

KOTON

Investor *Presentation*

DECEMBER, 2025



Disclaimer

In the Capital Markets Board (CMB) Bulletin dated December 28, 2023 (No. 2023/81), it was publicly announced that issuers and capital market institutions subject to CMB financial reporting regulations are required to implement inflation accounting. This implementation, applying the provisions of IAS 29, begins with the annual financial reports for accounting periods ending on or after December 31, 2023. Unless otherwise stated, this presentation regarding the interim financial results for the period January 1, 2025, to September 30, 2025, is based on the financial data of our Company prepared in accordance with IAS 29 (inflation accounting). The Company applies Turkish Accounting/Financial Reporting Standards in accordance with the Capital Markets Board's Decision dated December 28, 2023.

This presentation has been prepared for informational purposes only and is not intended to constitute a basis for any investment decision. This presentation contains "forward-looking statements". "Forward-looking statements" are subject to the effects of risks, uncertainties and other important factors over which the Company has limited or no control. These factors could cause the Company's future results, performance or achievements to differ materially from the results, performance or achievements described in the "forward-looking statements". "Forward-looking statements" in this presentation include the Company's views as of the date of this presentation. The Company, the Company's Management or employees or other related persons shall not be held liable for any direct or indirect loss or damage arising from the use of such expressions.



Koton – Leading Fashion Brand

Trendy & Affordable Premium

 #1

Awarded
Women's Brand⁽¹⁾

 36

Türkiye's Most
Valuable Brand⁽²⁾
Brand Finance

 One-Stop
Shop

Among
Top 3 Market Players
in Every Category

 70+

Countries Reached
including E-commerce

 464 stores

in 35 Countries⁽³⁾

 8.5M+

Koton Club Exceeds
8.5 Million Members⁽⁴⁾



**Cosolidated
Sales**

LTM – (Sept 25)

30.5 Billion TL



**Consolidated
Gross Profit**

LTM – (Sept 25)

15.9 Billion TL



**Consolidated
EBITDA**

LTM – (Sept 25)

5.6 Billion TL

(1): For eleven years between 2012-2024 in Türkiye according to the Association of Shopping Malls and Shopping Mall Investors.

(2): Brand Finance 2025 report.

(3): As of December 22, 2025. Includes 5 new stores in GCC and 1 new store in Türkiye post Q3 2025.

(4): Surpassed 8.5 million members as of October 7th, 2025.

Investment Highlights

1 - Strong Local and Int'l Presence with Future Growth Potential



2 - Profitability Focused Growth Potential via Multichannel Platform



3 - Leading Fashion Brand with a Broad Customer Reach



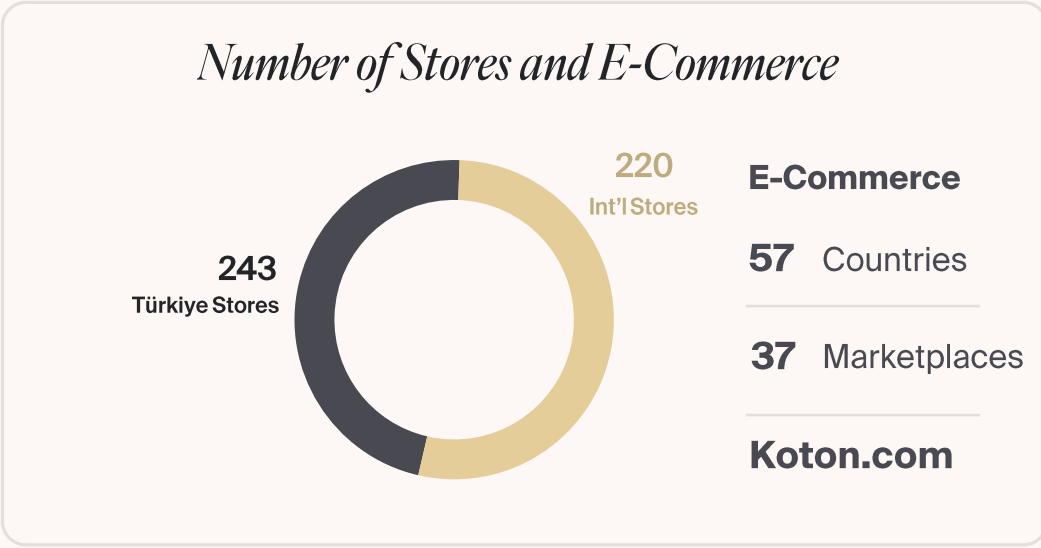
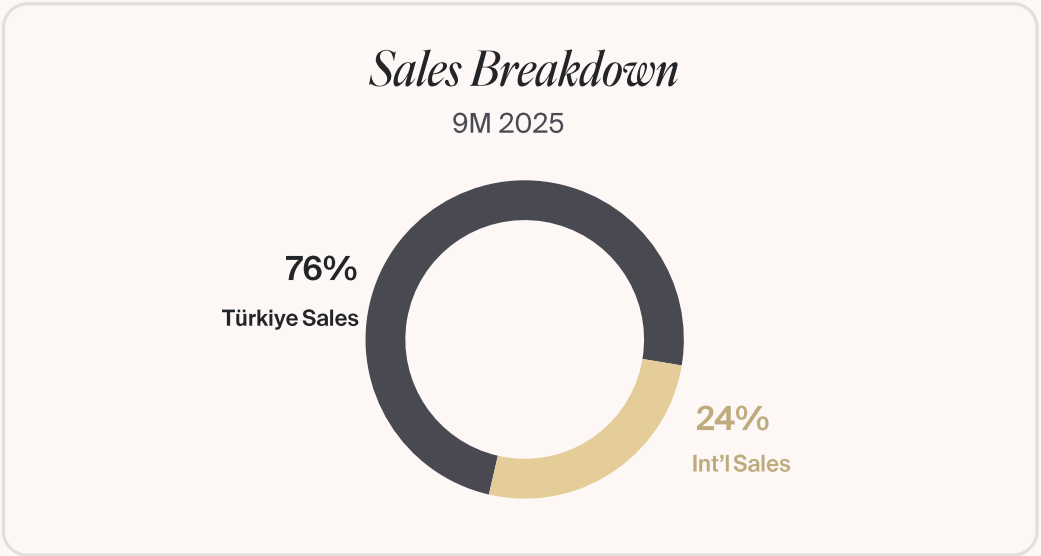
4 - Competitive, Flexible and Resilient Business Model



5 - Promising Financial Results with a Focus on Profitable Growth



Strong Local and Int'l Presence *with Future Growth Potential*



Note: : Map as of September 30, 2025 both stores and e-commerce. Sales figures for 9M 2025.. Store count and e-commerce data are as of November 24, 2025.
(1): Brunel, Hong Kong, India, Indonesia, Malaysia, Filipins, Singapore and Taiwan

Profitability Focused Growth Potential *Via Multichannel Platform*

Retail Stores

Corporate



Franchise



361 Stores

Türkiye: 212 Stores

Int'l: 149 Stores



103 Stores

Türkiye: 31 Stores

Int'l: 72 Stores

**Share in
Consolidated
Sales⁽¹⁾**

Türkiye Stores:

64%

Int'l Stores:

19%

E-Commerce



**Koton.com/Mobile app /
marketplaces**

57 Countries

37 Marketplaces

Türkiye E-Commerce: **6%**

Int'l E-Commerce: **6%**

Wholesale



Wholesale

600+ Point of Sale

Türkiye Wholesale: **4%**

Int'l Wholesale: **1%**

Note: Store and e-commerce footprint as of December 25, 2025..

(1): Based on 9M 2025 reported financials..

Profitability Focused Growth Potential *Via Retail Stores*



Türkiye Stores

Growth driven by dynamic pricing and operational ramp-up



Sales area optimization



New store concepts improving customer experience



Traffic driving window displays



Through omnichannel focus, further integration with e-commerce



International Stores

Further growth in the GCC region in partnership with Apparel Group

- Entered Oman in July and Qatar in November
- Kuwait to follow



Franchise store openings in Africa



Further growth in the CEE Region



Improvement and optimization efforts in the CIS Region



Improving int'l competitiveness on the back of normalization of TRY and local inflation



**Optimal
resource &
risk
management**

Franchise

Corporate



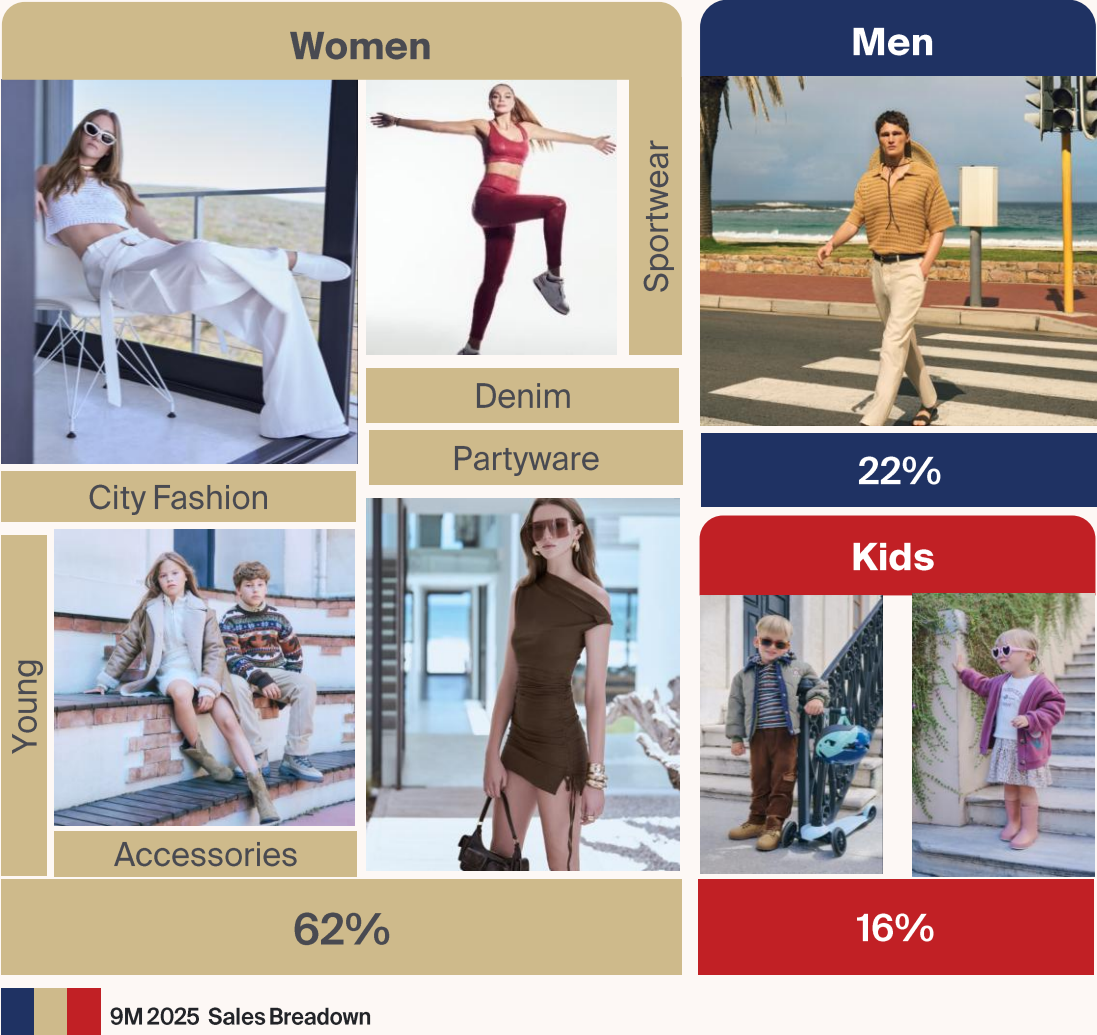
Disciplined
store
openings



≤ 2.5 years
payback
target

Leading Fashion Brand *With a Broad Customer Reach*

**"One-stop shop"
for all ages and genders**



Koton is a Leading Apparel Brand



Awarded Women's
Brand⁽¹⁾

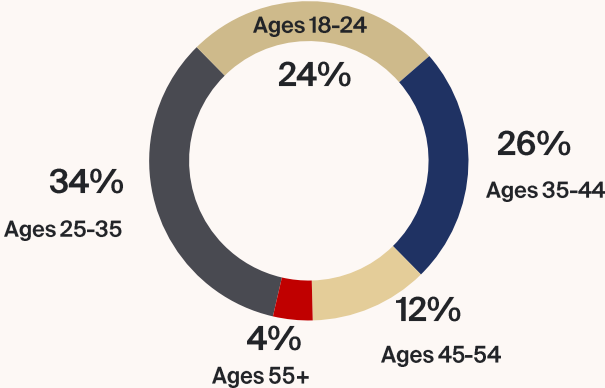
Brand Finance[®]

Türkiye's most valuable
36th brand

**Consistently ranked among top 3 players in terms
in all main categories. ⁽²⁾**

Diverse Customer Base

Customer age distribution



(1): For eleven years between 2012-2024 in Türkiye according to the Association of Shopping Malls and Shopping Mall Investors.
(2): Based on the results of OC&C's Market Survey 2023 made with local shoppers.

Leading Fashion Brand *With a Broad Customer Reach*



Consistently strong performance across top 5 KPCs...

Koton performance against KPCs^(1,2)

	High Quality	Value for Money	Breadth of Choice	Good Fit	New Products/ Innovation
#1	KOTON	KOTON	KOTON	KOTON	KOTON
#2	Local Brand 2	Local Brand 1	Local Brand 1	Local Brand 2	Local Brand 1
#3	Local Brand 1	Local Brand 2	Local Brand 2	Local Brand 1	Local Brand 2

How do our customers define us?

KOTON

Variety

Modern and Trendy

Quality for Price

Yerli Marka 1

Family Brand

Quality for Price

Variety

Yerli Marka 2

Quality for Price

Casual

Family Brand

Uluslararası Marka 1

Modern Woman

Prestigious

New Products

First three words that come to women respondents' minds

Koton enjoys the highest recognition in womenware⁽³⁾ among modern apparel category⁽⁴⁾.



Recognized and awarded by sector's leading organizations.



Active social media presence via influencer collaborations.

Source: OC&C Analysis, OC&C Market Survey 2023

Notes: (1) Q: How would you rate [brand] on the following criteria? Where 1 is 'very poor' and 5 is 'very good'; (2) Q: In general, when purchasing clothes for yourself, how important are the following criteria when deciding which brands to shop? (3) women that define their fashion style as "trendy". (4): Q: which brands comes to mind when you shop for yourself?

Differentiating Market Positioning

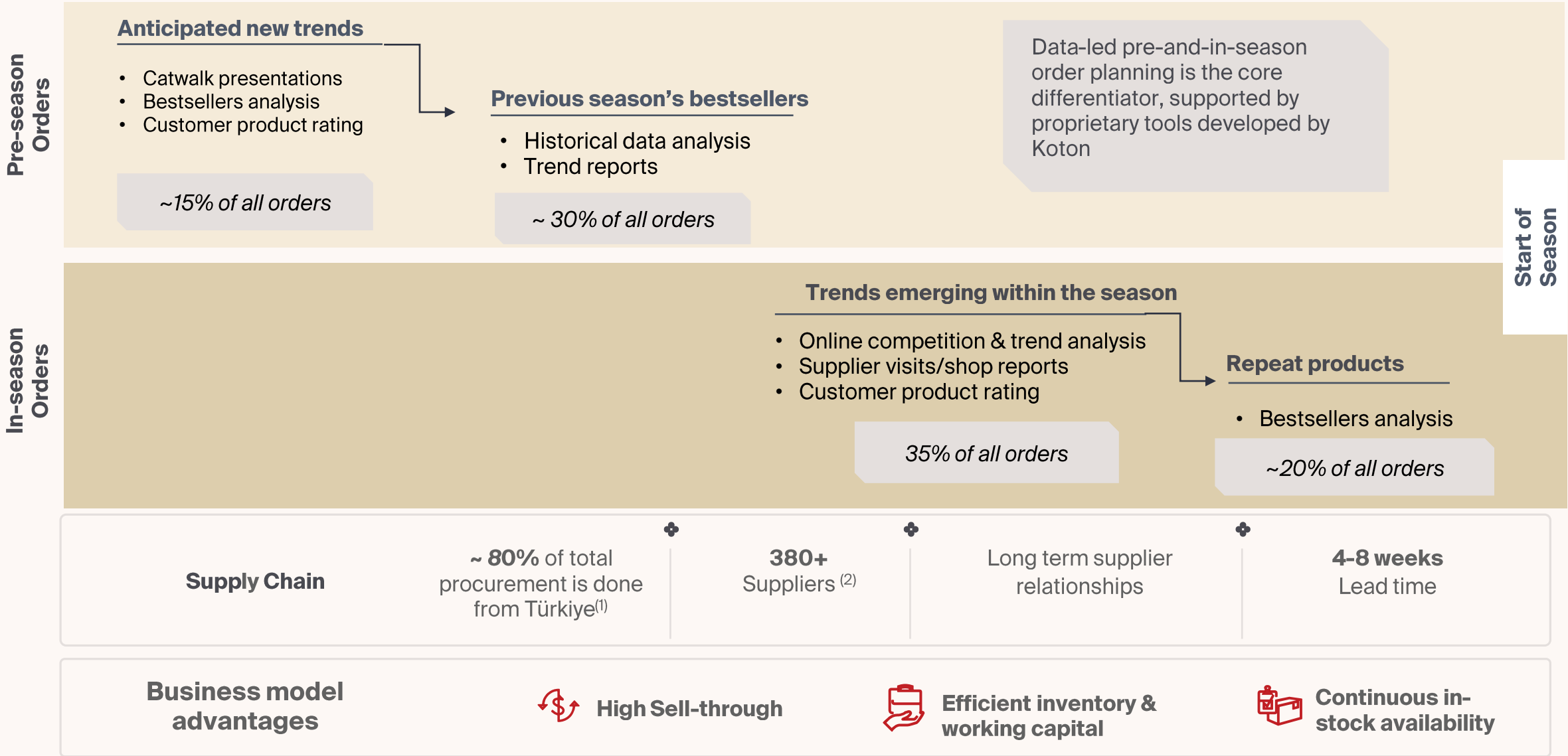


Domestic Market Brand Positining



Source: OC&C analysis (based on but not limited to Euromonitor), OC&C Consumer Survey, Company Information.



Efficient Operations and Flexible Supply Management





(1) Share in total procurement, excluding imports.
(2) As of 30.09.2025.

Focus on Profitable Growth *with Stronger Financials*

Sustainable Sales Growth

 **5.1 %** 

Store Sales
in Türkiye

 **49 %** 

Store LFL Sales
in Türkiye⁽¹⁾
(October'25)

 **8.9 %** 

International Sales
(in USD)

 **33.0 %** 

International
E-Commerce Sales

Operational Efficiency

 **12.0 %** 

Türkiye Stores LFL
Conversion Rate

 **23.8 %** 

Türkiye Sales
Area Efficiency
(in USD)

 **12.0 %** 

Türkiye Stores LFL
Sales Volume

 **14.0 %** 

GCC Region^(*)
LFL Sales
(in USD)

Normalization of TRY and Local Inflation Dynamics

 **80.0 %**

Share of Türkiye
in Procurement

 **26.2 %**

Share of
International Sales

 **Cost hikes
below inflation**

 **Dynamic pricing
policy**


Healthy Balance Sheet

 **7.8 %**

Decrease in Inventory
(year-on-year)

 **1.6** Billion TL

Free
Cash Flow⁽²⁾

 **0.8x**
Net Financial Debt/ EBITDA
(excl. IFRS16)

 **Improving net
working capital**

Note: All data represent 9M 2025 period and as of 30.09.2025, unless otherwise stated. Growth rates are on a yearly basis.

(1): Store LFL Sales in Türkiye in nominal terms, excluding IAS 29 (inflation accounting).

(2): Based on cash flow table of financial report as cash flow from operating activities – cash flow used in investing activities.



Q3/9M 2025 PERIOD

Financial *Results*

Despite Macroeconomic Challenges in Q3 2025 Strong Financial Performance Continued



Consolidated Sales

Q3 2025

7.9 Billion TRY



Consolidated Gross Profit Margin

Gross Profit Margin in Türkiye

56.8%

64.2%



Consolidated EBITDA Margin⁽¹⁾

22.9%



Free Cash Flow⁽²⁾

1 Billion TRY

Despite weaker consumer demand in Türkiye and contraction in market data⁽³⁾, **store sales** posted **real growth in Türkiye**, while the e-commerce and wholesale channels contracted in line with the strategic decision to focus on profitability.



International sales posted **real growth** after 4 quarters, driven by the transition of the store channel to **real growth in the CIS region** as well as the **positive impact of the GCC region**.



Despite the seasonality of Q3 with intense discount campaigns, a **strong gross margin** was maintained through below-inflation procurement and efficient inventory management. Internationally, **the positive impact of the transformation in the GCC region** was also reflected in the gross margin.



An operating profit of TRY 345 million was delivered in Q3 2025, driven by strong gross margin and controlled expense management.



Despite high base effect and challenging macroeconomic conditions, **EBITDA margin above the sector average** was maintained.



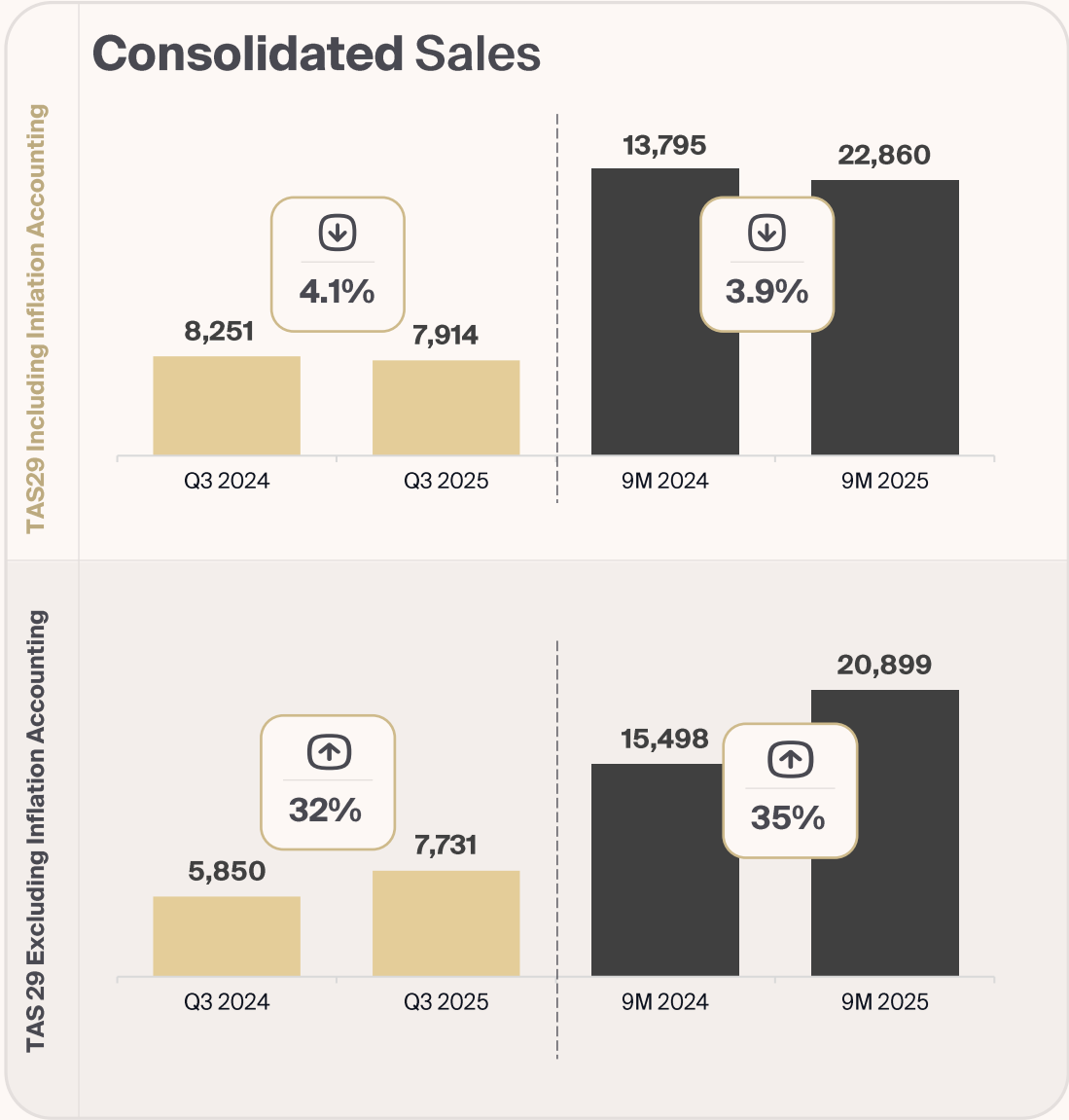
Free cash flow over 1 billion TRY was recorded through operational improvements and efficient inventory management.

(1) EBITDA calculation method used in financial reports: profit (loss) before tax + financial income (expense) + credit finance income (expense) on purchase of trade goods (net) + income (expense) from investing activities + depreciation and amortization expense - net monetary position gain (loss).

(2) Based on cash flow table of financial report as cash flow from operating activities - cash flow used in investing activities

(3) Source: AYD - Council of Shopping Centers - Turkey - <https://www.ayd.org.tr/>. According to monthly shopping center turnover index data.

Sales Performance Resistant to Inflation and Exchange Rate Pressure



Consolidated sales grew by **32% YoY in Q3 2025** and **35% YoY in 9M 2025**, excluding inflation accounting impact, despite challenging macroeconomic conditions, a continued strong TRY policy and unfavorable geopolitical factors.

Total sales in Türkiye grew in line with inflation in this period, mostly driven by strong growth in store sales, which accounted for 86% of sales in Türkiye in 9M 2025, and partially offset by the decline in e-commerce and wholesale in line with the strategic decision to focus on profitability.

In Q3 2025, international sales posted real growth after last 4 quarters, despite ongoing suppressed FX rates against high inflation. The easing of exchange rate pressure is providing positive signals going forward.

Türkiye and International Sales Performance

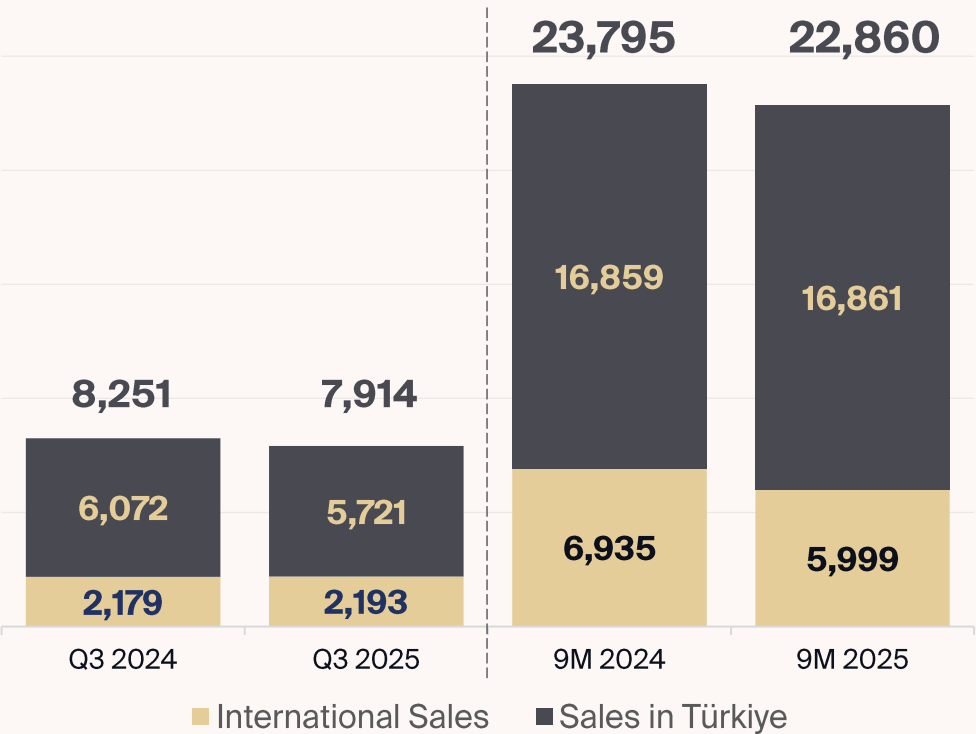
Consolidated Sales

(Million TRY)

Consolidated Sales 9M 2025

22.9 Billion TRY

↓ 3.9% Annual



In 9M 2025, despite the weakening consumer demand in **Türkiye**, **store sales** positively differentiated from the contraction in the sector^(*) and **posted a real growth of 5%**, while total **sales in Türkiye were in line with the previous year** due to the impact of shrinking e-commerce and wholesale channels in line with **the strategic decision to focus on profitability**.

✦ **International sales grew in real terms** in Q3 2025, supported by **9% growth in the store channel**.

✦ **International sales grew by 20% YoY in Q3 2025 and 9% YoY in 9M 2025 in USD terms**, driven by operational improvement.

✦ The e-commerce channel continued to focus on profitability in Türkiye, while **international e-commerce sales increased by 33% YoY in 9M 2025**, supporting inventory management and cash flow.

(*) Source: AYD - Shopping Centers and Investors Association - <https://www.ayd.org.tr/>, According to monthly shopping center turnover index data.

Store Sales in Türkiye: *Strong Growth Continues*

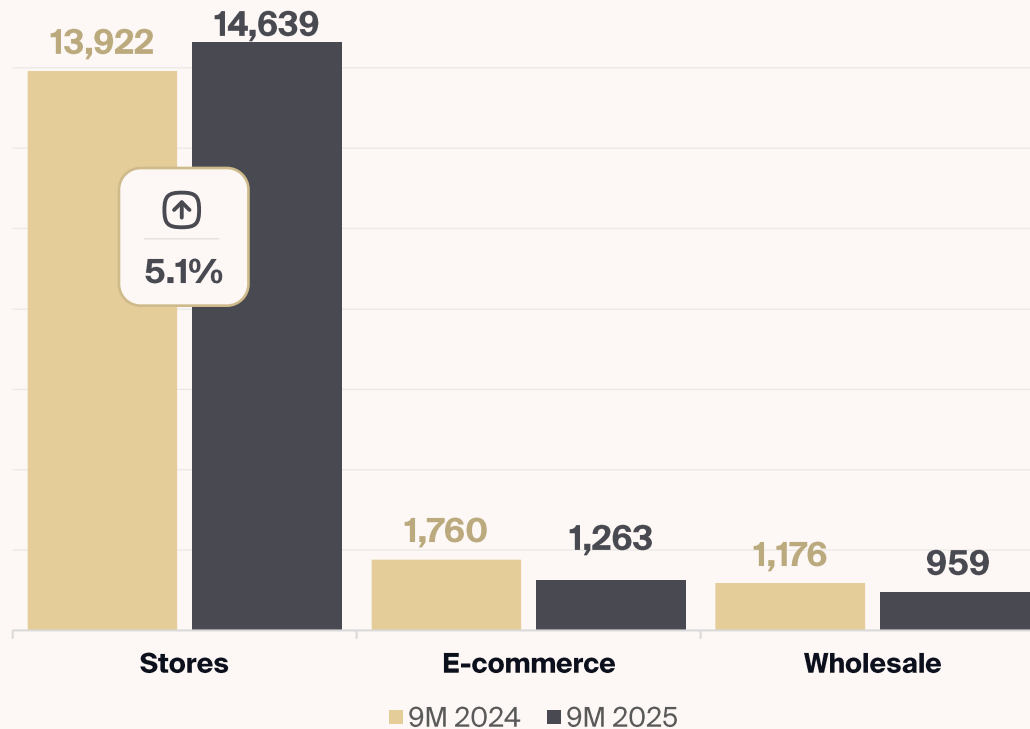
Sales in Türkiye

(Million TRY)

Sales in Türkiye 9M 2025

16.9 Billion TRY

→ Flat Annual



Sales in Türkiye remained flat YoY in 9M 2025 compared to the same period last year, despite weaker consumer demand and a contraction in e-commerce due to the decision to focus on profitability.

Store sales grew by 5.1% on the back of disciplined supply management, dynamic pricing policy and operational acceleration.

While the net number of stores in Türkiye remained unchanged, the impact of optimization efforts led to a YoY increase in **m² efficiency** of approximately **24%** in 9M 2025, measured in US Dollars.

Growth driven by strong sell-through targets **in the store channel** provided the opportunity to focus on profitability in the e-commerce channel in Türkiye. **e-commerce sales in Türkiye** contracted slightly due to the strategic decision taken in line with profitability focus, while **gross profit margin increased by 4 percentage points** YoY.

Wholesale sales in Türkiye were managed considering the market conditions and maturity required by the business model and sales contracted slightly in line with the focus on profitability.

International Sales: *Normalization Trend*

International Sales

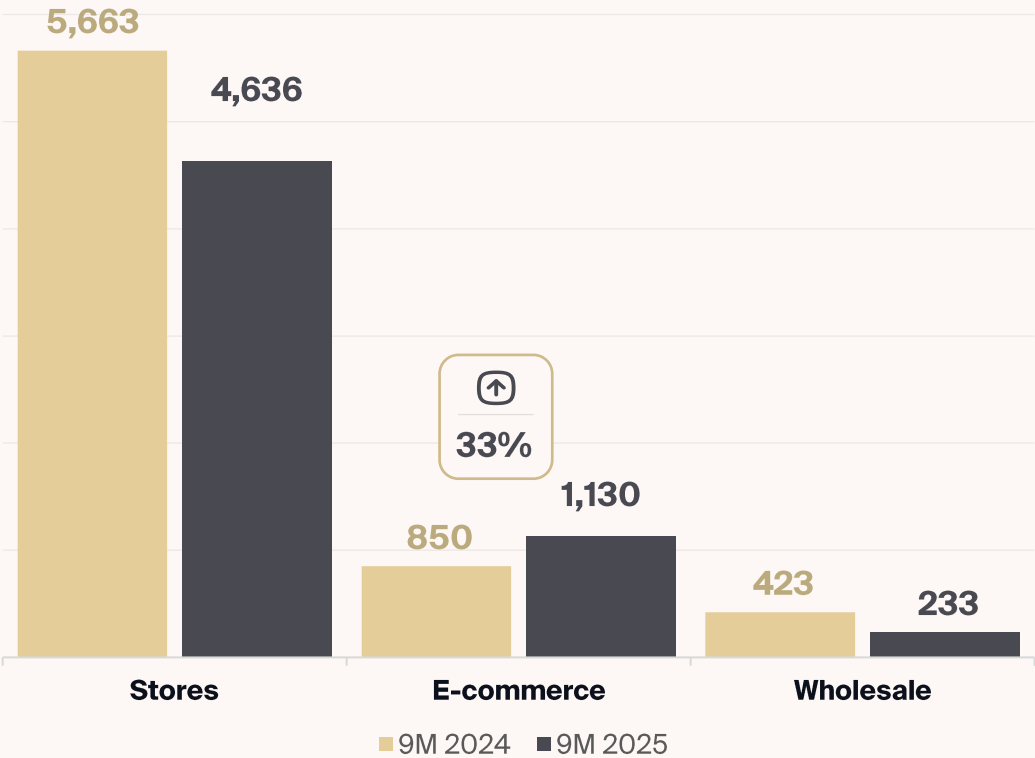
(Million TRY)

International Sales 9M 2025

6.0 Billion TRY



13.5% Annual



Our international sales **grew by 20% in USD terms in Q3 2025 and 9% in 9M 2025** compared to last year. This positive performance was limited in TRY terms due to the impact of inflation accounting.

International stores grew by 9.4% in Q3 2025, supported by the operational measures taken internationally as well as the increase in FX rates. In this period, **total international sales recorded real growth** on an annual basis.

International e-commerce sales grew 33% YoY, primarily in the **CIS Region and Europe**, in line with our focus on channel expansion.

With the positive impact of the transformation in the GCC region, **LFL^(*) sales in USD terms** in 9M 2025 in this region increased by **14% YoY**.

In **Q3 2025**, the USD-denominated contraction in the **store sales in the CIS region** declined compared to previous quarters and **recorded real growth in TRY terms, supported by the FX upside**. Operational efforts to increase efficiency in the CIS Region continue.

(*) Excluding 2 new stores in Oman.

Strong Gross Profit Margin *Through Cost Control Management and Dynamic Pricing*

Consolidated Gross Profit and Margin

(Million TRY)

GP Margin in Türkiye

60.6%



2.3 pp YoY

13,656 Mn TRY

57.4%

12,560 Mn TRY

55.1%



2.3 pp

■ 9M 2024 ■ 9M 2025

Consolidated gross margin **remained strong** despite the base effect and increased discounts compared to last year, thanks to **below-inflation procurement** (especially in the SS 2025 and AW 2025 seasons) and **efficient inventory management**.

Despite shrinking consumer demand **in Türkiye**, our **discount strategy and dynamic pricing policy** enabled us to achieve a **gross profit margin of over 60%**.

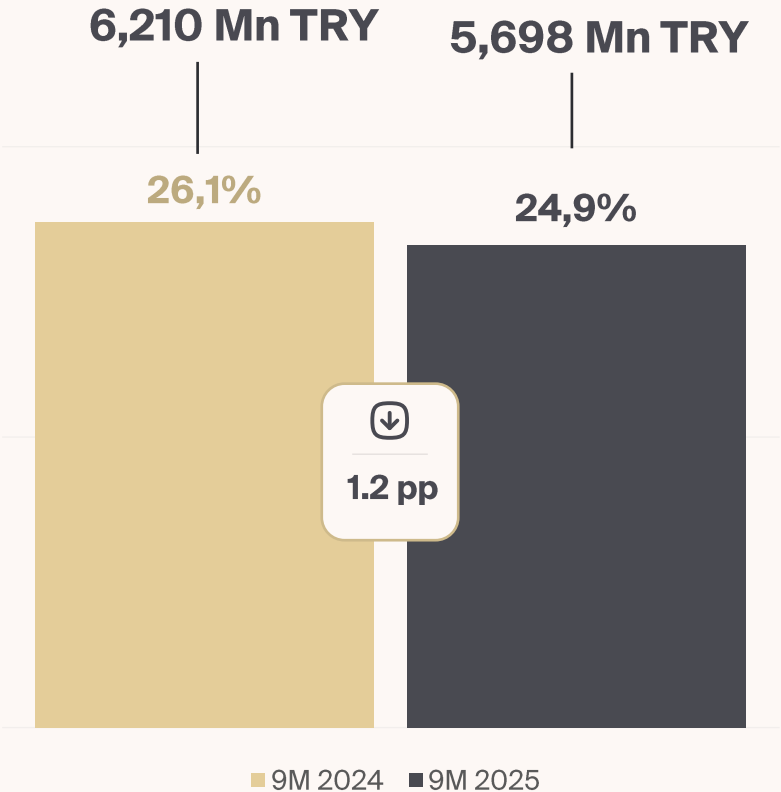
Despite the negative impact of the strong TRY policy **internationally**, the positive effect of the transformation in the GCC region resulted in a **gross profit margin of approximately 40% internationally**.

Strong EBITDA Margin *Through Prudent Expense Management*



Consolidated EBITDA* and Margin

(Million TRY)



Consolidated EBITDA margin **stood at ~25%** in 9M 2025, thanks to a **dynamic pricing policy** as well as **efficient cost and inventory management and prudent expense management**.

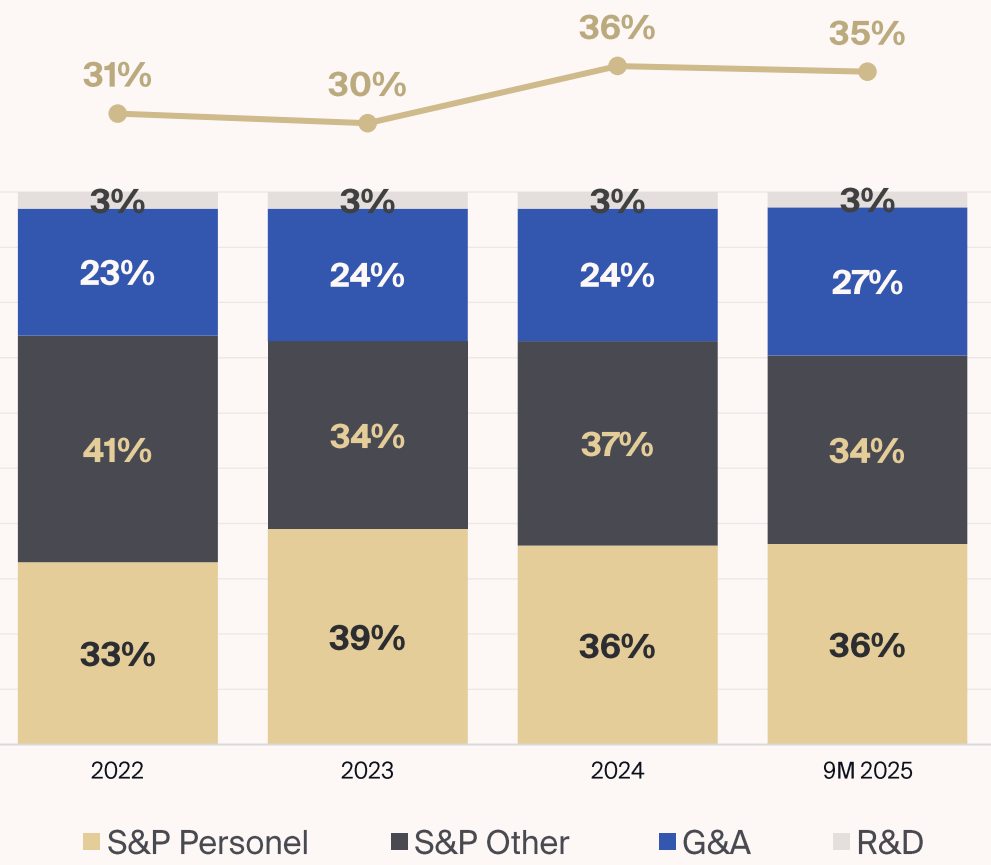
In 9M 2025, **EBITDA margin remained strong** thanks to disciplined expense management, despite above-inflation rental expenses.

(*) EBITDA calculation method used in financial reports: profit (loss) before tax + financial income (expense) + credit finance income (expense) on purchase of trade goods (net) + income (expense) from investing activities + depreciation and amortization expense - net monetary position gain (loss).



Ratio of Operating Expenses to Sales

(%)



Operating expenses as a percentage of sales **declined from 36% in 2024 to 35% in 9M 2025**, driven by projects implemented within the scope of prudent operating expense management.



In 9M 2025, total operating expenses **remained flat YoY** despite above-inflation rise in rent expenses, while the decline in operating expenses as a percentage of sales was limited as consolidated sales **contracted by 3.9%**.

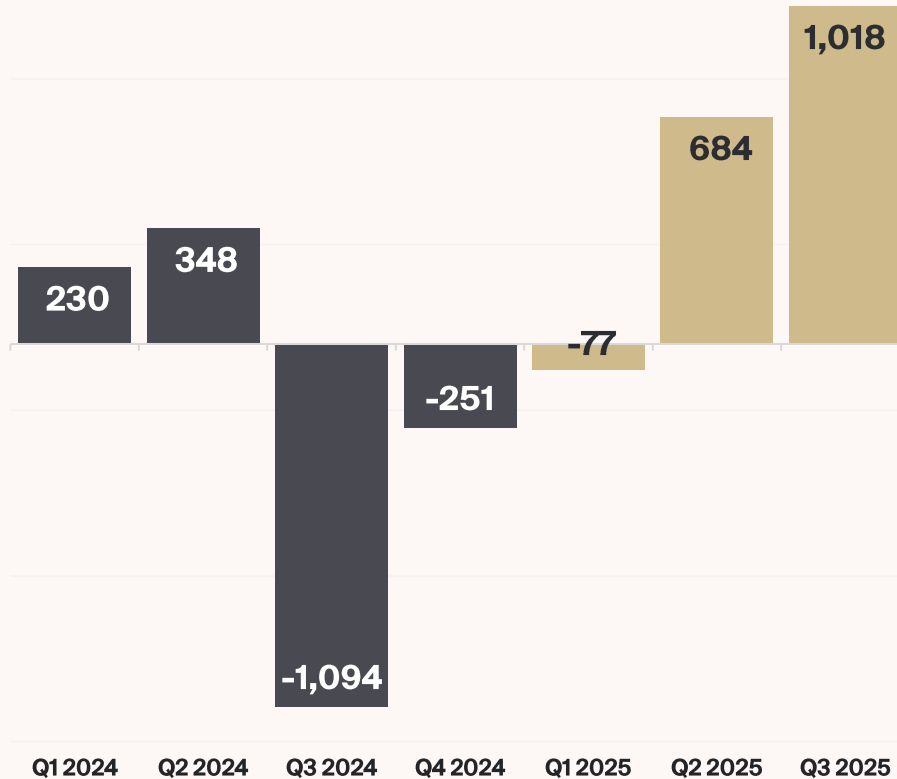
INVESTOR PRESENTATION

Notes: The operating expenses to sales ratio is calculated excluding depreciation and other operating income/expenses.

Continued Positive Free Cash Flow Generation

Free Cash Flow

(Million TRY)



Through operasyonel improvement and efficiency measures, free cash flow of 1 billion TRY in Q3 2025 and 1.6 billion TRY in 9M 2025 were generated.

8% year-on-year decline in inventory in 9M 2025 through efficient inventory management and improvement in net working capital management contributed to free cash flow generation.

Net financial liabilities (excl, rent related liabilities) rose mainly due to TRY weakening related to mainly Euro denominated loans. That said, **net financial debt to EBITDA remained at 0.8 times.**

KOTON

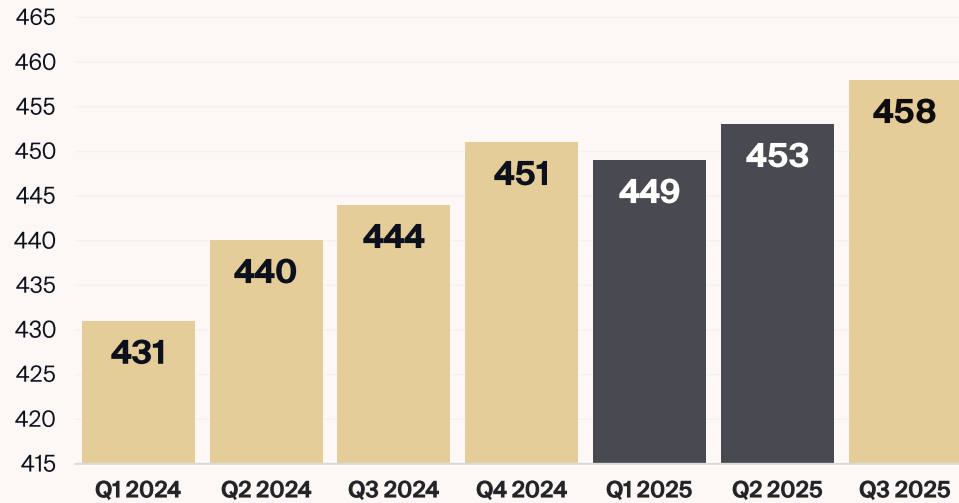
Q3/9M 2025 PERIOD

Operational *Results*



Total of 464 Stores Following Post Q3 2025 Openings

Number of Stores



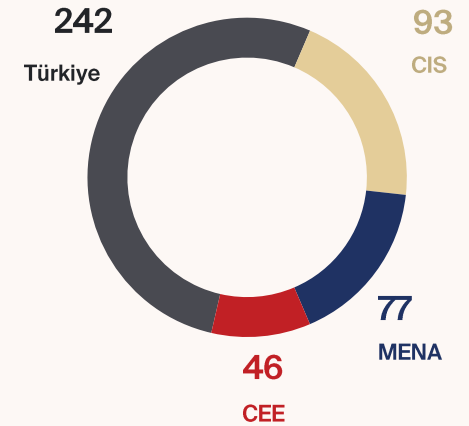
Store Distribution

(Q3 2025)



Regional Distribution

(Q3 2025)



In Q3 2025, **there was no change** in stores in Türkiye compared to Q2 2025.

In Q3 2025, there was a **net increase of 5 corporate stores** internationally.

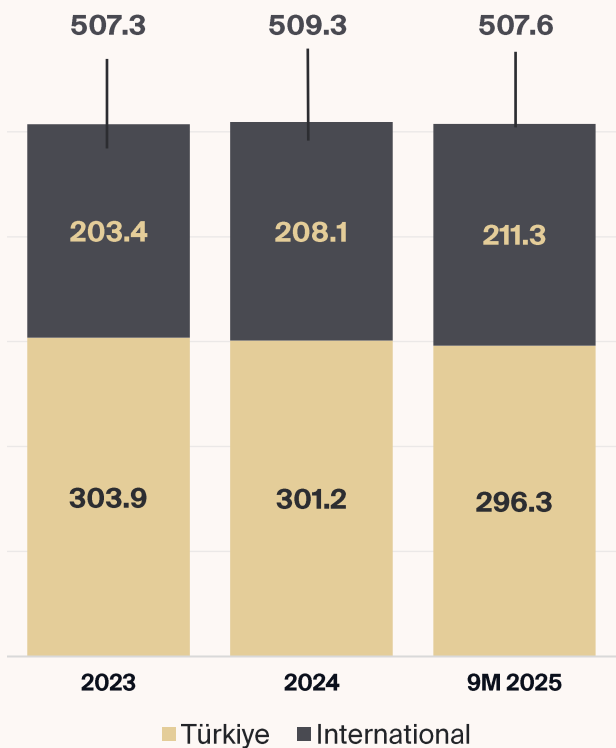
As planned after Q3 2025, **5 new stores were opened in the GCC region and 1 new store in Niğde, Türkiye.**

As part of our regional concentration focus, we entered the **Qatar** market in **the GCC region** in Q4 2025.

Increase *in Sales Area Efficiency*

Total Store Area

(thousand m²)



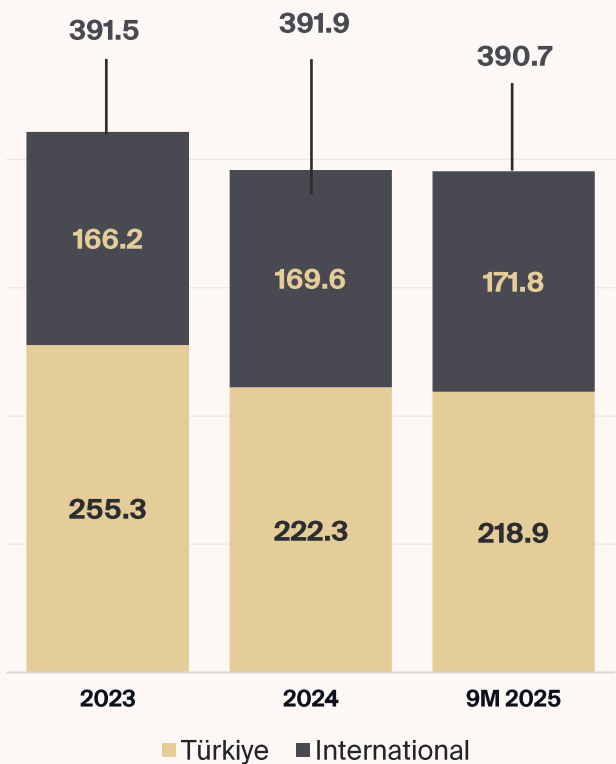
Total Sales Area

(thousand m²)



~24%

m² efficiency
in Türkiye
9M 2025
(in USD terms)



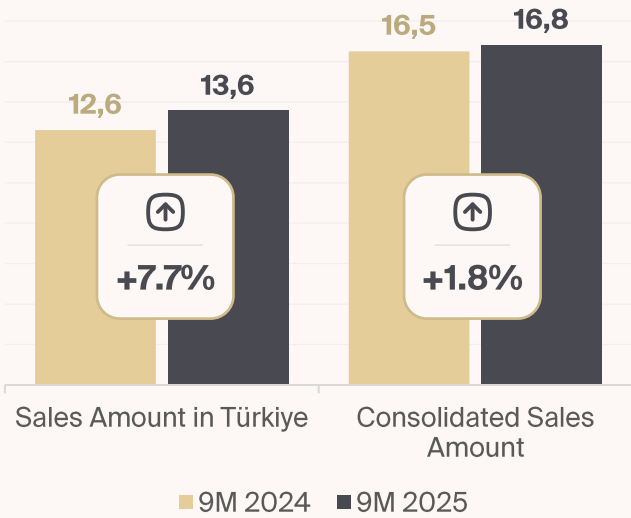
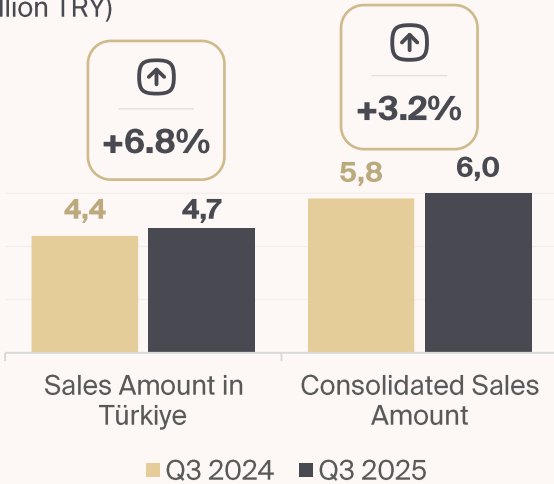
While the store count has increased, sales area remained stable inline with our focus on sales area efficiency.



LFL Growth: Continued Growth in Stores in Türkiye (Both in Sales and Units)

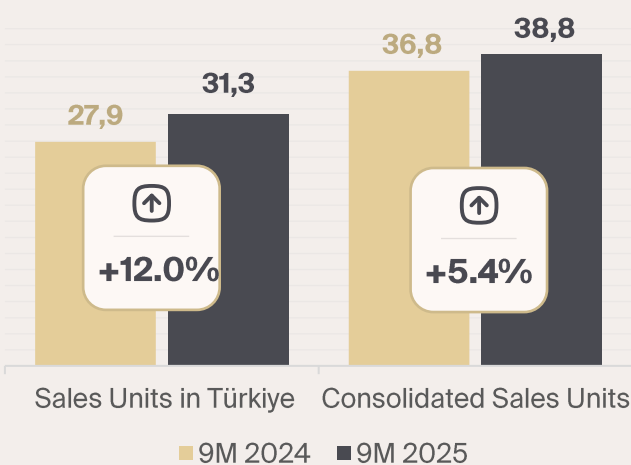
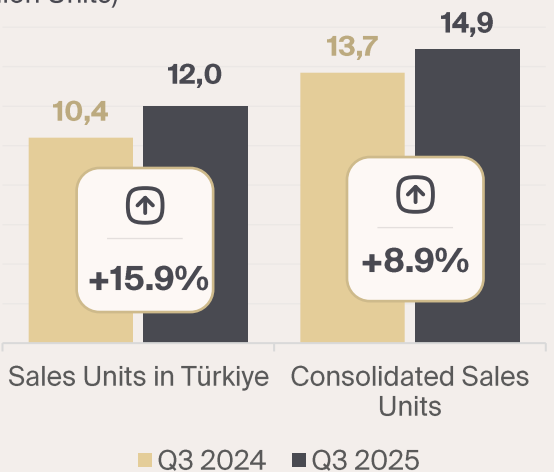
LFL Store Sales Amount

(Billion TRY)



LFL Store Sales Volume

(Million Units)



Stores in Türkiye **delivered strong LFL unit and sales amount growth** in Q3 2025 and 9M 2025.

Store LFL sales in Türkiye **were above the increase in the shopping center turnover index** announced by AYD⁽¹⁾.

Store LFL sales in Türkiye **increased by 49%** in nominal terms in **October**.

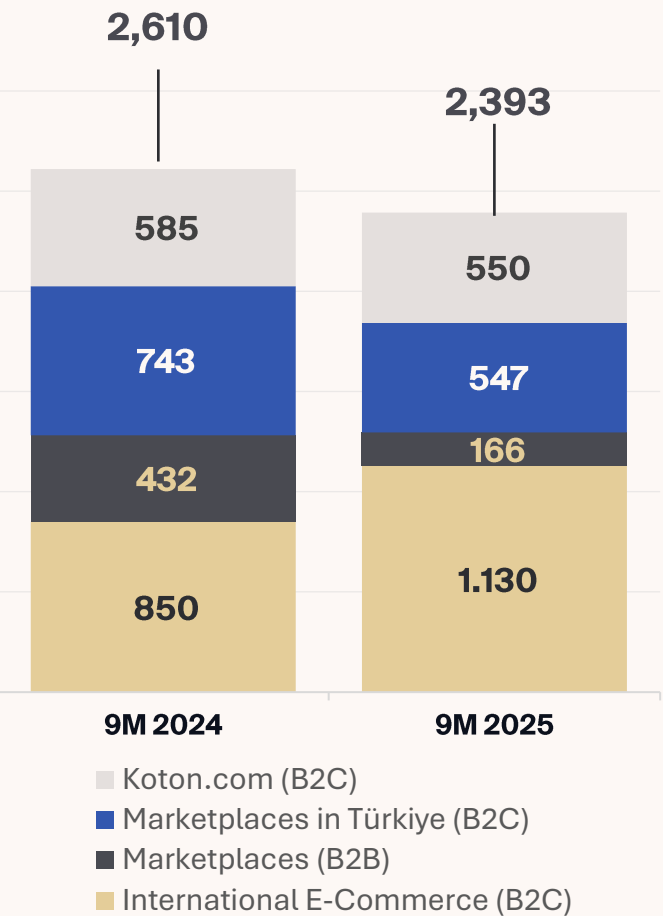
LFL sales ⁽²⁾ in the GCC region **increased by 14% YoY in 9M 2025**, in USD terms. **In October**, the increase was **28%**.

(1): AYD: Council of Shopping Centers - Turkey - <https://www.ayd.org.tr/>. According to monthly shopping center turnover index data.
(2): Excluding new stores in Oman.

Profitability Driven *E-Commerce Operations*

E-Commerce Sales

(Million TRY)



With the strategic decision focusing on profitability and effective inventory management, the **sales of marketplaces with relatively low profitability contracted.**



Increased focus on Koton.com with profitability priority in the e-commerce channel. **Koton.com** was launched in **Serbia** following the CIS Region and Romania.



Koton.com's share in B2C in Türkiye increased by 6 percentage points year-on-year to **50%** in 9M 2025.



The international e-commerce sales grew by 33% in real terms, providing significant support to international sales, inventory management and cash flow.



The share of **international e-commerce** in total e-commerce sales increased from 33% in 9M 2024 to **47% in 9M 2025.**



As part of the strategy to expand the e-commerce channel and enter new marketplaces, the Company plans **to enter the US market** in the coming period.

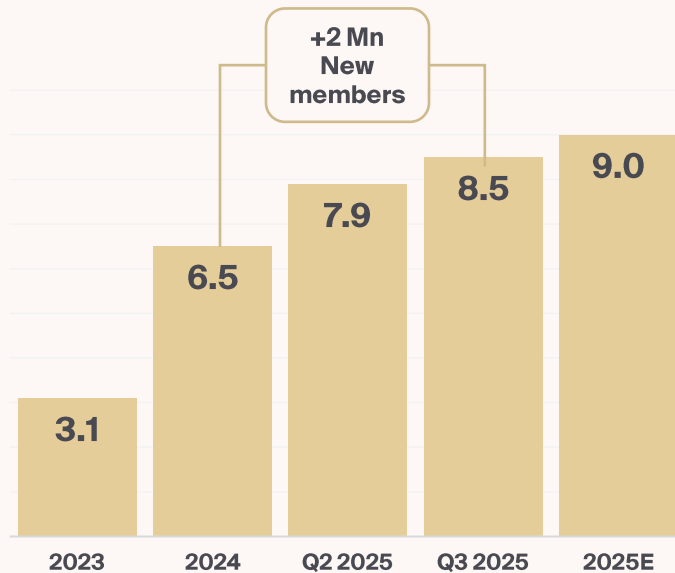


Koton Club

Over 8.5 Million Members

Koton Club Türkiye Number of Members

(Million)



Following **the CIS Region**, Koton Club is planned to be launched **in Serbia** in the near future.

(*) Compared to customers who are not Koton Club members.



📄 ~60% Member Activation Rate



🏠 +58% Shopping Frequency (*)



🍷 ~70% Sales Share of Koton Club Members



📄 +9% Number of Products per Receipt (*)

Within the scope of **the omnichannel focus**, the integration of store inventory into e-commerce inventory continues rapidly.

New Expectations

Including IAS 29



Sales Growth

Flat –
Slight Contraction



Gross Profit
Margin

>50%



Net Number of
New Stores

>14
stores



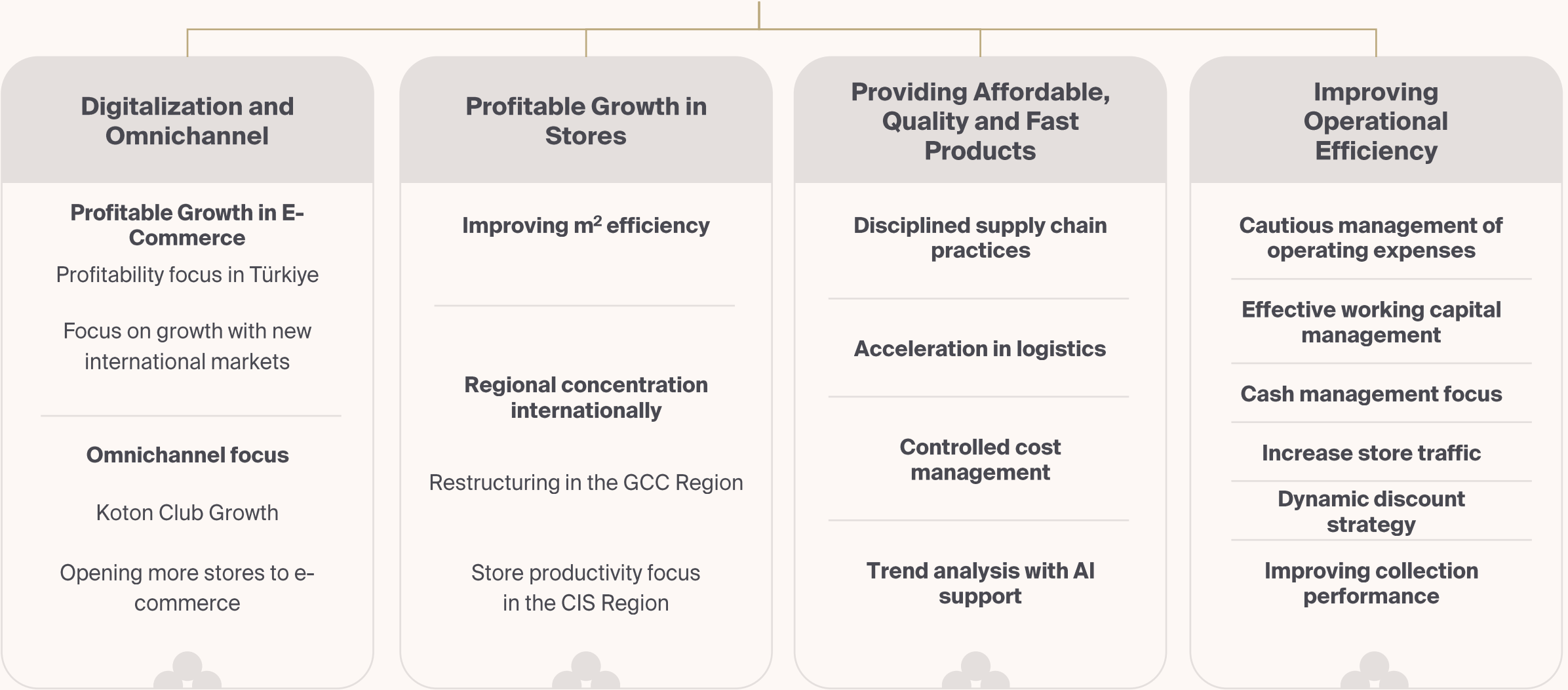
The KOTON logo is positioned in the top left corner. It features the brand name in a bold, white, sans-serif font, with the letter 'O' replaced by a stylized four-leaf clover icon. The background of the entire slide is a photograph of a man and a woman in black clothing and sunglasses standing in front of a modern building with large glass windows.

KOTON

Q3/9M 2025 PERIOD

Presentation *Appendices*

Focus Areas



Summary *Financial Statements and Ratios*



Summary Balance Sheet	September 30, 2025	December 31, 2024
Total current assets	15,653,940,298	15,358,256,349
Total non-current assets	8,462,944,478	8,907,103,325
Total Assets	24,116,884,776	24,265,359,674
Total current liabilities	14,371,735,040	13,347,226,684
Total non-current liabilities	2,923,789,299	3,172,485,089
Total Liabilities	17,295,524,339	16,519,711,773
Equity	6,821,360,437	7,745,647,901
Total Equity and Liabilities	24,116,884,776	24,265,359,674

	September 30, 2025	December 31, 2024
Cash and cash equivalents	828,388,576	733,771,781
Bank loans	(5,202,108,835)	(4,114,019,661)
Lease obligations	(3,554,890,855)	(3,975,910,358)
Net Financial Debt	(7,928,611,114)	(7,356,158,238)
Net Financial Debt (Excluding lease obligations)	(4,373,720,259)	(3,380,247,880)
Net Financial Debt/EBITDA (Excluding lease obligations)	0.8	0.6



EBITDA for the last twelve months was used in the calculation of the Net Financial Debt ratio. EBITDA calculation method used by the Company in the Prospectus and financial reports: profit (loss) before tax + financial income (expense) + credit finance income (expense) on purchase of trade goods (net) + income (expense) from investing activities + depreciation and amortization expense - net gains on monetary position (loss).

Income Statement and *Margins*

	Q3 2025	Q3 2024
Revenue	7,913,894,084	8,250,902,310
Cost of Sales (-)	(3,416,956,454)	(3,197,287,859)
Gross Profit	4,496,937,630	5,053,614,451
Gross Profit Margin	57%	61%
General Administrative Expenses (-)	(807,602,647)	(674,600,162)
Marketing Expenses (-)	(2,839,558,128)	(3,012,713,466)
Research and Development Expenses (-)	(91,314,357)	(97,523,127)
Other income from operating activities	262,136,405	333,883,667
Other operating expenses (-)	(675,872,358)	(783,589,328)
Operating Profit (Loss)	344,726,545	819,072,034
Income from investing activities	3,556,811	1,395,764
Expenses from investing activities	72,592	(39,110)
Operating profit before financial expenses	348,355,948	820,428,689
Financial expenses, net	(769,525,348)	(494,842,221)
Monetary Gain (Loss)	373,131,310	214,635,441
Profit Before Tax	(48,038,090)	540,221,909
Current tax income/(expense)	279,394	81,868
Deferred tax income/(expense)	49,655,534	(208,791,989)
Net Profit (Loss) for the Period	1,896,838	331,511,788
EBITDA	1,810,963,549	2,344,906,949
EBITDA margin	23%	28%

EBITDA calculation method used by the Company in the Prospectus and financial reports: profit (loss) before tax + financial income (expense) + credit finance income (expense) on purchase of trade goods (net) + income (expense) from investing activities + depreciation and amortization expense - net gains on monetary position (loss).