


**ANADOLU
EFES**

INVESTOR PRESENTATION

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.

ANADOLU
EFES | LIVING THE VALUES!



PASSIONATE
& PROUD



PROFESSIONAL



ENTREPRENEURIAL

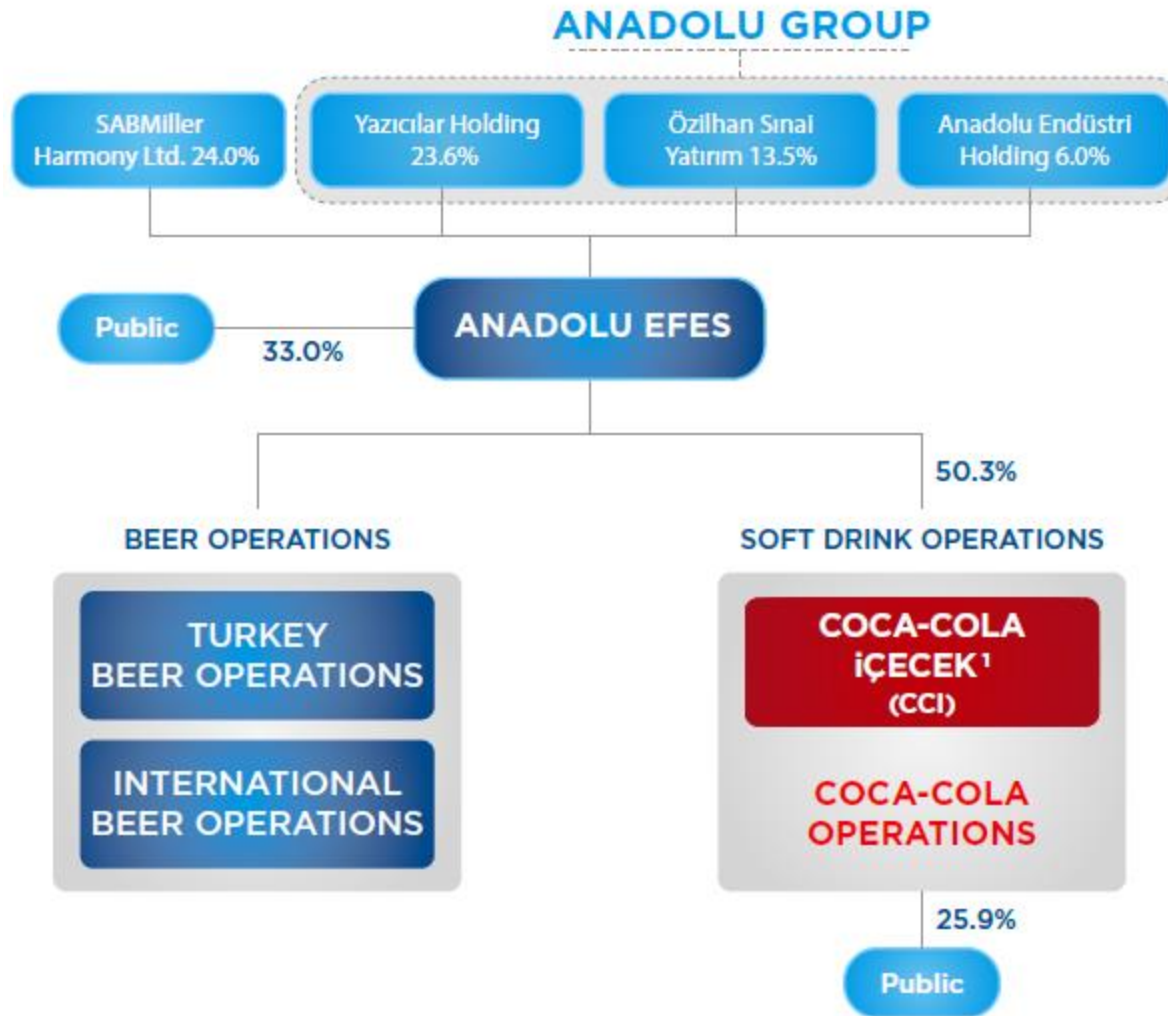


COLLABORATIVE



SUSTAINABLE

Anadolu Efes - Ownership Structure



(1) 20% held by TCCC (The Coca-Cola Export Cooperation) and 4% by Özgörkey Holding
* Only the major subsidiaries of the Group are presented

Anadolu Efes at a Glance

Serving more than 670 mn people

16 countries; 15 Breweries & 25 Bottling Plants

- Europe's **6th** largest brewer
- World's **12th** largest brewer
- **5th** largest Coca-Cola bottler in the Cola system

World class brand portfolio in beer & soft drinks

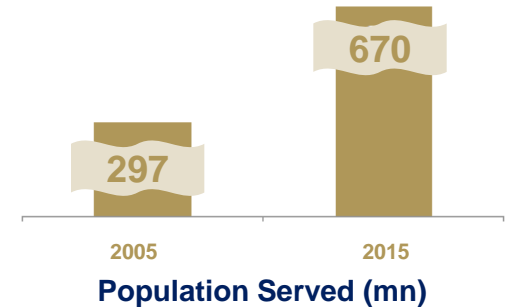
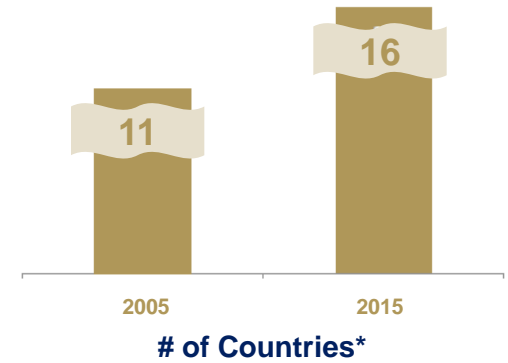
Synergies with the world's giants - **SABMiller**

& The Coca-Cola Company

Operating in markets with significant growth potential

Total consolidated sales volume of **8.6 bn lt** in 2015

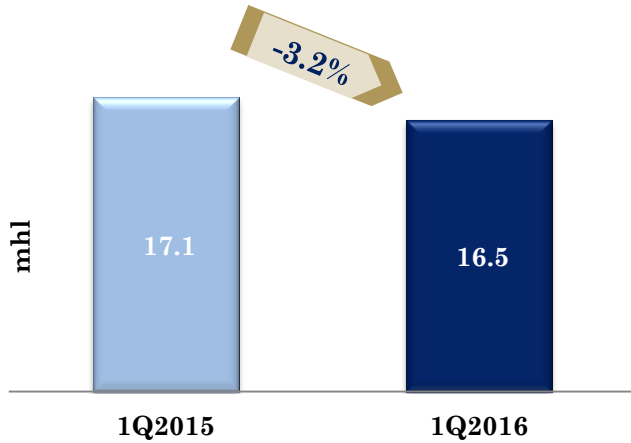
TL10.2 bn net sales revenue & **TL 1.8 bn** EBITDA



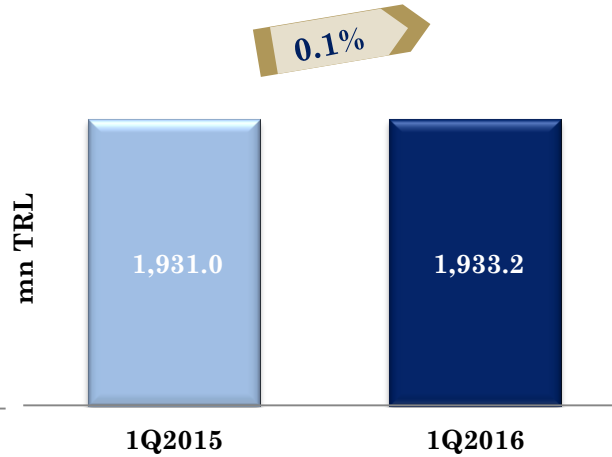
* Only includes countries where we have production or sales & distribution network

Consolidated Performance – 1Q2016

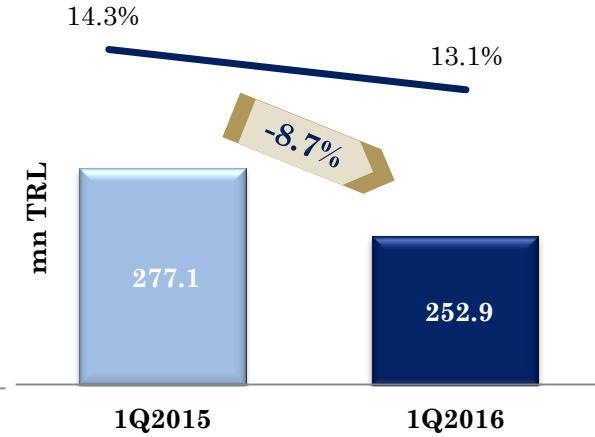
SALES VOLUME



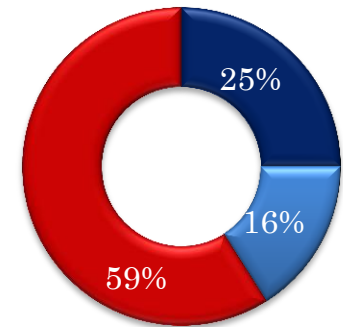
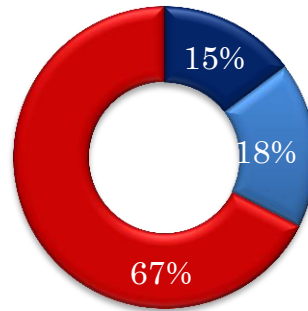
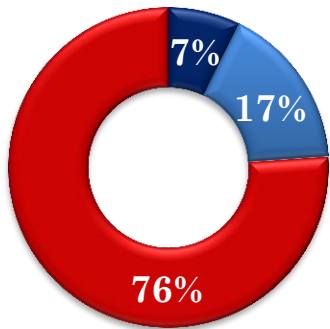
NET SALES REVENUE



EBITDA (BNRI)* & EBITDA (BNRI) MARGIN



BREAKDOWN**



■ Turkey Beer ■ International Beer ■ Soft Drinks

* Numbers may not add up to 100% due to rounding

* BNRI means Before Non Recurring Items

** Breakdowns are on a combined basis

■ Volume & revenue mostly in line with guidance;

- Sales volume reported at 16.5mhl
- Revenue performed better than volume
- Flattish net sales revenue at TL1,933.2 mn

■ EBITDA (BNRI) margin was 13.1% with a limited 127bps decline, thanks to;

- Continued expense management
- Higher efficiencies

■ Significant improvement in bottomline; net profit of TL60.3 mn vs a TL 212.0 mn loss in 1Q2015, due to;

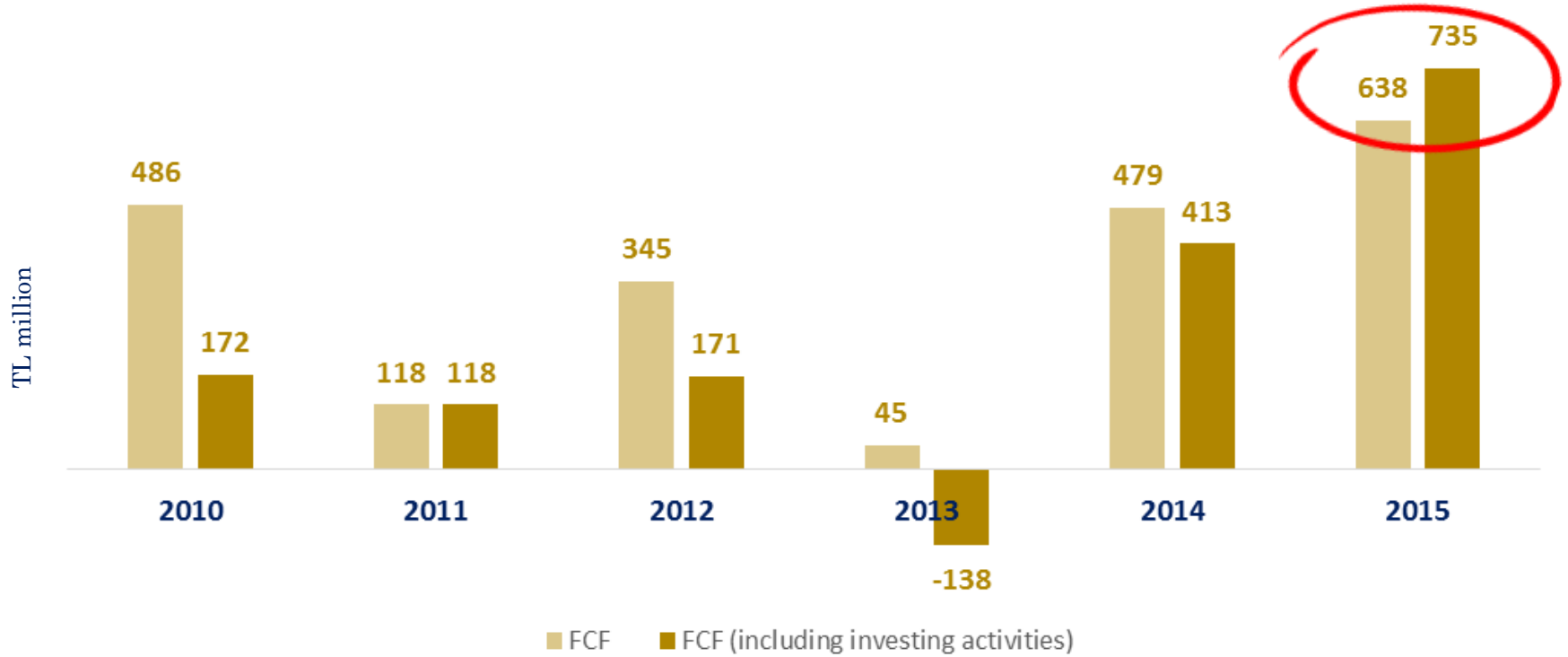
- Net non-cash F/X gain of TL81.2 mn vs TL355.1 mn loss in 1Q2015

■ Consolidated net debt to EBITDA (BNRI) was 2.0x



- *Balanced* Beer & Soft Drink Operations
- *Strategic Partnership* with SABM & TCCC
- *Expertise & Know-how* in driving cost efficiencies
- *Strong* regional player powered by proven local know-how

Solid Cash Flow Generation



Continue to generate value by margin improvement and FCF generation through our *priorities*;

Beer

- capitalizing on our strong brand portfolios
- to achieve optimal brand & SKU mix
- excelling in execution
- focus on quality market share
- strong cash flow generation with special focus on optimizing working capital

Soft Drinks

- Accelerate revenue and margin growth
- Winning at the point of sales
- Sales force effectiveness



**ANADOLU
EFES**



BEER OPERATIONS

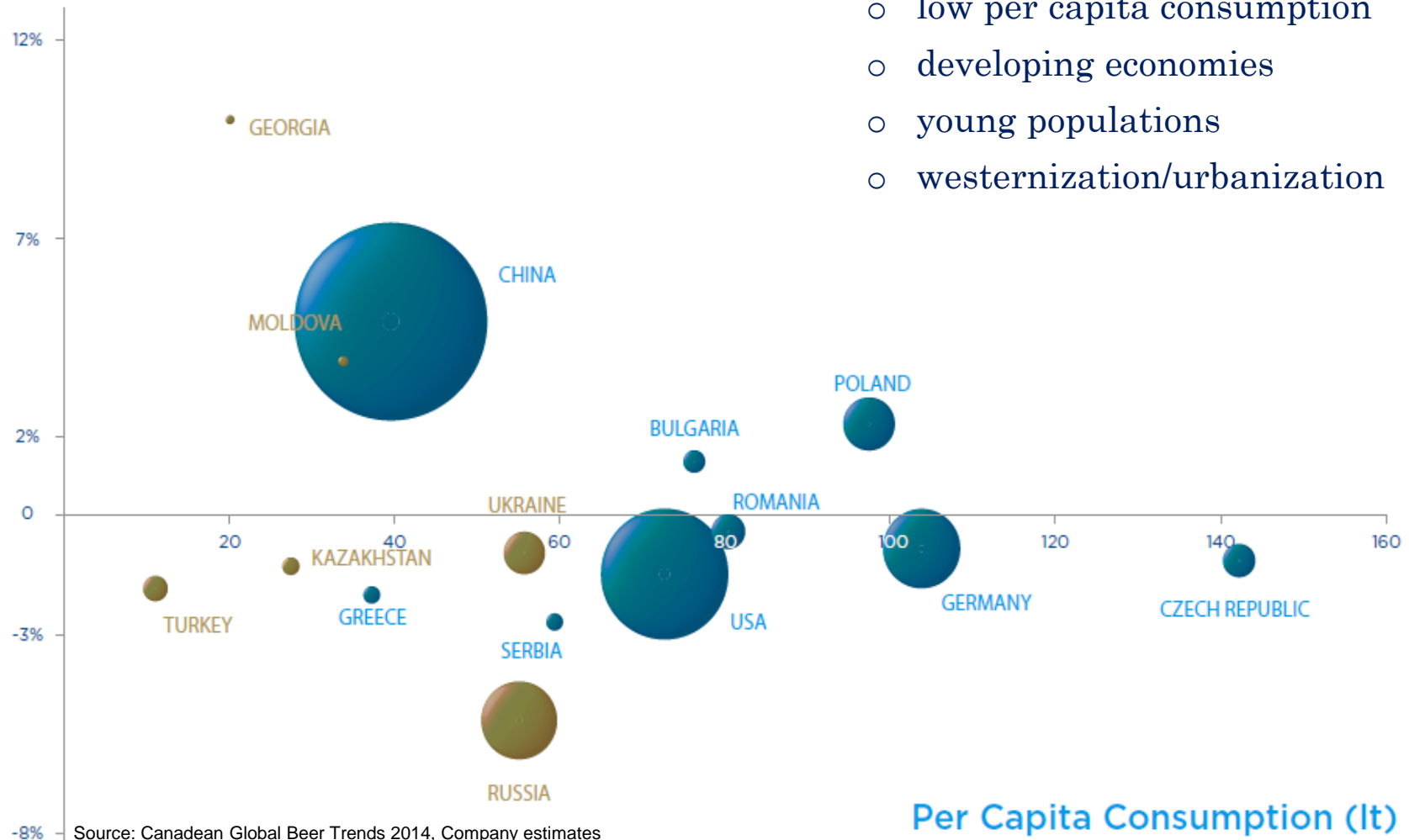


39.5mhl of total beer capacity

Operating markets with growth potential characterized by;

- low per capita consumption
- developing economies
- young populations
- westernization/urbanization

Per Capita CAGR Growth 2009-2014 (%)



Source: Canadean Global Beer Trends 2014, Company estimates
Note: Bubbles represent market size



BRANDS

Provide choice and innovation to consumers:
Grow brand love

EXECUTION

Excel in customer collaboration, availability and point of sale activation

EFFICIENCY

Build competitive advantage through lean and efficient operations

RELATIONS

Focus on employees, customers, regulators, community and environment

- Low per capita consumption of 11 liters offering a growth potential
- Expected compounded annual growth rate of 2%* between 2016-2020
- Growing population with 1.3% annual growth rate
 - ✓ 32% is below age 18
- Returnable market enabling higher operational profitability
 - ✓ Bottles & kegs amount to more than half of total beer market

Vertically integrated *Market Leader* with;

- **4** Breweries - **9.5mhl** total brewing capacity
- **2** Malteries & **1** Hops Processing Facility
- **68%** 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 – **9.4%** in 2015**
- **99%** penetration in Turkey**
- **164** Dealers & **24** Distributors

- World's 4th largest beer market with total consumption of **~69mhl**

- Expected compounded annual growth rate of **3%*** between 2016-2020

- Dominated by multinationals;

- Top 4 accounting for **~75%** of the market

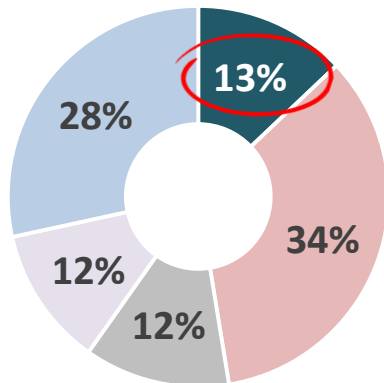
- Share of Modern Trade above **60%** - more than **doubled** in the last few years



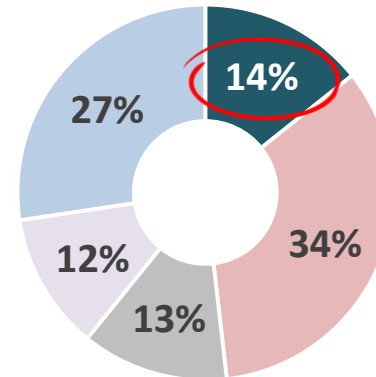
#2 player with;

- 6 Breweries – 30mhl total brewing capacity
- 4 Malteries & 1 Preform Plant
- AEFES’ largest beer market;
 - ✓ 48% of total beer volumes from Russia
- 14% market share* - #1 position in Premium category

Volume Share**



Value Share**



- Numbers may not add up to 100% due to rounding

■ Efes RUSSIA ■ Carlsberg ■ Inbev ■ Heineken ■ Other

■ Efes RUSSIA ■ Carlsberg ■ Inbev ■ Heineken ■ Other

*value share **Nielsen Urban Russia, Cities 10000+, Off-Trade, YTD March 16

Other International Beer Operations


Market leader in;

- ✓ Kazakhstan
- ✓ Georgia
- ✓ Moldova

Expected compounded annual growth rate of **2%*** between 2016-2020 in *Kazakshstan*



Commitment to Environment



ENERGY AND EMISSIONS MANAGEMENT

10%+10%

Compared to 2008, we consumed **10% less energy** and generated **10% fewer emissions per unit product**.
Between 2008-2013, the amount of energy we saved is equal to **the yearly consumption of 200,000 households**.



OPERATIONAL RELIABILITY

22 thousand hours

In 2013, we provided a total of more than **22,000 hours of occupational health and safety training** to our employees
We recycled **94.6%** of solid waste and by-products generated during the production of beer and malt.



WATER MANAGEMENT

67 thousand households

Compared to 2008, we consumed **19% less water** in beer production and **24% less water** in malt production.
Between 2008-2013, the amount of water **we saved is equal to the yearly consumption of 67,000 households**.



PACKAGING MANAGEMENT

178 Great Wall of China

Compared to 2012, the weight of one-way packaging waste reclaimed is **increased by 22%**. Between 2008-2013, preference of returnable bottles resulted in saving enough glass bottles to create a line stretching **178 times longer than Great Wall of China**.



**ANADOLU
EFES**



Coca-Cola İcecek

SOFT DRINK OPERATIONS

CCI at a Glance



Market leader in **Turkey** with **64%** & **Kazakhstan** with **50%** market share



#2 in **Iraq** with **31%** & **Pakistan** with **36%** market share



25 Bottling Plants in **10** Countries



5th largest Coca-Cola bottler in Cola system



Annual capacity of **1.4bn uc**



1.2bn uc sales volume



28bn annual servings

ANADOLU
EFES

50.3%

Coca-Cola

20.1%

Özgörkey
Holding

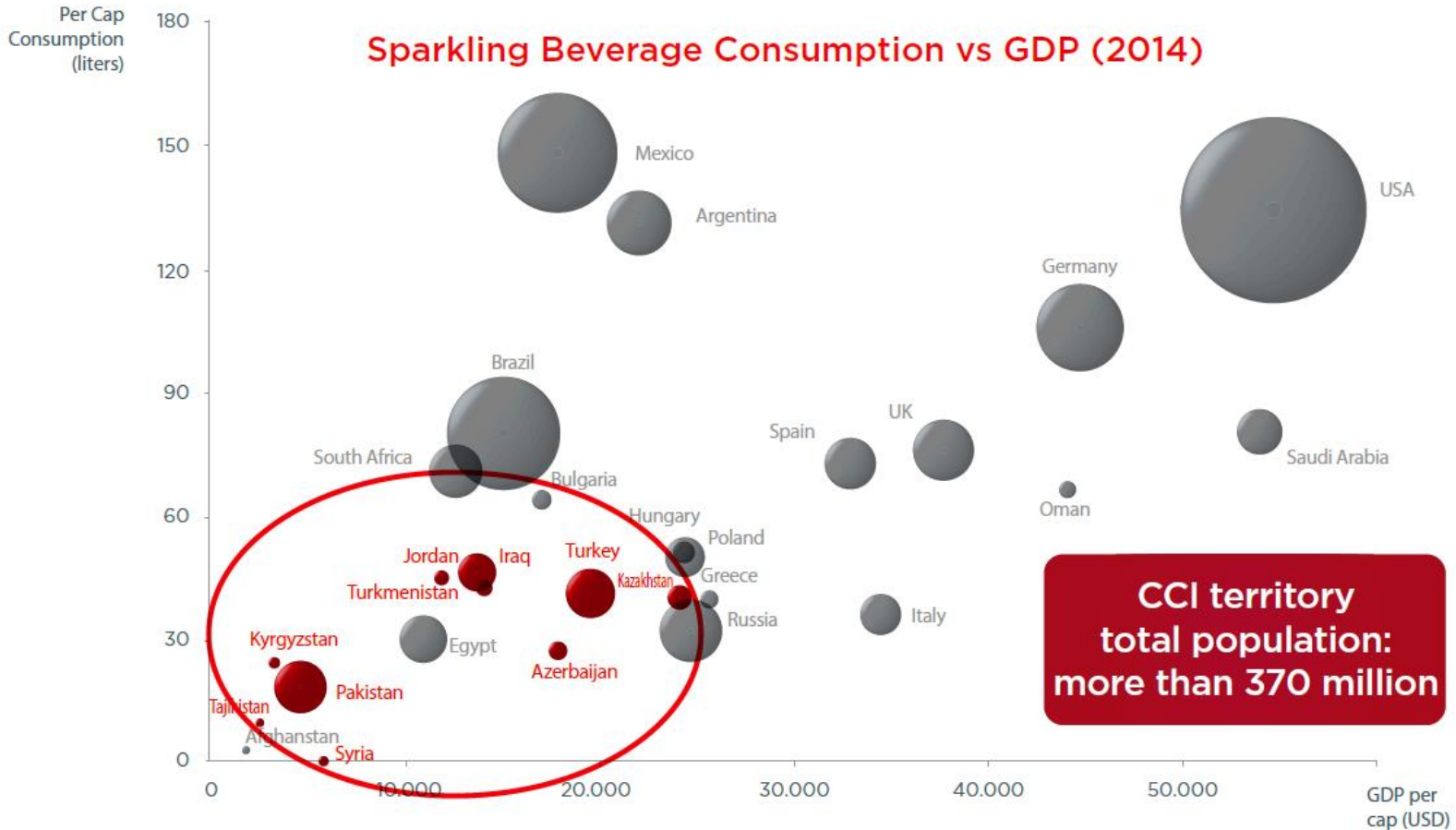
3.7%

Public

25.9%

Coca-Cola İçecek





Soft Drinks Business Strategic Priorities

1 Accelerate Revenue and Margin Growth	2 Grow Sparkling Category and Per Caps	3 Selectively Expand Profitable Still Portfolio	4 Continue to Build and Enhance Our Reputation	5 Build a World Class Organization
 <ul style="list-style-type: none">• Winning At The Point of Sales• Sales Force Effectiveness - SFE• Revenue Growth Management - OBPPC				

Strong Brand Portfolio

BRAND & FLAVOR EXPANSION

	2006	2015
Brands	17	30
Flavors	44	148

PACKAGE INNOVATION

Differentiated package segmentation
across channels, customers &
consumers



ANADOLU EFES



FINANCIALS AND OUTLOOK

Financial Highlights

	Turkey Beer		International Beer		CCI	
	(mn TL)		(mn USD)		(mn TL)	
	1Q2016	vs 1Q2015	1Q2016	vs 1Q2015	1Q2016	vs 1Q2015
Volume (mhl)	1.2	-18.6%	2.7	-14.4%	221.8**	1.5%
Net Sales	283.4	-16.6%	116.9	-25.4%	1,301.3	8.2%
Gross Profit	157.4	-25.6%	52.7	-21.9%	417.5	1.7%
EBIT (BNRI)	23.4	-67.8%	-2.2	86.8%	44.3	-40.5%
EBITDA (BNRI)	65.7	-40.0%	14.3	61.7%	155.1	-4.1%
Net Income/(Loss)*	40.3	171.9%	7.4	120.4%	29.4	132.4%
Margins		Change (bps)		Change (bps)		
Gross Profit	55.5%	-668	45.1%	204	32.1%	-205
EBIT (BNRI)	8.3%	-1313	-1.9%	883	3.4%	-279
EBITDA (BNRI)	23.2%	-903	12.3%	661	11.9%	-153
Net Income/(Loss)*	14.2%	3072	6.3%	2929	2.3%	980

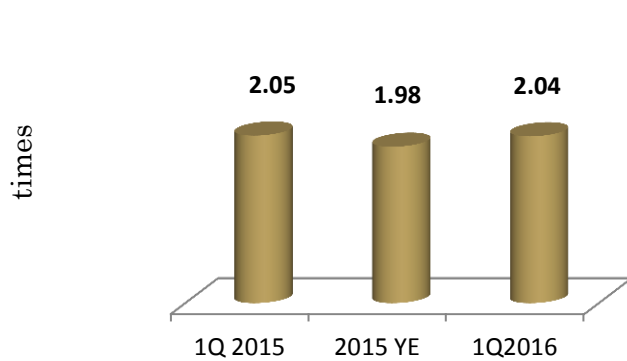
* Net income attributable to shareholders

** million unit case

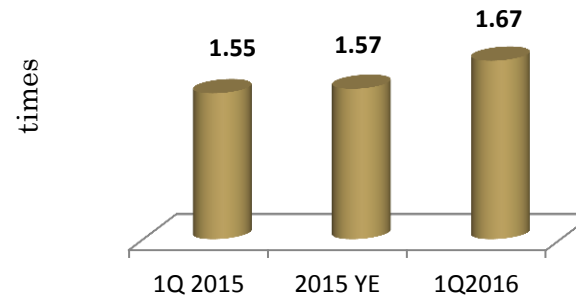
Balance Sheet Flexibility

1Q 2016 Net Leverage Ratios are within comfortable area.

Anadolu Efes Consolidated



Beer Group



AEFES	1Q2015	1Q2016
TOTAL FINANCIAL DEBT <i>m TL</i>	5,046	5,271
TOTAL CASH & EQUIVAL <i>m TL</i>	1,460	1,709
NET DEBT <i>m TL</i>	3,587	3,562
NET DEBT <i>m USD</i>	1,374	1,257

BEER	1Q2015	1Q2016
TOTAL FINANCIAL DEBT <i>m TL</i>	2,064	2,009
TOTAL CASH & EQUIVAL <i>m TL</i>	855	843
NET DEBT <i>m TL</i>	1,209	1,166
NET DEBT <i>m USD</i>	463	411

79% of cash is hold as hard currency

97% of debt is in hard currency

83% of cash is hold as hard currency

100% of debt is in hard currency

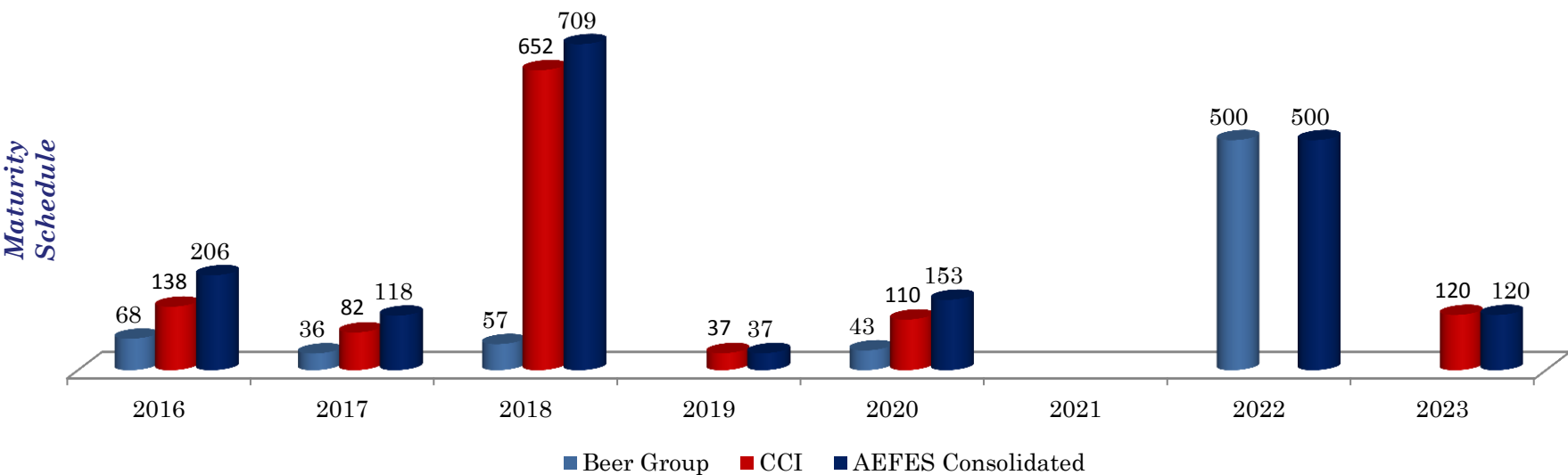
Borrowing Mix & Liquidity Profile

No material financing need until **2018** at AEFES level and until **2022** at Beer Group level

Easily manageable debt repayment schedule

Average maturity of debt for;

- Beer Group is app. **5.2 years** and
- Anadolu Efes is app. **3.7 years**

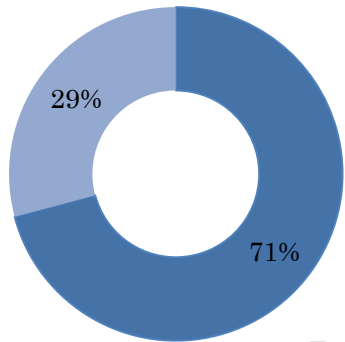


Interest Breakdown

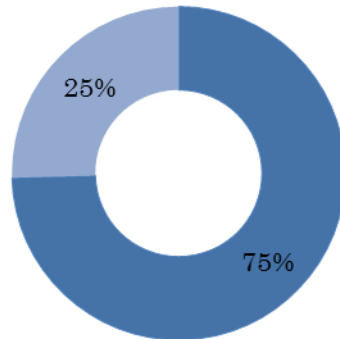
Significant portion of debt is fixed, minimized interest rate risk

Anadolu Efes

1Q2015



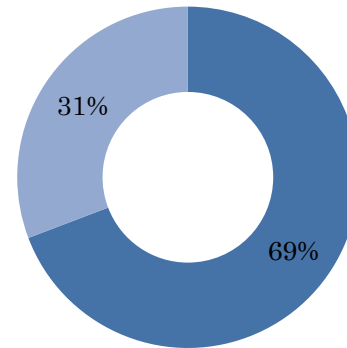
1Q2016



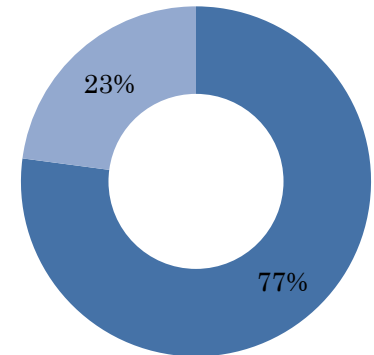
■ Fixed ■ Floating

Beer Group

1Q2015



1Q2016



■ Fixed ■ Floating



Beer Group 2016 Guidance

- **Turkey beer market** decline low single digits*
- **Efes Turkey volume** flattish*
- **Russian beer market** decline parallel to the decline in 2015*
- **EFES RUS volume** outperform the market
- **Total beer volume** decline at a rate of mid-single digits
- **Revenue** lower decline compared to volume decline
- **EBITDA Margin** slightly lower
- **FCF** cycling a very strong base, continue to deliver strong free cash flow, albeit at a slower pace

*As the first quarter may not be a sufficient indicator for the full year for the beer sector, we believe it would be wiser to re-evaluate our full year outlook at the end of the first half.



Soft Drink Operations 2016 Guidance

- **Turkey volume** grow low single digit
- **International volume** grow low-mid single digits
- **Consolidated volume** grow at low-mid single digits
- **Net sales revenue** ahead of volume growth
- **EBITDA margin** flat
- **FCF** significant positive FCF



- **Sales volumes** grow low-single digit
- **Sales revenues** grow mid-single digits
- **EBITDA (BNRI)** grow in abs. terms
- **EBITDA (BNRI) margin** flattish to slightly lower margin
- **Capex/net sales** high-single digit
- **FCF** higher in absolute terms

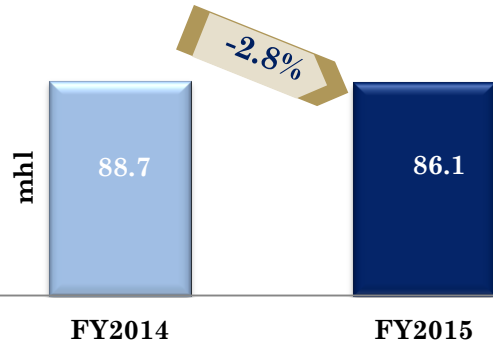


- Sustain consolidated cash flows through;
 - focus on working capital optimization
 - optimized capex policy
 - tight balance sheet management
- Deleveraging
- Efficiency improvements via savings
- Manage impact of F/X volatility on operations
- Commitment to Investment Grade Ratings

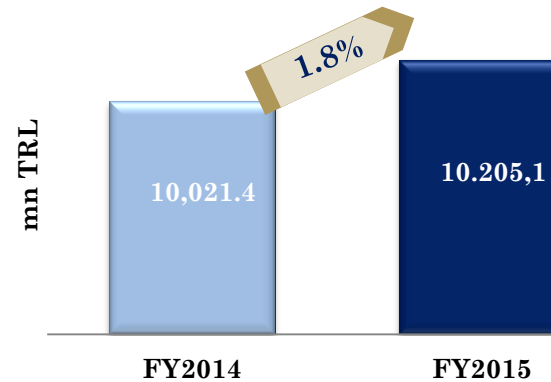


Consolidated Performance - FY2015

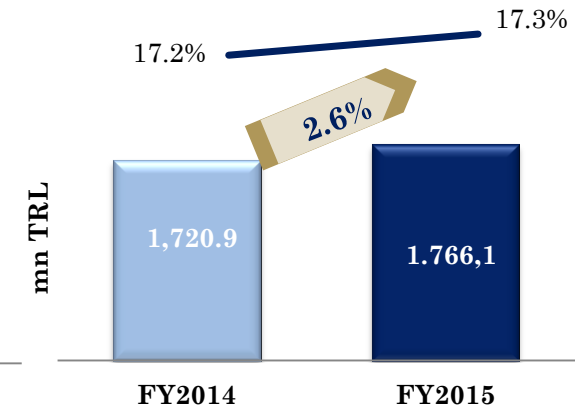
SALES VOLUME



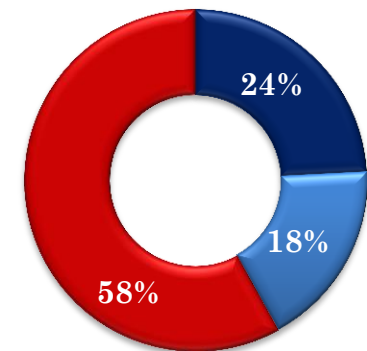
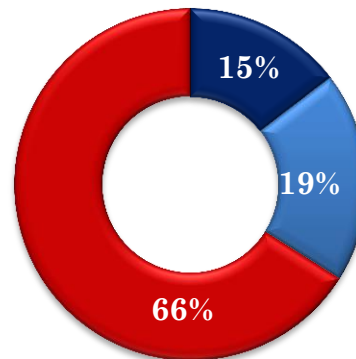
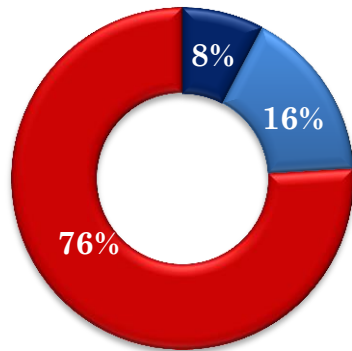
NET SALES REVENUE



EBITDA (BNRI) & EBITDA (BNRI) MARGIN



BREAKDOWN



■ Turkey Beer ■ International Beer ■ Soft Drinks

*Numbers may not add up to 100% due to rounding

* BNRI means Before Non Recurring Items

*FY2014 numbers are restated

*Breakdowns are on a combined basis

Financial Highlights – FY2015

	Turkey Beer		International Beer		CCI	
	(mn TL)		(mn USD)		(mn TL)	
	FY2015	vs FY2014	FY2015	vs FY2014	FY2015	vs FY2014
Volume (mhl)	6.6	-6.3%	14.1	-19.0%	1,151.9**	1.9%
Net Sales	1,484.8	-0.3%	725.1	-37.3%	6,723.9	12.3%
Gross Profit	908.1	-3.6%	345.7	-35.4%	2,334.4	7.0%
EBIT (BNRI)	291.5	-15.1%	31.2	33.8%	631.9	0.5%
EBITDA (BNRI)	437.9	-9.4%	118.5	-24.6%	1,051.4	9.3%
Net Income/(Loss)*	-49.1	-121.0%	-49.7	86.2%	117.2	-62.9%
Margins						
Gross Profit	61.2%	-209	47.7%	136	34.7%	-173
EBIT (BNRI)	19.6%	-344	4.3%	229	9.4%	-110
EBITDA (BNRI)	29.5%	-299	16.3%	274	15.6%	-43
Net Income Margin*	-3.3%	-1897	-6.9%	2434	1.7%	-353

* Net income attributable to shareholders

** million unit case