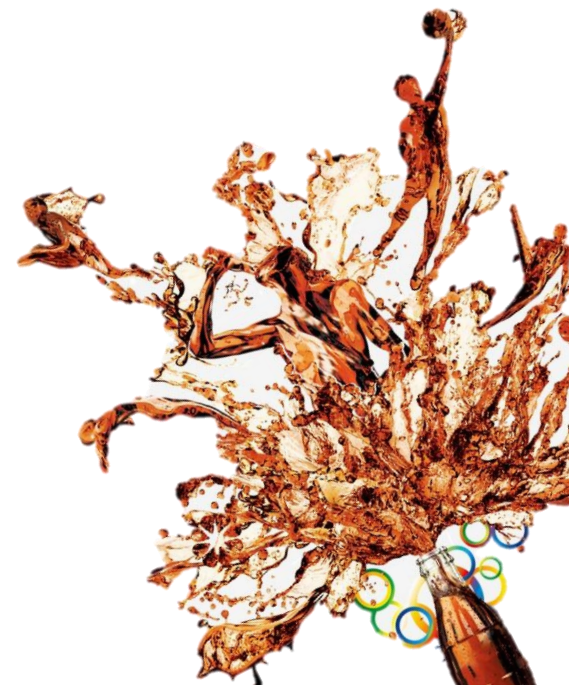




ANADOLU EFES

*March 2019
Investor Presentation*



**ANADOLU
EFES**

OUR VALUES



PASSIONATE & PROUD

We are proud with our brands and our past. We approach to the challenges with positive perspective and saying “we can do it.”



PROFESSIONAL

We cherish accuracy, transparency and professionalism.



NIMBLE

We foster a culture of proactivity, forward thinking, innovation & continuous improvement and act with agility in realizing our targets.



COLLABORATIVE

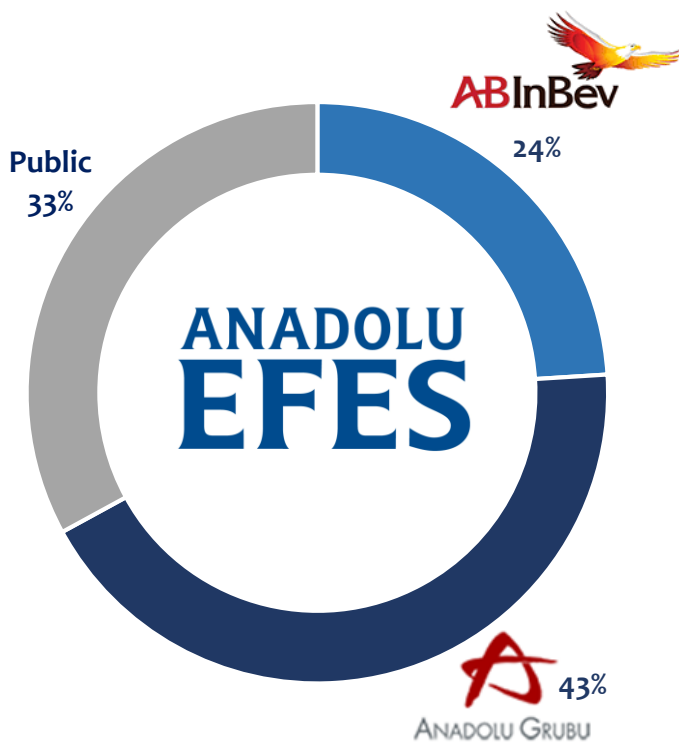
We have authority and responsibility. We work together to success.



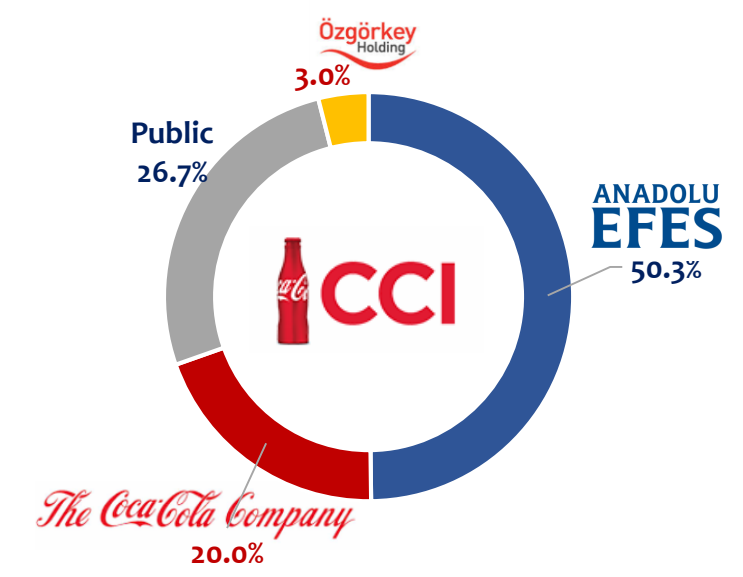
SUSTAINABLE

We contribute to the community and environment positively.

Ownership Structure



- Turkey Beer Operations **EFES TÜRKİYE**
- International Beer Operations (EBI)
 - 50% Russia **ABInBev / EFES**
 - 100% Kazakhstan **EFES KAZAKHSTAN**
 - 96.9% Moldova **EFES MOLDOVA**
 - 100% Georgia **EFES GEORGIA**
 - 50% Ukraine **ABInBev / EFES**



Anadolu Efes At a Glance



690 mn consumers



21 Breweries* & **26** Bottling Plants



Europe's **6th**,
World's **16th** largest brewer



6th largest Coca-Cola bottler

Strategic partnerships with world giants

ABInBev



10.7** billion litres sales volume



18.7** billion TL sales revenue



3.1** billion TL EBITDA



1.1** billion TL Free Cash Flow

* In 16 countries where we have production or sales&distribution network

** FY2018

4Q2018 Highlights

THROUGHOUT THIS PRESENTATION 'PROFORMA' MEANS FIGURES INCLUDING ABI RUSSIA AND ABI UKRAINE STARTING FROM APRIL 1ST.



Volume growth of 1.9%*

- Growth in both beer and soft drinks operations

Revenue up by 30.6%*

- Higher volumes
- Price increases
- Positive currency translation impact

EBITDA (BNRI) slightly down by 2.3%*

- In line with our guidance

Net profit of TL 147.9 million in 4Q2018 & TL 96.9 million in FY2018

- Non-cash FX losses
- y-o-y higher interest expense

In FY2018,

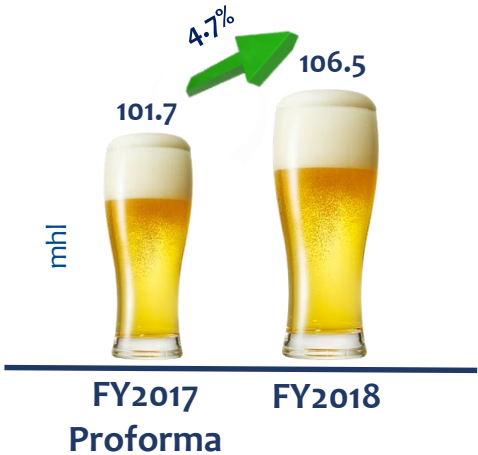
- Consolidated net debt to EBITDA (BNRI) → 1.5x
- Free Cash Flow of over TL1.0 billion



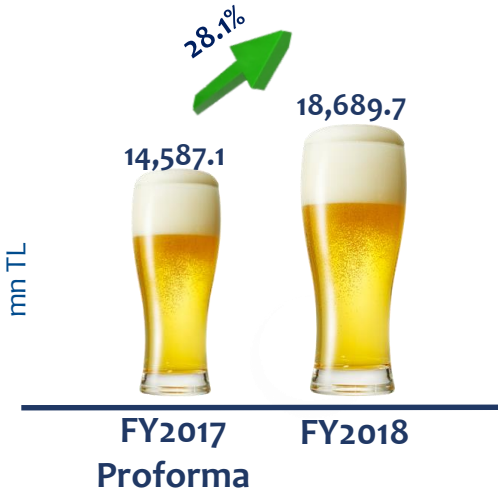
Consolidated results are in line with guidance...



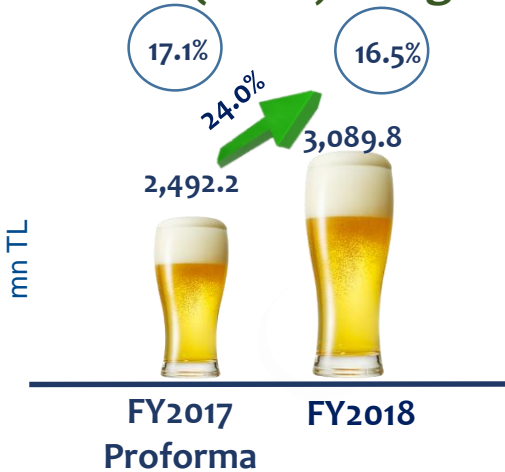
SALES VOLUME



NET SALES REVENUE



EBITDA (BNRI) & EBITDA (BNRI) Margin



Share of*

Turkey Beer	5%	10%	13%
International Beer	25%	33%	28%
Coca-Cola Icecek	70%	57%	60%

2017 proforma figures include ABI Russia and ABI Ukraine effect starting from April 1st.

*Breakdowns are on a combined basis

Strong Competitive Advantages



Diversified business model including beer and soft drinks



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



Expertise & Know-how in driving cost efficiencies



Strong regional player powered by proven local know-how



Solid, consistent financial performance and strong track record



Solid Cash Flow Generation

- ✓ Focus on profitability margins
- ✓ Smart Capex Planning
- ✓ Tight Working Capital Management

Beer Group FCF



Anadolu Efes FCF



BEER OPERATIONS



BEER Group Strategy



Provide choice and innovation to consumers:
Grow brand love

Brands



Excell in **customer collaboration** availability and point of sale activation

Execution



Build competitive advantage through **lean and efficient operations**

Efficiency



Focus on **employees, customers, regulators, community and environment**

Relations

Efes Beer Group At a Glance



Since **1969**



16th
Largest in the World



6th
Largest in Europe



#1
in our markets
Turkey, Kazakhstan
Moldova, Georgia
(Russia, Ukraine #2)



More than 80 brands
~ **300m** consumer



9.200+ Employees



80+
Export countries



6
Operation countries
Turkey, Russia, Kazakhstan
Moldova, Georgia, Ukraine



21
Breweries

Beer Operations

Turkey



Russia



Kazakhstan



Moldova



Georgia



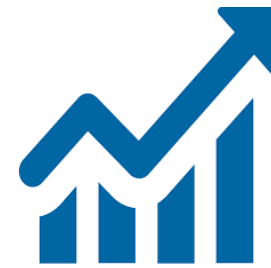
Ukraine



Markets With Low Per Capita Consumption & High Growth Potential



Low per capita consumption



Developing economies

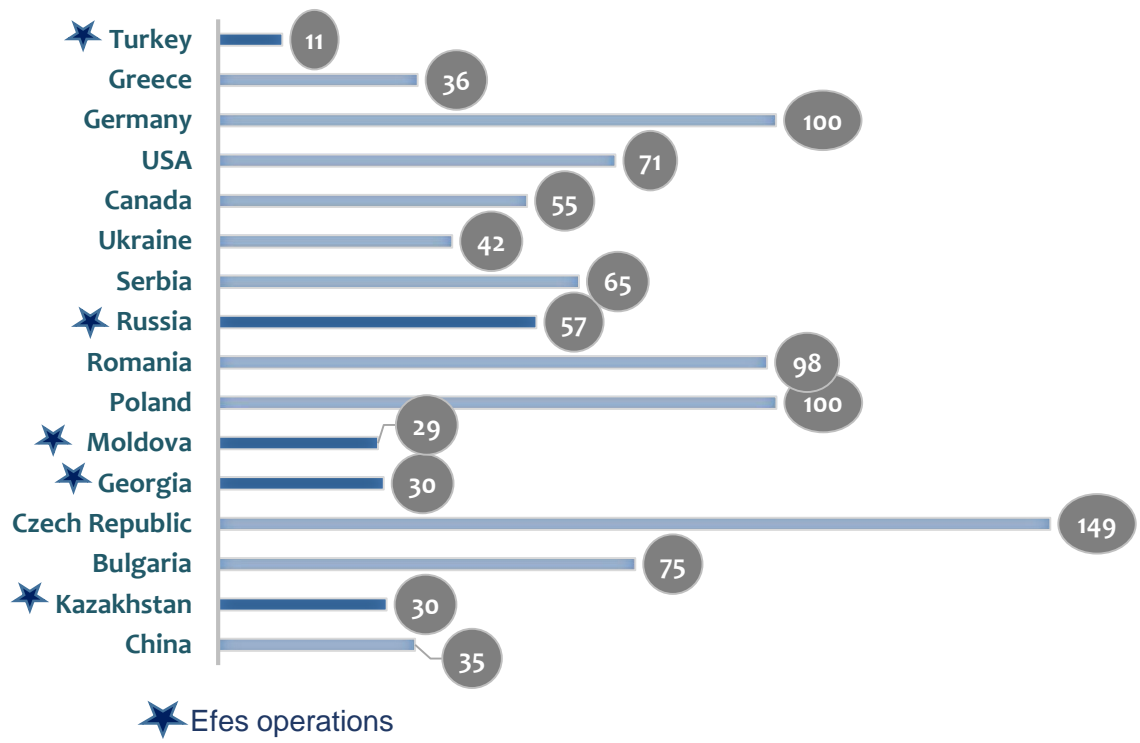


Young populations



Westernization/urbanization

Per capita consumption (litre)*



Turkish Beer Market & Efes Turkey



➤ Turkish Beer Market

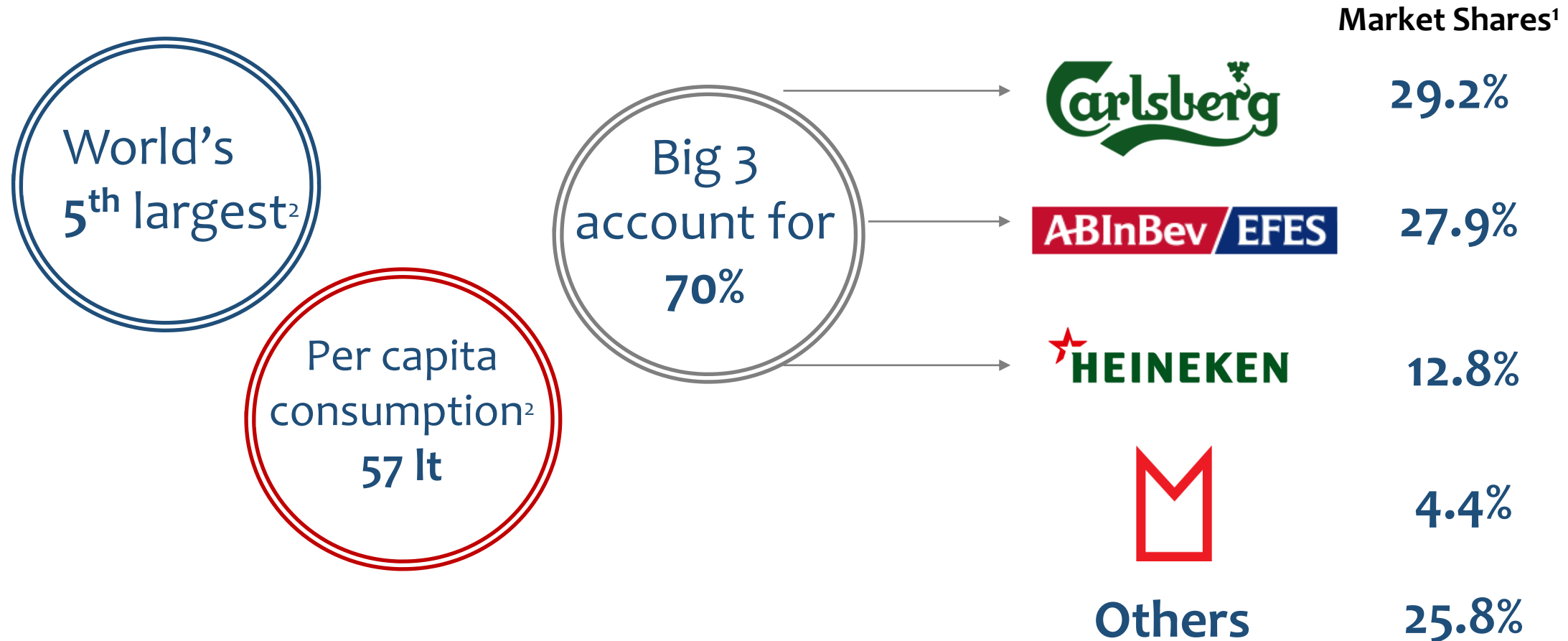
- Low per capita consumption of 11 liters* offering a growth potential
- Growing population with 1.5% annual growth rate in 2018
 - 47% is below age 30
- Returnable market enabling higher operational profitability

➤ Efes Turkey

- 3 Breweries & 2 Malteries & 1 Hops Processing Facility
- 60% market share**
- 100% brand awareness for “Efes Pilsen”
- Rich portfolio of local, imported & licensed brands covering all segments
- #1 in consumer spending in Food & Beverage category – 7.2% in 2018***
- 99% penetration in alcohol selling stores in Turkey***



Russian Beer Market



Purpose of ABI-Efes Deal in Russia & Ukraine

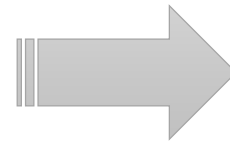
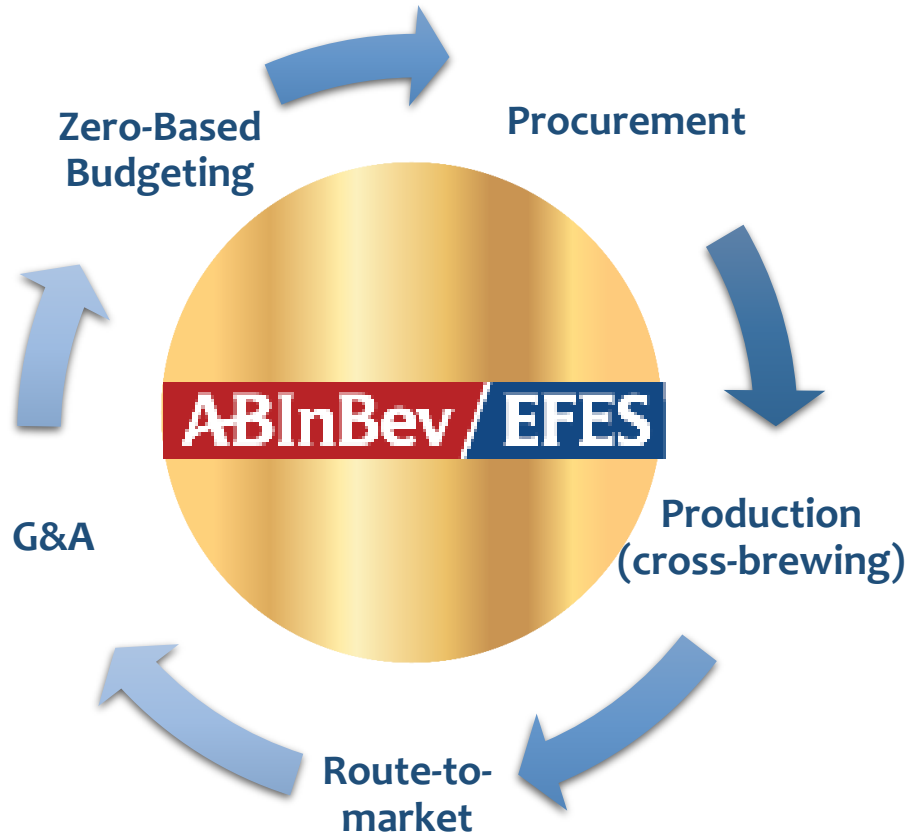


- ✓ Geographical diversification
- ✓ Being strong #2
- ✓ Further growth in Russia & Ukraine
- ✓ Potential synergies
- ✓ Opportunity to increase distribution
- ✓ Complementary strong brand portfolio
- ✓ Enhancing relationship between Anadolu Efes & AB InBev



Synergies

Main synergies to be derived from



Expected to generate **USD 80-100 million** cost synergies annually

✓ Full capture by the end of 2020



Other International Beer Operations

Kazakhstan

Market leader with 51% share*

Moldova

Market leader with 63% share**

Georgia

Market leader with 46% share***

Ukraine

2nd player with 33% share*



Commitment to Environment



ENERGY AND EMISSIONS MANAGEMENT

15%+9%

Compared to 2008, we consumed **15% less energy** and generated **9% fewer greenhouse gas emissions per unit product**.



OPERATIONAL RELIABILITY

97% Trained Dealers and Distributors

In 2017, we provided a 2 hour per person, 548 person/hours in total, training to our dealers and distributors.



WATER MANAGEMENT

38% Decrease in Total Water Consumption

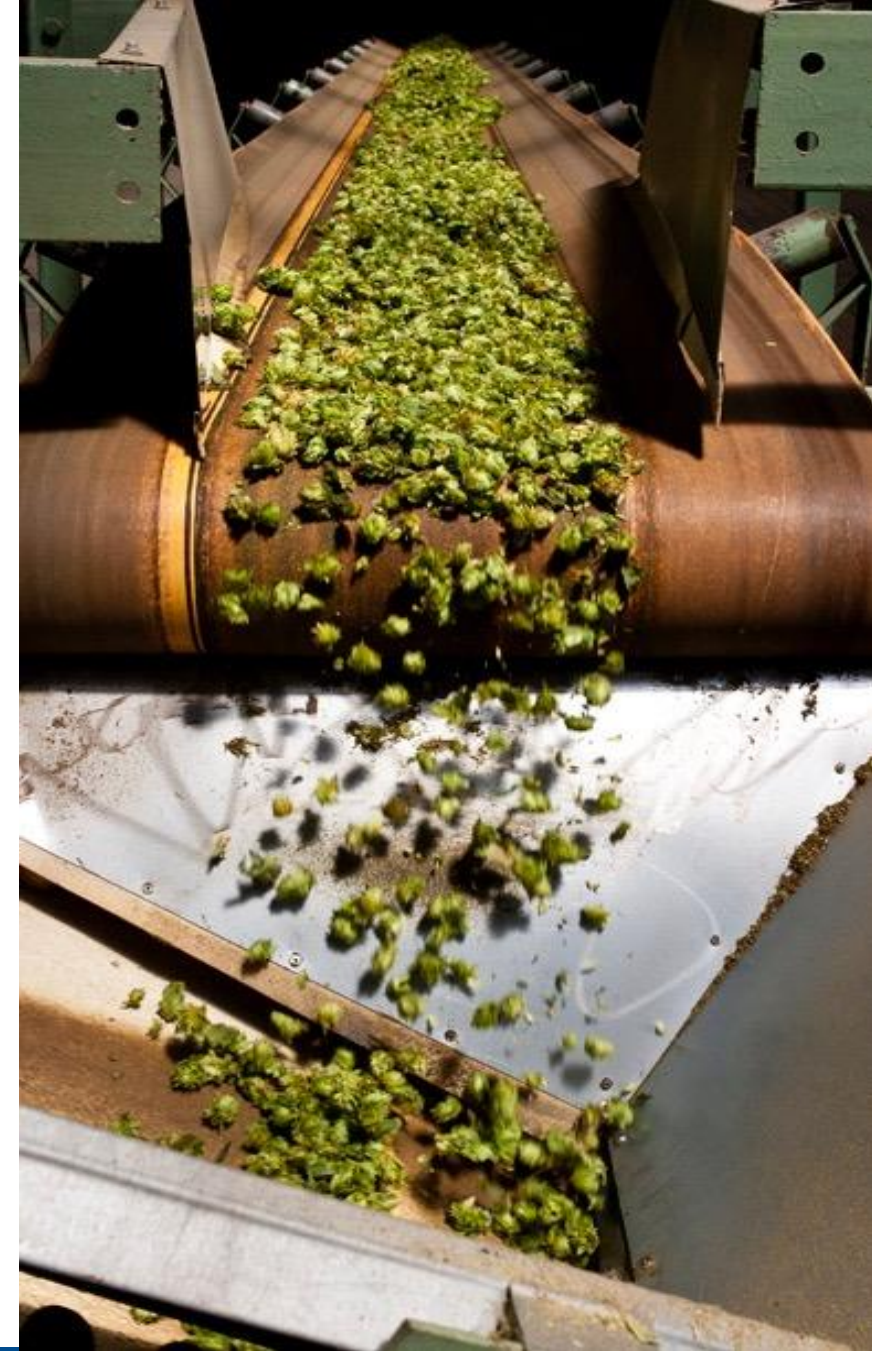
Compared to 2008, we consumed 38% less water in production and 41% less water in waste water discharge



PROCUREMENT MANAGEMENT

72% Material from Contract Farmers

Compared to the previous year, in 2017, we sourced 72% of our raw material need from contract farmers. We provided 1,600 total hours of training to 200 manufacturers as part of the Contract Purchase Model.



SOFT DRINK OPERATIONS



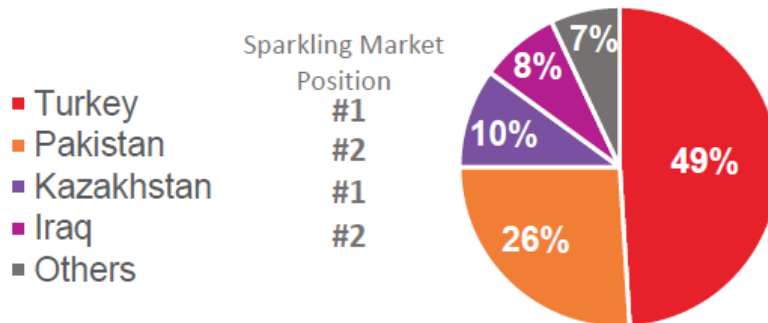
CCI is the 6th Largest Bottler in the Coca-Cola System, Operating in 10 Countries

Overview

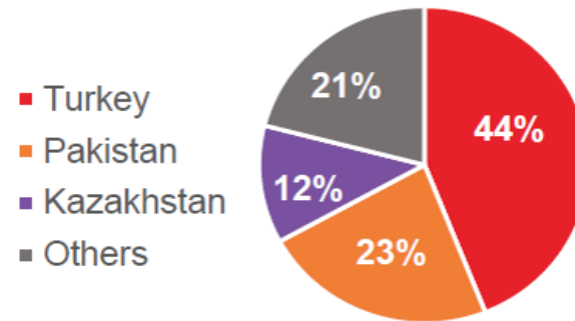
- ~400 mn people
- 26 production plants with 124 lines
- 1.5 bn UC⁽¹⁾ annual production capacity
- ~920 thousand sales points
- 1.3 bn UC sales volume
- TL 10.6 bn revenue & TL 1.9 bn EBITDA



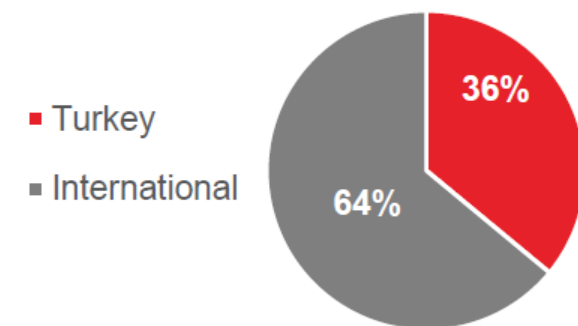
Volume Breakdown (2)



Revenue Breakdown (2)



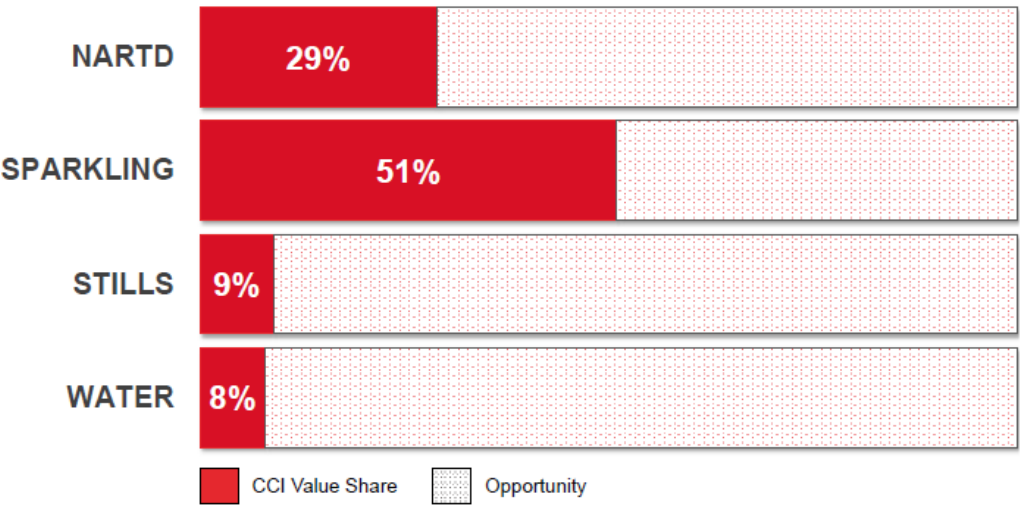
EBITDA Breakdown (2)



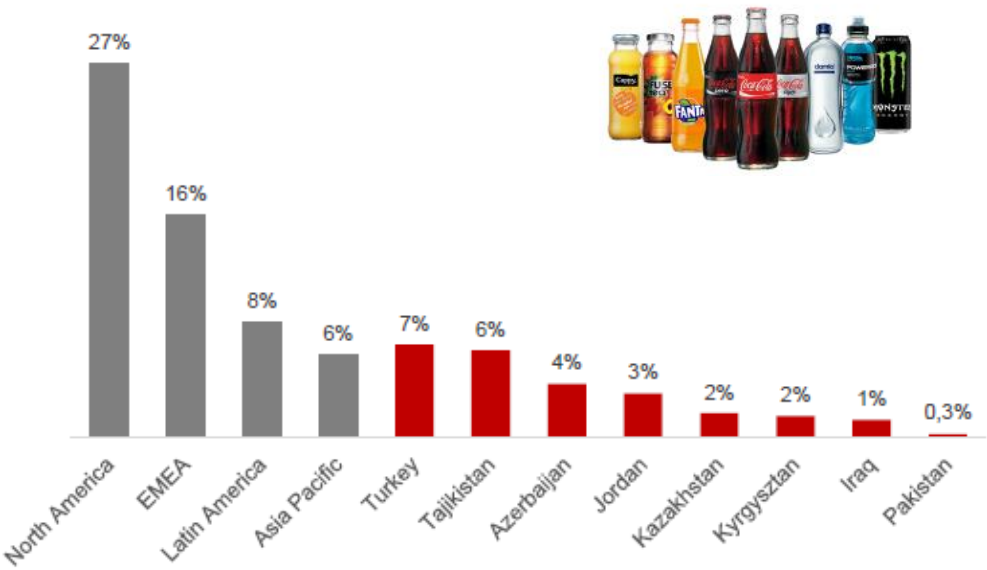
Coca-Cola İçecek – Opportunities



NARTD Industry Value Growth & Opportunity



More Room to Diversify Product Portfolio



Share of Low/No Calorie in Sparkling Volume (2018)

Increasing Household Penetration & Double-digit growth in No Sugar

Coca-Cola İçecek – Strategic Priorities

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”

ONE CCI



FINANCIALS & OUTLOOK



Robust performance in a transformational year...

Net Sales

ANADOLU EFES

TOTAL BEER

TURKEY BEER

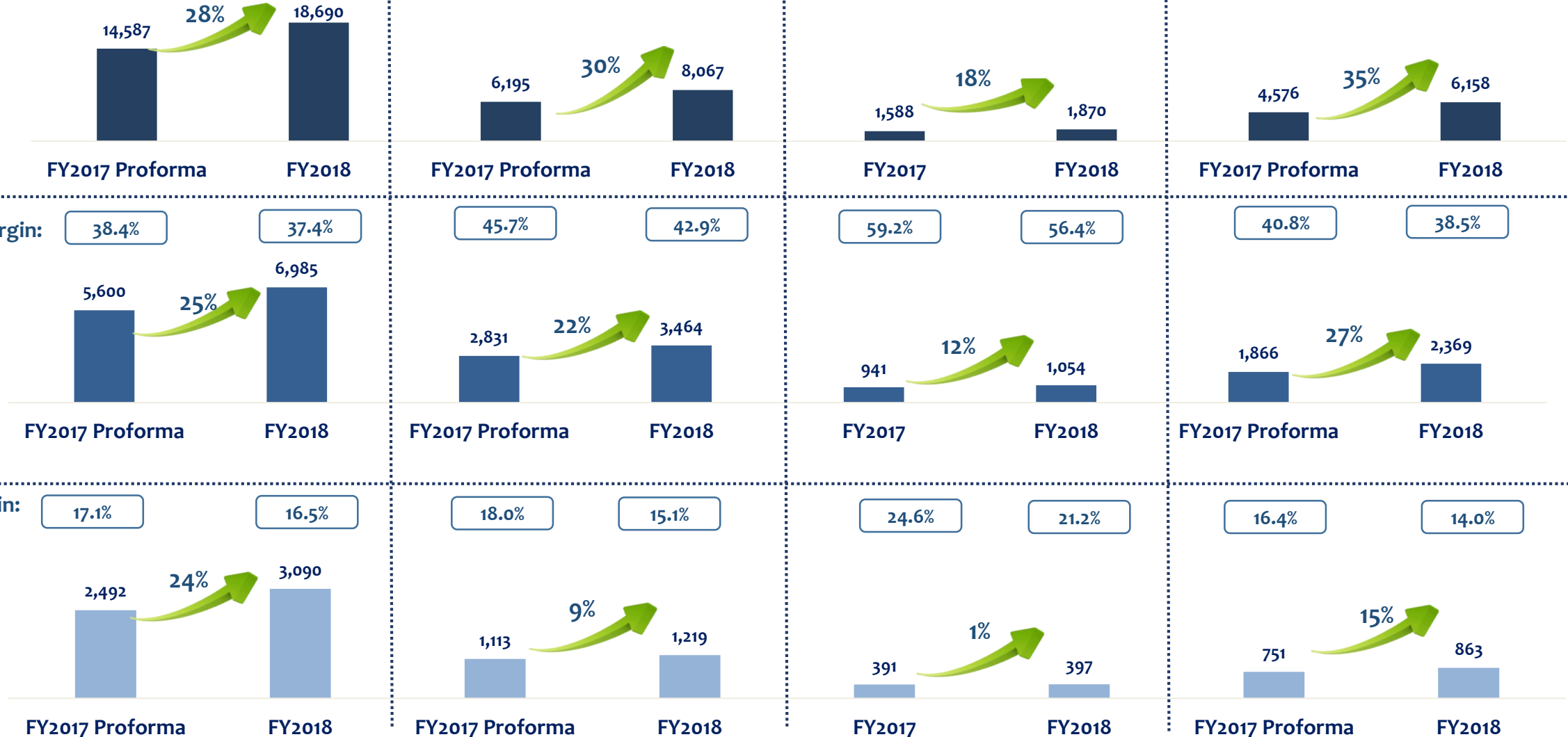
EBI

Margin:

Gross Profit

Margin:

EBITDA (BNRI)

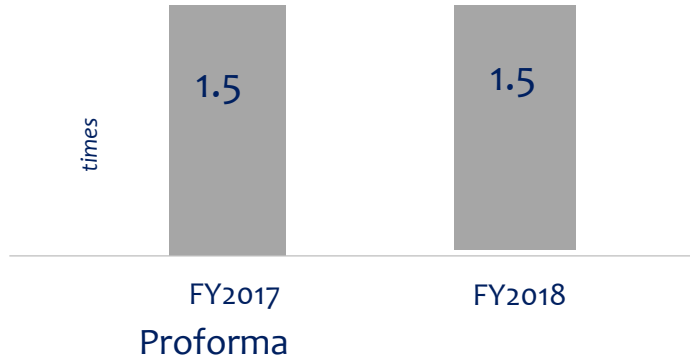


Leverage ratios at healthy levels despite currency devaluations...



Net Debt / EBITDA (BNRI)

Anadolu Efes Consolidated

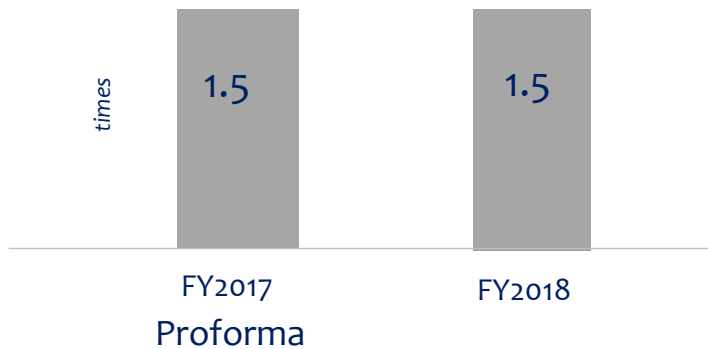


-62% of cash is hold as hard currency

-85% of debt is in hard currency
(58% of our debt is hedged through Net Investment Hedge and CCS)

-78% of debt has fixed interest

Beer Group

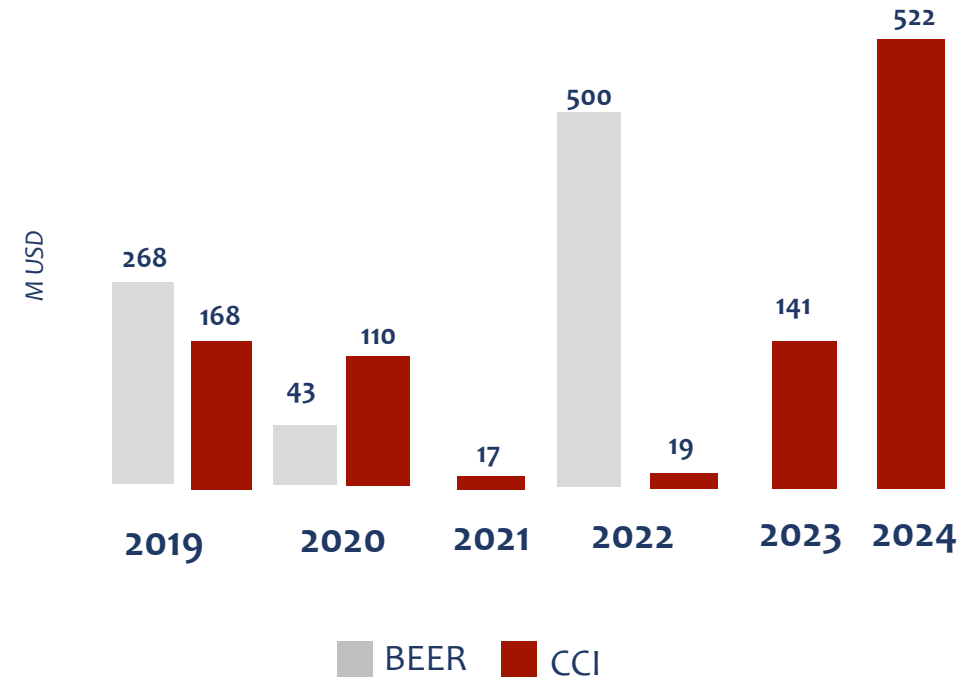


-69% of cash is hold as hard currency

-86% of debt is in hard currency
(76% of our debt is hedged through Net Investment Hedge)

-81% of debt has fixed interest

Maturity Schedule



Easily manageable debt repayment schedule

Weighted average maturity of debt for

Beer Group is ca. 3* years and

Anadolu Efes is ca. 4* years

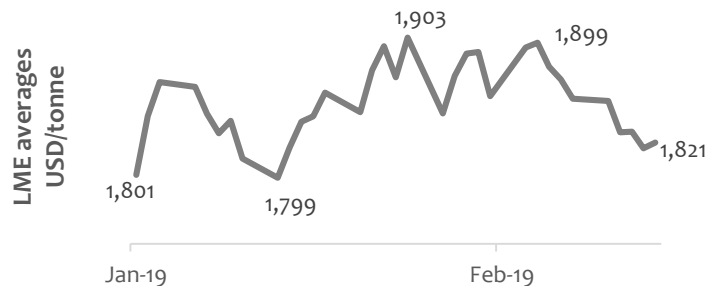
Input costs & FX exposures are tightly monitored...



Hedged
positions for
2019*

70%**

LME Aluminium Prices



100%

Turkey's 2019 local barley procurement
is completed

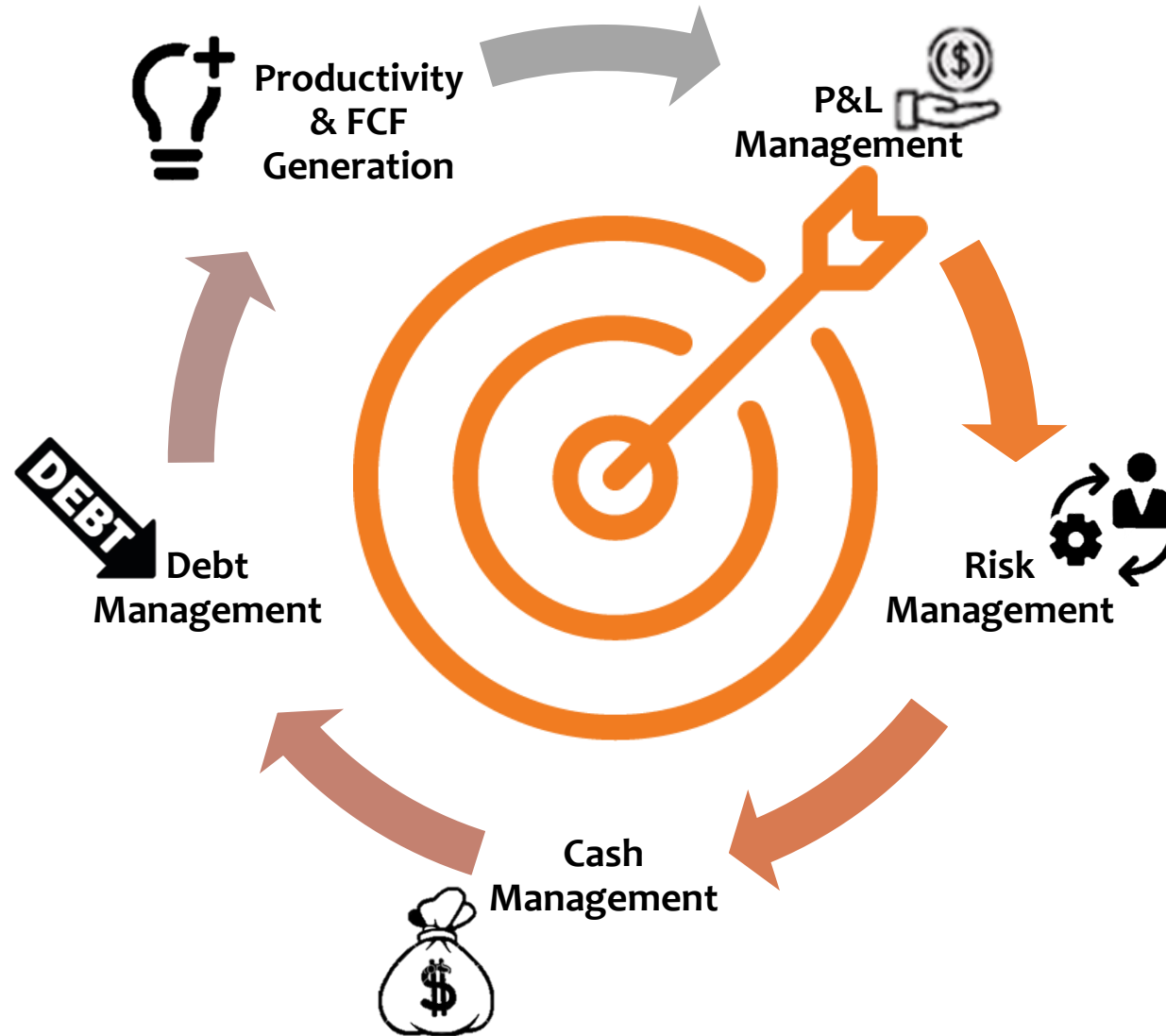
- **Cash flow hedge** via designation
- ~ 90%* of FX exposure in COGS&OPEX hedged in Turkey for 2019
- ~ 100% hedged in Russia & Ukraine
- **Derivative contracts** to hedge commodities

2019 Guidance

- Cautious volume outlook on sales volumes
- Efficient revenue management to offset volume pressures resulting in solid growth in all business lines
- Slight improvement in both Beer & Soft Drink EBITDA margins to result in slight improvement in AEFES consolidated EBITDA margin
- Strong FCF to continue



Financial priorities are on track...



APPENDIX



Detailed 2019 Guidance



Our 2019 guidance reflects reported financials where 2018 numbers include 9-months ABI-Efes impact and 2019 expected numbers include 12-months. Reference to “proforma” means 12 month ABI-Efes impact in 2018.



	REPORTED	PROFORMA
SALES VOLUME		
Consolidated	low to mid-single digit growth	low to mid single digit growth
Total Beer	mid single digit growth	flat
Turkey Beer	Flattish	
Russia	low single digit growth	declining slightly in line with market
International Beer	mid to high single digit increase	flat
Soft Drinks	3-5% growth	
Turkey Soft Drinks	flat	
International Soft Drinks	6-8%	
NET SALES REVENUE		
Consolidated	outperform sales volume	
Total Beer	low forties growth	low thirties
Turkey Beer	high twenties growth	
International Beer	low forties growth	low thirties
Soft Drinks	16-18% growth on a consolidated basis (FX neutral)	
EBITDA MARGIN		
Consolidated	slight improvement	
Total Beer	flat-slight positive	higher than reported
Turkey Beer	decline slightly	
International Beer	improve	
Soft Drinks	slight improvement	
FCF		
	continue to deliver strong FCF in both beer and soft drinks	
CAPEX		
	As a percentage of sales high single digits on a consolidated basis	

Gross & Net Debt



Anadolu Efes Consolidated

FY2017	FY2018	
8,509.5	9,228.7	TOTAL FINANCIAL DEBT (m TL)
5,498.2	4,791.2	TOTAL CASH & EQUIVALENTS (m TL)
3,011.3	4,437.5	NET DEBT (m TL)
798.3	843.5	NET DEBT (m USD)

Beer Group

FY2017	FY2018	
2,518.8	4,285.2	TOTAL FINANCIAL DEBT (m TL)
1,606.3	2,480.3	TOTAL CASH & EQUIVALENTS (m TL)
912.5	1,804.9	NET DEBT (m TL)
241.9	343.1	NET DEBT (m USD)

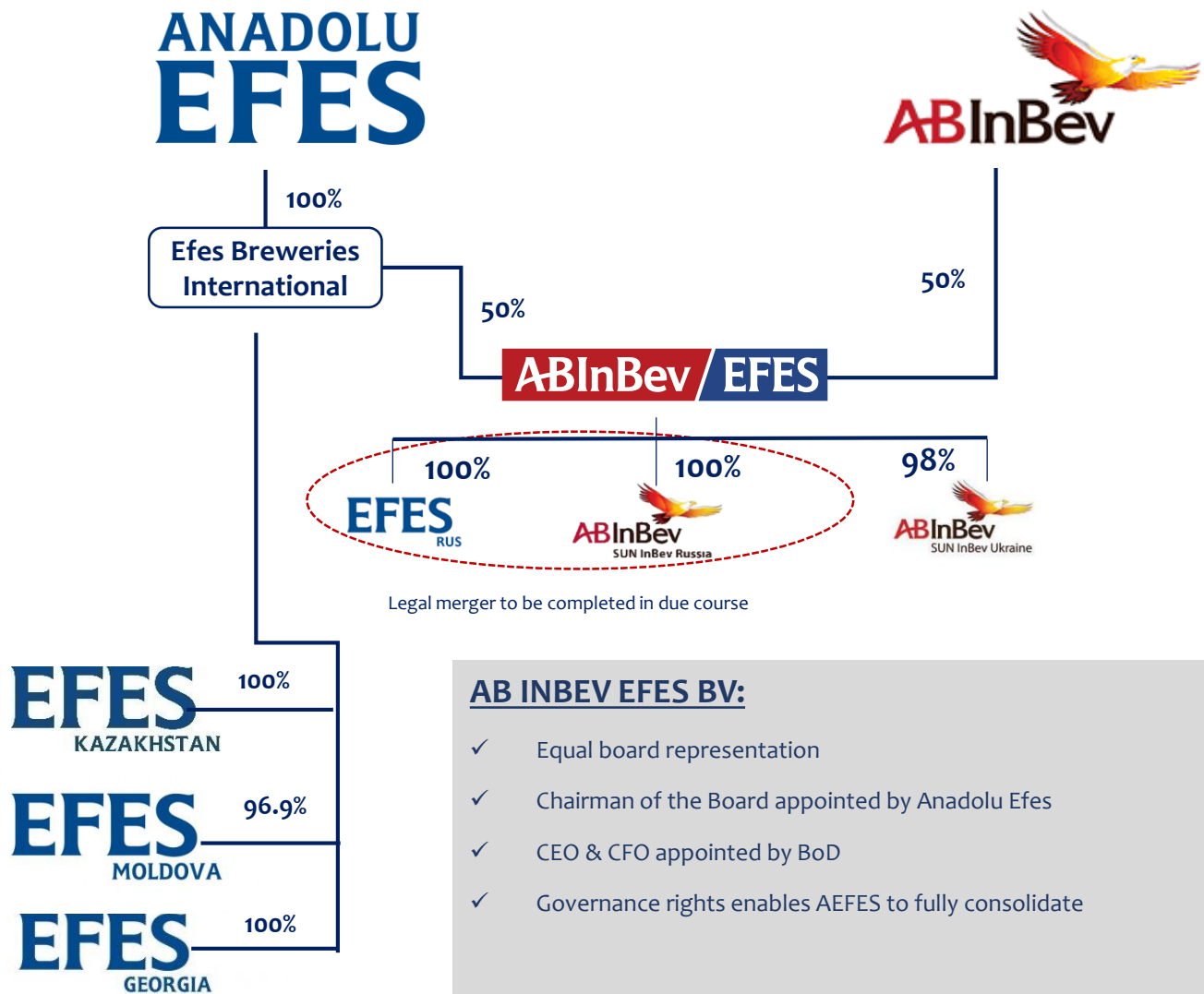
Turkey Beer

FY2017	FY2018	
2,346.2	3,403.9	TOTAL FINANCIAL DEBT (m TL)
387.5	498.4	TOTAL CASH & EQUIVALENTS (m TL)
1,958.7	2,905.5	NET DEBT (m TL)
519.3	552.3	NET DEBT (m USD)

EBI

FY2017	FY2018	
162.6	877.0	TOTAL FINANCIAL DEBT (m TL)
1,212.7	1,971.2	TOTAL CASH & EQUIVALENTS (m TL)
(1,050.0)	(1,094.2)	NET DEBT (m TL)
(278.4)	(208.0)	NET DEBT (m USD)

Corporate Structure



AB INBEV EFES BV:

- ✓ Equal board representation
- ✓ Chairman of the Board appointed by Anadolu Efes
- ✓ CEO & CFO appointed by BoD
- ✓ Governance rights enables AEFES to fully consolidate

*indirectly through subsidiaries

THANK YOU

