



ANADOLU GROUP

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

---

## Investor Presentation

November 2018



## I. Strategic Overview

II. Governance Approach

III. Investment Case

IV. 9M18 Financial Highlights

V. Segmental Operational and Financial Summary

VI. Financial Summary

# Strong roots and extensive coverage...



**1950**

Establishment



Operating in

**9** different sectors in

**19** countries with

**66** production facilities in the region.

Exports to more than

**80** countries



**55,000+**

employees



A global group quoted on BIST with

**6** companies,

generating a turnover of

**32.2** billion TL as of 2017-end

with a total Mcap of

**~5%** of Borsa Istanbul.

# ...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 Anadolu**
- **AND Kartal**
- **AND Ankara**
- **Anadolu Foundation**
- **Anadolu Medical Center**
- **A. Efes Sports Club**

International Partners

**CUTRALÉ**

(P) Public companies

# In summary...

Global player  
with strong  
local presence



Partnership  
culture with  
global brands



Expertise in  
branded  
consumer  
products



Strong  
ownership ties  
coupled with  
high corporate  
governance  
standards





---

I. Strategical Overview

**II. Governance Approach**

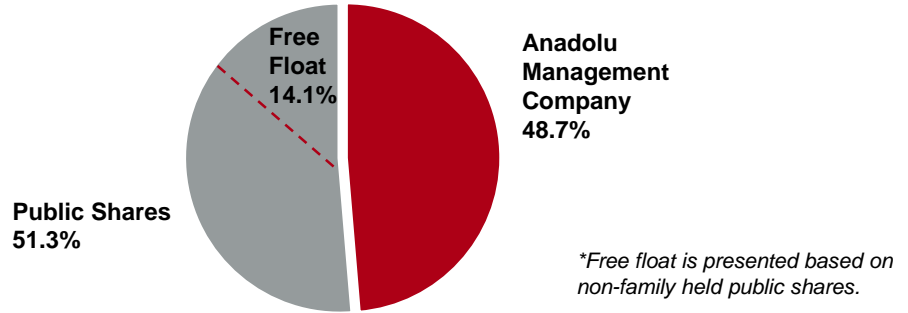
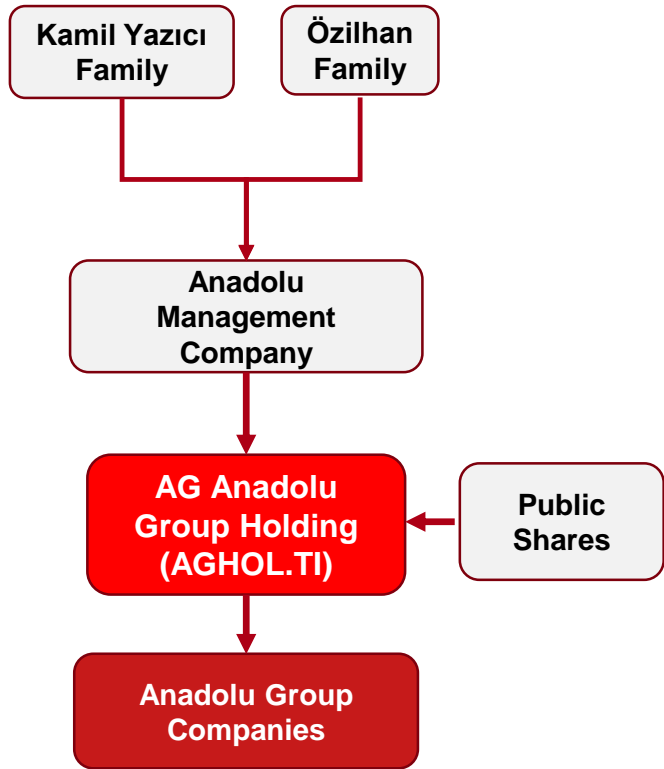
III. Investment Case

IV. 9M18 Financial Highlights

V. Segmental Operational and Financial Summary

VI. Financial Summary

# Simplified Shareholding Structure



- Merger of Anadolu Group holding companies completed as FY2017-end, aimed at restructuring and strengthening of Anadolu Group's corporate structure
- 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
- 72% of free float held by international investors.

# Enhanced Governance Perspective - 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).

# Enhanced Governance Perspective - 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 short-term targets mainly concentrated on net income, FCF and long-term targets based on shareholder value creation linked to EV and stock performance.

---

I. Strategical Overview

II. Governance Approach

**III. Investment Case**

IV. 9M18 Financial Highlights

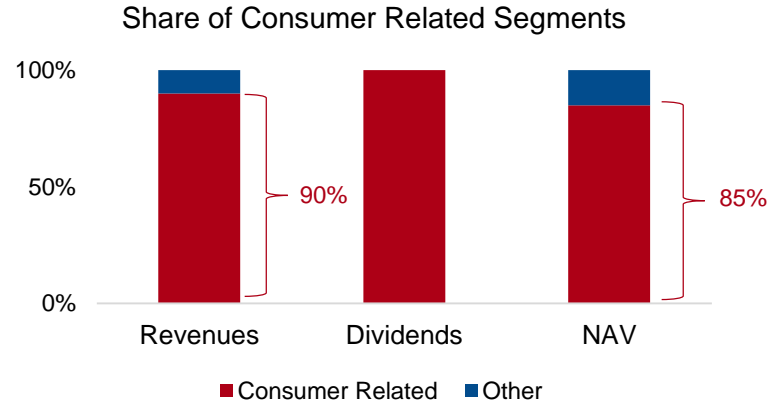
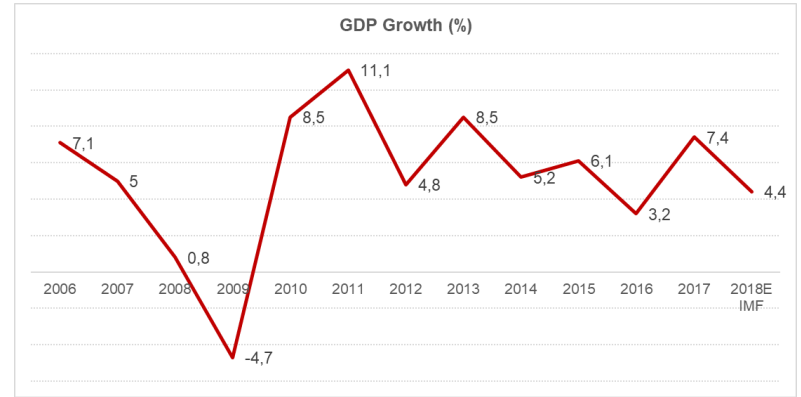
V. Segmental Operational and Financial Summary

VI. Financial Summary

# Investment Case - I

## ✓ Dominant consumer play

- Extensive range of consumer-products coverage as proxy to growing private consumption and the increase in the purchasing power of the mid-income class; as such benefiting from a resilient sector mix.
- Benefiting from the advantages of young and dynamic population with an average age of around 30 with a stable GDP growth above European economies.
- Around 70 years of experience in wide range of business lines with a proactive approach and specialized mostly in consumer-oriented portfolio.
- 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.



# Investment Case - II

## ✓ 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.

### Corporate Governance Ratings

AEFES 9.58  
CCOLA 9.45    MGROS 9.58  
AGHOL 9.53

## ✓ Accumulated knowhow in partnership with global companies

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



# Investment Case - III

- ✓ Predictable business outlook with major spin-offs and acquisitions completed

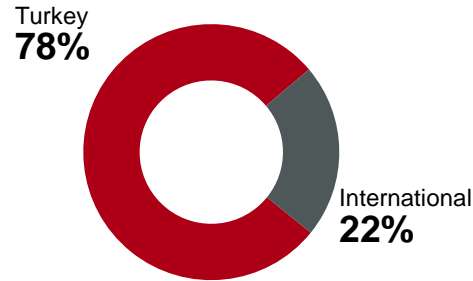
The Group completed the sale of various non-core assets in the recent years, with the concentration focus. The acquisition of Migros was one of the biggest transactions in the history of the Group.



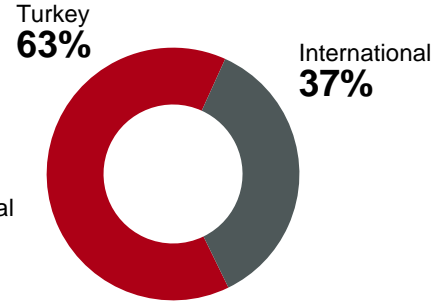
- ✓ Balanced geographical risk

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

Breakdown of **Revenues**, 2017  
(Proforma)

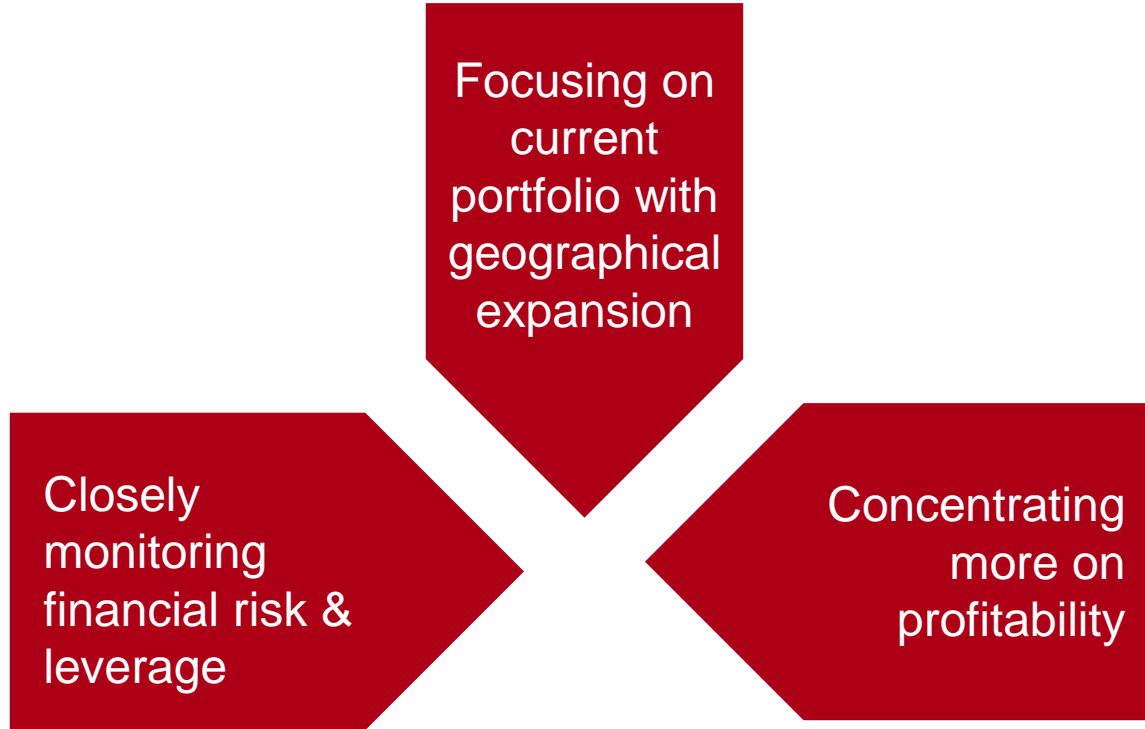


Breakdown of **EBITDA**, 2017  
(Proforma)





# What's on the agenda?



---

I. Strategical Overview

II. Governance Approach

III. Investment Case

**IV. 9M18 Financial Highlights**

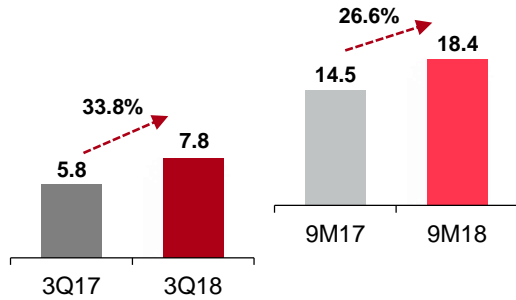
V. Segmental Operational and Financial Summary

VI. Financial Summary

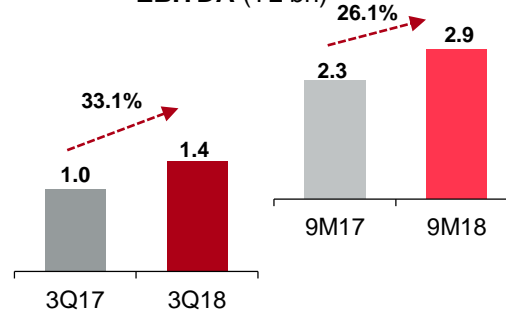
# Major Financial Indicators – 3Q18 & 9M18

## Consolidated results

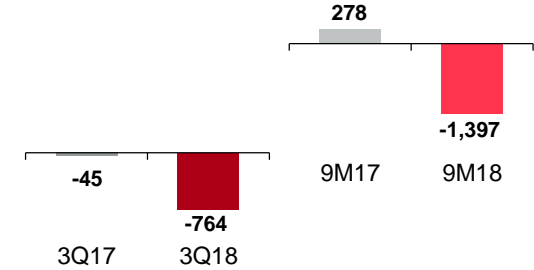
### Net Sales (TL bn)



### EBITDA (TL bn)

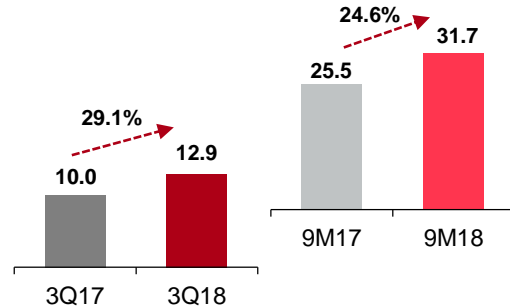


### Net Income (TL mn)

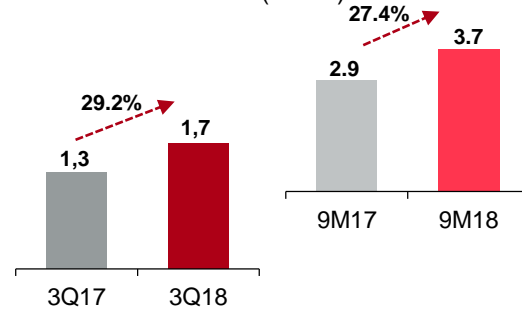


## Consolidated proforma results\*

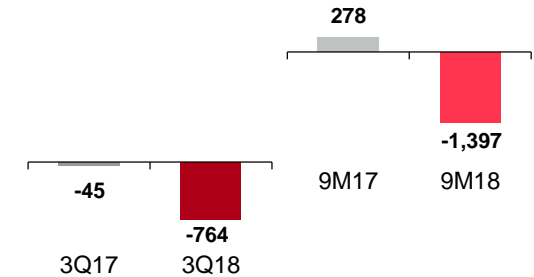
### Net Sales (TL bn)



### EBITDA (TL bn)



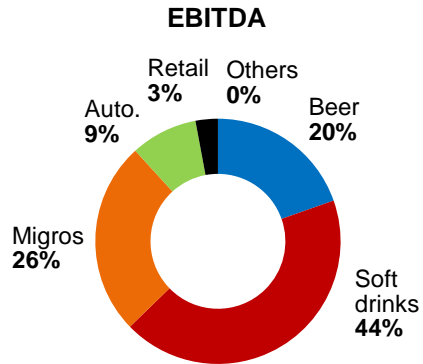
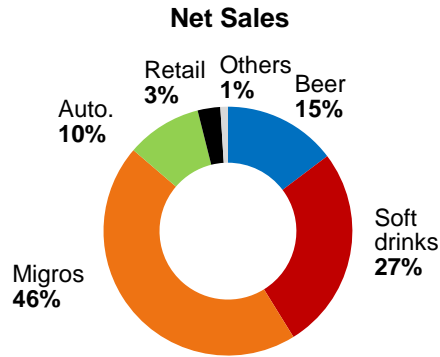
### Net Income (TL mn)



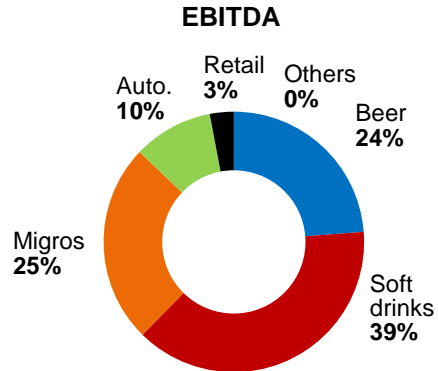
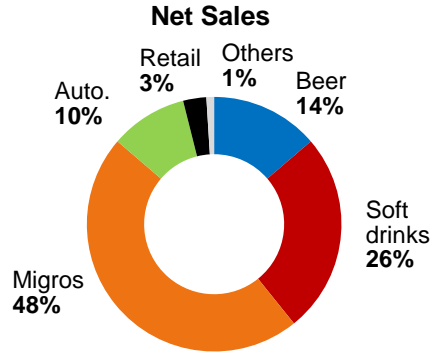
\* Proforma results include Migros as consolidated

# Segmental Sales and EBITDA Breakdown

Segmental Breakdown\*, proforma (9M18)



Segmental Breakdown\*, proforma (FY2017)



➤ All segments contributed almost proportionately to the top-line growth; no significant change in the share of any segment in total revenues

➤ EBITDA growth was mainly fuelled by the increased profitability of soft drinks and Migros operations; share of soft drinks in EBITDA was up by 5 ppt, share of Migros was up by 1 ppt, while share of beer was down by 4ppt.

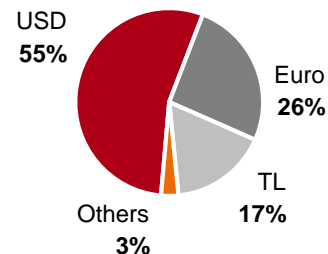
\*Breakdowns are calculated based on 12M trailing data

# Consolidated and Segmental Indebtedness

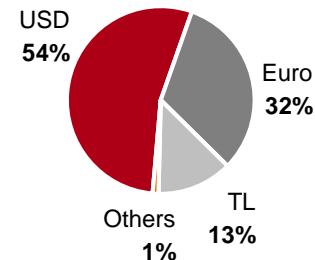
As of 9M18-end (Euro mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA
Beer	767	493	274	1.7
Soft Drinks	1.227	791	436	1.6
Automotive	527	9	518	9.1
Retail	68	14	54	3.5
Other (Holding incl.)	479	23	456	n.m.
<i>Holding only</i>	270	8	262	n.m.
<b>Consolidated</b>	<b>3.067</b>	<b>1.330</b>	<b>1.737</b>	<b>3.7</b>
Migros	745	267	478	3.0
<b>Proforma Consolidated</b>	<b>3.812</b>	<b>1.597</b>	<b>2.214</b>	<b>3,6</b>

As of 2017-end (Euro mn)	Consolidated Total Debt	Cash and Cash Equivalents	Net Debt	Net Debt/EBITDA
Beer	558	356	202	1,1
Soft Drinks	1.327	862	465	1,5
Automotive	712	42	670	8,3
Retail	47	12	35	1,7
Other (Holding incl.)	482	37	445	n.m.
<i>Holding only</i>	253	16	237	n.m.
<b>Consolidated</b>	<b>3.125</b>	<b>1.308</b>	<b>1.817</b>	<b>3,1</b>
Migros	866	361	506	2,6
<b>Proforma Consolidated</b>	<b>3.992</b>	<b>1.669</b>	<b>2.323</b>	<b>3,0</b>

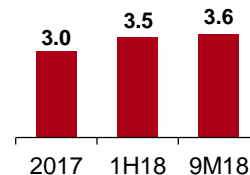
Breakdown of Net Debt (9M18)



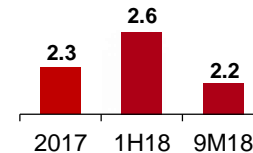
Breakdown of Net Debt (FY2017)



Consolidated Net Debt / EBITDA (x)



Consolidated Net Debt (€ bn)



# Financial risk metrics

## Holding-only Cash and Debt

- ✓ Cash TL 52 mn, **82%** in hard currency; Total debt TL 1.9 bn, **99%** Euro
- ✓ Holding-only net debt at **€ 262** mn.

## Stable leverage despite FX volatility

- ✓ Net debt /EBITDA at **3.6x** as of end of September'18 vs. **3.6x** of June'17-end
- ✓ Excluding automobile segment, net debt/EBITDA calculated at **2.8x**

## Long-term maturity debt

- ✓ 33% of total debt maturing within the **next three years**.

## Liquidity ratio

- ✓ Liquidity ratio of **1.0x** on a consolidated basis

## Shifting to TL loans

- ✓ TL loans share in gross loans up to **17%** as of September'18-end from **13%** as 2017-end

## 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 process

- ✓ Sold Alternatifbank former headquarter for TL62mn in order to **decrease financial debt** of the Holding

---

I. Strategical Overview

II. Governance Approach

III. Investment Case

IV. 9M18 Financial Highlights

**V. Segmental Operational and Financial Summary**

VI. Financial Summary

# Beer Segment

A total beverage company serving more than

**690 mn** consumers in **16** countries

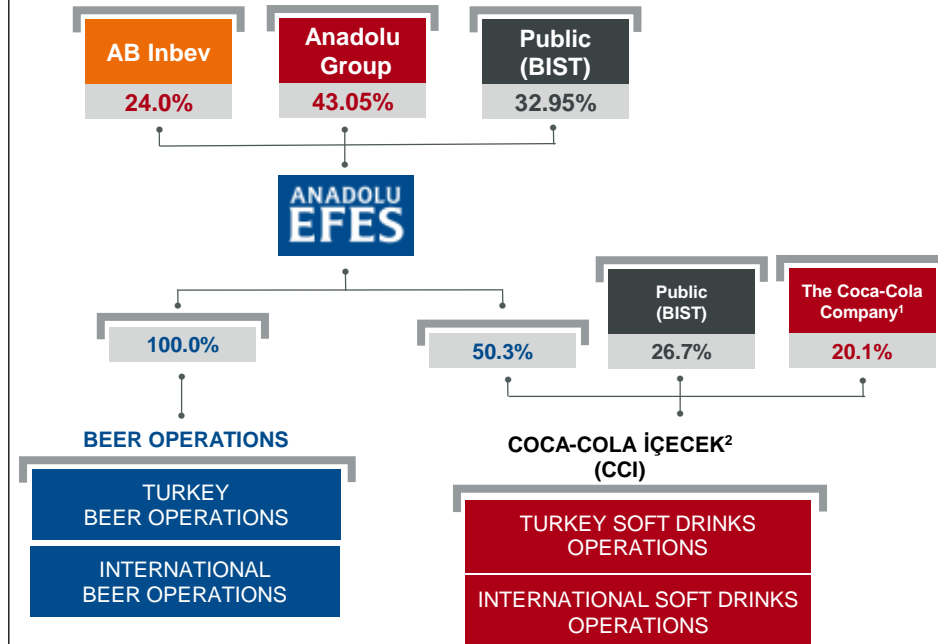
- ❑ A world class brand portfolio, balanced between beer and soft drink operations
- ❑ Operating in countries with significant growth potential indicated by low per capita consumption levels
- ❑ Through an experienced and financially strong organization
- ❑ Having world's largest brewer ABI Inbev and 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

Only Turkish beverage company in Vigeo Eiris EM 70 listing

## Ownership Structure



(1) Through The Coca-Cola Export Corporation

(2) 2.9% held by Özgörkey Holding





**5<sup>th</sup>**  
largest  
in Europe

---

**15<sup>th</sup>**  
largest  
In the World  
In terms  
of sales  
volume

---

Exports  
to more than  
**70**  
countries

**21**  
Breweries

**5**  
Malt complexes

**1**  
Hops processing  
facility

**1**  
Preform Plant

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

Annual  
**56.3 mhl**  
beer,

**228 k**  
tons malt  
production  
capacity

12M2017 revenues:  
**TL4.4 bn**

12M2017 EBITDA:  
**TL 834 mn**  
with EBITDA margin  
**18.8%**

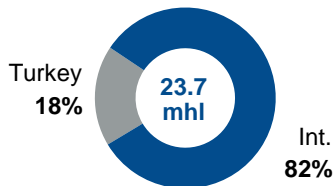
Leader in the Turkish market

Solidified market position in Russia

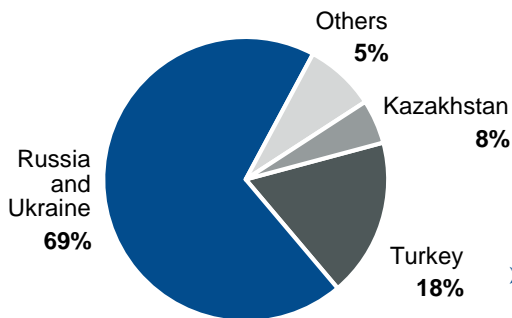
Strongly positioned  
in CIS countries

Leader in Kazakhstan, Moldova,  
Georgia

## Beer Sales Volume (9M18)

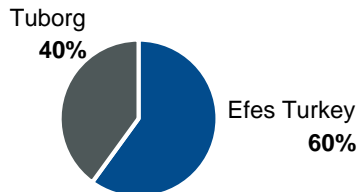


## Volume Breakdown by Country (9M18)

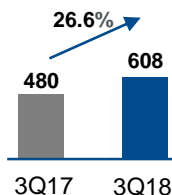


## Domestic Beer Operations

### Market Shares

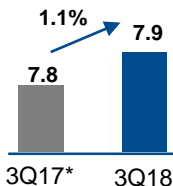


### Revenues (TL mn)

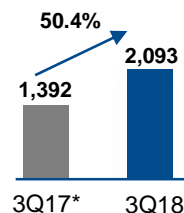


## Int. Beer Operations

### Sales Volume (mhl)

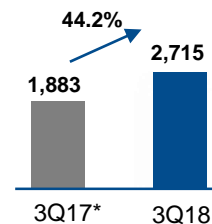


### Revenues (TL mn)

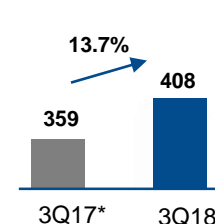


## Beer Segment Performance

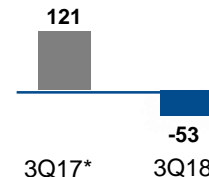
### Net Sales (TL mn)



### EBITDA (BNRI) (TL mn)



### Net Income (TL mn)



- Total sales volumes increased by **2.1%** to **9.7** million hectoliters in 3Q18, thanks to strong Turkey, Russian and as well as Ukrainian operations.
- In Turkey beer, the growth achieved in the quarter is the **highest in the past 14** quarters.
- Synergies related to **integration of Russia and Ukraine** operations have already being captured in a short period of time
- EBITDA (BNRI) emerged at **TL 408** million in 3Q18 and **TL 797** million in 9M18.

\*2017 Proforma figures include ABI Russia and ABI Ukraine effect starting from April 1st



**6<sup>th</sup>**  
largest bottler  
In Coca-Cola system

**28 bn**  
annual servings to  
**400 mn**  
people

Annual production  
capacity

**1.5 bn u/c**

2017 sales volume  
**1.24 bn u/c**



A total of

**25**  
plants in  
**10**

countries:  
Turkey, Pakistan,  
Kazakhstan,  
Azerbaijan,  
Turkmenistan,  
Kyrgyzstan, Iraq  
Jordan, Tajikistan,  
Syria

**12M2017** revenues:  
**TL 8.5 bn**

**12M2017** EBITDA:  
**TL1.4 bn**

Strong market positions in Sparkling

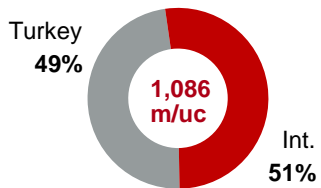
<b>TURKEY</b>	<b>#1</b>
<b>63%</b>	
<b>PAKISTAN</b>	<b>#2</b>
<b>37%</b>	
<b>KAZAKHSTAN</b>	<b>#1</b>
<b>49%</b>	
<b>AZERBAIJAN</b>	<b>#1</b>
<b>75%</b>	
<b>TURKMENISTAN</b>	<b>#1</b>
<b>61%</b>	
<b>KYRGYZSTAN</b>	<b>#1</b>
<b>68%</b>	
<b>IRAQ</b>	<b>#2</b>
<b>JORDAN</b>	<b>#2</b>

Quoted in BIST Corporate Governance  
and Sustainability Indexes

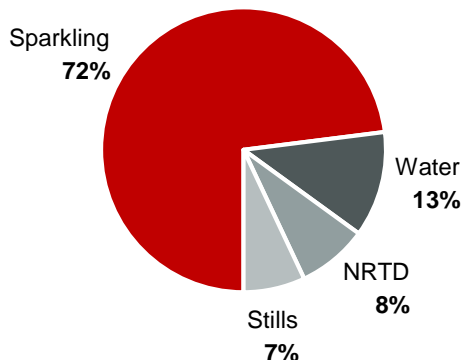
The first & only Turkish company  
to be quoted in the UNGC  
Compact 100 Index

Among Turkey's climate change leaders  
within the scope of CDP's Climate Change  
Report.

## Soft Drinks Sales Volume (9M18)

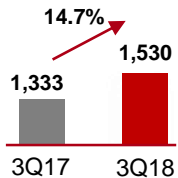


## Volume Breakdown by Category (9M18)

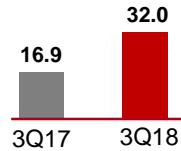


## Domestic Soft Drink Operations

Sales (TL mn)

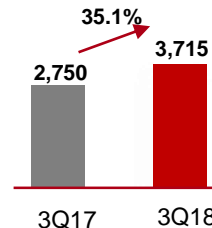


EBITDA Margin (%)

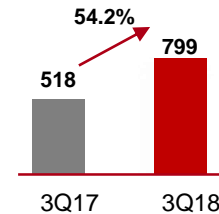


## Soft Drinks Segment Performance

Net Sales (TL mn)

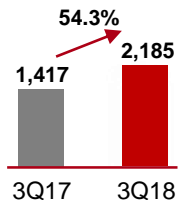


EBITDA (TL mn)

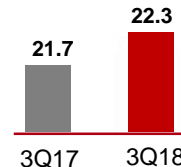


## Int. Soft Drink Operations

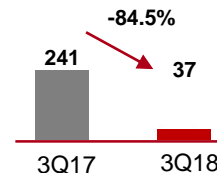
Sales (TL mn)



EBITDA Margin (%)



Net Income (TL mn)



- **Another quarter of quality growth**; maintained positive momentum except for NRTD category.
- Cooler investments, effective management of trade promotions and effective pricing strategy; **highest-ever high season volume** in Turkey
- EBITDA margin expanded by **270 bps** to **21.5%** in 3Q18; **better operating profitability** in both Turkey and international operations.
- Higher net FX losses due to depreciation of TRY against USD resulted in lower net income



The pioneer of organized retail in Turkey

**16.9%**  
share in modern FMCG

**7.1%**  
share in total FMCG

A total of  
**2,090** stores  
covering app.

**1.5 mn** m<sup>2</sup>

Active Loyalty Card holders

**10.3 mn**, reaching  
**7.7 mn** households in  
Turkey

12M2017 revenues:  
**TL15.3 bn**

12M2017 EBITDA:  
**TL 872 mn**  
with EBITDA margin  
**5.7%**

Complementary operations in Kazakhstan  
and Macedonia with **39** Ramstores.

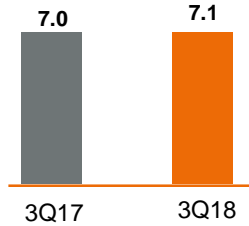
Over **20** years retail experience abroad

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

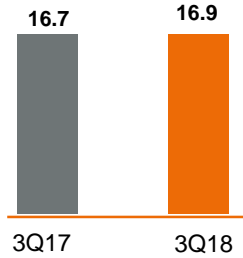
Best retailer of the Country Award for  
14 years in a row

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

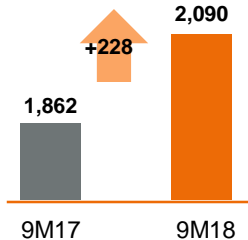
## Total FMCG Market Shares (%)



## Modern FMCG Market Shares (%)



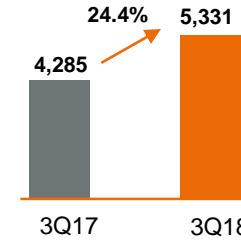
## Number of Stores (%)



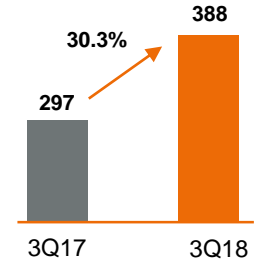
- **Strong growth momentum** continued in 3Q18.
- Foreign subsidiaries exceeding expectations in 3Q18.
- **85** new store openings in 3Q18, **219** new openings in 9M18
- **30.3%** EBITDA increase in 3Q18; EBITDA growth of 35.3% in 9M18

## Migros Performance

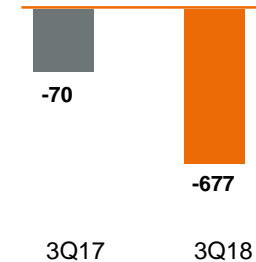
### Net Sales (TL mn)



### EBITDA (TL mn)



### Net Income (TL mn)



## ÇELİK MOTOR

Distribution of Kia-branded vehicles and operational leasing activities

**12M2017** revenues:  
**TL 2.1 bn**

Leasing revenues: **66%**

Car and spare parts sales: **34%**  
of top-line

**9M18-end** market share  
in passenger cars:  
**1.59%**

Garenta Pro  
fleet size  
**22,000**

Garenta Day  
fleet size  
**6,200**



All car rental & leasing solutions under one powerful umbrella brand

**ikinciye.com:**  
the leading **second-hand automotive e-commerce** platform in Turkey **sold over 18.000** cars in 2017. With app. **200k members**, the platform daily brings together more than **100 cars** with their new owners.



Garenta



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

Export to around  
**60**  
countries  
since **1994**

**12M2017** revenues:  
**TL 963 mn**

The record export of the  
last 23 years in 2017



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 m<sup>2</sup>**  
Production, factory,  
office areas

More than  
**400,000**  
gas and diesel  
engines manufactured

Production capacity of  
**20,000**  
units in one shift

## ANADOLU LANDINI

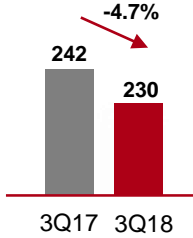
Tractor production under  
Landini brand



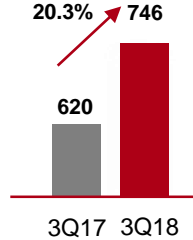
# Automotive Segment



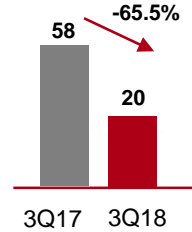
Isuzu Net Sales (TL mn)



Çelik Motor Net Sales (TL mn)

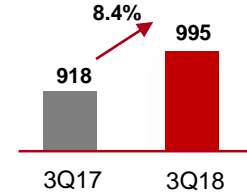


Anadolu Motor Net Sales (TL mn)

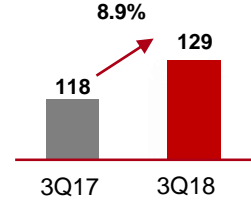


Automotive Segment Performance

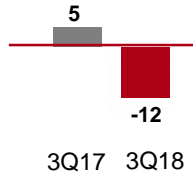
Net Sales (TL mn)



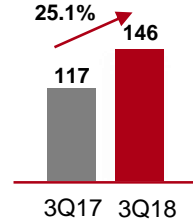
EBITDA (TL mn)



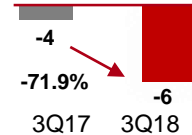
Isuzu EBITDA (TL mn)



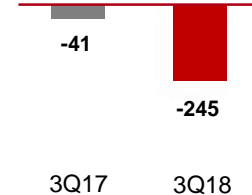
Çelik Motor EBITDA (TL mn)



Anadolu Motor EBITDA (TL mn)



Net Income (TL mn)



- Revenue increase of 8.4% to TL 995 million with a **gross margin expansion of 4.4 ppt** in 3Q18.
- Yearly EBITDA growth of **9%** to TL 129 million
- Net FX losses due to depreciation of TRY against USD resulted in net loss of TL 245 mn



## ADEL KALEMCİLİK

**Leader**

of the Turkish  
Stationery Sector

**4.500**

Product varieties in  
Stationery and Toy

**50**

Export Countries

**12M2017**  
revenues:

**TL 322 mn**

**Newest**

Production Plant in Europe

**36.000** m<sup>2</sup>

**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





**257**  
restaurants

More than  
**6,000**  
employees

**45**  
Franchisee

**70**  
Franchisee  
restaurants

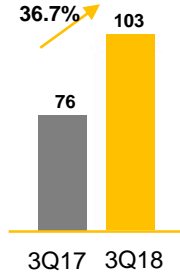
Serving around  
**117 mn**  
customers  
in Turkey  
annually

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

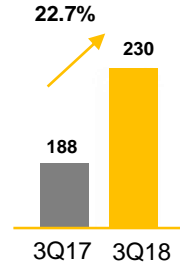
**12M2017**  
revenues:  
**TL 622 mn**

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

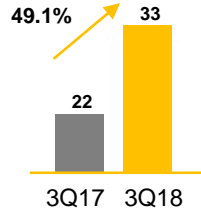
Adel Net Sales (TL mn)



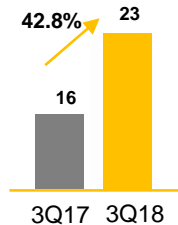
McDonald's Net Sales (TL mn)



Adel EBITDA (TL mn)



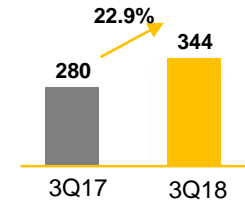
McDonald's EBITDA (TL mn)



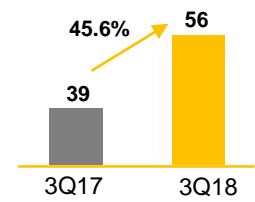
- Sound revenue growth of **22.9%**
- Lower other expenses due to decline in rediscount expenses booked under other expenses; led to **higher operating profitability**.
- **100% TL** denominated borrowings

Retail Segment Performance

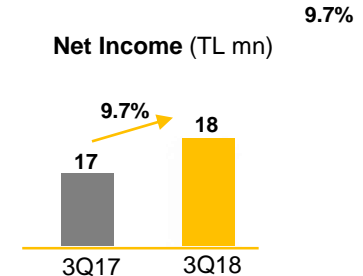
Net Sales (TL mn)



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

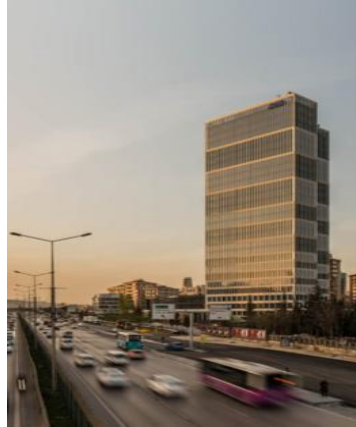
**75,000 m<sup>2</sup>**  
construction area

**31,500 m<sup>2</sup>**  
GLA

**~80%** occupancy rate

**8** International  
award winner

Completed in  
**2015**



New Project by **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 m<sup>2</sup>**  
construction area,

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

**61%** pre-sales completed and  
deliveries started as of **3Q18**

**8** International  
award winner

Recently launched in  
**2016**



## Joint Venture

with Cutrale and Özgörkey families

**8**

farms

**30,000**

da land

**1**

packing  
house

**230,000**

tons fruit  
processed

in **3**

production plants  
in **2017**

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

**12M2017**  
revenues:  
**USD 14.9 mn**

**Kheledula HEPP**  
New project in Georgia under construction  
**50MW** installed capacity  
**254 mn** annual electricity output



**Aslancik HEPP**  
The first investment of Anadolu Group in the energy sector

Installed capacity:  
**120 MW**

**12M2017**  
revenues:  
**TL 83 mn**

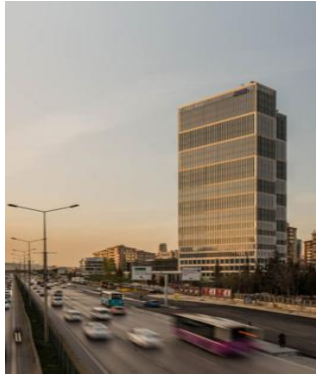
Undertaken jointly with the Doğan and Doğuş Groups

Annual Electricity Output:  
**418 mn kWh**



\*Sale of 13.51% portion of our shares in Anadolu Kafkasya for an amount of USD 10 mn has been completed and parties have also reached consensus for the sale of another 14.19% portion for an amount of USD 10.5 mn until the end of 2019. Thus, our share in Anadolu Kafkasya will decrease from 89.19% to 61.49%. Anadolu Kafkasya and Holland based Ricoti Energy B.V. (Ricoti), which is a related party of Paravani Energy, have also reached consensus regarding the transfer of 50% shares of TABA L.L.C. (TABA), Georgian based subsidiary of Ricoti, to Anadolu Kafkasya. TABA has plans to build a 20MW wind powered plant in Georgia.

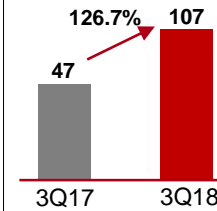
# Others



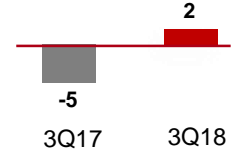
- **Energy and real estate** companies are under consolidated under the other segment.
- **Net sales revenues** of the other segment increased significantly by 126.7% to TL 107 million due to deliveries of the residential project, AND Pastel, in 3Q18.
- **Pre-sales rate of AND Pastel** residential project, which is being developed in Istanbul Kartal, was at 61% for the same period.
- **Due to equity consolidation method used for Migros**, its contribution is booked under “other gains from investments accounted through equity” in the other segment

## Other Segment Performance

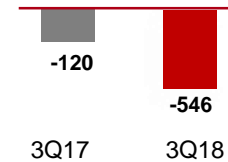
Net Sales (mn TL)



EBITDA (bn TL)



Net Income (mn TL)





# Social Organizations



ANADOLU VAKFI

Projects mainly focusing on education and health

**27,000+** Scholarships

**39,000 +** hours  
Mentoring Support

Celebrating its  
**39<sup>th</sup>**  
year in **2018**

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

**550,000**  
free of charge health  
services provided

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

**50**  
educational institutions,  
hospitals built

## ANADOLU<sup>H</sup>

In Affiliation with  
JOHNS HOPKINS MEDICINE

Strategic partnership with **Johns  
Hopkins Medicine International**

**Bone Marrow Transplant Center**  
Transplanted bone marrow to more than  
**1,700** patients

Anadolu Medical Center is in the  
**third place of the Top 500  
corporations in Turkey** in the  
healthcare category for the services it  
exported in 2016



**1**  
Koraç Cup  
**1996**

**13**  
Turkish League  
Championships

**11**  
Turkish  
Cups  
and  
**10**  
Presidential  
Cups

**First place**  
in 3 Euroleague  
Devotion Marketing  
Awards

- 
- I. Strategical Overview
  - II. Governance Approach
  - III. Investment Case
  - IV. 9M18 Financial Highlights
  - V. Segmental Operational and Financial Summary
  - VI. Financial Summary**

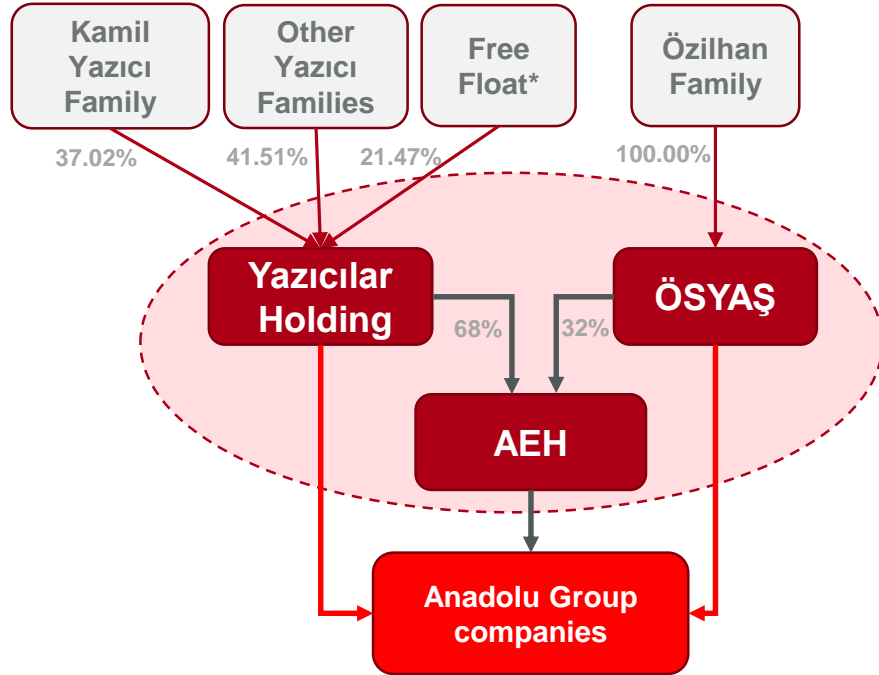
# Segmental Financial Summary – 9M18

TL million	Beer	Soft Drinks	Automotive	Retail	Other	Consolidated	Migros	Proforma Consolidated
<b>Net Sales</b>	5.905	8.739	2.700	966	247	18.418	13.794	31.735
<i>y-o-y</i>	27%	27%	23%	19%	47%	27%	22%	25%
<b>Gross Profit</b>	2.659	3.070	548	222	109	6.507	3.827	10.299
<i>y-o-y</i>	23%	30%	37%	14%	53%	28%	27%	28%
<b>Operating Profit</b>	106	1.272	201	84	-692	961	301	1.847
<i>y-o-y</i>	-53%	53%	-3%	11%	a.d.	-42%	a.d.	24%
<b>EBITDA</b>	714	1.723	306	119	11	2.873	874	3.725
<i>y-o-y</i>	3%	43%	11%	17%	964%	26%	35%	27%
<b>PBT</b>	12	434	-516	39	-1.012	-1.154	-1.399	-1.967
<i>y-o-y</i>	-93%	-25%	308%	-18%	a.d.	a.d.	a.d.	a.d.
<b>Net Income</b>	-36	179	-444	25	-979	-1.397	-1.195	-1.397
<i>y-o-y</i>	-124%	-54%	280%	-30%	a.d.	a.d.	a.d.	-602%
<b>Net Debt</b>	1.906	3.026	3.599	373	3.168	12.072	3.320	15.391
<i>y-o-y</i>	-2%	57%	20%	33%	84%	36%	49%	39%
<i>Gross Margin</i>	45,0%	35,1%	20,3%	22,9%	44,1%	35,3%	27,7%	32,5%
<i>EBITDA Margin</i>	12,1%	19,7%	11,3%	12,3%	4,5%	15,6%	6,3%	11,7%
<i>Net Margin</i>	-0,6%	2,0%	-16,4%	2,6%	-396,5%	-7,6%	-8,7%	-4,4%

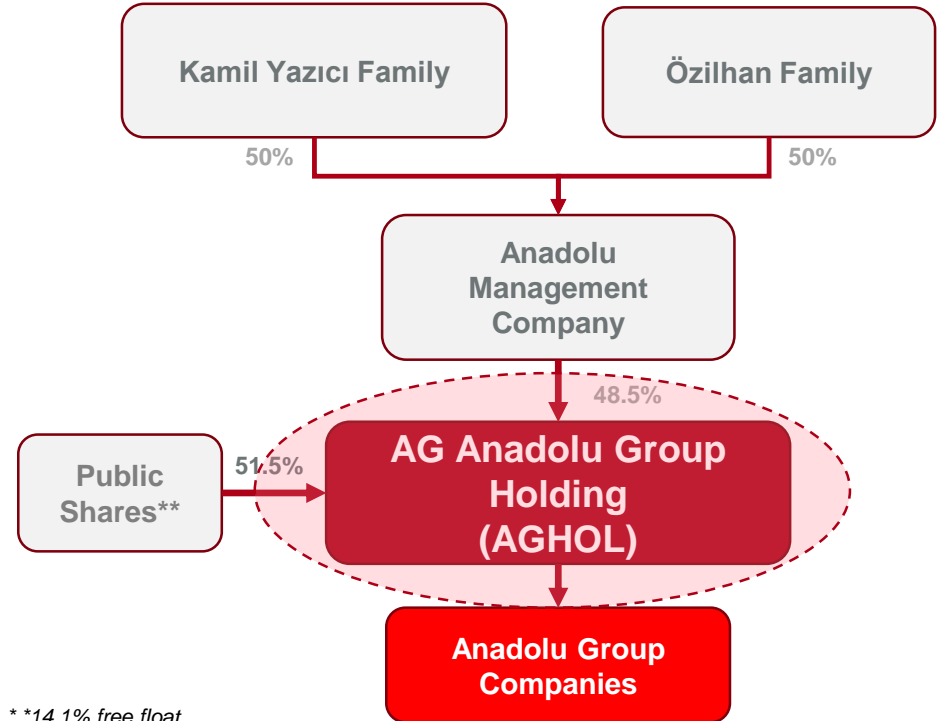
# Appendix

# The merger effect

## Pre-merger



## Post merger



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

\*\*14.1% free float

# Participation Rates & Method

	Pre-merger Consolidation method	Stake held by AGHOL, %	Current Consolidation method	Proforma* Consolidation method
Anadolu Efes	Equity	43.05	Full	Full
Migros	Equity	50.00	Equity	Full
Anadolu Isuzu	Equity	55.40	Full	Full
Adel Kalemcilik	Full	56.89	Full	Full
Çelik Motor	Full	100.0	Full	Full
Anadolu Restoran	Full	100.0	Full	Full
Anadolu Motor	Full	100.0	Full	Full
Efestur	Full	100.0	Full	Full
Aslancık HEPP	Equity	33.33	Equity	Equity
Anadolu Kafkasya**	Full	89.19	Full	Full
Real Estate Companies	Full	100.00	Full	Full

\*Proforma results include Migros as fully consolidated latest by June 2019.

\*\*Anadolu Kafkasya holds 90% of our energy company GUE and 100% of other project company

# Comparative results

TL mn	Consolidated		Proforma Consolidated*	
	2016	2017	2016	2017
<b>Net Sales</b>	14,145	17,378	24,793	32,196
<b>EBITDA</b>	2,072	2,670	2,733	3,507
<b>Total Assets</b>	32,987	38,067	38,217	46,036
<b>Net Debt</b>	6,922	8,204	8,729	10,489

\* Proforma results include Migros as fully consolidated

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



## Disclaimer Statement

Anadolu Grubu Holding has prepared this document for the sole purpose of providing information which may include forward looking projections and statements about the Company. All opinions and estimates contained in this document constitute Company's judgement as of the date of this document and are subject to change without notice. The company does not accept any liability whatsoever for any direct or consequential loss arising from any use of this document or contents. This document cannot be copied, disclosed or distributed to any person other than the person to whom the document and/or information delivered or sent by Anadolu Grubu Holding.