



Investor Presentation

Turkiye's leading baby and
toddler goods retailer



Speakers



Can Karadeniz

General Manager



Tolga Koyuncu

Financial and Administrative
Affairs Director



Pinar 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 Main Market / EBEK

Paid-in Capital

160
million TL

Authorised Capital

205
million TL



Physical stores, ebebek.com and ebebek.co.uk serving our customers **in 3 countries**



Units Sold (Türkiye) Q3'26

33.6
million



*Consolidated Q3'26 Net Sales

10.5
billion TL



*Consolidated EBITDA Q3'26

1.8
billion TL



Visitors to Stores (Türkiye) Q3'26

15.1
million



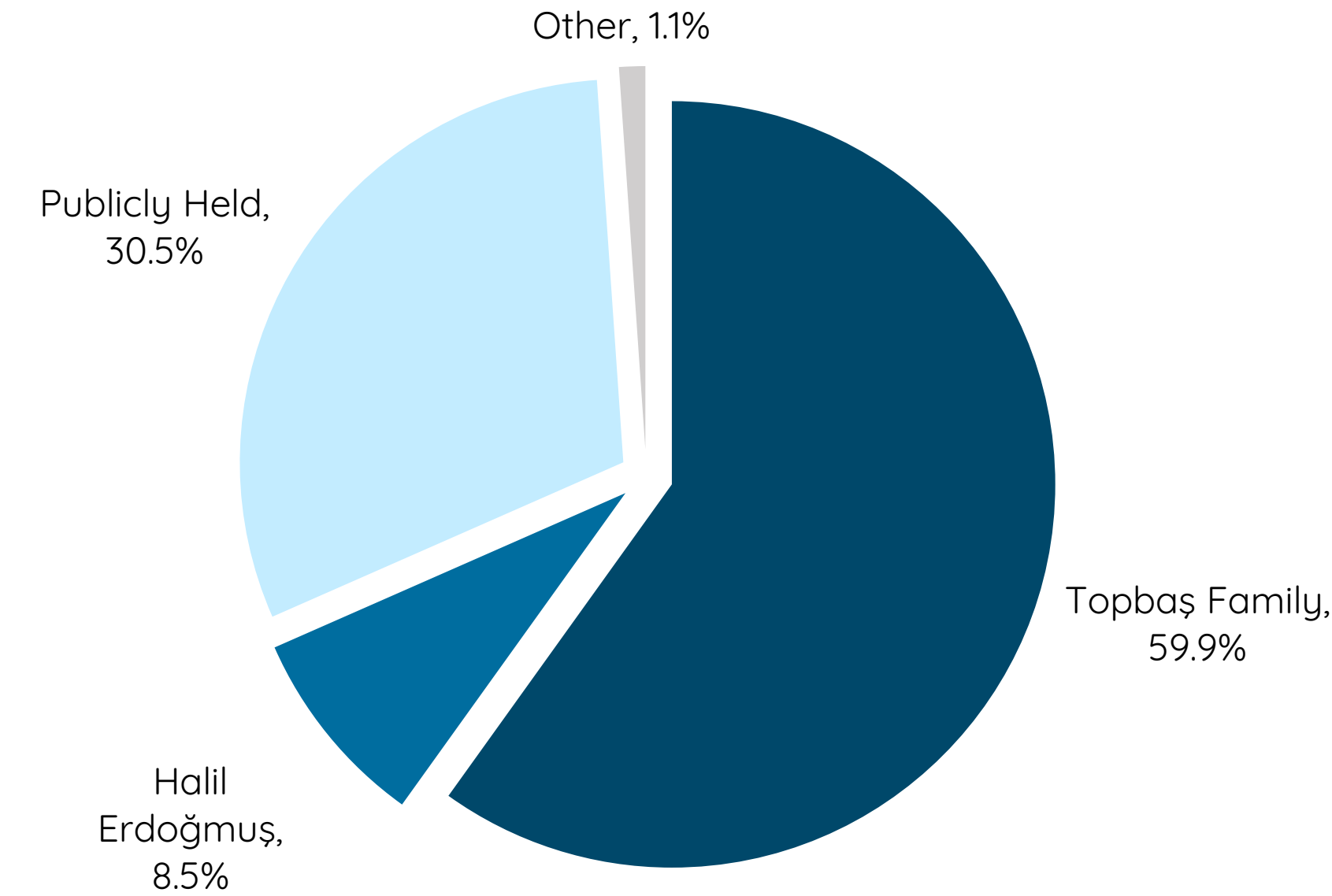
ebebek.com Visits Q3'26

32.2
million



30.09.26 Group Headcount

5,299



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

Q3 '25-26 Growth*

UNITS SOLD
(TÜRKİYE)

22.2%

CONSOLIDATED
NET SALES

17.6%

CONSOLIDATED
EBITDA

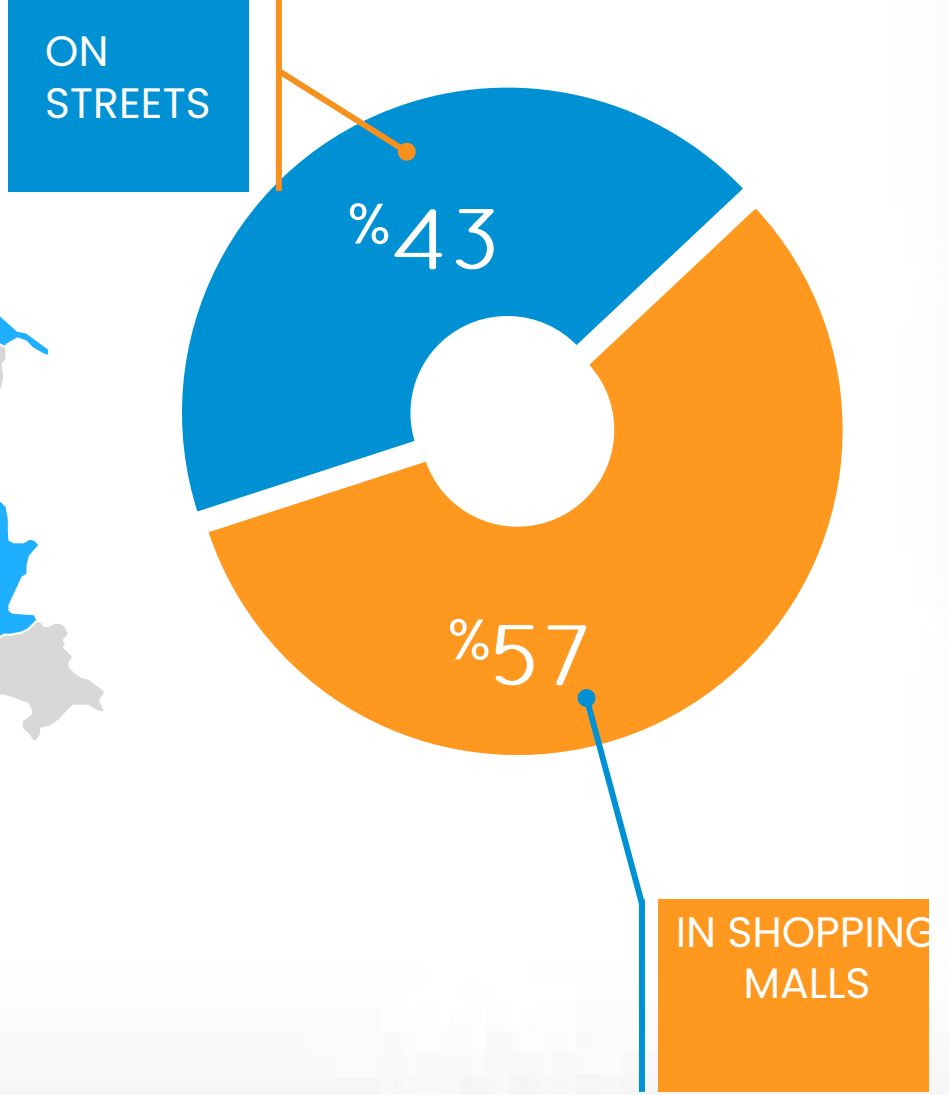
40.0%

*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 321 physical stores



≈ 4.9 million
average monthly visitors

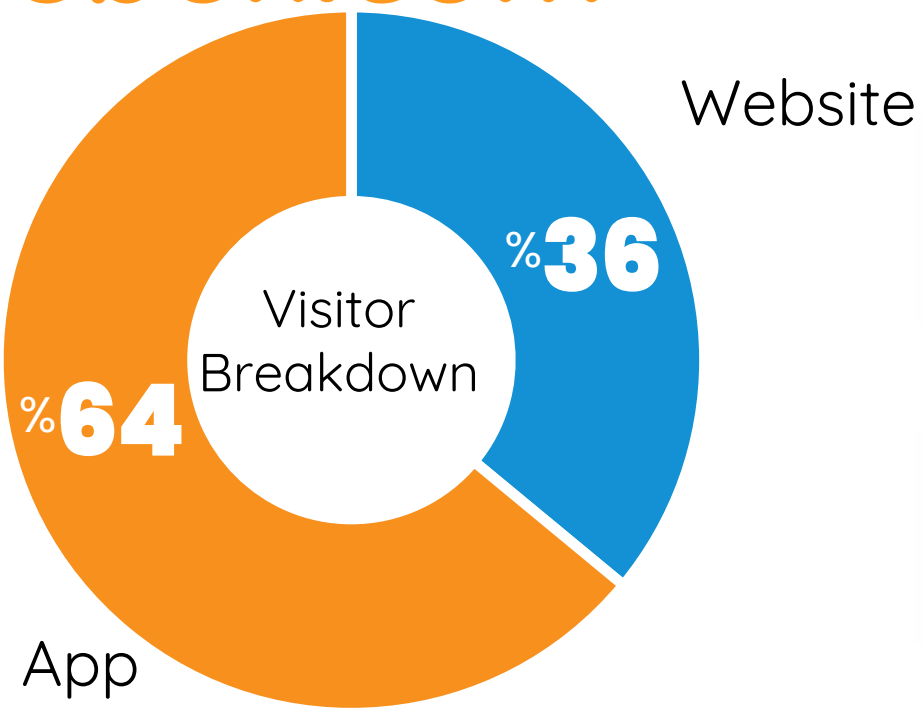
≈ %41.9
conversion rate

3 Concepts
Standard Mini Mega

%86
9M Türkiye revenue share

%58
9M'25/26 revenue growth

ebebek.com



≈ 11.8 milyon
average monthly visits

≈ %1.4
conversion rate

%11
9M Türkiye revenue share

%55
9M'25/26 revenue growth

Marketplace

Partnerships



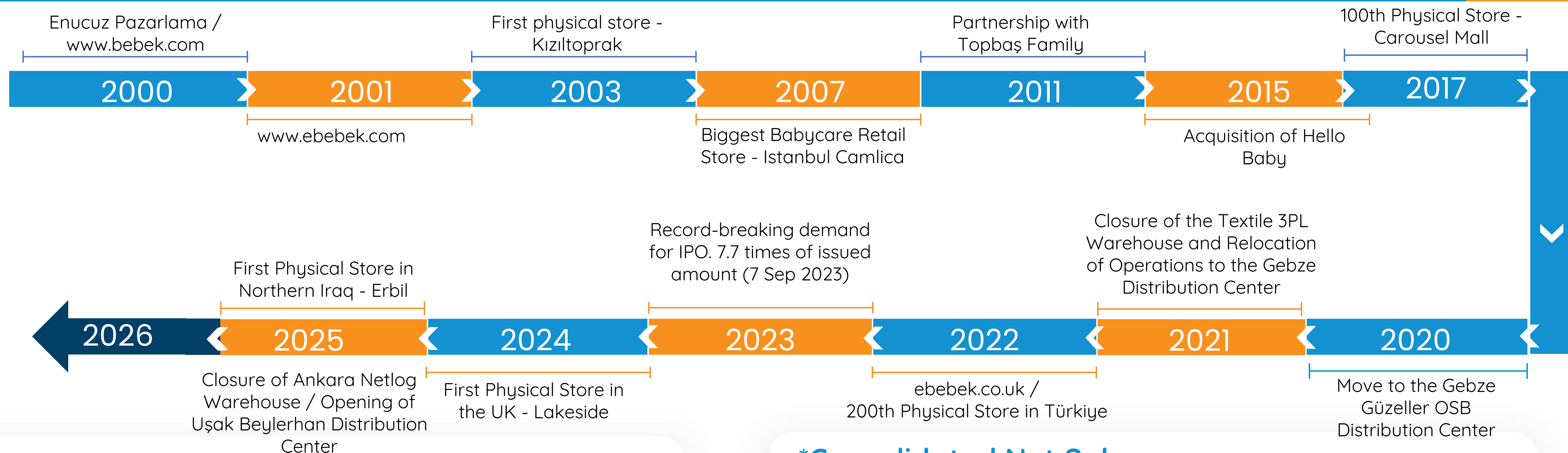
%3
9M Türkiye revenue share

%12
9M'25/26 revenue growth

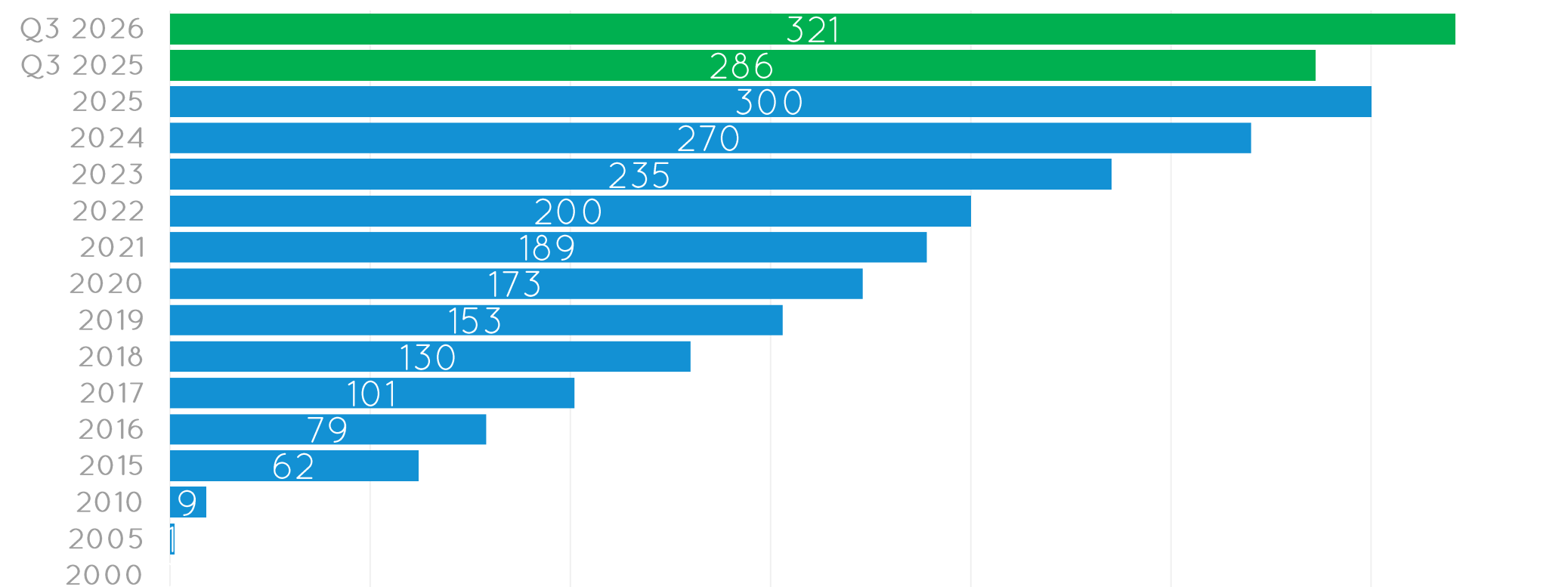
- ✓ Expansion of product diversity and enhancements in inventory management
- ✓ Research Online Purchase Offline (ROPO)
- ✓ Buy Online Pick Up/Exchange/Return in Store (BORIS)

*Source: Company Management Reports, 2026 9M. Nominal values used. Only Türkiye data presented on this page.

ebebek's Journey

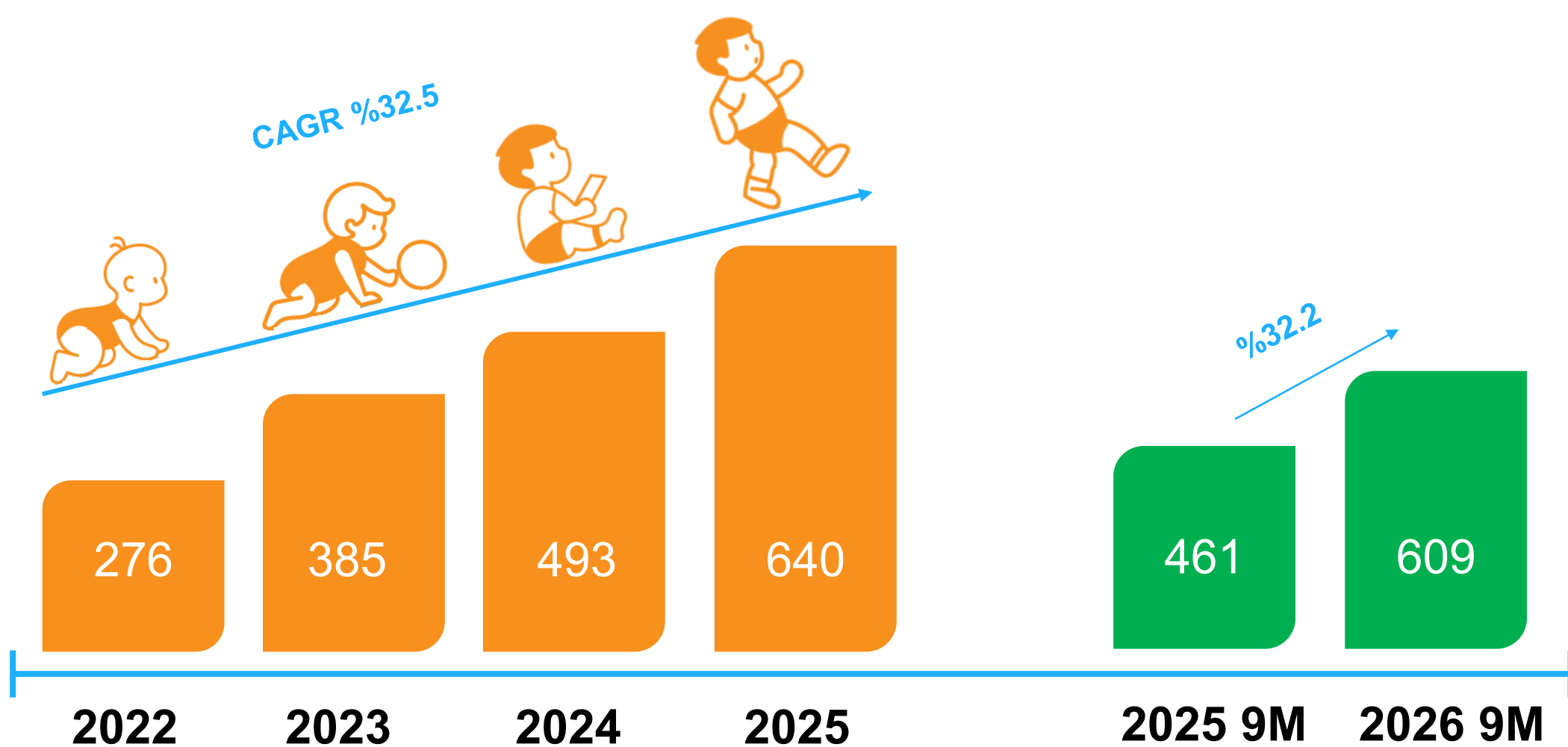


Türkiye Store Count



Our company operates 4 physical stores in the United Kingdom and 1 in Northern Iraq, as of 30.09.2026.

*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



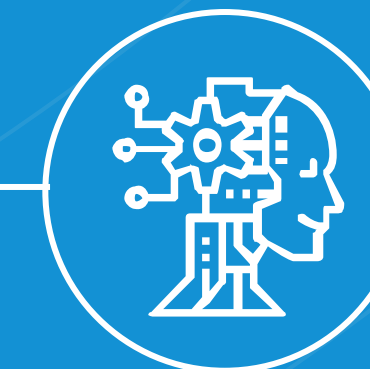
A well-developed **IT Infrastructure** that facilitates continuous monitoring and detailed KPI analysis



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



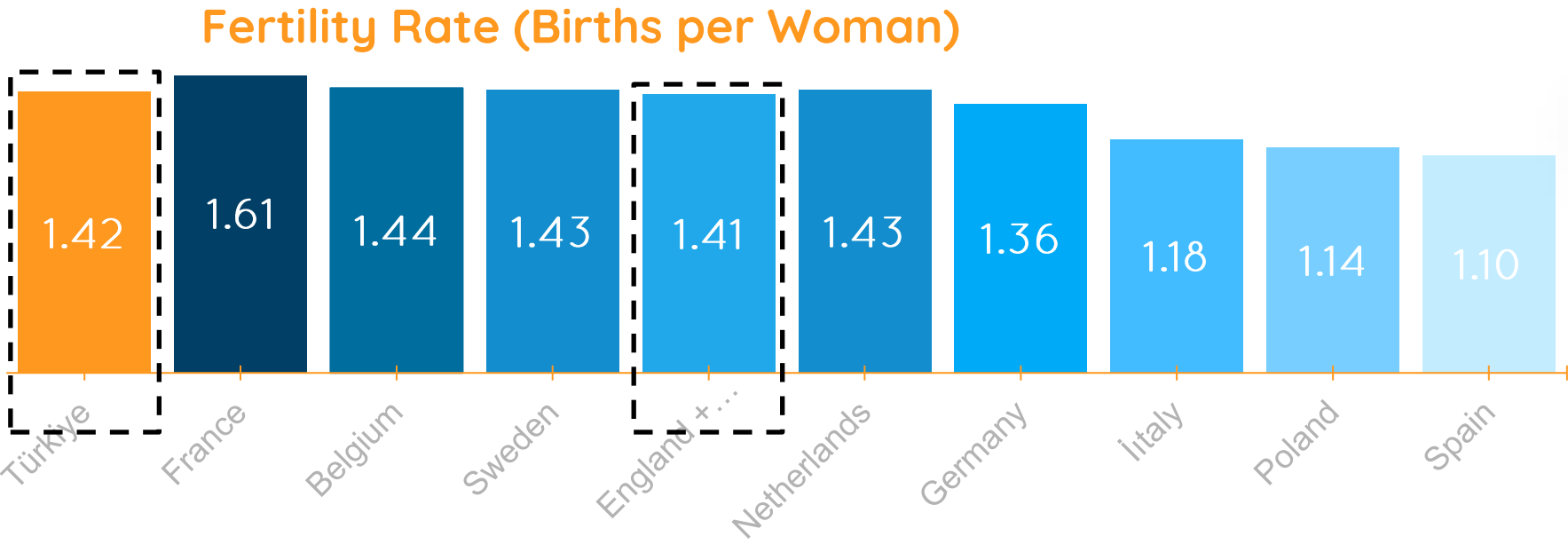
4.9 million
0-59 months
population

Of Türkiye
Population

%5.6

86 million

Approximately 900 thousand babies are born in Türkiye each year.



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



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

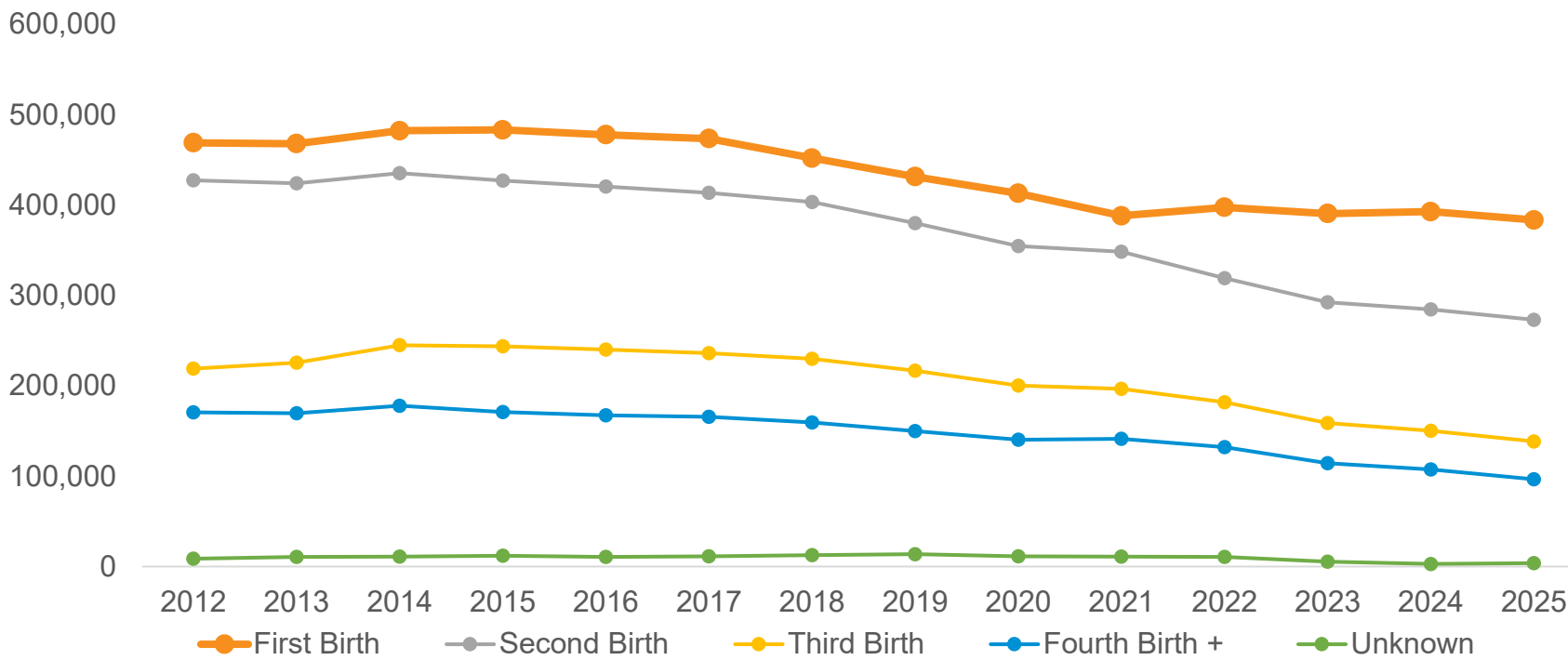


Expanded distribution channels enhance accessibility and support market growth



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

Birth Numbers Based on Birth Order

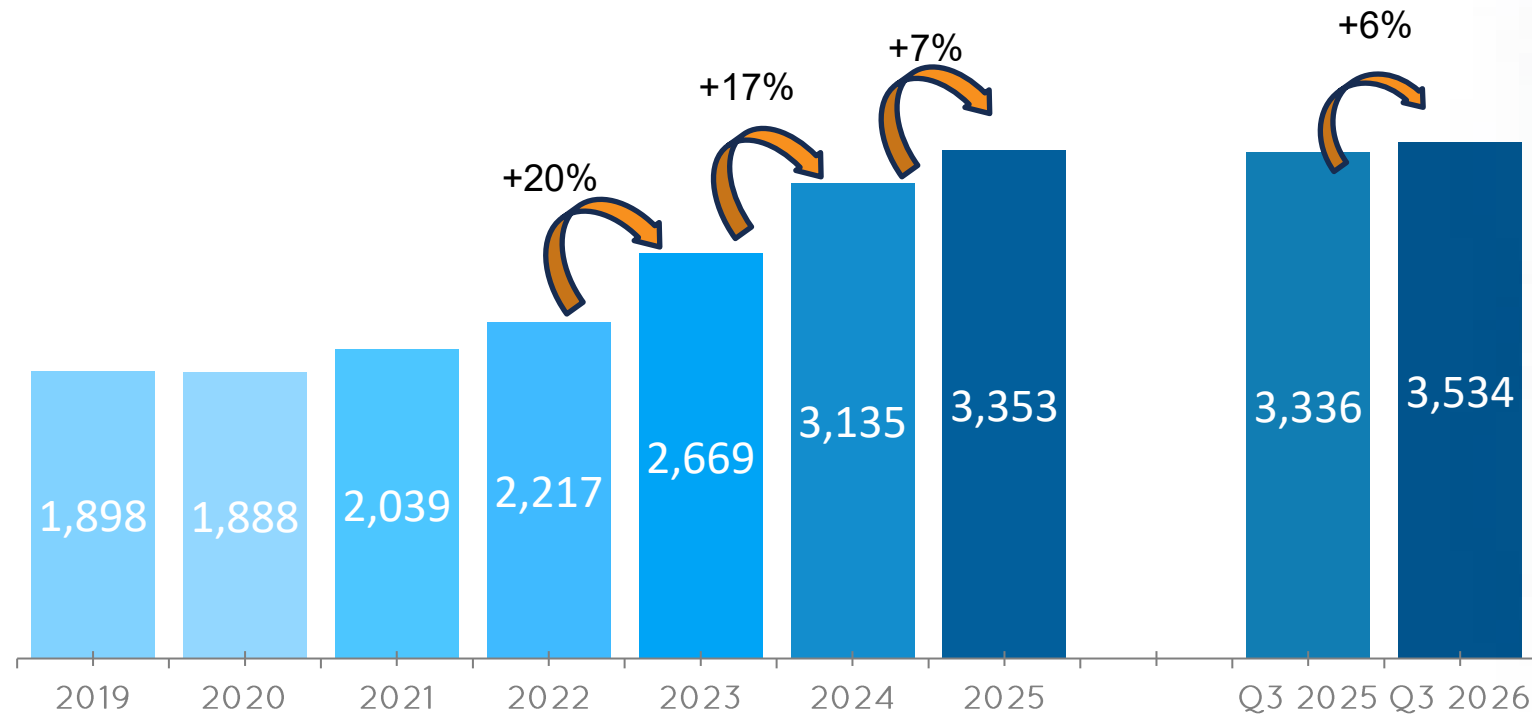


Source: TÜİK, Birth Statistics, 2025.

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)





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

Recurring and traffic-generating consumption

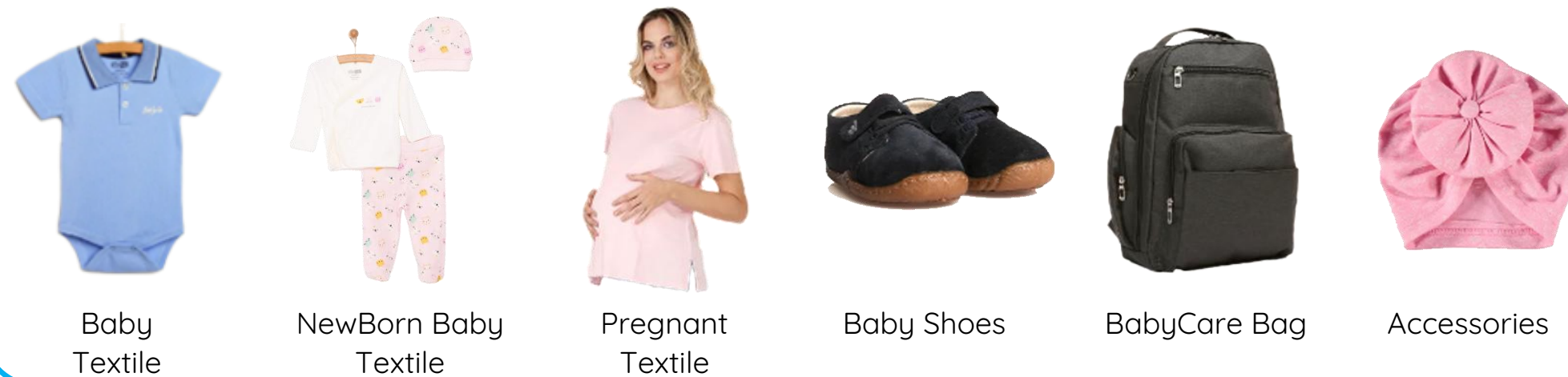
- ✓ Acts like a food retailer
- ✓ Focuses on product availability and pricing



Textile Products

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

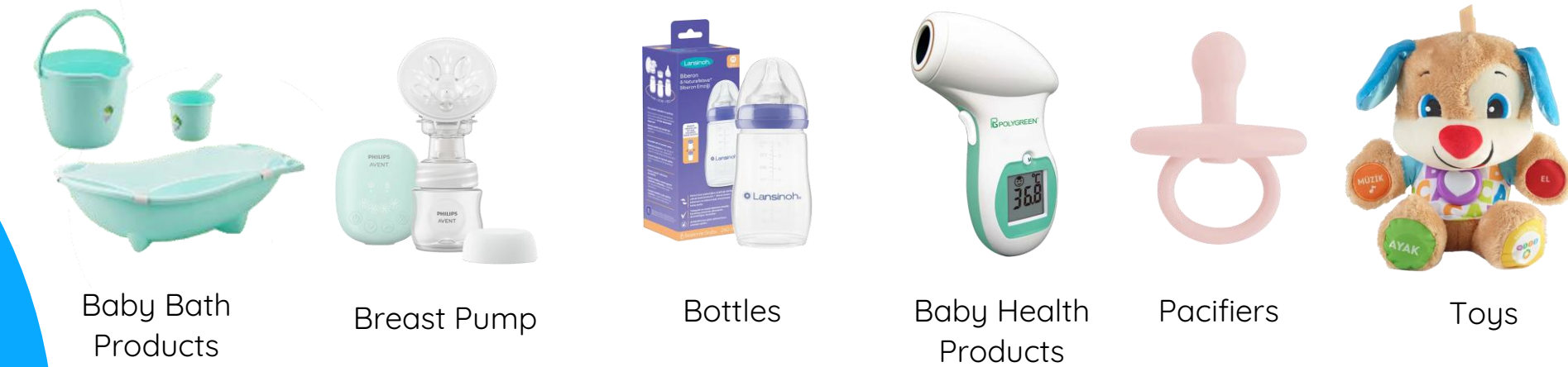


+%31
units growth*

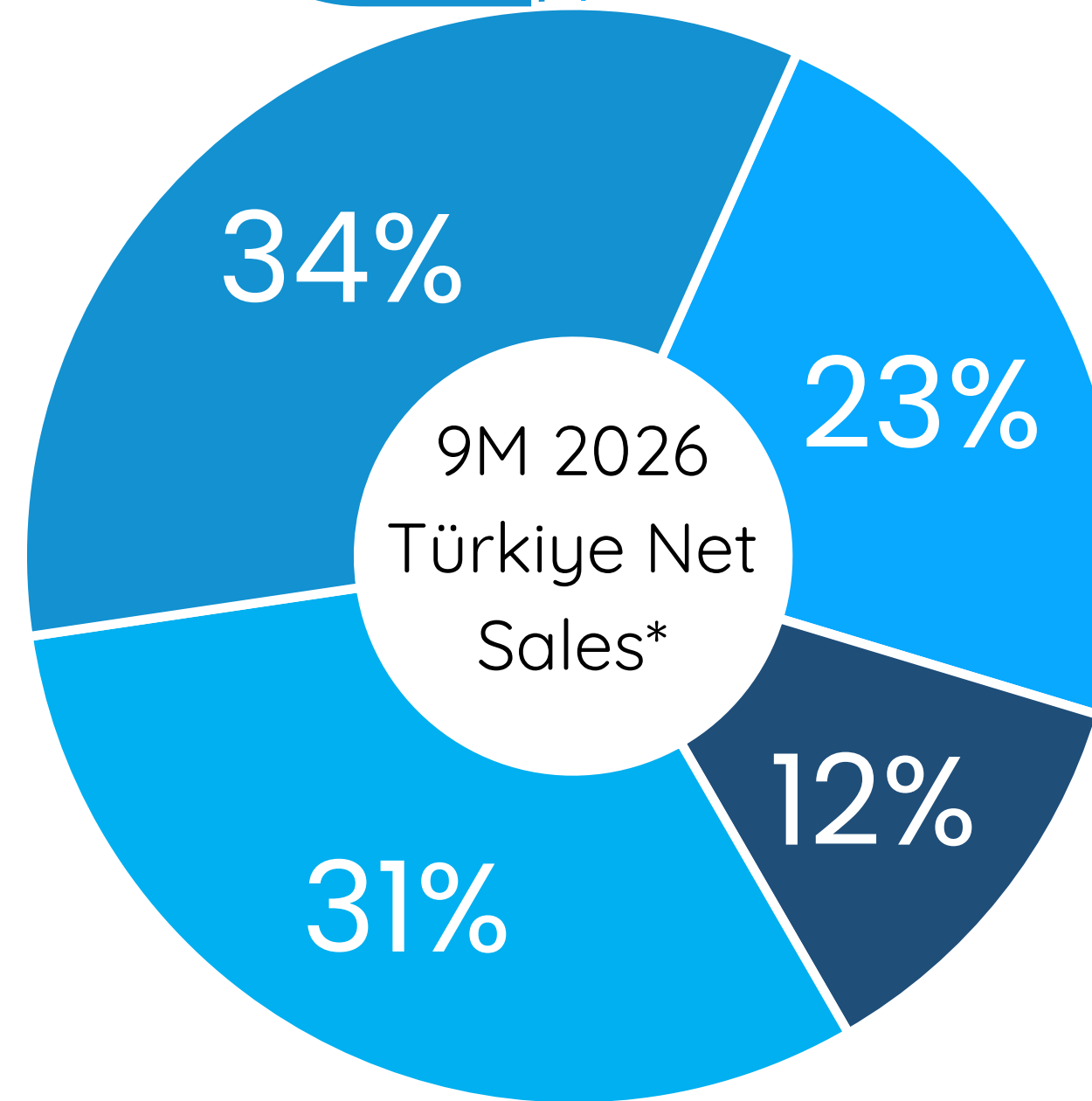
Complementary Products

A platform enabling one-stop sales

- ✓ Acts like a specialized retailer
- ✓ Focuses on trusted expertise



+%12
units growth*



Baby vehicles & devices & furniture

Trust-based market expert

- ✓ Acts like a retailer selling specialty products
- ✓ Focuses on in-store experience and variety



+%18
units growth*

+%16
units growth*

*Source: Company management reports. Unit growth for 9M 2025 – 9M 2026 periods.



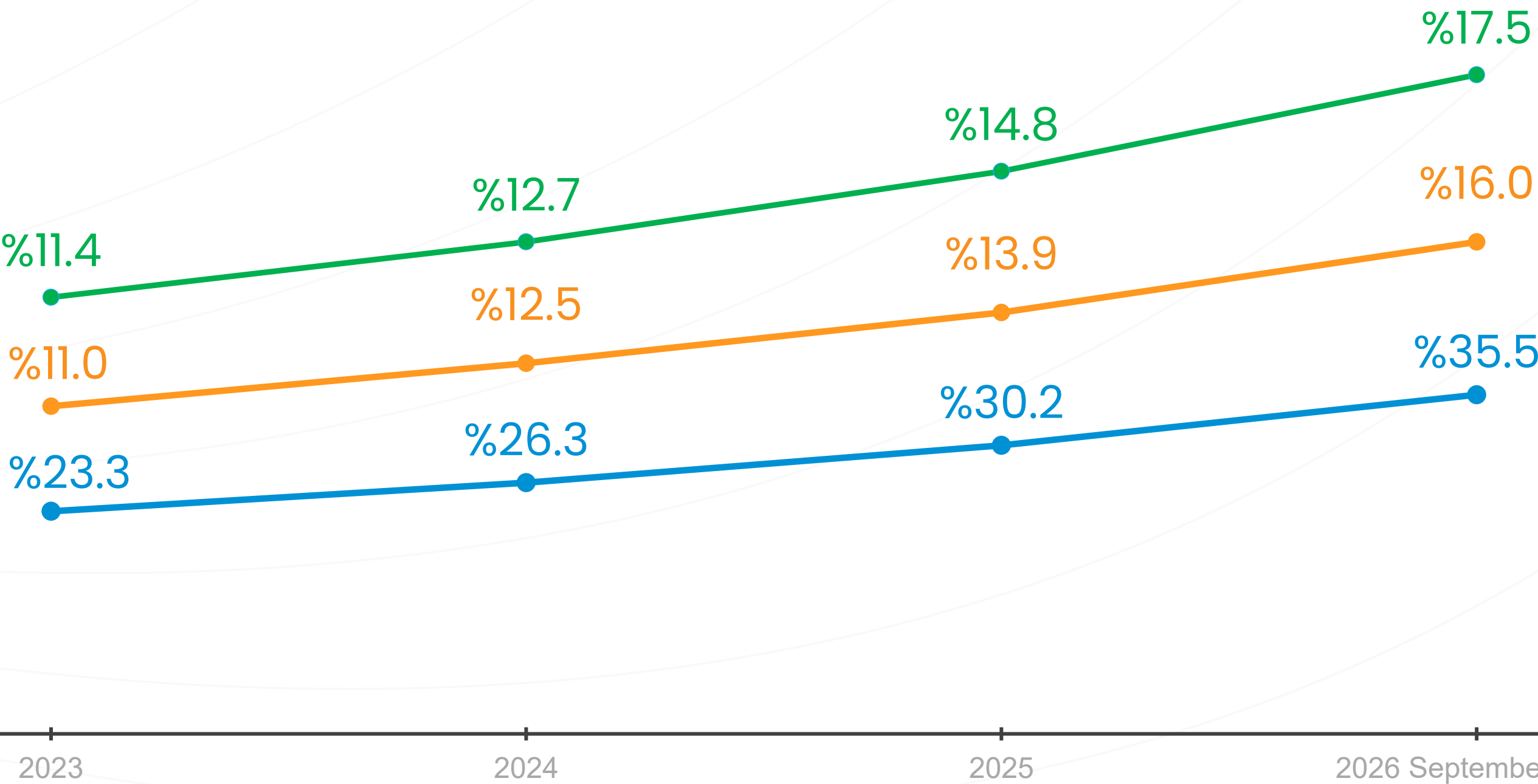
Why ebebek?

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)



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.

ebebek Store Baby FMCG Market

ebebek Store Baby Diaper



ebebek Store Baby Bottle Formula





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



Why ebebek?

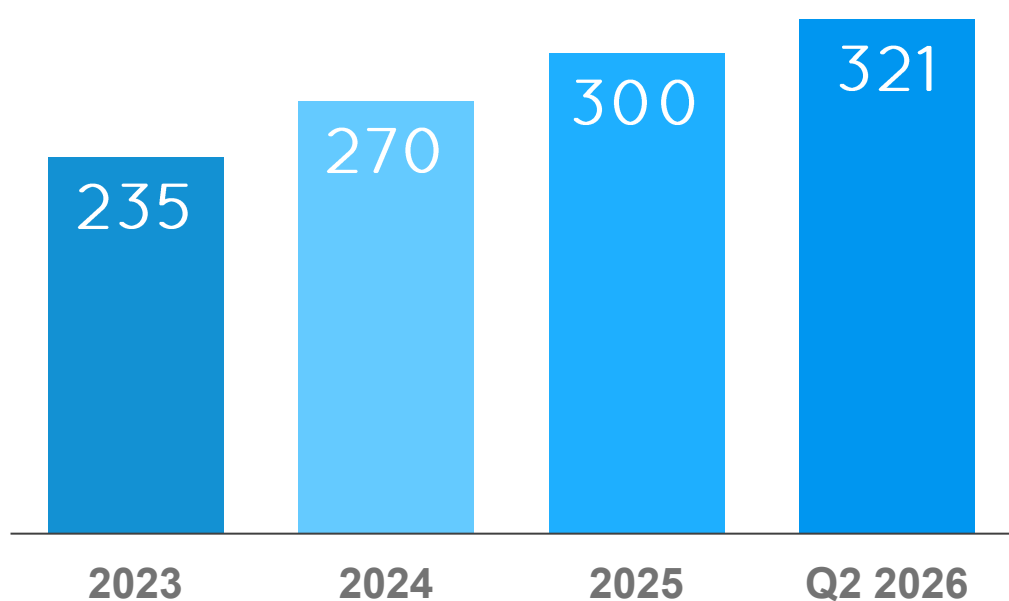
Strong financial performance continuing despite a challenging retail environment

Q3/9M 2026 Overview of Turkiye Operations



Number of Stores

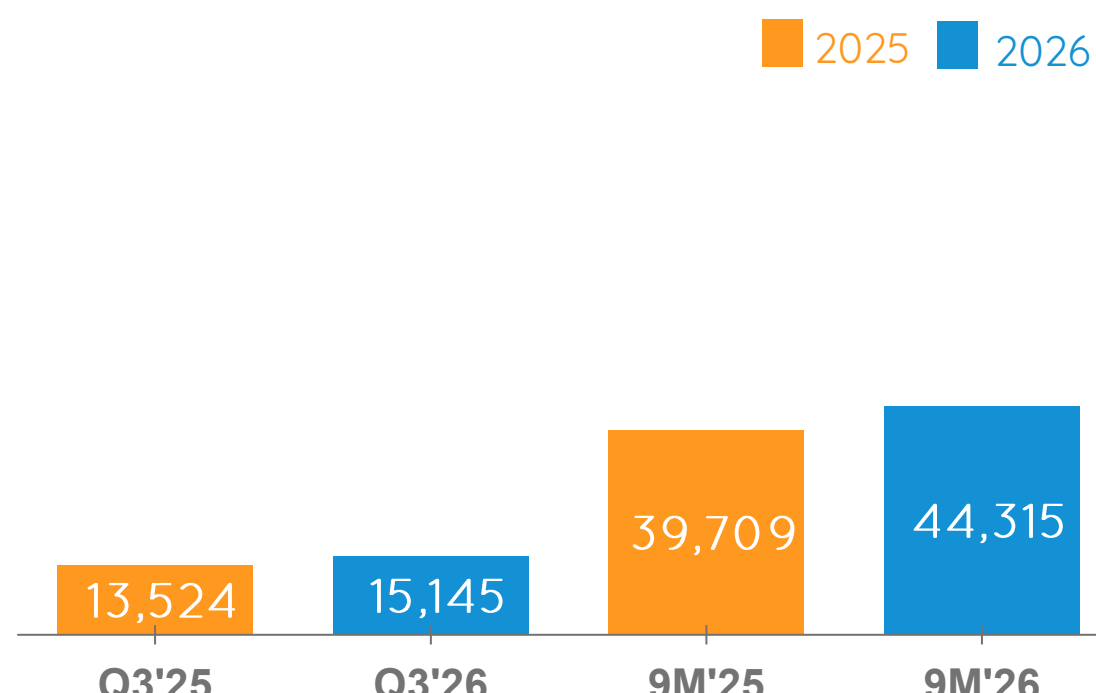
As of Period-End



In Q3 2026, a total of 11 stores were opened and 1 store was closed.

Number of Store Visitors

(in thousands)

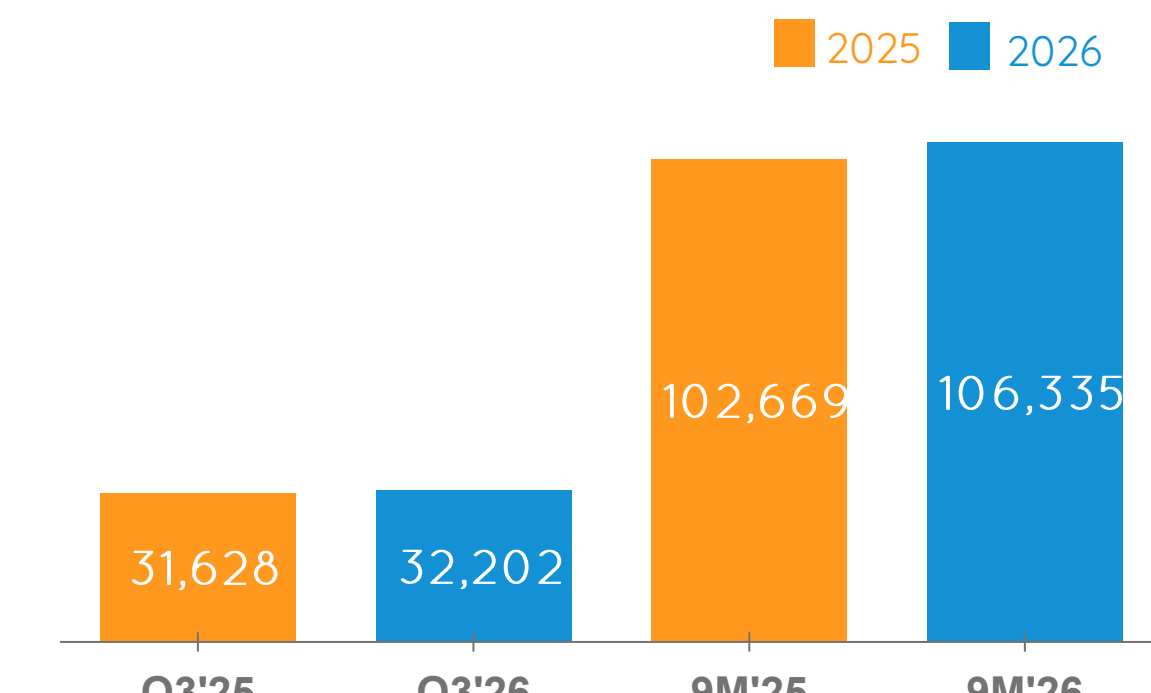


↑ %12.0 Q3'25/26

↑ %11.6 9M'25/26

ebebek.com Website Traffic

(in thousands)

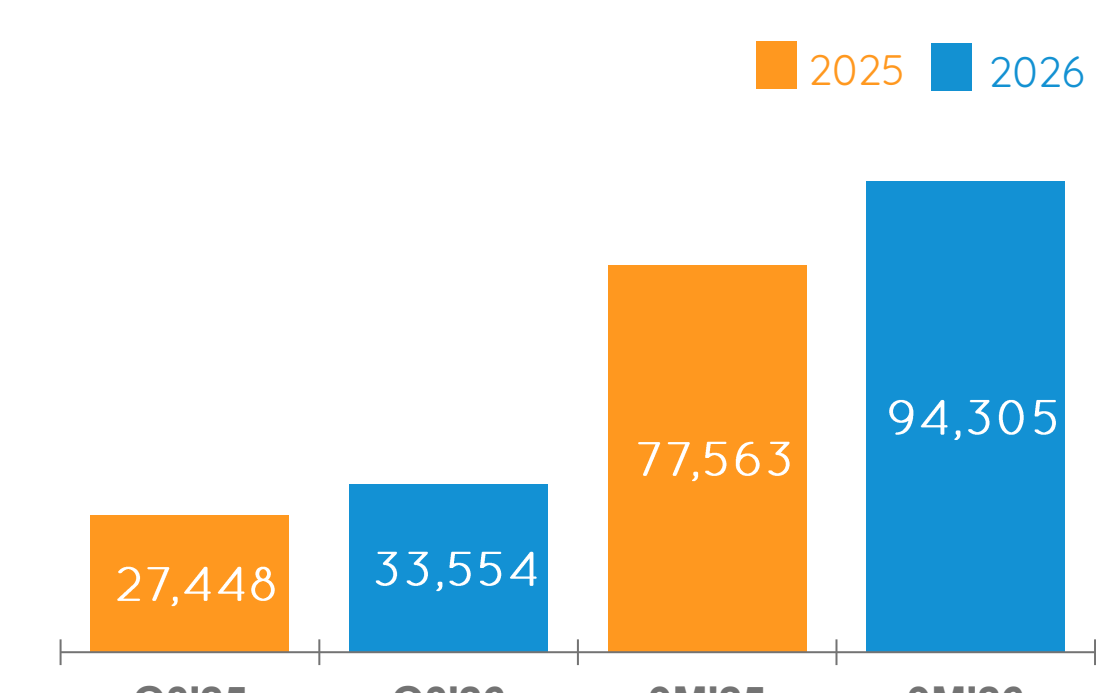


↑ %1.8 Q3'25/26

↑ %3.6 9M'25/26

Total Units Sold

(in thousands)

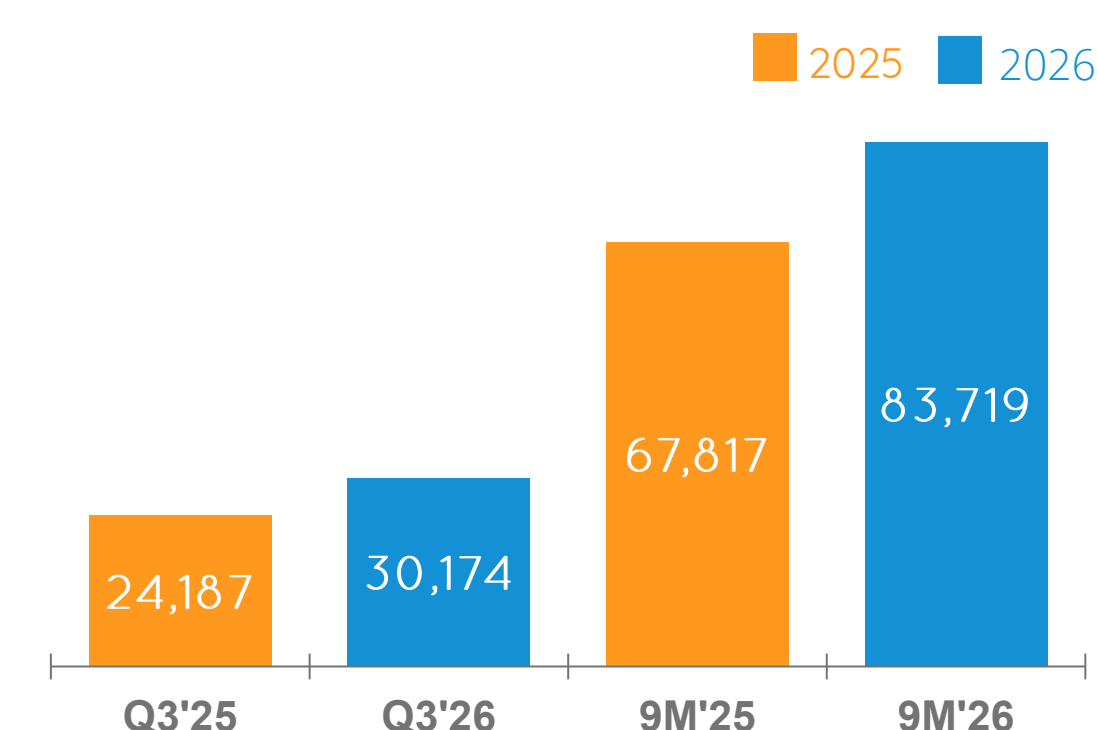


↑ %22.2 Q3'25/26

↑ %21.6 9M'25/26

Total Units Sold in Stores

(in thousands)

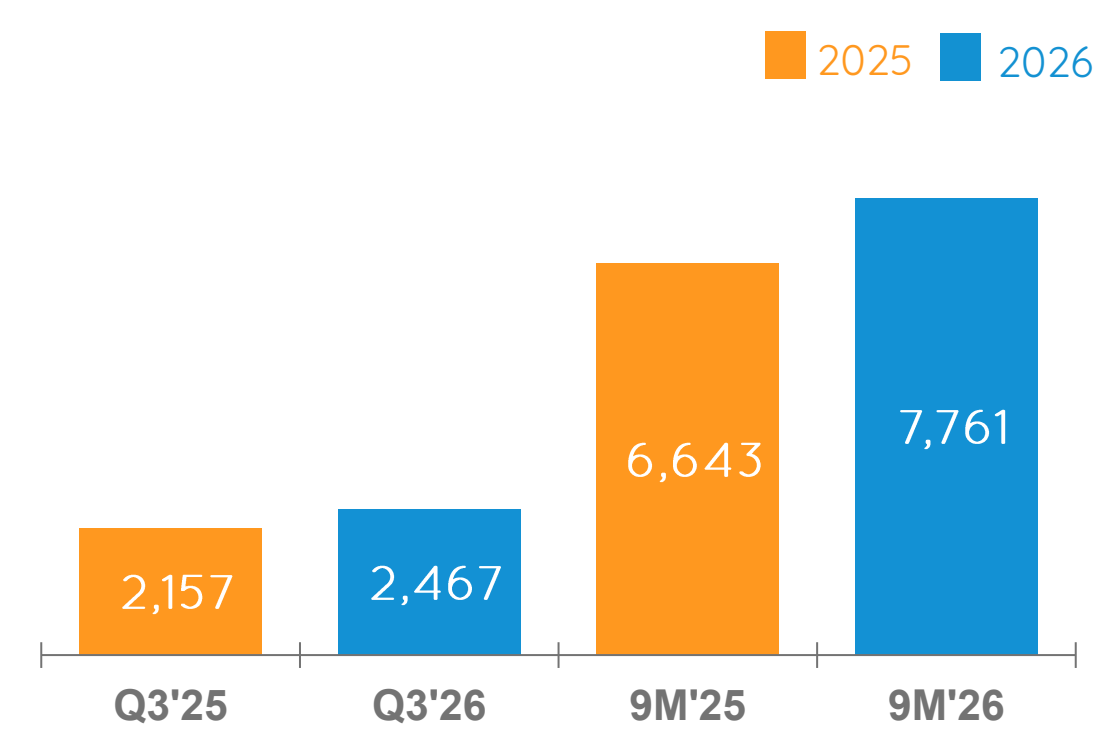


↑ %24.8 Q3'25/26

↑ %23.4 9M'25/26

Total Units Sold on ebebek.com

(in thousands)

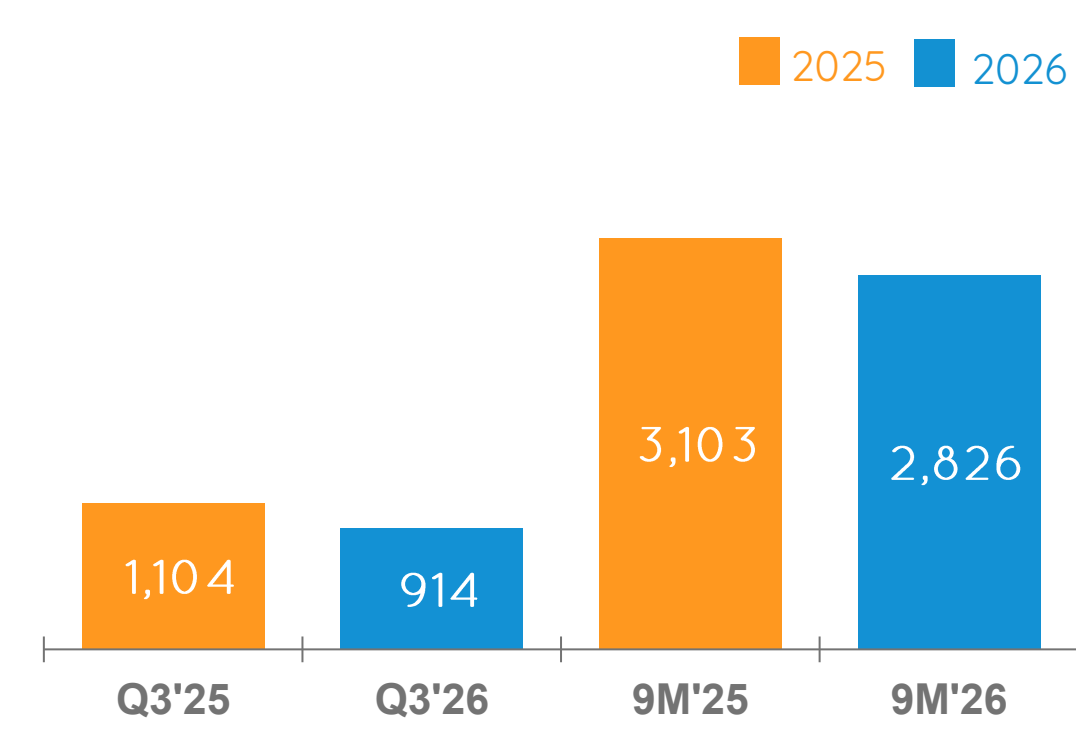


↑ %14.4 Q3'25/26

↑ %16.8 9M'25/26

Total Units Sold on MarketPlaces

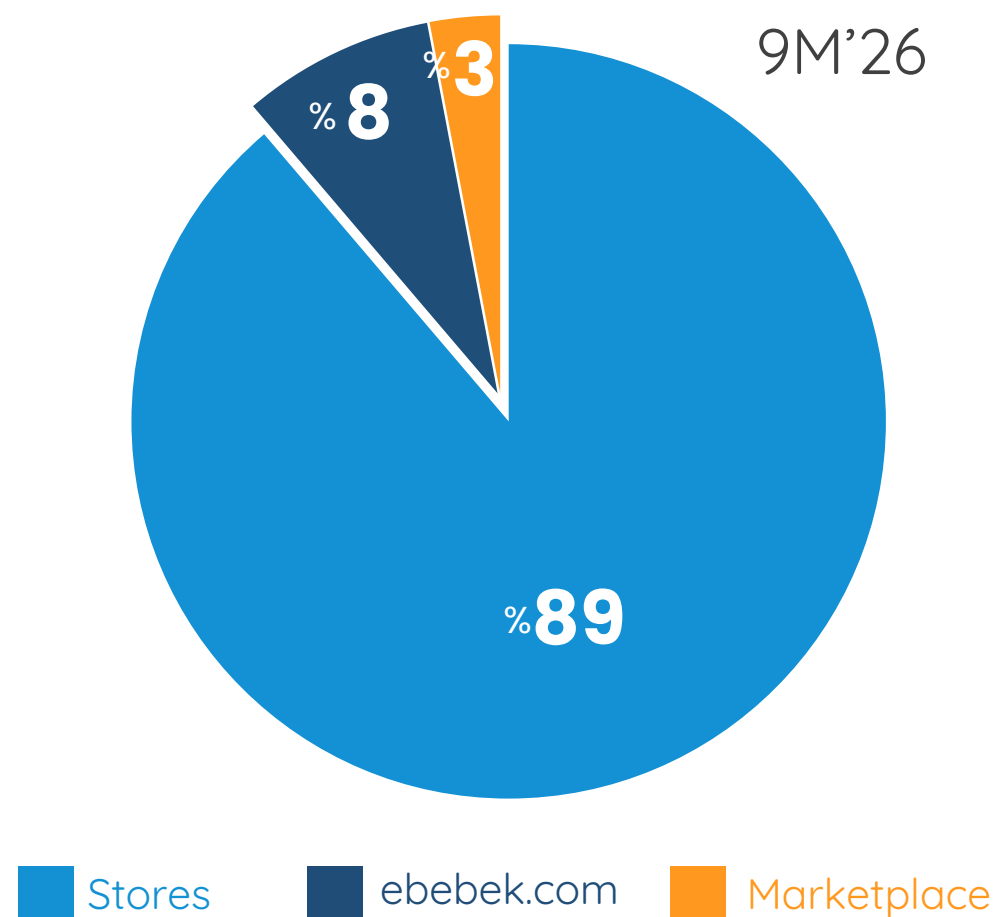
(in thousands)



↓ -%17.2 Q3'25/26

↓ -%8.9 9M'25/26

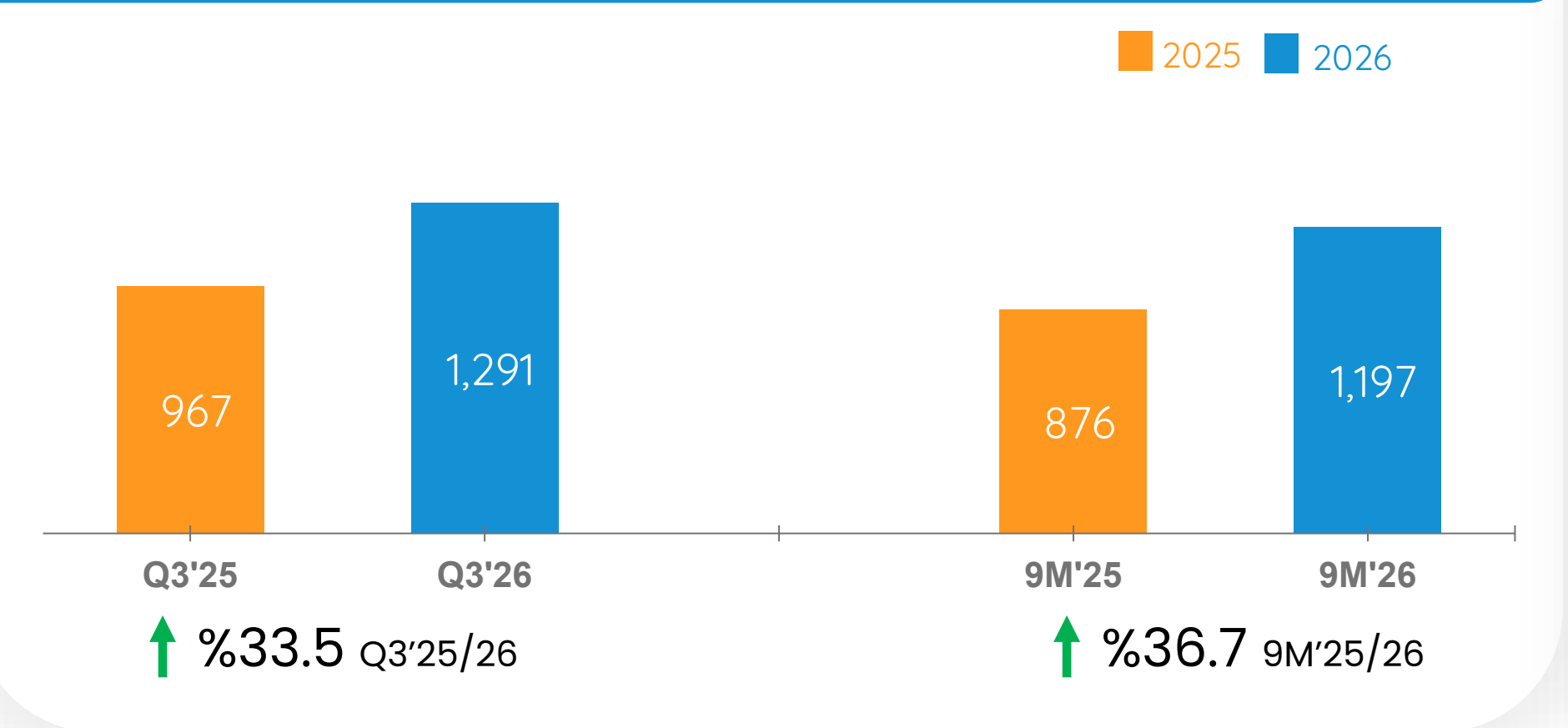
BreakDown of Total Units Sold by Sales Channels



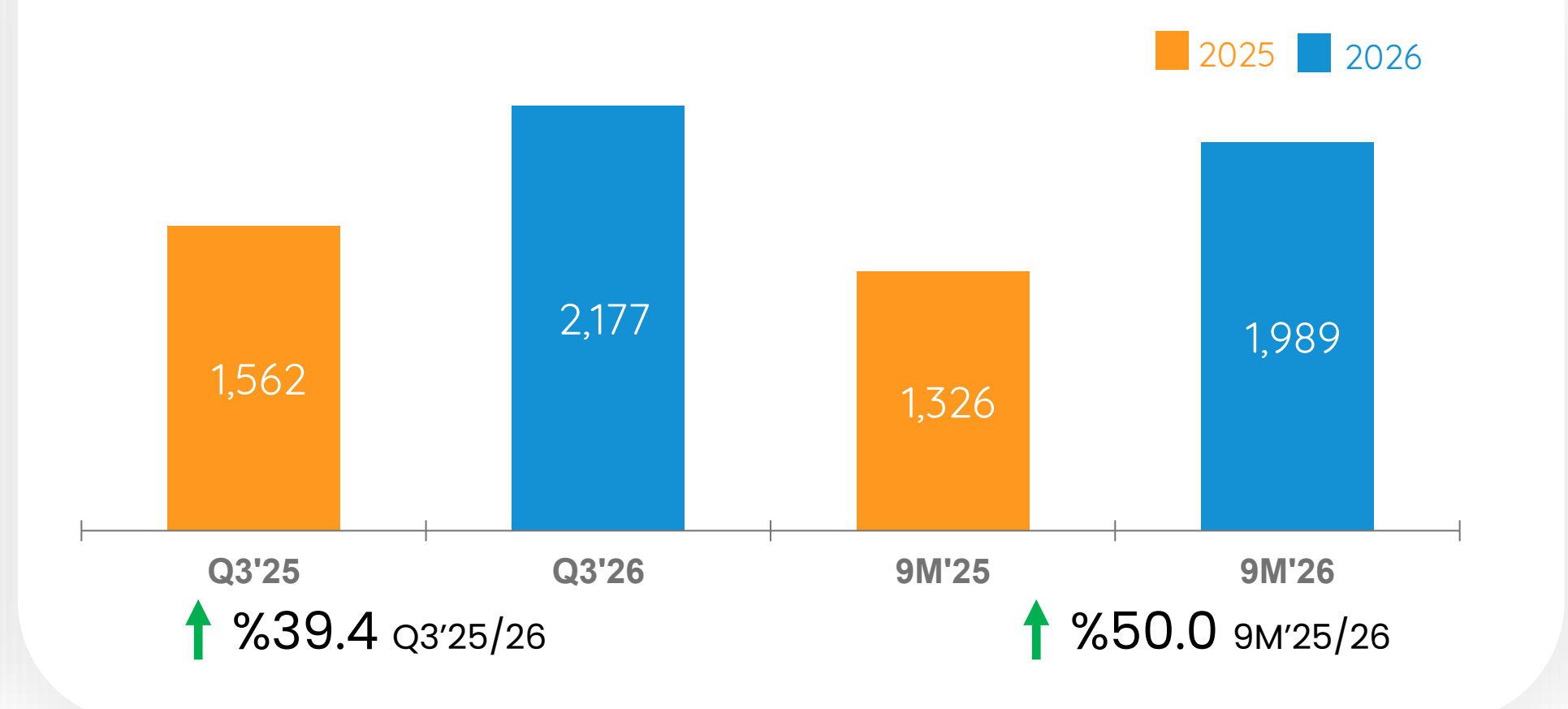
Q3/9M 2026 Overview of Turkiye Operations



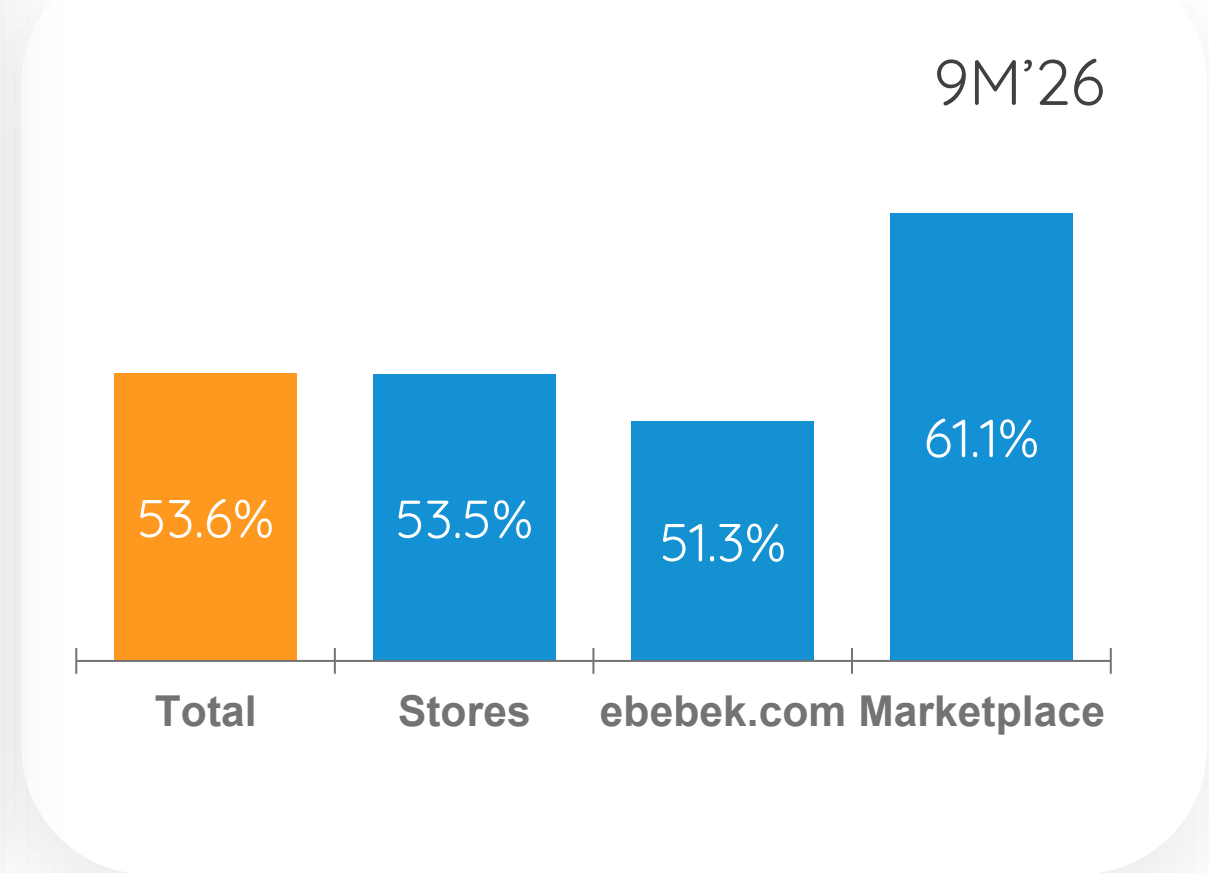
Average Nominal Invoice Value for Stores (TL)



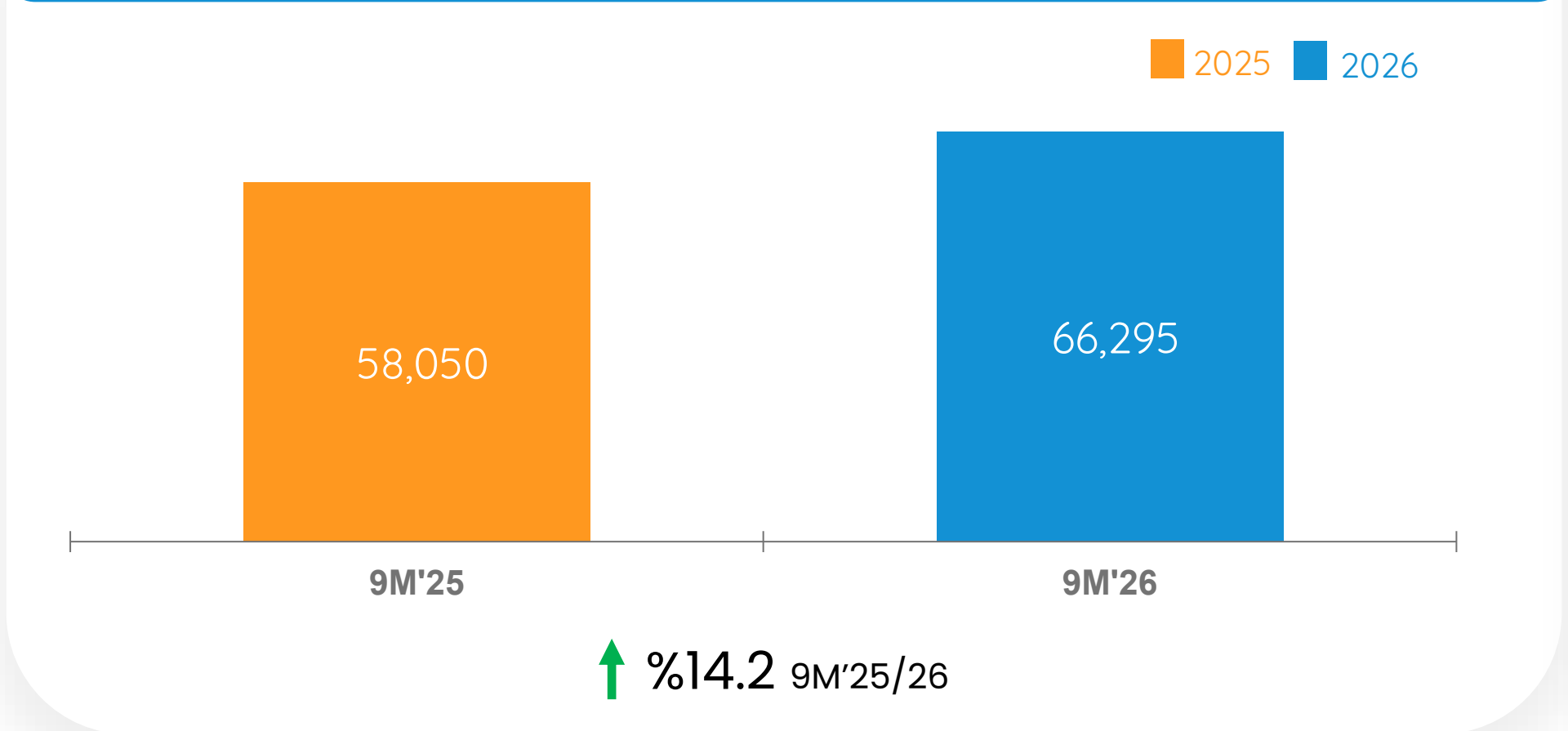
Average Nominal Order Value on ebebek.com (TL)



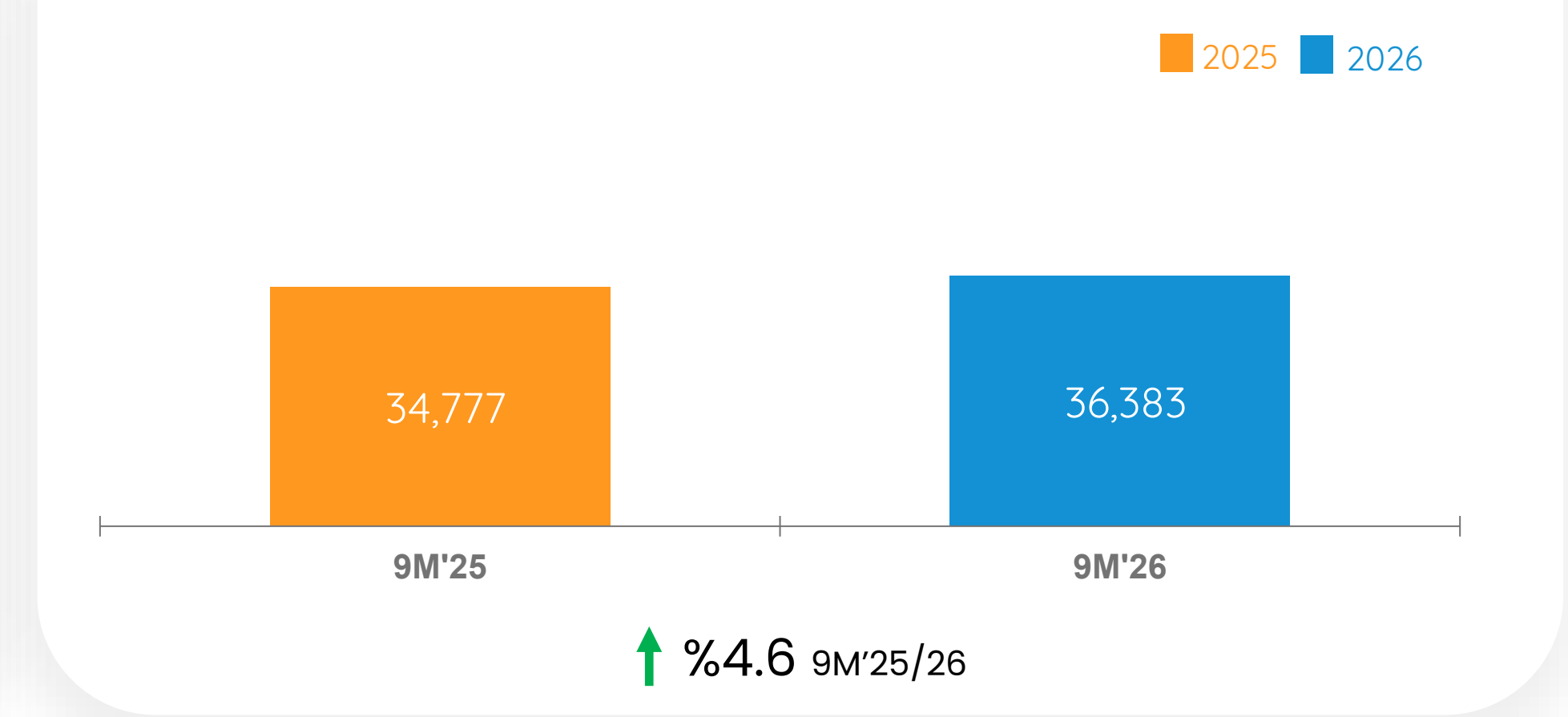
Private Label Unit Share by Sales Channel



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



Same Store (LFL)* Number of Store Visitors (in thousands)



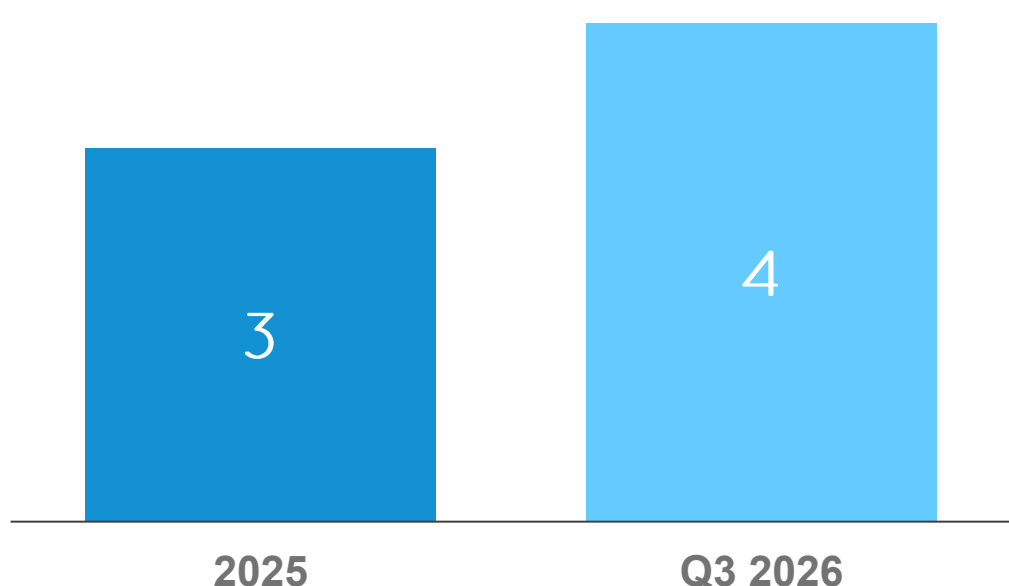
(*): Like-for-like figures are calculated based on the performance of stores that were open as of 30 September 2023 and continued their operations as of 30 September 2026.

Q3/9M 2026 Overview of United Kingdom Operations

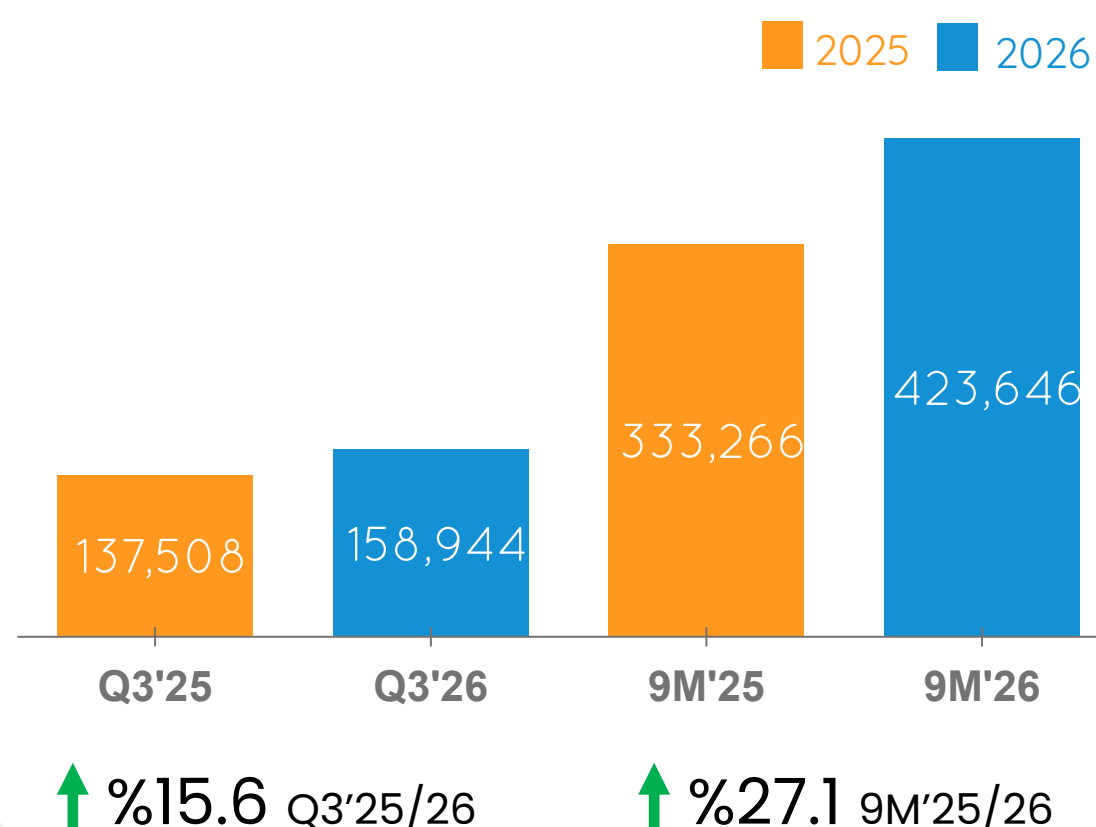


Number of Stores

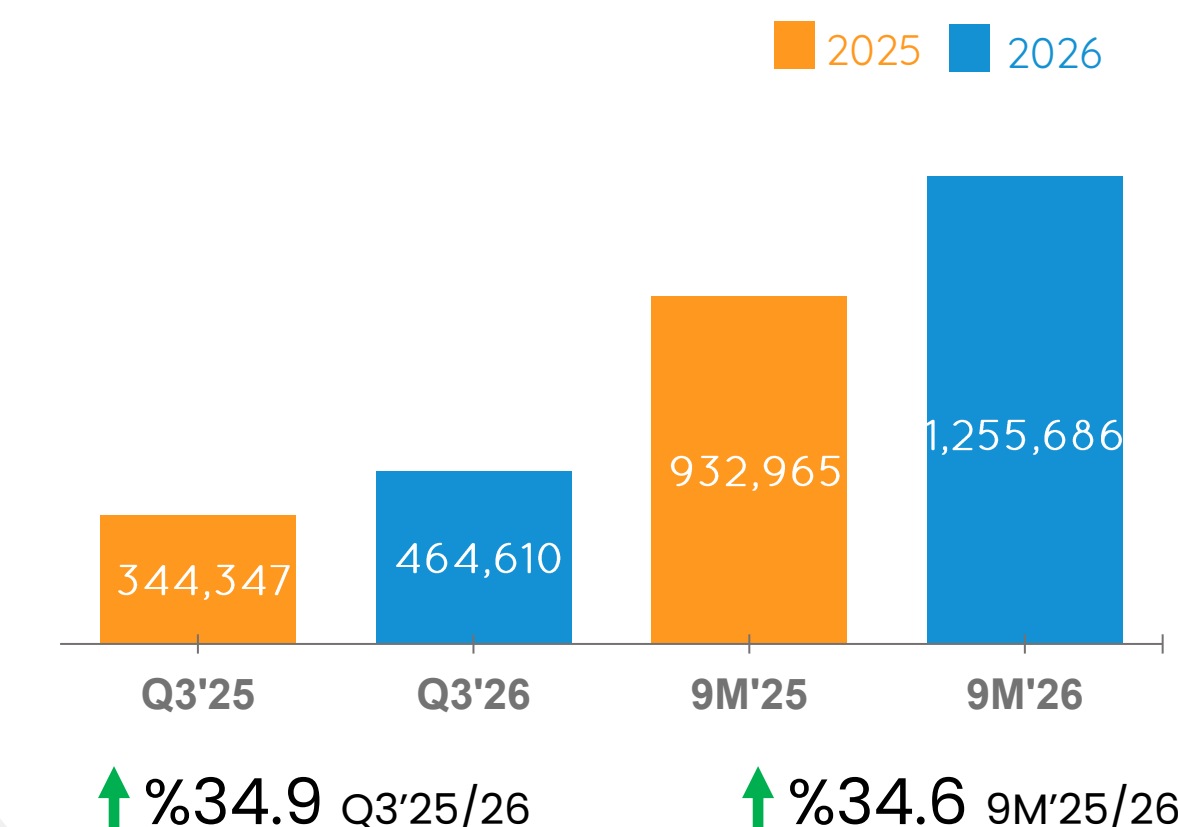
As of Period-End



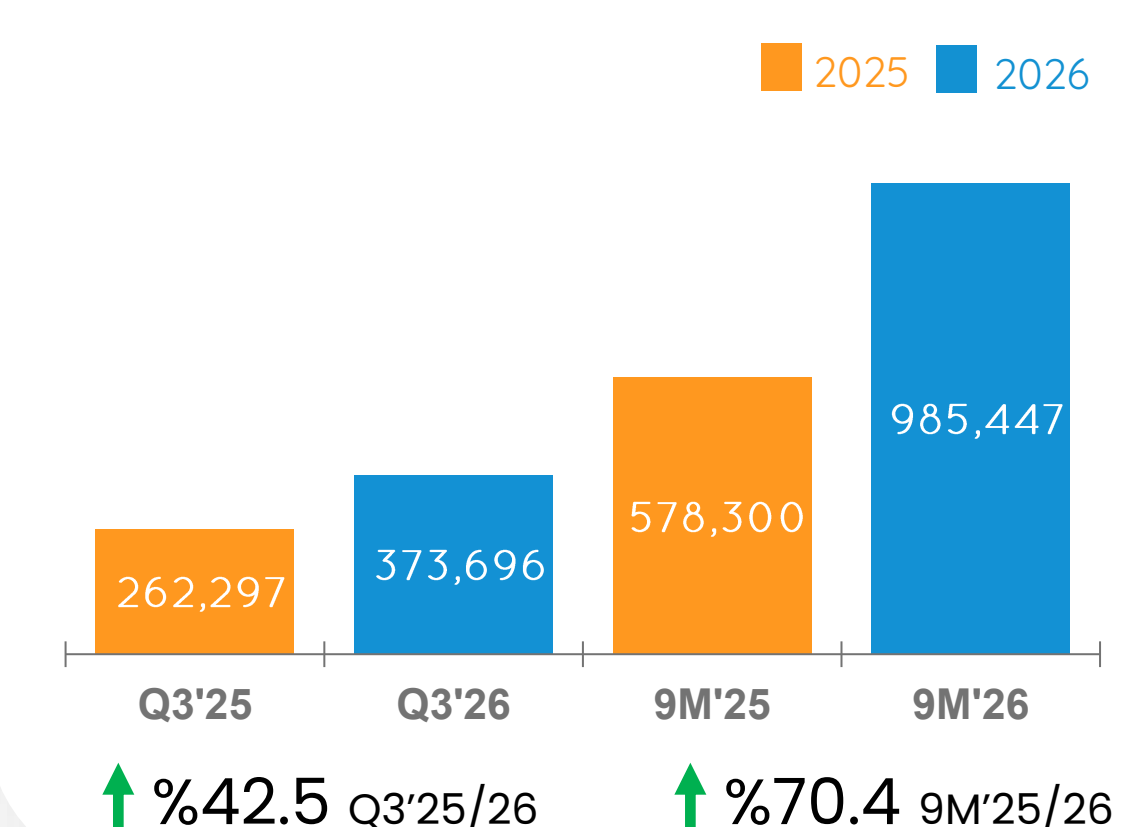
Number of Store Visitors



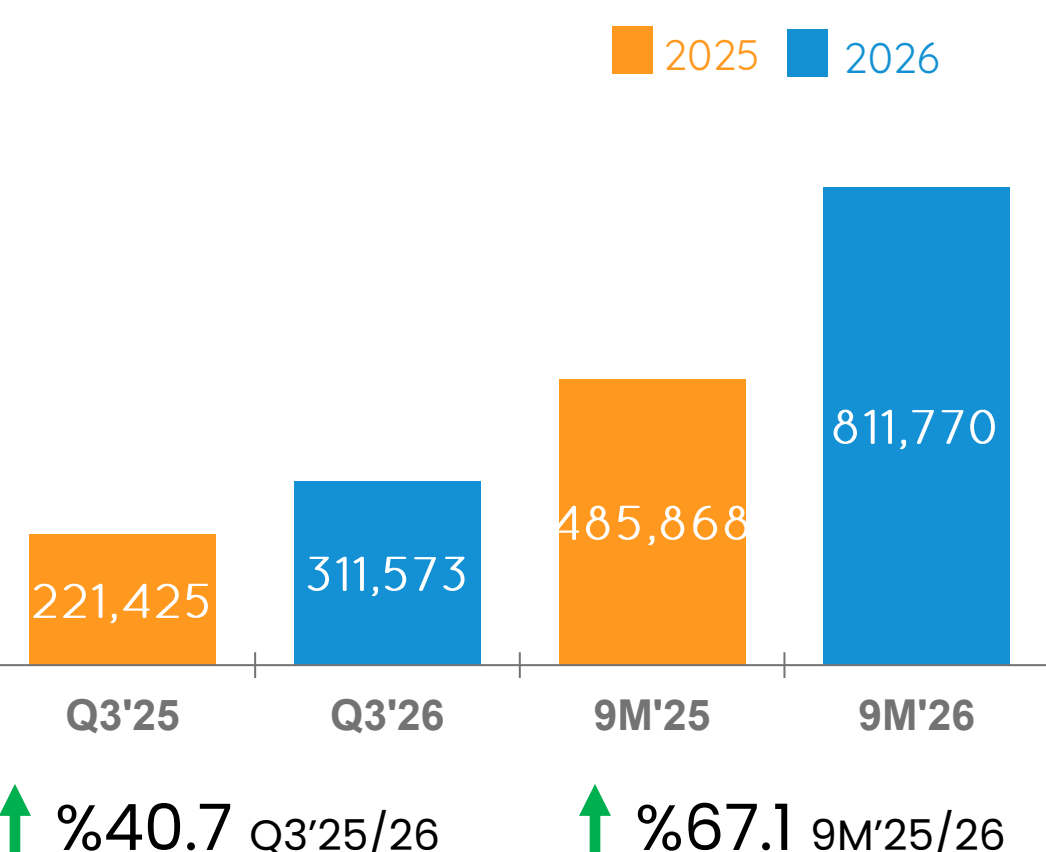
ebebek.co.uk Website Traffic



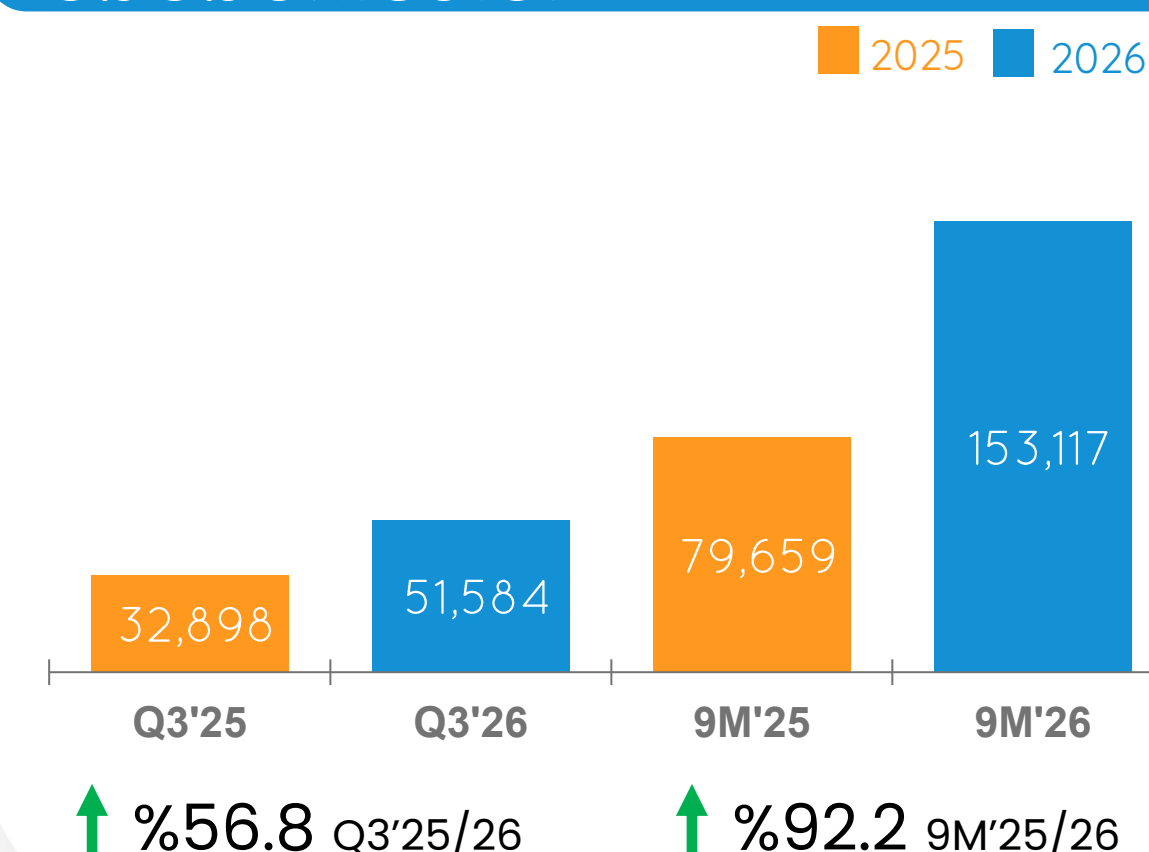
Total Units Sold



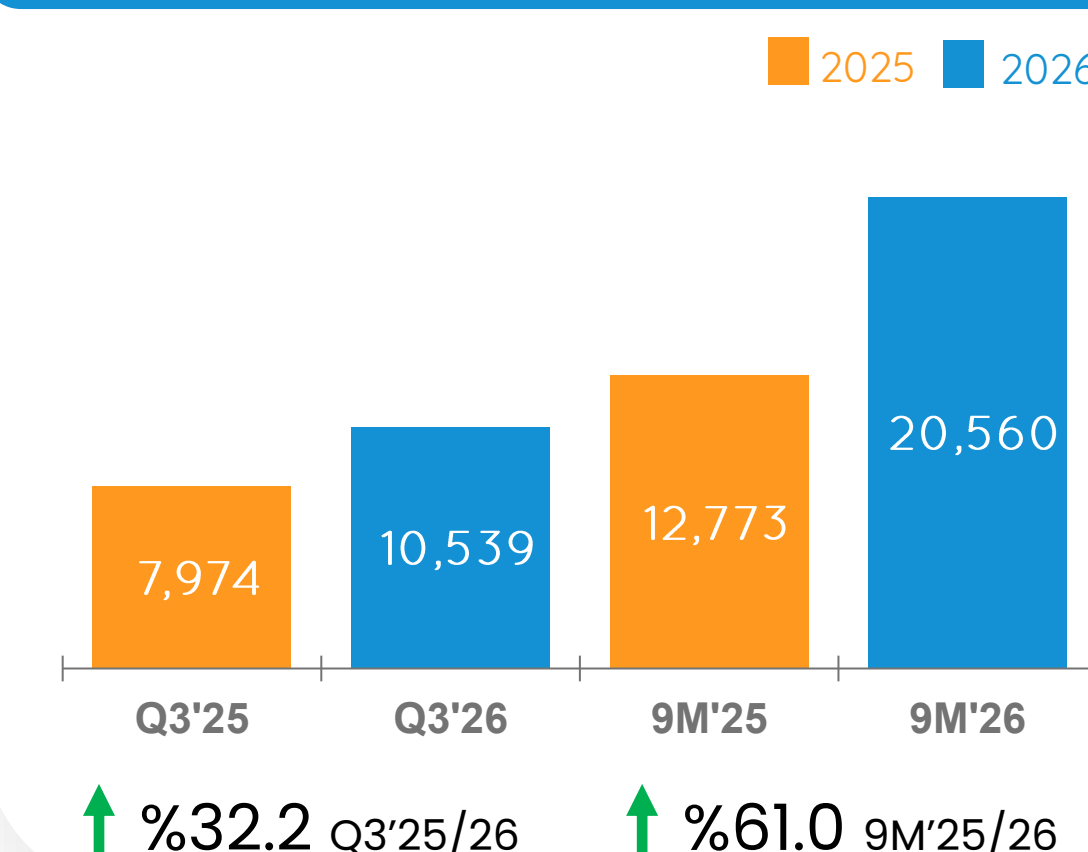
Total Units Sold in Stores



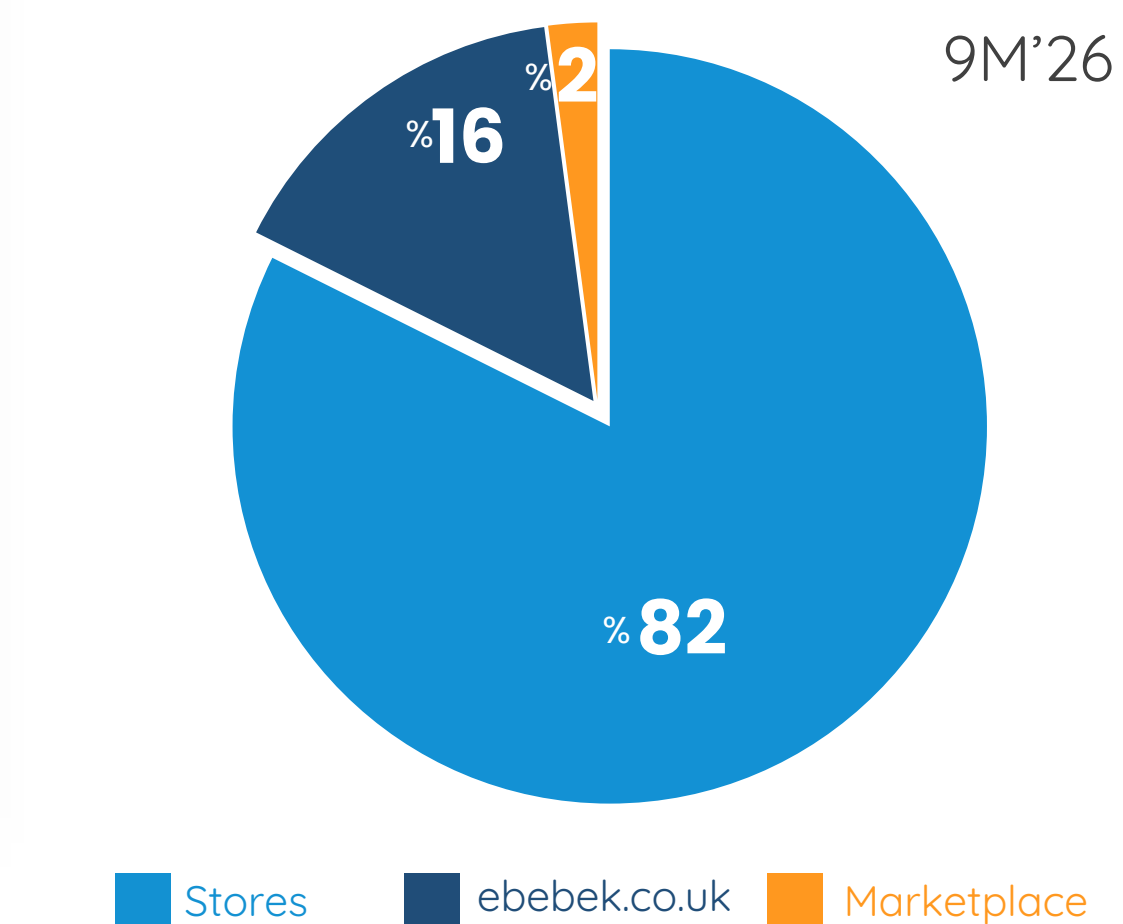
Total Units Sold on ebebek.co.uk



Total Units Sold on MarketPlaces



BreakDown of Total Units Sold by Sales Channels



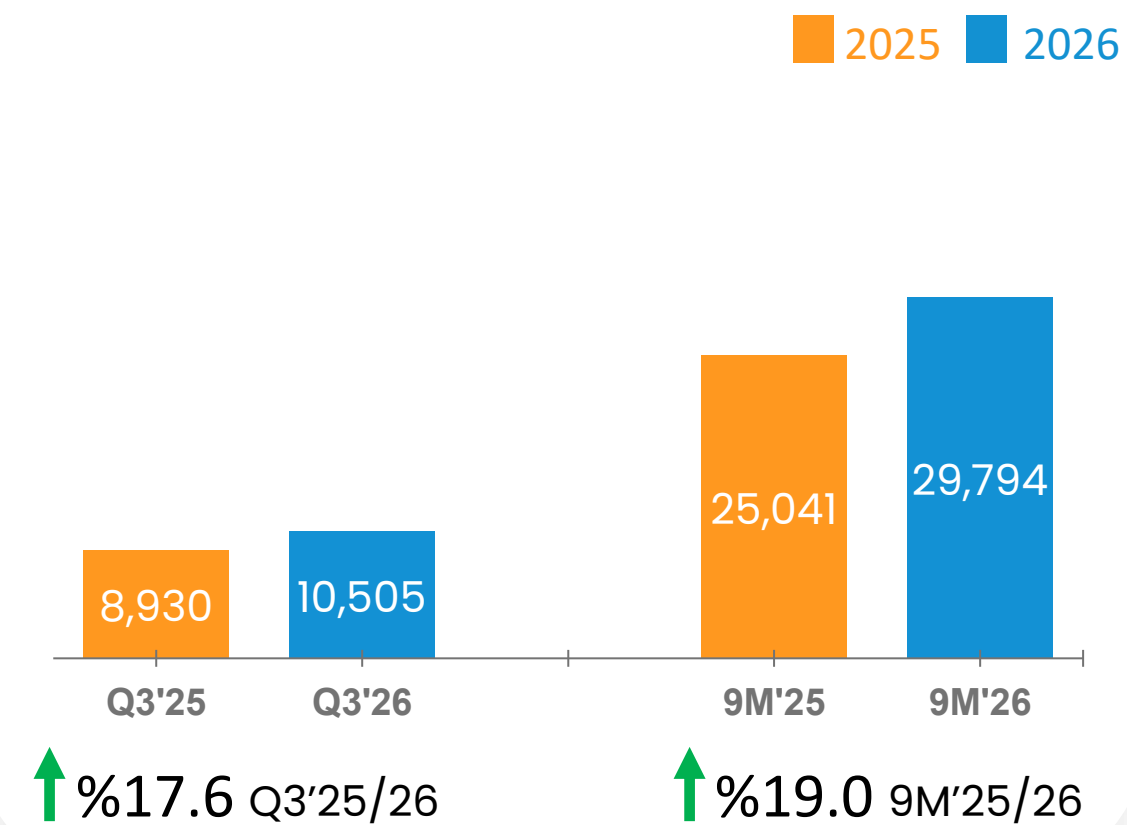
Consolidated Financial Indicators



Revenue

(million TL)

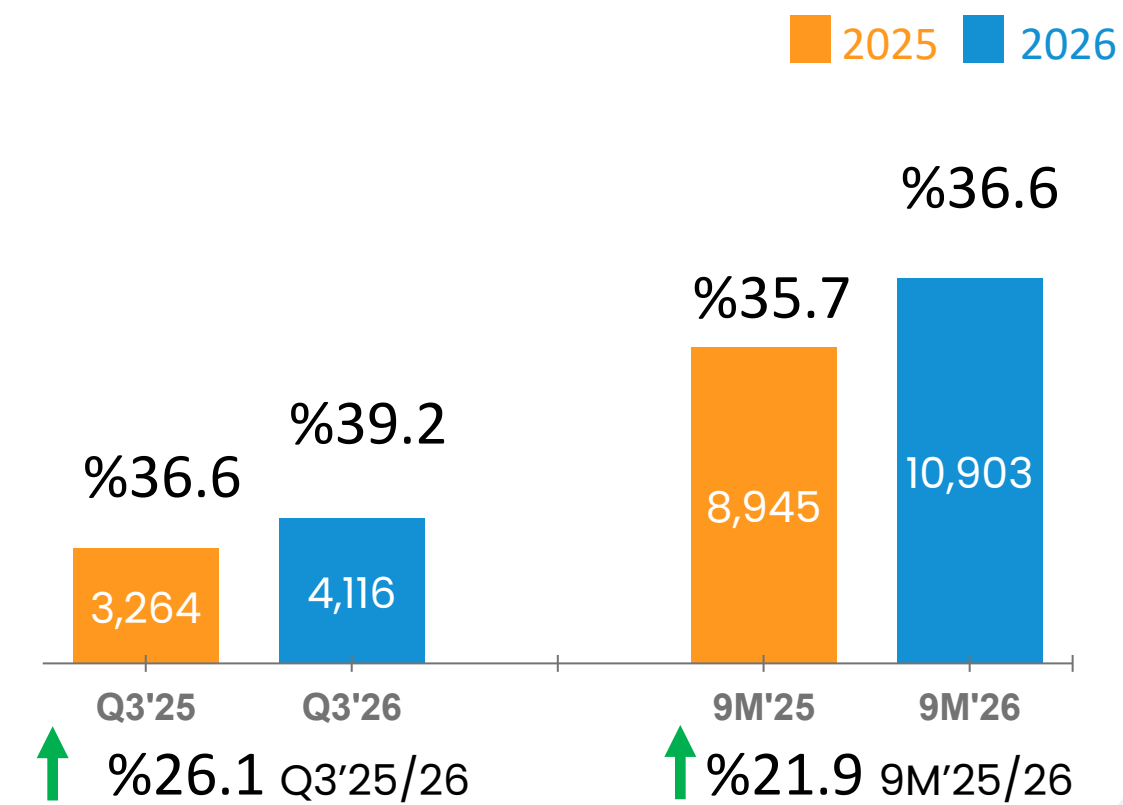
Including IAS 29 Impact



Gross Margin

(million TL)

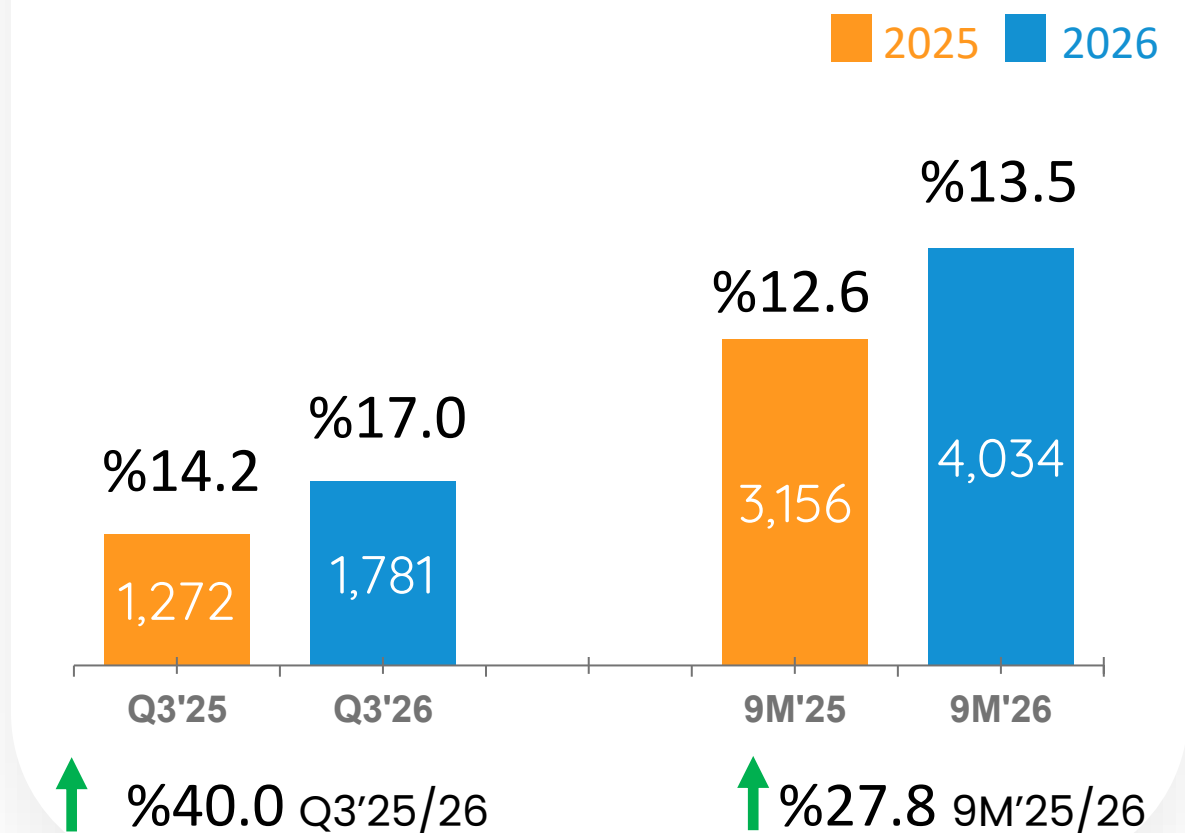
Including IAS 29 Impact



EBITDA

(million TL)

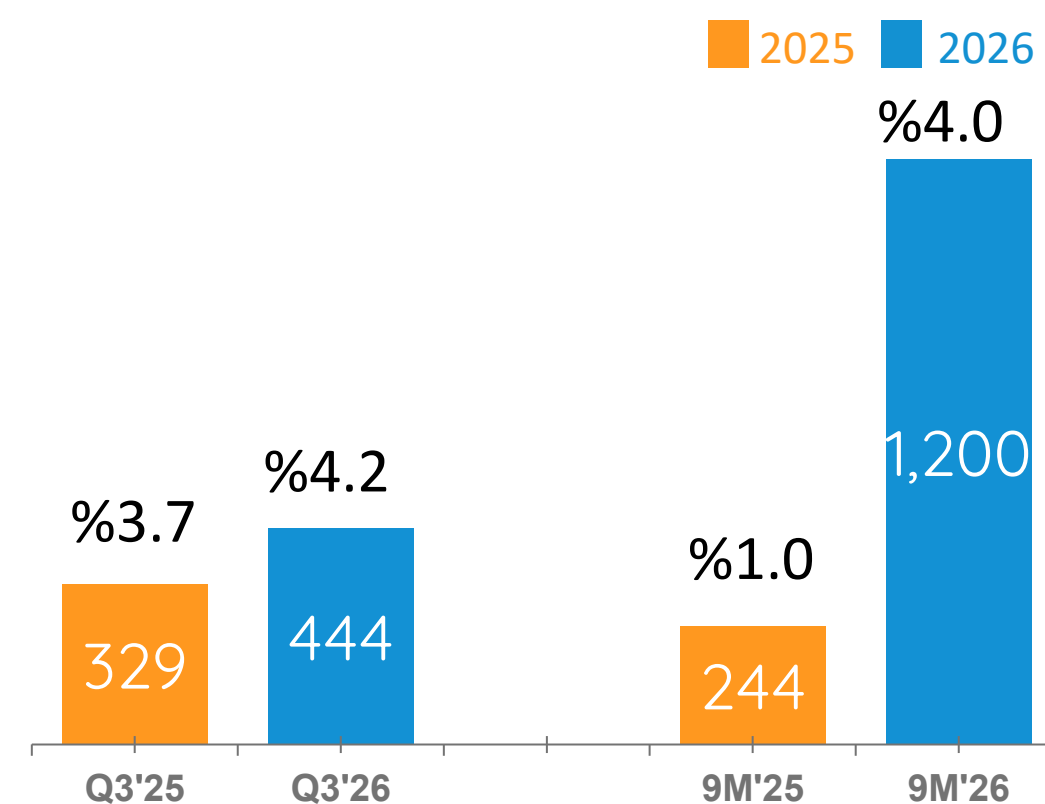
Including IAS 29 Impact



Profit Before Tax

(million TL)

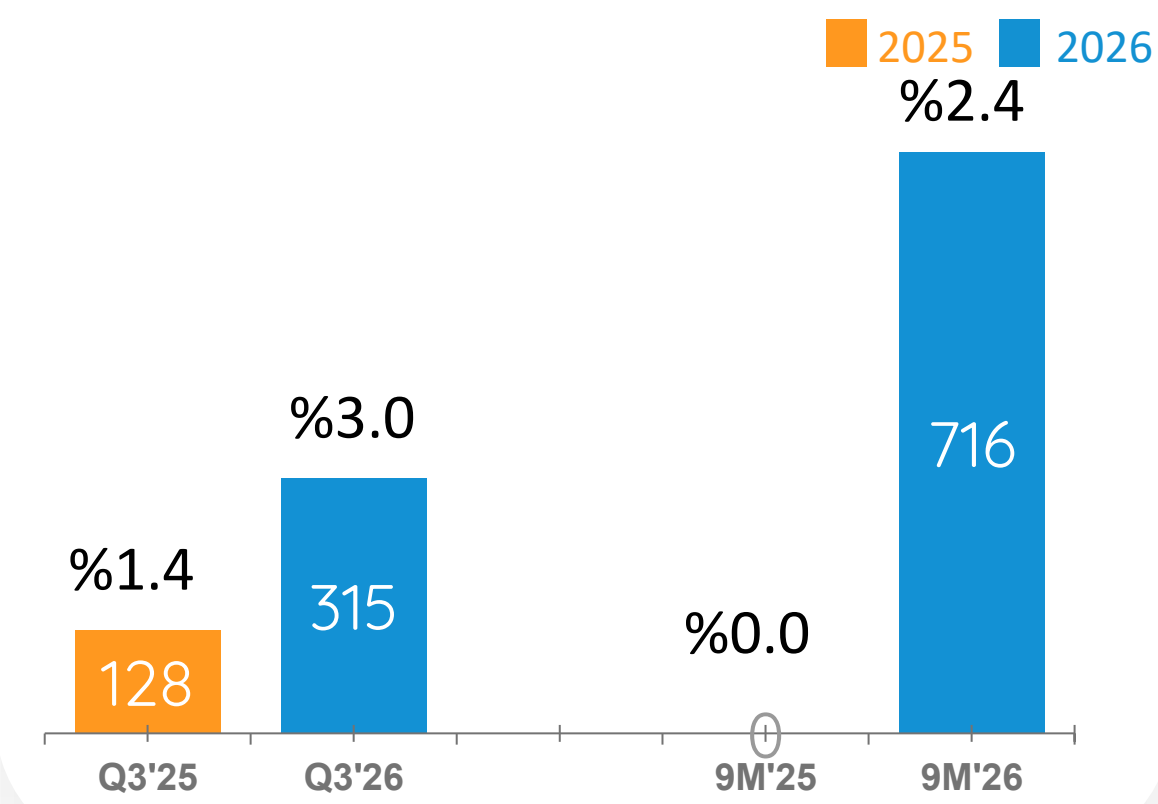
Including IAS 29 Impact



Net Income

(million TL)

Including IAS 29 Impact



Consolidated Summary Income Statement



m TL	1 January - 30 September 26	%	1 January - 30 September 25	%	1 July - 30 September 26	%	1 July - 30 September 25	%
NET SALES	29.794	100,0	25.041	100,0	10.506	100,0	8.930	100,0
Cost of Sales	(18.891)	(63,4)	(15.704)	(62,7)	(6.390)	(60,8)	(5.560)	(62,3)
Personnel Expenses	(3.874)	(13,0)	(3.389)	(13,5)	(1.279)	(12,2)	(1.110)	(12,4)
Advertising and Promotion Expenses	(689)	(2,3)	(508)	(2,0)	(187)	(1,8)	(133)	(1,5)
Energy Expenses	(189)	(0,6)	(209)	(0,8)	(78)	(0,7)	(89)	(1,0)
Cargo Expenses	(368)	(1,2)	(369)	(1,5)	(143)	(1,4)	(126)	(1,4)
Transportation Expenses	(218)	(0,7)	(189)	(0,8)	(103)	(1,0)	(61)	(0,7)
Other Operational Expenses	(1.531)	(5,1)	(1.517)	(6,1)	(544)	(5,2)	(578)	(6,5)
EBITDA	4.034	13,5	3.156	12,6	1.781	17,0	1.272	14,2
Depreciation and Amortization Expenses	(1.281)	(4,3)	(1.144)	(4,6)	(414)	(3,9)	(395)	(4,4)
Other Income/Expense from Operating Activities	(2.054)	(6,9)	(1.773)	(7,1)	(807)	(7,7)	(648)	(7,3)
OPERATING PROFIT/(LOSS)	699	2,3	239	1,0	561	5,3	229	2,6
Income/Expense from Investment Activities	40	0,1	40	0,2	(29)	(0,3)	24	0,3
Financial Income/Expense	(1.124)	(3,8)	(1.161)	(4,6)	(431)	(4,1)	(426)	(4,8)
Net monetary position gain/(loss)	1.584	5,3	1.126	4,5	343	3,3	502	5,6
PROFIT BEFORE TAX	1.200	4,0	244	1,0	444	4,2	329	3,7
Tax Income/Expense	(484)	(1,6)	(244)	(1,0)	(130)	(1,2)	(201)	(2,3)
NET SALES	716	2,4	(0)	(0,0)	315	3,0	128	1,4

ebebek Türkiye Income Statement Summary



m TL	2026 9M	2025 9M	%	2026 Q3	2025 Q3	%
NET SALES	29.295	24.585	19,2%	10.328	8.788	17,5%
EBITDA	4.342	3.531	23,0%	1.884	1.407	34,0%
EBITDA %	14,8%	14,4%		18,2%	16,0%	

Consolidated Summary Balance Sheet



m TL	30.Sep.26	%	31.Dec.25	%	31.Dec.24	%
Current Assets						
Cash and Cash Equivalents	4.113	19,6	2.912	16,0	2.072	12,7
Financial Investments	978	4,7	635	3,5	192	1,2
Trade Receivables	206	1,0	260	1,4	119	0,7
Inventories	7.761	37,0	6.445	35,4	7.044	43,1
Other	819	3,9	842	4,6	1.157	7,1
TOTAL CURRENT ASSETS	13.877	66,1	11.094	61,0	10.584	64,7
Non-Current Assets						
Right of Use Assets	2.688	12,8	2.589	14,2	2.064	12,6
Tangible and Intangible Assets	4.370	20,8	4.436	24,4	3.584	21,9
Other	57	0,3	63	0,3	130	0,8
TOTAL NON-CURRENT ASSETS	7.115	33,9	7.088	39,0	5.778	35,3
TOTAL ASSETS	20.992	100,0	18.182	100,0	16.362	100,0
Short-Term Liabilities						
Short-Term Borrowings	3.024	14,4	2.315	12,7	996	6,1
Short-Term Lease Liabilities	296	1,4	246	1,4	261	1,6
Trade Payables	8.251	39,3	6.907	38,0	7.083	43,3
Current Tax Liabilities	91	0,4	122	0,7	141	0,9
Other	613	2,9	616	3,4	324	2,0
TOTAL SHORT-TERM LIABILITIES	12.275	58,5	10.206	56,1	8.805	53,8
Long-Term Liabilities						
Long-Term Borrowings	-	-	88	0,5	-	-
Long-Term Lease Liabilities	1.288	6,1	1.312	7,2	942	5,8
Long-Term Provisions	184	0,9	147	0,8	140	0,9
Deferred Tax Liabilities	844	4,0	753	4,1	573	3,5
Other	-	-	-	-	5	0,0
TOTAL LONG-TERM LIABILITIES	2.316	11,0	2.300	12,6	1.660	10,1
TOPLAM EQUITY	6.401	30,5	5.676	31,2	5.897	36,0
TOTAL LIABILITIES AND EQUITY	20.992	100,0	18.182	100,0	16.362	100,0

Consolidated Cash Flow and Other Metrics



m TL	30.Sep.26	30.Sep.25
A.Cash flows from operating activities	3.032	1.903
EBITDA	4.034	3.156
Changes in working capital and other adjustments	(1.002)	(1.253)
B. Cash flows from investing activities	(1.216)	(1.518)
Acquisition and sales of tangible and intangible assets,net	(879)	(1.277)
Financial investments	(337)	(241)
C. Cash flows from financing activities	(83)	1.114
Dividend Payment	-	-
Rent payments in scope of IFRS 16	(514)	(449)
Other financing activities	431	1.563
D. Inflation impact on cash and cash equivalents	(570)	(420)
Net increase in cash and cash equivalents before currency translation differences (A+B+C+D)	1.163	1.079

CAPEX / Net Sales	3,2%	5,2%
Average Net Working Capital / Net Sales	1,6%	4,2%
Free Cash Flow (exclud. Financial Investments)	2.152	626
Net Financial Debt / (Asset) Position	(483)	819



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 markets

**Our 2030 Target:
1 Billion USD Revenue**

Recent Developments



Tuna Çocuk

Our Company's shares in Tuna Çocuk, our 100% subsidiary, were sold to six natural persons for a total consideration of TRY 55,421,400 and transferred on 24 September 2026. This sale does not qualify as a related-party transaction. As the size of Tuna Çocuk within our Company's financial statements is limited, and given that its operations had previously been suspended, the share transfer has no effect on our Company's core business activities or operational continuity.

Extraordinary General Assembly

- Tuesday, 1 September 2026. 11:00 am, ebebek Headquarters
- Agenda: Amendment of Articles of Association, appointment of a Board Member and determination of attendance fees, Selection of the independent auditor for TSRS, Informing the shareholders on the amendments to the Remuneration Policy

Amendment of Articles of Association

The amendment does not change the nature of our business, and we will continue to engage in the retail sale of mother and baby products. As explained in the General Assembly Information Document, the amendment was made to allow certain products, such as thermometers, nasal aspirators and support corsets, to be added to our product range.

Organization Chart Change

The operations in Northern Iraq, previously conducted within the scope of the Business Development Directorate, have been subordinated to our Company's General Manager.

Credit Rating

Credit rating agency JCR Eurasia Rating has assigned Ebebek Mağazacılık A.Ş.'s Long-Term National Issuer Credit Rating as "AA- (Tr)", Short-Term National Issuer Credit Rating as "J1+ (Tr)", Long-Term International Foreign Currency Rating as "BB" and Long-Term International Local Currency Rating as "BB". The rating outlooks are "Stable".

Dividend Distribution

- Total Gross Cash Dividend: 200 million TL (55.5 million TL from the net distributable profit of fiscal year 2025 + 144.5 million TL from retained earnings).
- Payment Schedule: In two equal installments — 1st installment on October 15, 2026, and 2nd installment on December 15, 2026.

2026 Expectations - REVISED



2026 ebebek Türkiye units sold expectation has been increased

from 122 million units

to 125 million units



2026 consolidated revenue expectation has been increased

from 41 billion TL

to 42 billion TL



ebebek Türkiye's store count estimate for 31.12.2026 is

330



This document contains statements regarding Company's performance, which have been prepared based on currently available data. Whether Company's future performance aligns with expectations depends on various uncertainties and unforeseeable events that could significantly impact operations, including but not limited to changes in macroeconomic/geopolitical conditions, potential increases in tax rates, unexpected climate-related events, and natural disasters. Such uncertainties and unforeseeable events may lead to outcomes that differ materially from assessments provided in this document.

The Company cautions recipients of this document that the assessments and information presented herein are based on current data and do not constitute a guarantee or commitment regarding the Company's future performance or financial results. Neither the Company, its board members, executives, nor employees shall be held liable for any damages arising from the use of the information contained in this document.

The financial data included in this information note regarding the Company's third quarter 2026 financial results have been adjusted for the effects of inflation in accordance with the relevant accounting principles set out in Turkish Accounting Standard 29 "Financial Reporting in Hyperinflationary Economies" (TAS 29), in line with the decision of the Capital Markets Board dated 28 December 2023 and numbered 81/1820.

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

Financial Report

The information in this presentation is largely derived from the 30.09.2026 financial statements published on Public Disclosure Platform (KAP).

Report published on KAP (PDP) can be found here: <https://kap.org.tr/en/Bildirim/1685984>

Thank You

ebebek



İçerenköy Mh. Değirmen
Yolu Cd. No:37 D:6 PK:
34752 Ataşehir / İstanbul



0216 325 11 11



www.ebebek.com