

Sustainable future

Through corporate values and culture that prioritize people and a forward outlook, we further strengthen our contributions for a sustainable future.

By acknowledging sustainability as fundamental principle of our investment decisions, we achieve strong results.

First and Only Turkish Conglomerate



BBB



Management Level (B)



** Gender Equality Index



2021 at a Glance

Sabancı Group achieved a record high growth in key financial metrics in 2021. **Delivering a solid performance, Sabancı Group reached 23% consolidated ROE in 2021 while deleveraging improved further to 1.2x.**

Summary Key Financials (TL Bn)

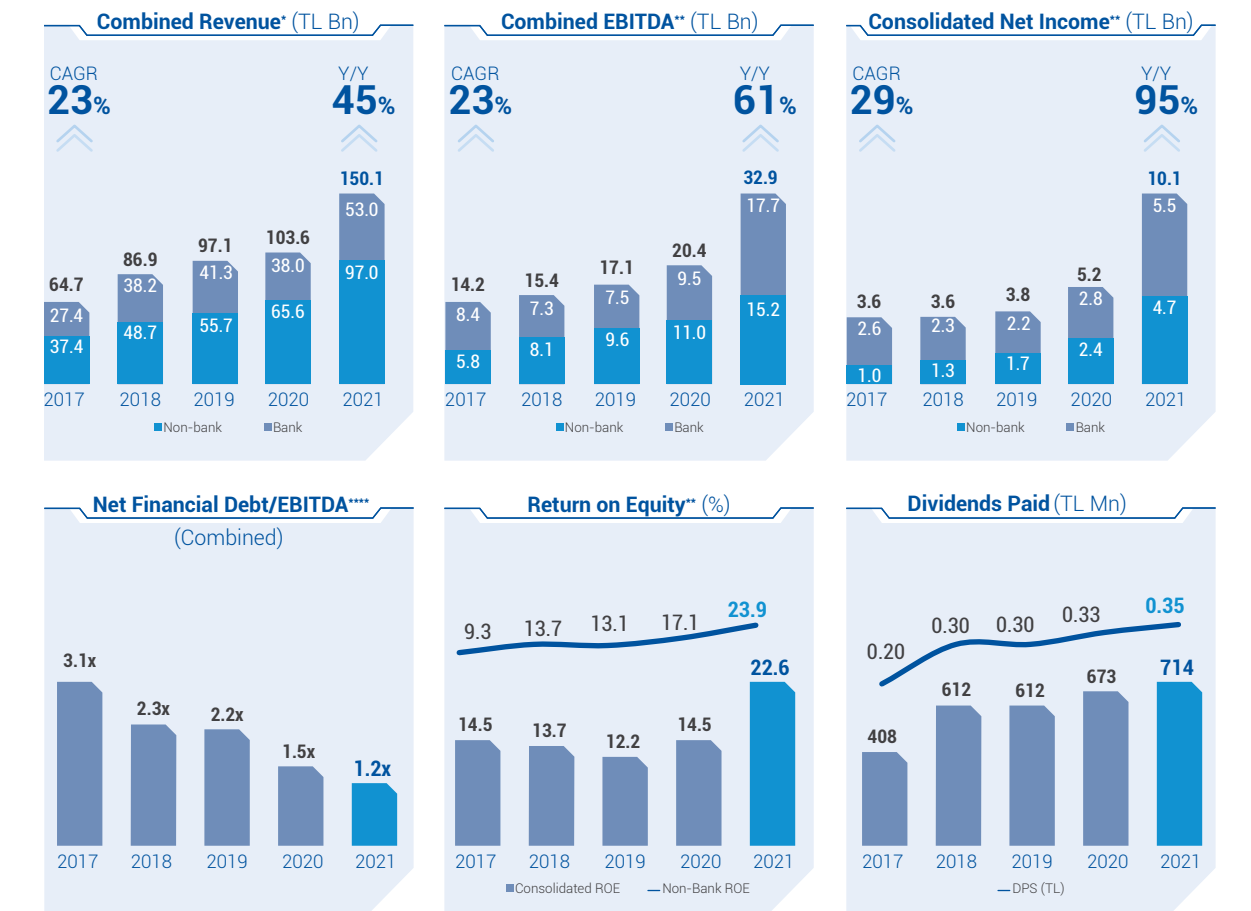
	2017	2018	2019	2020	2021	CAGR (%)
Combined Revenue	65.6	88.1	97.6	104.0	151.6	23.3
Combined Revenue*	64.7	86.9	97.1	103.6	150.1	23.4
Combined EBITDA**	14.2	15.4	17.1	20.4	32.9	23.4
Consolidated Net Income (Share of Parent Company)	3.5	3.8	3.8	4.8	12.0	36.1
Consolidated Net Income** (Share of Parent Company)	3.6	3.6	3.8	5.2	10.1	29.4
Combined Operational Cash Flow ***	4.6	5.6	9.5	10.8	12.4	28.1
Holding Solo Net Cash	1.7	2.6	1.7	1.1	2.5	10.1
Combined Net Financial Debt/EBITDA****	3.1x	2.3x	2.2x	1.5x	1.2x	

* Excludes holding dividend income

** Excludes non-operational and non-recurring one off items and IFRS16 impact in retail

*** Excludes Financial Services, Banking & Other segment

**** Non-bank, excludes Banking, net cash position of Financial Services, non-operational and non-recurring one-off items and IFRS16 impact in retail



Sabancı Group's solid global footprint expands with **its wide customer base and strong global partnerships.**

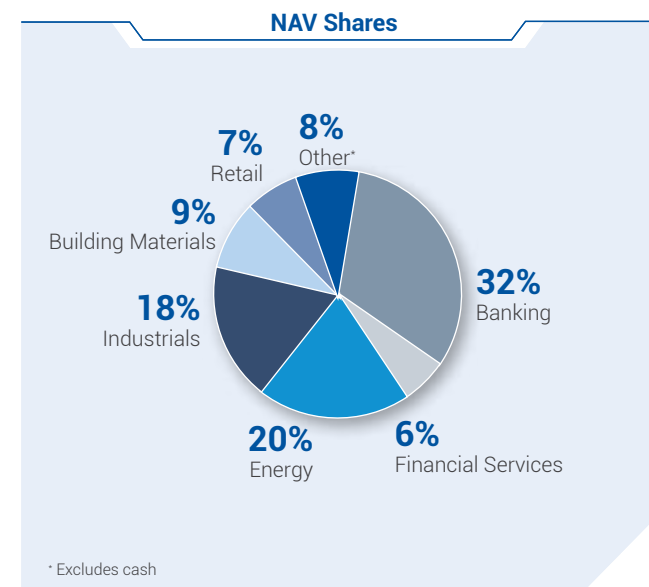
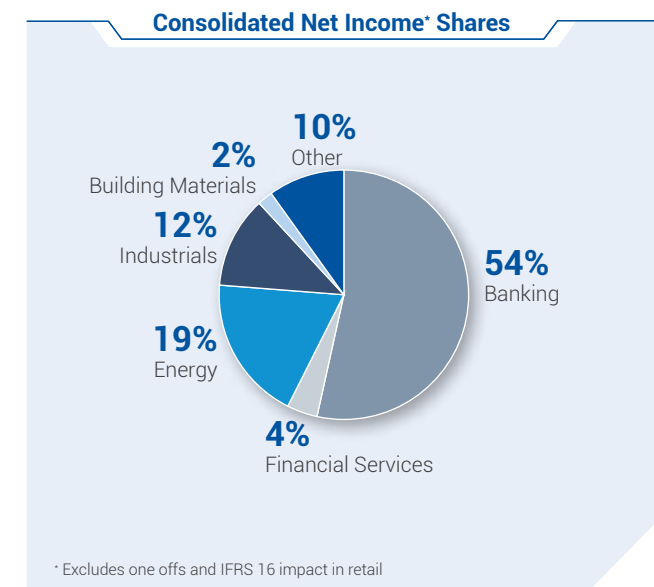
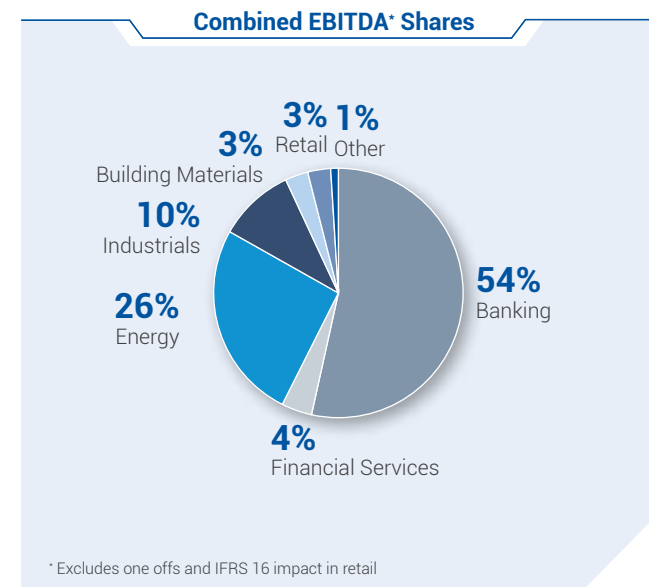
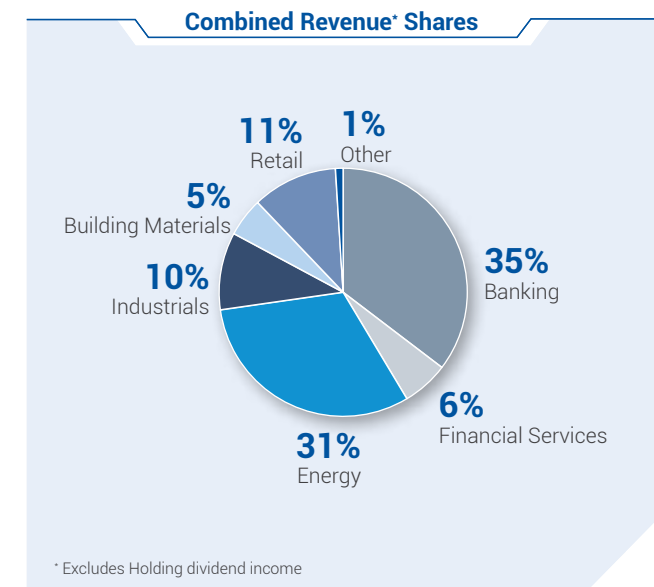


40 Million+ Customers*
7 Partnerships
13 Countries
60 Thousand+ Employment

*Including Enerjisa Enerji, Akbank, Teknosa and Carrefour customers, excluding intra-group common customers.

2021 at a Glance

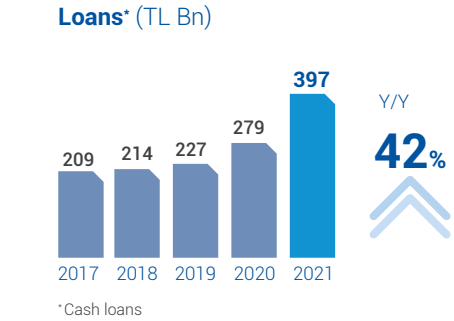
2021 was exceptionally strong for Sabancı Group, underlining the **benefits of having diversified business model which is a significant source of strength.**



Banking

AKBANK

Customers 19.6 mn	Digital Customers 6.6 mn
Capital Adequacy Ratio 21.1	ATMs 5,300+
Branches 711	POS Terminals +680K



Financial Services

AKSigorta

Market Share 8.5%	Customers 3.9 mn
Agencies 3,500+	Premium Production Growth 33%
Assets Under Management Growth 23%	Return on Equity 30%

AGE SA

Pension Market Share* 18.5%**	Life&Personal Accident Market Share 11%
Customers 2.4 mn	Premium Production Growth 52%
Assets Under Management Growth* 43%	Return on Equity 44%

* Excluding auto-enrollment ** Market Leader

Industrials

KORD SA

Production Facilities 12	R&D Patents 491	R&D Center 2	International Revenue Share 100%
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BRI SA

Capacity 13.5 mn	Total Sales Points 7,300	Countries 87	Export Ratio 37%
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TEMSA

Authorized Dealers 23	Authorized Services 31	Market Share 34%
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TEMSA

Bus Sales Volume 651	Export Ratio 78%
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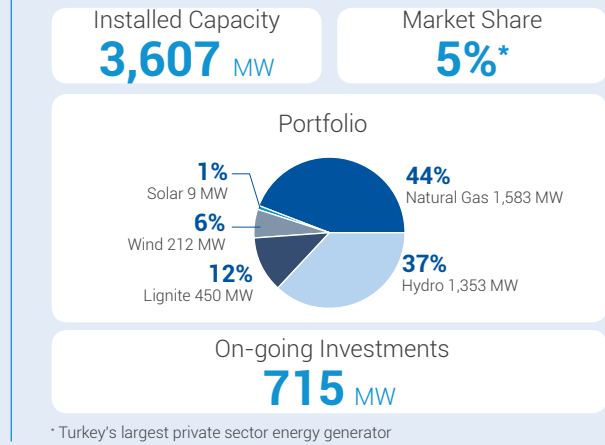
Energy

ENERJISA

Market Share 22%*	Regulated Asset Base TL 11.2 bn
Distribution Network 21.6 mn people	Distribution Area 109,663 km ²
Customers 10.3 mn	Distribution Cities 14

* Market Leader

ENERJISA ÜRETİM



Building Materials

AKÇAN SA

Capacity 9.2 mn tons	Export Ratio 41%
Production Facilities 3 integrated plants 4 domestic terminals 2 ports	

ÇİM SA

Capacity 6.9 mn tons	Export Ratio 54%
Production Facilities 5 integrated plants 1 international plants 2 international terminals	

CİMSA SABANCI CEMENT BV

Capacity 850K tons	International Revenue Share 100%
Production Facilities 1 plant in Spain 1 grinding station in the USA 4 international terminals	

Retail

Carrefour SA

Market Share 4%	Online Sales Growth 130%
Sales Area 508K m ²	Stores 754
Visitors 137 mn	

TEKNOSA

Market* Share 7%	Increase in Turnover per m ² 41%
Sales Area 102K m ²	Stores 198
Visitors 145 mn	

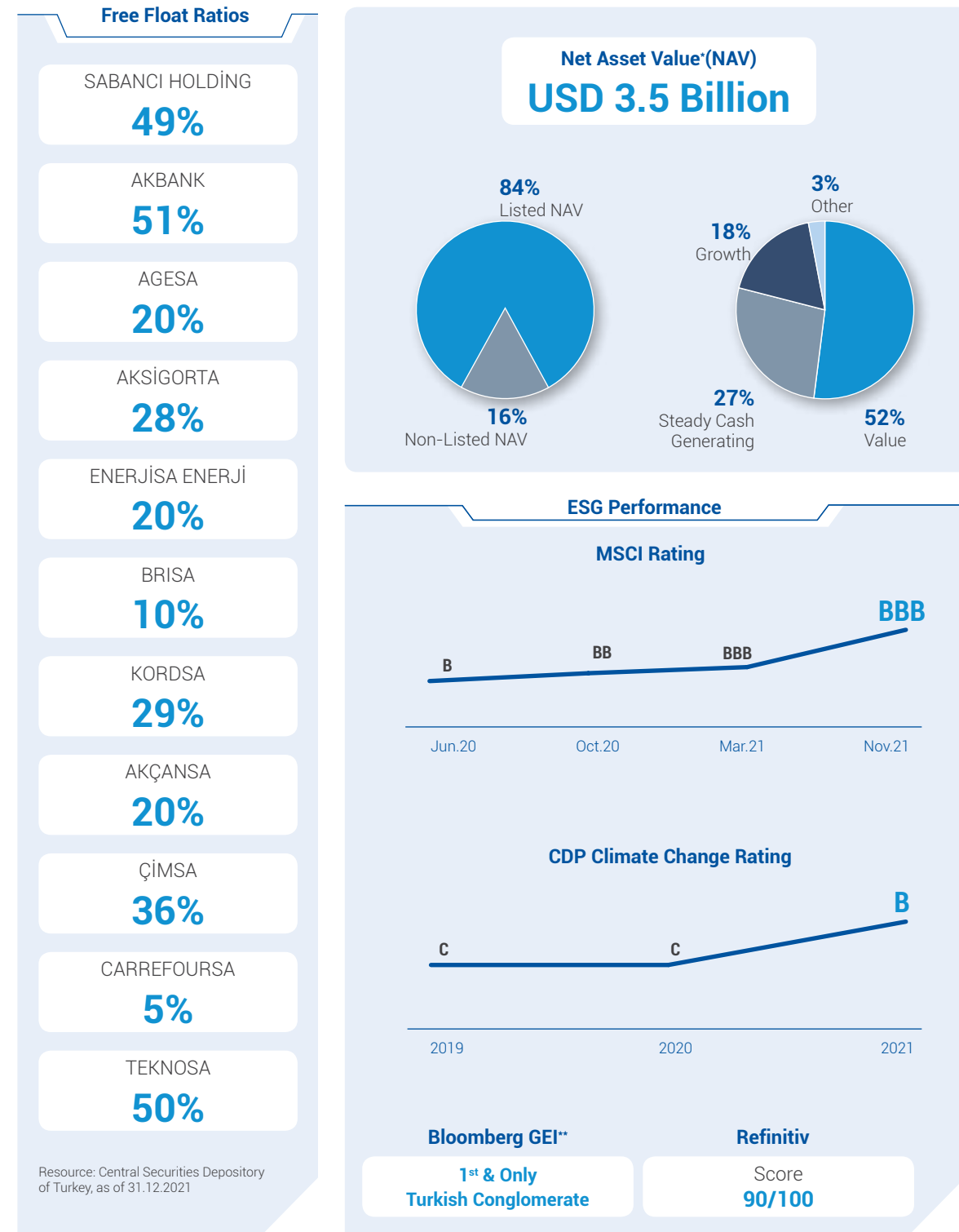
* Panelmarket

Digital

SABANCI DİJİTAL

Export to 20 Countries	Third Party Revenue Share 50%
Growth in Third Party Revenue Share 100%	

A well-balanced portfolio and accelerated strategic initiatives including sustainability were **the enablers of Sabancı Group's financial and non-financial success in 2021.**



* As of 31.12.2021 and excluding cash
** Gender Equality Index

Sabancı Culture

Putting the needs and expectations of customers & all stakeholders at focus,
 Valuing different perspectives and making decisions by considering comprehensive inclusion,
 Being the pioneer of innovation,
 Being courageous to make mistakes and seeing it as a learning & development opportunity,
 Focusing on long-term and sustainable value creation.

Values

Sincerity



We place authenticity, respect and trust at the heart of our relations with all stakeholders, thus appearing as we are and being as we appear.

Courage



We express our thoughts freely and take risks. We are not afraid to make mistakes. We take the initiative and assume responsibility. We take action.

Inclusion



We build environments that encourage the inclusion of all stakeholders, value different ideas, and deliver the highest benefit through multiple partnerships.

Passion



We approach all tasks with enthusiasm, excitement and perseverance. We mobilize our community with our energy.

Continuous Development



We question ourselves and our work with a positive curiosity based on excitement about innovation. To get better and better, we learn from our past experiences, develop in line with our vision for the future, and become the pioneer of change.