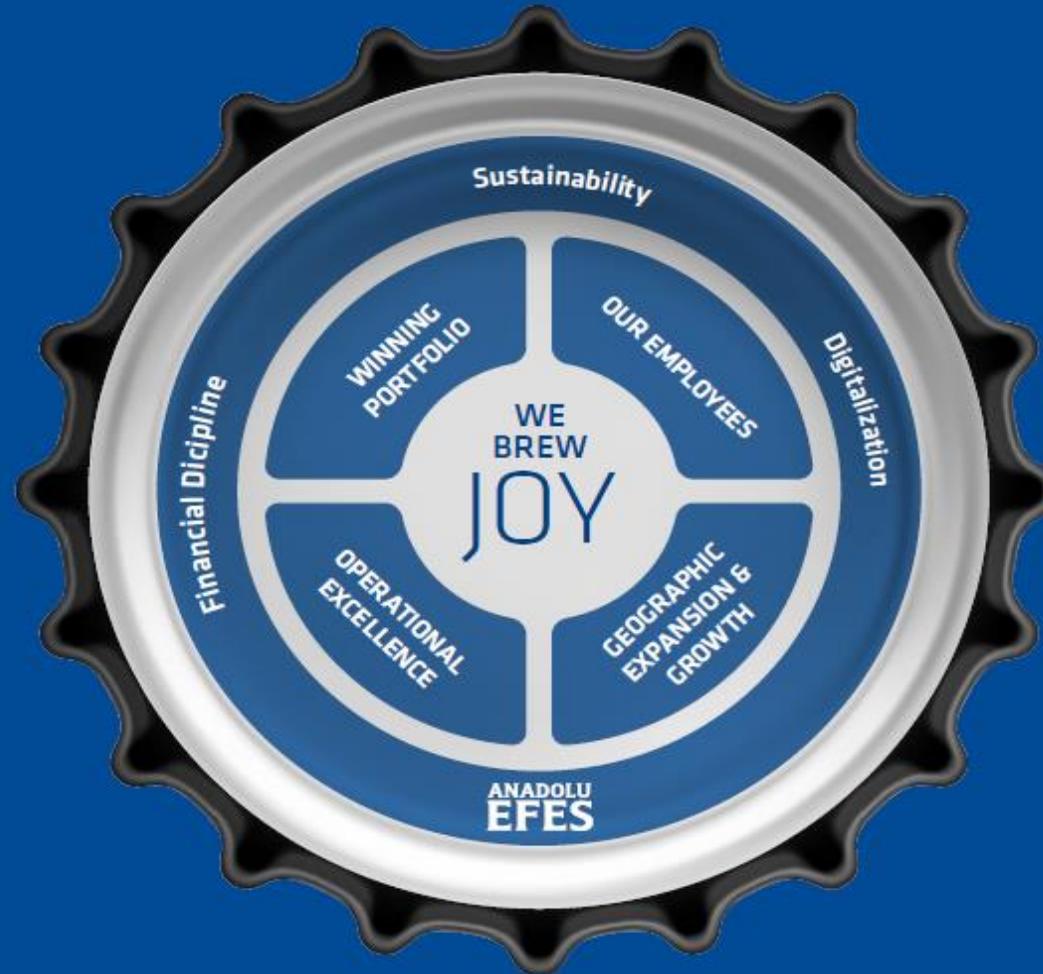
- Create Seamless Omni-channel Experience
- Democratize data, disseminate data driven business analytics
- Empowered Omnidirectional Mobility

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 M&A

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, Kruzhka Svezhego, Karagandinskoe, Zhigulevskoe, Slavna

Praga, Bremen





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

*United Nations

**Globaldata

***Retail Audit Jan-Dec 2023, Avg



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 Bocikovoe

*United Nations

**Globaldata

***Retail Audit Jan-Dec 2023, Avg





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



*United Nations

**Globaldata

***Nielsen Jan-Dec 2023, Avg



**FY2023
OPERATIONAL
OVERVIEW**

Russia



- **Slight increase*** in Russian beer market in FY2023
 - 2H2023 relatively stronger
- Our volumes up **by low-single digits percentage** despite challenging competitive landscape
- **Market leadership*** both in value and volume share
 - Strengthened position in premium segment
- **Non-alco volumes up low-single digits**
- **Cider volumes up double digits**





- **Kazakh beer market down mid-single digits** in FY2023;
 - Challenging economic and political situation
- Our volumes **better than the market**
 - Sustained market leadership* with market share gain
- Kruzha Svezhego; one of the **highest growing brand**
 - #1 Brand of the market
- Karagandinskoye **volume turnaround** and market share gain

Georgia

- **Georgian beer market flattish** in FY2023 versus LY
- **Our volumes grew by low-to-mid single digit;** despite high base
 - Sustained market leadership* with market share gain
 - Karva & Natakhtari gained share
- Solid growth recorded in premium brands
- Premium craft beer brand “Taati” launched

Moldova

- **Moldovan beer market down** in FY2023
- Our volume performance below the market
- Kept market leadership* despite;
 - Lagged pricing by competitors
 - New competitors entering into market
- New brand Finch became #2 brand in the market





Türkiye



- **Market grew by high single digit*** in FY2023; despite high inflation & lower consumer confidence
- **Our volume performance exceptionally good;** up 9.1%
 - Good tourism helped both market & our volumes
- Primary channel of purchase continued to be traditional trade
 - On-trade records relatively less growth
- Successful launches: Belfast, Efes Reserve
- Strong growth achieved in "**Efes Malt**" and "**Bremen**"
- Continued leadership with flat market share* versus LY

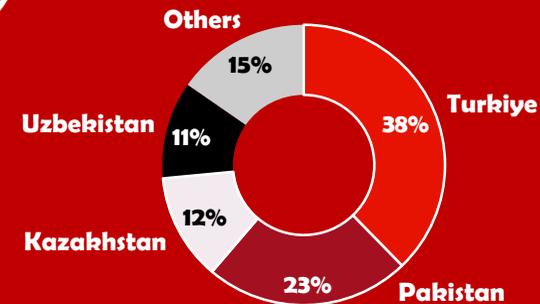


Soft Drinks



- **Consolidated volumes** down 2.6% in FY2023;
 - Türkiye and Pakistan volumes relatively softer
 - Central Asia and Iraq volumes contribution strong
- **Türkiye volumes** down 5.1%
- **International volumes** down by 1.1%
 - Pakistan down 16.4% due to macroeconomic disruptions
 - Uzbekistan up 25.8%; being fastest-growing operation of CCI
 - Kazakhstan up 2.4%; despite high base of FY2022

**Volume Breakdown
By Country***



*Breakdown on combined basis

FY2023 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

Solid Financial Performance in 2023...



	Anadolu Efes FY	Beer Group FY	
NET REVENUE	TL159,877 mn +3.1%	TL58,003 mn -6.3%	<ul style="list-style-type: none"> • Volume growth • Effective pricing
EBITDA BNRI %	17.9% (+45 bps)	18.4% (+50bps)	<ul style="list-style-type: none"> • Effective management of costs • Prudent OPEX spending
NET INCOME	TL22,129 mn (+6,745mn)	TL12,293 mn (+TL3,198mn)	<ul style="list-style-type: none"> • Strong operational profitability • TAS29 Effect – Monetary Gains
FREE CASH FLOW	TL9,262 mn (+TL6,209 mn)	TL4,984 mn (+TL2,068 mn)	<ul style="list-style-type: none"> • Better EBITDA performance • Better WC management • Consolidated Net Debt to EBITDA (BNRI) → 0.7x

Financials



Anadolu Efes

mTL	FY2022	FY2023	Change
Sales Revenue	155,060	159,877	3.1%
Gross Profit	53,556	59,000	10.2%
EBITDA (BNRI)	27,021	28,573	5.7%
Net Income/(Loss)*	15,384	22,129	43.8%
Free Cash Flow	3,052	9,262	203.4%
Gross Profit Margin %	34.5%	36.9%	236
EBITDA Margin %	17.4%	17.9%	45
Net Income Margin*	9.9%	13.8%	392

Beer Group

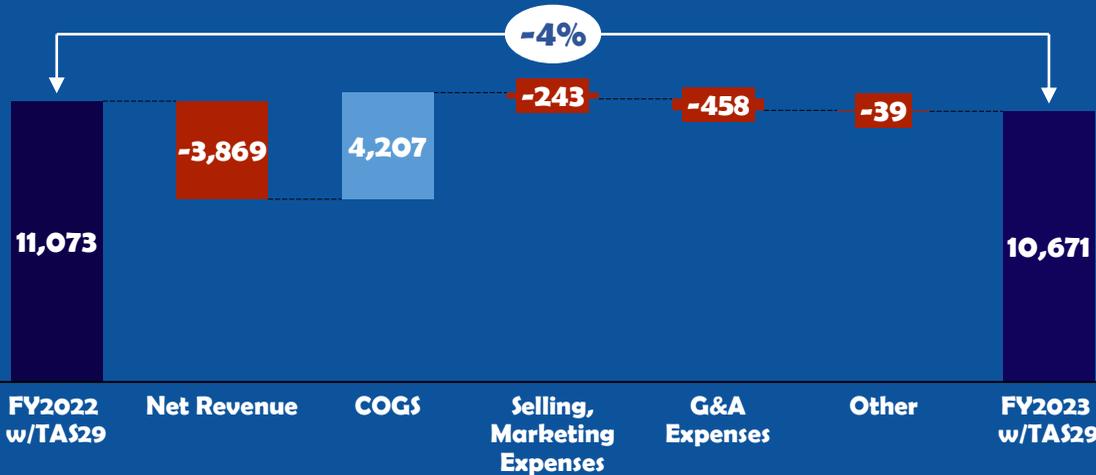
mTL	FY2022	FY2023	Change
Sales Revenue	61,872	58,003	-6.3%
Gross Profit	25,103	26,023	3.7%
EBITDA (BNRI)	11,073	10,671	-3.6%
Net Income/(Loss)*	9,096	12,293	35.2%
Free Cash Flow	2,916	4,984	70.9%
Gross Profit Margin %	40.6%	44.9%	429
EBITDA Margin %	17.9%	18.4%	50
Net Income Margin*	14.7%	21.2%	649



EBITDA (BNRI) & Free Cash Flow Generation

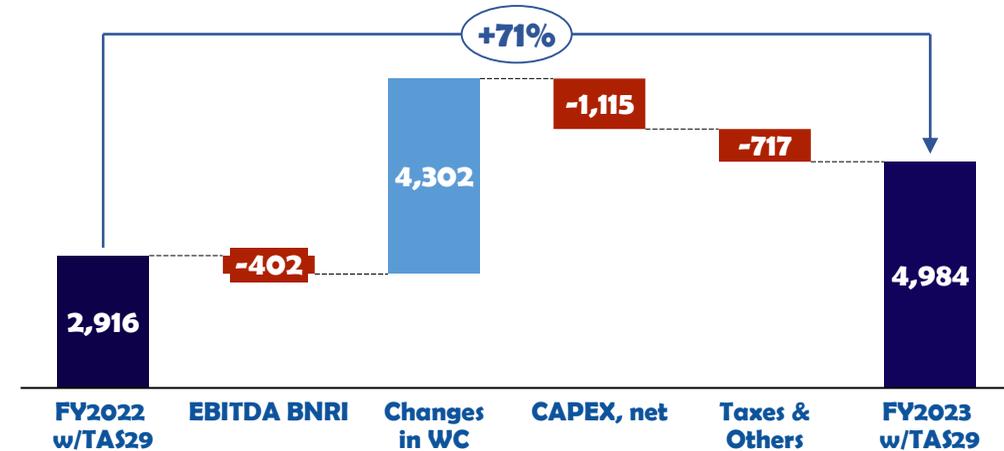
BEER GROUP

EBITDA (BNRI) Bridge mTL



BEER GROUP

Free Cash Flow Bridge mTL





Anadolu Efes

Gross Debt

USD 2.0 bn

72%

held in Hard Currency

Cash

USD 1.4 bn

62%

held in Hard Currency

30%

held in Eurozone

Average maturity

3.3 yrs

Net Debt/EBITDA

0.7x

Beer Group

Gross Debt

USD 0.8 bn

69%

held in Hard Currency

Cash

USD 0.7 bn

68%

held in Hard Currency

18%

held in Eurozone

Average maturity

3.3 yrs

Net Debt/EBITDA

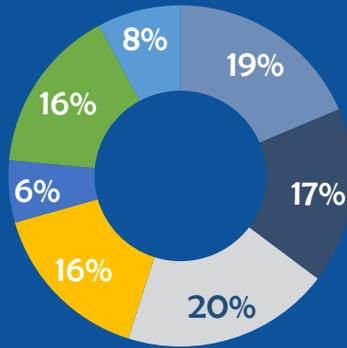
0.3 x



Risk Management

Beer Group

COGS Split for 2023:



Beer Group Hedges for 2024:

Commodity :

Aluminum: 66% for TR & CIS @\$2.320



FX Exposure :

Russia: 100% Hedged

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



TR: 89% 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 with a decorative pattern is holding a large handful of golden-brown grains. The grains are being held over a blue-lined cardboard box. The background is a blurred industrial setting, likely a brewery or distillery, with various pipes and equipment 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



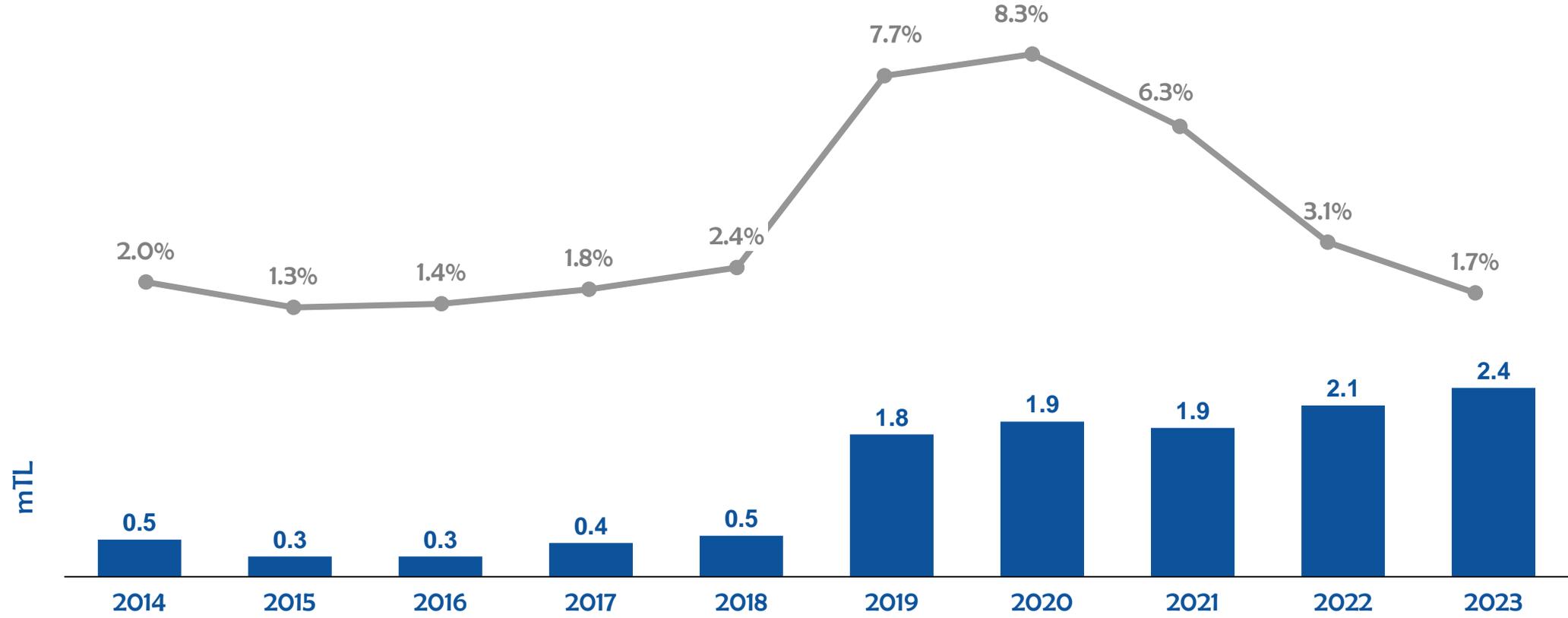
Penetrate & Expand

Into new geographies through inorganic expansion & exports

Sustainable Shareholder Return



- Consistent Dividend Distribution with Sustainable Free Cash Flow Generation



Gross Dividend Per Share (TL per 100 Shares)

■ Gross Dividend per Share
 ● Dividend Yield

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

FY2024 Expectations



	ANADOLU EFES	BEER GROUP	SOFT DRINKS GROUP
VOLUME	Low-to-mid-single digit growth	Slight growth	Mid-single digit growth
SALES REVENUE <i>FX-Neutral basis</i>	Low-thirties growth	Low-twenties growth	Low forties growth
EBITDA Margin	Decline around 100 bps	<i>Decline around 200 bps</i>	Flat



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

		FY2022	FY2023	Δ%
USD/TL	AVG	16.57	23.78	43.53%
	PE	18.70	29.44	57.44%
EUR/TL	AVG	17.38	25.72	48.01%
	PE	19.93	32.57	63.40%
TL/RUB	AVG	4.14	3.59	-13.36%
	PE	3.76	3.05	-19.01%
TL/KZT	AVG	27.82	19.19	-31.03%
	PE	24.74	15.44	-37.59%
TL/UAH	AVG	1.95	1.54	-21.28%
	PE	1.96	1.29	-34.03%
TL/MDL	AVG	1.14	0.76	-33.07%
	PE	1.02	0.59	-42.29%
TL/GEL	AVG	0.18	0.11	-37.21%
	PE	0.14	0.09	-36.78%

**ANADOLU
EFES**