



Investor Presentation

May 2019





I. Strategical Overview

II. Governance Approach

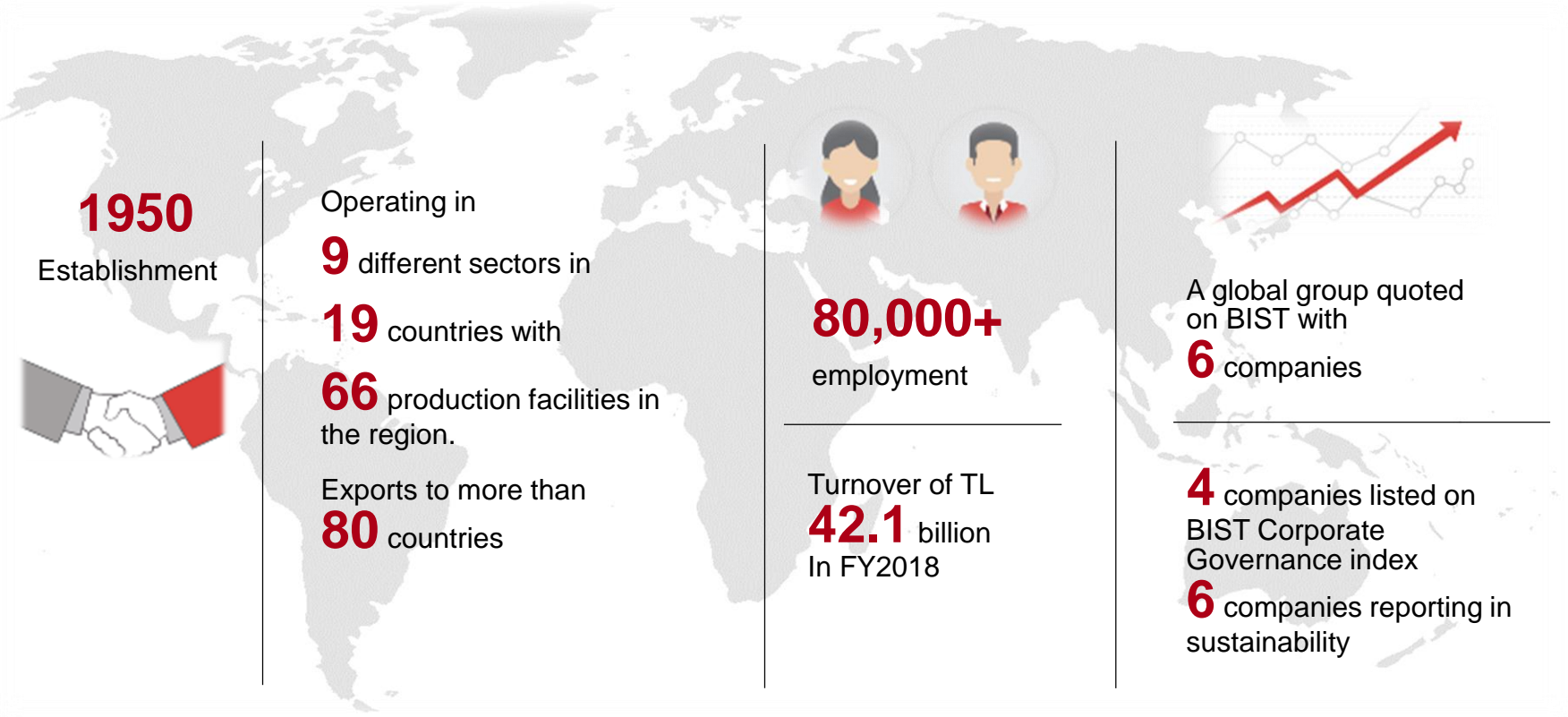
III. Investment Case

IV. 1Q19 Financial Highlights

V. Segmental Operational and Financial Summary

VI. Financial Summary

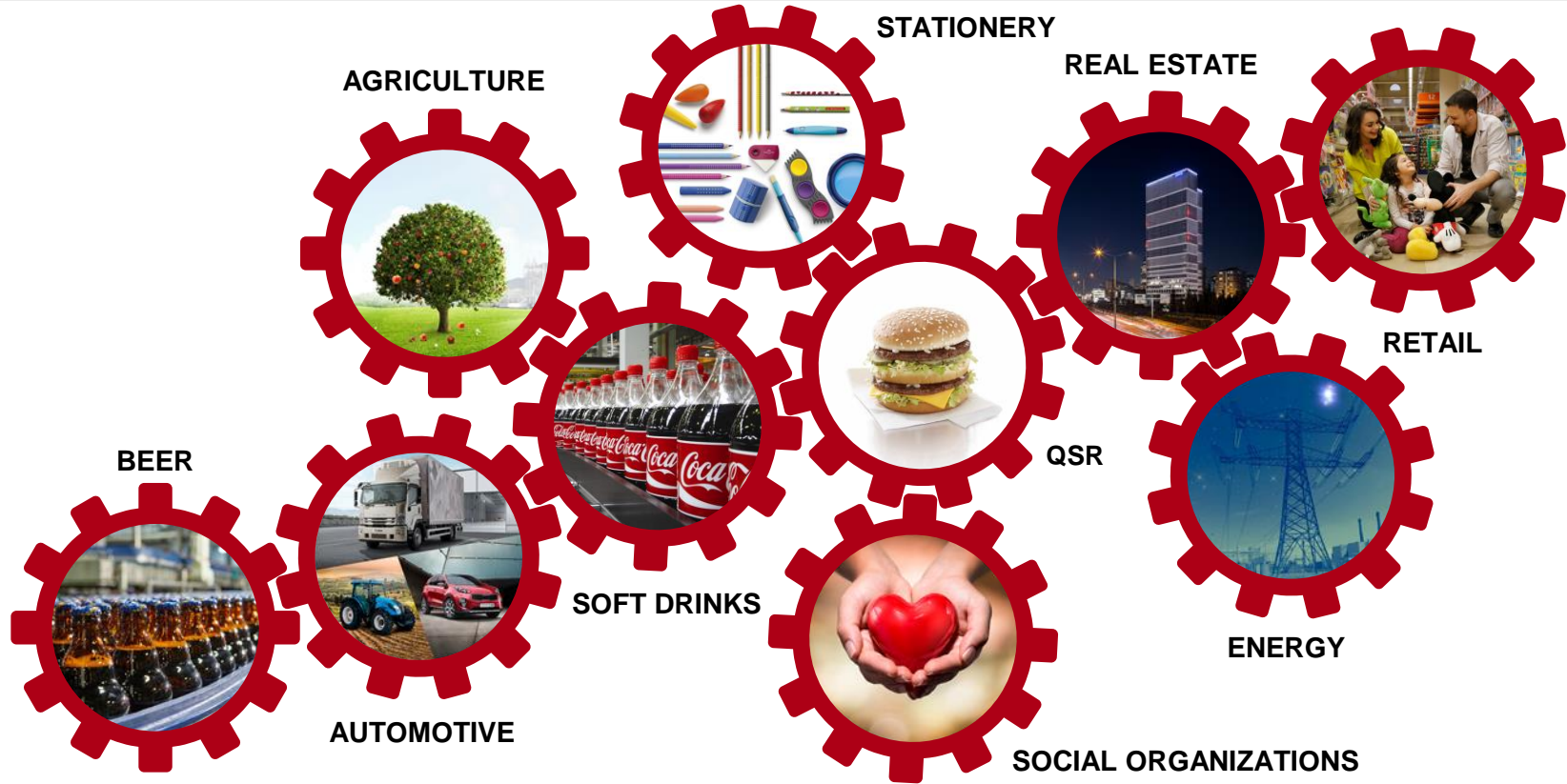
Strong roots and extensive coverage...



...with well-structured track...



...in numerous different sectors...



... and companies with prominent international partners.

Beer



- **Anadolu Efes (P)** (Turkey, Russia, Kazakhstan, Georgia, Moldova, Ukraine)

International Partners

ABInBev

Soft Drinks



- **Coca-Cola İçecek (P)** (Turkey, Pakistan, Kazakhstan, Iraq, Azerbaijan, Jordan, Turkmenistan, Kyrgyzstan, Tajikistan, Syria)

International Partners

Coca-Cola

Migros



- **Migros (P)** (Turkey, Kazakhstan, Macedonia)

Automotive



- **Anadolu Isuzu (P)**
- **Çelik Motor**
- **Anadolu Motor**
- **Anadolu Landini**

International Partners

ISUZU **KIA**

LOMBARDINI **Landini**

HONDA **HONDA**

Retail



- **Adel Kalemcilik (P)**
- **McDonald's**
- **Efestur**

International Partners

FABER-CASTELL **McDonald's**

Others



- **Aslancık Electricity**
- **Anadolu Kafkasya**
- **AES Electricity Trading**
- **Anadolu Etap**
- **AND Real Estate**
- **Anadolu Foundation**
- **Anadolu Medical Center**
- **A. Efes Sports Club**

International Partners

CUTRALÉ

(P) Public companies

In summary...

Global player
with strong
local presence



Expertise in
branded
consumer
products



Partnership
culture with
global brands



Strong
ownership ties
coupled with
high corporate
governance
standards



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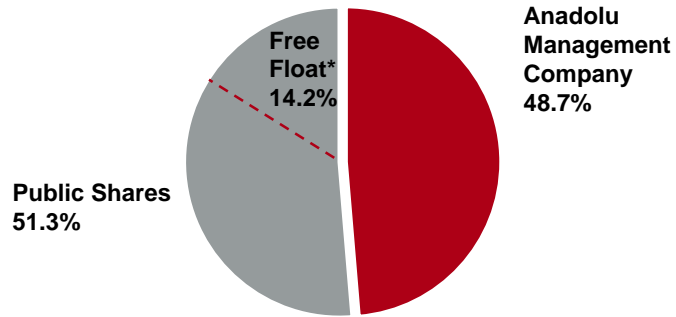
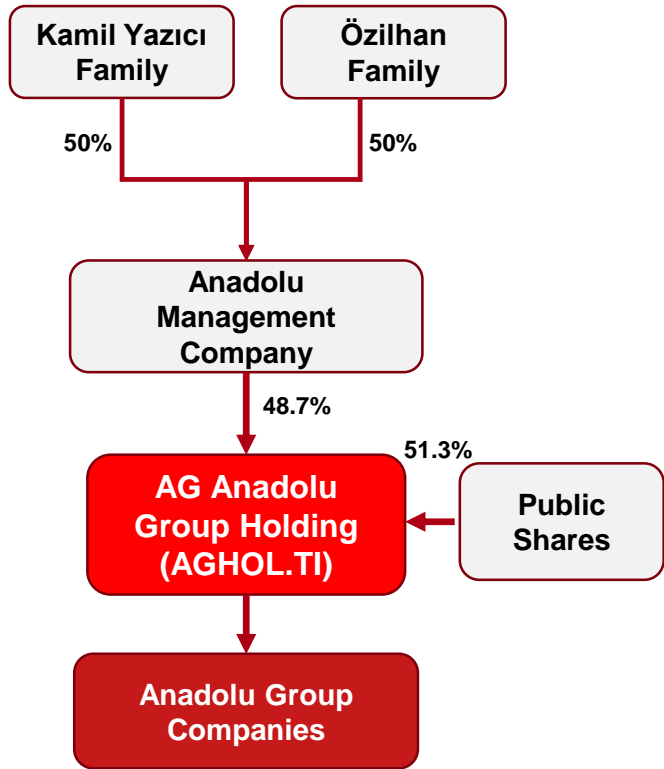
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Shareholding Structure



*Free float is presented based on non-family held public shares.

- Equal shareholding and equal representation by the founding Kamil Yazıcı and Özilhan Families is designed in Anadolu Management Company (AMC).
- The families' aligned interests due to equal rights through AMC ensures sustainable value creation.
- Almost all wealth of the families' is invested in Anadolu Group
- 63% of free float held by international investors.

Corporate Governance - I

- **Share classes are reduced from 4 to 2;**
 - Share classes are designated currently as A (tradeable registered shares with 80% share in paid-in-capital,) and B (non-tradeable bearer shares with 20% share in paid-in-capital); with B having the privilege of appointing 6 members out of 12 on the board of AGHOL.
 - Anadolu Management Company holds total of B-type shares and some portion of A-type shares. The portion of A-type shares that does not belong to Anadolu Management Company are held by individual family shareholders and free float
- **Families' joint control is in effect through all legal aspects;**
 - Kamil Yazıcı Family and Özilhan Family's joint control and equal representation at the board of every company in Anadolu Group is established through a family constitution (including a JV agreement and internal procedures).

Corporate Governance - II

- **Families only assume board level responsibility;**

- On the board of AGHOL, there are 4 board members-quota for Kamil Yazıcı Family and 4 board-members quota for Özilhan Family. There are additional 4 independent board members as required by CMB legislations.
- Strong professional/independent view is enabled via having the majority of the seats at the boards of the subsidiaries from professionals/independents,
- There is limited quota for family members for employment in Group companies.

- **Professional top management is secured;**

- Professional operational management is required for all key positions (Holding CEO, BU&Function Presidents and all GMs).
- The highly experienced and recognized top management with broad vision ensures the sustainability of the Group and focuses on the shareholder value creation.
- The management is incentivized through certain KPI's, including ST targets mainly concentrated on net income, FCF and long-term targets based on shareholder value creation linked to Equity Value and stock performance.

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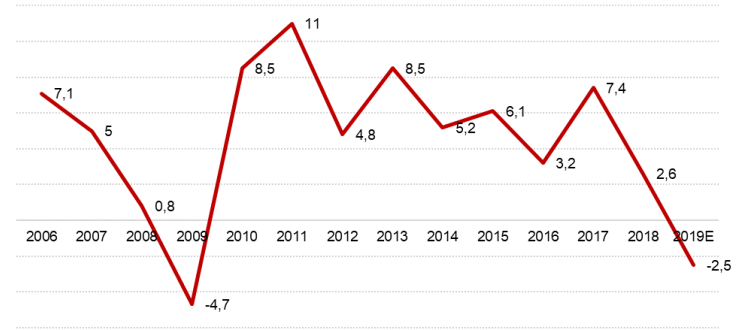
VI. Financial Summary

Investment Case - I

✓ Dominant consumer play

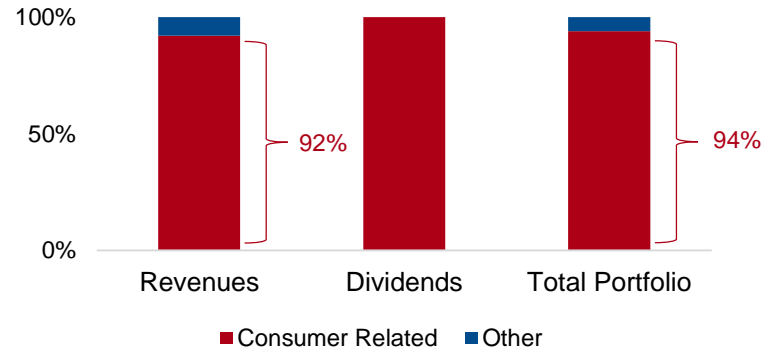
- Extensive range of consumer-products coverage benefiting from a resilient sector mix.
- Young and dynamic population with an average age of around 30.
- Domestic know-how driving international growth.
- Far-reaching distribution network (through beer, soft drinks and automotive operations) and wide-range customer database analytics (through Migros) to enhance productivity, business gains and create competitive advantage.

Annual GDP Growth (%)



Source: IMF Expectations

Share of Consumer Related Segments

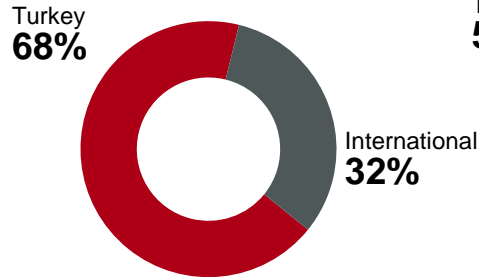


Investment Case - II

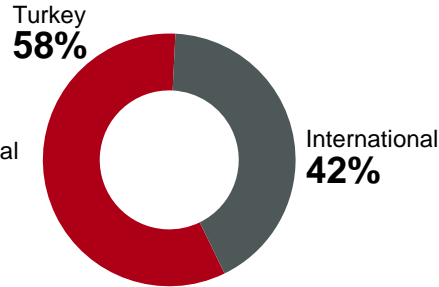
✓ Balanced geographical risk

Geographical diversity ensures protection from macroeconomic and political imbalances in the operating region.

Breakdown of
Revenues, 2018
(Proforma)



Breakdown of
EBITDA, 2018
(Proforma)



✓ Accumulated knowhow in partnership with global companies

The Group's long-dated experience in its operations coupled with the know-how from the global partner companies enhances operational excellence.



Investment Case - III

✓ Efficient portfolio management

The Group completed the sale of various non-core assets in recent years; yet still continuously keeps a close eye on opportunities, with the aim of maximizing portfolio efficiency. Migros acquisition was one of the biggest transactions in the Group history.



✓ Well-governed portfolio play

Access to various number of sectors, ranging from industrial to retail and services, which are well managed and professionally run; as such, a well-governed proxy to Turkey’s high growth economy.



What's on the agenda?



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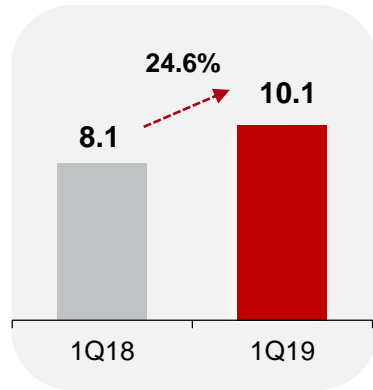
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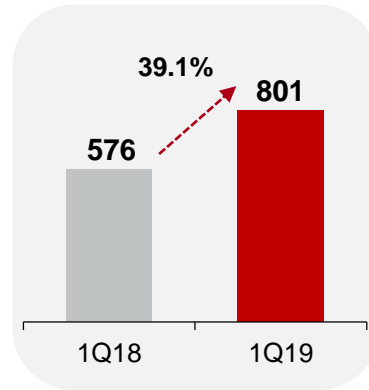
Key Financial Indicators – 1Q19

Consolidated proforma results*

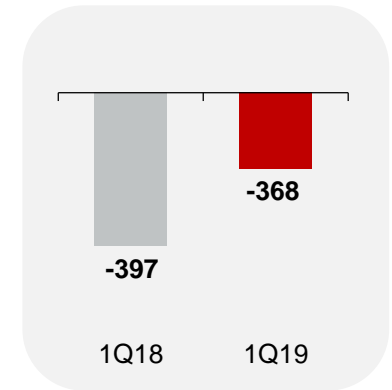
Net Sales (TL bn)



EBITDA (TL mn)



Net Income (TL mn)

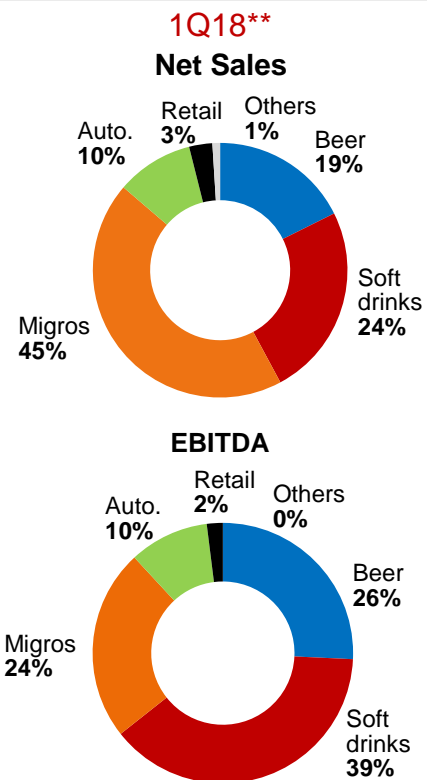
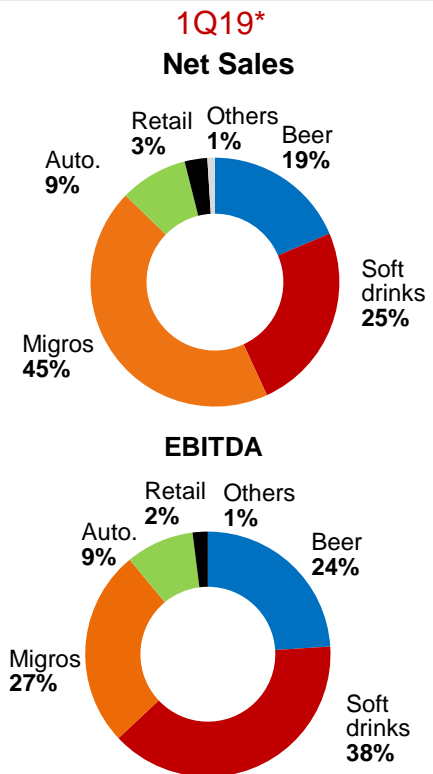


* All numbers on this slide are on proforma basis, which include Migros as fully consolidated.

* For comparison purposes, 1Q18 figures are prepared including the impact of merger with ABI Inbev in Russia and Ukraine.

* For comparison purposes, 1Q19 figures exclude IFRS16 impact .

Segmental Sales and EBITDA Breakdown



- Migros has the highest share in revenues at 45% followed by Soft Drinks segment share of 25% and Beer share of 19%. These three segments constitute 89% of total revenues.
- In EBITDA, Soft Drinks has the highest contribution by 38%. Migros and Beer constitute 27% and 24%, respectively. In total 89% of EBITDA is comprised of these three segments.

*For comparison purposes, 1Q19 figures exclude IFRS16 impact .

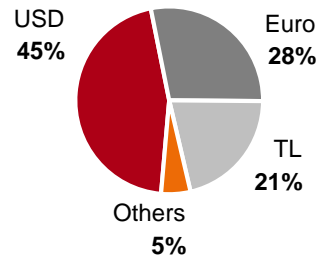
**For comparison purposes, 1Q18 figures also include the impact of merger with ABI Inbev in Russia and Ukraine.

Consolidated and Segmental Indebtedness

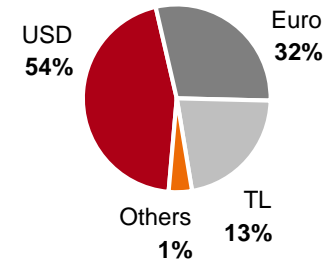
As of 1Q19-end (TL mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/ EBITDA
Beer	4,871	2,736	2,135	1.9
Soft Drinks	5,254	2,276	2,978	1.6
Automotive	2,660	247	2,413	5.6
Retail	353	63	290	2.7
Other (Holding incl.)	3,512	427	3,085	n.m.
<i>Holding only</i>	1,934	334	1,600	n.m.
Consolidated	16,650	5,749	10,901	3.0
Migros	4,748	1,632	3,116	2.4
Proforma Consolidated	21,398	7,381	14,017	2.9
Proforma Consolidated (Euro mn)	3,380	1,166	2,214	2.9

As of 2018-end (TL mn)	Consolidated 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
Automotive	2,809	241	2,567	6.1
Retail	334	106	228	2.1
Other (Holding incl.)	3,008	185	2,823	n.m.
<i>Holding only</i>	1,645	110	1,535	n.m.
Consolidated	15,375	5,323	10,052	2.9
Migros	4,570	1,769	2,801	2.3
Proforma Consolidated	19,945	7,092	12,853	2.7
Proforma Consolidated (Euro mn)	3,295	1,172	2,123	2.7

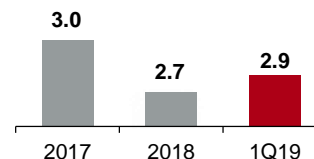
Breakdown of Debt (1Q19)



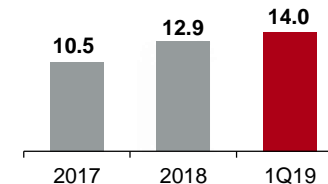
Breakdown of Debt (2018)



Consolidated Net Debt / EBITDA (x)



Consolidated Net Debt (TL bn)



* 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 1Q19 do not include finance lease payables; therefore, total debt, net debt and net debt / EBITDA figures were restated for year-end 2018.

Financial risk metrics

Holding -only Cash and Debt

- ✓ Cash TL 334 mn, **92%** in hard currency; debt TL 1.9 bn, **97%** Euro
- ✓ Net debt at **TL 1.6** bn.

Lower debt ratios despite TL depr.

- ✓ Net debt /EBITDA merely increase to **2.9x** as of 1Q19-end vs. **2.7x** as of 2018-end despite depreciation of TL

Long-term maturity debt

- ✓ 54% of consolidated debt maturing longer than **one year and beyond**.

Natural hedge in place

- ✓ Majority of **cash at hand** for beer and soft drinks segments is held in hard currency, through significant portion of international operations; export revenues in automotive operations on the rise

Deleveraging in progress

- ✓ Former headquarters of Alternatifbank was sold for TL62mn in November 2018; proceeds to be utilized for debt repayment
- ✓ Strategic options are evaluated for the divestiture or further utilization of non operational assets. Board decision has been taken in this regard for the evaluation of strategic options regarding McDonald's.

Financial Priorities

-  **Profitability & Efficiency Improvements**
-  **Tight B/S Management**
-  **Proactive Risk Management**
-  **FCF Generation**
-  **Deleveraging**

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Beer Segment

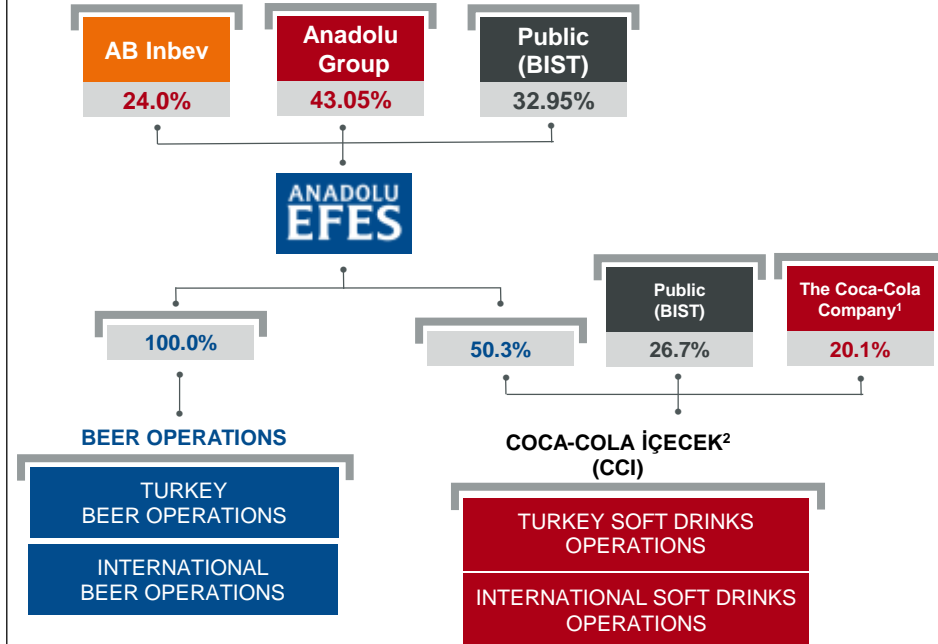
A total beverage company serving more than

690 mn consumers in **16** countries

- ❑ A world class brand portfolio, balanced between beer and soft drink operations
- ❑ Operating in countries with significant growth potential indicated by low per capita consumption levels
- ❑ Through an experienced and financially strong organization
- ❑ Having world's largest brewer ABI Inbev in beer and soft drinks giant TCCC in soft drinks arm as partners
- ❑ New operating structure in Russia & Ukraine through collaboration of ABI Inbev and Anadolu Efes

First Turkish signatory company of UGC CEO Water Mandate
Quoted in BIST Corporate Governance and Sustainability Indexes

Ownership Structure



(1) Through The Coca-Cola Export Corporation

(2) 2.9% held by Özgörkey Holding



5th
largest
in Europe

15th
largest
In the World
In terms
of sales
volume

Exports
to more than
70
countries

21
Breweries

6
Malt complexes

1
Hops processing
facility

1
Preform Plant

in **6**
countries:
Turkey
Russia
Kazakhstan
Ukraine
Georgia
Moldova

Annual
49.0 mhl
beer,

354 k
tons malt
production
capacity

FY2018 revenues:
TL8.1 bn

FY2018 EBITDA:
TL 1.1 bn
with EBITDA margin
14.0%

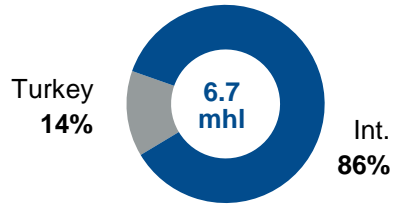
Leader in the Turkish market

Solidified market position in Russia

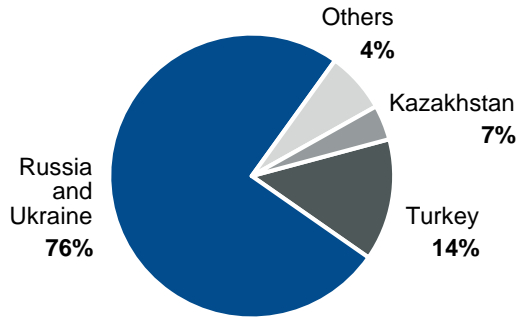
Strongly positioned
in CIS countries

Leader in Kazakhstan, Moldova, Georgia

Beer Sales Volume (1Q19)

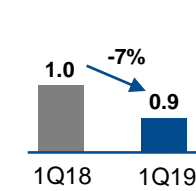


Volume Breakdown by Country (1Q19)

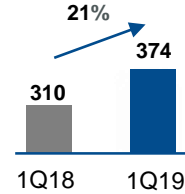


Turkey Beer

Sales Volume (mhl)

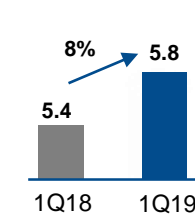


Revenues (TL mn)

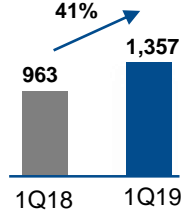


International Beer

Sales Volume (mhl)

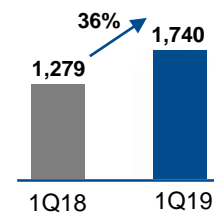


Revenues (TL mn)

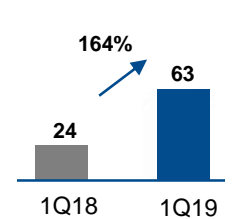


Beer Segment Performance*

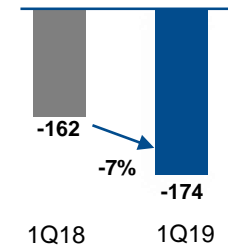
Revenues (TL mn)



EBITDA (BNRI) (TL mn)



Net Income (TL mn)



- Strong market positions in all operating markets.
- Head to head with the market leader in Ukraine and in Russia.
- EBI to offset softer volumes in Turkey
- Solid revenue management capabilities resulted in solid increase in net sales revenue and accordingly maintained EBITDA margin to a great extent

* 2018 figures include ABI Russia and ABI Ukraine effect starting from Jan 1st.



6th
largest bottler
In Coca-Cola system

28 bn
annual servings to
400 mn
people

Annual production
capacity

1.5 bn u/c

2018 sales volume
1.32 bn u/c



A total of
26
plants in
10
countries:
Turkey, Pakistan,
Kazakhstan,
Azerbaijan,
Turkmenistan,
Kyrgyzstan, Iraq
Jordan, Tajikistan,
Syria

FY2018 revenues:
TL 10.6 bn

FY2018 EBITDA:
TL1.9 bn

Strong market positions in Sparkling

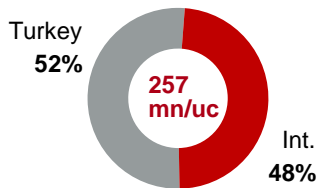
TURKEY	#1
63%	
PAKISTAN	#2
37%	
KAZAKHSTAN	#1
49%	
AZERBAIJAN	#1
75%	
KYRGYZSTAN	#1
68%	
IRAQ	#2
JORDAN	#2

Quoted in BIST Corporate Governance
and Sustainability Indexes

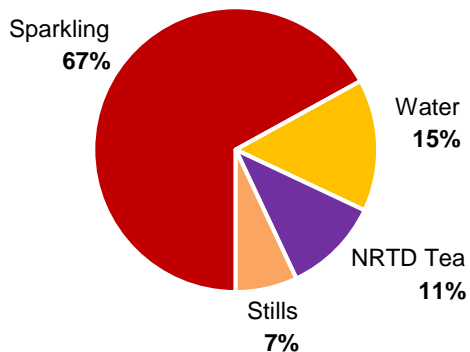
The first & only Turkish company
to be quoted in the UNGC
Compact 100 Index

Honored with the Climate Leadership
Award by CDP Turkey in performance and
transparency categories three times

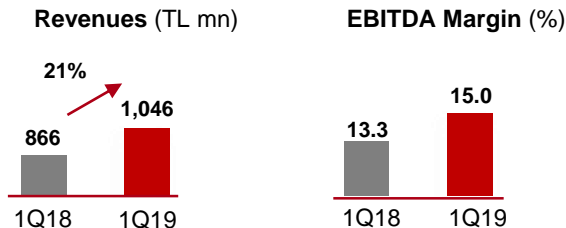
Soft Drinks Sales Volume (1Q19)



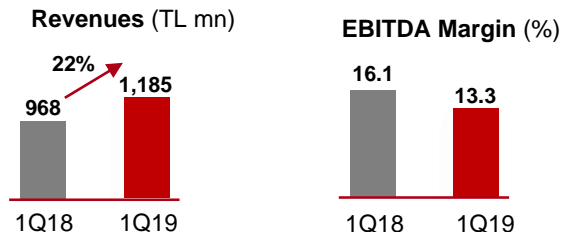
Volume Breakdown by Category (1Q19)



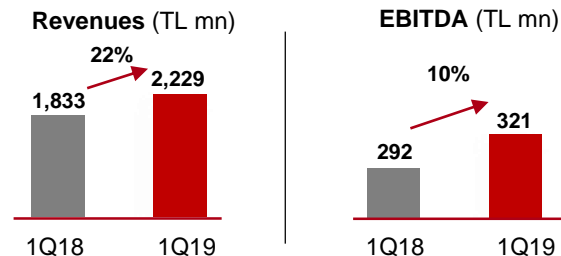
Turkey Soft Drink Operations



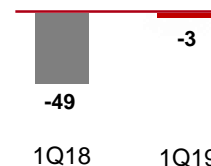
Int. Soft Drink Operations



Soft Drinks Segment Performance



Net Income (TL mn)



- Solid start to the year in Turkey with **volume growth in core categories** and expansion in EBITDA
- **Sparkling category** continued to grow in a challenging macroeconomic environment on the back of our strong market execution.
- **Double-digit volume growth** in Kazakhstan and Azerbaijan continued
- Currency devaluations and slowdown in consumption in Pakistan, **gaining market share** in a contracting market

2018 financials were restated due to TFRS 15 and IFRS 16 standards



The pioneer of organized retail in Turkey

16.7%
share in modern FMCG

7.7%
share in total FMCG

A total of
2,100 stores
covering app.

1.5 mn m²

Active Loyalty Card holders

12 mn, reaching
5.8 mn active
households in Turkey

FY2018 revenues:
TL18.7 bn

FY2018 EBITDA:
TL 1.2 bn
with EBITDA margin
6.5%

Complementary operations in Kazakhstan and Macedonia with **43** Ramstores and **1** Macrocenter.

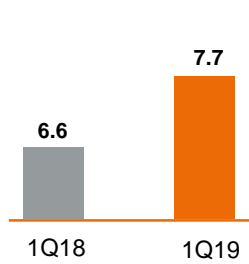
Over **20** years retail experience abroad

Acquired **Tesco-Kipa** business in Turkey-
161 stores.

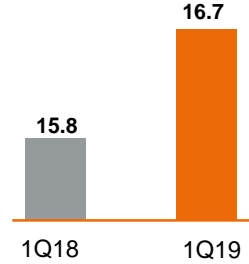
Best retailer of the Country Award for
14 years in a row

Quoted BIST Corporate Governance Index
and the first & only retail company quoted
in BIST Sustainability Index

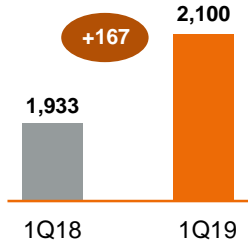
Total FMCG Market Shares (%)



Modern FMCG Market Shares (%)



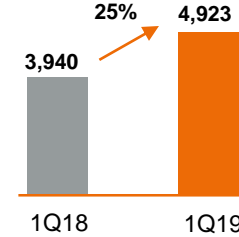
Number of Stores (%)



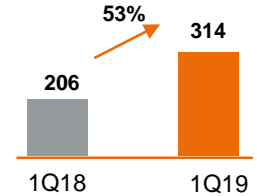
- Operating in all **81 cities** in the country
- **Market share gains** in total FMCG and modern FMCG
- **19** new store openings in 1Q19
- Merger synergies and new store acquisitions leading to **improvement in gross profitability**
- Deleveraging with accelerated pace; net debt at **€ 515 mn** and expected to decrease below **€ 500 mn** as of 2019-end

Migros Performance

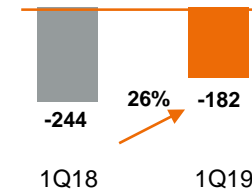
Revenues (TL mn)



EBITDA (TL mn)



Net Income (TL mn)



ÇELİK MOTOR

Distribution of Kia-branded vehicles and operational leasing activities

FY2018 revenues:
TL 2.6 bn

Leasing revenues: **29%**

Second-hand sales revenues: **49%**

Car and spare parts sales: **22%**

1Q19-end market share
in passenger cars:
1.48%

Garenta Pro
fleet size
14,500

Garenta Day
fleet size
3,500



All car rental & leasing solutions under one powerful umbrella brand

ikinciye.com: the leading **second-hand automotive e-commerce** platform in Turkey **sold over 20.000** cars in 2018. With app. **300k members**, the platform daily brings together more than **100 cars** with their new owners.

PRO LONG TERM CAR LEASING

Garenta

DAY NEW GENERATION RENT A CAR

Garenta



Bulur.com: e-commerce portal that combines users who want to buy and sell cars with **intelligent matching algorithm.**



Praticar.com: after sales needs of Çelik Motor's fleet mngnt. experience in the short/long term rental to vehicle owners





ANADOLU ISUZU

More than
170 k
vehicles produced
in **34**
years

FY2018 revenues:
TL 1.2 bn

Exports to around
60 countries

The record exports of
Euro **93** mn in 2018



The first Japanese automotive partnership in Turkey, with Isuzu and Itochu

Turkey's one and only pick-up locally manufactured, recently refreshed with its new generation 1.9lt motor and new face- D-MAX

Patent Leader **R&D** in its segment awarded by its designs

6-16t trucks market leader

One and only IMM (Isuzu Manufacturing Management) Certificate, for bus segment, owner across Europe

ANADOLU MOTOR

Production, import and distribution of wide-range of industrial engines

21,000 m²
Production, factory, office areas

More than
400,000
gas and diesel engines manufactured

Production capacity of
20,000
units in one shift

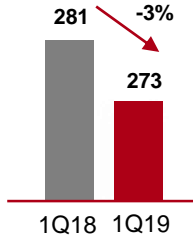
ANADOLU LANDINI

Tractor production under Landini brand

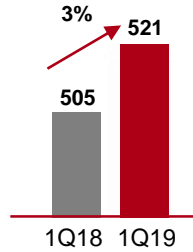
Automotive Segment



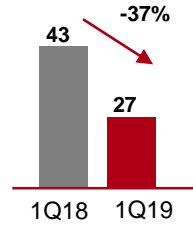
Isuzu Revenues (TL mn)



Çelik Motor Revenues (TL mn)

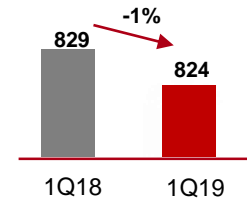


Anadolu Motor Revenues (TL mn)

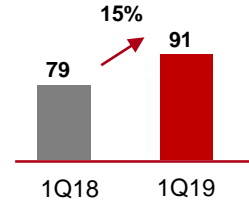


Automotive Segment Performance

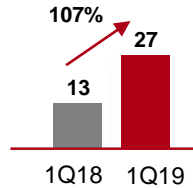
Revenues (TL mn)



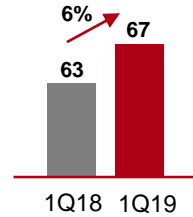
EBITDA (TL mn)



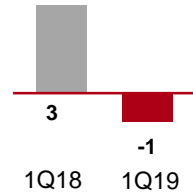
Isuzu EBITDA (TL mn)



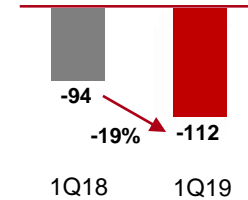
Çelik Motor EBITDA (TL mn)



Anadolu Motor EBITDA (TL mn)



Net Income (TL mn)



- Isuzu EBITDA doubled in 1Q19 despite mere decrease in sales; as a result of lucrative **exports**
- Çelik Motor **fleet optimization** ongoing; fleet size decreased from 21K in 2018 to 18K in 1Q19
- Deleveraging in progress; net debt/EBITDA at 5.6x



ADEL KALEMCİLİK

Leader

of the Turkish
Stationery Sector

4.500

Product varieties in
Stationery and Toy

50

Export Countries

FY2018
revenues:

TL 385 mn

Newest

Production Plant in Europe

36.000 m²

300 mn pcs/year

Unique Ability

to produce around **1000**
different products requiring
different production techniques

Environmental

60% of natural gas need
provided from waste wood dust

1995

Partnership with Faber-Castell



2011

"**LLC Faber-Castell Anadolu**"
JV is established. Territory:
Russia, Kyrgyzstan, Belarus,
Kazakhstan

2015

Introduction of World Class
Toy Brands in Turkey

2018

Licensed toy and stationery
producer for Turkish Radio and
Television Association (TRT)



254
restaurants

Around
6,000
employees

45
Franchisee

70
Franchisee
restaurants

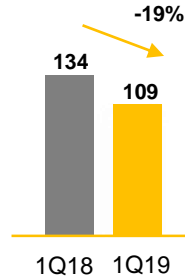
Serving more than
100 mn
customers
in Turkey
annually

Turkish
suppliers
provide
95%
of the
600
items used in
McDonald's
restaurants

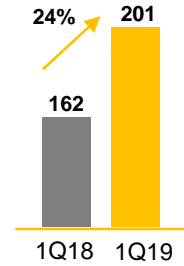
FY2018
revenues:
TL 768 mn

McDonald's Child
Charity has
achieved
2
Projects to
15K children in
2018

Adel Revenues (TL mn)

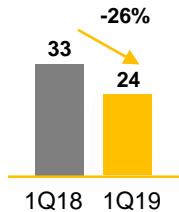


McDonald's Revenues (TL mn)

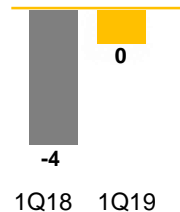


- **Strong topline growth in QSR business**; while number of restaurants flat at 254.
- **100% TL denominated borrowings**; bottomline effected negatively by financial expenses

Adel EBITDA (TL mn)

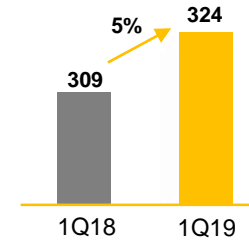


McDonald's EBITDA (TL mn)

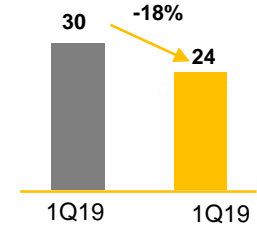


Retail Segment Performance

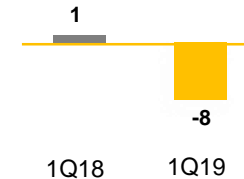
Revenues (TL mn)



EBITDA (TL mn)



Net Income (TL mn)



The first project of AND Gayrimenkul in Istanbul:

AND Kozyatağı

Highest achieved rent on the Asian side of Istanbul

A+ Office Tower

75,000 m²
construction area

31,500 m²
GLA

~70% occupancy rate

8 International award winner

Completed in **2015**



AND Ankara

Commercial-oriented project to be developed on a revenue sharing basis

Game-changer in the residential market:

AND Pastel

Residential oriented mixed-use project in Kartal-Istanbul

250,000 m²
construction area,

7 blocks,
approx. **1,200**
residential units

Deliveries started as of 3Q18 and **70%** pre-sales completed

8 International award winner

Launched in **2016**



Joint Venture

with Cutrale and Özgörkey families

8

farms

30,000

da land

1

packing
house

240,000

tons fruit
processed

in **3**

production plants

in **2018**

The largest fruit
grower and fruit
juice producer
in Turkey

5 mn

Fruit trees

Launched the first
fruit brand of Turkey
in Dec. 2015: **Doal**
Created a new natural
sugar category with **Doal
Meyveden Şeker** in 2017



Paravani HEPP*

The first energy project undertaken by a Turkish company in Georgia since October 2014

90 MW

installed capacity

Annual electricity output:

410 mn kWh

80%

of the electricity produced is exported to Turkey

FY2018 revenues:
TL 76.0 mn

Kheledula HEPP

New project in Georgia under construction

50MW installed capacity

254 mn annual electricity output

Plans for **20 MW WPP** investment in Georgia



*Sale of 13.51% portion of our shares in Anadolu Kafkasya for an amount of USD 10 mn has been completed; sale of another 14.19% portion for an amount of USD 10.5 mn will be finalized until the end of 2019.

Aslancik HEPP

The first investment of Anadolu Group in the energy sector

Installed capacity:

120 MW

FY2018

revenues:

TL 114 mn

Undertaken jointly with the Doğan and Doğuş Groups

Annual Electricity Output:

418 mn kWh



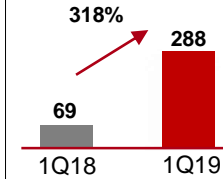
Others



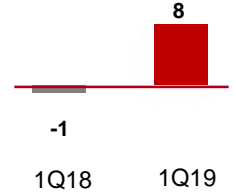
- **Holding, energy and real estate companies** are consolidated under other segment.
- **Net sales revenues** of the other segment increased by to TL 288 million, mainly due to TL 226 million deliveries from AND Pastel residential project in the first quarter
- 70% pre-sales of AND Pastel residential project has been completed as 1Q19-end.
- **Migros**, booked under “other gains from investments accounted through equity” in the other segment regard of equity consolidation method; to be fully consolidated starting from the second quarter of 2019

Other Segment Performance

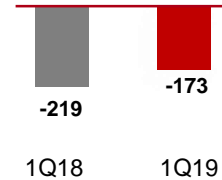
Net Sales (mn TL)



EBITDA (bn TL)



Net Income (mn TL)



Social Organizations



ANADOLU VAKFI

Projects mainly focusing on education and health

28,000+ Scholarships **39,000 +** hours
Mentoring Support

Celebrating its
39th
year in **2018**

575,000
free of charge health
services provided

50
educational institutions,
hospitals built

Social Entrepreneurship
Seminars for **55,000 +**
teachers

Book and Materials
Support for **43,000 +**
disadvantaged students

ANADOLU^H

In Affiliation with
JOHNS HOPKINS MEDICINE

Strategic partnership with **Johns
Hopkins Medicine International**

Bone Marrow Transplant Center
Transplanted bone marrow to more than
1,900 patients

The center employs state-of-the-art
technology in its **urologic-
oncology, bone marrow
transplant**, and **breast-health**
units in the provision of services that
focus largely on **oncology-related**
issues.



1
Koraç Cup
1996

11
Turkish
Cups
and
10
Presidential
Cups

13
Turkish League
Championships

First place
in 3 Euroleague
Devotion Marketing
Awards

Contents



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V. Segmental Operational and Financial Summary

VI. Financial Summary

Segmental Financial Data* – 1Q19

TL mn	Beer	Soft Drinks	Automotive	Retail	Other	Consolidated	Migros	Proforma Consolidated**
Net Sales	1.740	2.229	824	324	288	5.347	4.923	10.090
y-o-y	36%	22%	-1%	5%	318%	25%	25%	25%
Gross Profit	521	698	139	68	43	1.430	1.339	2.755
y-o-y	28%	20%	-11%	1%	-1%	17%	34%	25%
EBITDA	63	321	91	24	8	495	314	801
y-o-y	164%	10%	15%	-18%	n.m.	32%	52%	39%
Net Profit/Loss¹	-174	-3	-112	-8	-173	-368	-182	-368
y-o-y	-7%	n.m.	-19%	n.m.	21%	17%	25%	17%

¹Net income attributable to shareholders

*For comparison purposes, 1Q18 figures are prepared including the impact of merger with ABI Inbev in Russia and Ukraine.

*For comparison purposes, 1Q19 figures exclude IFRS16 impact.

** Financial results include Migros as fully consolidated

The star that links Anatolia to the world and the world to Anatolia



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