

**ANADOLU
EFES**

**FULL YEAR
2023
CONFERENCE CALL
PRESENTATION**

22 MARCH 2024

Forward-Looking Statements



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.

In this presentation, certain financial items and metrics may be presented without inflation adjustment in order to ensure comparability with previous quarters and to facilitate analysis of our performance relative to our 2023 guidance. It is important to note that the financials presented without the impact of TAS 29 are unaudited.

Unless explicitly stated otherwise, all financial information disclosed in this presentation are presented in accordance with TAS 29.



**GENERAL OVERVIEW &
OPERATING
ENVIRONMENT**

ONUR ALTÜRK

CEO & Beer Group President

Solid Performance Marks Another Successful Year...



1 **Strengthened positions** across the board

2 **Strong revenue performance** with effective portfolio play and PRGM

3 Effective management of costs leading to **impressive gross profitability**

4 **Prudent OPEX management** despite low base of LY

5 **Outstanding cash generation** with strong profitability and effective WC management

6 Dividend proposal of **TL 2.35/share**





Consolidated Volume Resilient Despite Many Challenges Across The Board...

FY2023 Volume (y-o-y)	Beer	Soft Drinks	Anadolu Efes Consolidated
	+5.0%	-2.6%	-0.5%



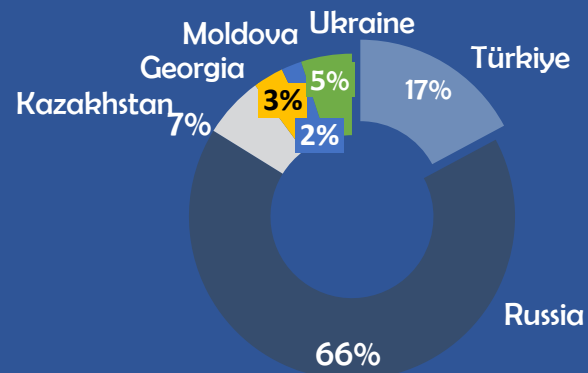


With Impressive Performance In Beer...



- **Consolidated beer volume up by 5.0% in FY2023**
 - Türkiye, Russia and Georgia highly contributed
- **International beer volume up by 4.2%**
 - Russian volume up by low-single digit
 - CIS countries' volume down by low-single digit on average
- **Türkiye beer volume up 9.1%**

**Volume Breakdown
By Country***



*Breakdown on combined basis

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**





Kazakhstan



- **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

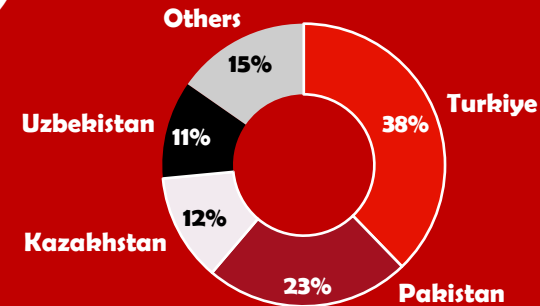


Soft Drinks



- **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

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 (+TL6,210 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



FINANCIAL OVERVIEW

GÖKÇE YANAŞMAYAN
Chief Financial Officer

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

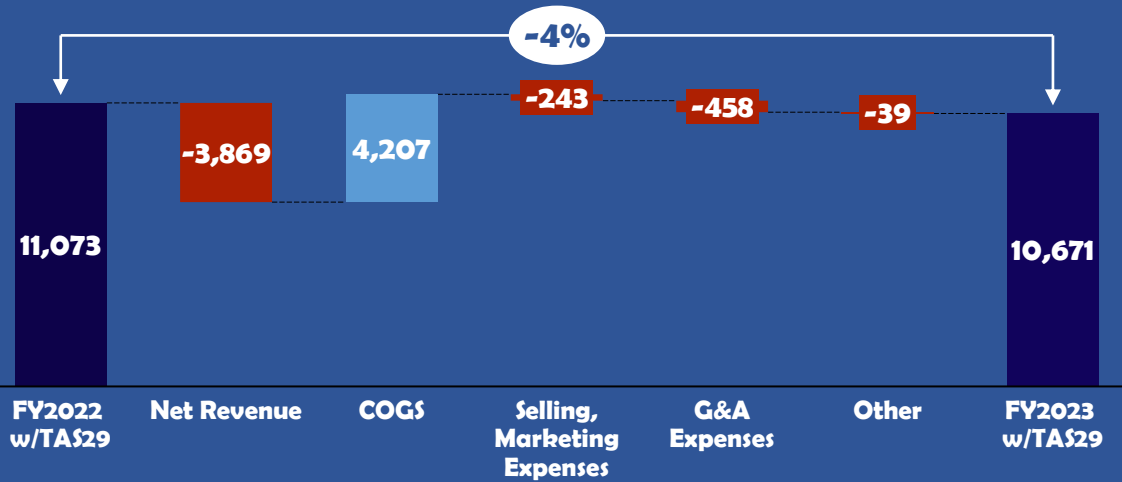
mTL	FY2022	FY2023	Change
Sales Revenue	61,872	58,003	-6.3%
Gross Profit	25,103	26,023	3.7%
EBITDA (BNRI)	11,073	10,671	-3.6%
Net Income/(Loss)*	9,096	12,293	35.2%
Free Cash Flow	2,916	4,984	70.9%
Gross Profit Margin %	40.6%	44.9%	429
EBITDA Margin %	17.9%	18.4%	50
Net Income Margin*	14.7%	21.2%	649



EBITDA (BNRI) & Free Cash Flow Generation

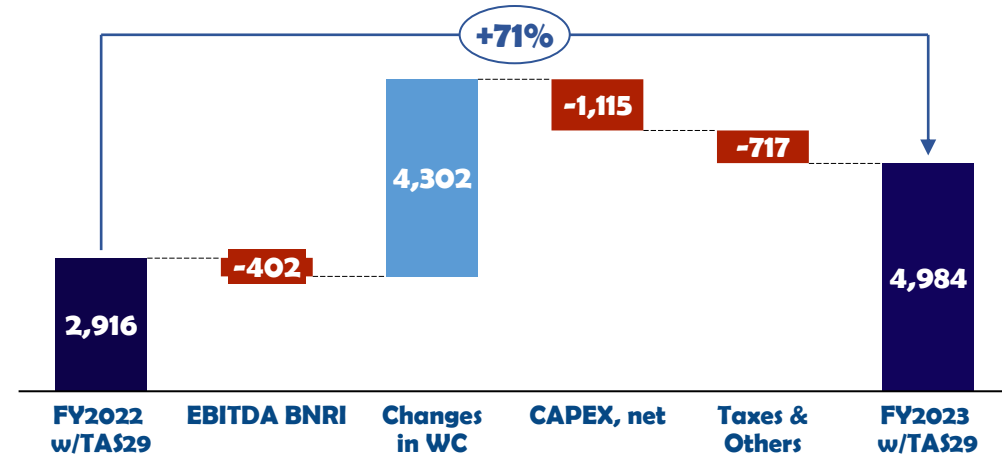
BEER GROUP

EBITDA (BNRI) Bridge mTL



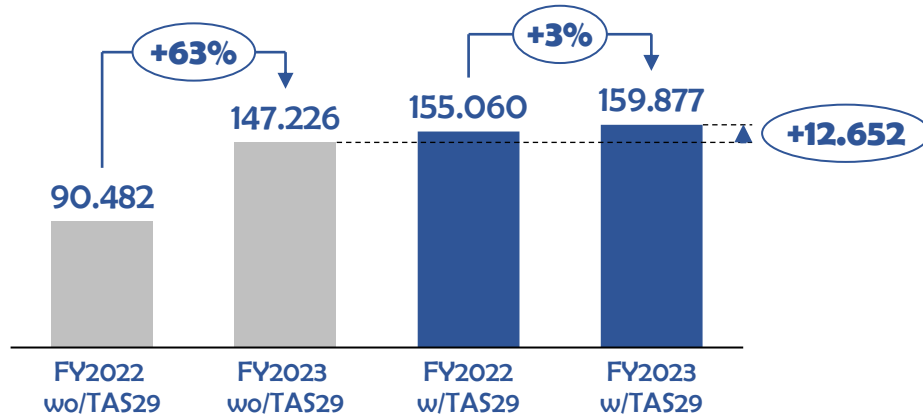
BEER GROUP

Free Cash Flow Bridge mTL

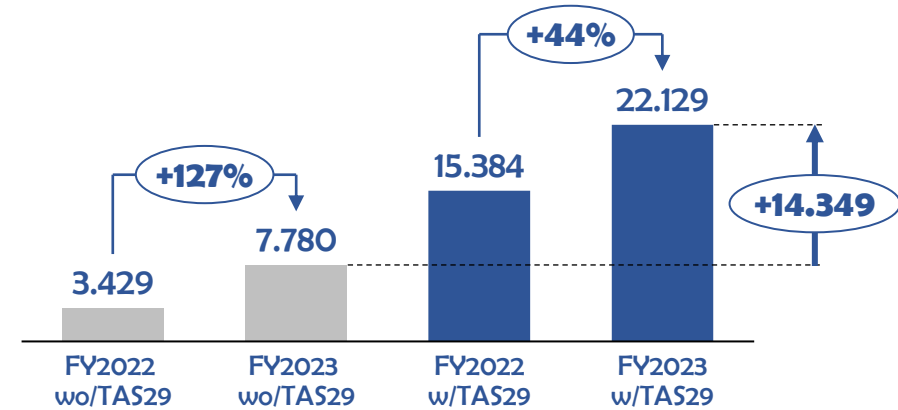


Impact of TAS29 – Anadolu Efes

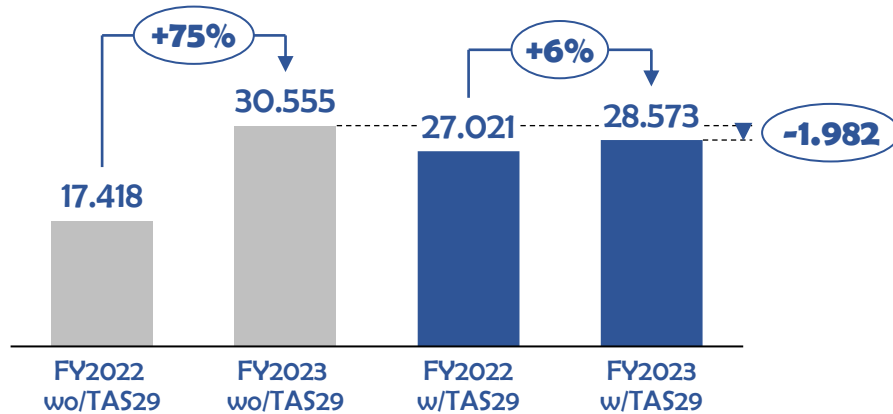
NET REVENUE



NET INCOME



EBITDA



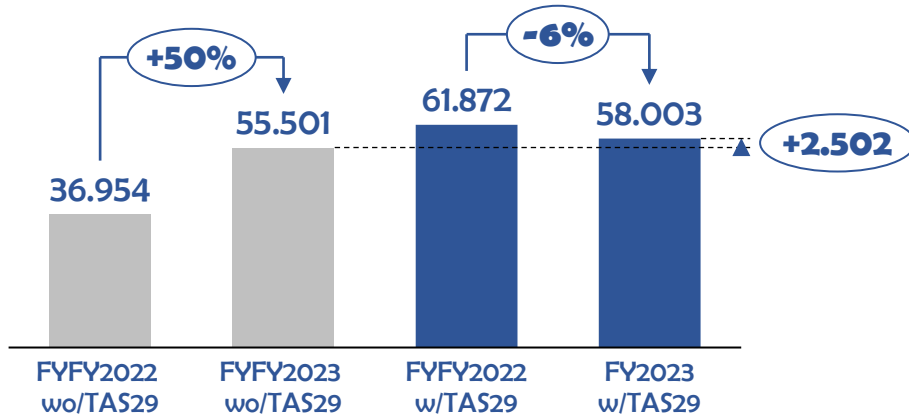
FINANCIAL ITEMS

(TL mn)	Anadolu Efes	
	FY2023 without TAS 29	FY2023 with TAS 29
Trade Receivables	15,382.1	15,382.1
Inventories	23,540.7	24,877.9
Trade Payables	33,061.5	33,061.5
Capex	-9,558.7	-10,222.5
Tax Paid	-4,793.4	-4,922.9
Free Cash Flow	10,066.5	9,262.0

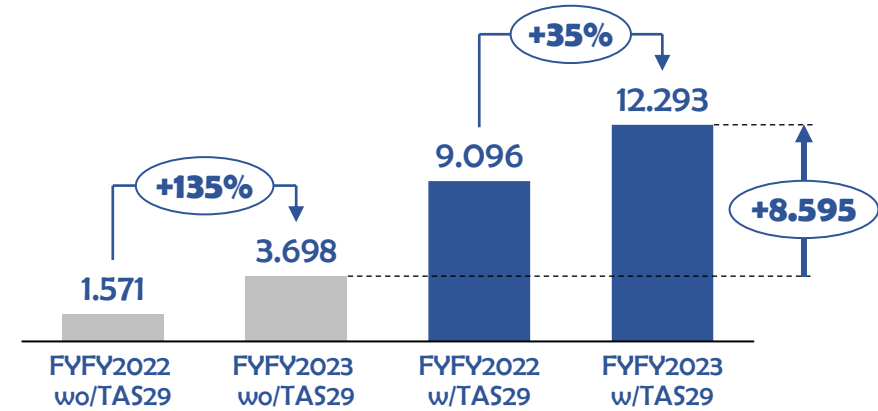
The financial information provided above excludes the impacts of TAS 29 and is presented solely for analysis purposes. These figures are not aligned with Anadolu Efes' financial report for the period 01.01.2023-31.12.2023 and have not undergone an independent audit.

Impact of TAS29 – Beer Group

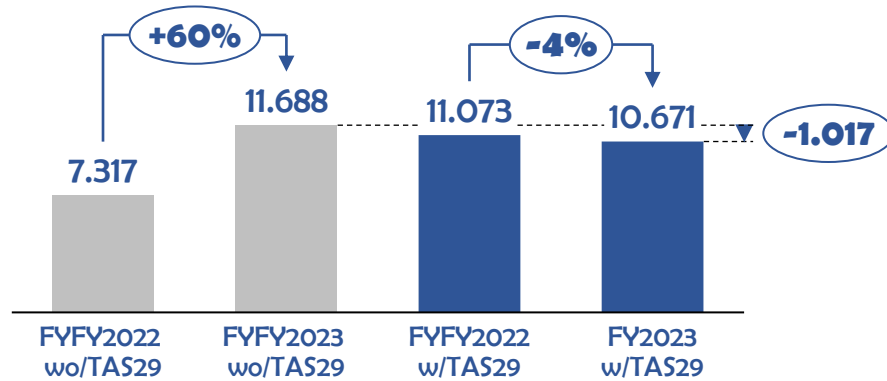
NET REVENUE



NET INCOME



EBITDA



FINANCIAL ITEMS

(TL mn)	Beer Group	
	FY2023 without TAS 29	FY2023 with TAS 29
Trade Receivables	6,387.8	6,387.8
Inventories	11,333.5	11,824.9
Trade Payables	20,230.3	20,230.3
Capex	-3,952.1	-4,211.4
Tax Paid	-1,553.4	-1,559.3
Free Cash Flow	7,532.0	4,984.4

The financial information provided above excludes the impacts of TAS 29 and is presented solely for analysis purposes. These figures are not aligned with Anadolu Efes' financial report for the period 01.01.2023-31.12.2023 and have not undergone an independent audit.



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

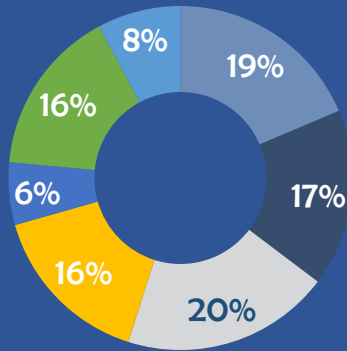
0.3 x



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.



**FY2024
PRIORITIES**



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**



Q&A SESSION

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**