ebebek

Investor Presentation

Turkiye’s leading baby and toddler goods retailer

Q2'26

Speakers

Can Karadeniz

General Manager

Tolga Koyuncu

Financial and Administrative Affairs Director

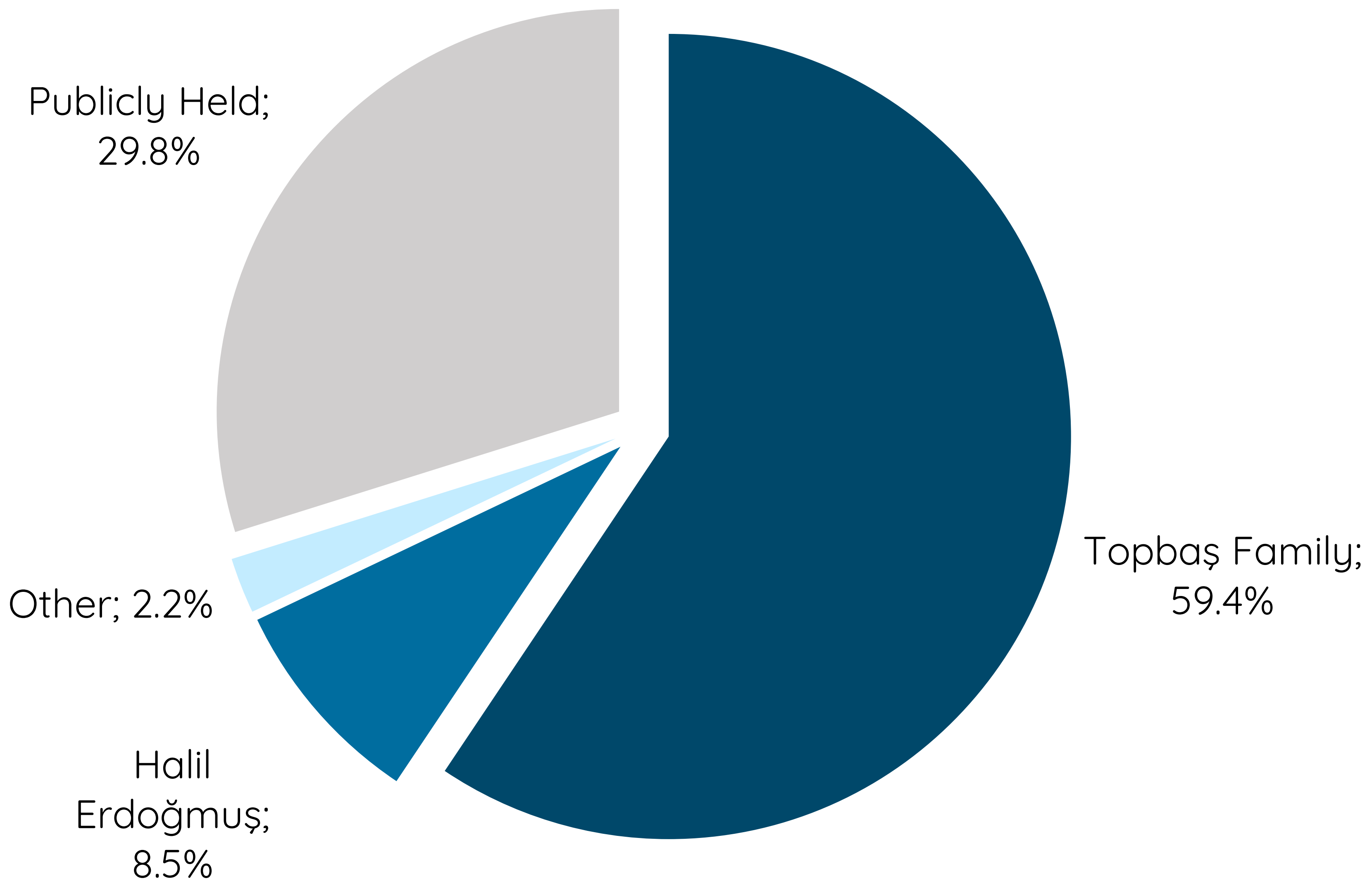
Pınar Topsakal Eşici

Planning, Analysis and Investor Relations Director

ebebek at a Glance

- One-stop shop catering to the needs of mothers and babies from the prenatal period up to the age of four.
- Borsa Istanbul Star Market / EBEBK

Paid-in Capital	Authorised Capital
160 milllion TL	205 milllion TL



The shareholding structure shown in the chart excludes any acquisitions of publicly traded shares made by shareholders on the open market.

Units Sold (Türkiye) Q2'26	*Consolidated Q2'26 Net Sales	*Consolidated EBITDA Q2'26
31.7 million	9.3 billion TL	1.3 billion TL

Visitors to Stores (Türkiye) Q2'26	ebebek.com Visits Q2'26	30.06.26 Group Headcount
14.9 million	33.5 million	5,144

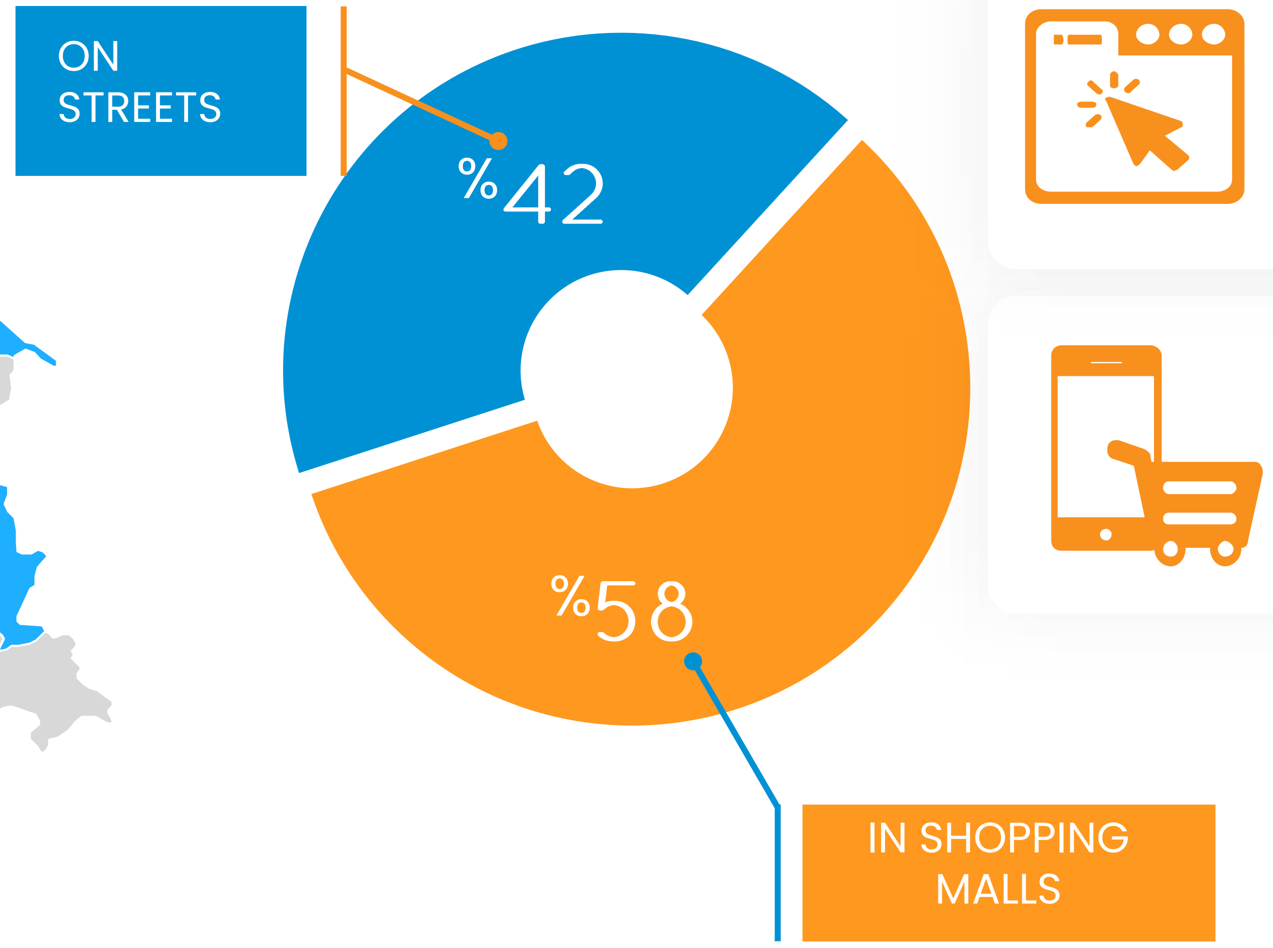
Q2 '25-26 Growth*

UNITS SOLD (TÜRKİYE)	CONSOLIDATED NET SALES	CONSOLIDATED EBITDA
%20.6	%16.9	– %8.5

*Data based on IAS 29 Financial Reporting in Hyperinflationary Economies

Omnichannel management designed to align with customer shopping preferences through integrated channels

STORES - Key locations 311 physical stores



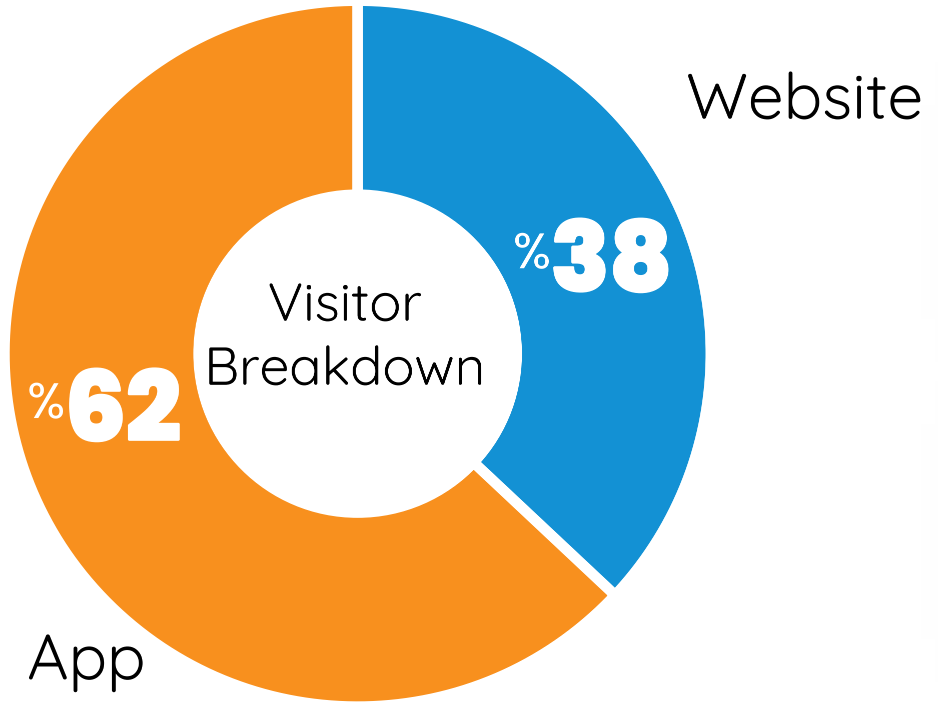
≈ 4.9 million
average monthly visitors

≈ %41
conversion rate

%85
6M Türkiye revenue share

%59
6M'25/26 revenue growth

ebebek.com



≈12.4 milyon
average monthly visits

≈ %1.4
conversion rate

%12
6M Turkiye revenue share

%60
6M'25/26 revenue growth

Marketplace

Partnerships

hepsiburada

pazarama

trendyol

%3
6M Türkiye revenue share

%11
6M'25/26 revenue growth

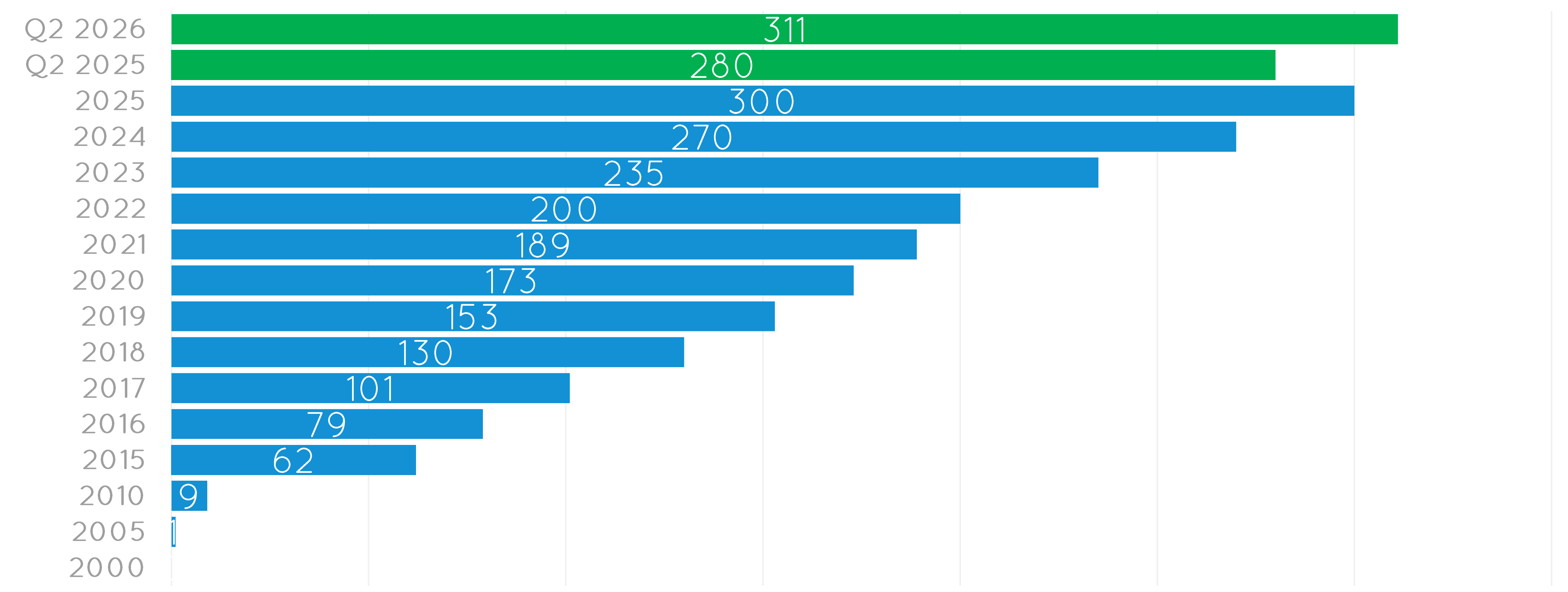
- Expansion of product diversity and enhancements in inventory management
- Research Online Purchase Offline (ROPO)
- Buy Online Pick Up/Exchange/Return in Store (BORIS)

*Source: Company Management Reports, 2026 6M. Nominal values used. Only Turkiye data is presented on this page.

ebebek's Journey

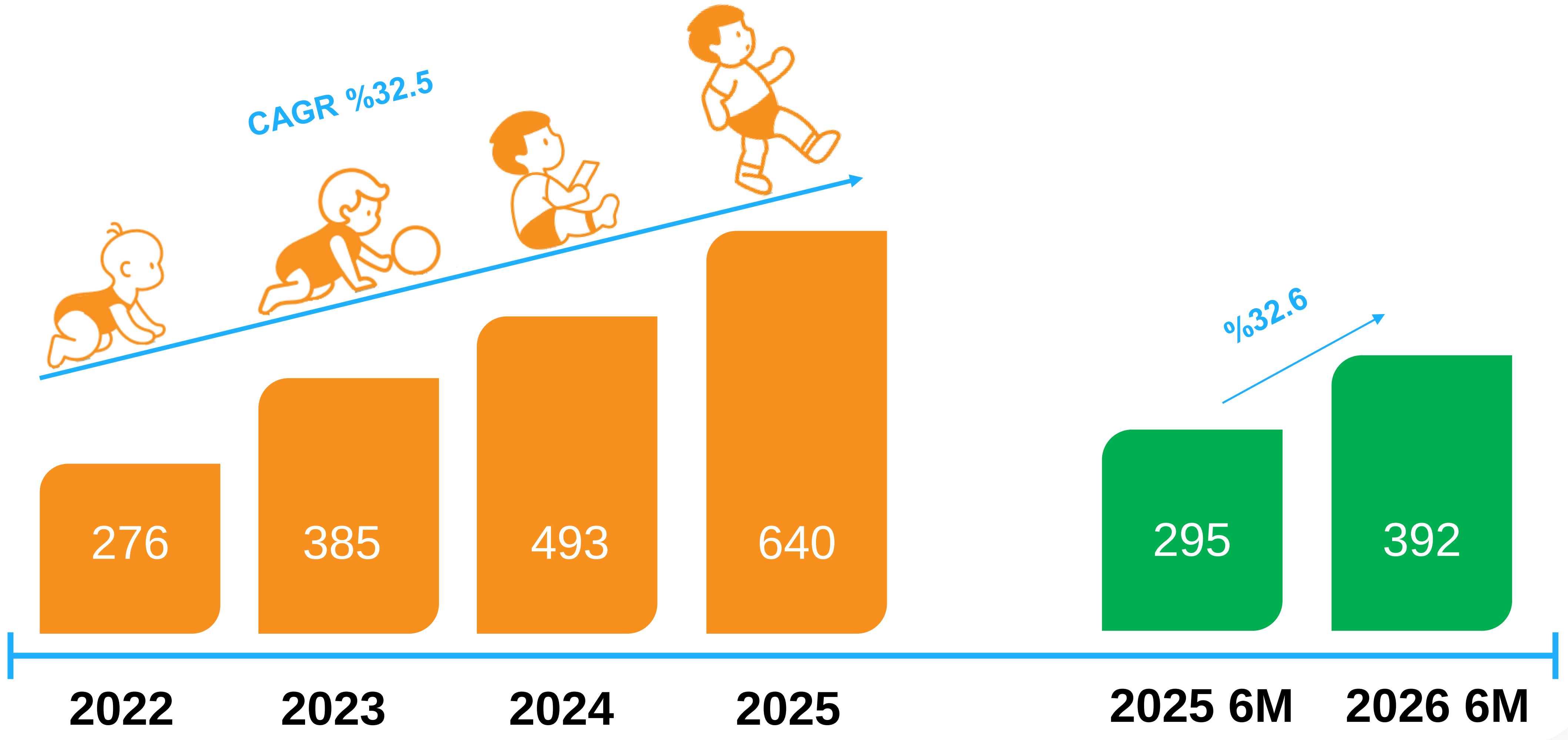
- **2000** – Enucuz Pazarlama / www.bebek.com
- **2001** – www.ebebek.com
- **2003** – First physical store - Kızıltoprak
- **2007** – Biggest Babycare Retail Store - Istanbul Camlica
- **2011** – Partnership with Topbaş Family
- **2015** – Acquisition of Hello Baby
- **2017** – 100th Physical Store - Carousel Mall
- **2020** – Move to the Gebze Güzeller OSB Distribution Center
- **2021** – Closure of the Textile 3PL Warehouse and Relocation of Operations to the Gebze Distribution Center
- **2022** – ebebek.co.uk / 200th Physical Store in Türkiye
- **2023** – Record-breaking demand for IPO. 7.7 times of issued amount (7 Sep 2023)
- **2024** – First Physical Store in the UK - Lakeside
- **2025** – Second and Third Physical Store in the UK – Greenwich and The Mall Wood Green, First Physical Store in Northern Iraq - Erbil
- **2025** – Closure of Ankara Netlog Warehouse / Opening of Uşak Beylerhan Distribution Center

Turkiye Store Count



Our company operates 3 physical stores in the United Kingdom and 1 in Northern Iraq.

*Consolidated Net Sales (million USD)



*Currency conversions at average CBRT rates.

Why ebebek?

A high-volume. growing market supported by favorable demographic characteristics

Increasing sales volume driven by ebebek's strong and unique position in competitive landscape and expanding product range

A high market share in categories by offering high-quality. affordable products

A well-developed **IT Infrastructure** that facilitates continous monitoring and detailed KPI analysis

continued **strong financial performance** despite challenging retail environment

Important factors that will ensure future growth

ebebek

Why ebebek?

A high-volume growing market supported by favorable demographic characteristics

Supported by favorable demographics
a large and growing market

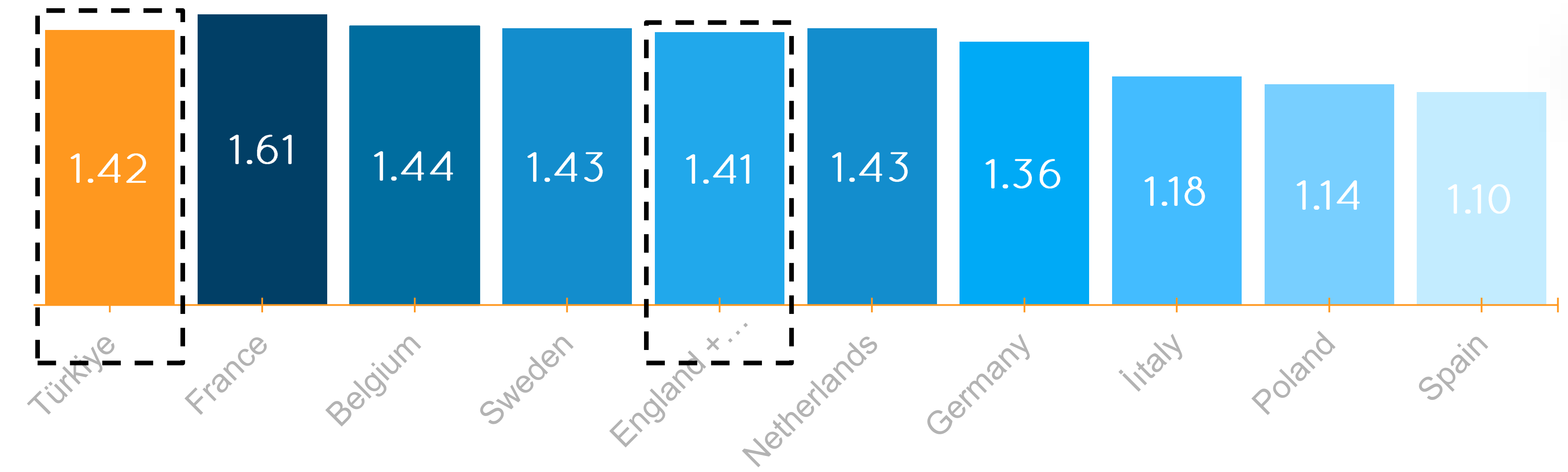
4.9 million 0-59 months population

Of Türkiye Population **%5.6**

86 million

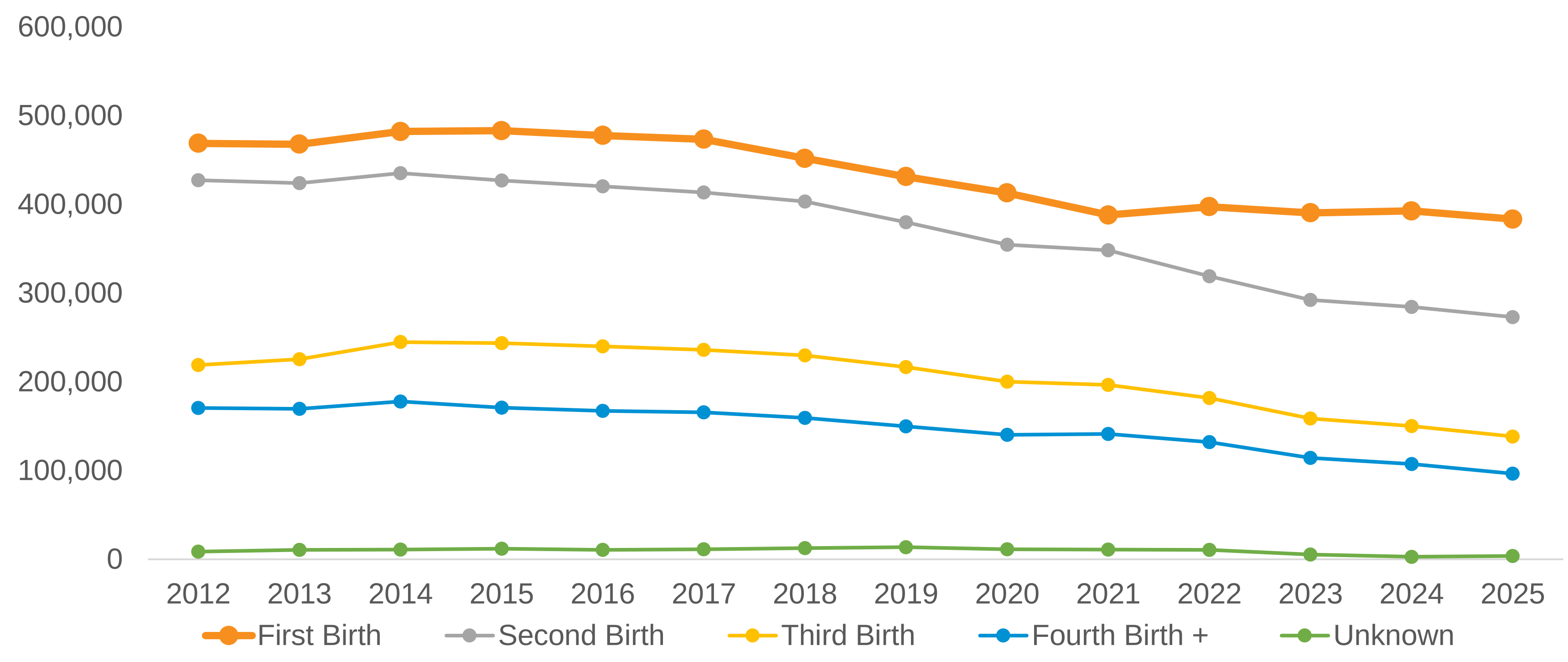
Approximately 900 thousand babies are born in Turkiye each year.

Fertility Rate (Births per Woman)



Source: TÜİK, Eurostat Database, 2024. Türkiye data is for 2025.

Birth Numbers Based on Birth Order

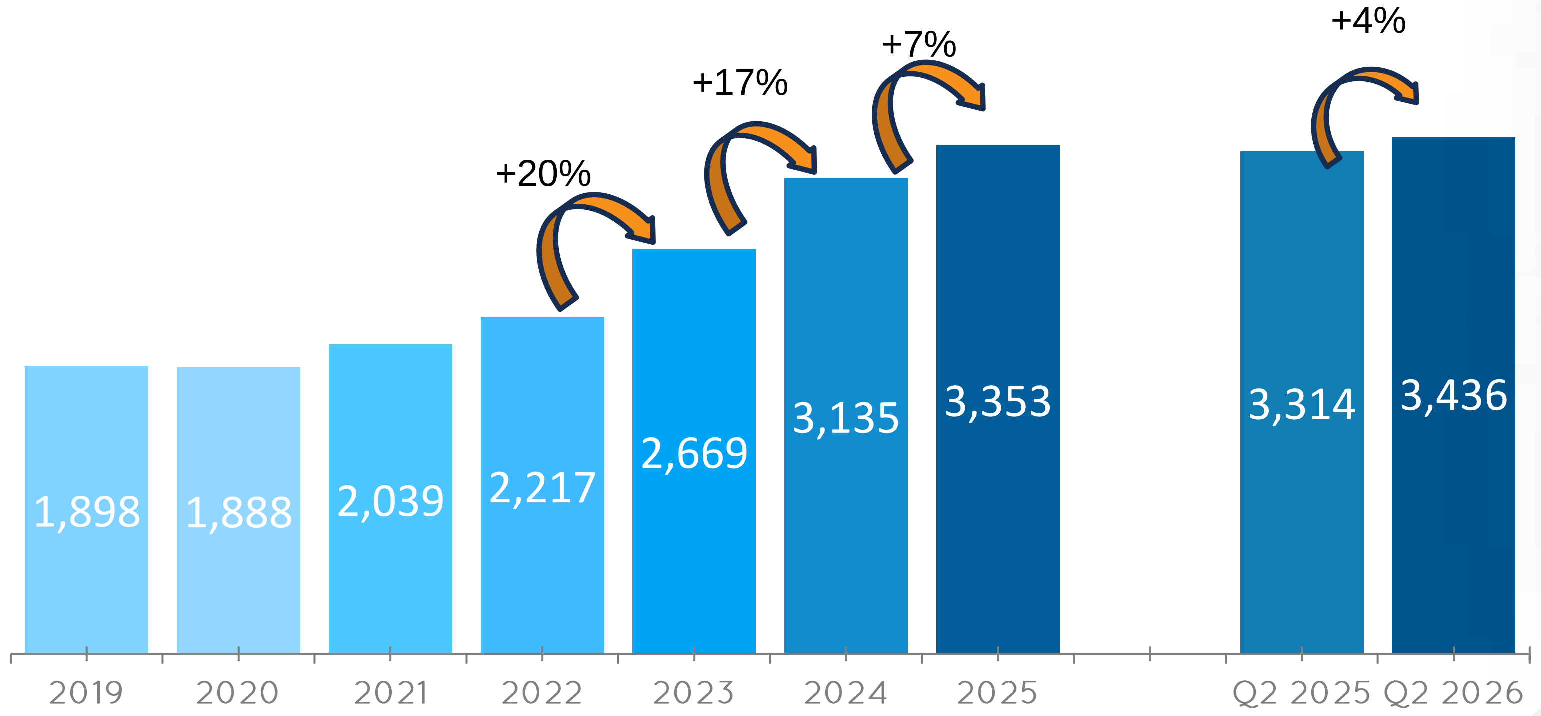


Source: TÜİK, Birth Statistics, 2025.

Source: TÜİK, Birth Statistics, 2025 & Eurostat Database, 2024.

ebebek Annual Active Customer Growth
Members who made at least 1 purchase in the last year

Active Member Count (in thousands)



Favorable demographics: Young population, high birth rate

Delayed family planning: Higher disposable income due to later family formation

Growing Market: Acceleration of growth in the baby products sector

Urbanization is driving an increased demand for convenient baby products

Busy Parents prioritize practical and safe products

Expanded distribution channels enhance accessibility and support market growth

Expenditure on baby products is priority for families. which ensures greater resilience during crises

Why ebebek?

growth in sales volume driven by ebebek's strong and unique position in competitive landscape and expanding SKU range

Enabling strategic positioning across categories

unique one-stop shopping experience

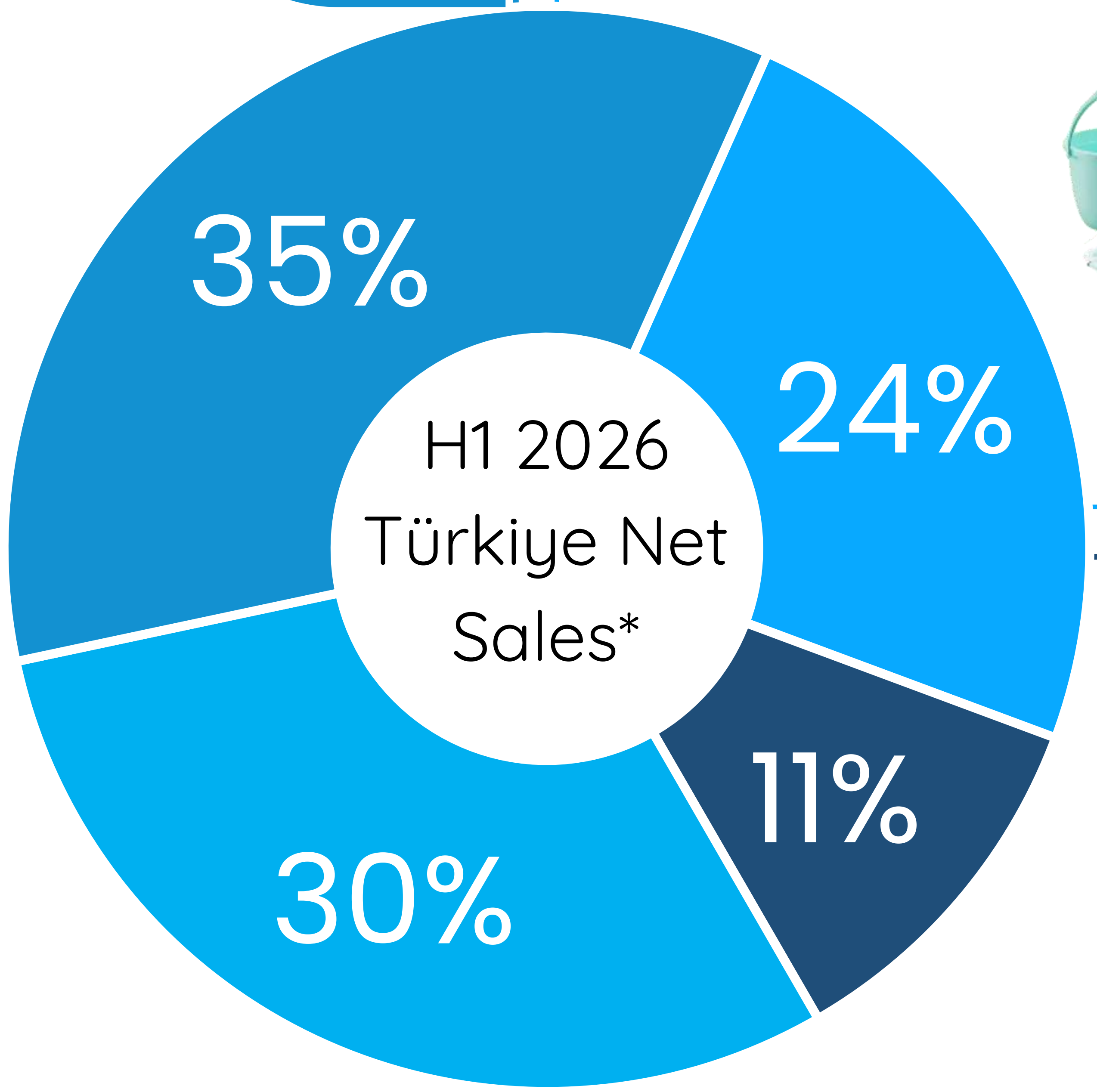
Fast Moving Consumer Products

+% 33 units growth *

Recurring and traffic-generating consumption

- Acts like a food retailer
- Focuses on product availability and pricing

Baby diaper | Baby formula | Wet Wipes | Baby skincare products | Baby Detergent | Baby Drinks



Complementary Products

+%12 units growth *

A platform enabling one-stop sales

- Acts like a specialized retailer
- Focuses on trusted expertise

Baby Bath Products | Breast Pump | Bottles | Baby Health Products | Pacifiers | Toys

Textile Products

High Gross Margin

Enhancing high quality for parents and profitability for ebebek

- Acts like an apparel retailer
- Quality products that provide value for your money. especially in essential items

Baby Textile | NewBorn Baby Textile | Pregnant Textile | Baby Shoes | BabyCare Bag | Accessories

+%16 units growth *

Bebek araç & gereçleri

Güvene dayalı pazar uzmanı

- Özel ürünler satan perakendeci gibi davranır
- Mağaza içi deneyim ve çeşitliliğe odaklı

Baby Stroller | Baby Stroller Accessories | Swings / Rockers | Baby Walkers | High Chairs | Baby Monitors

+%12 units growth *

*Source: Company management reports. Unit growth for 6M 2025 – 6M 2026 periods.

Why ebebek?

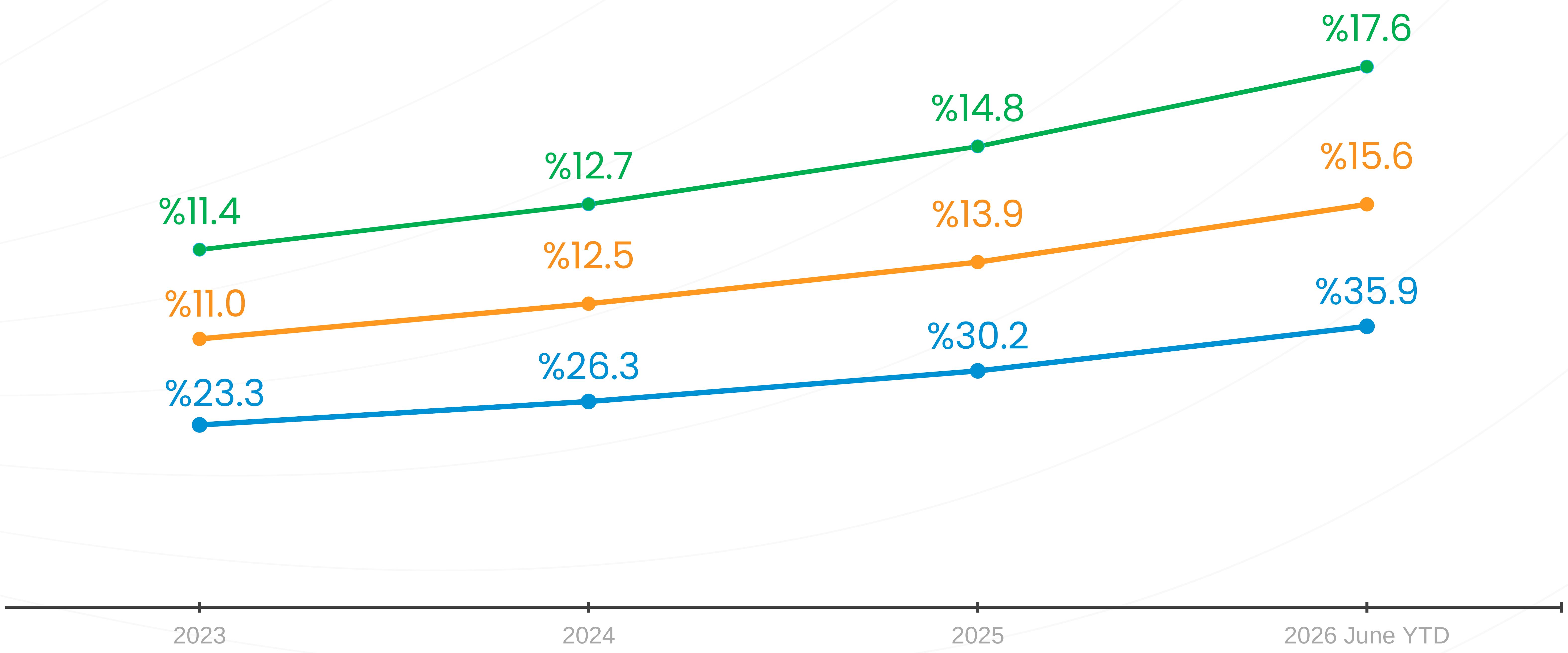
Achieving remarkable success in capturing a dominant market share across key categories while delivering top-quality competitively priced products

Achieving remarkable success in **capturing a dominant market share across key categories** while delivering top-quality.

Market Shares (TL)

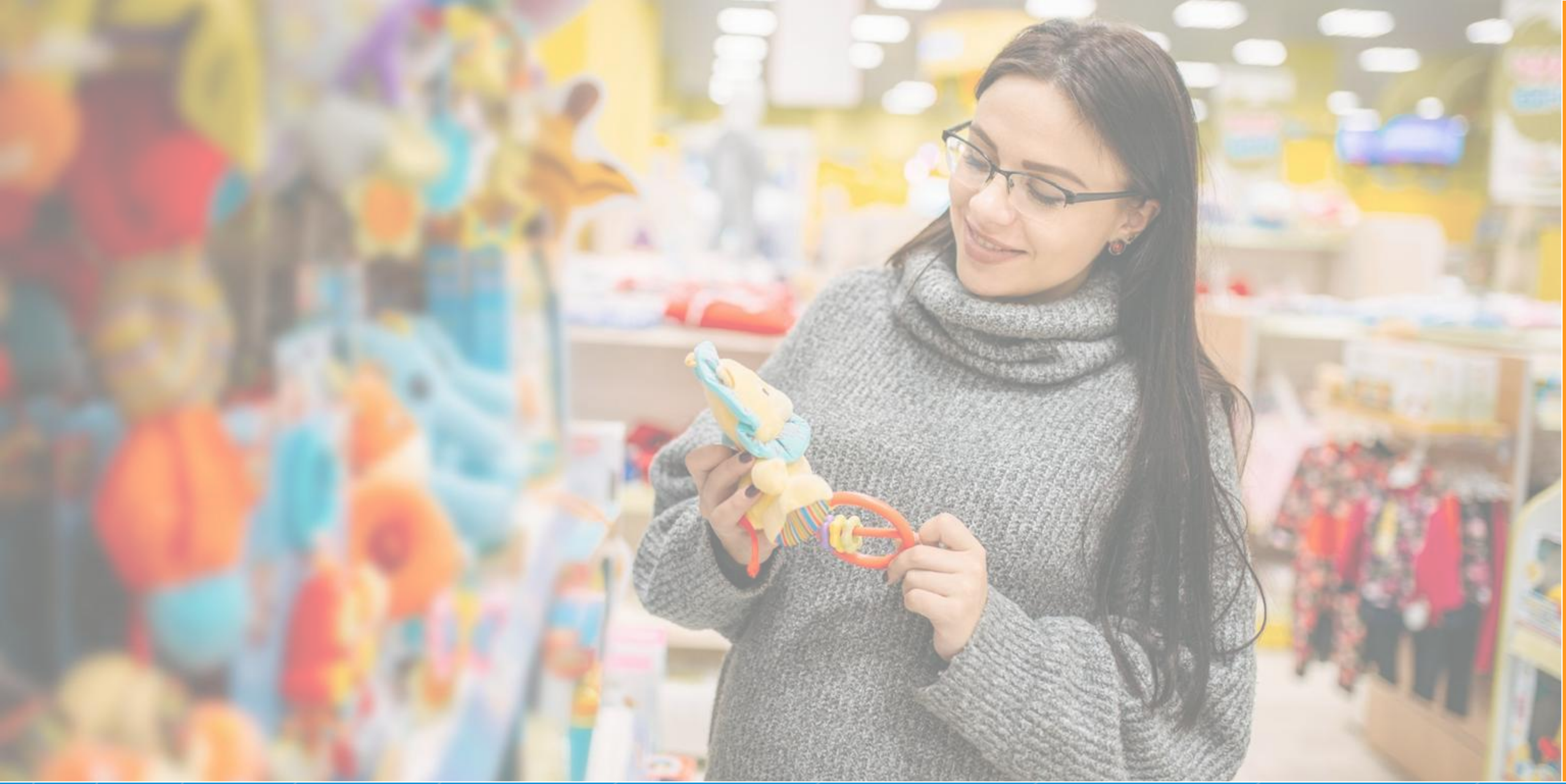
ebebek Store Baby FMCG Market

ebebek Store Baby Diaper



ebebek Store Baby Bottle Formula

The Nielsen panel covers market chains, baby store chains, pharmacies, grocery stores, local markets, and the online sales channels of these retailers, where applicable. Pure-play online retailers are not included in the specified market.
Nielsen data contributors, including sales channels and/or brands, may change over time; therefore, historical data may be subject to revisions.



Why ebebek?

A well-developed IT infrastructure enabling continuous monitoring and in-depth KPI analysis

A well-developed IT infrastructure enabling continuous monitoring and in-depth KPI analysis

E-Commerce

- Multi-Channel Platforms
- Mobile App and Mobile Website

Infrastructure Services

- Data Center (Core Operations & Disaster Recovery)
- Database Management
- Monitoring. Backup. and Replication Services

Business Services

- Application Integrations
- B2B. Web and Mobile Applications

Information Security

- Access and Identity Management
- Security Monitoring and Response

Business Intelligence

- Data Repository
- Reporting and Analytics Services
- Big Data Platform

Service Desk

- Incident Management
- Meeting the demands of the entire ecosystem through defined Service Level Agreements

Latest Developments

Transition to offline cash registry system

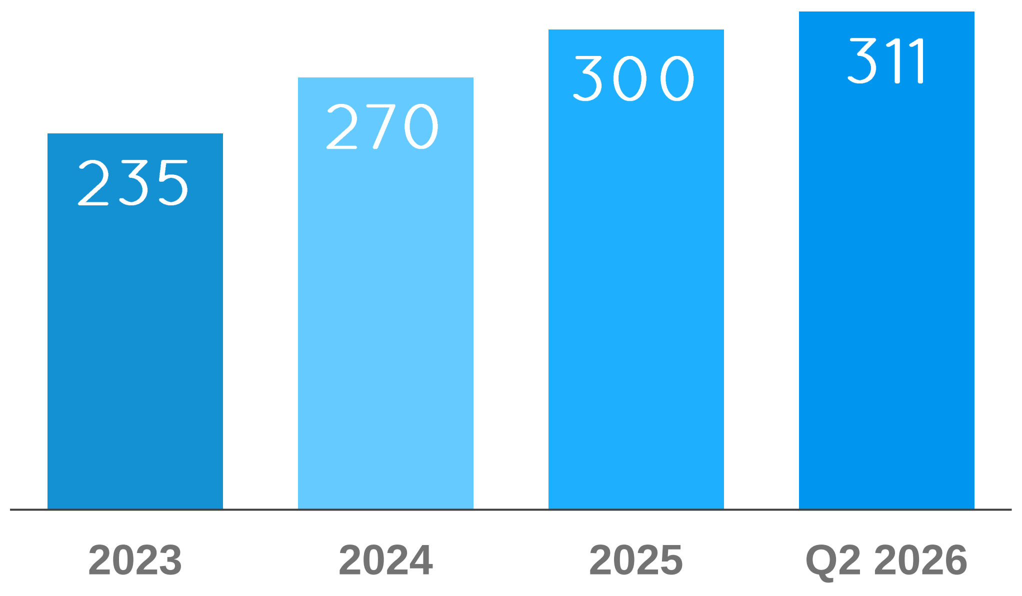
SAP RISE

Why ebebek?

Strong financial performance continuing despite a challenging retail environment

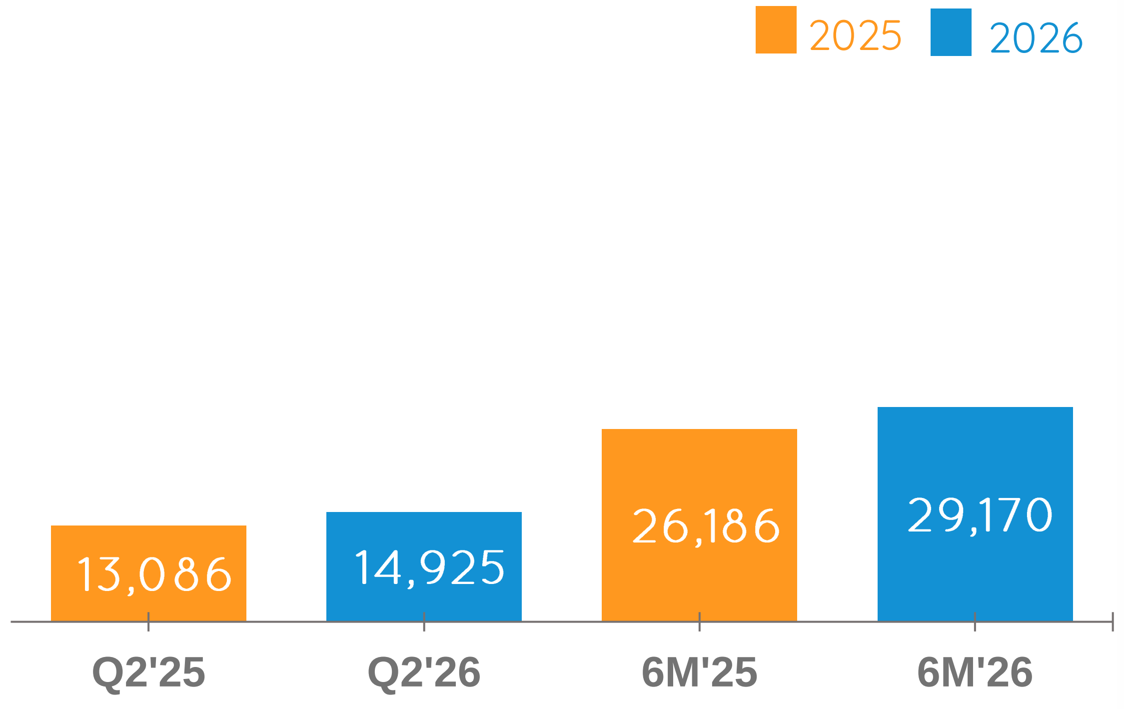
Q2/6A 2026 Overview of Turkiye Operations

Number of Stores
As of Period-End



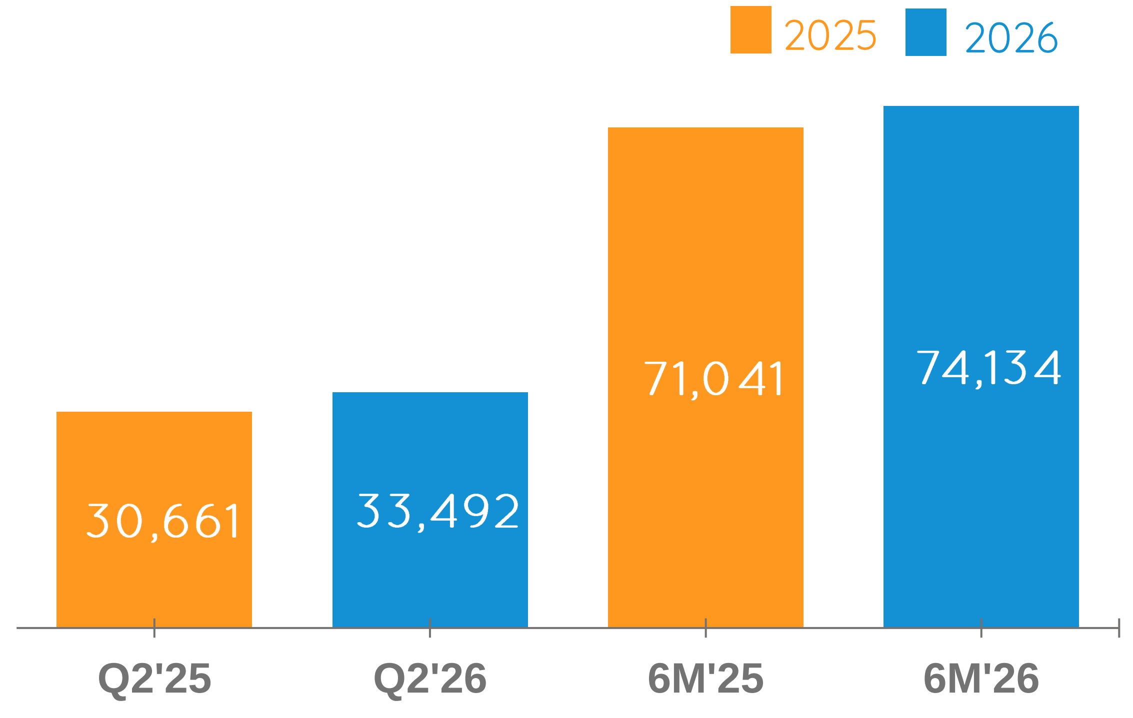
In Q2 2026, a total of 7 stores were opened and 1 store was closed.

Number of Store Visitors
(in thousands)



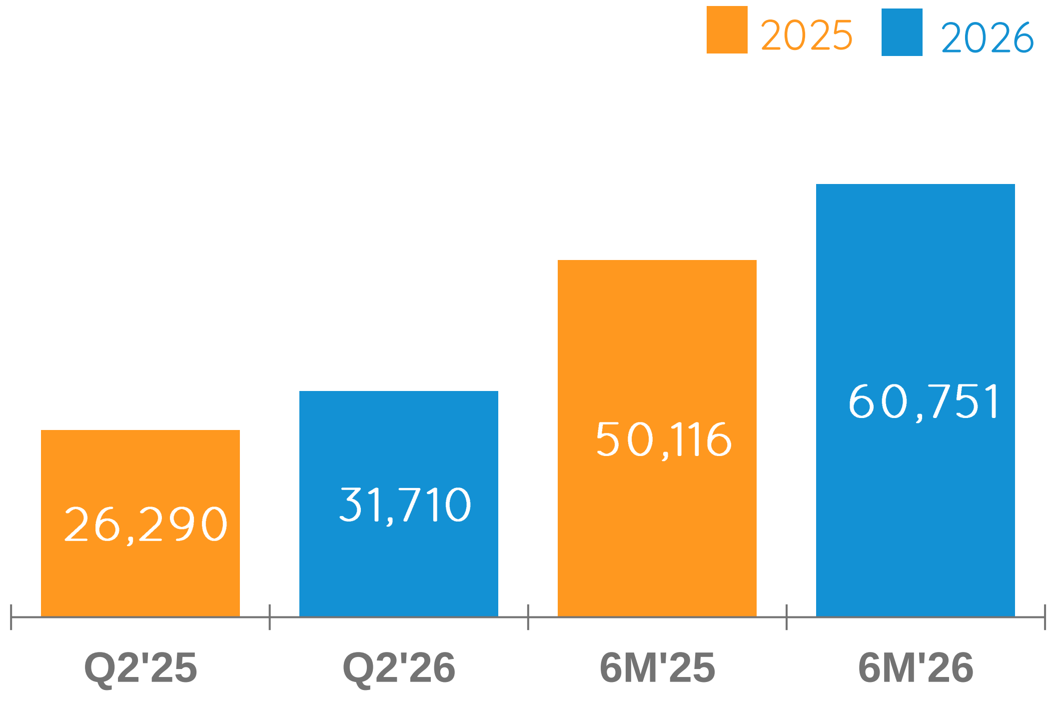
%14.1 Q2'25/26 %11.4 6M'25/26

ebebek.com Website Traffic
(in thousands)



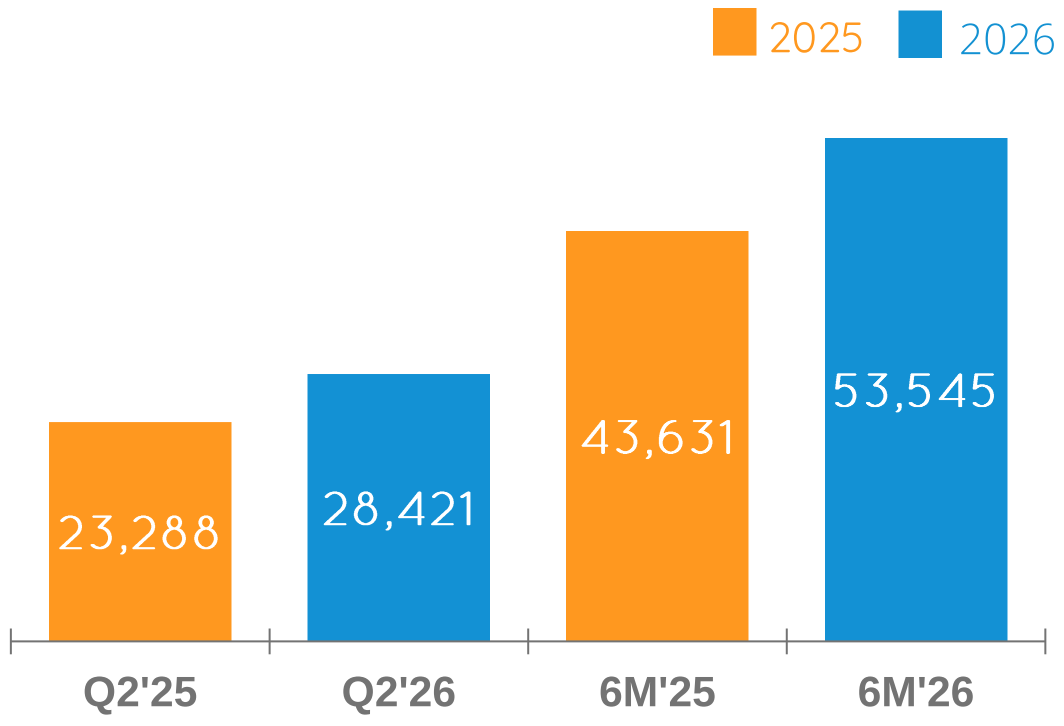
%9.2 Q2'25/26 %4.4 6M'25/26

Total Units Sold
(in thousands)



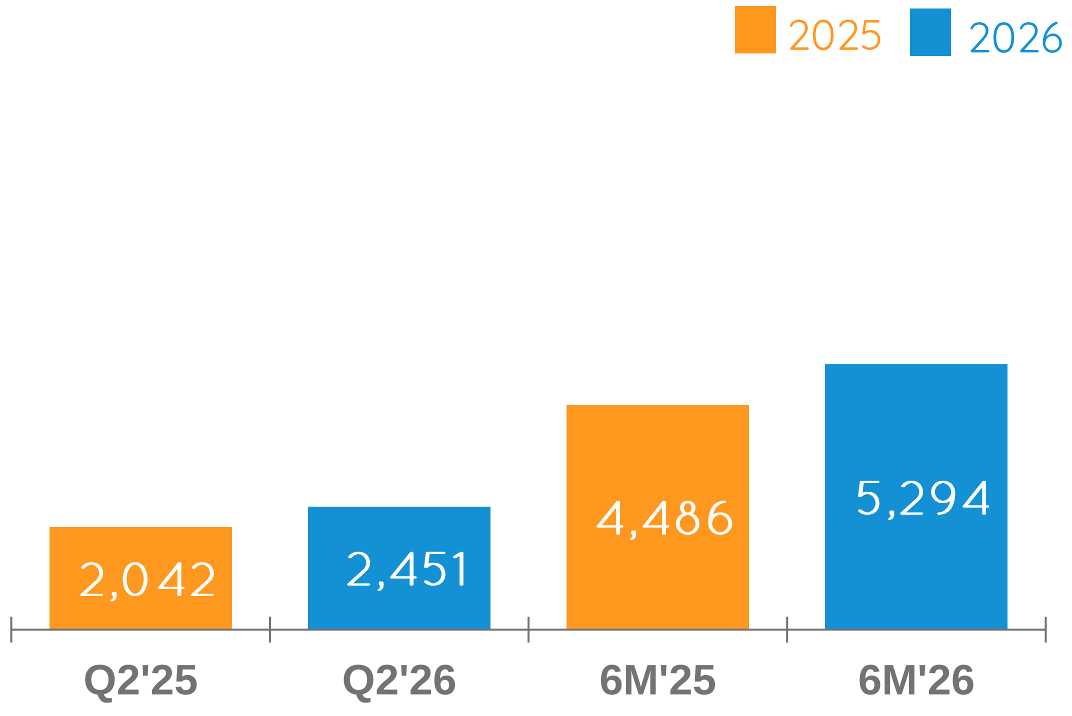
%20.6 Q2'25/26 %21.2 6M'25/26

Total Units Sold in Stores
(in thousands)



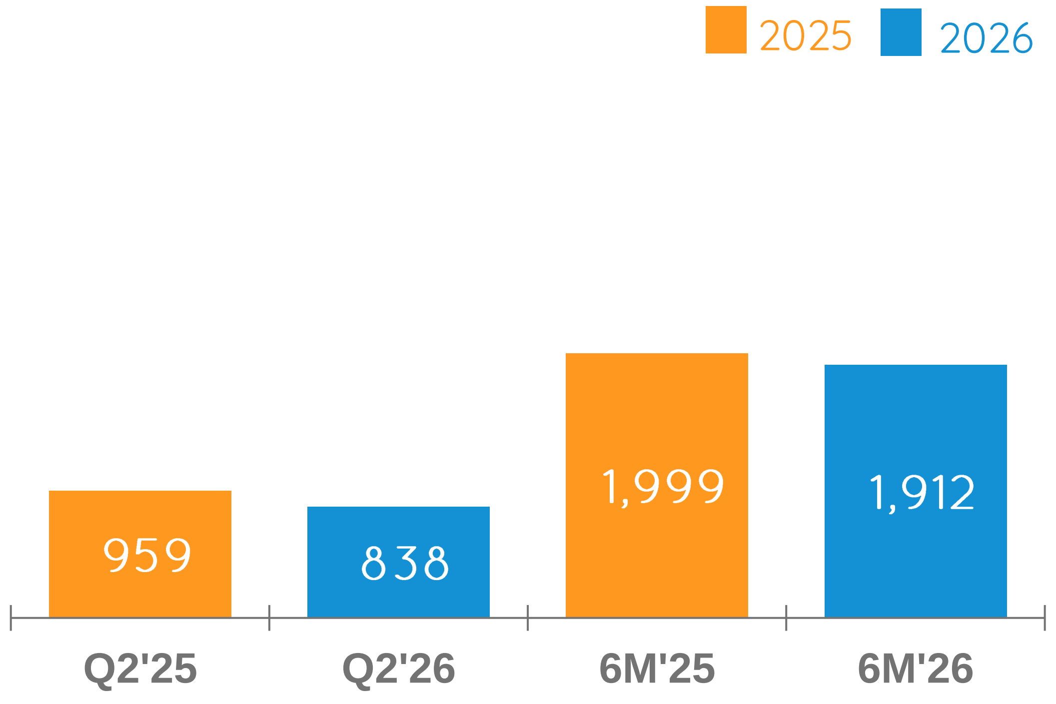
%22.0 Q2'25/26 %22.7 6M'25/26

Total Units Sold on ebebek.com
(in thousands)



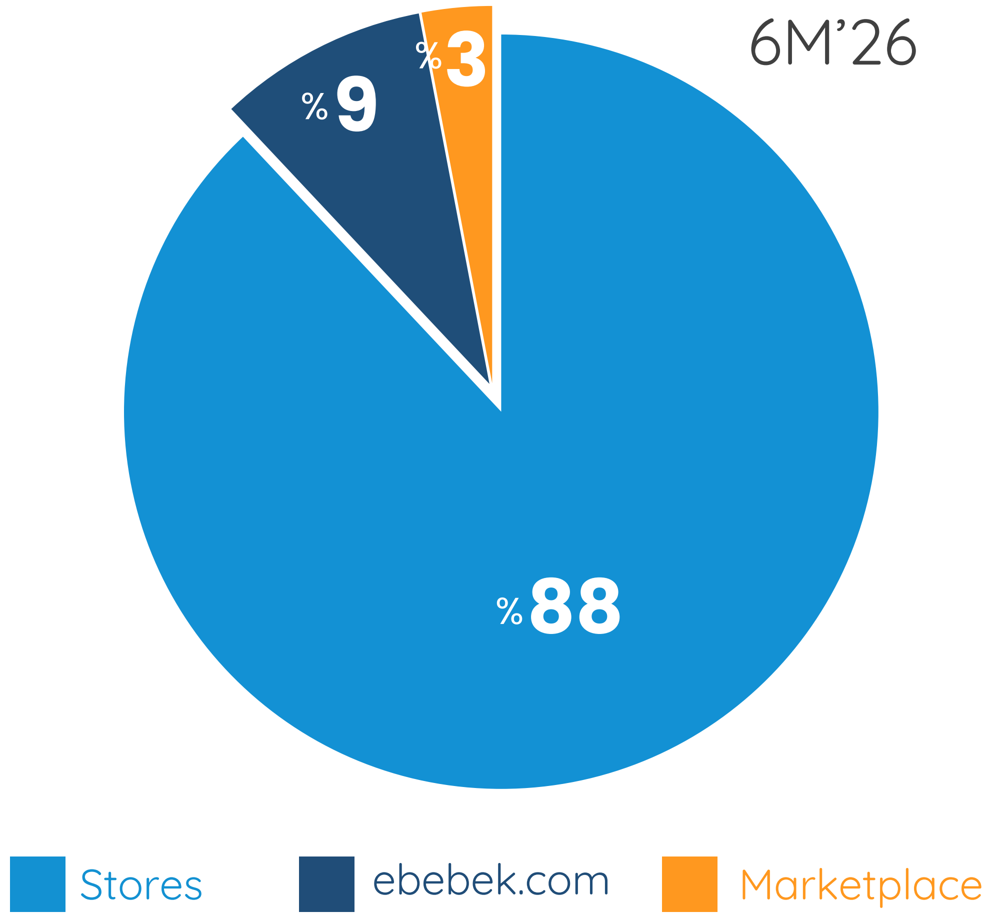
%20.0 Q2'25/26 %18.0 6M'25/26

Total Units Sold on MarketPlaces
(in thousands)



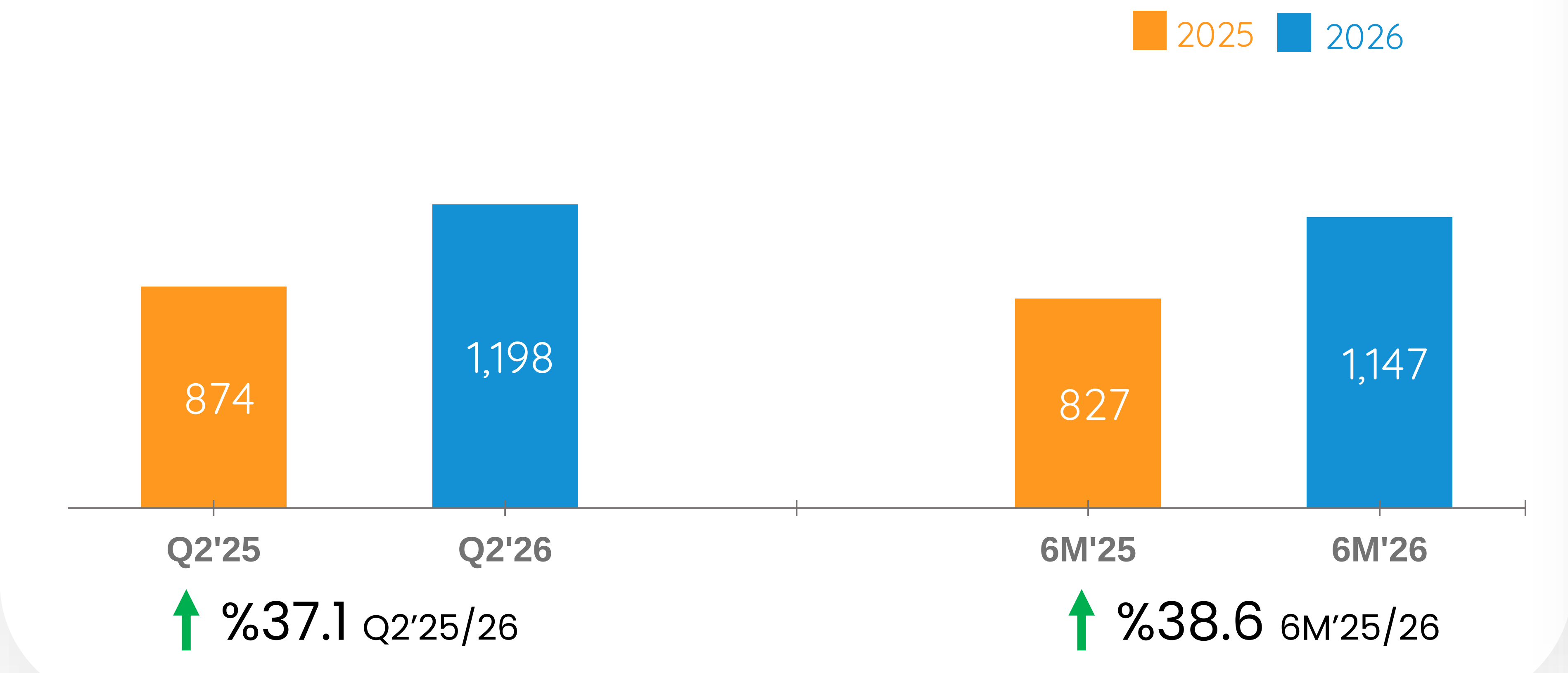
-%12.7 Q2'25/26 -%4.3 6M'25/26

BreakDown of Total Units Sold by Sales Channels

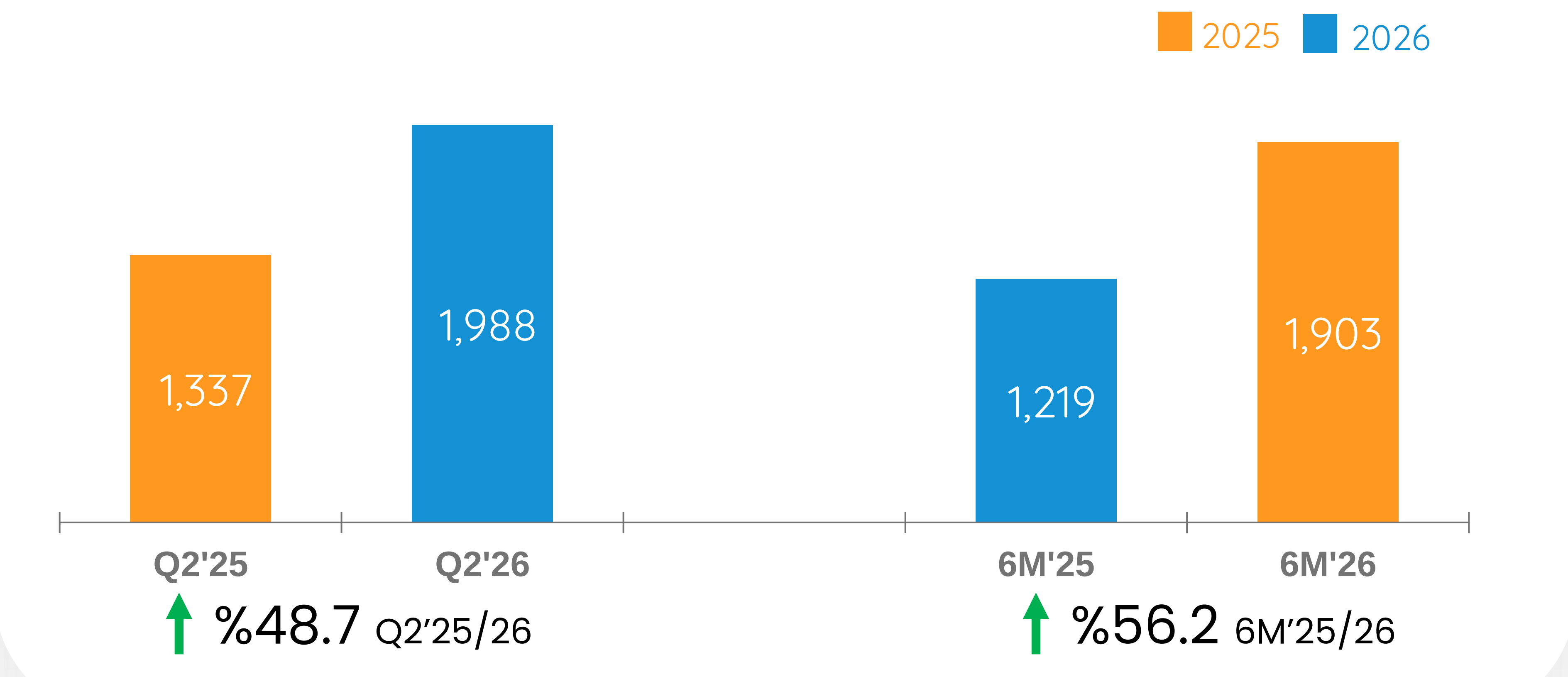


Q2/6A 2026 Overview of Turkiye Operations

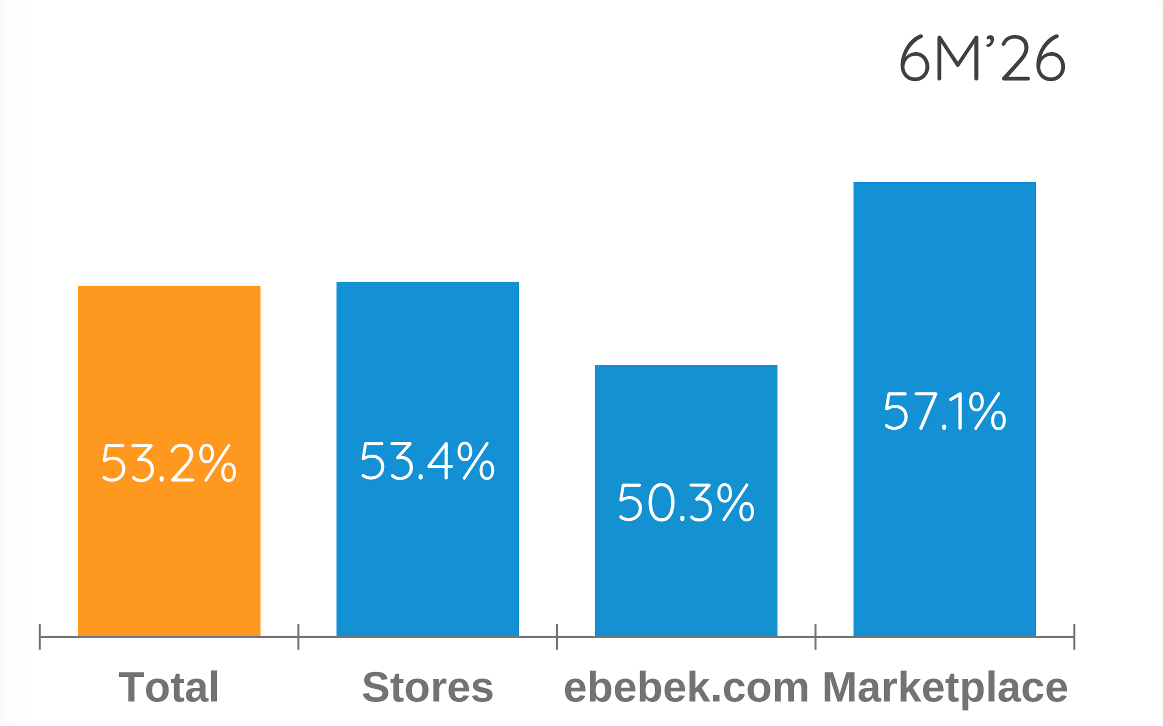
Average Nominal Invoice Value for Stores (TL)



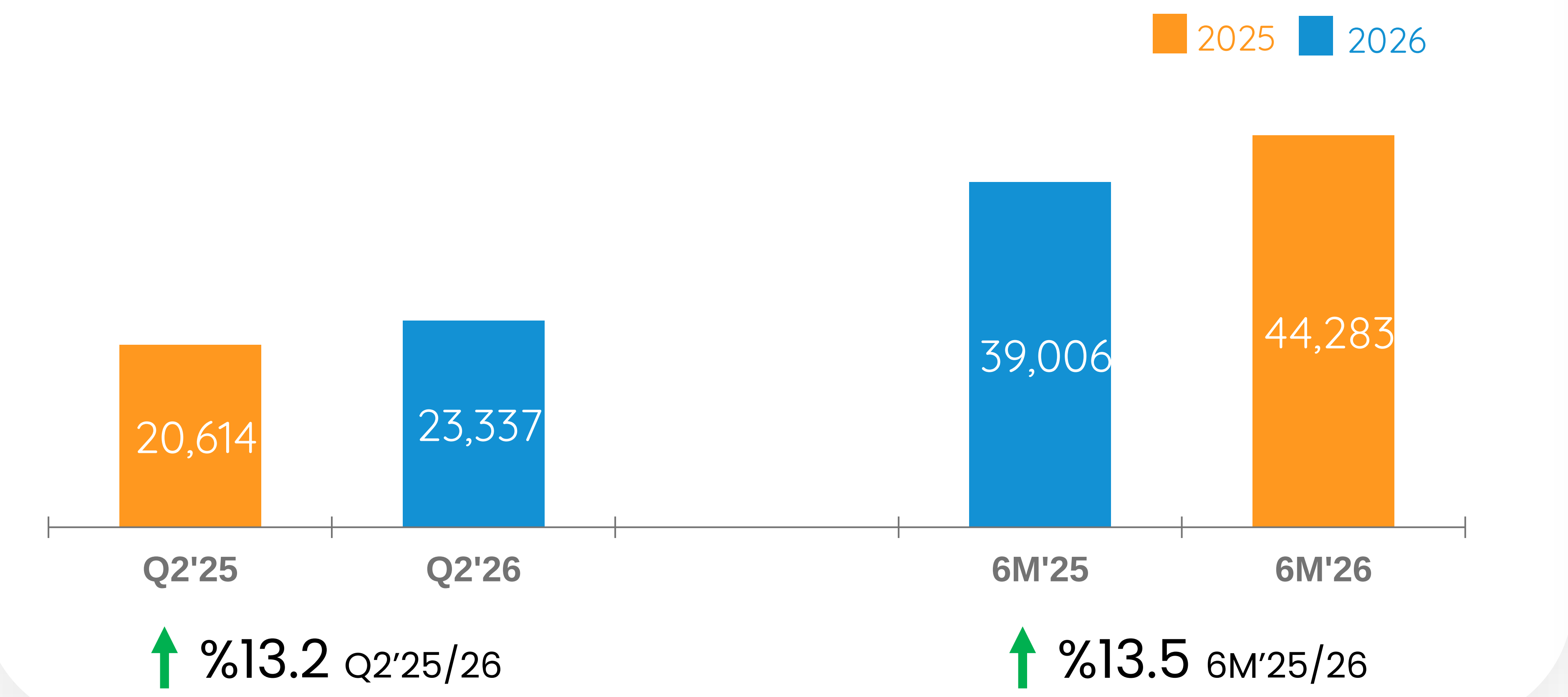
Average Nominal Order Value on ebebek.com (TL)



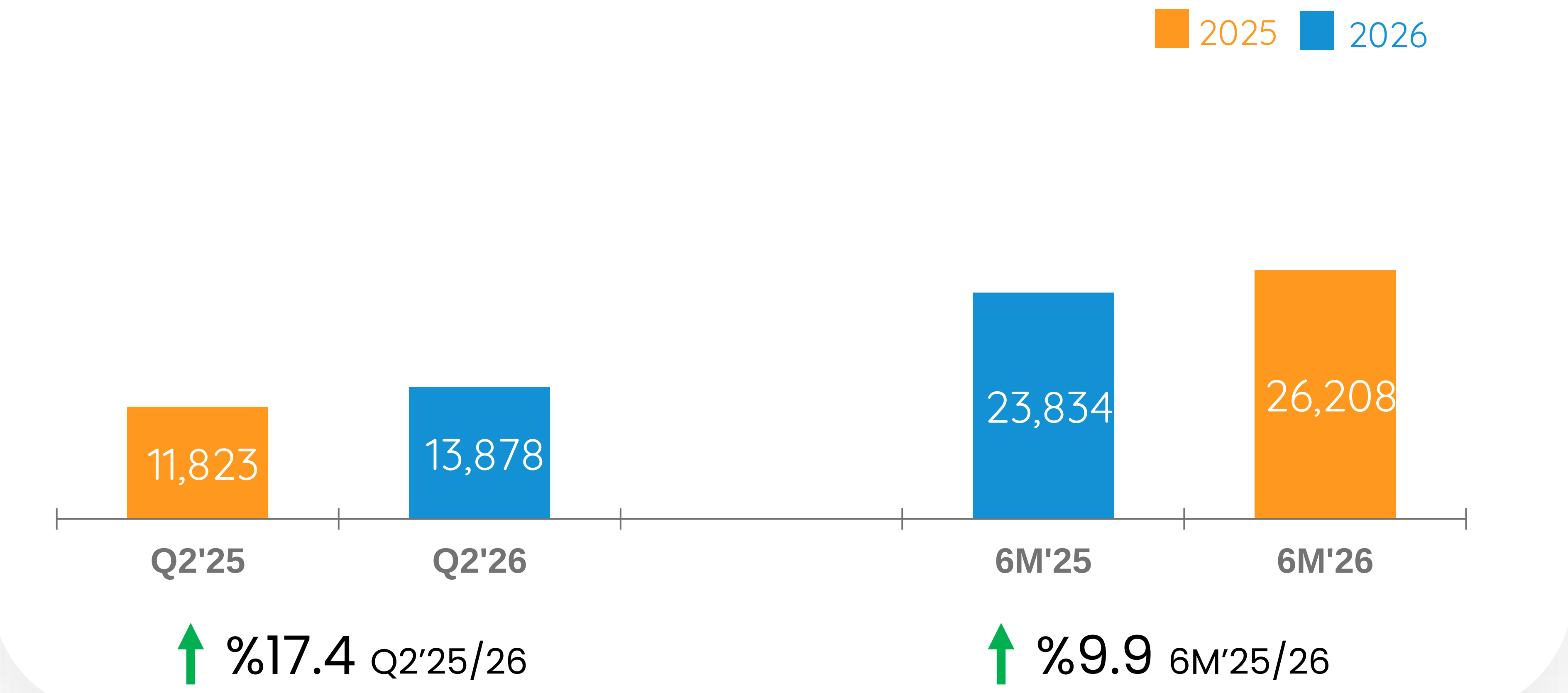
Private Label Unit Share by Sales Channel



Same Store (LFL)* Units Sold (in thousands)



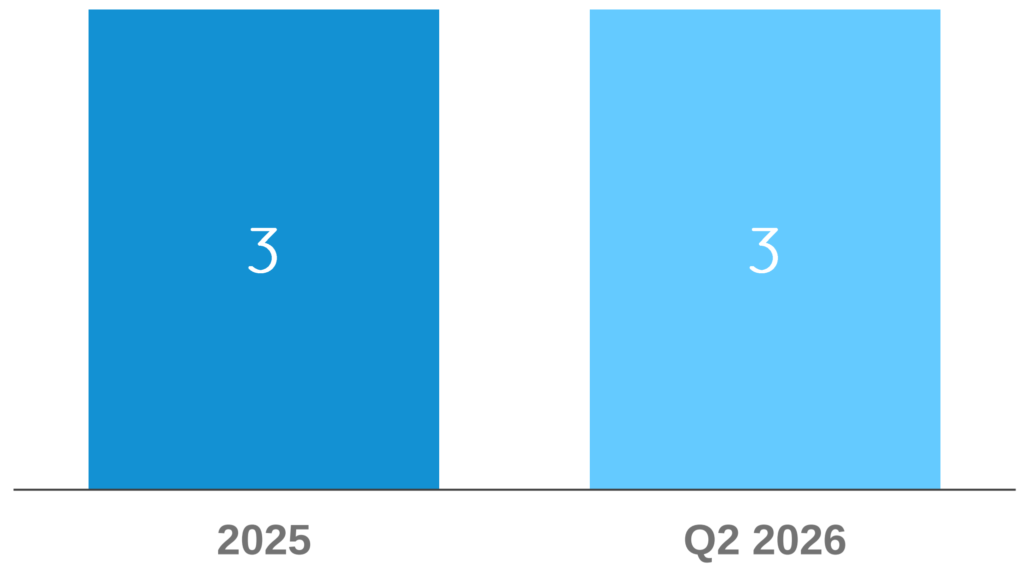
Same Store (LFL)* Visitor Count (in thousands)



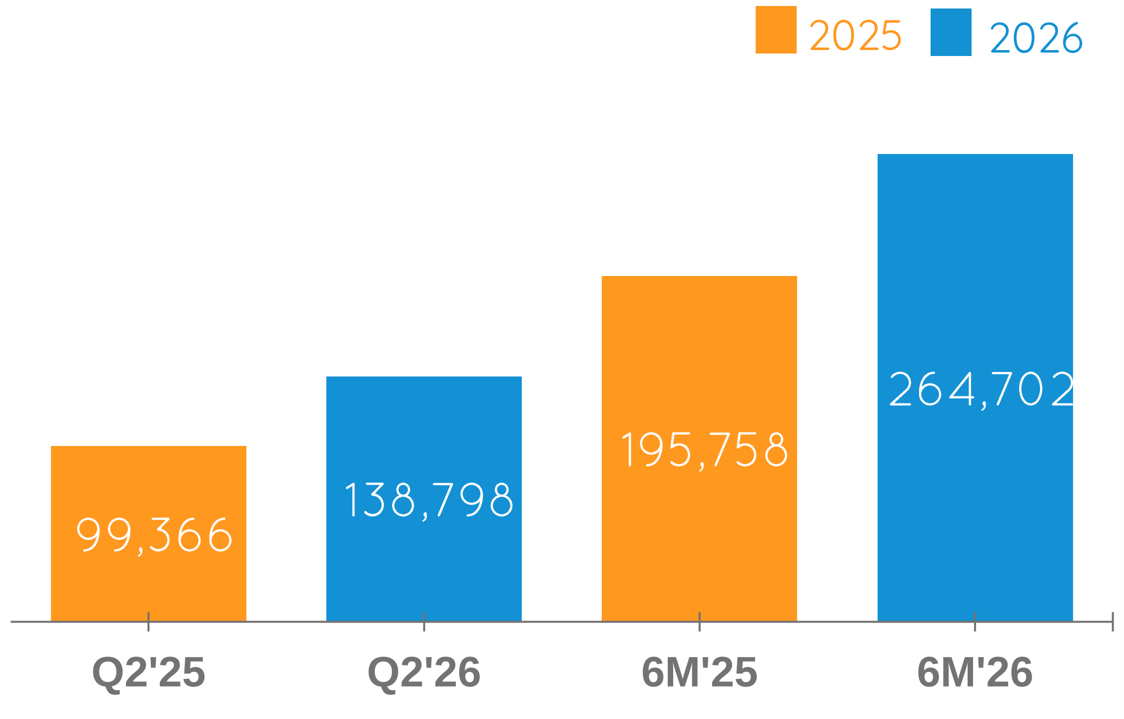
(*): The like-for-like (same-store) definition includes stores in Türkiye that were opened on or before June 30, 2023, and remained in operation as of June 30, 2026.

Q2/6M 2026 Overview of United Kingdom Operations

Number of Stores
As of Period-End

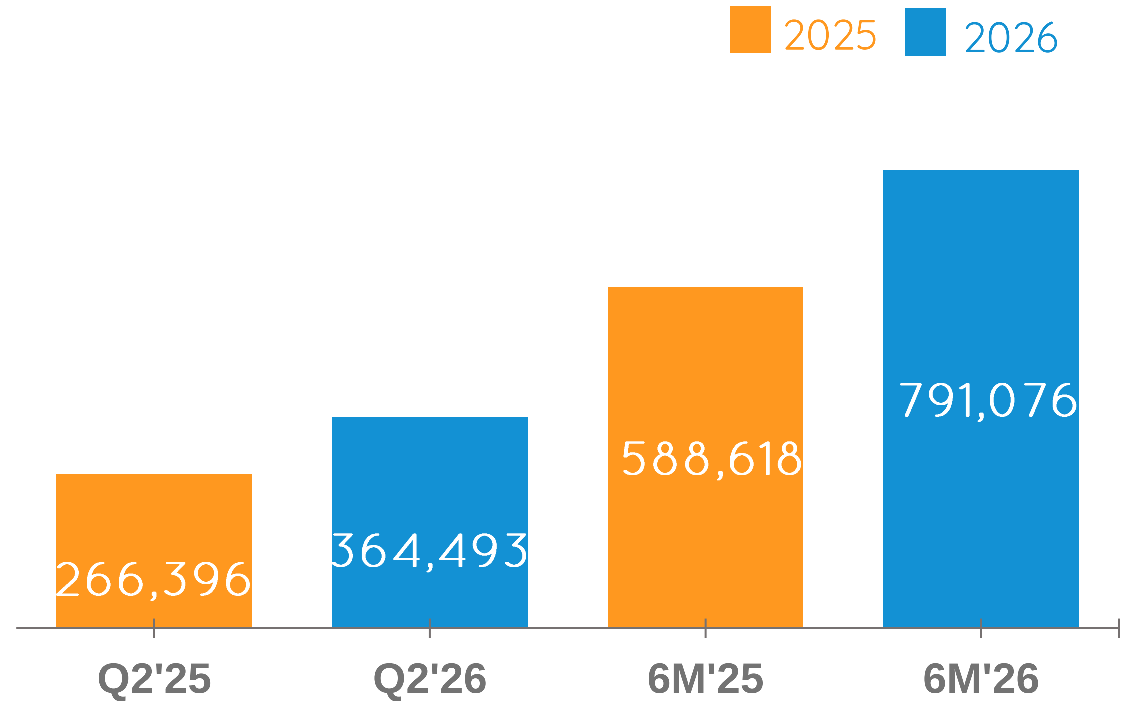


Number of Store Visitors



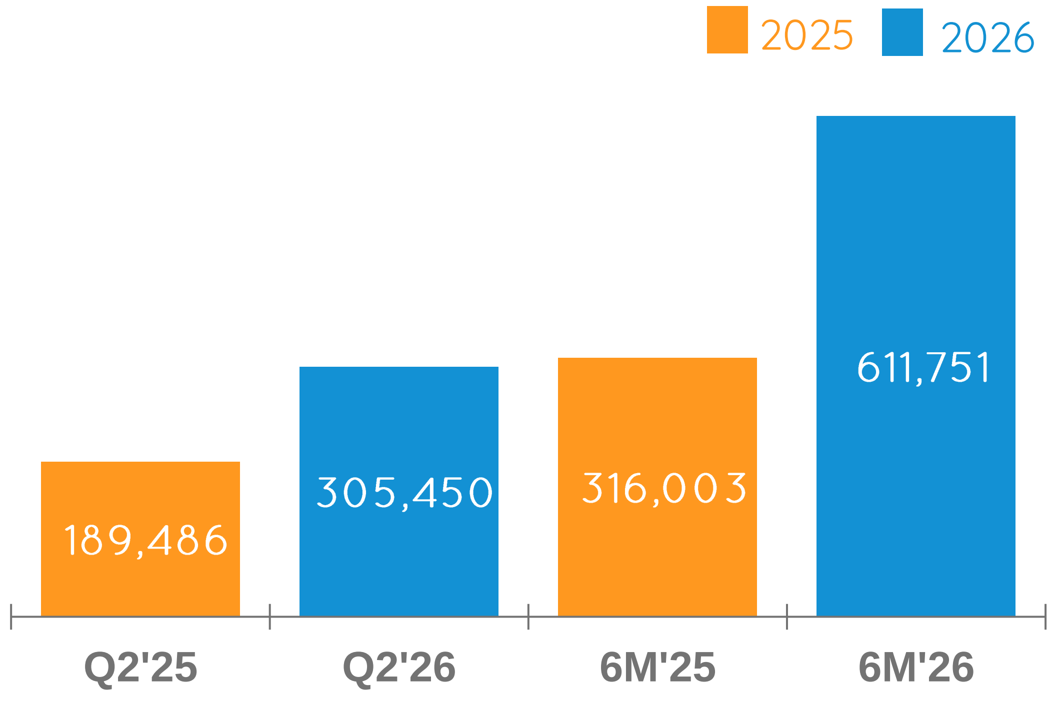
%39.7 Q2'25/26 %35.2 6M'25/26

ebebek.co.uk Website Traffic



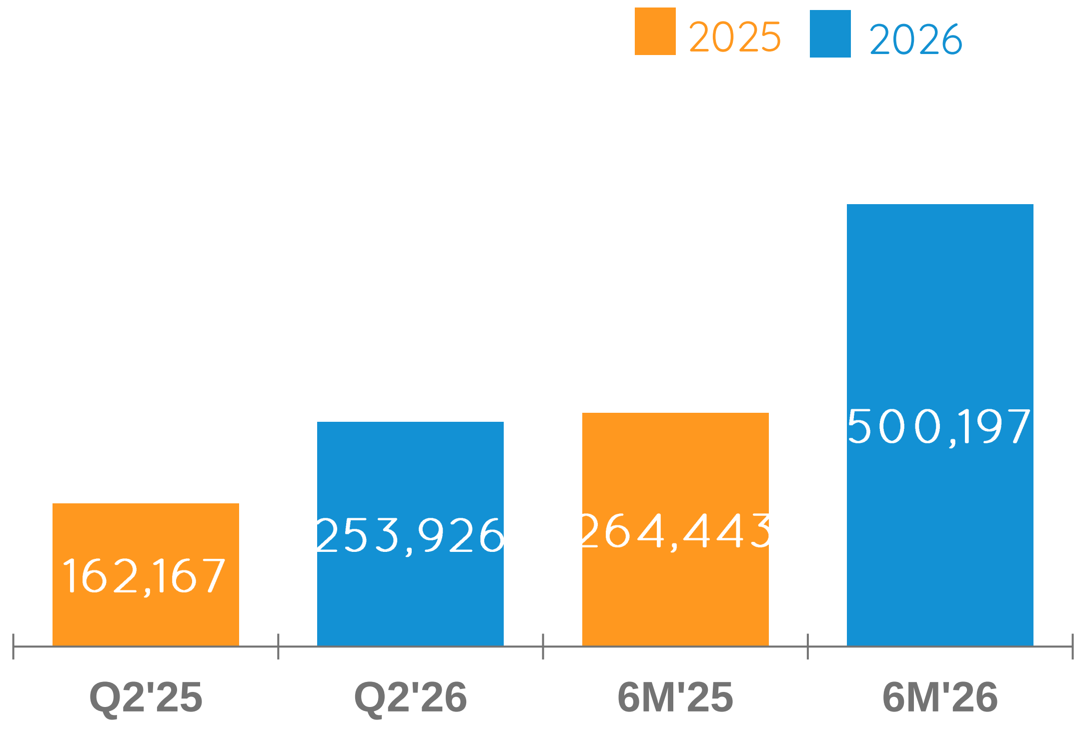
%36.8 Q2'25/26 %34.4 6M'25/26

Total Units Sold



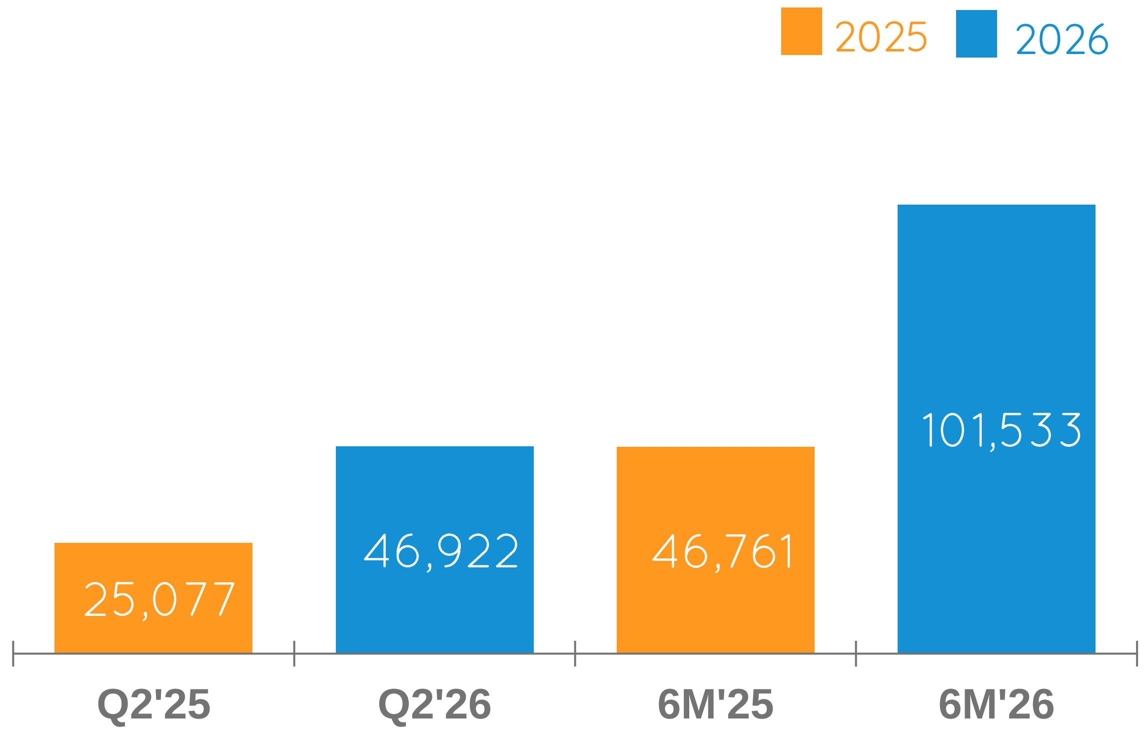
%61.2 Q2'25/26 %93.6 6M'25/26

Total Units Sold in Stores



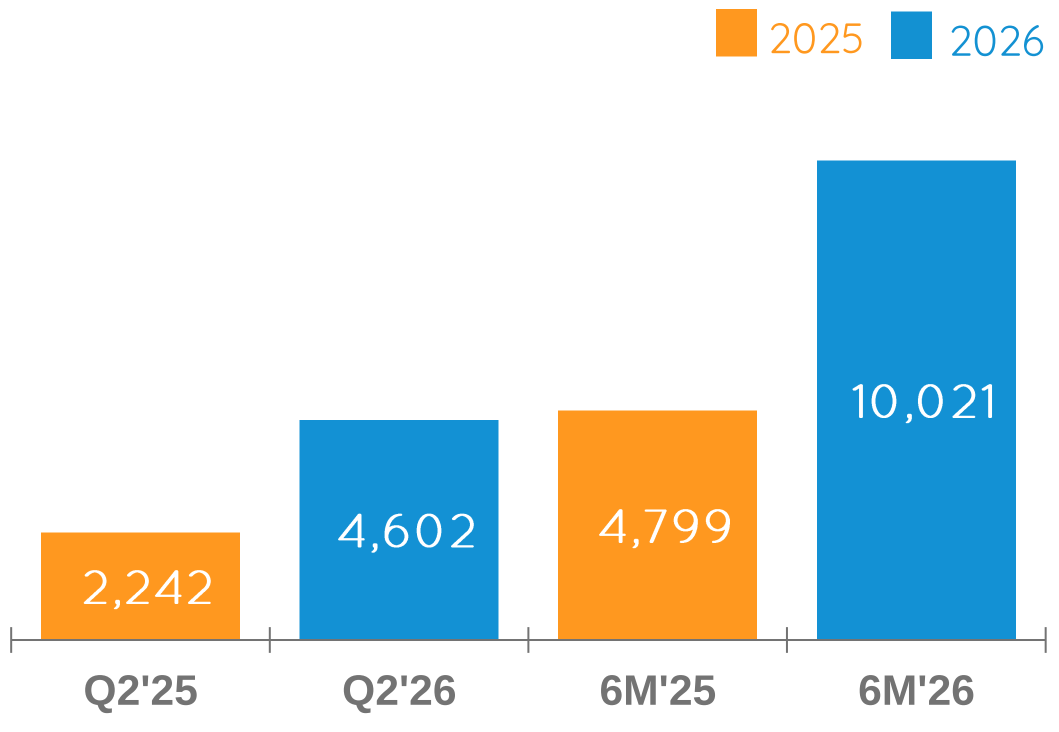
%56.6 Q2'25/26 %89.2 6M'25/26

Total Units Sold on ebebek.co.uk



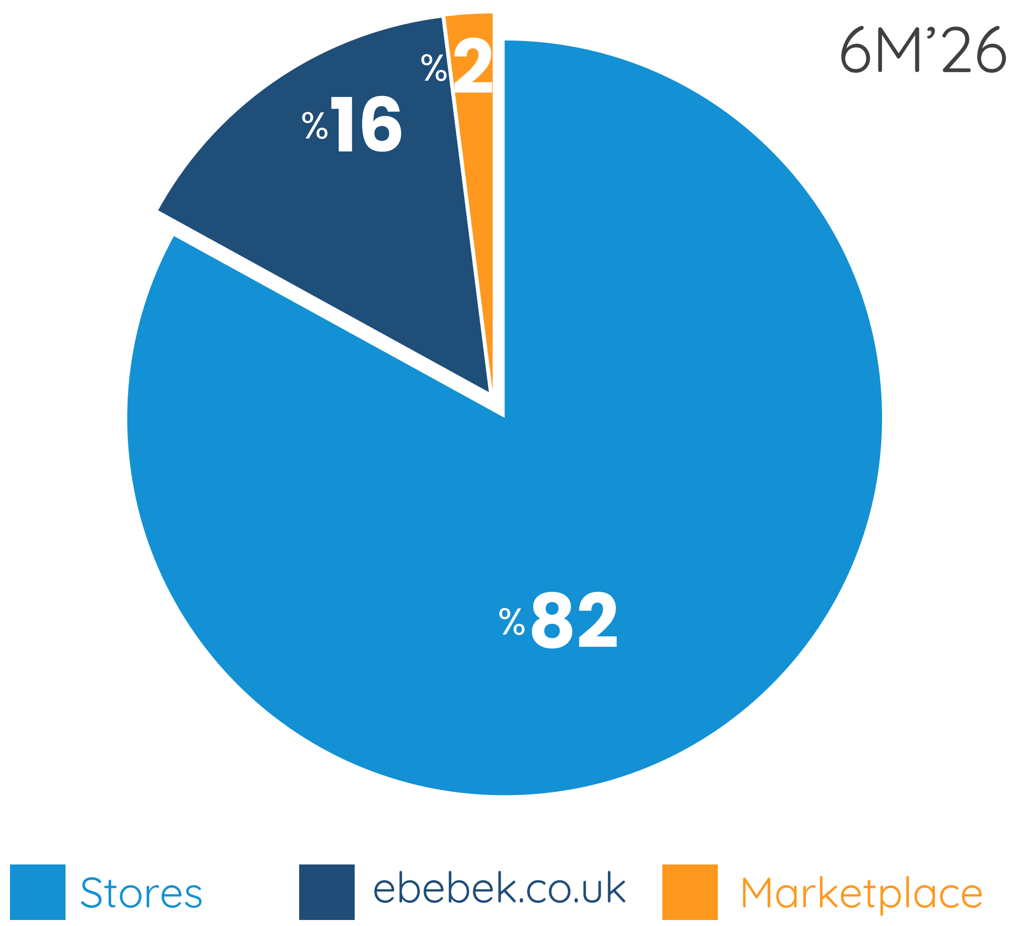
%87.1 Q2'25/26 %117.1 6M'25/26

Total Units Sold on MarketPlaces



%105.3 Q2'25/26 %108.8 6A'25/26

BreakDown of Total Units Sold by Sales Channels

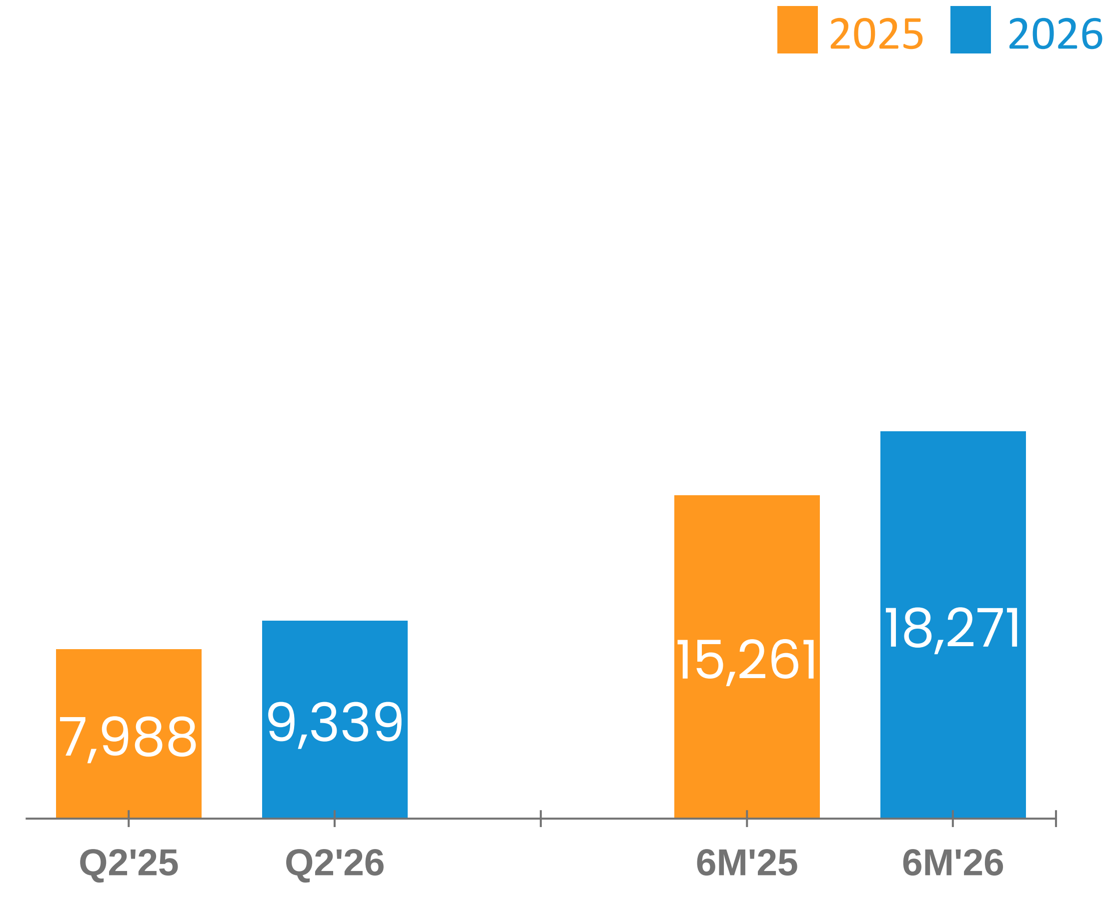


EBEBEK | Genel

Consolidated Financial Indicators

Revenue
(million TL)

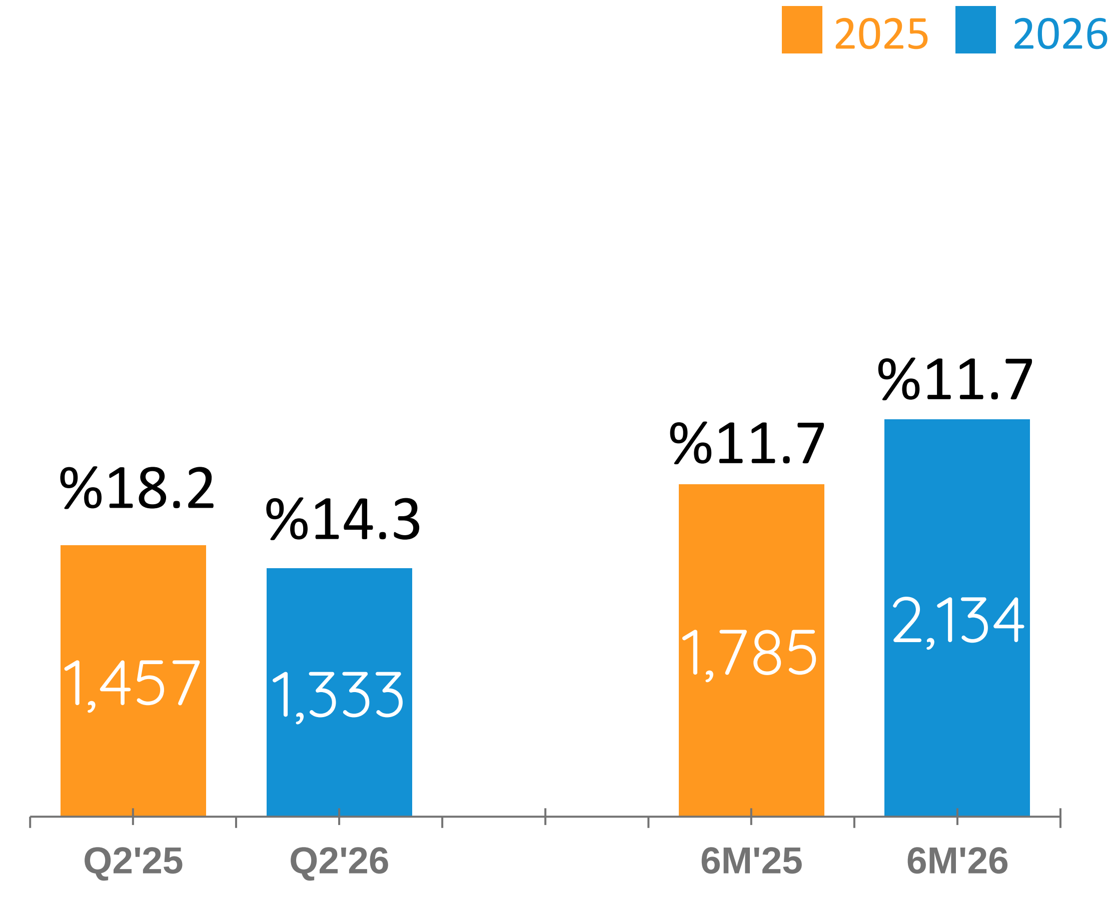
Including IAS 29 Impact



↑%16.9 Q2'25/26 ↑%19.7 6M'25/26

EBITDA
(million TL)

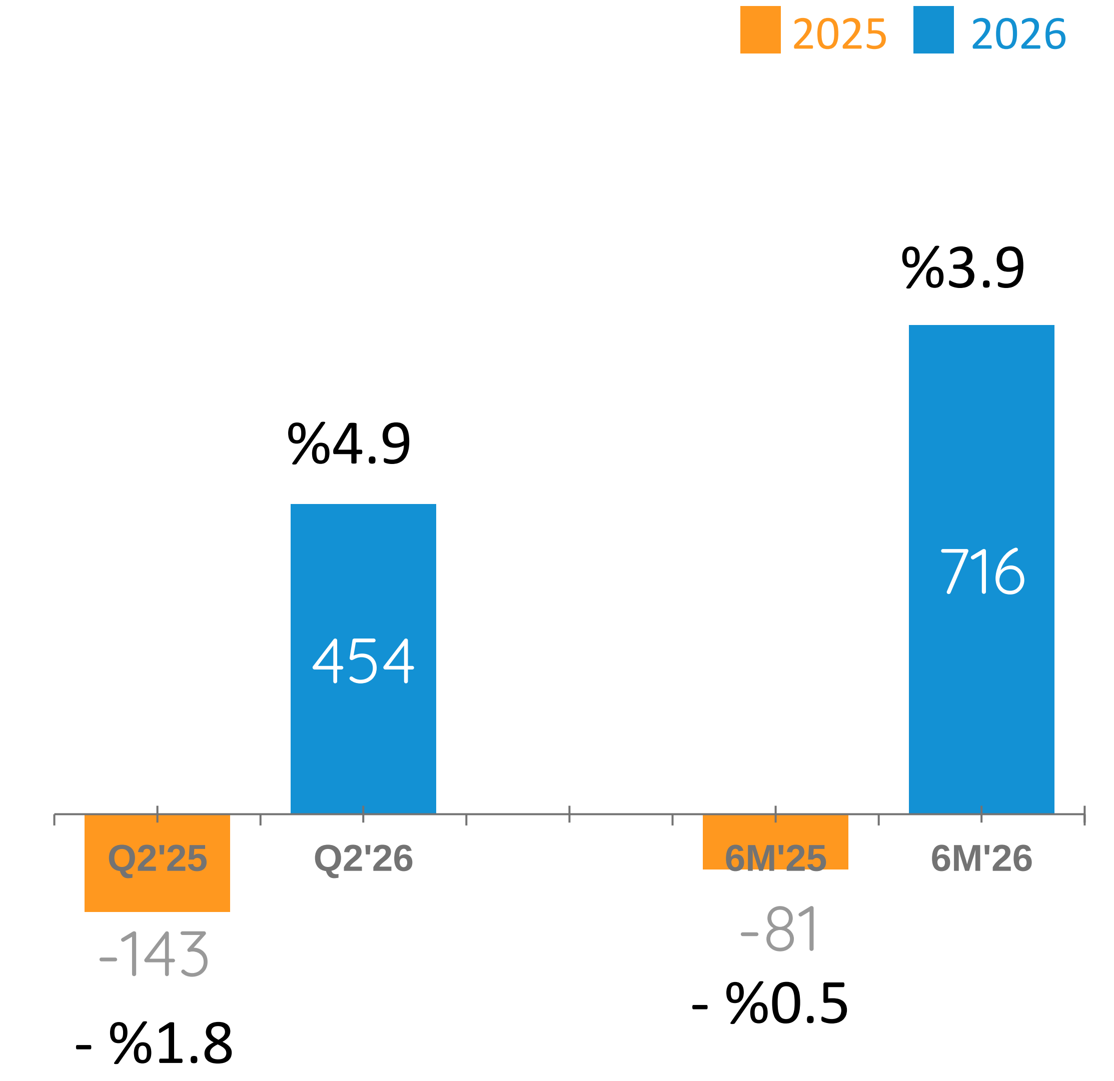
Including IAS 29 Impact



↓ - %8.5 Q2'25/26 ↑%19.6 6M'25/26

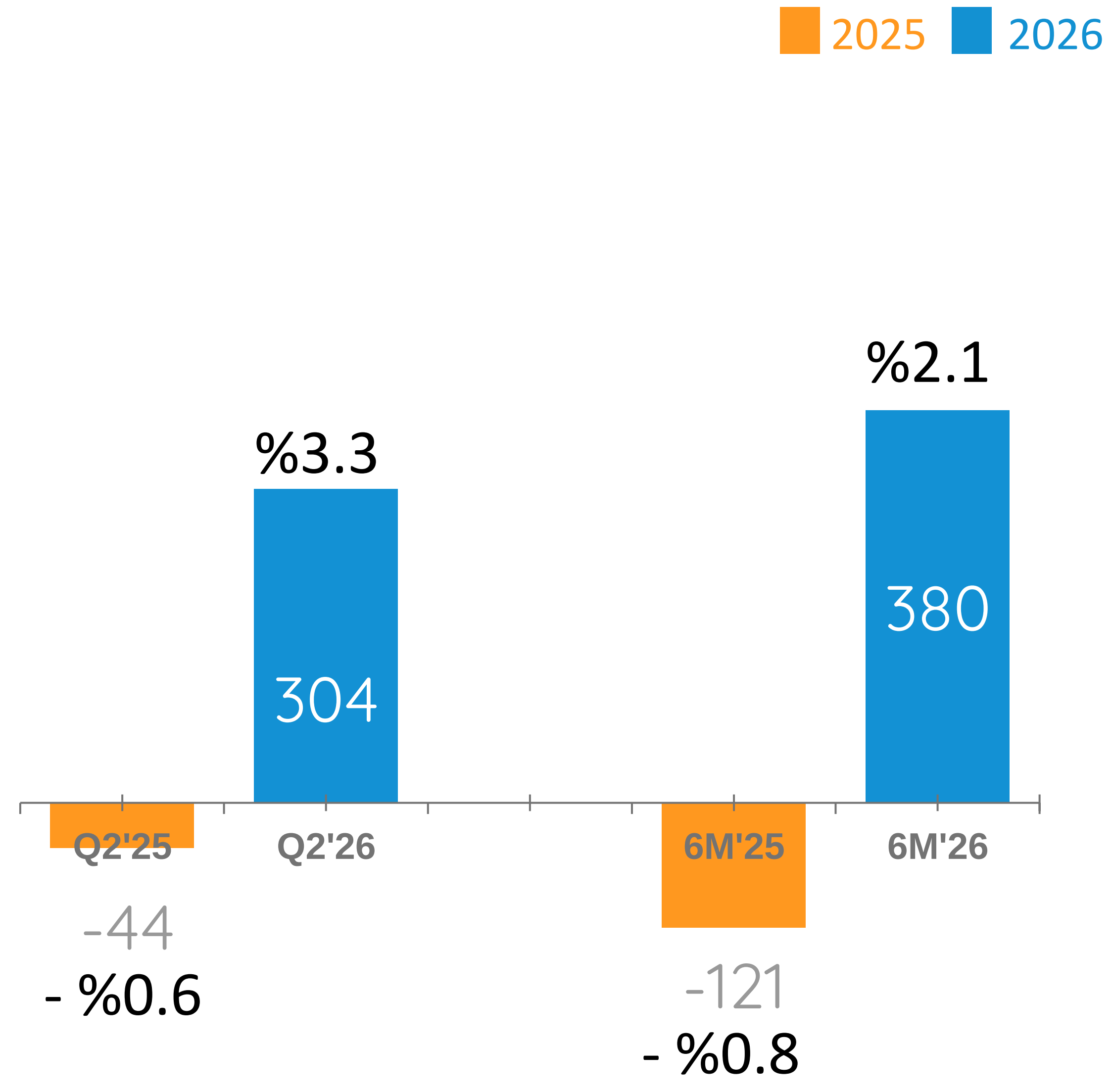
Profit / Loss Before Tax
(million TL)

Including IAS 29 Impact



Net Income
(million TL)

Including IAS 29 Impact



Consolidated Summary Income Statement

m TL	1 January - 30 June 26	%	1 January - 30 June 25	%	1 April - 30 June 26	%	1 April - 30 June 25	%
NET SALES	**18,271**	**100.0**	**15,261**	**100.0**	**9,339**	**100.0**	**7,988**	**100.0**
Cost of Sales	(11,842)	(64.8)	(9,609)	(63.0)	(5,876)	(62.9)	(4,725)	(59.2)
Personnel Expenses	(2,458)	(13.5)	(2,158)	(14.1)	(1,216)	(13.0)	(1,070)	(13.4)
Advertising and Promotion Expenses	(475)	(2.6)	(355)	(2.3)	(269)	(2.9)	(161)	(2.0)
Energy Expenses	(105)	(0.6)	(114)	(0.7)	(47)	(0.5)	(50)	(0.6)
Cargo Expenses	(213)	(1.2)	(231)	(1.5)	(76)	(0.8)	(104)	(1.3)
Transportation Expenses	(109)	(0.6)	(121)	(0.8)	(33)	(0.4)	(56)	(0.7)
Other Operational Expenses	(935)	(5.1)	(889)	(5.8)	(489)	(5.2)	(365)	(4.6)
EBITDA	**2,134**	**11.7**	**1,785**	**11.7**	**1,332**	**14.3**	**1,456**	**18.2**
Depreciation and Amortization Expenses	(821)	(4.5)	(710)	(4.7)	(407)	(4.4)	(382)	(4.8)
Other Income/Expense from Operating Activities	(1,181)	(6.5)	(1,065)	(7.0)	(704)	(7.5)	(700)	(8.8)
OPERATING PROFIT/(LOSS)	**131**	**0.7**	**9**	**0.1**	**222**	**2.4**	**374**	**4.7**
Income/Expense from Investment Activities	65	0.4	15	0.1	38	0.4	11	0.1
Financial Income/Expense	(656)	(3.6)	(696)	(4.6)	(323)	(3.5)	(400)	(5.0)
Net monetary position gain/(loss)	1,175	6.4	592	3.9	518	5.5	(128)	(1.6)
PROFIT BEFORE TAX	**716**	**3.9**	**(81)**	**(0.5)**	**454**	**4.9**	**(143)**	**(1.8)**
Tax Income/Expense	(336)	(1.8)	(41)	(0.3)	(150)	(1.6)	99	1.2
NET SALES	**380**	**2.1**	**(121)**	**(0.8)**	**304**	**3.3**	**(44)**	**(0.6)**

ebebek Turkiye Income Statement Summary

m TL	2026 6M	2025 6M	%	2026 Q2	2025 Q2	%
NET SALES	17,967	14,964	20.1%	9,183	7,801	17.7%
EBITDA	2,328	2,012	15.7%	1,417	1,555	-8.9%
EBITDA %	13.0%	13.4%		15.4%	19.9%	

Consolidated Summary Balance Sheet

m TL	30.Jun.26	%	31.Dec.25	%	31.Dec.24	%
Current Assets						
Cash and Cash Equivalents	3,497	18.6	2,759	16.0	1,962	12.7
Financial Investments	1,020	5.4	602	3.5	182	1.2
Trade Receivables	145	0.8	247	1.4	113	0.7
Inventories	6,483	34.5	6,105	35.4	6,672	43.1
Other	903	4.8	796	4.6	1,095	7.1
TOTAL CURRENT ASSETS	12,048	64.0	10,509	61.0	10,024	64.7
Non-Current Assets						
Right of Use Assets	2,469	13.1	2,452	14.2	1,955	12.6
Tangible and Intangible Assets	4,232	22.5	4,202	24.4	3,395	21.9
Other	66	0.4	60	0.3	124	0.8
TOTAL NON-CURRENT ASSETS	6,767	36.0	6,714	39.0	5,474	35.3
TOTAL ASSETS	18,815	100.0	17,223	100.0	15,498	100.0
Short-Term Liabilities						
Short-Term Borrowings	2,877	15.3	2,193	12.7	943	6.1
Short-Term Lease Liabilities	283	1.5	233	1.4	247	1.6
Trade Payables	7,100	37.7	6,542	38.0	6,710	43.3
Current Tax Liabilities	149	0.8	116	0.7	133	0.9
Other	535	2.8	584	3.4	307	2.0
TOTAL SHORT-TERM LIABILITIES	10,944	58.2	9,668	56.1	8,340	53.8
Long-Term Liabilities						
Long-Term Borrowings	-	-	83	0.5	-	-
Long-Term Lease Liabilities	1,173	6.2	1,243	7.2	893	5.8
Long-Term Provisions	162	0.9	139	0.8	132	0.9
Deferred Tax Liabilities	795	4.2	713	4.1	542	3.5
Other	-	-	-	-	5	0.0
TOTAL LONG-TERM LIABILITIES	2,130	11.3	2,178	12.6	1,572	10.1
TOPLAM EQUITY	5,741	30.5	5,377	31.2	5,586	36.0
TOTAL LIABILITIES AND EQUITY	18,815	100.0	17,223	100.0	15,498	100.0

Consolidated Cash Flow and Other Metrics

m TL	30.Jun.26	30.Jun.25
A.Cash flows from operating activities	**2,007**	**608**
EBITDA	2,134	1,785
Changes in working capital and other adjustments	(126)	(1,176)
B. Cash flows from investing activities	**(1,019)**	**(849)**
Acquisition and sales of tangible and intangible assets,net	(568)	(910)
Financial investments	(451)	61
C. Cash flows from financing activities	**164**	**1,380**
Dividend Payment	-	-
Rent payments in scope of IFRS 16	(329)	(292)
Other financing activities	493	1,672
D. Inflation impact on cash and cash equivalents	**(416)**	**(280)**
Net increase in cash and cash equivalents before currency translation differences (A+B+C+D)	**736**	**859**

CAPEX / Net Sales	**3.2%**	**6.3%**
Average Net Working Capital / Net Sales	**1.8%**	**5.6%**
Free Cash Flow (excld. Financial Investments)	**1,439**	**(302)**
Net Financial Debt / (Asset) Position	**(184)**	**1,278**

Why ebebek?

Key factors driving future growth

Key factors to drive future growth

Expanding distribution in Türkiye through newly added mini-stores alongside traditional stores

Marked growth in e-commerce operations

Stronger focus on gross profit and EBITDA margin growth

Repeating the success gained in Türkiye in the newly entered UK and Iraq market

Our 2030 Target:
1 Billion USD Revenue

Recent Developments

Profit Distribution

- Total gross cash dividend: TRY 200 mn (TRY 55.5 mn from 2025 net distributable profit + TRY 144.5 mn from retained earnings)
- Payment schedule: Two equal instalments — 1st instalment on 15 October 2026, 2nd instalment on 15 December 2026

Extraordinary General Assembly

NEW

- 1 September 2026 Tuesday 11:00 am ebebek Headquarters
- Agenda items: Amendment to the Articles of Association; appointment and remuneration of a Board member; appointment of the independent auditor for TSRS-compliant sustainability reporting; and informing shareholders about the amendment to the remuneration policy.

Mothercare

- Mothercare Launch | Market entry in Türkiye under a 10-year exclusive licensing agreement
- Product Assortment & Profitability | Contribution to portfolio depth and margin potential
- Premium Segment & Gifting Destination | Strengthened market positioning

New Mega Store Concept

Standart Stores

- 900–1200 m²
- Significantly broader product assortment compared to mini stores
- One-stop destination for all parent and baby needs
- Located in easily accessible locations
- Parking availability is an important criterion

Mega Stores

- Revenue potential of at least 2x the average revenue of standard stores in Türkiye
- Located in metropolitan cities
- 2000-4000 m²
- High commercial potential locations
- 2 stores as of period-end: Bostancı and Gaziantep PrimeMall

Mini Stores

- Locations where space for large-format stores is not available
- Attractive locations in terms of foot traffic and commercial potential
- 230-250 m²
- 29 stores as of period-end

2026 Expectations

2026 ebebek Turkiye units sold expectation as of year-end has been increased

from 117 million units

to 122 million unit

2026 consolidated revenue expectation has been increased

from 37 billion TL

to 41 billion TL

ebebek Türkiye's store count estimate for year end

330

2026 year-end inflation, which was estimated at 25% in the previous forecast, has been increased to 30%.

Disclaimer

This document contains statements regarding the performance of EBEBEK Mağazacılık Anonim Şirketi (the "Company"). The aforementioned statements have been prepared based on currently available data. Whether the Company's future performance materializes as expected is subject to uncertainties and/or unforeseeable events that may significantly affect the Company's performance, including but not limited to changes in macroeconomic and geopolitical conditions, potential increases in tax rates, unexpected climate events, and natural disasters. The aforementioned uncertainties and/or unforeseeable events, which are not limited to those stated herein, may cause the Company's future performance to differ materially from the assessments set forth in this document. The Company cautions the recipients of this document that the assessments and information contained herein are based on currently available data and do not constitute a commitment, guarantee, or promise regarding the Company's future performance and financial results. The Company, the members of the Company's Board of Directors, the Company's executives, and/or the Company's employees shall not be held liable for any damages that may arise from the use of the content in this document. In this investor presentation regarding the second quarter of 2026 financial results, financial data that has been subjected to a limited review and adjusted for the effects of inflation has been used, in accordance with the relevant accounting principles set forth in Turkish Accounting Standard 29 "Financial Reporting in Hyperinflationary Economies" (TAS 29), reflecting the effects of inflation, pursuant to Capital Markets Board Resolution No. 81/1820 dated December 28, 2023.

This statement has been translated into English for informative purposes. In case of a discrepancy between the Turkish and the English versions of this disclosure, the Turkish version shall prevail.

Financial Report

The information in this presentation is largely derived from the 30.06.2026 financial statements published on Public Disclosure Platform (KAP).

Report published on KAP (PDP) can be found here: https://www.kap.org.tr/en/Bildirim/1644602

Thank You

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