



Anadolu Group CMD Presentation

June 23, 2025


ANADOLU GROUP

VISION 
2035

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Karim Yahı

CEO

Coca-Cola İecek

28 years

Total Experience

20 years

Experience in the Coca-Cola System

Previous Roles

COO - fairlife, US, The Coca-Cola Company 2021-2023

Vice President, Strategy - Global, The Coca-Cola Company 2019 - 2021

Vice President, Growth - Latin America, The Coca-Cola Company 2016 - 2018

CFO - Türkiye Caucaus and Central Asia, The Coca-Cola Company 2012 – 2016

Mergers and Acquisitions Manager - Global, The Coca-Cola Company 2010 – 2012

This is Us – CCI at a Glance

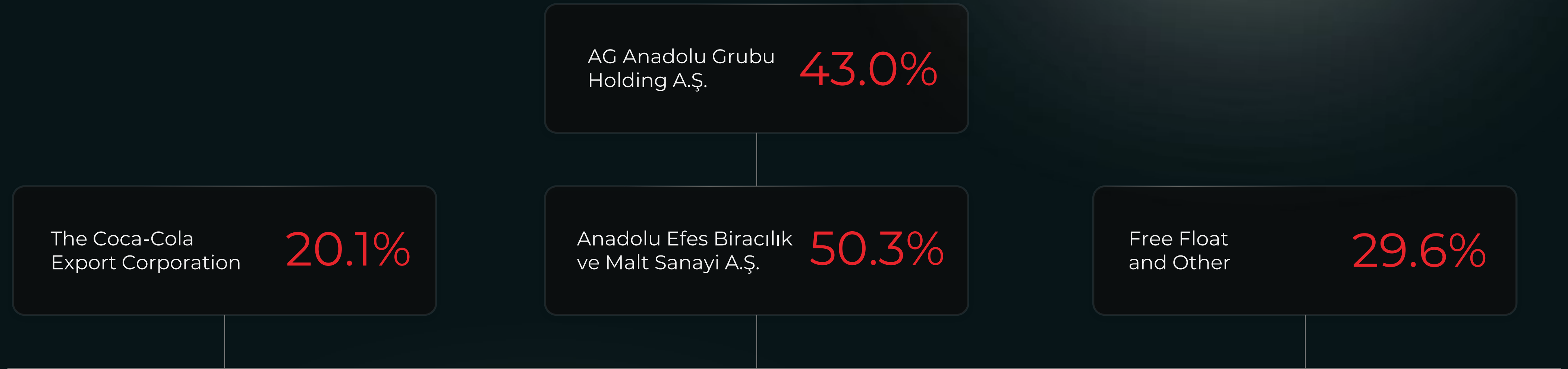


Multinational beverage company	Operations in diverse set of countries with vast growth potential	Strong shareholder structure	Winning brand portfolio	Our purpose Create lasting value Embed sustainability
1		2	3	4

A row of various CCI brand beverages including Monster, Fanta, Sprite, Coca-Cola, and others, displayed in front of the numbered boxes.

								
1.5 BN	12	~600MN	10,000+	34	155	1.4 MN	25+	2.2 BN
UC Sales volume	Countries	People	Employee	Production plants	Lines	Points of Sale	Brands	UC Annual Production Capacity

Benefiting from a Strong and Stable Shareholder Structure



Dedicated focus on **Corporate Governance standards** with one of the highest rating of **9.50**

Composition of BoD

12 Members

All non-executive 4 independent



With a Successful Track Record to Become One of the Leading Bottlers



2005

Single Country



2006-2007

Central Asia & North Iraq

With a Successful Track Record to Become One of the Leading Bottlers



2006-2007

Central Asia & North Iraq



2008

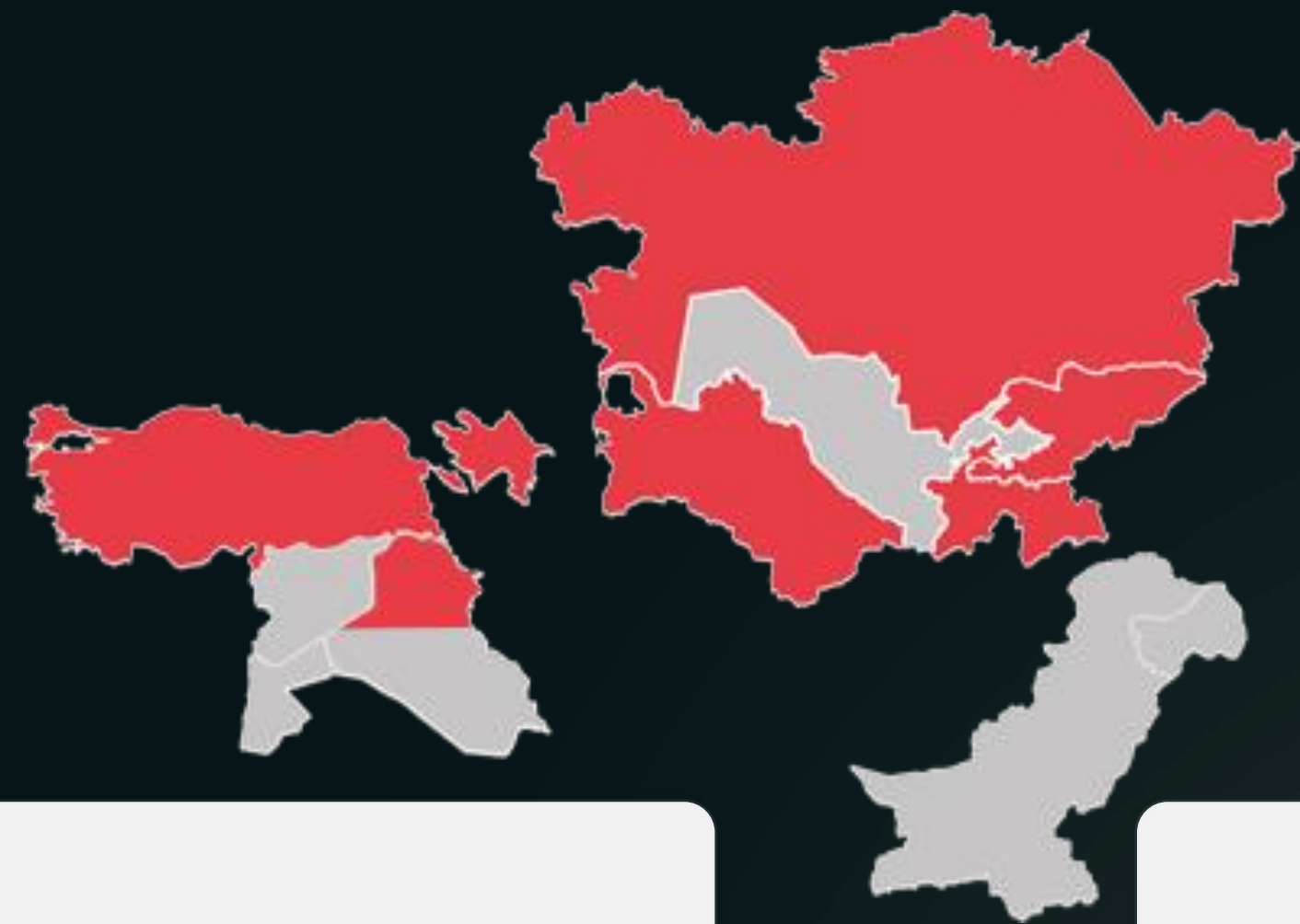
Pakistan JV



2012

South Iraq

With a Successful Track Record to Become One of the Leading Bottlers



2008

Pakistan JV

2012

South Iraq

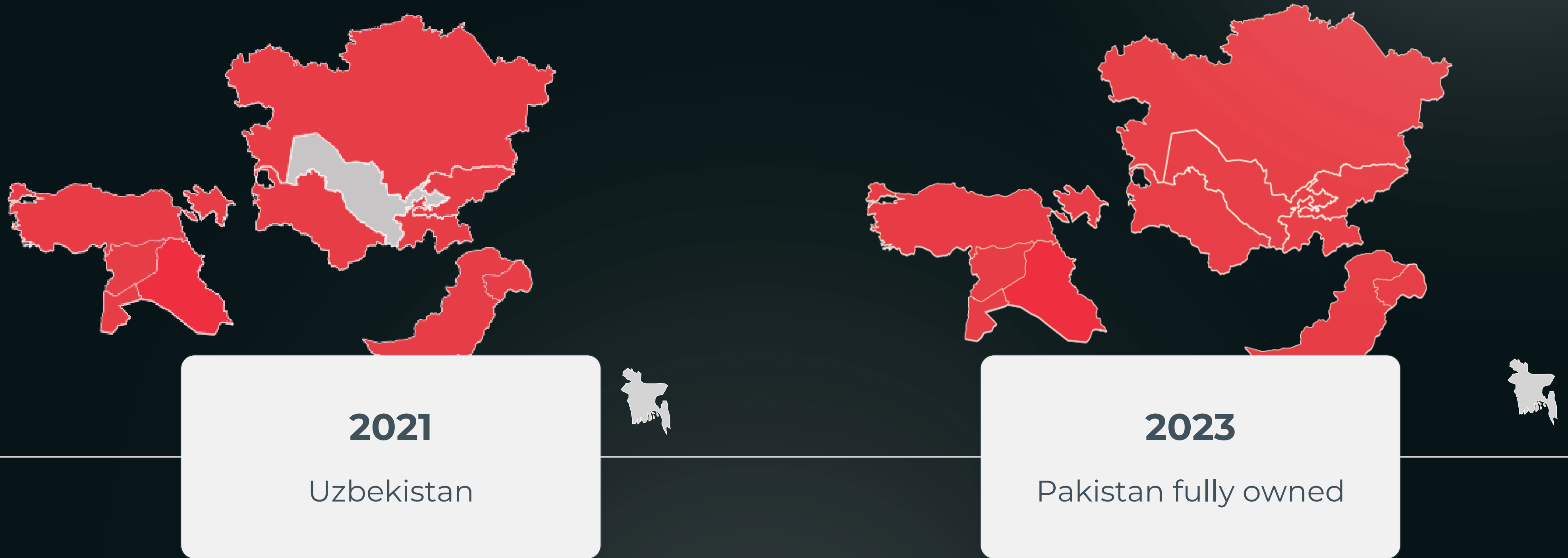


2021

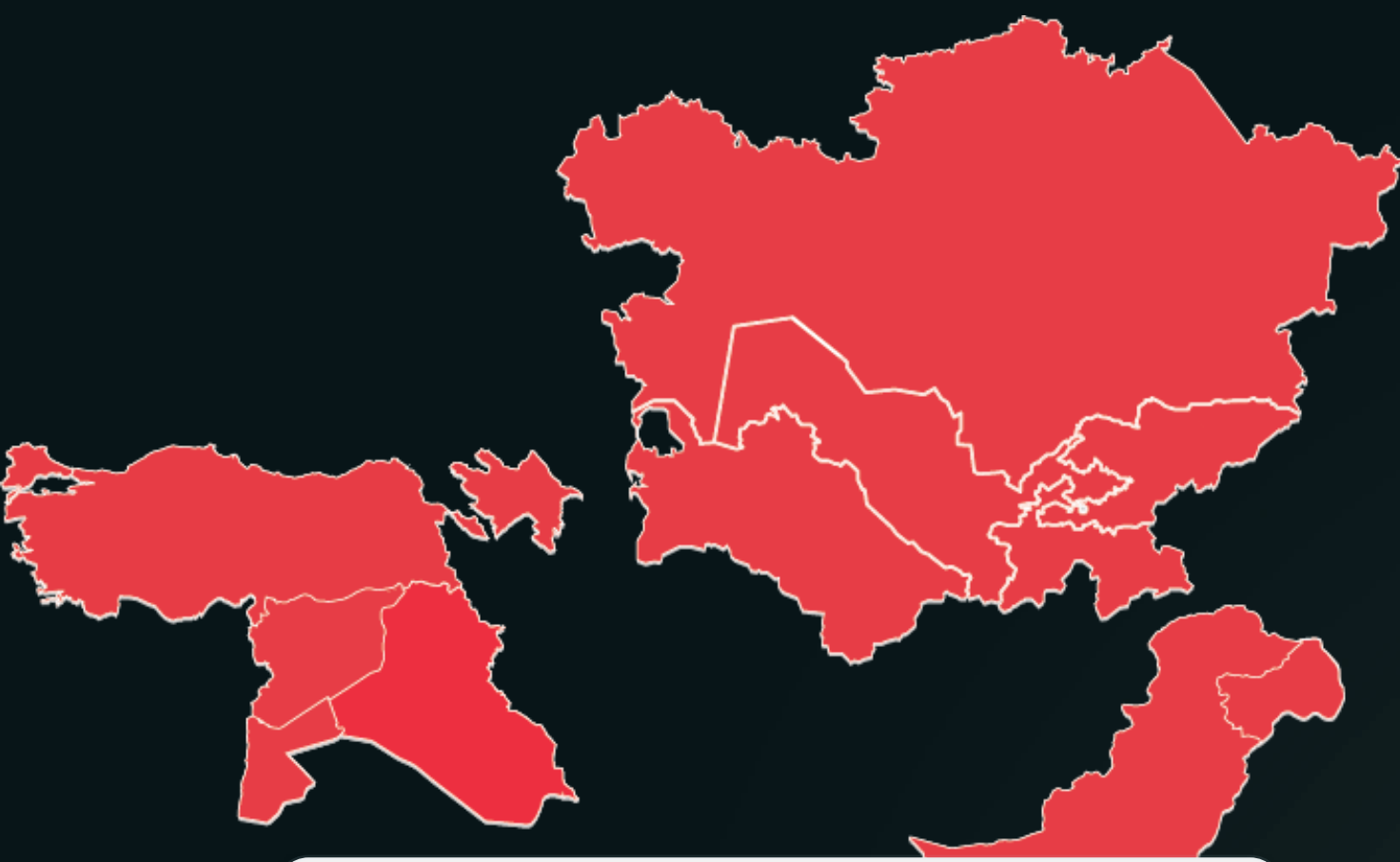
Uzbekistan



With a Successful Track Record to Become One of the Leading Bottlers

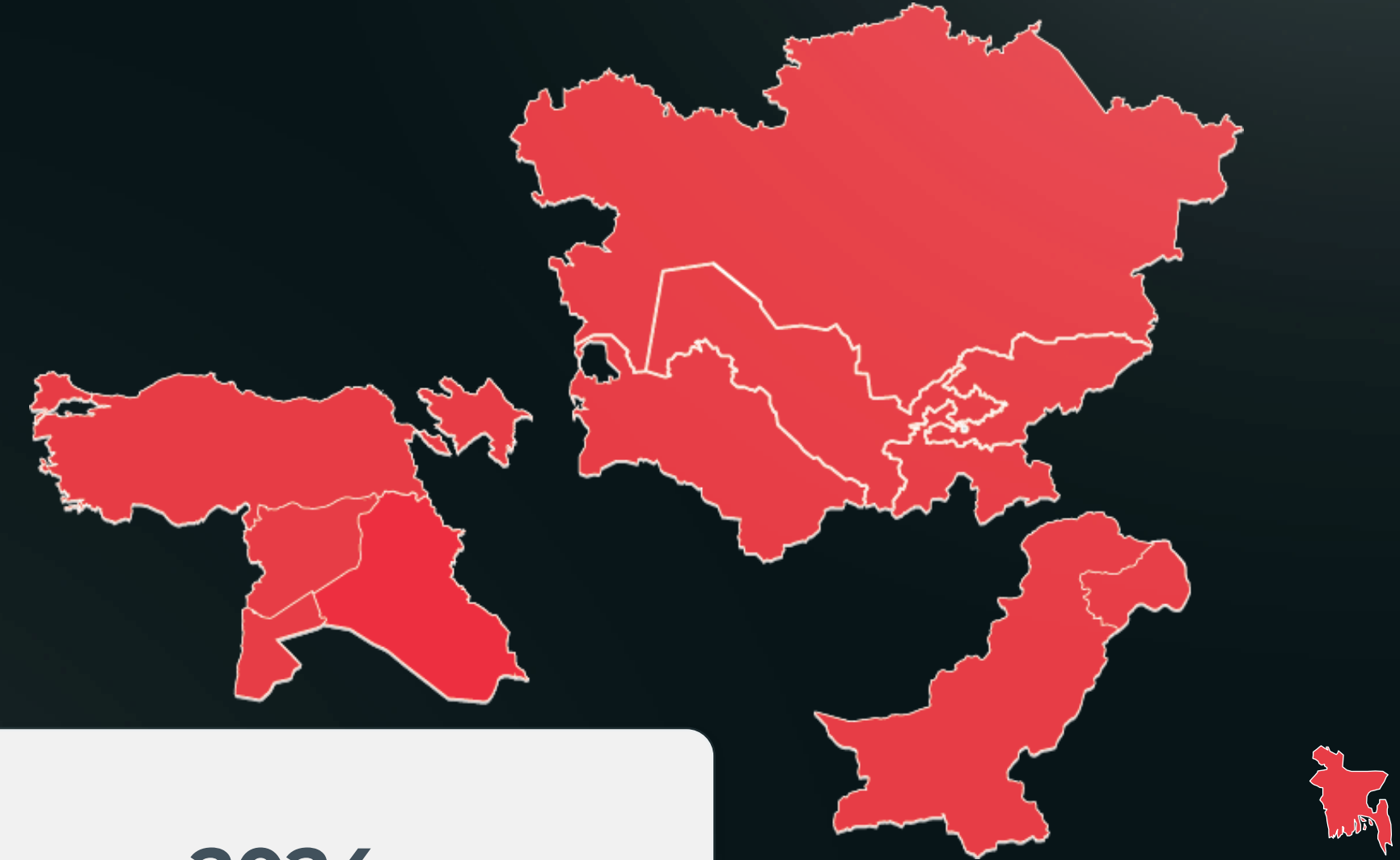


With a Successful Track Record to Become One of the Leading Bottlers



2023

Pakistan fully owned



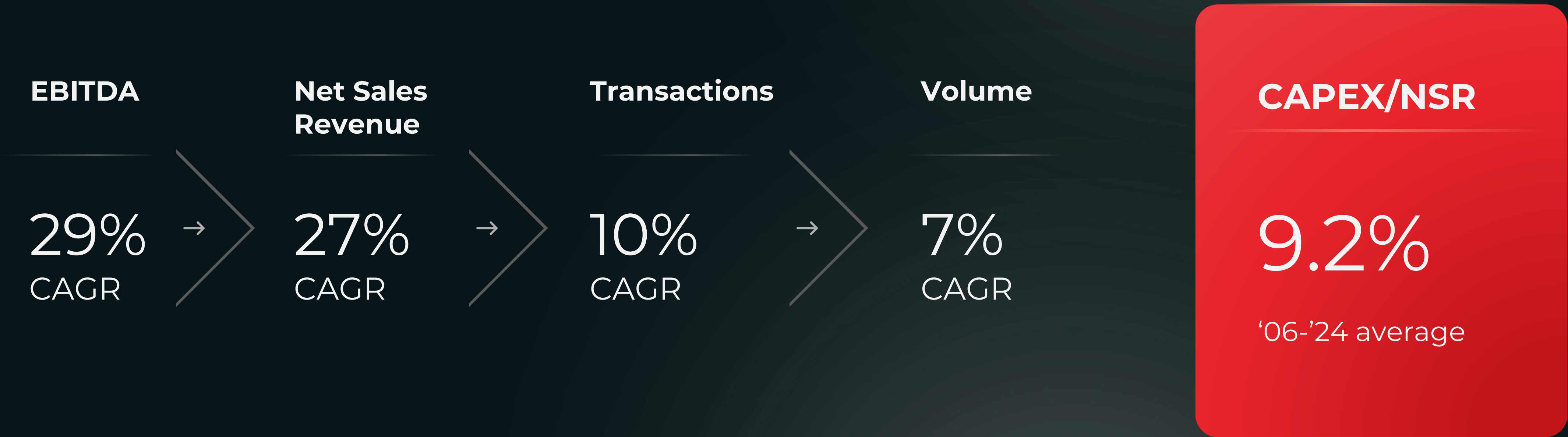
2024

Bangladesh

SIRKET - GRUPTIC - SAT ONLY

With a Successful Track Record to Become One of the Leading Bottlers

2006-2024 Evolution*



* Without TAS 29

We Believe in Who We Are and What We Do



**Part of Anadolu Group &
Strong Alignment With
The Coca-Cola Company**



**Vast Potential of
Our Markets**



**Winning Brand
Portfolio**



**Proven Track
Record**



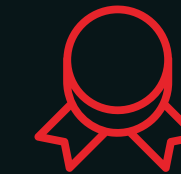
**Strategy, Execution,
People**



**Experienced
Teams**



**Disciplined Financial
Management**



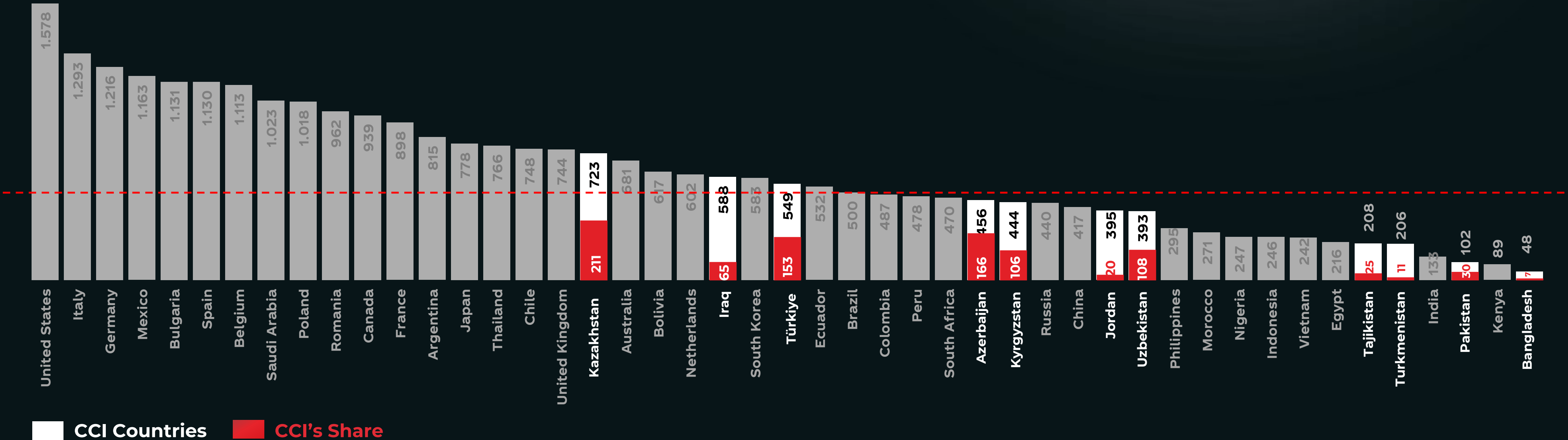
**Preparedness &
Resilience**

Our Markets Have a Low Penetration of Beverage Industry

CCI Average 374

DM Average 979

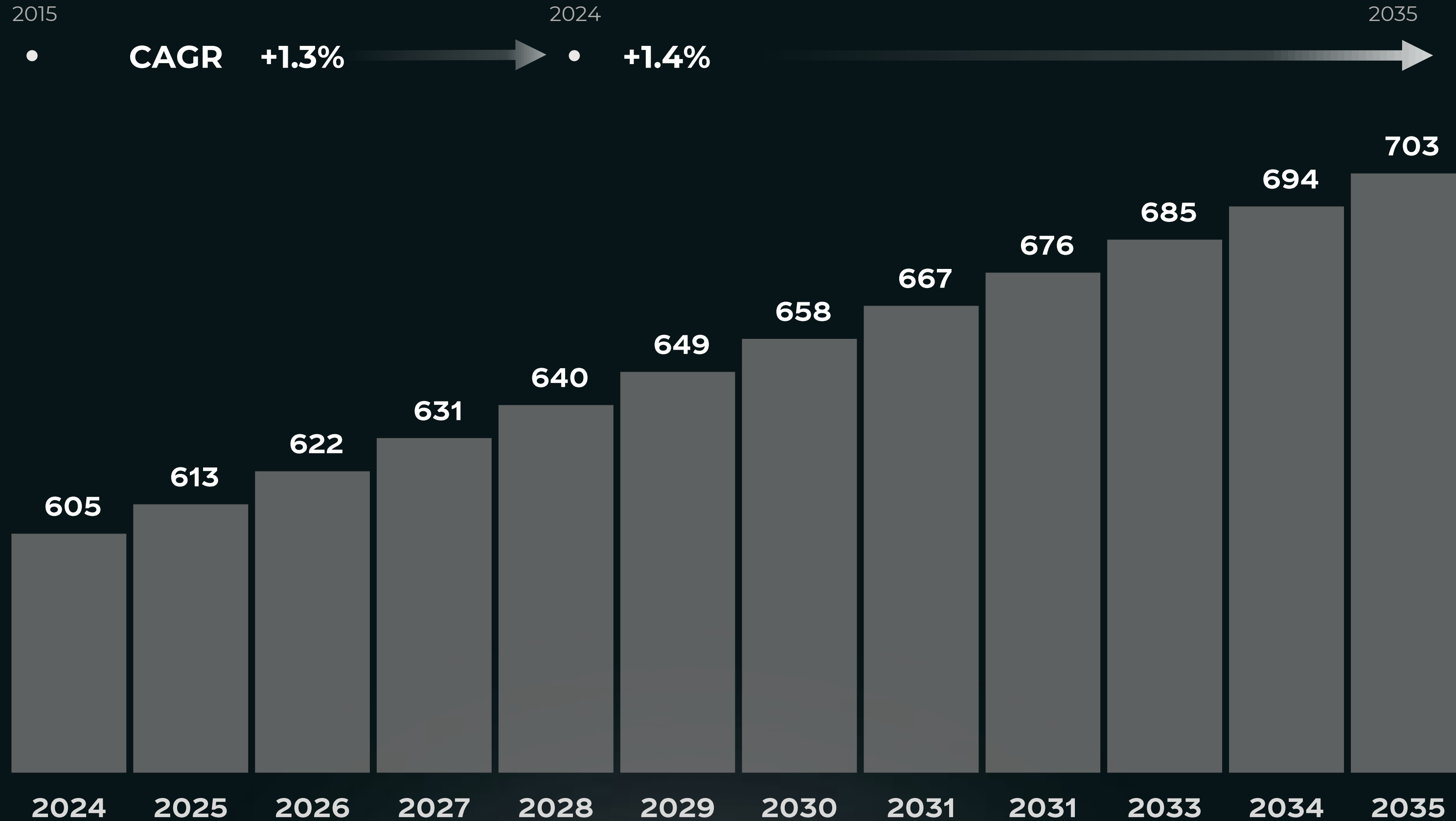
EM ex-CCI Average 507



CCI Countries CCI's Share

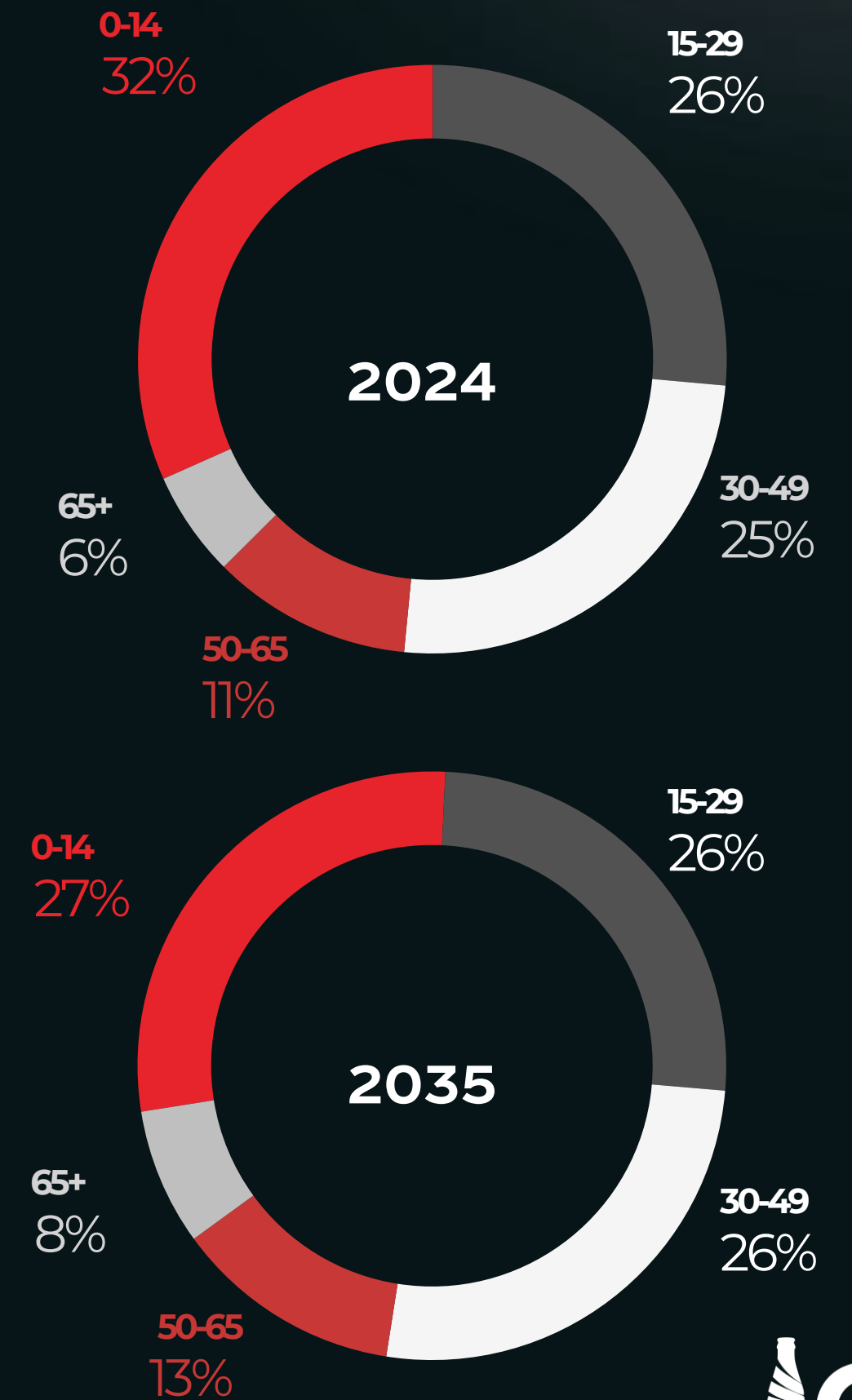
Source: GlobalData (Industry Estimates), 2024 Forecast; IHS Markit (Population); CCI Volume; All figures as of 2024
* NARTD includes Sparkling, Juices, Packaged Water, RTD/Iced Tea & Coffee, and Energy & Sports Drinks; Per cap per year in terms of number of 8-ounce servings

2035 Population Evolution - ~100 Million More People...



Source: UN data for CCI countries, BG is projected based on 55% of the population

Population Split Age Group Wise



Rising Wealth in Our Geographies

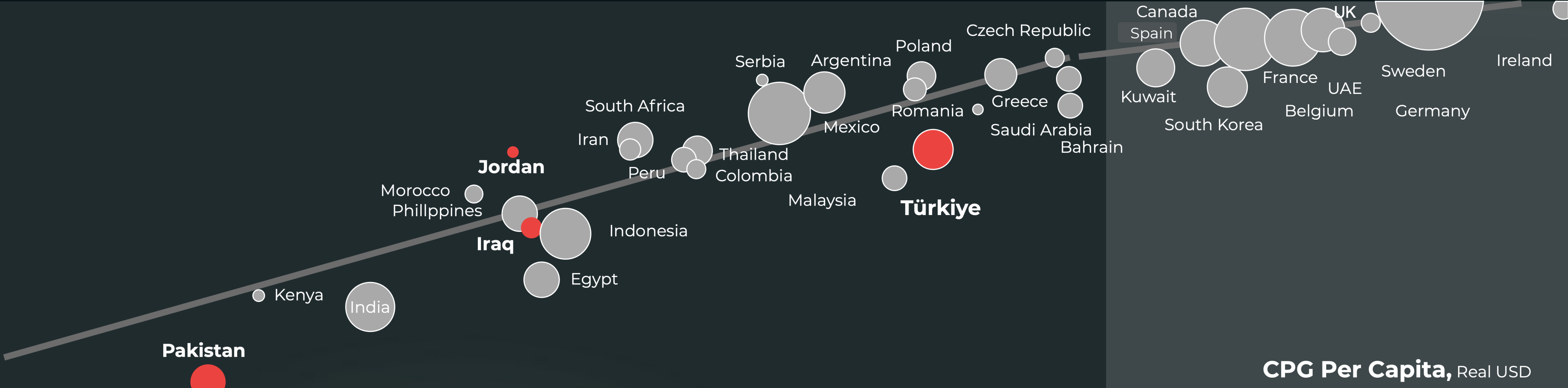
GDP Growth 4.5% > Population 1.4%
(CAGR 2035 vs 24)

Relevant Markets Total Consuming Population

CPG Sales Per Capita, Real USD²

Hot Zone

Chill-out Zone



Growth multiplier

1.1x

A 1% increase in GDP per capita results in 1.1% increase CPG spend for Hot Zone countries

CPG Sales growth contribution, 2023-27, %

83

Global GDP Share 2027, %

54

0.75x

A 1% increase in GDP per capita results in 0.75% increase CPG spend for Hot Zone countries

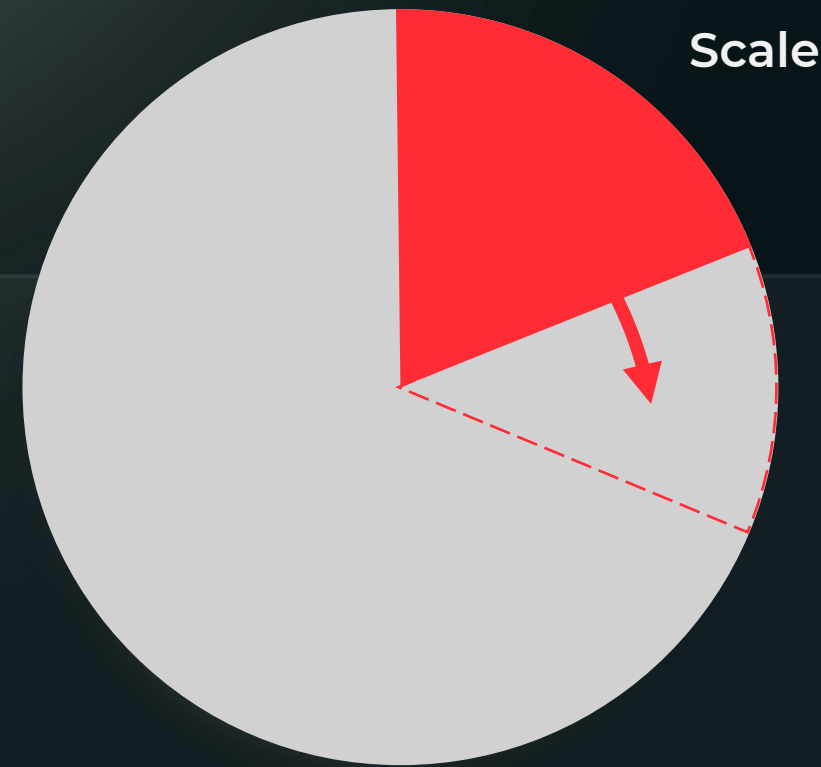
17

46

CPG Per Capita, Real USD

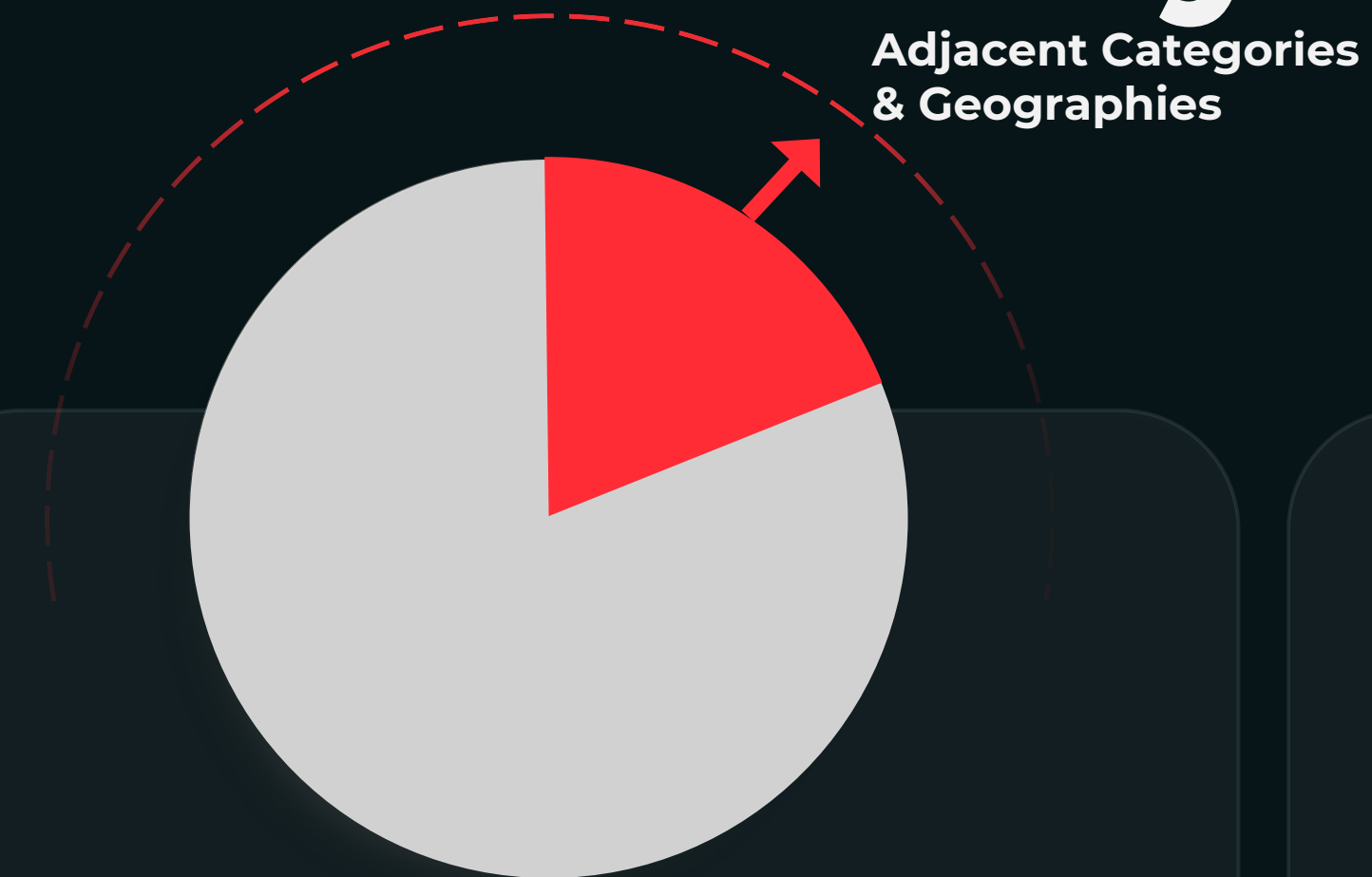
1. Analysis made up of ~60 countries representing top global economies of each region incl. APAC, Western Europe, Eastern Europe, North America, LatAm, Africa, and the Middle East
2. Forecast calculated using a blend of historical CPG share of Private Consumption and historical Private Consumption share of GDP
Note: The total market size of CPG sales through retail channels. CPG is the aggregation of all categories within Alcoholic Drinks, Beauty and Personal Care, Consumer Health, Cooking Ingredients and Meals, Dairy Products and Alternatives, Home Care, Hot Drinks, Pet Care, Snacks, Soft Drinks, Staple Foods, Tissue and Hygiene.

Where to Play



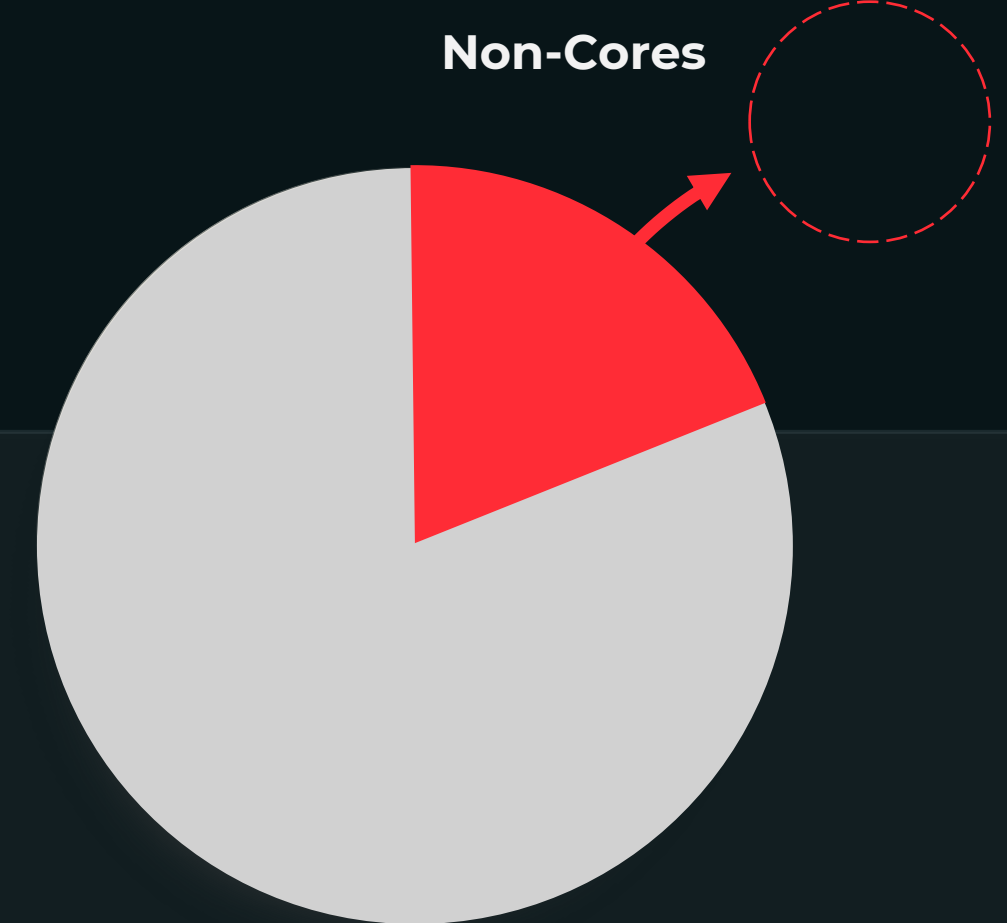
Grow the Core

- Accelerate Quality Growth
- Be the Best in FMCG Execution
- Win with our People
- Digital for Leadership
- Win with Stakeholders



Expand

- Geographic Expansion
- Launching New Categories in Commercial Beverages



New Businesses

- eB2B Multi-Category Platform
- Offer enhanced distribution services to external partners

STRATEGIC PRIORITIES TO GROW THE CORE



Accelerate Quality Growth

Recruitment

Winning Across Channels

Portfolio Optimization to
Drive Revenue Growth
Management



Be the Best in FMCG Execution

End-to-End Autonomous
Supply Chain Management

Adaptive Supply Network



Win with our People

Develop Future-Fit
Competencies

Personalized and
Purposeful Development



Digital for Leadership

Commercial and
Operational Data and
Insights

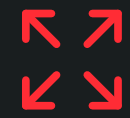


Win with Stakeholders

Conduct a Life Cycle
Assessment for each SKU

Leverage AI for
Sustainability Processes

STRATEGIC PRIORITIES TO EXPAND



Expansion

Geographic Expansion

Launching New Categories in Commercial Beverages

STRATEGIC PRIORITIES TO NEW BUSINESSES



New Businesses

eB2B Multi-Category Platform

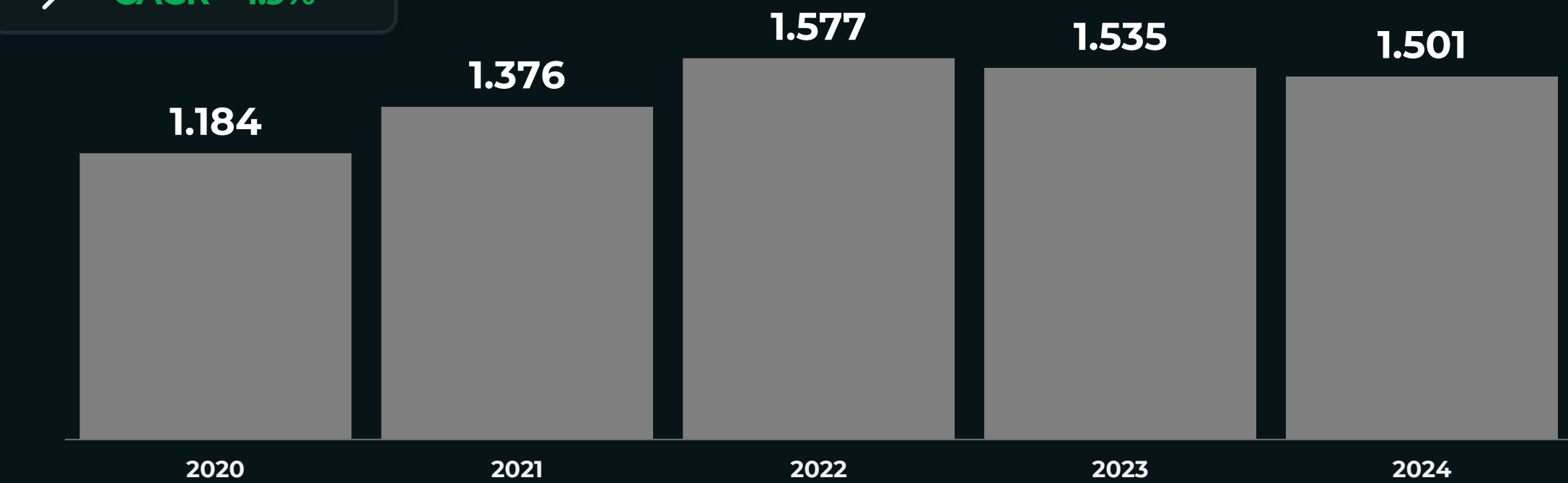
Offer enhanced distribution services to external partners

Consistent Top Line Growth with Improving Profitability and Positive Cash Generation Amidst Continued Strategic Investments

Evolution of Growth, Efficiency and Reinvestment

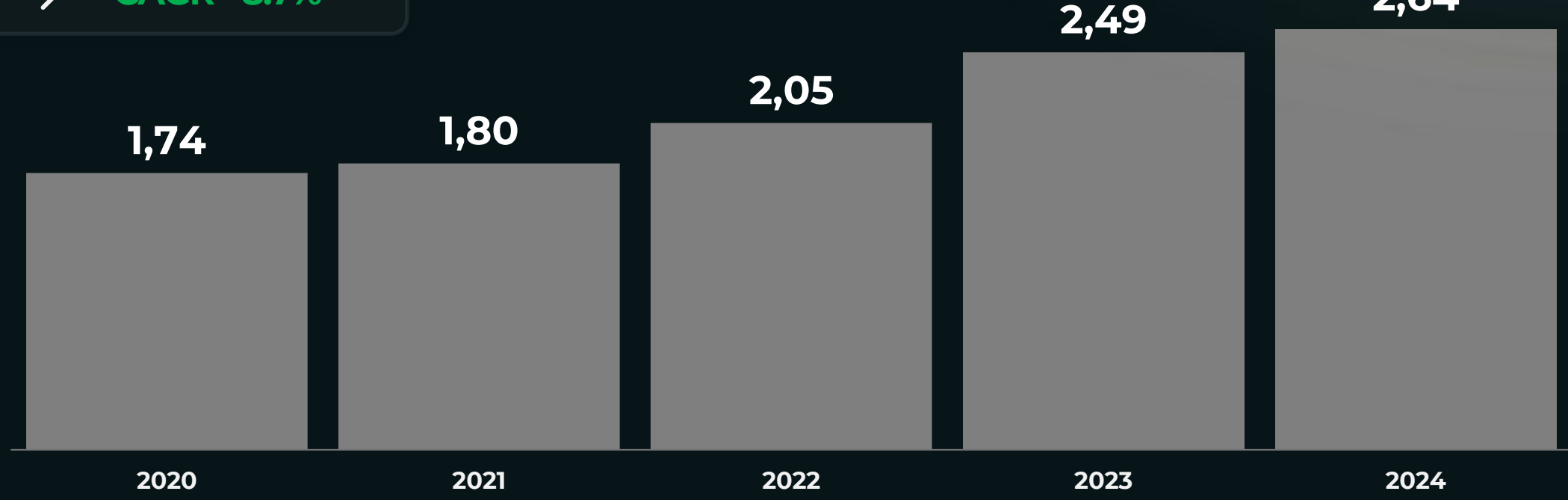
Volume (mn UC)

→ CAGR +4.9%



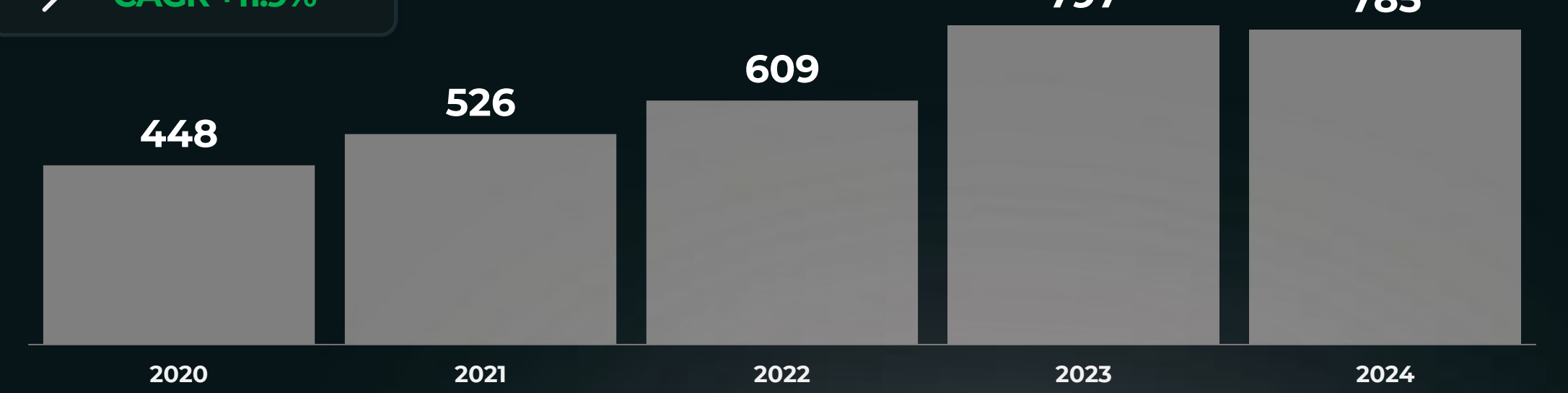
NSR/uc (USD)

→ CAGR +8.7%



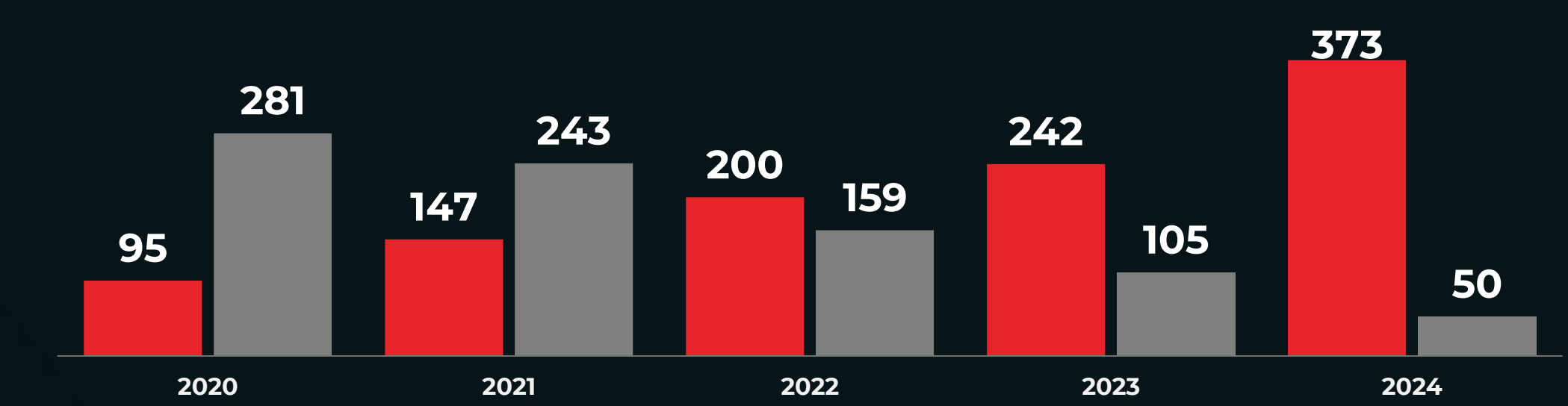
EBITDA (mn USD)

→ CAGR +11.9%



CAPEX and FCF (mn USD)

■ CAPEX ■ FCF



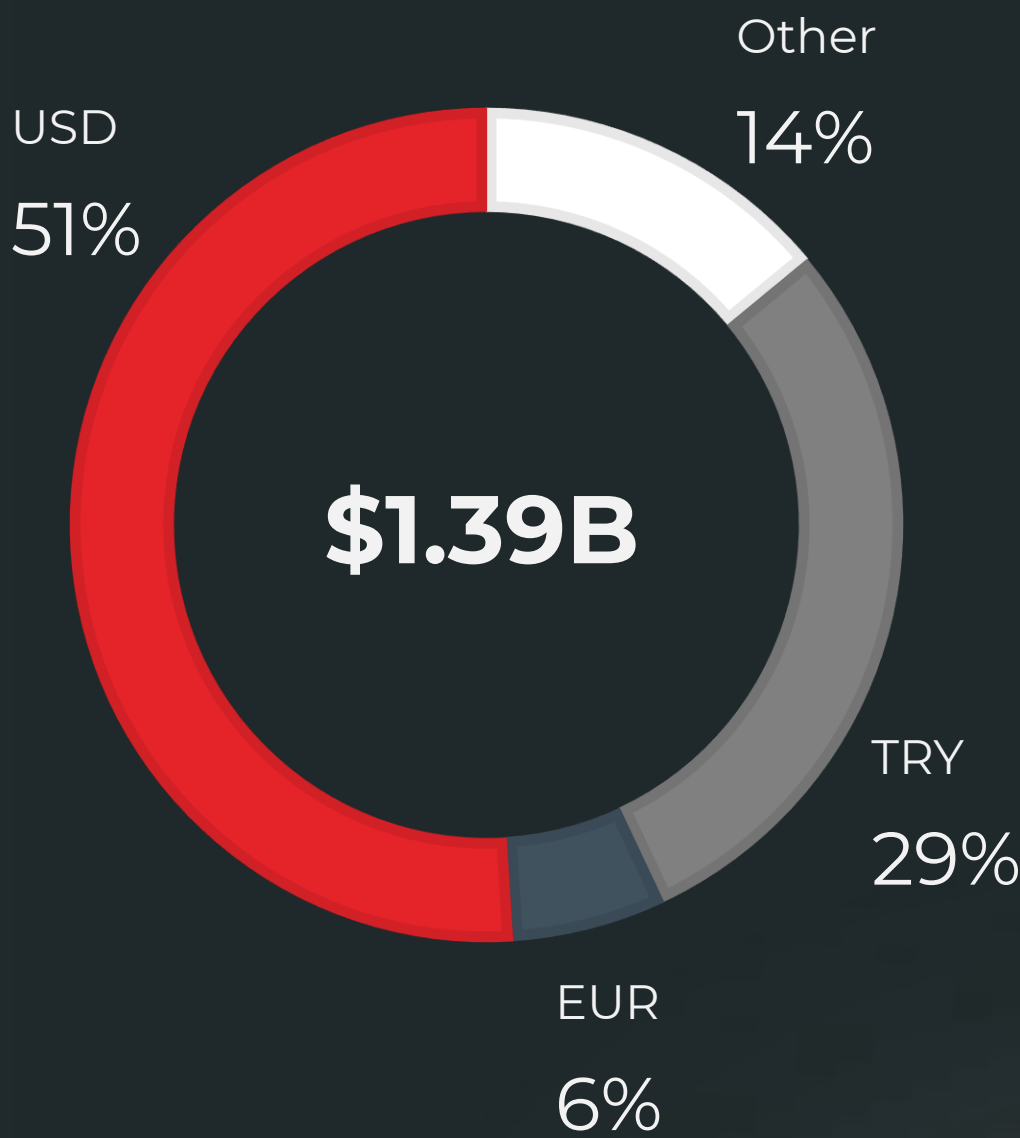
*Financials are without TAS 29

Disciplined Financial Management

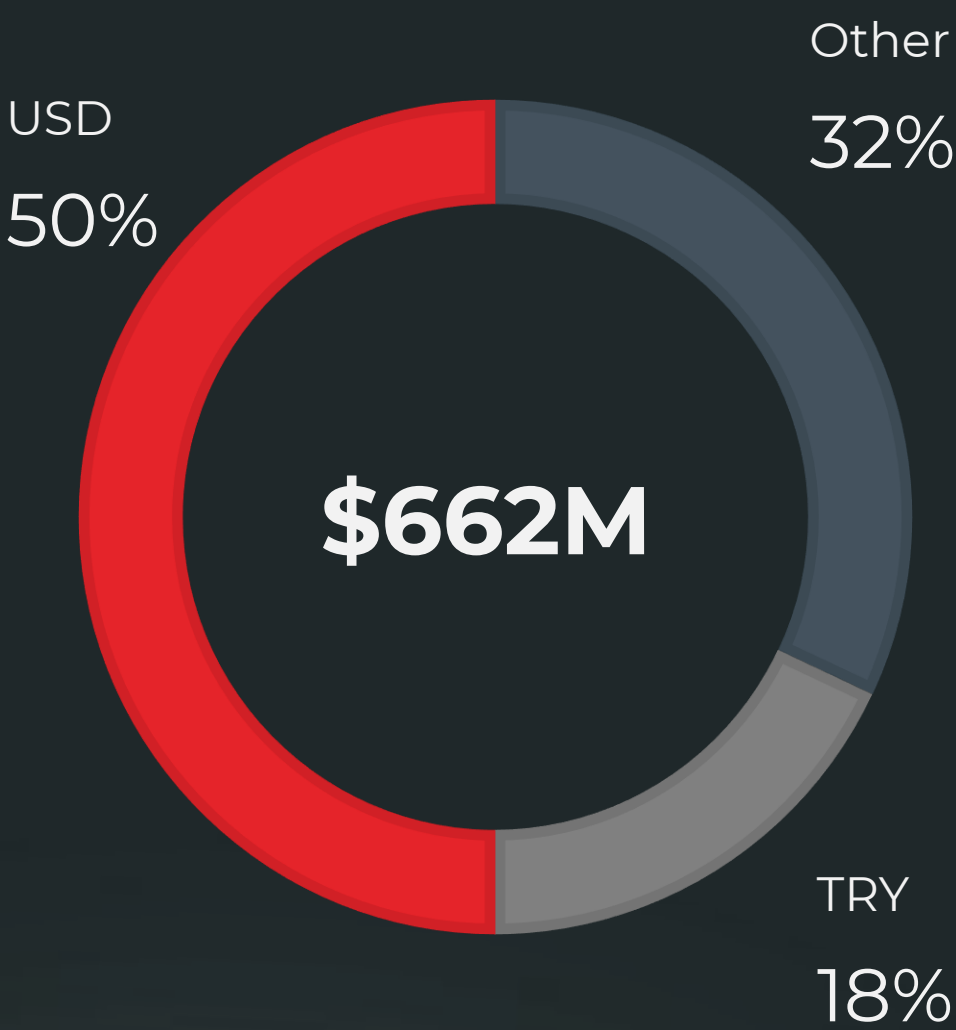
Low leverage and strong liquidity maintained

Debt & Cash Composition

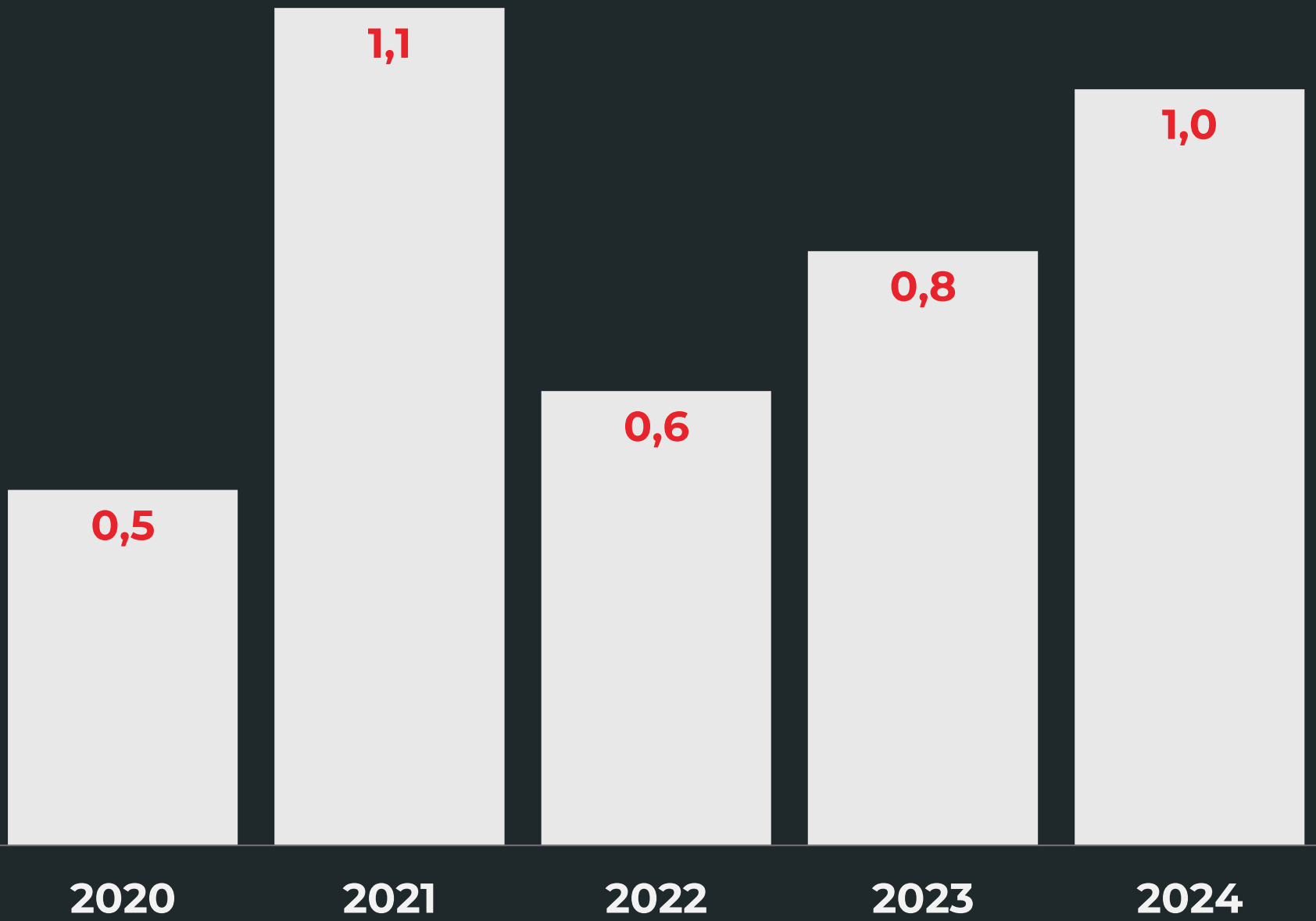
Gross Debt



Cash



Net Debt/EBITDA



Our Vision and Values

To be the best FMCG company across our markets



Passion

We put our hearts and minds into what we do.



Accountability

We act with a high sense of responsibility and hold ourselves accountable.



Teamwork

We collaborate for our collective success..



Integrity

We are open, honest, ethical and we trust and respect each other.

The Decade Ahead



Our geography will add 100 Million people and purchasing power will increase until 2035



Affordability, premiumization and convenience will drive consumer preferences



Organized trade and digital channel will gain momentum vs traditional trade while on-premise will offer indulgence



We will develop capabilities required and continue to invest in people



We aspire to deliver organic quality growth and value



Digitization and AI to drive business outcomes and improve customer satisfaction:

- Expanding eB2B platform CCINext to accelerate growth and value
- Implementing AI-enabled end-to-end planning tool to improve forecast accuracy, reduce 'out of stock' (OOS) and increase 'on time in full' (OTIF)



We plan to continue to invest mid to high single digit of NSR as capex over the next 10 years



In line with our historical growth strategy, we continue to explore opportunities to expand into new geographies through well-assessed and strategic acquisitions



Strong commitment to the highest standards of corporate governance



Thank You

