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Investor Presentation
3RD Quarter 2022

İstanbul, 9 November 2022

AGENDA

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Despite heavy challenges we achieved outstanding results in **9M'22**

A regional power with unique performance

Market leader with 36% in snacking category

#1 in macro snacking business

18,9% consolidated EBITDA margin

127,8% topline growth

9M'22 Consolidated performance highlights

Revenue
19.179 MTL
Growth + 127,8%

Gross Profit
5.568 MTL
Growth + 134,1%

Gross Margin
29,0%
Growth + 80bps

EBITDA
3. 633 MTL
Growth + 142,9%

Net Debt / EBITDA
2022: 2,99x
2021: 3,54x

Operating Cash Flow
2022: 563 MTL
2021: 309 MTL

Taking action to navigate current operating environment

Retail Landscape

Challenged with inflationary pressures

-

Macro Environment

CBRT cut the 1-week repo rate (policy rate) by 150bps to 10.5% (Prior: 12%-3rd cut in the policy rate in a row)

Currency Headwind

TRY depreciation (by c10% against USD and c4% against EUR) and rise in inflation (CPI 83.5% y-o-y and c9% average q-o-q).

- Actions taken to fight inflation
- Effective Mix Management & Pricing Strategy
- High focus on brand equity

- Operational Excellence
- Outstanding Supply Chain Management
- Pricing & Sizing Activities

- Hedging continued to mitigate FX risks further

Well positioned in a challenging environment

TL ('000)	9M'22	9M'21	%	Q3'22	Q3'21	%
Total Volume (Ton)	500.853	480.505	4,2%	163.406	165.387	-1,2%
Total Revenue	19.178.880	8.418.957	127,8%	7.301.820	2.976.133	145,3%
Gross Profit	5.567.702	2.377.880	134,1%	2.020.902	804.184	151,3%
Gross Profit Margin	29,0%	28,2%	0,8 ppt	27,7%	27,0%	0,7 ppt
EBITDA	3.632.747	1.495.751	142,9%	1.253.751	502.749	149,4%
EBITDA Margin	18,9%	17,8%	1,2 ppt	17,2%	16,9%	0,3 ppt
Net Income / Loss (Equity Sholders of the parent)	-1.336.418	654.654	-304,1%	-217.078	2.456	-8938,7%
Net Income %	-7,0%	7,8%	-14,7 ppt	-3,0%	0,1%	-3,1 ppt

With our well-aligned, world-class brands, strong financial discipline and a clear roadmap for growth, we are confident that we will achieve our long-term growth targets

Awards - We have fully traceable 13.000 t /year cocoa beans from Ivory Coast

100% of Cocoa from Ivory Coast is Traceable to FARM-GATE

Winner of Sustainable **Business Awards’**

32.5% of Cocoa to ÖNEM is Traceable to FARM-GATE

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Ülker's Quarterly Update

Strong productivity on supply chain and sales operations

- Successful back to school period in all regions
- Continue to invest in our brands
- Strong momentum in innovations under key brands Ülker McVities & Godiva
- Effective & balanced channel mix management
- High sales performance in modern channel sales
- Successful sizing and pricing activities

Outcomes

- Strong topline growth through volume/mix & pricing
- Solid operational profitability despite high inflationary environment
- NPD's contribution to net sales increased

Q3'22 Consolidated performance highlights

Revenue
7.302 MTL
Growth + 145,3%

EBITDA
1.254 MTL
Growth + 149,4%

Gross Profit
2.021 MTL
Growth + 151,3%

Net Debt / EBITDA
2022: 2,99x
2021: 3,54x

Gross Margin
27,7%
Growth + 70bps

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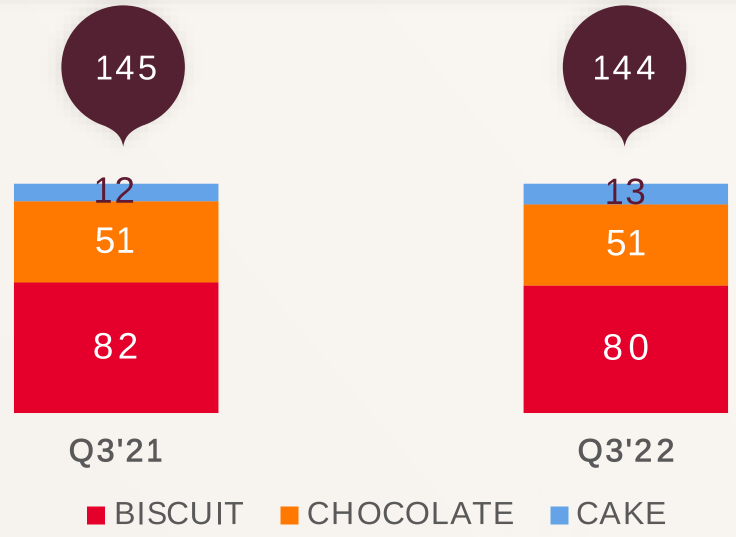
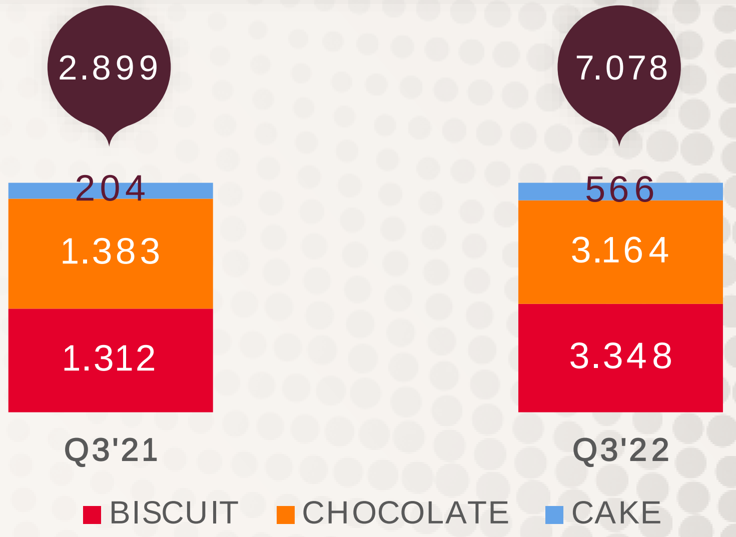
Successful quarter on the back of successful back to school period, change in the product mix and timely sizing/pricing activities

Snacking Sales Volume (Ktons)



Snacking Sales Value (Mtl)



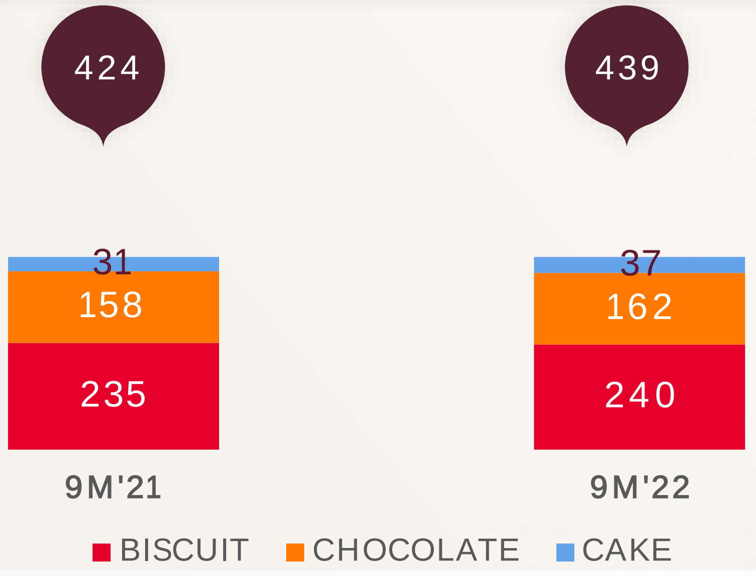
- Total snacking sales volume decreased by 0,4% in Q3’22 backed by the sizing activities and change in the mix impact
  - Biscuit volume was down by 2,2% due to the sizing activities
  - Chocolate volume was down by 0,9% due to the sizing activities and mix impact
  - Cake volume was increased by 14,2% on the back of strong domestic operations and new launches

- Total snacking revenue increased by 144,1% on the back of strong back to school period, increase in the market share and timely pricing activities.
  - Biscuit sales was up by 155,3% with the positive contribution of operations in Turkey and international markets
  - Chocolate sales was up by 128,7% driven by new and value-added launches, change in the product mix and pricing activities
  - Cake sales was increased by 176,9% supported with strong volume and market share increase on the back of positive return of cake category investments

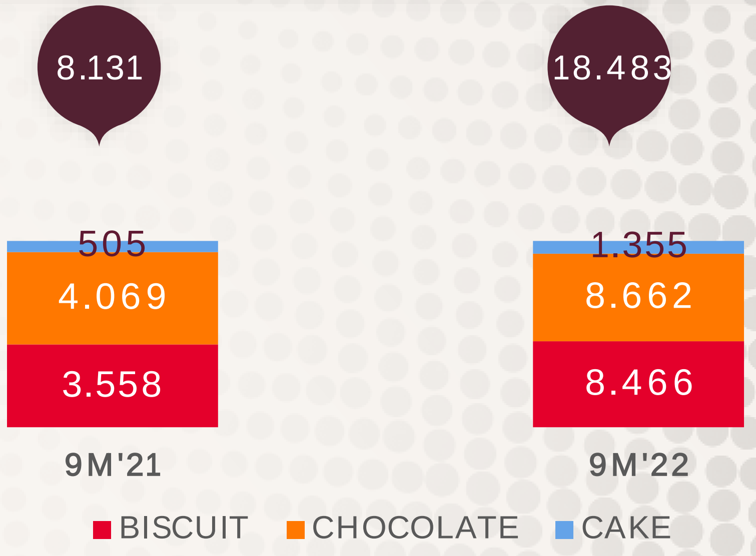
Snacking figures do not include raw material, layaside product and bulk sales of Önem Gida.

Strong start to the year supported YTD results

Snacking Sales Volume (Ktons)



Snacking Sales Value (Mtl)



- Total snacking sales volume increased by 3,5% in 9M'22 due to driven by the strong first and second quarter contribution , exports and international operations
  - Biscuit volume was up by 2,1% thanks to the contribution to growth with strong product launches in Turkey operations
  - Chocolate and Cake volume was up by 2,4% and 20,6% respectively on the back of successful SKU and portfolio optimizations, successful and innovative launches in cake category

- Total snacking revenue increased by 127,3% with support of our all our regions and categories.
  - Biscuit sales was up by 138,0% thanks to pricing activities
  - Chocolate sales was up by 112,9% driven by pricing activities and positive contribution of new launches.
  - Cake sales was jumped by 168,5% driven by successful performance in Turkey operations, continuing impact of successful relaunches and pricing activities

Snacking figures do not include raw material, layaside product and bulk sales of Önem Gida.

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Turkey – Strong #1 in total snacking with 36% market share

Biscuits–40% Market Share #1

#1 in Petit Beurre

#1 in Creamy Biscuits

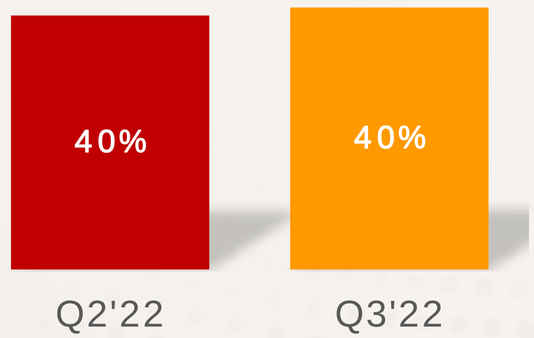
#1 in Special Biscuits

#2 in Cracker

#1 in Sandwich Bisc.

#1 in Chocolate Filled

Market Share Development in Value(*)

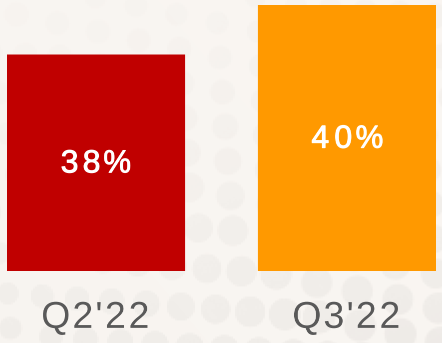


Chocolate-40% Market Share #1

4 out of Top 5 in Chocolate Covered

#1 in Solid Chocolate

Market Share Development in Value(*)

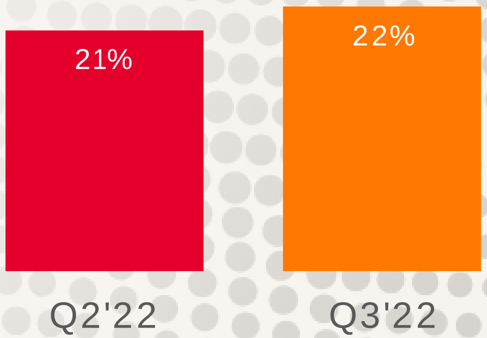


Cake-22% Market Share #2

#1 in Family Cake

#2 in Portion Muffin Coated Cake

Market Share Development in Value(*)



(*) Source : Nielsen & Ipsos

Turkey-NPD sales contribute 15% of total domestic sales in **Q3’22**

2022 New Product Launches

BISCUITS

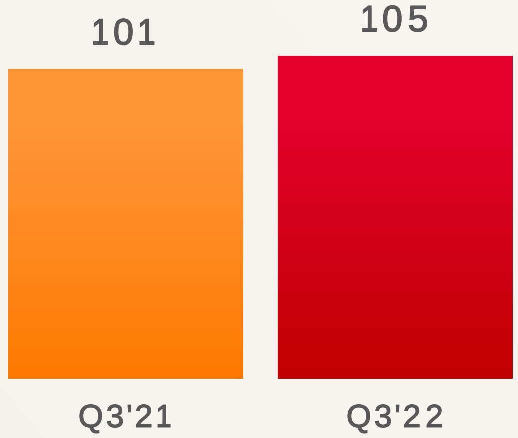
CAKE

CHOCOLATE

KIDS

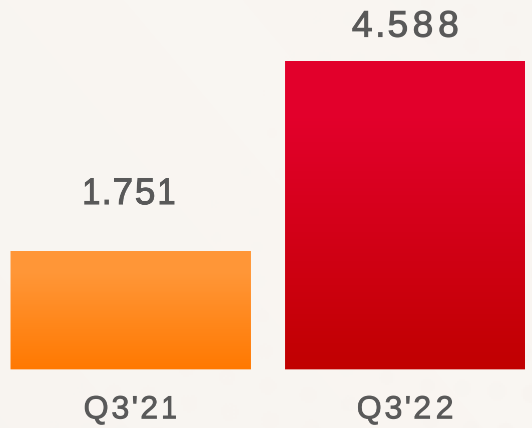
Turkey : **Successful Q3’22 via** supported by back to school period and strong channel & mix optimisation

Snacking Volume (X000 Tons)



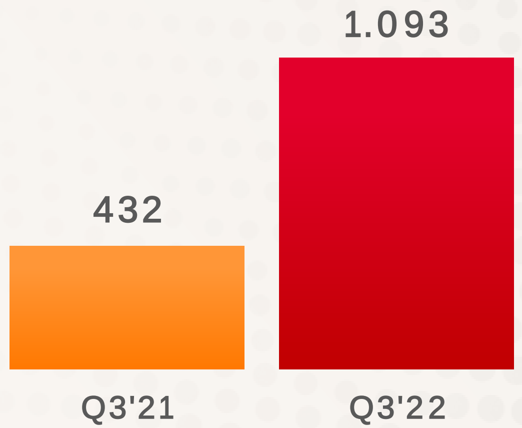
- Snacking sales volume up by **4,3%** and total volume increased by **1,4%** mainly driven by
  - Positive contribution of cake volumes on the back of market share increase
  - Positive contribution of chocolate segment

Snacking Sales (Mtl)



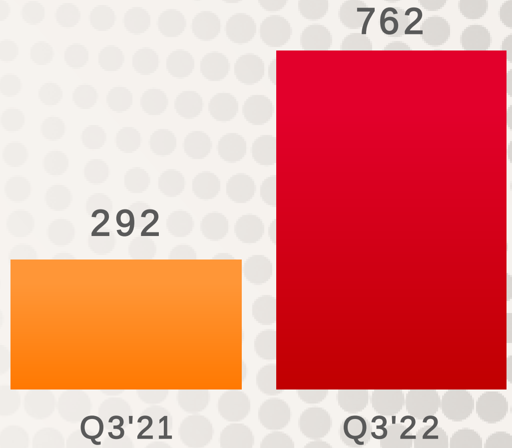
- Snacking revenue was up by **161,9%** and total revenue increased by **159,4%** thanks to;
  - Effective revenue growth management to match competitive price points
  - Successful back to school period

Gross Profit (Mtl)



- Gross profit increased by **153,3%**
- Gross profit margin for the quarter realized as **23,1%** in Q3’22 on the back of;
  - Strong productivity on supply chain management
  - Innovations
  - Effective cost control – stable overheads

EBITDA (Mtl)

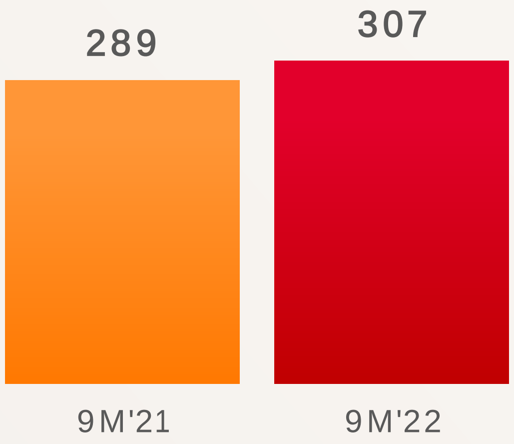


- Focus on tight opex management and constant control continued in Q3’22 and contributed higher EBITDA growth
- EBITDA increased by **161%** and margin was up by 10bps driven by gross profit margin

Snacking figures do not include raw material, layaside product and bulk sales of Önem Gida.

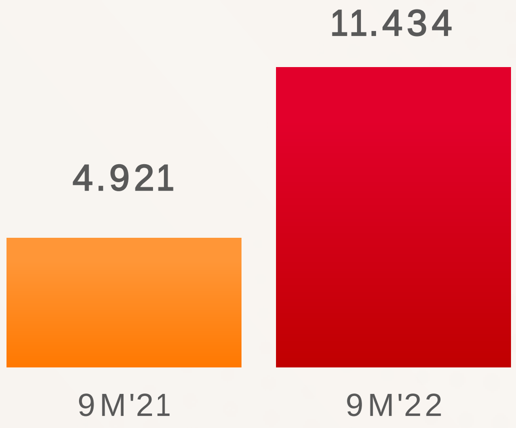
Strong Start of H1 with excellent Q3 drive exceptional 9M 22 results

Snacking Volume (X000 Tons)



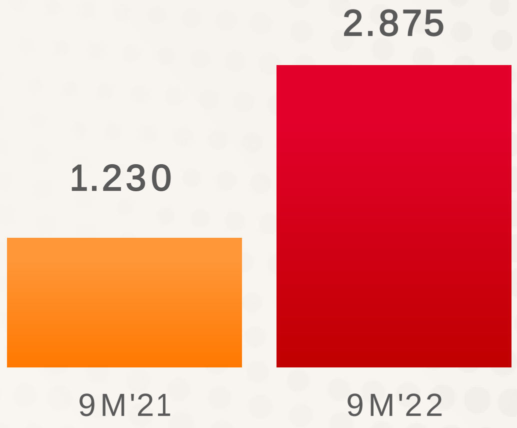
- Snacking sales volume up by **6,2%** and total volume increased by **5,5%** mainly driven by
  - Continued volume mitigation plan
  - Value added new launches

Snacking Sales (Mtl)



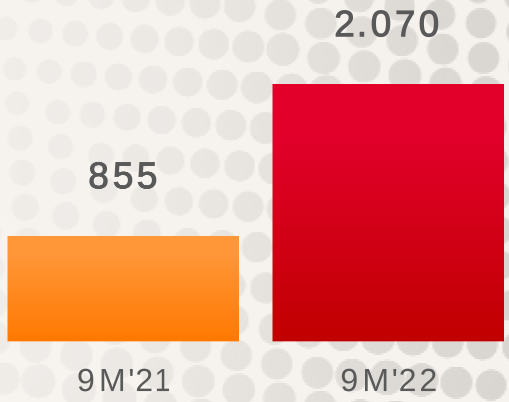
- Snacking revenue was up by **132,4%** and total revenue increased by **129,5%** thanks to;
  - Effective pricing in every category
  - Strong ATL and BTL campaigns

Gross Profit (Mtl)



- Gross profit increased by **133,7%**
- Gross profit margin realized as **24,3%** in 9M’22 with an increase of 40 bps on the back of;
  - Effective use of commodity
  - Improved raw material sourcing
  - Strong volume performance led to lower share of COGS

EBITDA (Mtl)



- Focus on tight opex management and higher contribution from gross profit were the main drivers in 9M’22
- EBITDA increased by **142,1%** and margin improved by 90 bps and realised as **17,5%**

Snacking figures do not include raw material, layaside product and bulk sales of Önem Gida.

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International : Maintained the strong position in the market

Biscuits–25,5% M.Share (*) #1

#1 in Plain

#1 in Filled

#1 Coated

#2 in Filled Wafer

#4 in Wafer

#4 in Sandwich Bisc.

#2 in Digestive

M.Share Development in Value Based

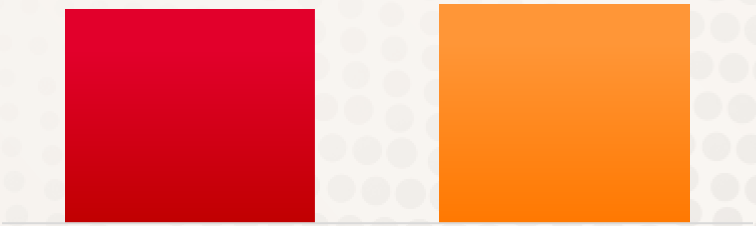
Biscuits-17,0% M.Share (*) #1

#1 in Filled (Biskrem and Tamr brands)

#1 in Digestives

#2 in Plain (Tea biscuits and Finger biscuits)

M.Share Development in Value Based

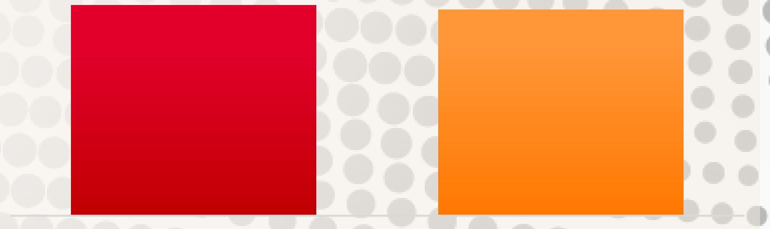


Chocolate-15,5% M.Share (*) #2

#1 in Biscuits with Filling

#2 in Countline

M.Share Development in Value Based



(*) Source : MAT (Moving Annual Total) Nielsen Data

NPD Sales contributes **5% of total international sales in Q3'22**

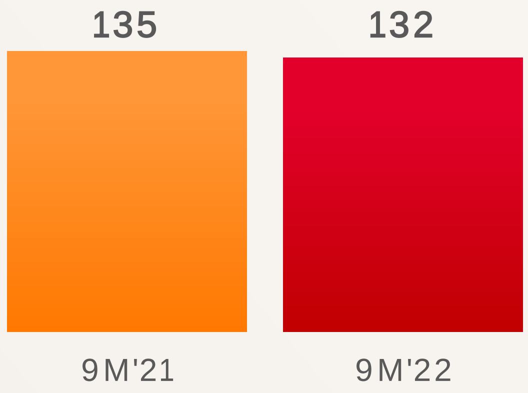
Saudi Arabia

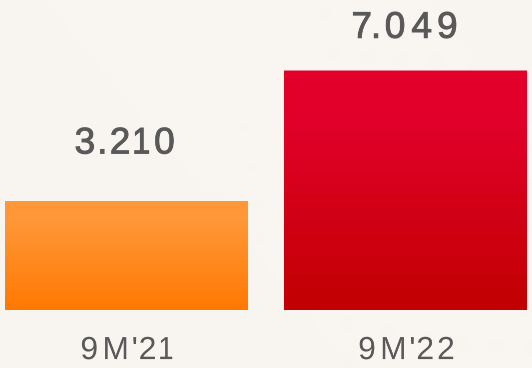
Egypt

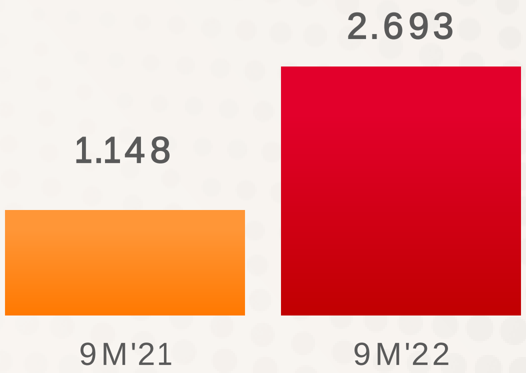
Kazakhstan

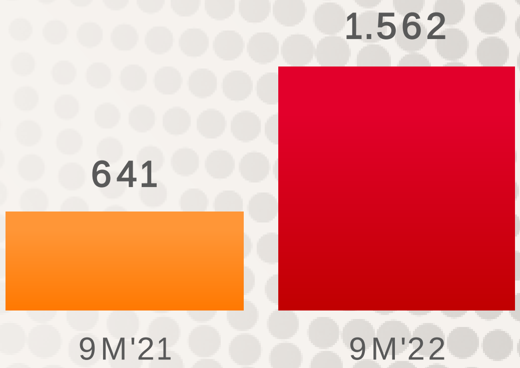
Stable results and strong financial position in troubled times

Snacking Volume (X000 Tons)	Snacking Sales (Mtl)	Gross Profit (Mtl)	EBITDA (Mtl)









- Snacking volume decreased by by 2,2% and total volume up by 1,1% thanks to the positive contribution of non-snacking volumes

- Snacking revenue up by 119,6% and total revenue up by 125,2% thanks to;
  - Strong exports and international operations revenue supported with higher fx
  - Effective and timely price increases in every category to keep up with profit margins against COGS inflation

- Gross Profit increased by 134,6% and gross margin realized as 36,6% with an icrease of 150pbs owing to higher topline contribution and succesful COGS management

- EBITDA in 9M'22 realized at **1.562mn TL** with an increase of 143,8% versus **9M'21** thanks to the positive gross profit contribution.

- EBITDA margin improved by 160bps and realized as 21,2%.

Snacking figures do not include raw material, layaside product and bulk sales of Önem Gida.

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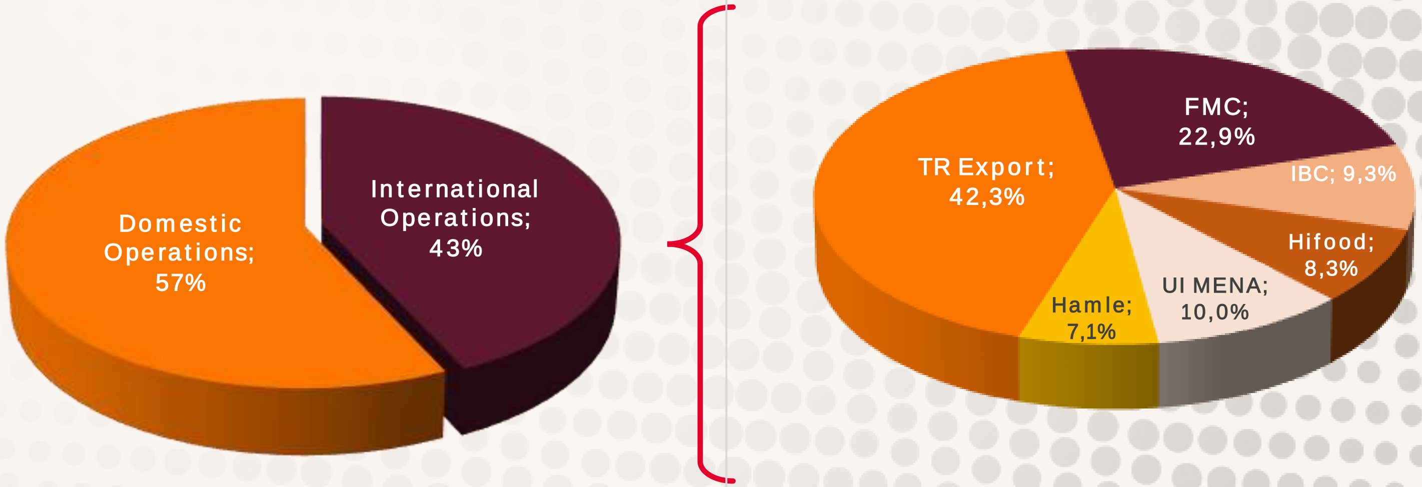
Acquisition Highlights : reach a pivotal EBITDA margins

Hi Food (EGYPT)	FMC (KSA)	Hamle (KAZAKHSTAN)	Ul MENA (UAE)	IBC (KSA)	ÖNEM (TR)
March 2016	June 2016	March 2017	December 2017	May 2018	August 2021

- Ability to act as local producer and regional production hubs as well
- Ability to build higher scale in primary markets
- Access higher growth in snacking adjacencies in biscuit category
- Potential to add new business capabilities in core categories
- Aim to create high-level synergy between companies and build a structure that will accelerate Ülker's profitable, sustainable growth
- Vertical integration achieved with Önem Gıda acquisition contributes (Önem contribution : 9M22: 310bps)

EBITDA Contribution of Acquisitions - 9M' 2022



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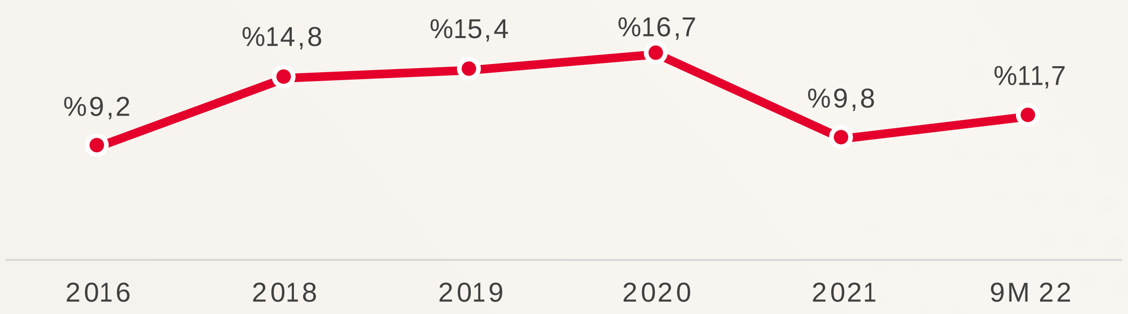
Acquisition Highlights : EBITDA % development in years

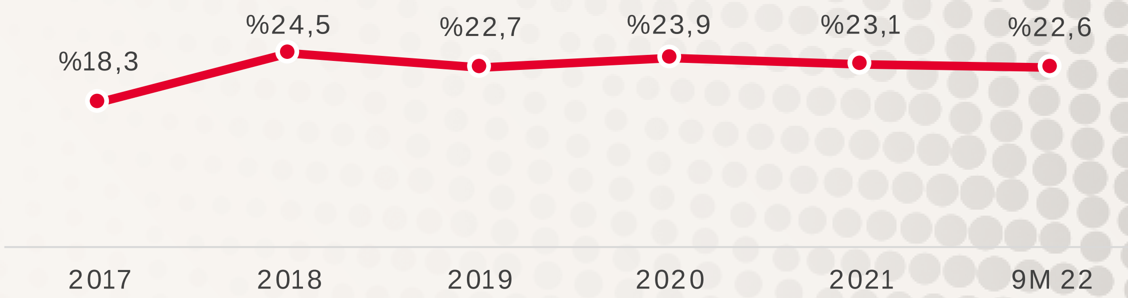
NORTH AFRICA (HIFOOD)



Current EBITDA %
11,7%

Total EBITDA Contribution
3,6%

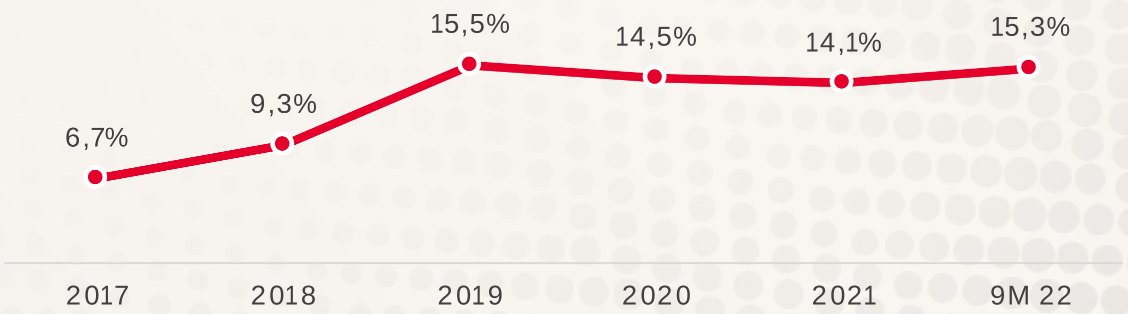
MIDDLE EAST (FMC-IBC-UI MENA)



Current EBITDA %
22,6%

Total EBITDA Contribution
18,2%

CENTRAL ASIA (HAMLE)



Current EBITDA %
15,3%

Total EBITDA Contribution
3,1%

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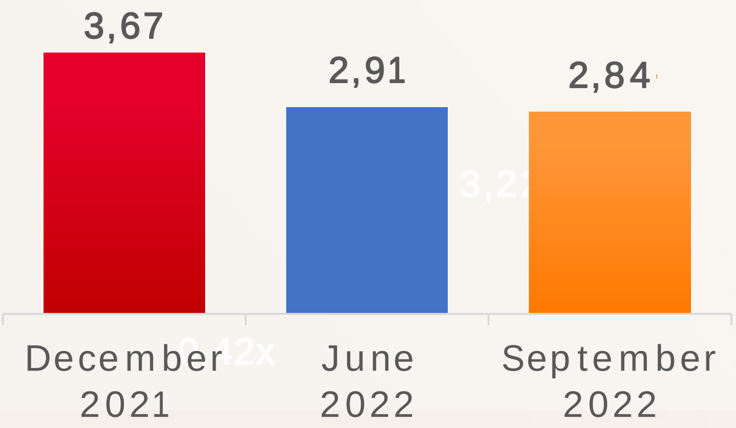
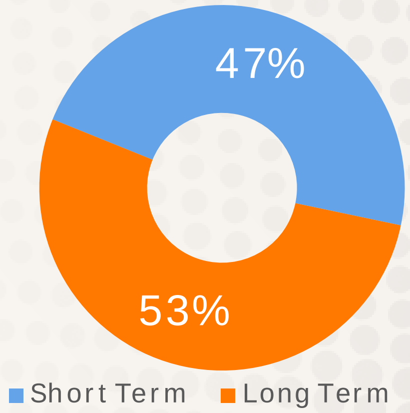
Stronger balance sheet with improved ratios

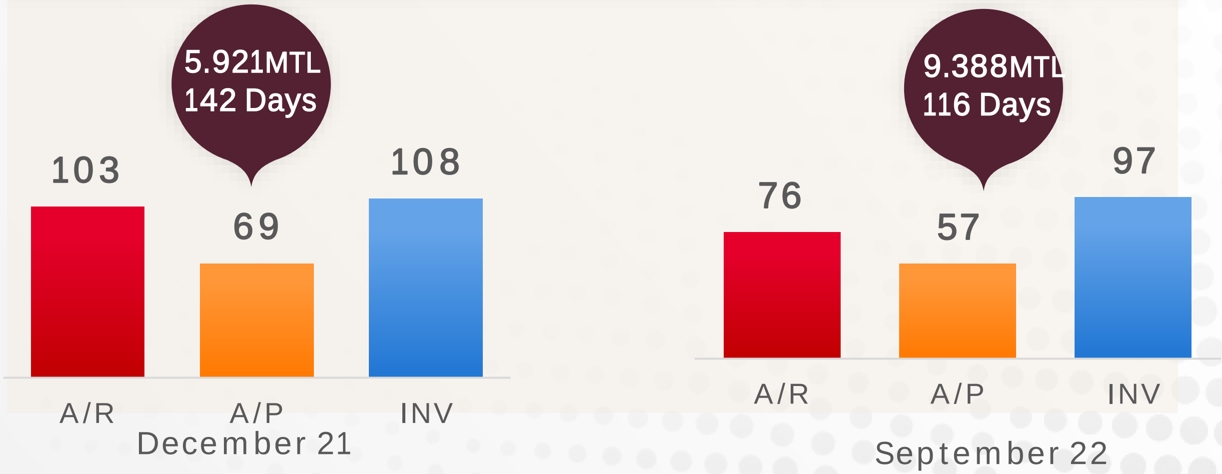
(*)Covenant Based Net Debt/Ebitda (X)



Maturity Breakdown as of September 2022



Average Working Capital Days & Net Working Capital



FX Hedge strategy

- ~60% of the net position is closed. Further hedges are subjected to the approval of Hedge Committee per market conditions.
- As of September 2022, M€268 of the open position is hedged
- 59M€ Önem Gıda & 22,5M$ Ülker Bisküvi forwards executed
- Instruments : Cross Currency Swaps & Forwards

(*) covenant based net debt/EBITDA ratio is calculated through definition stated in syndication facility agreement

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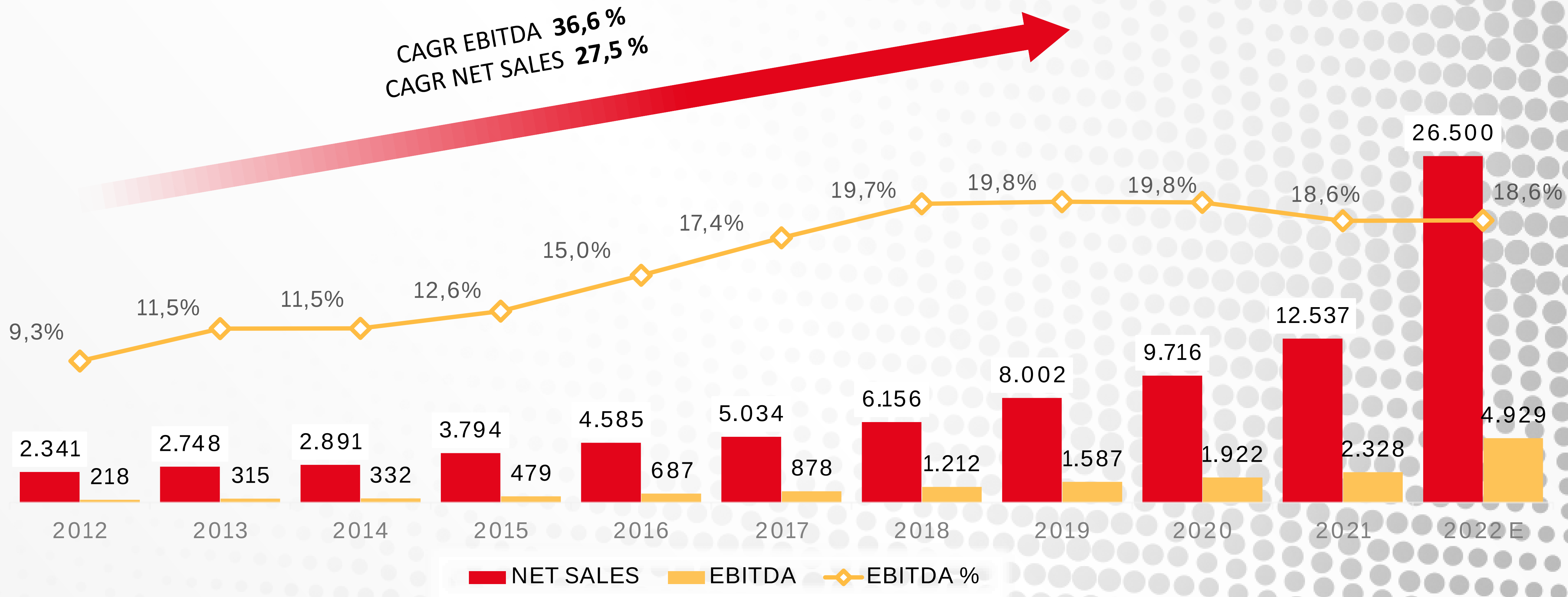
2022 Consolidated Guidance

	Net Sales	EBITDA Margin
2021 REALISED	12,5BNTL	18,6%
2022 GUIDANCE	22,0BNTL	18,6%
2022 GUIDANCE revised	26,5BNTL	18,6%

Strong growth and profitability continues

VOLUME ('000 ton)

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
422	478	480	514	646	670	644	674	681	660



(*) Figues are in million TL

Next few quarters are critical to deliver on what matters most

Strengthening **ÜLKER as** the Snacking Company of Choice.

01

Continue to Support Our Brands

02

Retain Volumes & Values

03

Grow in Absolute Terms

04

Drive Share Gains

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