

FY2019 FINANCIAL PERFORMANCE*:

Net Sales:

up by 21.5% to TL 51.7 bn

EBITDA:

up by 28.1% to TL 6.0 bn

Net income¹:

TL 644 million

Proforma Consolidated** (TL mn)	2018	2019	Change	2019 (Excl. IFRS16)	Change
Net Sales	42.544	51.699	21,5%	51.699	21,5%
Gross Profit	12.562	15.587	24,1%	15.458	23,0%
EBIT	1.799	2.933	63,0%	2.627	46,0%
EBITDA	4.644	6.911	48,8%	5.951	28,1%
Net income ¹	-1.217	544	a.d.	644	a.d.

¹ Net income attributable to the parent company. Bottom-line was positively impacted by the one-off gains of TL 862 mn related to the consolidation scope change of Migros. Excluding one-off gains, net loss would have been TL 218 mn in 2019.

*For comparison purposes, 2018 figures are prepared including the impact of merger with ABI Inbev in Russia and Ukraine since the beginning of the year.

*For comparison purposes, 2019 figures exclude IFRS16 impact. (Results including IFRS16 are on page 10-11 of the Earnings Release and CMB report)

** Proforma Consolidated figures include Migros as fully consolidated for the 12 months period

MESSAGE FROM CEO MR. HURŞİT ZORLU

"Despite the rapid changes in macro balances, 2019 was a year in which we made significant progress and maintained our growth. We are happy to announce that our consolidated net sales grew by 21.5% and EBITDA by 28.1% in 2019, thanks to strong and healthy growth trends of our major operations.

If we evaluate the performances of our major operations in 2019; in Beer segment, market outperformance of Russia and Ukraine, while extracting synergies ahead of targets made substantial contribution to our successful results since the beginning of the year. In Soft Drinks operations, quality growth algorithm maintained in the third consecutive year. Our operations continued to grow and maintain market share in majority of the markets. In Migros, while market share gains in both total and modern FMCG continued during 2019, digital transformation is integrated to all business processes in order to assure sustainable growth.

With the priority of generating strong free cash flow in all of our businesses, we continue to take necessary action plans and execute accordingly. On top of synergies created from our international Beer operations, strong operational profitability of Soft Drinks and Migros operations also contributed to the generation of TL 3.5 bn consolidated free cash flow in 2019. The importance we attach to this issue will continue in the coming periods.

In this context, we are also happy that our net debt /EBITDA ratio was down to 1.9x as of 2019-end. We continue to work in a proactive manner for optimizing the level and debt structures across all of our segments.

As Anadolu Group, we will keep on doing our duties in the best way, carry out innovative and pioneering works and add value to every field that we operate in 2020. We will continue to execute our prudent and effective financial management approach this year with decisiveness and precision, targeting sustainable growth.

SUMMARY FINANCIALS

Beer (TL mn)	4Q18*	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018*	2019	Change	2019 (excl. IFRS16)	Change
Sales Volume (mhl)	8,2	8,6	4,8%	8,6	4,8%	34,2	36,2	5,9%	36,2	5,9%
Net Sales	2.324	2.863	23,2%	2.863	23,2%	8.541	11.069	29,6%	11.069	29,6%
Gross Profit	898	1.235	37,5%	1.235	37,5%	3.256	4.583	40,7%	4.583	40,7%
EBITDA (BNRI)	439	592	35,0%	573	30,5%	1.120	1.768	57,9%	1.706	52,4%
Net Income	55	189	240,8%	192	246,4%	-171	703	n.m.	714	n.m.
Gross Profit Margin	38,6%	43,1%		43,1%		38,1%	41,4%		41,4%	
EBITDA Margin	18,9%	20,7%		20,0%		13,1%	16,0%		15,4%	
Net Income Margin	2,4%	6,6%		6,7%		-2,0%	6,3%		6,4%	
Soft Drinks (TL mn)	4Q18	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018	2019	Change	2019 (excl. IFRS16)	Change
Sales Volume (mn unit case)	229	230	0,8%			1.315	1.316	0,1%		
Net Sales	2.001	2.220	10,9%			10.623	12.245	15,3%		
Gross Profit	573	771	34,4%			3.527	4.207	19,3%		
EBITDA	160	270	68,6%			1.919	2.283	19,0%		
Net Income	156	1	-99,6%			321	966	200,7%		
Gross Profit Margin	28,6%	34,7%				33,2%	34,4%			
EBITDA Margin	8,0%	12,1%				18,1%	18,6%			
Net Income Margin	7,8%	0,0%				3,0%	7,9%			
Migros (TL mn)	4Q18	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018	2019	Change	2019 (excl. IFRS16)	Change
Net Sales	4.923	5.997	21,8%	5.997	21,8%	18.717	23.191	23,9%	23.191	23,9%
Gross Profit	1.327	1.515	14,2%	1.493	12,5%	4.881	6.205	27,1%	6.121	25,4%
EBITDA	359	462	28,8%	317	-11,6%	1.217	2.236	83,7%	1.531	25,7%
Net Income	371	-290	n.m.	-295	n.m.	-836	-492	41,1%	-353	57,7%
Gross Profit Margin	27,0%	25,3%		24,9%		26,1%	26,8%		26,4%	
EBITDA Margin	7,3%	7,7%		5,3%		6,5%	9,6%		6,6%	
Net Income Margin	7,5%	-4,8%		-4,9%		-4,5%	-2,1%		-1,5%	
Automotive (TL mn)	4Q18	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018	2019	Change	2019 (excl. IFRS16)	Change
Net Sales	1.207	1.520	26,0%	1.520	26,0%	3.907	4.163	6,5%	4.163	6,5%
Gross Profit	138	229	66,5%	229	66,4%	686	667	-2,8%	667	-2,8%
EBITDA	118	154	30,4%	152	29,1%	424	433	2,1%	427	0,8%
Net Income	-48	27	n.m.	27	n.m.	-492	-209	57,5%	-208	57,7%
Gross Profit Margin	11,4%	15,1%		15,1%		17,6%	16,0%		16,0%	
EBITDA Margin	9,8%	10,1%		10,0%		10,9%	10,4%		10,3%	
Net Income Margin	-4,0%	1,8%		1,8%		-12,6%	-5,0%		-5,0%	
Retail (TL mn)	4Q18	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018	2019	Change	2019 (excl. IFRS16)	Change
Net Sales	234	311	32,9%	311	32,9%	1.200	1.399	16,5%	1.399	16,5%
Gross Profit	26	44	68,8%	34	28,1%	248	302	22,0%	258	4,1%
EBITDA	-8	30	n.m.	-2	67,6%	111	238	114,1%	111	-0,5%
Net Income	-36	-36	0,1%	-32	10,1%	-11	-40	-270,7%	-25	-138,0%
Gross Profit Margin	11,2%	14,3%		10,8%		20,7%	21,6%		18,5%	
EBITDA Margin	-3,2%	9,5%		-0,8%		9,3%	17,0%		7,9%	
Net Income Margin	-15,4%	-11,5%		-10,4%		-0,9%	-2,8%		-1,8%	
Other (TL mn)	4Q18	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018	2019	Change	2019 (excl. IFRS16)	Change
Net Sales	134	85	-36,6%	85	-36,6%	381	628	64,8%	628	64,8%
Gross Profit	39	31	-20,3%	31	-20,3%	148	154	4,0%	154	4,0%
EBITDA	9	-4	n.m.	-6	n.m.	20	39	95,3%	29	48,2%
Net Income**	295	-193	n.m.	-194	n.m.	-690	-472	31,6%	-470	31,8%
Gross Profit Margin	29,1%	36,6%		36,6%		38,8%	24,5%		24,5%	
EBITDA Margin	6,4%	-4,7%		-6,7%		5,2%	6,1%		4,7%	
Net Income Margin	220,1%	-227,1%		-227,8%		-181,1%	-75,2%		-74,9%	
Consolidated (TL mn)	4Q18*	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018*	2019	Change	2019 (excl. IFRS16)	Change
Net Sales	5.857	12.794	118,4%	12.794	118,4%	24.456	45.240	85,0%	45.240	85,0%
Gross Profit	1.639	3.418	108,6%	3.385	106,6%	7.727	13.760	78,1%	13.654	76,7%
EBITDA	696	1.465	110,6%	1.248	79,4%	3.453	6.266	81,4%	5.540	60,4%
Net Income	267	772	189,2%	777	191,3%	-1.217	544	n.m.	644	n.m.
Gross Profit Margin	28,0%	26,7%		26,5%		31,6%	30,4%		30,2%	
EBITDA Margin	11,9%	11,4%		9,8%		14,1%	13,8%		12,2%	
Net Income Margin	4,6%	6,0%		6,1%		-5,0%	1,2%		1,4%	
Proforma Consolidated (TL mn)	4Q18	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018	2019	Change	2019 (excl. IFRS16)	Change
Net Sales	10.629	12.794	20,4%	12.794	20,4%	42.544	51.699	21,5%	51.699	21,5%
Gross Profit	2.956	3.418	15,7%	3.385	14,5%	12.562	15.587	24,1%	15.458	23,0%
EBITDA	1.049	1.459	39,1%	1.242	18,4%	4.644	6.911	48,8%	5.951	28,1%
Net Income	267	772	189,2%	777	191,3%	-1.217	544	n.m.	644	n.m.
Gross Profit Margin	27,8%	26,7%		26,5%		29,5%	30,1%		29,9%	
EBITDA Margin	9,9%	11,4%		9,7%		10,9%	13,4%		11,5%	
Net Income Margin	2,5%	6,0%		6,1%		-2,9%	1,1%		1,2%	

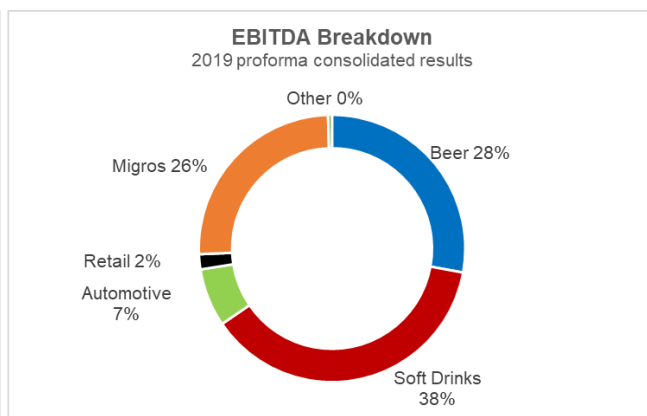
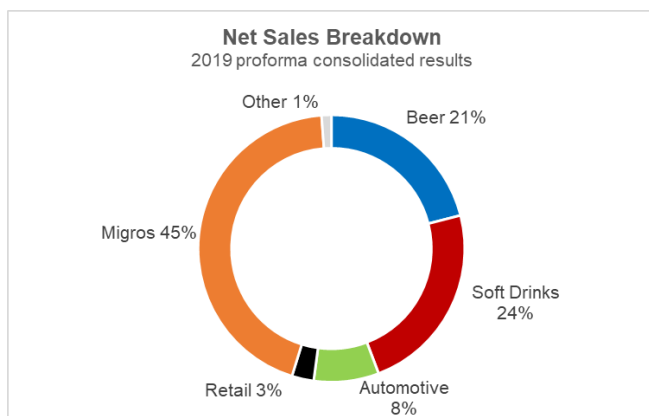
*2018 Proforma figures assume realization of ABI Efes JV as of January 1st 2018 instead of actual April 1st. Therefore proforma 2018 restated results include 3 months of operation of combined business. In addition to actual results, 2018 figures also include the incremental depreciation charge in 2019 which is a result of the revaluation of fixed assets as required by IFRS 3.

**As Migros is started to be fully consolidated, net income impact for the first 4 months has been excluded from net income of other segment

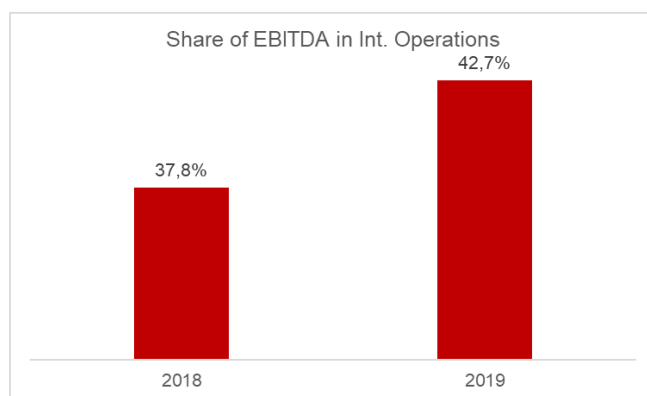
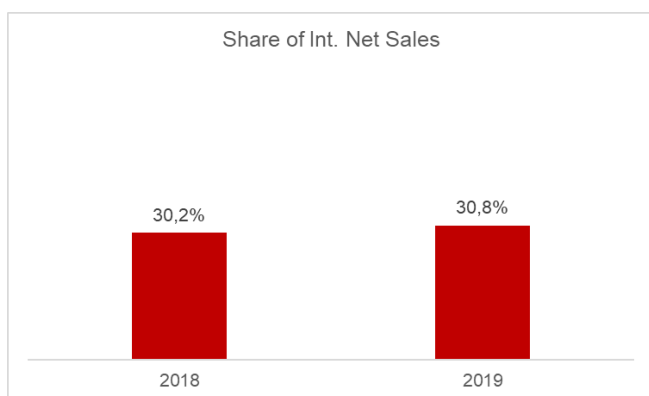
CONSOLIDATED FINANCIAL PERFORMANCE

Proforma Consolidated (TL mn)	4Q18	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018	2019	Change	2019 (excl. IFRS16)	Change
Net Sales	10.629	12.794	20,4%	12.794	20,4%	42.544	51.699	21,5%	51.699	21,5%
Gross Profit	2.956	3.418	15,7%	3.385	14,5%	12.562	15.587	24,1%	15.458	23,0%
EBITDA	1.049	1.459	39,1%	1.242	18,4%	4.644	6.911	48,8%	5.951	28,1%
Net Income	267	772	189,2%	777	191,3%	-1.217	544	n.m.	644	n.m.
Gross Profit Margin	27,8%	26,7%		26,5%		29,5%	30,1%		29,9%	
EBITDA Margin	9,9%	11,4%		9,7%		10,9%	13,4%		11,5%	
Net Income Margin	2,5%	6,0%		6,1%		-2,9%	1,1%		1,2%	

AG Anadolu Grubu Holding (“Anadolu Group”, “Group”) **proforma consolidated net sales** were up by 21.5% y-o-y to TL 51.7 bn in 2019. While Beer segment revenues increased yearly by 29.6%, followed by Migros with 23.9% and Soft Drinks with 15.3%, Retail segment top-line was up by 16.5%. On the other hand, revenues of Automotive segment rose by 6.5% compared to the same period of last year and Other segment, which includes Energy and Real Estate businesses, that have relatively lower shares in the portfolio, contributed positively to the top-line growth with 64.8% increase due to the deliveries of Kartal residential project.



Sum of segmental percentages may exceed 100% due to eliminations



Share of international sales in total sales merely increased to 30.8% in 2019 from 30.2% in 2018, EBITDA rose from 37.8% to 42.7% in 2019, with relatively a higher climb, which is attributable to the positive contribution from international beer operations.

Proforma consolidated EBITDA of the Group increased by 28.1% to TL 6.0 bn in 2019, thanks to strong operational profitability of Beer, Soft Drinks and Migros thru the year. While share of Soft Drinks segment in proforma consolidated EBITDA was at 38%, Beer and Migros constituted 28% and 26% shares, respectively. Remaining Automotive, Retail and Other segments had total of 9% share in EBITDA.

Bottom-line was positively impacted by the one-off gains of TL 862 mn related to the consolidation scope change of Migros. Thus, **net income** attributable to the parent company increased to TL 644 mn in 2019. Even excluding one-off gains, due to strong operational performance in three major segments, relatively stable TL and actions taken regarding risk management net loss would have been TL 218 mn in 2019

In line with the efforts to increase **free cash flow generation**, a top agenda item for 2019, Anadolu Group generated TL 3.5 bn FCF in 2019, thanks to strong operational profitability of Beer and Soft Drinks operations, Migros and asset divestitures as well.

Anadolu Group managed to decrease the debt ratios of all segments. In regard of the plans for effective management of debt and deleveraging, proforma consolidated **net debt/EBITDA** decreased by 90 bps to 1.9x as of 2019-end compared to 2018-end. Strong free cash flow generation, improvement in the profitability and efficiency of our businesses were the main reasons for the decline. Net debt/EBITDA ratios were even lower at comfortable levels of 0.9x and 1.0x for Beer and Soft Drink segments, respectively. Migros also substantially decreased its leverage ratio to 1.3x as of 2019-end vs. 2.3x of 2018-end. Additionally, Automotive segment Net debt/EBITDA decreased to 3.1x as of 2019-end.

As of 2019-end, 32% of **proforma consolidated debt** is short-term and 68% is long-term whereas short-term debt 44% and long-term comprised 56% of total debt as of 2018-end.

In order to refrain from the operational and financial risks related to currency, our Group companies continue to use hedging instruments in 2019.

In line with the strategy of deleveraging the businesses through cash generation, strategic options are evaluated for the divestiture or further utilization our assets. In this context, share purchase agreement has been signed regarding the sale of McDonald's for an equity value of TL 280,7 mn. Share transfer will be completed upon granting the approval of Competition Board.

Segmental Indebtedness**

2019YE(TL mn)	Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA
Beer	4.837	3.262	1.575	0,9
Soft Drinks	5.267	2.933	2.334	1,0
Migros	4.403	2.348	2.055	1,3
Automotive	1.807	488	1.319	3,1
Retail	261	53	208	1,9
Other (incl. Holding)	4.014	260	3.754	a.d.
<i>Holding-only</i>	2.431	200	2.232	a.d.
Proforma Consolidated	20.589	9.344	11.245	1,9
Proforma Consolidated (Euro mn)	3.096	1.405	1.691	1,9

2018YE(TL mn)	Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA
Beer	4.285	2.480	1.805	1,5
Soft Drinks	4.943	2.311	2.633	1,4
Migros	4.570	1.769	2.801	2,3
Automotive	2.809	241	2.567	5,9
Retail	334	106	228	2,1
Other (incl. Holding)	3.008	185	2.823	a.d.
<i>Holding-only</i>	1.645	110	1.535	a.d.
Proforma Consolidated	19.945	7.092	12.853	2,8
Proforma Consolidated (Euro mn)	3.295	1.172	2.123	2,8

*The effective part of the change in the value of the bonds and loans of Coca Cola Icecek and Anadolu Efes designated as hedging of net investments amounting to TRL632.700 (TRL474.705 - including deferred tax effect) is recognized as "Gains (Losses) on Hedge" under Equity and to "Other Comprehensive Income (Loss) Related with Hedges of Net Investment in Foreign Operations" under Other Comprehensive Income. Due to the depreciation of TRL, net foreign exchange loss amounting to TRL354 Million on a consolidated basis and TRL629 Million on a proforma consolidated basis was recognised at the end of the period.

**Due to the reclassification of finance lease payables as leasing liabilities in regard of the first time adoption of IFRS 16, total debt figures for FY2018 and FY2019 do not include finance lease payables; therefore, total debt, net debt and net debt / EBITDA figures were restated for year-end 2018.

BEER SEGMENT

Beer (TL mn)	4Q18*	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018*	2019	Change	2019 (excl. IFRS16)	Change
Sales Volume (mhl)	8,2	8,6	4,8%	8,6	4,8%	34,2	36,2	5,9%	36,2	5,9%
Net Sales	2.324	2.863	23,2%	2.863	23,2%	8.541	11.069	29,6%	11.069	29,6%
Gross Profit	898	1.235	37,5%	1.235	37,5%	3.256	4.583	40,7%	4.583	40,7%
EBITDA (BNRI)	439	592	35,0%	573	30,5%	1.120	1.768	57,9%	1.706	52,4%
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Gross Profit Margin	38,6%	43,1%		43,1%		38,1%	41,4%		41,4%	
EBITDA Margin	18,9%	20,7%		20,0%		13,1%	16,0%		15,4%	
Net Income Margin	2,4%	6,6%		6,7%		-2,0%	6,3%		6,4%	

*2018 figures assume realization of ABI Efes JV as of January 1st 2018 (instead of actual April 1st). Therefore 2018 restated results include 3 months of operation of combined business. In addition to actual results, 2018 figures also include the incremental depreciation charge in 2019 which is a result of the revaluation of fixed assets following the merger in Russia & Ukraine as required by IFRS 3.

Beer segment **total sales volume** increased by 5.9% in 2019 driving twelve months cumulative sales volume to 36.2 mhl. **Turkey beer** total sales volume; including exports, was down by 5.2% y-o-y, in line with our expectation of mid-single digit decline. All FMCG sectors continued to be under pressure in the quarter, negatively impacted by the weak demand driven by macro dynamics and the low consumer confidence. **In international beer operations**, sales volume grew by 8.1% to 30.8 mhl. In FY2019, growth on a y-o-y basis was high-single digit in Russia, leading to market share gains since the beginning of the year. Ukraine performed above expectations since the beginning of the year and posted a growth of low-double digits in FY2019 where the market is estimated to be flat. Share of international beer sales volume was 85% in total sales.

Beer segment **net sales revenues** increased by 29.6% in 2019 on a yearly basis to TL 11.1 bn. **Turkey beer operations** benefitted from price increases made thru the year despite lower volumes. On the other hand, price increases, premiumization, positive translation impact and higher volumes played important role for top-line growth in **international operations**. Share of international beer revenues reached 79% of total revenues in 2019.

Gross profit margin of Beer segment recorded at 41.4% in 2019, implying 330 bps increase. **In Turkey**, higher raw material prices especially in barley, higher packaging costs mostly driven by mix as well as the increase in energy prices were the main reasons of the rise in the cost of sales during the year. **International beer operations** benefitted from operating leverage with strong volume growth, with positive brand mix and synergy generation.

EBITDA emerged at TL 1.7 bn in 2019 which is %52.4 higher compared to last year. In the domestic market, on top of the increase in the cost of sales, higher sales and marketing expenses related to higher investments in brands and portfolio led to EBITDA deterioration, EBITDA of international operations was positively impacted by the improvement in gross margin, synergies generated in OPEX as well as savings in G&A. Thus, EBITDA margin increased to 15.4% y-o-y. Share of EBITDA in international operations constitute 82% of total EBITDA.

Beer segment recorded TL 714 mn **net profit** in 2019, thanks to higher operational profitability coupled with lower FX losses.

SOFT DRINKS

Soft Drinks (TL mn)	4Q18	4Q19	Change	2018	2019	Change
Sales Volume (mn unit case)	229	230	0,8%	1.315	1.316	0,1%
Net Sales	2.001	2.220	10,9%	10.623	12.245	15,3%
Gross Profit	573	771	34,4%	3.527	4.207	19,3%
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Net Income	156	1	-99,6%	321	966	200,7%
Gross Profit Margin	28,6%	34,7%		33,2%	34,4%	
EBITDA Margin	8,0%	12,1%		18,1%	18,6%	
Net Income Margin	7,8%	0,0%		3,0%	7,9%	

Consolidated sales volume increased by 0.1% to 1.3 bn UC exceeding company guidance of a slight decline. While Turkey operations delivered 1.8% volume growth in 2019, international operations' volume was down by 1.5% which was primarily attributable to the slowdown in Pakistan and continued production stoppage in Turkmenistan. Share of sales volume of international operations comprised 50% of total sales.

Net sales revenues rose by 15.3% in 2019, driven by strong double digit growth of Turkey while International operations also had a positive contribution on an FX neutral basis. Slowdown in Pakistan and production stoppage in Turkmenistan were the primary reasons for the relatively softer international performance. **In Turkey**, top-line was up by 22.7%, on the back of increase in list prices and positive mix impact. Net sales revenue per unit case grew by 20.5%, driven by list price adjustments, strong growth in on-premise channel and higher IC share in total sales mix. Excluding NRTD Tea, revenue growth was 23.6%. **In International operations**, net sales revenues increased by 9.4%, translating into 3.3% growth on an FX-neutral basis. Share of sales revenues of international operations constituted 53% of total sales.

Gross profit margin increased by 115 bps to 34.4% which was mainly attributable to improving gross margin improvement in Turkey operations. **In Turkey operations**, gross margin was up by 245 bps to 40.8%. Price increases, favorable mix impact, savings at procurement and the positive impact of cash designation resulted in expansion in gross profit margin. **In International operations**, gross margin declined by 52 bps to 28.6%. Lower margin was mainly attributable to higher fixed costs in Pakistan due to softer volumes as well as lack of Turkmenistan's contribution due to production stoppage.

EBITDA margin increased by 58 bps to 18.6 % in 2019. EBITDA margin of Turkey operations, excluding other income/(expense), improved by 268 bps to 17.6% benefitting from higher gross profitability. EBITDA margin of International operations contracted by 98 bps to 18.8%, reflecting lower profitability in Pakistan and Turkmenistan. Share of EBITDA for International operations stands at 53%.

Net income of the segment was TL 966 mn in 2019 vs. TL 321 mn in 2018 on the back of higher EBIT and lower net financial expenses.

MIGROS

Migros (TL mn)	4Q18	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018	2019	Change	2019 (excl. IFRS16)	Change
Net Sales	4.923	5.997	21,8%	5.997	21,8%	18.717	23.191	23,9%	23.191	23,9%
Gross Profit	1.327	1.515	14,2%	1.493	12,5%	4.881	6.205	27,1%	6.121	25,4%
EBITDA	359	462	28,8%	317	-11,6%	1.217	2.236	83,7%	1.531	25,7%
Net Income	371	-290	n.m.	-295	n.m.	-836	-492	41,1%	-353	57,7%
Gross Profit Margin	27,0%	25,3%		24,9%		26,1%	26,8%		26,4%	
EBITDA Margin	7,3%	7,7%		5,3%		6,5%	9,6%		6,6%	
Net Income Margin	7,5%	-4,8%		-4,9%		-4,5%	-2,1%		-1,5%	

Net sales revenues of Migros increased by 23.9% in 2019, surpassing company target, corresponding to a top-line of TL 23.2 bn. Strong performance of seasonal stores and growing network of online operations had significant contributions to top-line. The company opened 137 new stores in 2019, increasing to a total of 2,198 stores.

Gross profit increased by 25.4% y-o-y in 2019, implying gross profit margin of 26.4% compared to the same period of last year. Thus, **gross profit** of the company reached TL 6.1 bn in 2019.

Migros announced **EBITDA** of TL 1.5 bn in 2019, up by 25.7% y-o-y corresponding to a **EBITDA margin** of 6.6% which is 10 bps higher compared to same period of last year.

Despite stellar operational performance, depreciation of TL against Euro led to FX losses and Migros posted **net loss** of TL 353 mn in 2019 which is significantly lower than net loss of TL 836 mn of 2018.

In line with the plan implemented by the management for deleveraging, Migros's **net debt/EBITDA ratio** improved 100 bps compared to 2018 year-end and came down to 1.3x as of 2019-end. Improvement in operational profitability together with asset sales reaching TL 526 mn since the beginning of 2019 contributed positively to bottom-line.

AUTOMOTIVE SEGMENT

Automotive (TL mn)	4Q18	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018	2019	Change	2019 (excl. IFRS16)	Change
Net Sales	1.207	1.520	26,0%	1.520	26,0%	3.907	4.163	6,5%	4.163	6,5%
Gross Profit	138	229	66,5%	229	66,4%	686	667	-2,8%	667	-2,8%
EBITDA	118	154	30,4%	152	29,1%	424	433	2,1%	427	0,8%
Net Income	-48	27	n.m.	27	n.m.	-492	-209	57,5%	-208	57,7%
Gross Profit Margin	11,4%	15,1%		15,1%		17,6%	16,0%		16,0%	
EBITDA Margin	9,8%	10,1%		10,0%		10,9%	10,4%		10,3%	
Net Income Margin	-4,0%	1,8%		1,8%		-12,6%	-5,0%		-5,0%	

Automotive segment posted TL 4.2 bn **net sales revenues** in 2019, up by 6.5% y-o-y. Anadolu Isuzu focused on exports in 2019 in order to compensate the contraction of light and heavy commercial vehicle sales at the domestic market. Thus, Anadolu Isuzu's export volumes increased by 65% yearly. According twelve months results, Çelik Motor constituted 64% of automotive sales revenues, remaining shares were 34% of Anadolu Isuzu and 2% of Anadolu Motor.

Although **gross profit margin** of Anadolu Isuzu increased to 18.2% in 2019 vs. 15.5% in 2018, which is attributable to higher exports, gross profit margin of the Automotive Segment declined by 160 bps to 16.0% in 2019 mainly due to contraction in the gross profit margin of Çelik Motor.

In regard of increased exports, Anadolu Isuzu generated **EBITDA** of TL 149 mn in 2019 vs. TL 73 mn in 2018. However contraction in operating profitability of Çelik Motor led only to a decline in EBITDA margin of the segment by 60 bps to 10.3% in 2019.

Net debt/EBITDA ratio of the segment decreased to 3.1x as of 2019-end compared to 5.9x as of 2018-end, thanks to efficient financial management precautions together with capital increase of Çelik Motor and more stable TL. Net debt of Çelik Motor and Anadolu Isuzu decreased by TL 933 mn and TL 187 mn, respectively.

On the other hand, Çelik Motor continued to optimize its fleet size and generated around TL 1.1 bn funds in 2019. The total fleet size of the company stands at 8,600 as of 2019-end.

The ratio of Euro denominated **debt** in total debt of Çelik Motor stood at 10% as of 2019-end.(September 2019: 12%)

RETAIL SEGMENT

Retail (TL mn)	4Q18	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018	2019	Change	2019 (excl. IFRS16)	Change
Net Sales	234	311	32,9%	311	32,9%	1.200	1.399	16,5%	1.399	16,5%
Gross Profit	26	44	68,8%	34	28,1%	248	302	22,0%	258	4,1%
EBITDA	-8	30	n.m.	-2	67,6%	111	238	114,1%	111	-0,5%
Net Income	-36	-36	0,1%	-32	10,1%	-11	-40	-270,7%	-25	-138,0%
Gross Profit Margin	11,2%	14,3%		10,8%		20,7%	21,6%		18,5%	
EBITDA Margin	-3,2%	9,5%		-0,8%		9,3%	17,0%		7,9%	
Net Income Margin	-15,4%	-11,5%		-10,4%		-0,9%	-2,8%		-1,8%	

Retail segment reported TL 1.4 mn **net sales revenues** in 2019, up by 16.5% y-o-y. While McDonald's increased its sales by 29% due to higher customer traffic, revenues of Adel declined by 10% in 2019 due to suppliers' keeping high inventory and more cautious stance since the beginning of 2019 that put pressure on domestic revenues. McDonald's holds 71% share in total sales of retail segment, followed by 25% share of Adel and 4% share of tourism company Efestur.

Gross margin of the segment was down by 220 bps to 18.5% in 2019. EBITDA was registered at TL 111 million, with a mere decrease of 0.5%. EBITDA of McDonald's, which has a significant share in total segment, increased by 53% in 2019 compared to the same period of last year.

Net debt/EBITDA ratio of the retail segment stood at 1.9x as of 2019-end. The borrowings of all companies operating under retail segment are in local currency.

OTHERS

Other (TL mn)	4Q18	4Q19	Change	4Q19 (excl. IFRS16)	Change	2018	2019	Change	2019 (excl. IFRS16)	Change
Net Sales	134	85	-36,6%	85	-36,6%	381	628	64,8%	628	64,8%
Gross Profit	39	31	-20,3%	31	-20,3%	148	154	4,0%	154	4,0%
EBITDA	9	-4	n.m.	-6	n.m.	20	39	95,3%	29	48,2%
Net Income**	295	-193	n.m.	-194	n.m.	-690	-472	31,6%	-470	31,8%
Gross Profit Margin	29,1%	36,6%		36,6%		38,8%	24,5%		24,5%	
EBITDA Margin	6,4%	-4,7%		-6,7%		5,2%	6,1%		4,7%	
Net Income Margin	220,1%	-227,1%		-227,8%		-181,1%	-75,2%		-74,9%	

**As Migros is started to be fully consolidated, net income impact for the first 4 months has been excluded from net income of other segment

Holding, energy and real estate companies are consolidated under the other segment. Net sales revenues of the other segment increased significantly to TL 628 mn, mainly due to TL 382 mn deliveries from AND Pastel residential project.

72% of pre-sales of AND Pastel residential project has been completed as of 2019-end. The deliveries have started in the second half of 2018; as the pre-sales are realized, gains will be booked under revenues in the related quarter. Meanwhile, rental works continue at AND Kozyatağı.

Aslancık HEPP, which is consolidated via equity pick up method, generated turnover of TL 140 million in 2019 and Paravani HEPP recorded TL 80 million revenues in the same period. The electricity produced at Paravani HEPP is sold in Turkey and Georgia in accordance with the weather conditions. Accordingly, around 77% of the electricity produced at Paravani HEPP was sold to Georgia in 2019.

SUMMARY SEGMENTAL FINANCIAL RESULTS -2019*

<i>TL mn</i>	Net Sales	Yearly Change	Gross Profit	Yearly Change	EBITDA	Yearly Change	Net Profit	Yearly Change
Beer	11.069	30%	4.583	41%	1.706	52%	714	<i>n.m.</i>
Soft Drinks	12.245	15%	4.207	19%	2.283	22%	966	199%
Migros	23.191	24%	6.121	25%	1.531	26%	-353	58%
Automotive	4.163	7%	667	-3%	427	1%	-208	58%
Retail	1.399	17%	258	4%	111	0%	-25	-138%
Other	628	65%	154	4%	29	48%	-470	32%
Consolidated**	45.240	85%	13.654	77%	5.540	60%	644	<i>n.m.</i>
Proforma Consolidated***	51.699	22%	15.458	23%	5.951	28%	644	<i>n.m.</i>

*2018 Proforma figures assume realization of ABI Efes JV as of January 1st 2018 instead of actual April 1st. Therefore proforma 2018 restated results include 3 months of operation of combined business. In addition to actual results, 2018 figures also include the incremental depreciation charge in 2019 which is a result of the revaluation of fixed assets as required by IFRS 3.

** Consolidated results include Migros as fully consolidated for 8 months.

*** Proforma consolidated results include Migros as fully consolidated for 12 months.

SUMMARY BALANCE SHEET

TL million		
	31.12.2019	31.12.2018
Cash and equivalents	8.928	5.283
Trade receivables	3.316	3.030
Inventories	5.698	3.131
Prepaid expenses	762	569
Other current assets	1.776	1.476
Current Assets	20.480	13.489
Investments accounted through equity method	74	1.975
Investment properties	324	296
Tangible assets	16.544	11.739
Right of use assets	3.694	0
Intangible assets	23.723	17.097
-Goodwill	6.934	2.607
-Other intangible assets	16.789	14.490
Other non-current assets	2.293	2.862
Non-Current Assets	46.652	33.969
Total Assets	67.132	47.458
Short term borrowings	3.335	3.185
Short term portion of long term borrowings	3.802	3.757
- Bank loans	3.271	3.643
- Lease liabilities	531	114
Trade payables	11.478	4.161
Deferred income	265	479
Other current liabilities	2.582	2.032
Current Liabilities	21.462	13.614
Long term borrowings	17.503	8.712
- Bank loans	13.983	8.549
- Lease liabilities	3.520	163
Deferred tax liability	3.187	2.749
Other non-current liabilities	1.247	923
Non-Current Liabilities	21.937	12.384
Total Liabilities	43.399	25.998
Equity	23.733	21.460
Non-controlling interests	17.655	16.413
Equity of the parent	6.078	5.047
Total Liabilities & Equity	67.132	47.458

SUMMARY INCOME STATEMENT

TL million	31.12.2019	31.12.2018
Revenues	45.240	23.981
Cost of sales (-)	(31.480)	(16.300)
Gross Profit	13.760	7.681
Operating expenses (-)	(10.621)	(6.022)
Other operations income/(expense)	(215)	59
Gain/(Loss) from investments accounted through equity method	(376)	(515)
Operating Income/(Loss) (EBIT)	2.548	1.203
Income /(expense) from investment operations	1.893	108
Financial income/(expense)	(2.715)	(2.127)
Income/(Loss) Before Tax from Continuing Operations	1.726	(816)
Tax income/(expense)	(509)	(287)
Net Income/(Loss)	1.217	(1.103)
Net Income/(Loss)		
Non-controlling interests	673	65
Equity holders of the parent	544	(1.168)

SUMMARY PROFORMA INCOME STATEMENT*

TL million	31.12.2019	31.12.2018
Revenues	51.699	42.544
Cost of sales (-)	(36.241)	(29.982)
Gross Profit	15.458	12.562
Operating expenses (-)	(12.298)	(10.299)
Other operations income/(expense)	(361)	(328)
Gain/(Loss) from investments accounted through equity method	(172)	(136)
Operating Income/(Loss) (EBIT)	2.627	1.799
Income /(expense) from investment operations	1.888	81
Financial income/(expense)	(2.769)	(3.508)
Income/(Loss) Before Tax from Continuing Operations	1.746	(1.629)
Tax income/(expense)	(552)	(79)
Net Income/(Loss)	1.194	(1.708)
Net Income/(Loss)		
Non-controlling interests	550	(491)
Equity holders of the parent	644	(1.217)

*For comparison purposes, 2018 figures are prepared including the impact of merger with ABI Inbev in Russia and Ukraine since the beginning of the year.

*For comparison purposes, 2019 figures exclude IFRS16 impact

* Proforma Consolidated figures include Migros as fully consolidated for the 12 months period

SUMMARY FINANCIALS – UNLISTED COMPANIES

TL million	Net Sales		EBITDA		Net Income		Net Debt	
	2018	2019	2018	2019	2018	2019	2018	2019
McDonalds	768	994	28	43	-25	-11	89	61
Anadolu Motor	116	93	-5	-4	-29	-46	101	33
Efestur	55	62	1	1	0	0	-1	0
AND Anadolu Gayrimenkul	56	45	26	17	-74	-51	359	422
GUE	76	80	54	55	-21	-52	576	637
Aslancık Elektrik	114	140	60	65	-122	-48	513	409
Çelik Motor	2.603	2.641	353	279	-388	-190	1.920	933

INVESTOR RELATIONS CONTACTS

Please visit our website at <https://www.anadolugrubu.com.tr/en> for financial reports and further information regarding Anadolu Group Holding.

Burak Berki

Investor Relations Manager

Tel: +90 216 5788647

E-mail: burak.berki@anadolugrubu.com.tr

2019 year-end webcast presentation:

5 March 2020, 16:30 İstanbul/ 13:30 Londra/ 8:30 New York

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SPECIAL NOTE REGARDING FORWARD-LOOKING STATEMENTS

This document may contain certain forward-looking statements concerning for 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.