



Investor Presentation 1st Quarter 2022

Istanbul, 10 May 2022

AGENDA

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Macro View

02

Q1'22 Financial Performance

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Domestic Operations

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Export and International Operations

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Balance Sheet Highlights

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Balance of the year priorities and
2022 Guidance

ÜLKER



Macro View



Another Challenging Year

01

FX volatility

02

Russia & Ukraine war

03

Commodity price volatility

04

High inflation environment

05

Supply chain issues

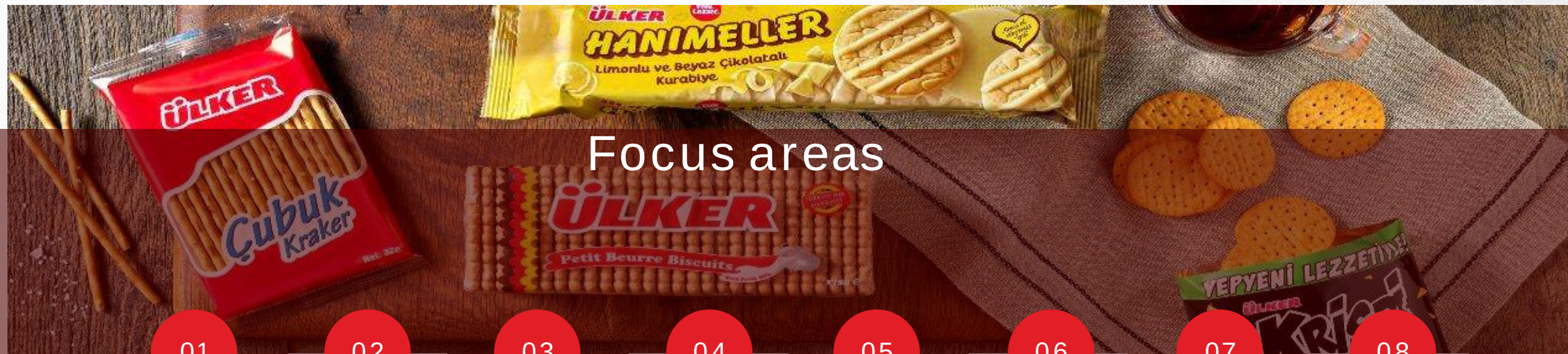
06

Consumer behavior change

07

Ongoing post Covid dynamics

Ülker's 8 pillars to overcome the challenges



01

Sustain
market
leader
position

02

Effective
pricing
strategy

03

Cash Flow
priority

04

Strengthen
the balance
sheet
against
volatilities
in FX &
commodity

05

Successful
positioning
against
competition

06

Effective
supply chain
and
procurement
strategy

07

Manage
the
consumer
behaviour
change

08

Continued
focus on
innovation



Despite heavy challenges we achieved outstanding results in Q1'22



A regional power with
unique performance

**Market
leader with
36% in
snacking
category**

**#1 in macro
snacking
business**

**21,1%
consolidated
EBITDA
margin**

**111,4%
topline
growth**



Our success has been awarded locally and globally



We have been awarded the Top Employers certificate, one of the World's leading certification programs. As a result of the assessments, we are in the top 25% of the 1.856 companies considered the best employer brands



Congratulations to Mete Buyurgan, Ülker CEO and pladis Turkey, Eastern Europe and Central Asia Managing Director, who has this week been included in Fast Company Magazine's top 50 sustainability leaders in Turkey for the second year running.



Among Turkey's Happiest Workplace survey sponsored by Capital Magazine, we have been awarded as Happy Place To Work of snacks industry.

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Q1 2022 Consolidated performance highlights




Revenue

5.886 MTL
Growth +  111,4%


Gross Profit

1.849 MTL
Growth +  114,4%


Gross Margin

31,4% 
Growth + 40bps




EBITDA

1.245 MTL
Growth +  127,8%


Net Debt/
EBITDA

2022: 3,22x 
2021: 3,54x


Operating
Free Cash
Flow

2022: 290 MTL 
2021: (217) MTL



Strong start to the year despite all odds

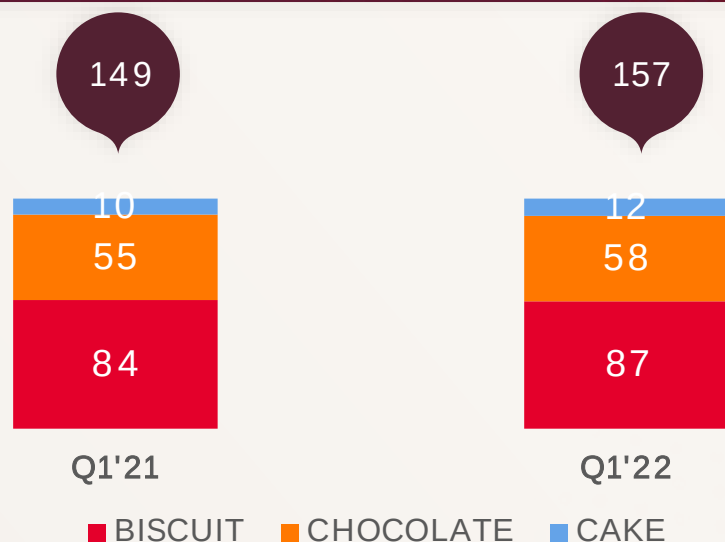
TL ('000)	1Q 2022	1Q 2021	%		4Q 2021	%	
Volume (Ton)	179.138	167.404	7,0%	●	179.832	-0,4%	●
Revenue	5.886.018	2.783.757	111,4%	●	4.118.123	42,9%	●
Gross Profit	1.849.090	862.338	114,4%	●	1.234.535	49,8%	●
Gross Profit Margin	31,4%	31,0%	0,4 ppt	●	30,0%	1,4 ppt	●
EBITDA	1.244.625	546.384	127,8%	●	832.608	49,5%	●
EBITDA Margin	21,1%	19,6%	1,5 ppt	●	20,2%	0,9 ppt	●
Net Income / Loss (Equity Sholders of the parent)	-470.705	431.148	-209,2%	●	-1.118.986	57,9%	●
Net Income %	-8,0%	15,5%	-23,5 ppt	●	-27,2%	19,2 ppt	●

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



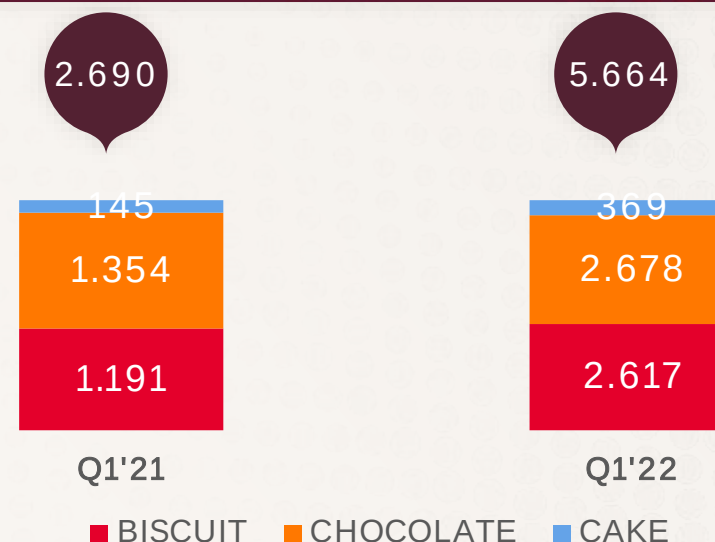
Our solid performance driven by volume and value growth

Snacking Sales Volume (Ktons)



- Total snacking sales volume increased by **5,5%** in Q1'22 due to the market recovery in all regions, continued ATL activities and portfolio optimizations
- Biscuit volume was up by **3,6%** thanks to the strong contribution of Turkey operations
- Chocolate and Cake volume was up by **4,9%** and **25,7%** respectively on the back of successful SKU and portfolio optimizations

Snacking Sales Value (Mtl)

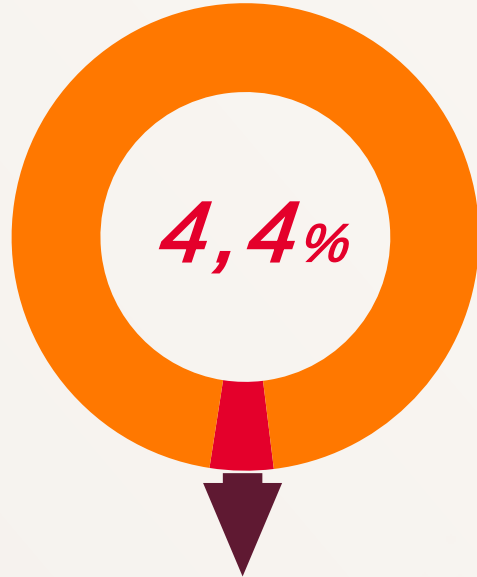


- Total snacking revenue increased by **110,6%** with support of our all our regions and categories and early implementation of Ramadan with a fully integrated consumer and commercial campaigns in MENA region
- Biscuit sales was up by **119,7%** thanks to sizing/pricing and increased penetration with the support of market recovery post Covid
- Chocolate sales was up by **97,9%** driven by sizing and pricing activities and positive contribution of Godiva sales and presence with local production in KSA
- Cake sales was jumped by **154,0%** due to the continuing impact of successful relaunches and pricing activities



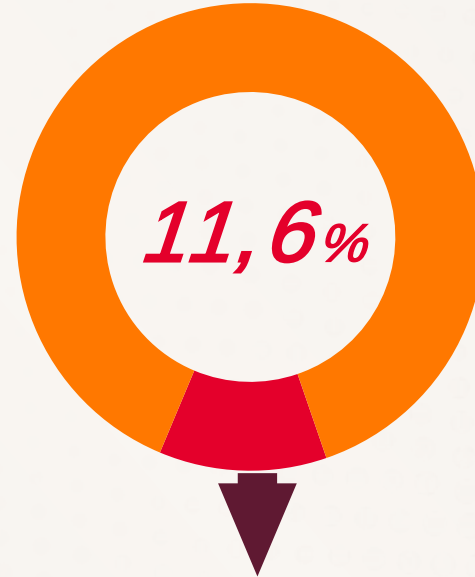
Effective Cost Management on Track

The Main Cost Indicators %



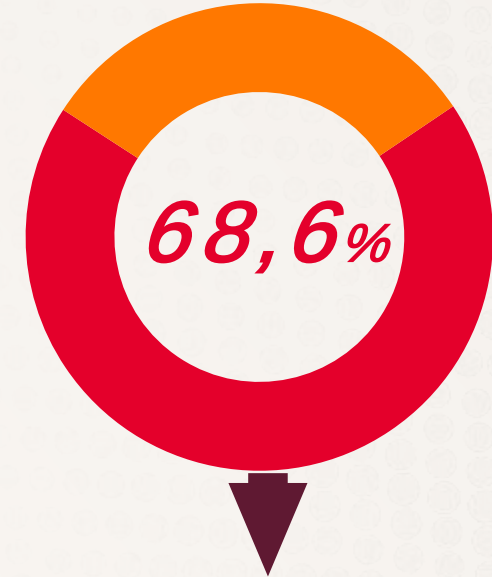
SG&A to Net Sales

—• **80 bps** •—
improvement vs PY



Total OPEX to Net Sales

—• **180 bps** •—
improvement vs PY



Total COGS to Net Sales

—• **40 bps** •—
improvement vs PY

- Strong variable and fixed cost discipline despite highly volatile, adverse micro and macro economic indicators
- Lowest SG&A % ratio within the sector.

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

Biscuits–40,6% Market Share #1

#1 in Petit Beurre



#1 in Creamy Biscuits



#1 in Special Biscuits



#2 in Cracker



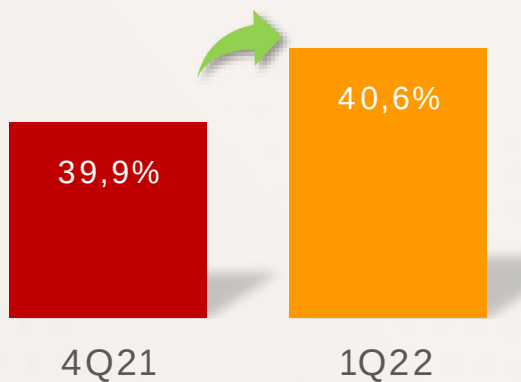
#1 in Sandwich Bisc.



#1 in Chocolate Filled



Market Share Development in Value(*)



Chocolate-40,2% Market Share #1

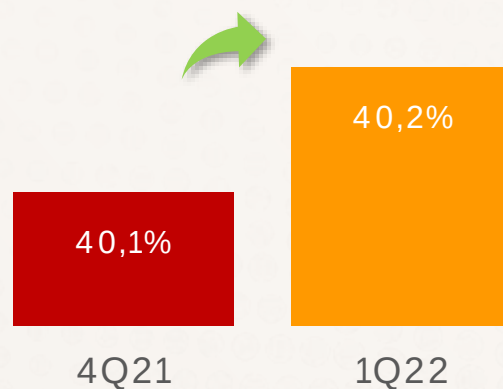
4 out of Top 5 in Chocolate Covered



#1 in Solid Chocolate



Market Share Development in Value(*)



Cake-19,6% Market Share #2

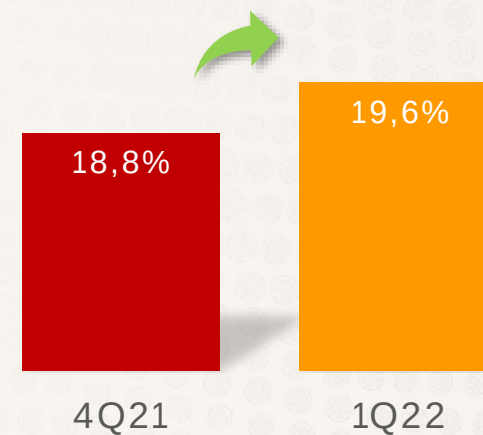
#1 in Family Cake



#2 in Portion Muffin Coated Cake



Market Share Development in Value(*)



(*) Source : Nielsen & Ipsos



Turkey- NPD sales contribute 12% of total domestic sales in Q1'22

2022 New Product Launches

BISCUITS



CAKE



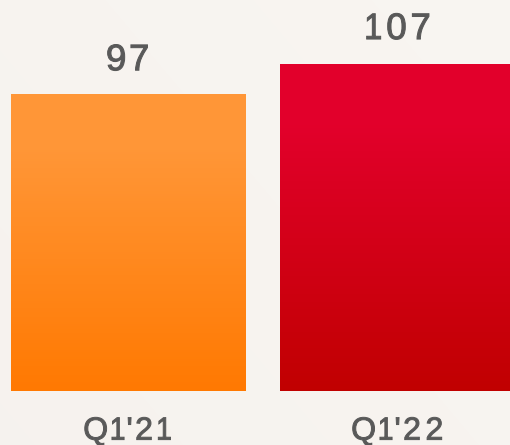
CHOCOLATE





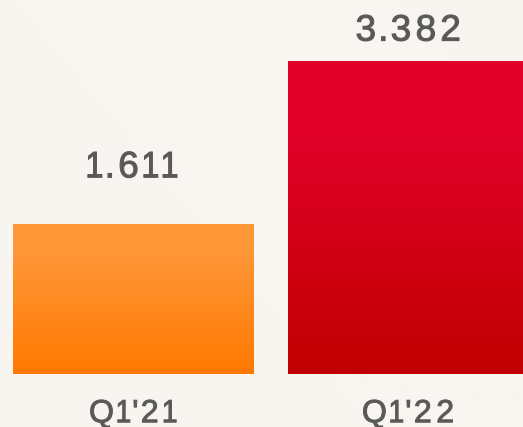
Turkey : Successful Q1'22 innovations have been the main source of growth

Snacking Volume
(X000 Tons)



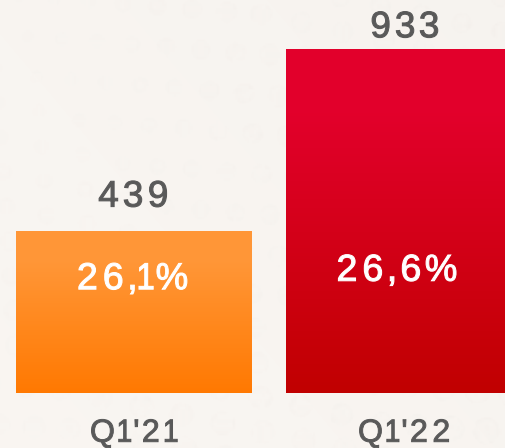
- Snacking sales volume up by **10,5%** and total volume increased by **10,8%** mainly driven by
 - Volume mitigation plan
 - Sizing activities

Snacking Sales
(Mtl)



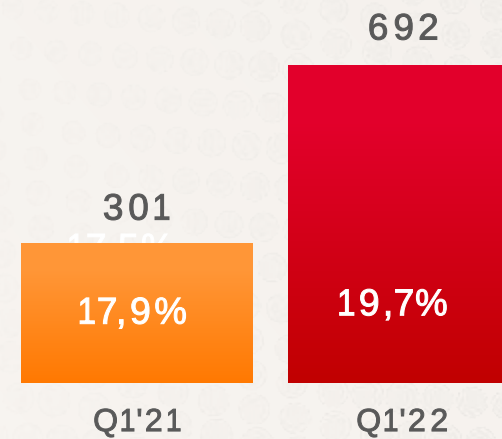
- Snacking revenue was up by **110,0%** and total revenue increased by **108,6%** thanks to;
 - Effective pricing after significant increase in procurement prices
 - Continuous focus on instore executions and increased activity frequency to keep the shopper demand alive

Gross Profit
(Mtl)



- Gross profit increased by **112,4%**
- Gross profit margin for the quarter realized as **26,6%** in Q1'22 with an increase of 50 bps on the back of;
 - Price increase
 - On going cost savings
 - Supply chain efficiencies
 - Innovations

EBITDA
(Mtl)



- Focus on tight opex management and constant control continued in Q 1'22 and contributed higher EBITDA margin
- EBITDA increased by **129,9%** and margin improved by 180 bps

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International : Maintained the strong position in the market

Biscuits-25,3% 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(*)

25,1%



MAT'21

25,3%



MAT'22

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

Biscuits-18,6% 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(*)

18,2%



MAT'21

18,6%



MAT'22

Chocolate-13,1% M.Share

#3



#1 in Biscuits with Filling



#2 in Countline



M.Share Development in Value Based(*)

13,4%



MAT'21

13,1%



MAT'22



NPD Sales contributes 5% of total international sales in Q1'22

Saudi Arabia



Egypt

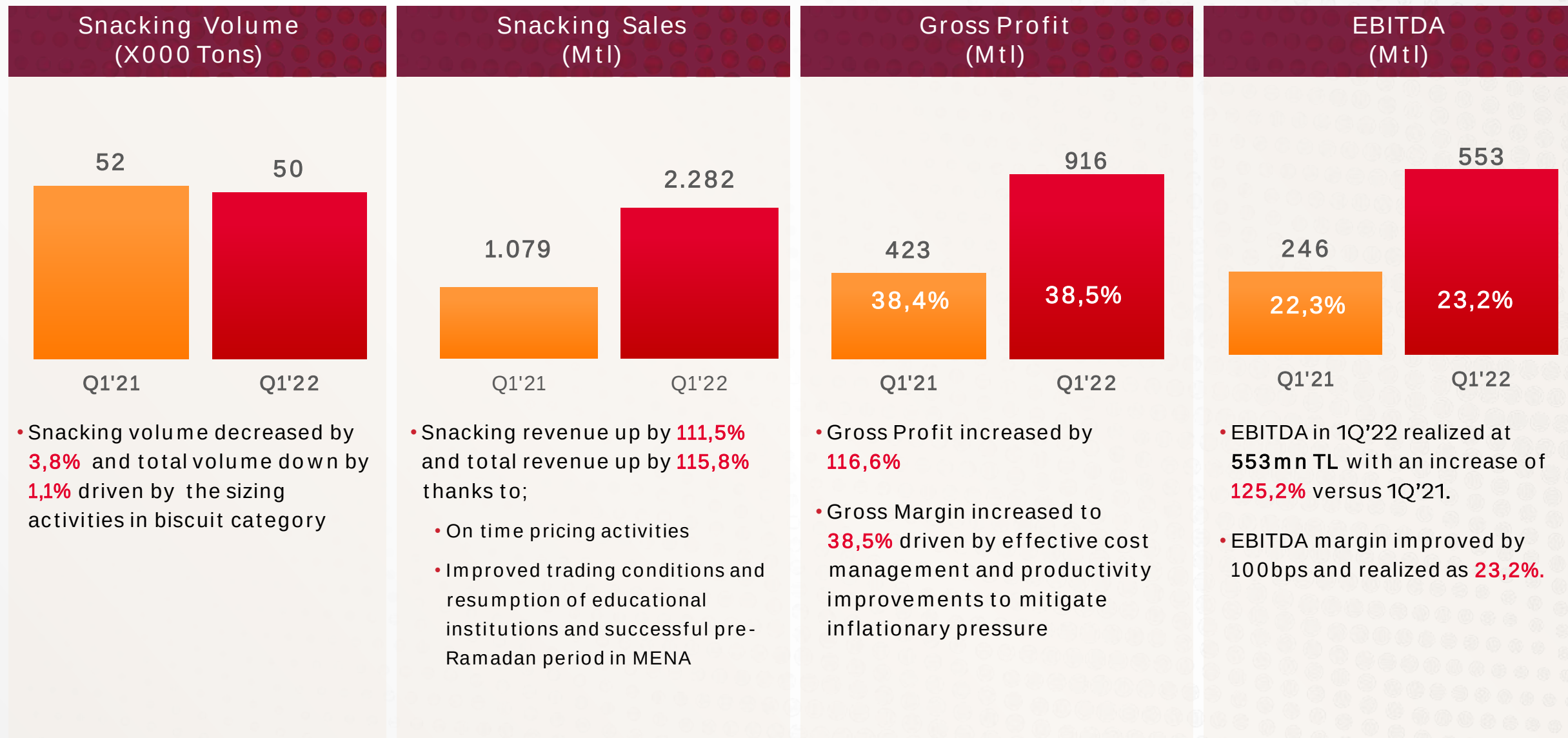


Kazakhstan





Strong business momentum and sound financial results





Leadership on a winning strategy

Saudi Arabia



FMC & IBC

YoY Volume Growth
(2,9%)



YoY Revenue Growth
14,0%



YoY EBITDA Growth
34,5%



EBITDA Margin
23,3%



Egypt



HI-FOOD YTD

YoY Volume Growth
(17,5%)



YoY Revenue Growth
8,1%



YoY EBITDA Growth
(12,1%)



EBITDA Margin
10,7%



Kazakhstan



HAMLE

YoY Volume Growth
15,3%



YoY Revenue Growth
40,7%



YoY EBITDA Growth
143,3%



EBITDA Margin
13,3%

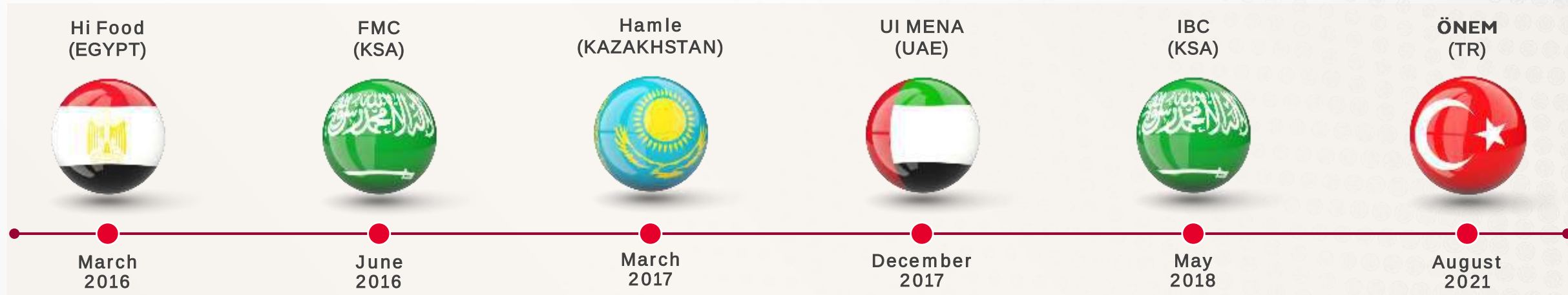


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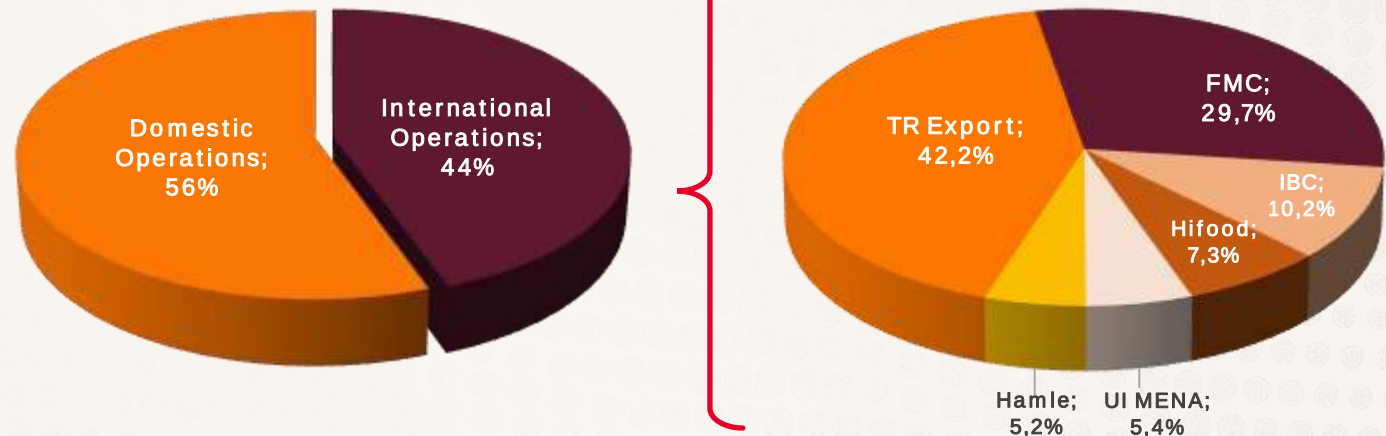


Acquisition Highlights : reach a pivotal EBITDA margins



- 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 330bps to consolidated EBITDA (Q122)

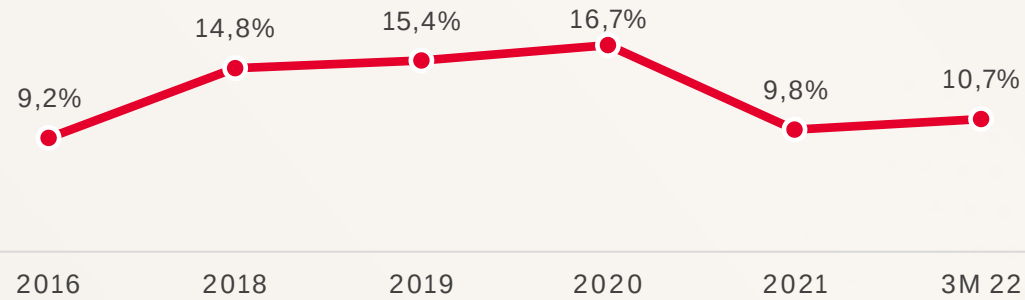
EBITDA Contribution of Acquisitions-Q1 2022





Acquisition Highlights : EBITDA % development in years

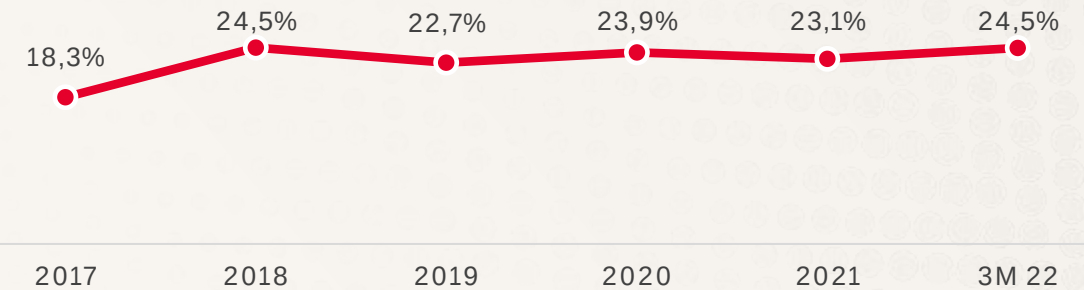
NORTH AFRICA (HIFOOD)



Current EBITDA %
10,7%

Total EBITDA Contribution
3,2%

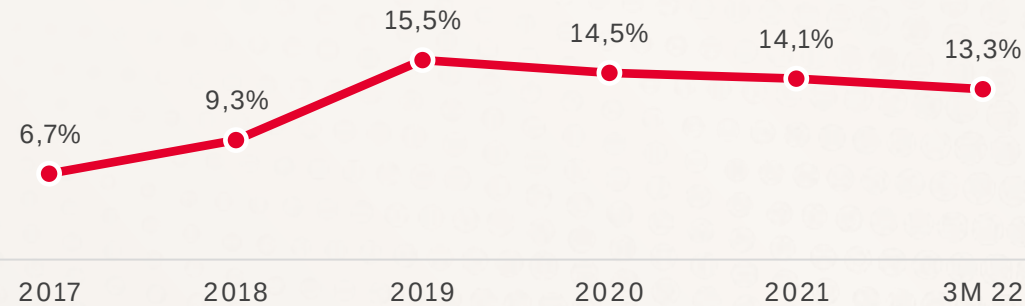
MIDDLE EAST (FMC-IBC-UI MENA)



Current EBITDA %
24,5%

Total EBITDA Contribution
20,2%

CENTRAL ASIA (HAMLE)



Current EBITDA %
13,3%

Total EBITDA Contribution
2,3%

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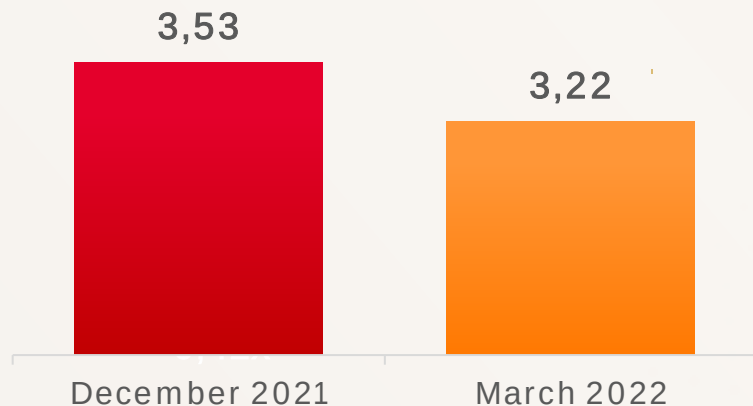
The Ulker logo is located in the bottom right corner of the slide. It features the word "ÜLKER" in a bold, white, sans-serif font with a red outline. The logo is positioned on a red background that has a pattern of small white dots. To the right of the logo, there is a large, stylized graphic of a red and yellow circle, also filled with a pattern of small white dots. Various Ulker products, including cookies, crackers, and pastries, are scattered around the circle.

ÜLKER

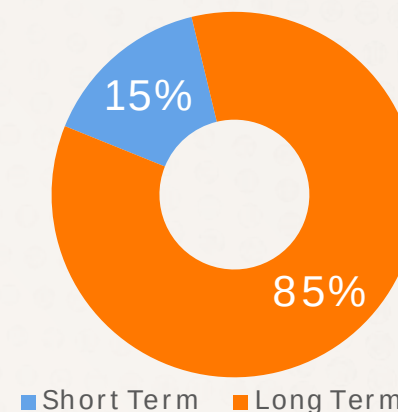


Stronger balance sheet with improved ratios

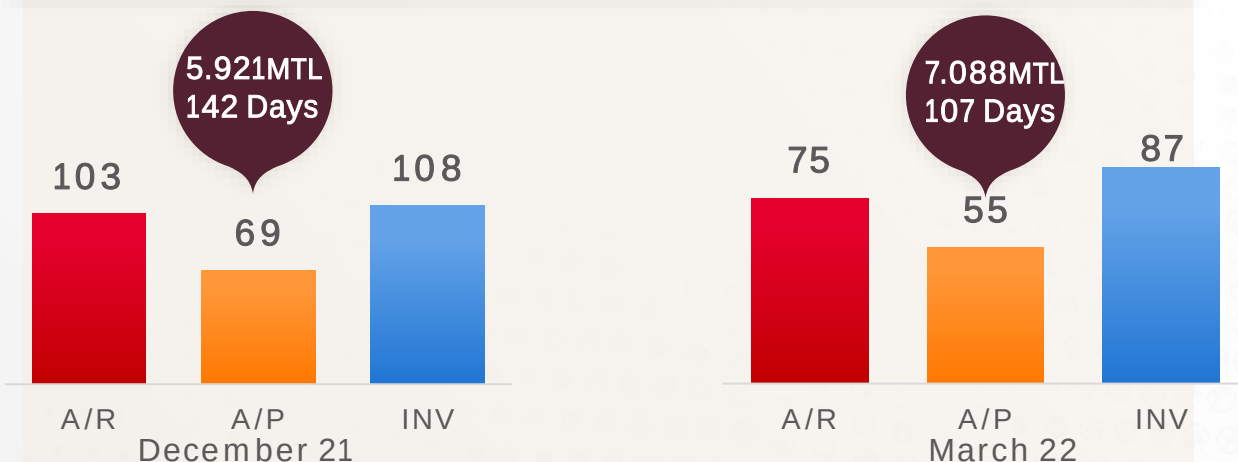
Net Debt/Ebitda (X)



Maturity Breakdown as of March 2022



Average Working Capital Days & Net Working Capital



FX Hedge strategy

- 30% of the net position is closed. Further hedges are subjected to the approval of Hedge Committee per market conditions.
- As of March 2022, M€150 of the open position is hedged
- 30M€ Önem Gıda forward executed
- Instruments : Cross Currency Swaps & Forwards

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Balance of Year Priorities

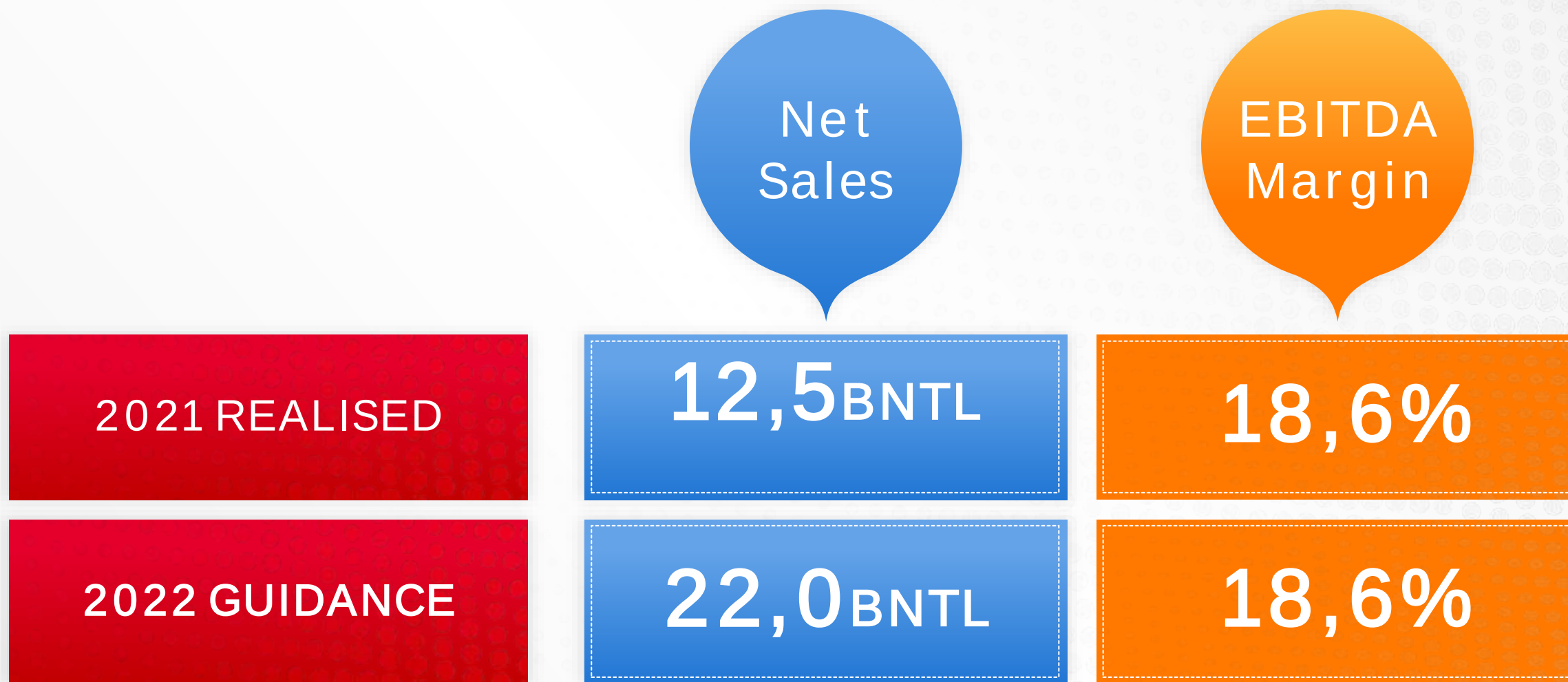
TOPLINE
GROWTH
AND SUSTAIN
PROFITABILITY

STRENGTHEN
BALANCE SHEET
AND CASH FLOW

KEEP
ADJUSTING
TO
CHANGING
CONDITIONS
VIA STRONG
AGILE
STRUCTURE



2022 Consolidated Guidance





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