



BİRLEŞİK MAĞAZALAR A.Ş.

RESULTS PRESENTATION

For the 12 months
to 31 December 2016



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Please note that all financial data are prepared based on IFRS accounting.

HEADLINES





20,1 TL billion
Sales (+15% YoY)

**Expected net sales
in 2016**



FILE

21 stores by the end of
2016



997 TL million
EBITDA (15% YoY)

**Strong EBITDA and
profit margins**



671 TL million
(15 % YoY) Net Income



562 TL million CAPEX at
2,8% of sales

**Continued
Expansion**



Stores:
5.602 in Turkey
329 in Morocco
215 in Egypt

FIGURES



ANNUAL/ QUARTERLY NET SALES AND GROSS PROFIT

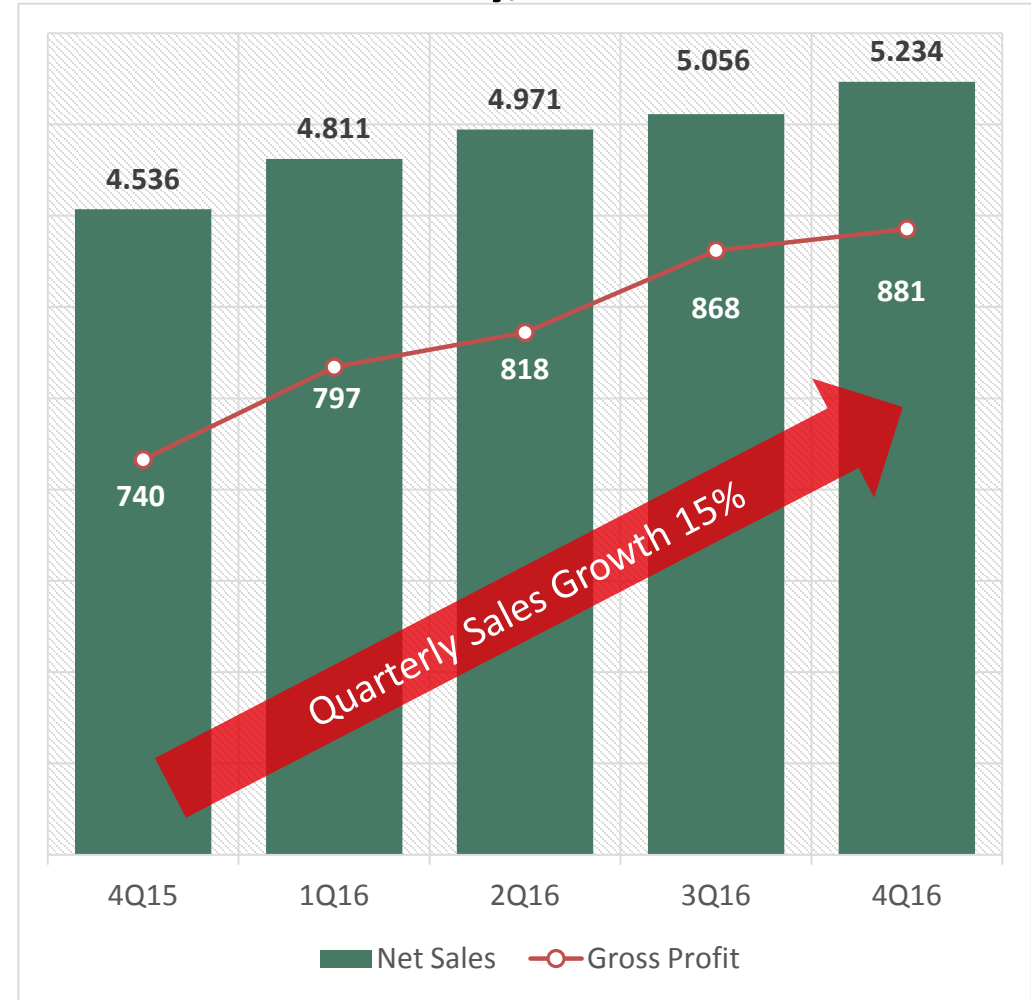
Annually, TL million



Gross Margin

15,7%	15,7%	15,4%	16,2%	16,8%
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Quarterly, TL million



Gross Margin

16,3%	16,6%	16,5%	17,2%	16,8%
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ANNUAL/ QUARTERLY EBITDA AND EBIT

Annually, TL million



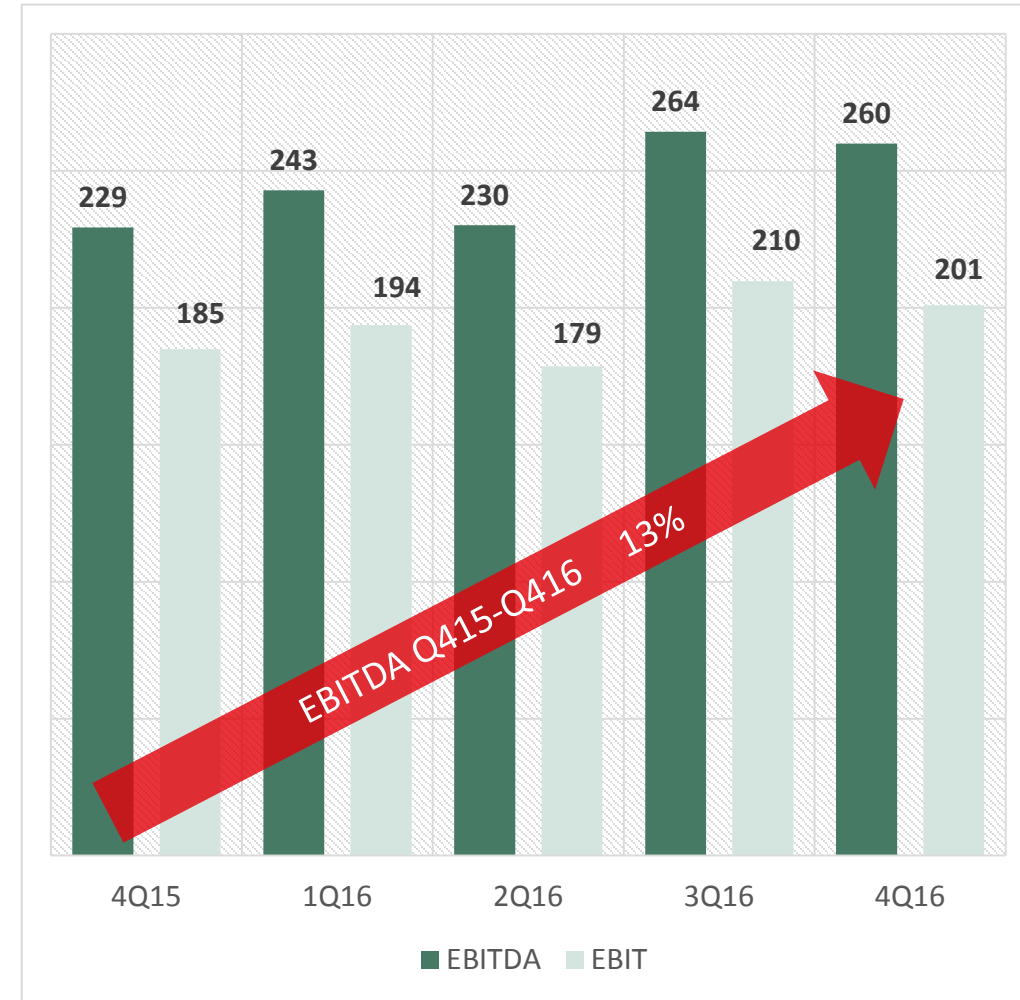
EBITDA Margin

5,0%	5,0%	4,3%	5,0%	5,0%
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EBIT Margin

4,0%	4,1%	3,3%	4,0%	3,9%
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Quarterly, TL million



EBITDA Margin

5,1%	5,0%	4,6%	5,2%	5,0%
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EBIT Margin

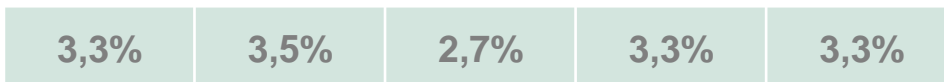
4,1%	4,0%	3,6%	4,1%	3,8%
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ANNUAL/ QUARTERLY NET INCOME

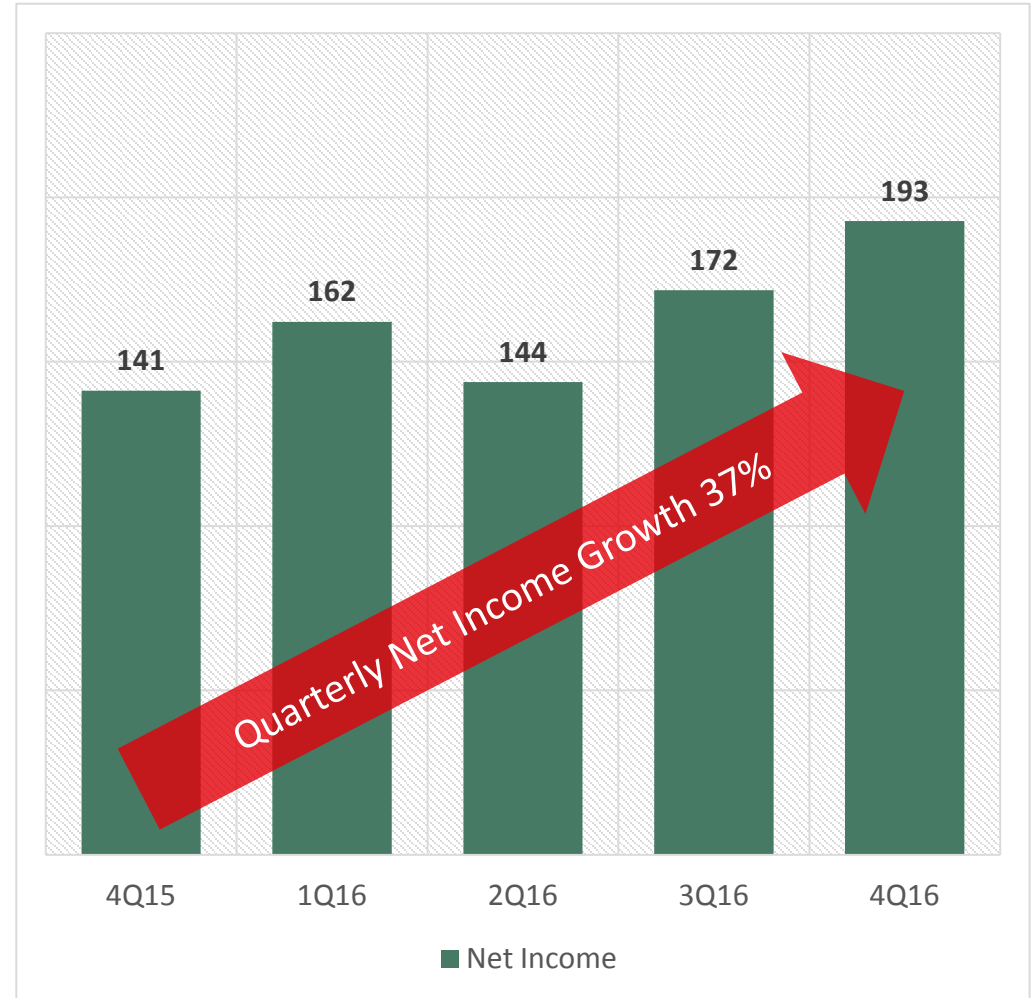
Annually, TL million



Net Income Margin



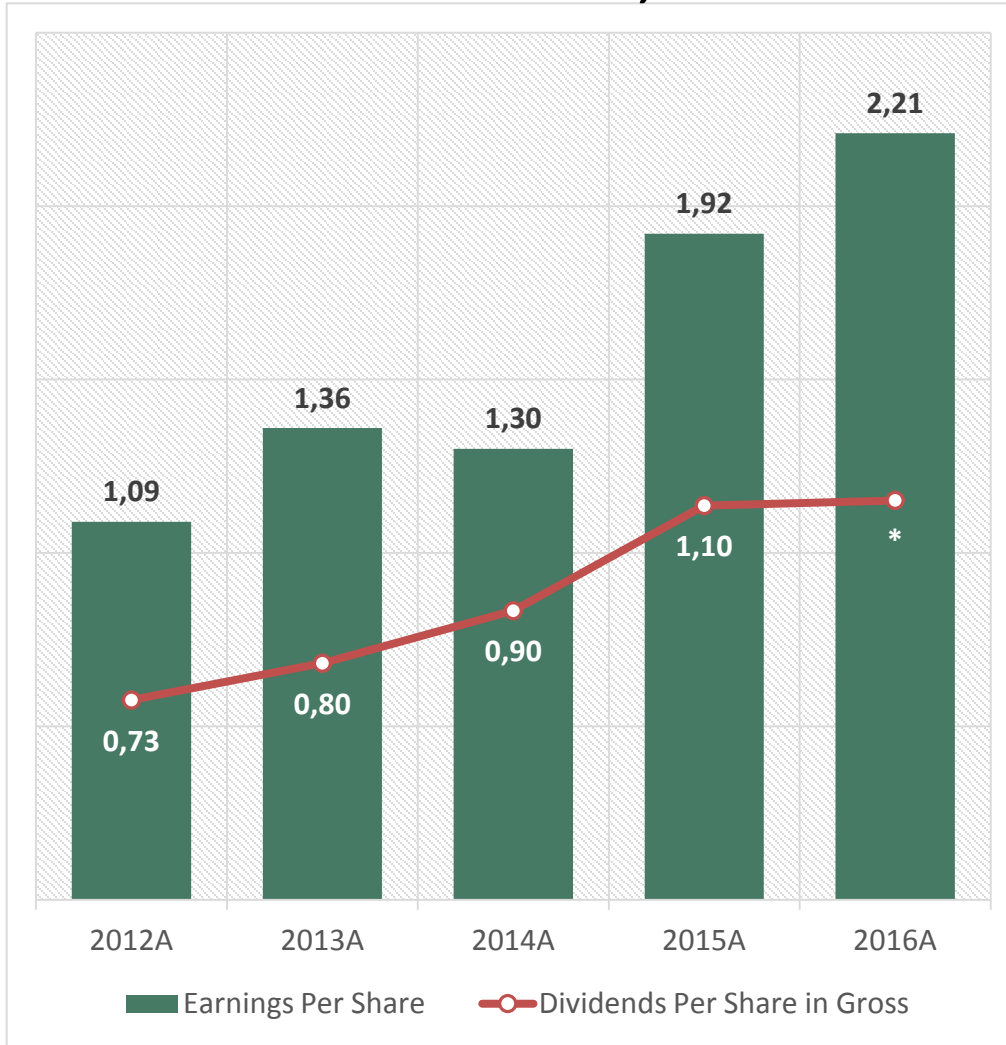
Quarterly, TL million



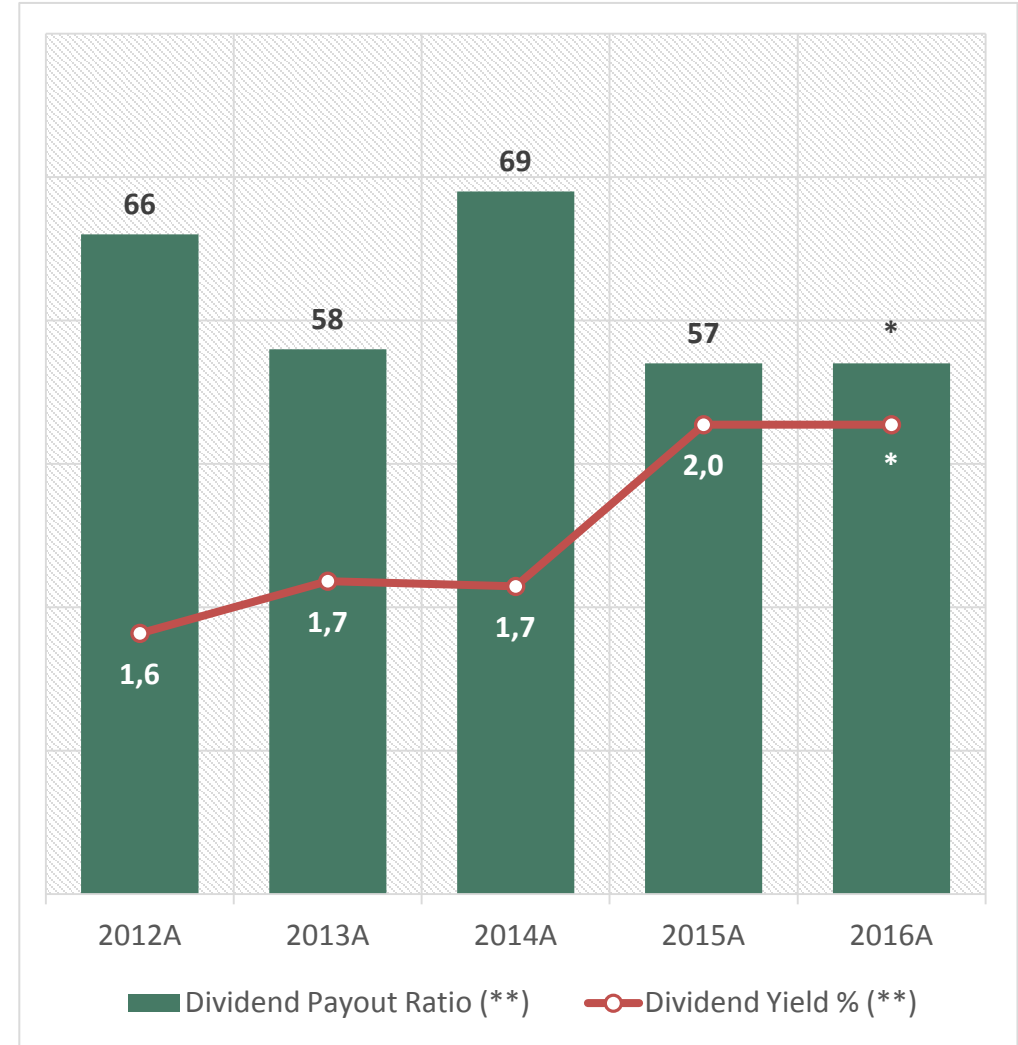
Net Income Margin



Earnings Per Share and Dividend Per Share in Gross, TL



Dividend Yield & Payout Ratio, %



Note 1: The per share figure for 2012, 2013, 2014, 2015 and 2016 is based on 303.600.000 shares.

Note 2: (*) The Company did not take any decision yet about dividend payment from 2016 profit

Note 3: (**) Corresponds the dividend based on related year's profit.

LIKE FOR LIKE SALES INCREASE



BİM TURKEY (*)

	Annual		
	2015 A	2016 A	CHANGE
Like-For-Like Sales (per store/per day -TL)	9.911	10.458	↑ 5,5%
Like-For-Like Basket (TL)	13,77	14,75	↑ 7,1%
Like-For-Like Customer Traffic (Per store/per Day)	719,9	709,0	↓ 1,5%

	Quarterly		
	2015 Q4	2016 Q4	CHANGE
Like-For-Like Sales (per store/per day -TL)	9.941	10.427	↑ 4,9%
Like-For-Like Basket (TL)	14,07	14,89	↑ 5,8%
Like-For-Like Customer Traffic (Per store/per Day)	706,7	700,3	↓ 0,9%

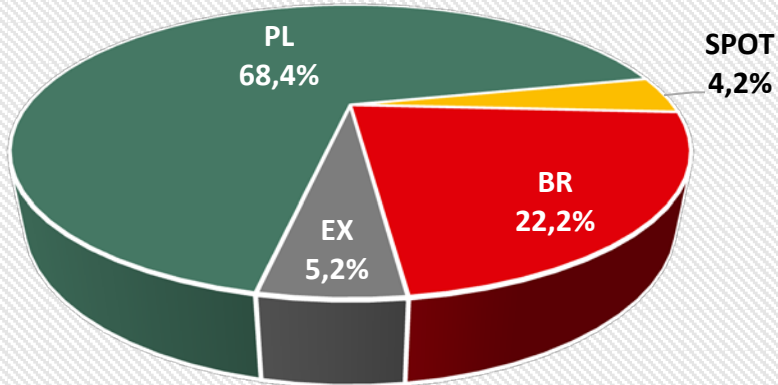
Morocco	LFL Growth	-4,0%
Egypt	LFL Growth	-3,0%

(*)Note: calculated on the basis of net sales generated in 2015 and 2016 by stores operating on 31 Dec 2014 and that were still open on 31 Dec 2016 (4.340 stores)

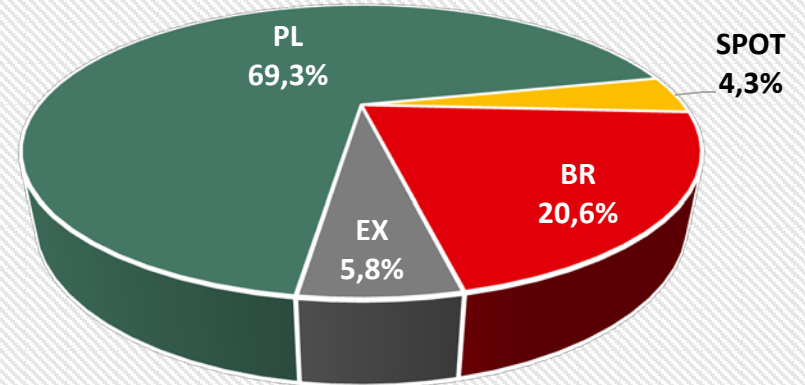
(**)Note: Average BİM internal inflation as Q4 2016 YoY was 5,2%

Private Label Share in Sales (PL)

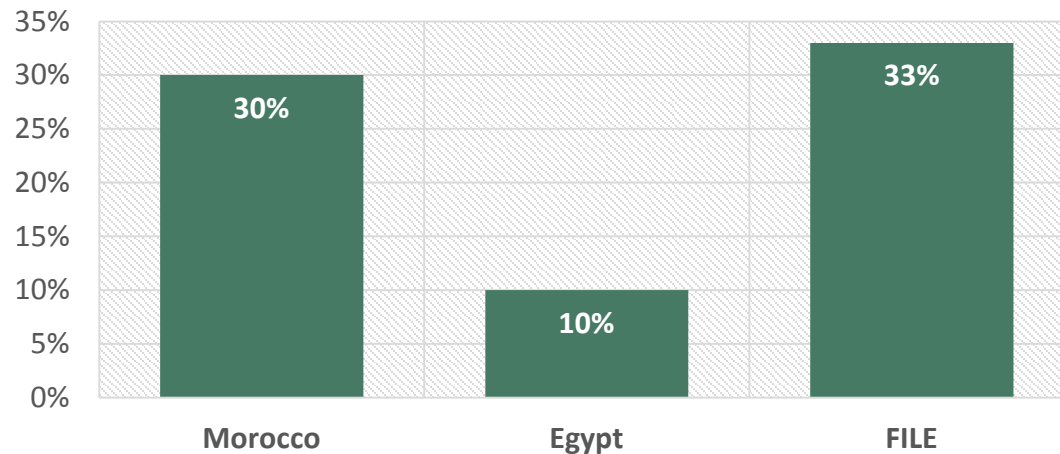
2016 BİM TURKEY



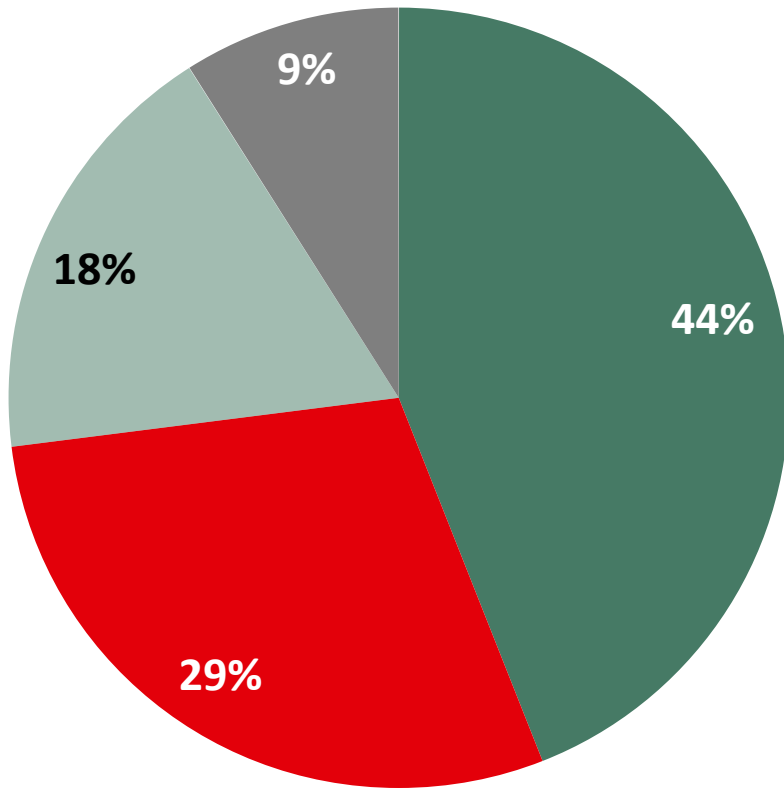
2015 BİM TURKEY



Other Operations PL Share in Sales

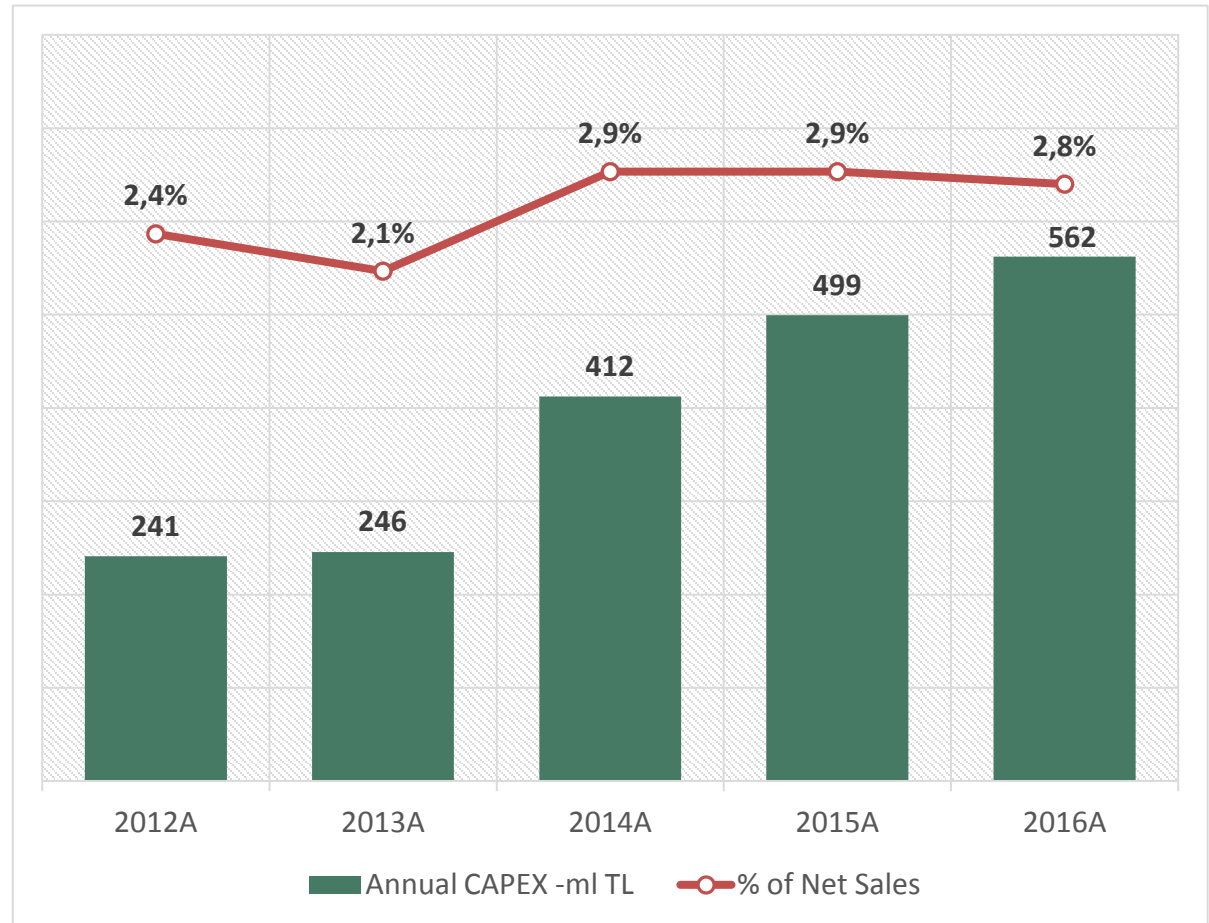


2016 Capex Breakdown

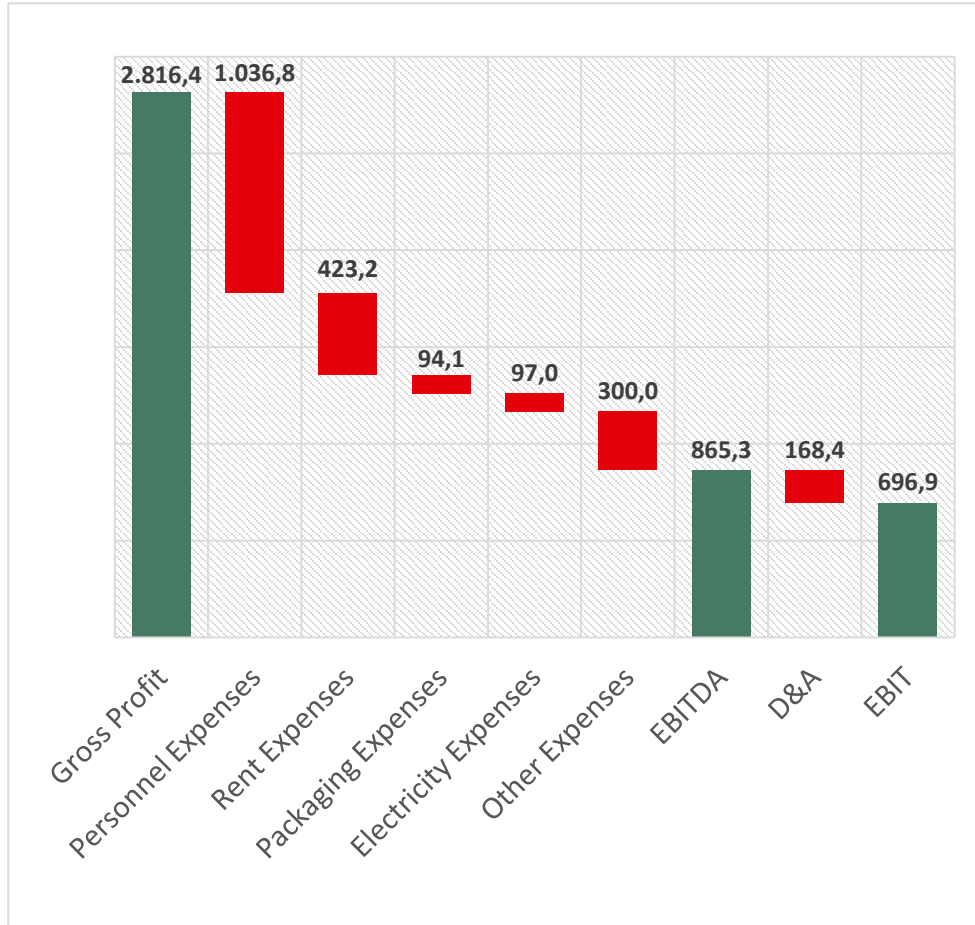


- New Store Openings
- New Warehouse & Land Acquisitions
- Store Maintenance
- Warehouse Maintenance

Annual Capex & % of Net Sales



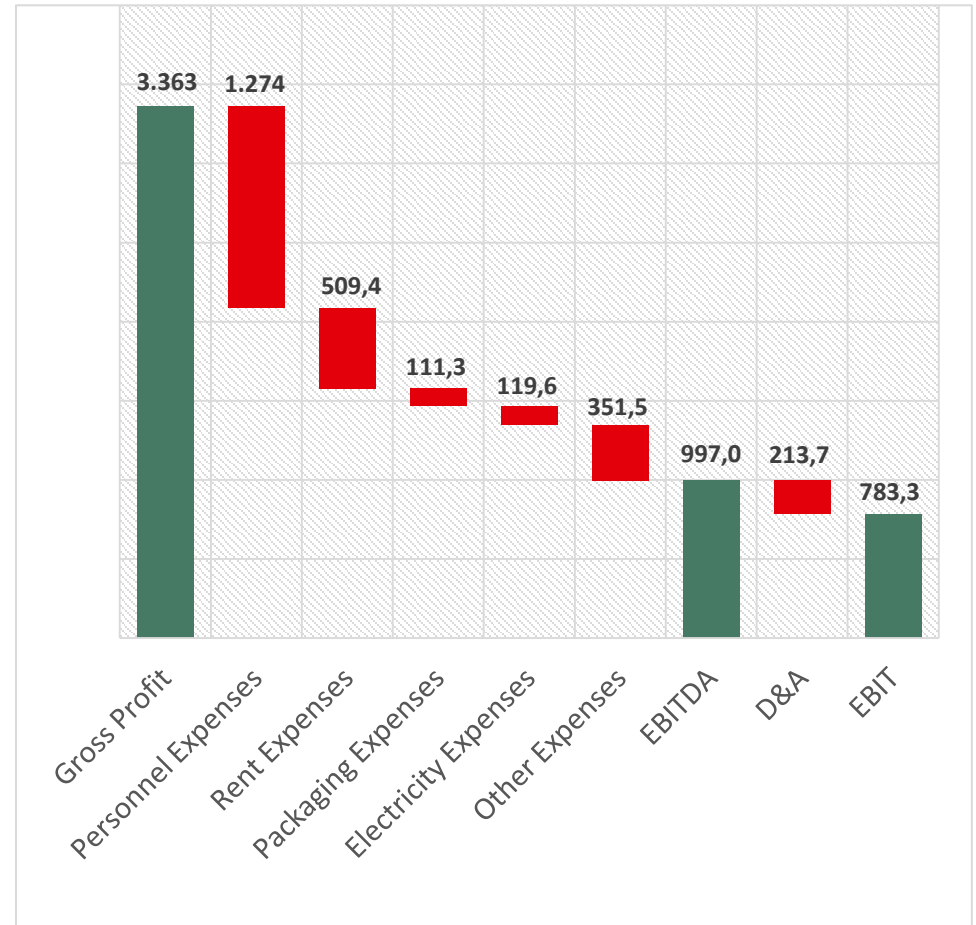
2015 SG&A Analysis, TL million



% of Sales

+16,2	-5,9	-2,4	-0,5	-0,6	-1,8	+5,0	-1,0	+4,0
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2016 SG&A Analysis, TL million

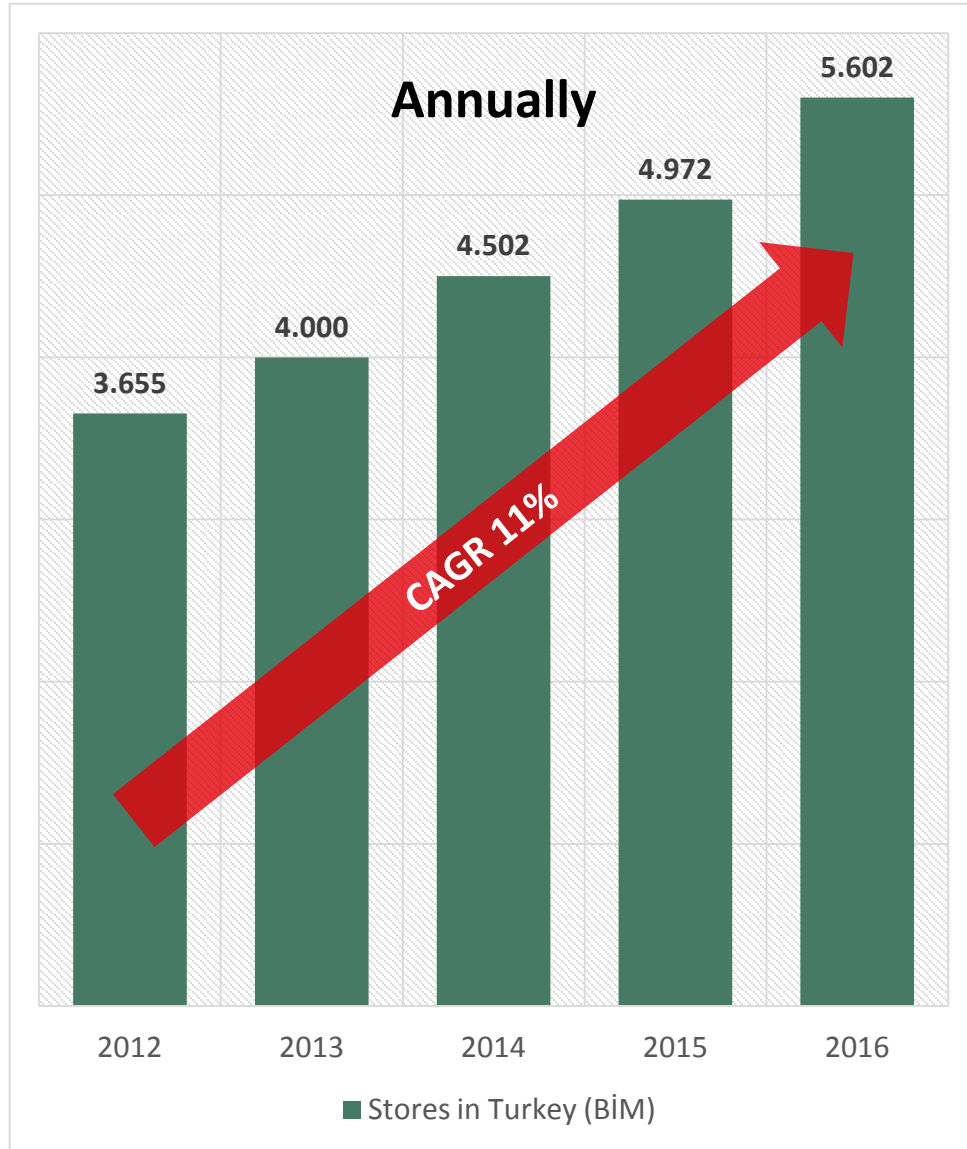


% of Sales

+16,8	-6,3	-2,5	-0,6	-0,6	-1,8	+5,0	-1,1	+3,9
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STRONG STORE GROWTH CONTINUES

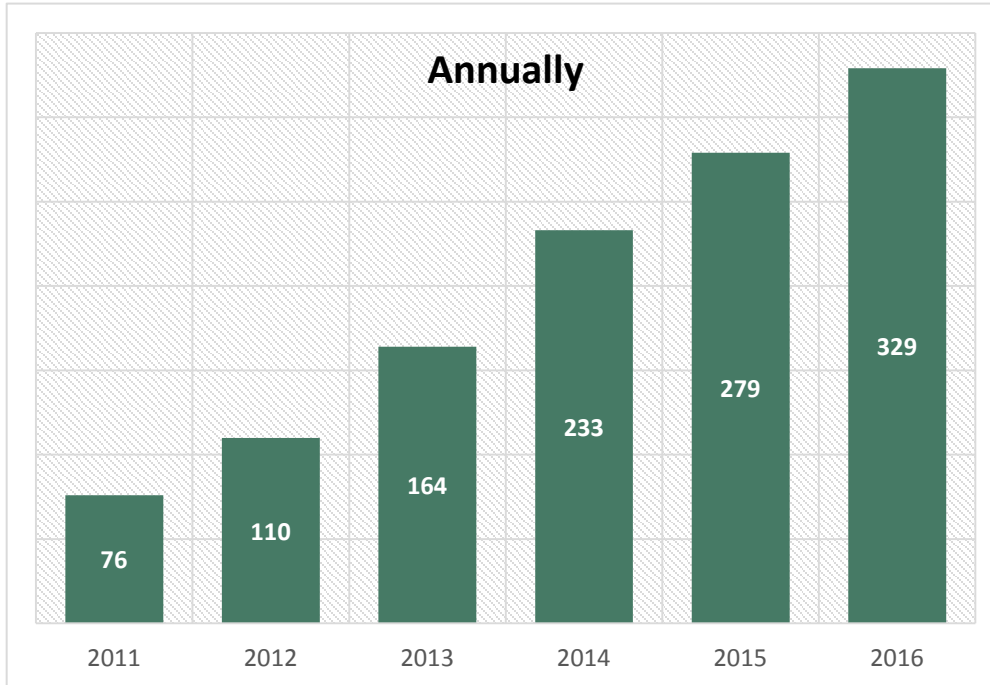
Number of Stores (BİM Turkey)



- **21 stores** as of 2016 (total of 25.000 m² selling space) and **25** to date.
- **4.000 SKU's** variety and 1.200 m² avrg selling space per store
- Our target for 2017 is to **accelerate** store openings, **25** planned new stores
- This year we have opened **first FILE warehouse** in February

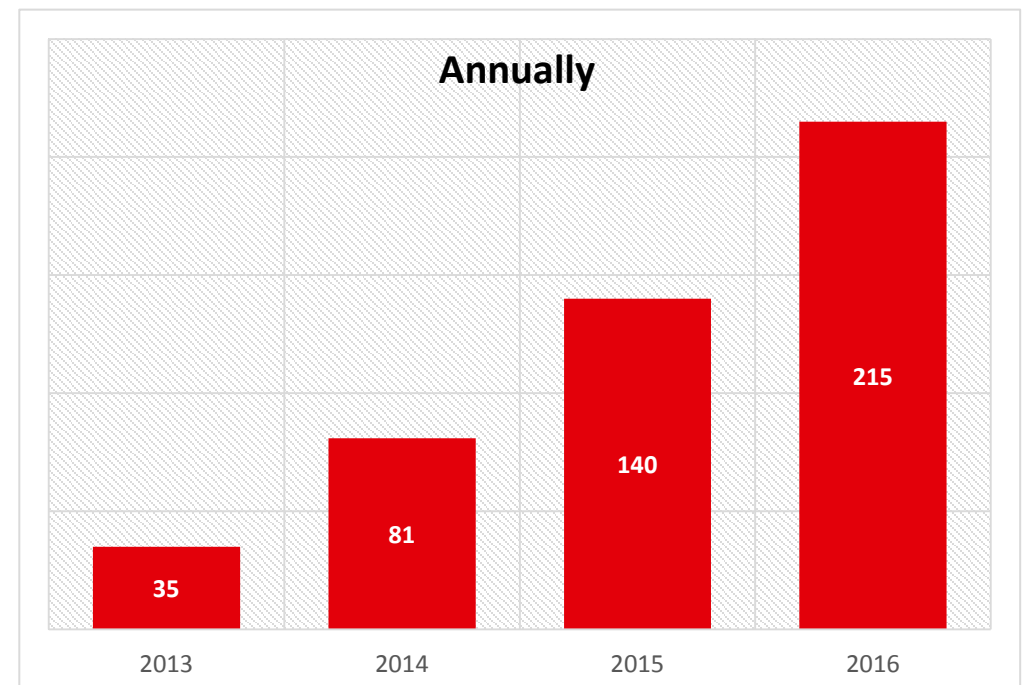


MOROCCO



- **50 Stores** opened in 2016, by 31 December 2016 **we have 329 stores**
- **Third warehouse** opened in 2016
- Our target is to open **60 new stores** in 2017

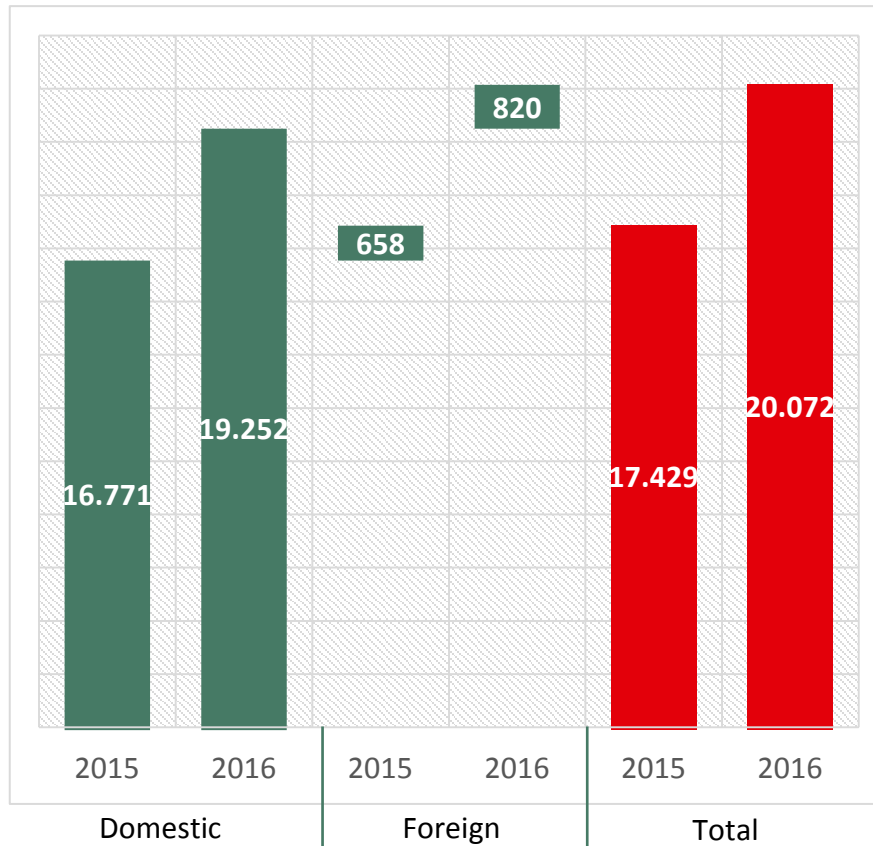
EGYPT



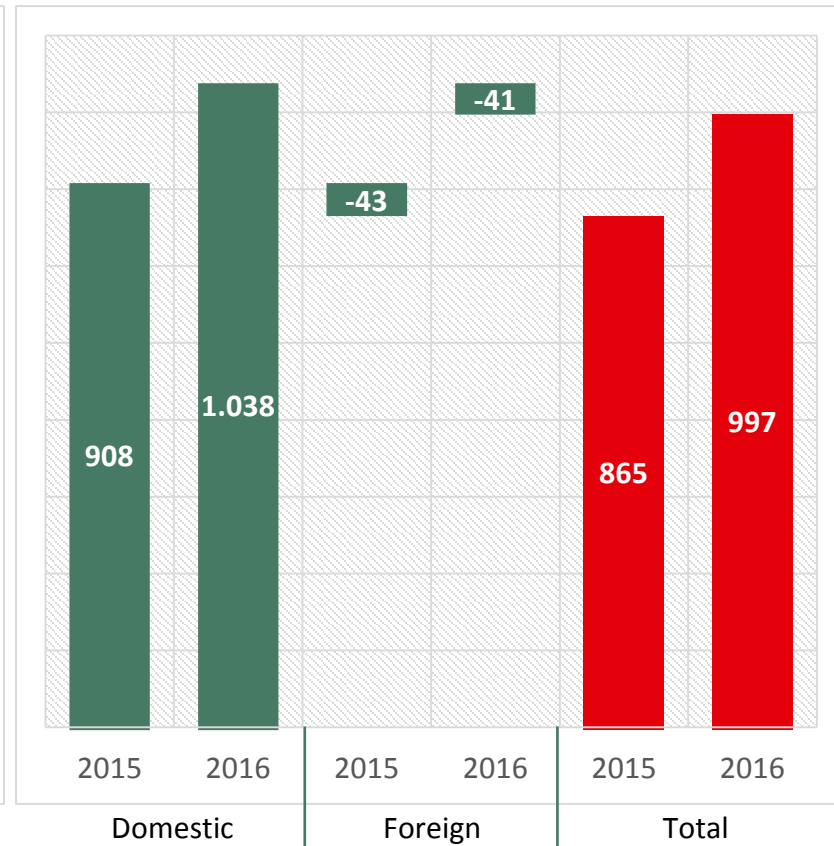
- **75 stores** opened in 2016, by 31 December 2016 **we had 215 stores**
- Our target for 2017 is to **open 50 stores**
- **Second warehouse** opened in 2016

FOREIGN OPERATIONS - CONTRIBUTIONS

**Contribution to Consolidated Sales
2015-2016, TL million**



Contribution to Consolidated EBITDA 2015-2016, TL million



TARGETS vs ACTUAL and LOOKING AHEAD to 2017

	2016 TARGET	2016 ACTUAL		2017 TARGET
SALES GROWTH (%)	~ 15% (*)	15,2%	✓	15% to 18%
EBITDA MARGIN (%)	5,0% (+ - 50 bps)	5,0%	✓	5,0% (+ - 50 bps)
CAPEX mil TL	~ 700	562	✗	~ 500
CONSOLIDATED NEW STORE OPENINGS	~ 795	767	✓	~ 635
<i>TURKEY</i>	~ 600	630		~500
<i>MOROCCO</i>	~ 80	50		~60
<i>EGYPT</i>	~ 100	75		~50
<i>FİLE</i>	~ 15	12		~25

(*)Indicates the target revised after Q2 2016.

Q & A



APPENDIX Q & A

IFRS Financials



IFRS INCOME STATEMENT

TL million	3 months ended 31 December			12 months ended 31 December		
	2015	2016	Change	2015	2016	Change
Net Sales	4.535,6	5.233,7	15,4%	17.428,5	20.071,7	15,2%
(COGS)	(3.795,2)	(4.352,9)	14,7%	(14.612,1)	(16.708,7)	14,3%
Gross Profit	740,4	880,8	19,0%	2.816,4	3.363,0	19,4%
Total SG&A	(511,0)	(621,2)	21,6%	(1.951,1)	(2.366,0)	21,3%
EBITDA	229,4	259,6	13,2%	865,3	997,0	15,2%
D&A	(44,5)	(58,3)	31,0%	(168,4)	(213,7)	26,9%
EBIT	184,9	201,3	8,9%	696,9	783,3	12,4%
Net financial income/ (expenses)	(11,5)	31,7	NA	29,8	39,8	33,6%
Other income/(expenses)	7,8	8,3	6,4%	22,3	26,1	17,0%
PBT	181,2	241,3	33,2%	749,0	849,2	13,4%
Taxes	(40,0)	(48,1)	20,3%	(165,8)	(178,3)	7,5%
Net income	141,2	193,2	36,8%	583,2	670,9	15,0%

TL million	As at 31 December	
	2015	2016
Intangible assets	5,4	7,4
Tangible assets	1.784,7	2.090,8
Financial Investments (long term)	181,8	193,4
Other non-current assets	35,3	42,8
Total fixed assets	2.007,2	2.334,4
Trades receivable	525,7	645,5
Inventories	975,3	1.119,0
Prepayment and other assets	310,9	311,7
Trades payable	(2.109,0)	(2.625,2)
Other payable and accrued liabilities	(270,1)	(342,5)
Net working capital	(567,2)	(891,5)
Invested Capital	1.440,0	1.442,9
Cash & cash equivalents	(348,8)	(578,4)
Short term borrowings	20,3	0
Net debt/(cash)	(328,5)	(578,4)
Severance funds	60,3	77,7
Deferred tax liabilities	37,8	42,4
Shareholders' equity	1.670,4	1.901,2
Capital Employed	1.440,0	1.442,9

TL million	3 months ended 31 December		12 months ended 31 December	
	2015	2016	2015	2016
Net Income	141,2	193,2	583,2	670,9
D&A	44,5	58,3	168,4	213,7
Non cash tax expense	40,0	48,1	165,8	178,3
Other non-cash items	(8,7)	(3,6)	4,6	27,3
Funds from operations	217,0	296,0	922,0	1.090,2
Tax & other payments	(51,7)	(47,2)	(164,7)	(183,1)
Change in net working capital	(23,6)	19,8	29,0	277,3
Operating cash flow	141,7	268,6	786,3	1.184,4
Capital expenditures	(156,5)	(136,3)	(499,3)	(562,4)
Proceeds from sales of PPE	4,4	5,6	12,6	18,0
Dividends From Investments	-	3,3	-	6,7
Cash flow from investing activities	(152,1)	(127,4)	(486,7)	(537,7)
Free cash flow	(10,4)	141,2	299,6	646,7
Dividends	(121,4)	(151,3)	(273,0)	(333,5)
Proceeds from ST borrowings	(27,7)	(23,4)	2,9	(20,3)
Treasury Shares Purchase & Sale, Net	-	(31,8)	4,0	(61,1)
Profit share received from deposits account	4,4	7,5	14,5	20,6
Cash flow from financing activity	(144,7)	(199,0)	(251,6)	(394,3)
Currency translation differences	4,7	(19,3)	(24,5)	(22,5)
Increase/(decrease) in cash	(150,4)	(77,1)	23,5	229,9