

2011 Year End Earnings Presentation



Disclaimer Statement

The information and opinions contained in this document have been compiled or arrived at by Sabancı Holding from sources believed to be reliable and in good faith, but no representation or warranty, expressed or implied, is made as to their accuracy, completeness or correctness. All opinions and estimates contained in this document constitute the Sabancı Holding's judgement as of the date of this document and are subject to change without notice. The information contained in this document is presented for the assistance of recipients, but is not to be relied upon as authoritative or taken in substitution for the exercise of judgement by any recipient. The Company does not accept any liability whatsoever for any direct or consequential loss arising from any use of this document or its contents.

2012 Macro Outlook: Turkey

Unfortunately, growth around 8 % is not sustainable

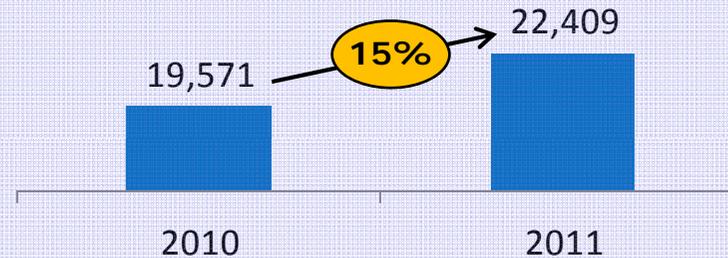
- The growth rate will decelerate in 2012 on the back of softer demand and a high base effect.
- Domestic demand growth will not be as strong as the past two years.
- So far export have outpaced imports and diversified export base reduces the Euro zone export risk.
- Tight monetary policy will continue until inflation pressures ease and the external imbalances moderate. Credit growth will be slow.
- Stringent fiscal policies will continue. We foresee the continuation of successful budget management.
- Despite the recent rise in oil prices, the fall in the current account deficit is expected to continue.
- We expect TL to remain stable under reduced global economic risks, diminishing current account deficit and tight monetary policy.
- We expect 4% GDP growth in 2012. Inflation will be in a downward trend.

2012 Expectations - Turkey

	<u>2011</u>	<u>2012(P)</u>
GDP Growth,%	8.7	4.0
Increase in CPI (%), annual	10.45	7.0
USD/TL, year end	1.889	1.80
EUR/USD, year end	1.294	1.325
Budget Deficit/GNP,%	(1.4)	(1.8)
Bond Interest, year end,%	11.1	9.5
Current Acc. Balance/GNP,%	(9.9)	(8.5)

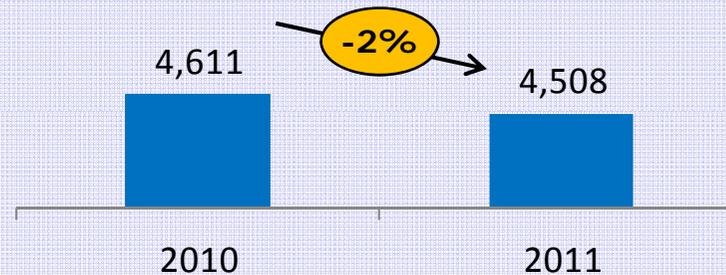
Result Snapshot

Net Sales (M TL)



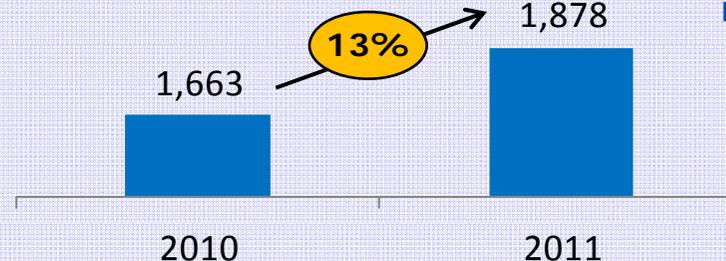
- Strong revenue growth mainly provided by non-bank segment

EBITDA (M TL)*



- Despite the strong profitability from the non-bank segment, flat EBITDA

Net Income (M TL)



- Significant increase in net income achieved by the non-bank segment profitability and successful portfolio moves

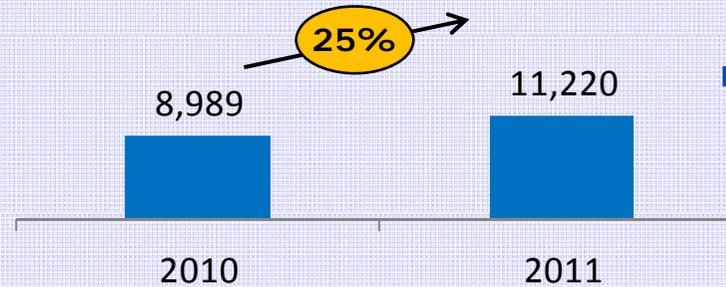
Results Snapshot

	Million TL		
	2011	2010	% Change
SALES (NET)	22.409	19.571	14,5
BANK	11.189	10.582	5,7
NON-BANK	11.220	8.989	24,8
EBITDA(exc. non operational items)	4.508	4.611	(2,2)
BANKING	3.210	3.886	(17,4)
NON-BANK	1.146	668	71,6
INTERSEGMENT ELIMINATIONS	151	57	
NET INCOME	1.878	1.663	12,9
NET INCOME (exc. non operational items)	1.592	1.578	0,9

Significant operational profitability growth in non-finance...

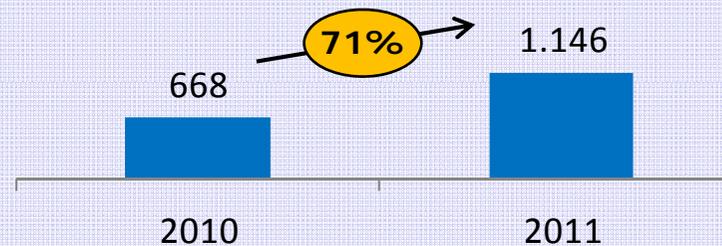
Significant Improvement in Non-Bank Segment

Net Sales (M TL)



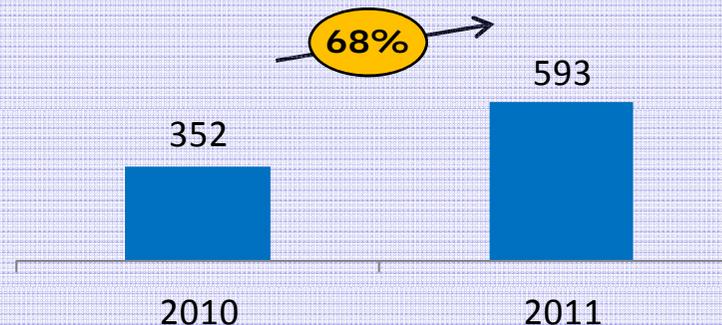
- Strong revenue growth mainly driven by volume and pricing gains and organic growth

EBITDA (M TL)*



- Growth in profitability reflecting efficiency gains and high utilization

Net Income (M TL)*

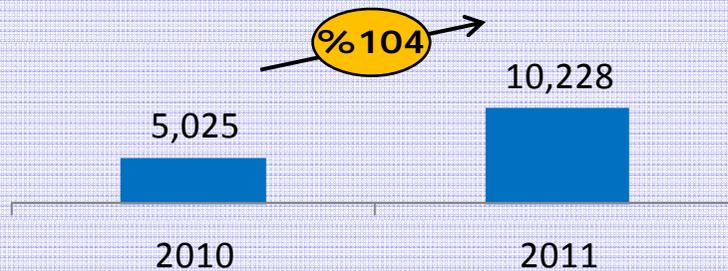


- Strong net income figures with strong FX risk management

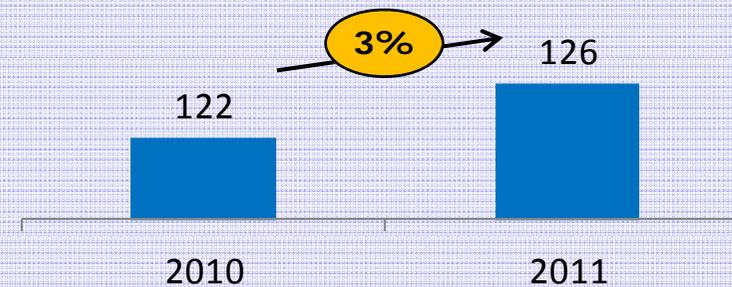
Energy

	Million TL		% Change
	2011	2010	
SALES (NET)	1,861	1,437	29.5
COST OF SALES	(1,516)	(1,250)	21.2
OPERATIONAL EXPENSES	(181)	(181)	(0.1)
OTHER INCOME/(EXPENSE)	-	45	(100.0)
OPERATING INCOME	164	50	226.4
EBITDA	252	101	148.6
EBITDA EXCLUDING NON OPERATIONAL ITEMS	252	101	148.4
EBITDA Margin (%)	13.5	7.1	

Generation & Trading Sales Volume (Gwh)



Day Ahead Prices (TL/MW)



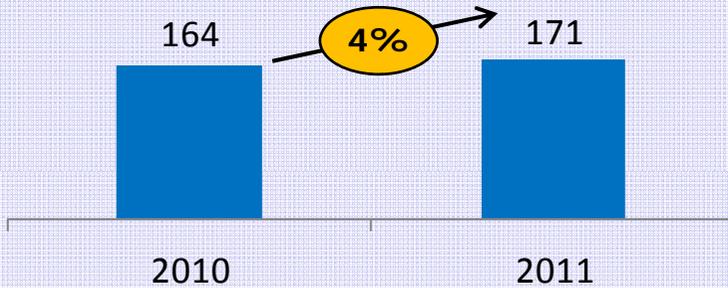
Industry

	Million TL		
	2011	2010	% Change
SALES (NET)	4,748	3,525	34.7
COST OF SALES	(3,963)	(2,979)	33.0
OPERATIONAL EXPENSES	(412)	(394)	4.3
OTHER INCOME/(EXPENSE)	(50)	20	n.m.
OPERATING INCOME	323	172	88.3
EBITDA	461	299	54.1
EBITDA EXCLUDING NON OPERATIONAL ITEMS	513	288	77.7
EBITDA Margin (%)	10.8	8.2	

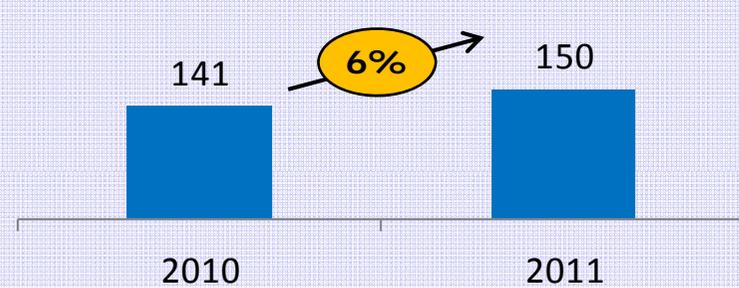
Industry segment includes Kordsa, Brisa, Sasa, Temsa, Olmuksa and Yünsa.

Industry

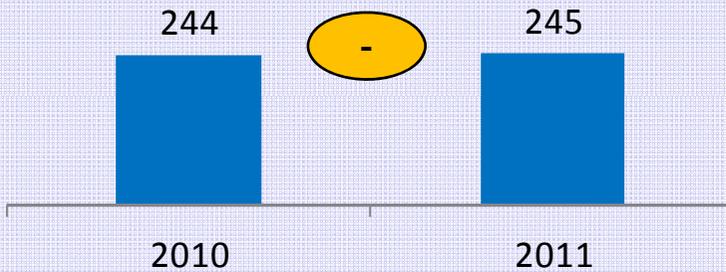
Tire Cord, Fabric and Yarn(000 tones)



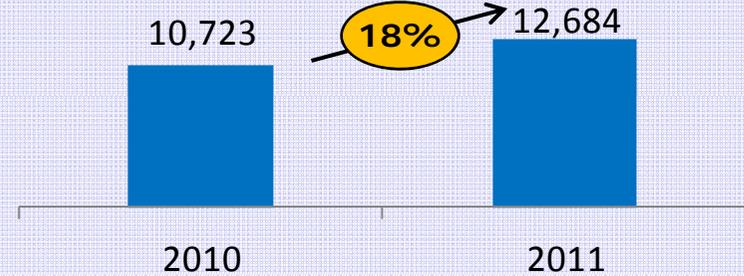
Tire Sales (000 tones)



Fiber (total sales quantity-000 tones)



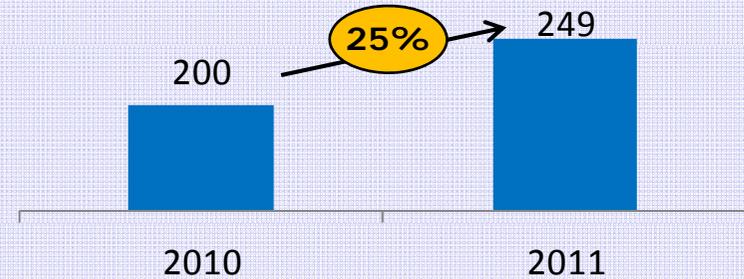
Automotive (total sales quantity)



Wool Fabric Sales(000 meters)



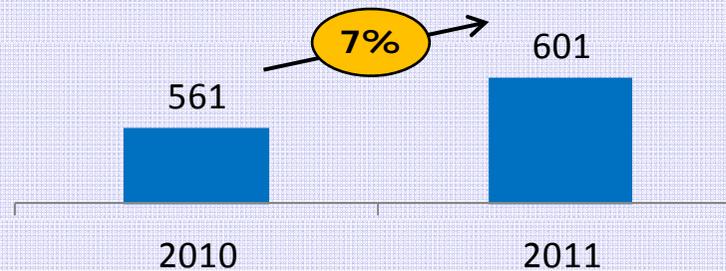
Corrugated Board Sales (000 tones)



Retail

	Million TL		% Change
	2011	2010	
SALES (NET)	3,021	2,564	17.8
COST OF SALES	(2,359)	(2,015)	17.1
OPERATIONAL EXPENSES	(606)	(536)	13.1
OTHER INCOME/(EXPENSE)	8	(2)	n.m.
OPERATING INCOME	64	11	n.m.
EBITDA	119	61	96.8
EBITDA EXCLUDING NON OPERATIONAL ITEMS	101	61	67.6
EBITDA Margin (%)	3.4	2.4	

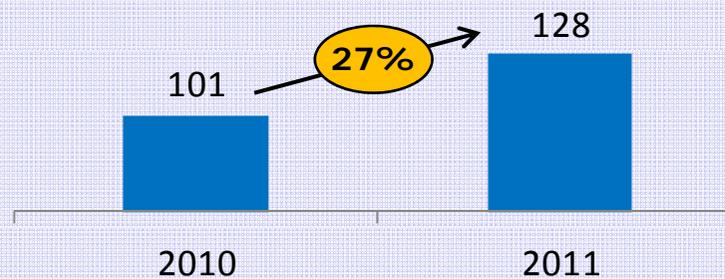
Food Retail Sales Area (000 m²)



Teknosa

	Million TL		% Change
	2011	2010	
SALES (NET)	1.670	1.292	29,3
OPERATING INCOME	85	20	n.m.
EBITDA	105	37	182,7
EBITDA EXCLUDING NON OPERATIONAL ITEMS	87	37	134,8
NET INCOME	50	5	n.m.
EBITDA Margin (%) (excl. non operational items)	5	3	

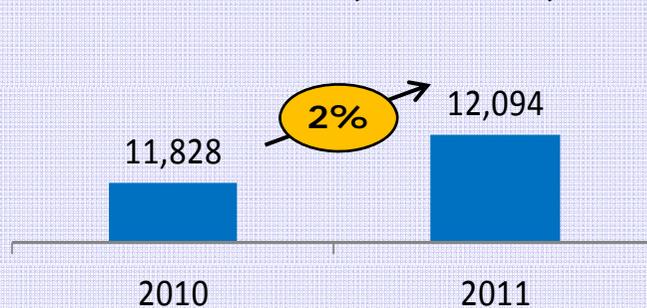
Teknosa Sales Area (000 m²)



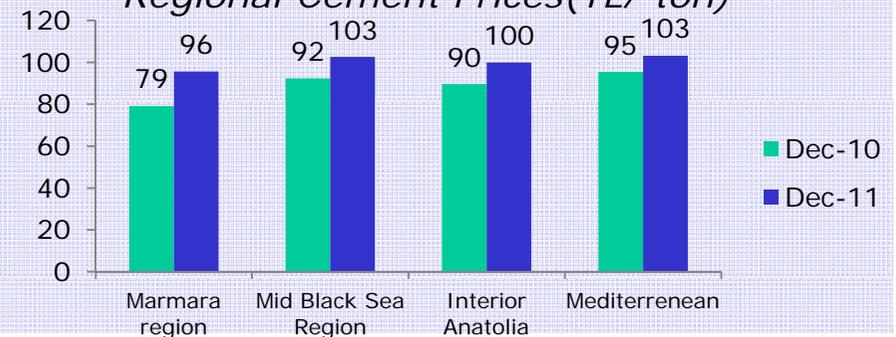
Cement

	Million TL		% Change
	2011	2010	
SALES (NET)	1,200	1,032	16.3
COST OF SALES	(927)	(804)	15.3
OPERATIONAL EXPENSES	(56)	(56)	(0.7)
OTHER INCOME/(EXPENSE)	(11)	(4)	(184.2)
OPERATING INCOME	206	167	23.5
EBITDA	272	230	18.3
EBITDA EXCLUDING NON OPERATIONAL ITEMS	276	229	20.4
EBITDA Margin (%)	23.0	22.2	

Cement Sales(000 tonnes)

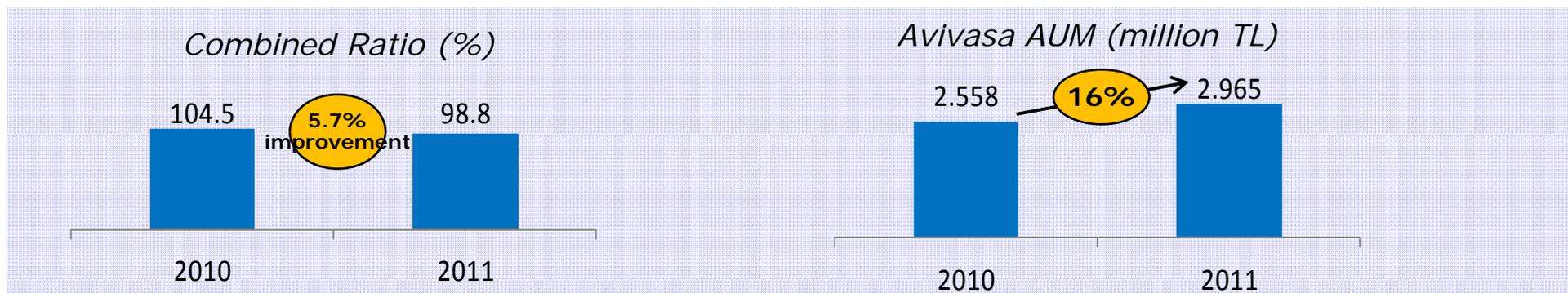


Regional Cement Prices(TL/ ton)



Insurance

	Million TL		% Change
	2011	2010	
SALES (NET)	450	352	27.9
COST OF SALES	(421)	(337)	24.7
OPERATIONAL EXPENSES	(82)	(60)	36.5
OTHER INCOME/(EXPENSE)	73	65	11.9
OPERATING INCOME	20	20	3.7



Net Sales

	Million TL		
	2011	2010	% Change
<i>TOTAL</i>	<i>22.409</i>	<i>19.571</i>	<i>14,5</i>
BANKING	11.189	10.582	5,7
NON-BANK	11.220	8.989	24,8
INDUSTRY	4.743	3.522	34,6
RETAIL	3.018	2.559	17,9
ENERGY	1.723	1.358	26,9
CEMENT	1.200	1.031	16,3
INSURANCE	449	351	28,1
OTHERS	87	167	(47,9)

Growth in all non-finance segments...

EBITDA (EXCLUDING NON OPERATIONAL ITEMS)

	<i>Million TL</i>				
	2011	% Margin	2010	% Margin	% Change
TOTAL	4.508	20,1%	4.611	23,6%	(2,2)
BANK	3.210	28,6%	3.886	36,6%	(17,4)
NON-BANK	1.146	10,1%	668	7,4%	71,6
INDUSTRY	513	10,8%	288	8,2%	77,7
CEMENT	276	23,0%	229	22,2%	20,4
ENERGY	252	13,5%	101	7,1%	148,4
RETAIL	101	3,4%	61	2,4%	67,6
INSURANCE	23	5,2%	23	6,6%	(0,4)
OTHER	(18)	-18,7%	(33)	-19,1%	45,5
INTERSEGMENT ELIM.	151		57		

Non-Operational Items

	2011
IFRS Net Income	1,878
Non-Operational Items	
Aksigorta share sale profit	247
Reversal of Sasa impairment	72
Fixed asset disposal gains	78
Tax settlement provisions	(13)
Advansa BV share sale loss	(38)
Teknosa negative goodwill income	12
Write off of letter of guarantees provided for Electricity Distribution Privatization	(37)
Other	(36)
Net Income (excluding non-operational items)	1,592

Substantial income from portfolio moves...

Leverage and Consolidated FX Position

NET DEBT / (CASH) (excl. bank)

Million USD

December 31, 2011 | December 31, 2010

	December 31, 2011	December 31, 2010
TOTAL	1,017	543
ENERGY	950	647
INDUSTRY	624	400
CEMENT	145	104
RETAIL	(130)	(86)
HOLDING&OTHER	(572)	(522)

NET FX POSITION (excl. bank)

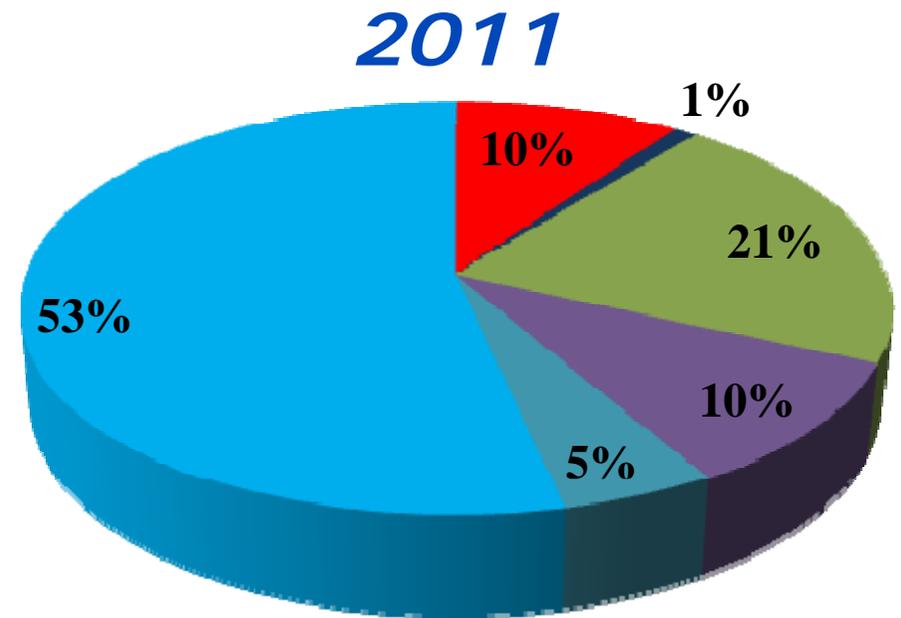
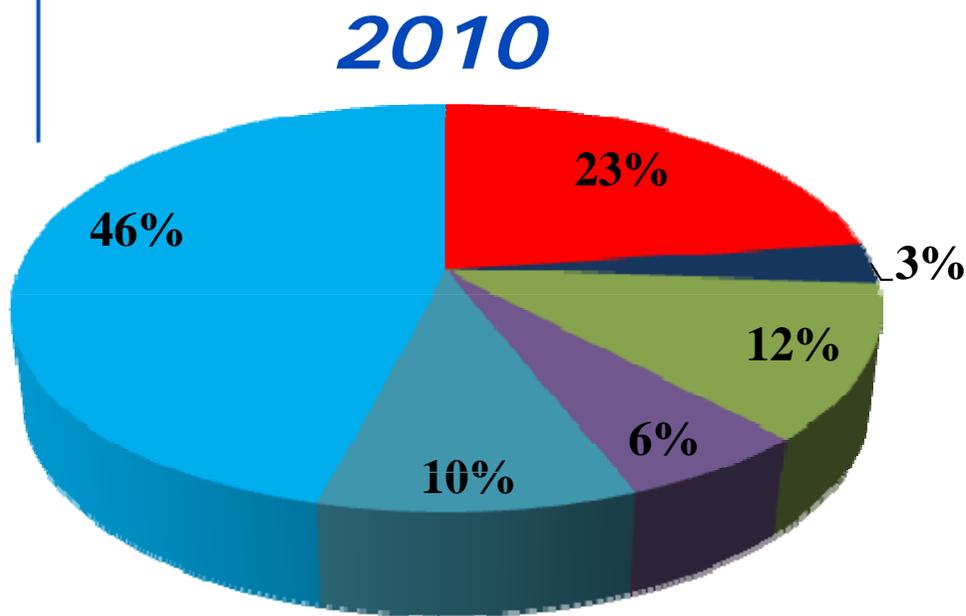
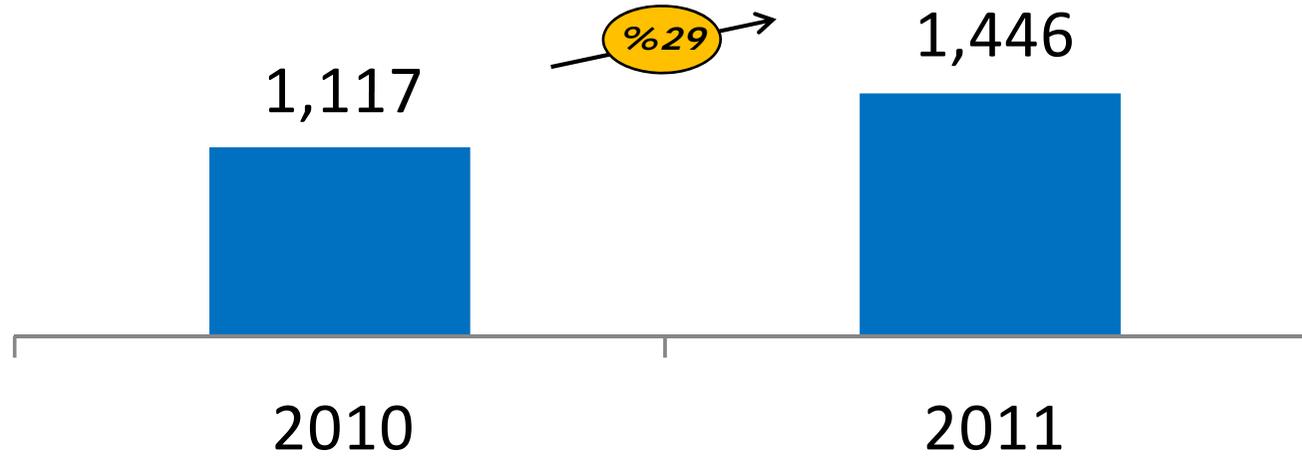
Million USD

December 31, 2011 | December 31, 2010

	December 31, 2011	December 31, 2010
TOTAL	(438)	(104)
ENERGY	(881)	(541)
INDUSTRY	(144)	(39)
CEMENT	(5)	(26)
RETAIL	13	4
HOLDING&OTHER	579	498

Low FX exposure and high debt capacity

Investments



■ Banking ■ Other ■ Industrials ■ Cement ■ Retailing ■ Energy

The background of the slide is a blue-tinted photograph of an industrial facility, likely a refinery or chemical plant. It features a complex network of pipes, walkways with metal grates, and structural steel. In the background, there are faint, semi-transparent images of data charts, including a line graph and a bar chart, suggesting a focus on data analysis or engineering. The overall aesthetic is technical and professional.

Q&A