

SABANCI HOLDING DIGITAL DAY

On Stage Today



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01

Digital in Sabancı Group Strategy

02

DxBV & SabancıDx

03

Digital Investments



Doubling CAPEX to accelerate both organic and inorganic growth

DOUBLING CAPEX | 25/75 SPLIT BETWEEN CORE & NEW INVESTMENTS

Grow and Protect the Core

- Strengthen our market leading positions
- Profitable growth driven by customer centricity

Maximize Shareholder Return

- Dividend Policy: 5%-20% of net income
- DPS (2017-2022): up by 3.75 times
- Share Buyback Program:
Up to 5% of paid-in capital: 102 mn shares
Total funds allocated: TL1.75bn
- Long-term Incentive Plan: NAV Growth & rTSR



Invest in New Platforms

- Increasing share of new economy: from 6% in 2021 to ~13% in midterm
- 75% of non-bank capex for transformation & adjacencies focusing on:
 - FX generation
 - Digital
 - Sustainability
- $IRR > WACC + (1\% \text{ to } 3\%)$

Keep Healthy Balance Sheet

- Net debt to EBITDA $\leq 2x$
- Healthy use of capital & debt
- Managing B/S as if an investment grade company



Bridgestone’s Brisa JV acquires telematics firm Arvento

Date: 16th December 2021 Author: Stephen Goodchild Comments: 0



Brisa, the joint venture between Bridgestone Corporation and Sabancı Holding that holds a leadership position in Turkey’s tyre market, has acquired 88.89 per cent capital shares of Turkish fleet telematics company Arvento Mobile Systems (Arvento) for a consideration of TRY 291 million (£15 million). The transfer price will be subject to some adjustments, taking into account the net debt and working capital levels of Arvento at the closing date.

Economy

Teknosa will increase its e-commerce volume by 5 times with its marketplace

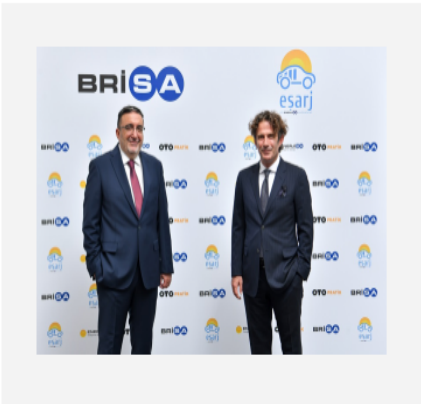
Jack March 17, 2022 3 minutes read

Teknosa aims to increase its e-commerce volume by 5 times with the Teknosa marketplace it has created. Saying that they see digitalization, customer experience and sustainability as the main strategic focuses for Teknosa’s strong growth, Teknosa Board of Directors Leader Hakan Timur said, “With our digital transformation, we will increase our online competencies, offer digital experience with our stores, and thus make both the customer experience and all our operations smart and efficient. We focus on bringing We are decisively taking all necessary steps to create Turkey’s largest service ecosystem in electronic works, which differentiates us in customer experience.” used the terms.

Noting that they introduced the marketplace business model, which is a valuable milestone in their transformation journey, to their customers this year, Timur said that they designed the Teknosa marketplace model to respond to all technological needs of consumers in the most comprehensive way. Stating that they aim to increase their market place and e-commerce volumes by 5 times in 3 years, Timur said, “We have an investment plan of 169 million TL this year with the aim of creating a strong growth story with pioneering enterprises. We have to put sustainability criteria at the center of our investments and create more value for our country and our stakeholders. We will continue to create.” spoke in.

Enerjisa Enerji and Brisa have the goal to increase the number of fast charging stations for electric vehicles in Turkey

8 fast electrical charging stations have been put into operation so far as part of the partnership of Eşarj, the first and fastest network of electrical charging stations with majority of shares owned by Enerjisa Enerji, and Brisa, the leading company in tyre sector which offers uninterrupted travel experiences to its customers. The number of charging stations commissioned at Otopratik stores, fast maintenance service chain of Brisa, is expected to be increased to 17 by the end of the year to completely support fast charging.



Becoming the fastest charging station network with 468 plug-in vehicle charging stations at 251 locations across Turkey, Eşarj has signed an agreement with Brisa in 2019, the leading company in tyre sector which aims to offer uninterrupted travel experience to its customers. As part of the agreement, Brisa started building electric vehicle charging stations at the selected Otopratik stores included in its fast maintenance and service chain. Accordingly, a total of 8 stations began offering services in Brisa Otopratik stores in Istanbul, Bursa, Denizli, Antalya, Tekirdağ, Trabzon and Adana provinces. Brisa and Eşarj have the goal to increase the number of fast charging stations to 17 by the end of this year with the new agreement regarding these stations which is a significant component in popularising EV drive.

As per the agreement signed by and between the parties following the recent increase in numbers of hybrid and electric vehicles in our country, the goal is to increase the number of stations to 17 with the addition of Otopratik points in Mersin, Ankara, Amasya and Diyarbakır provinces in the following days and to raise the number of available plugs to approximately 50.

Enerjisa Enerji closely follows the global energy trends and the dynamics in Turkey and acts with the awareness of the importance of e-mobility which sits at the centre of these trends in terms of reducing carbon emissions and achieving 2030 and 2050 goals adopted throughout the world. Thus, Eşarj conducts various studies related with the implementation of eco-friendly technologies and saving measures in terms of energy and natural resource utilisation by focusing on sustainability and prides itself on being the first electrical charging station operator with International Renewable Energy Certificate (IREC) in Turkey.

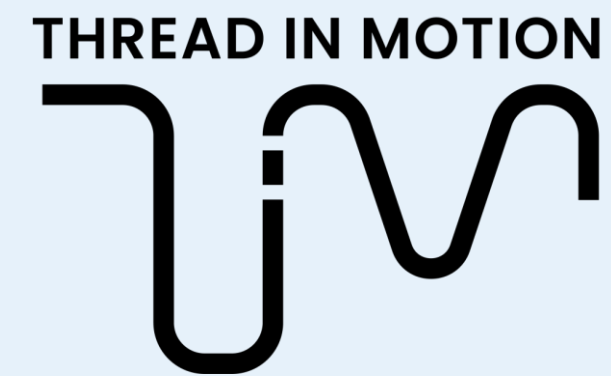
"As the first charging station company which has reached 150,000 charging sessions, we have the goal to increase this number exponentially thanks to the partnerships we build."

Murat Pınar, CEO of Enerjisa Enerji and Chairman of Eşarj, indicated that the increasing number of EVs led to the increase in service networks in this area and continued his words as follows: "Sustainability and carbon footprint are in the agenda of not only our country, but the whole world, and have great importance in terms of our operation area. As we have mentioned before, we have the goal to contribute to carbon emission with 2.5 million tons by the year of 2030. To this end, we progress step by step particularly with the contributions of our partnerships. In this sense, the related partnerships with Brisa is a significant milestone. As a matter of fact, we believe it creates a multiplier effect. As the first charging station company which has reached 150,000 charging sessions in 2021, when whole world significantly felt the impacts of the pandemic, we have the goal to increase this number exponentially thanks to the partnerships we build. We will continue with

Strategically investing in startups to leverage ecosystem

The logo for Lumnion, featuring the word "Lumnion" in a bold, red, sans-serif font.

Lumnion is an insurtech company that develops state of the art Non-Life Insurance Pricing Platforms using Artificial Intelligence & Machine Learning.

The logo for Thread In Motion, featuring the text "THREAD IN MOTION" in a small, black, sans-serif font above a stylized black line graphic that resembles a wave or a thread.

Thread In Motion is an industrial wearable company which intends to simplify industrial processes and transition to Industry 4.0.

The logo for ZACK.AI, featuring the text "ZACK.AI" in a black, sans-serif font, with a small blue square icon to the right of the "AI" part.

Zack.ai builds intelligent AI and NLP powered virtual assistants for ecommerce and on demand business ecosystem

The logo for Bulutistan, featuring a blue cloud icon with the letters "BH" inside, above the text "BULUTİSTAN" in a bold, blue, sans-serif font, and the tagline "Teknolojide yol arkadaşınız" in a smaller, blue, sans-serif font below it.

Bulutistan is one of the fastest growing public and private cloud services company introducing innovative business & service models

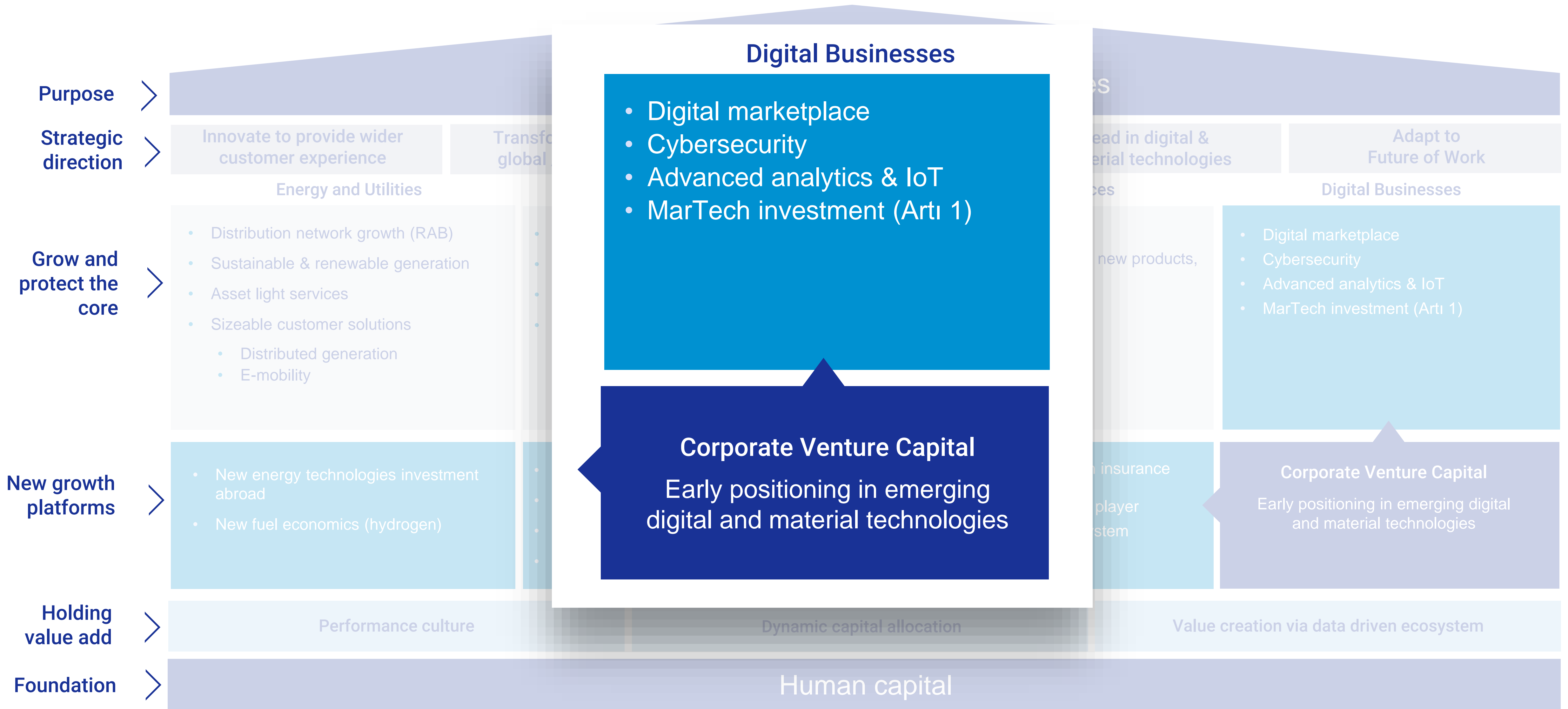
The logo for albert, featuring the word "albert" in a light blue, sans-serif font, with a small blue line graphic resembling a heartbeat or a pulse line to the left of the "a".

Albert, a voice based health assistant that enables people to manage their chronic diseases

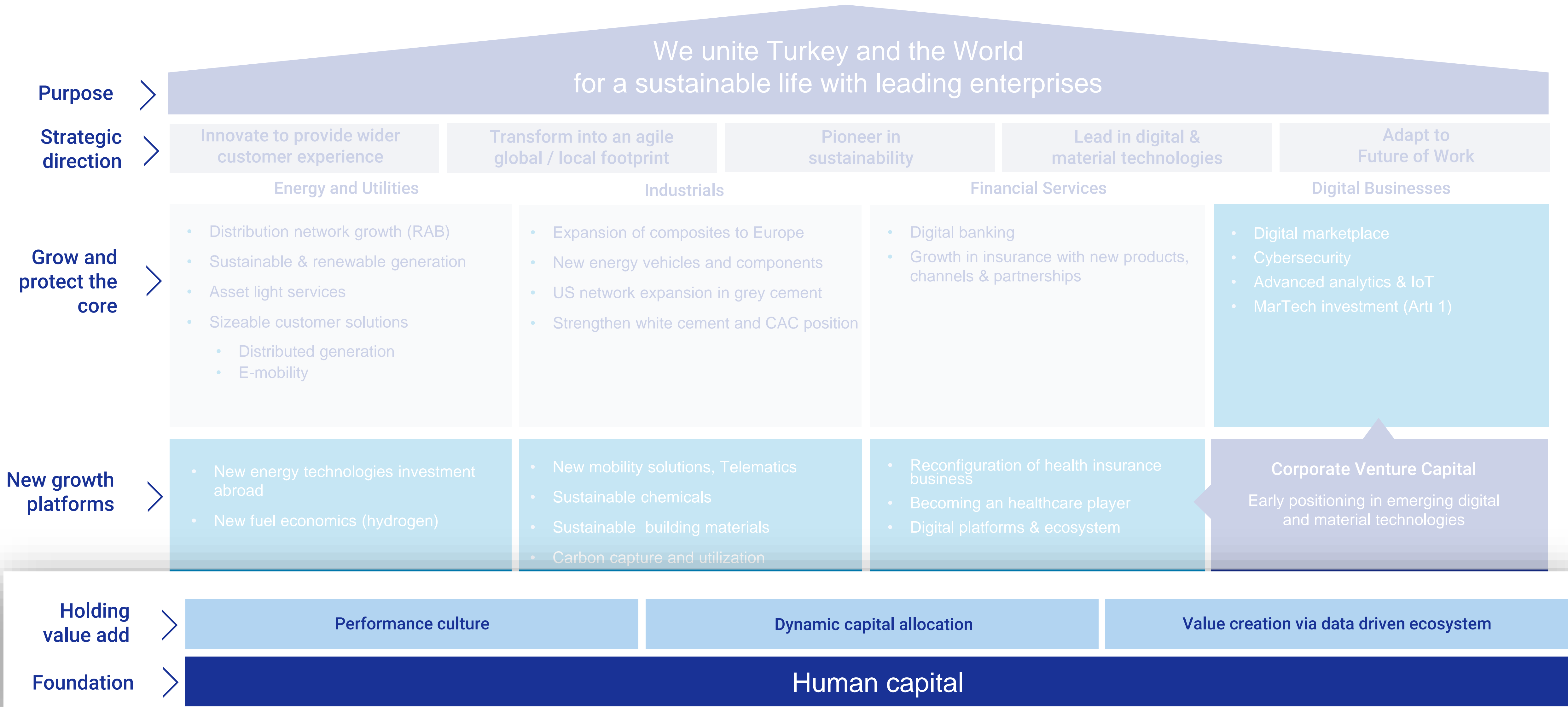
Digital at the core of strategy and invested in each vertical



Digital is not only a part of the portfolio transformation but also new growth pillar for the Group



Our aim is to crystallize the value of our intangible assets in digital world and our ecosystem that extends beyond our group companies.



01

Digital in Sabancı Group Strategy

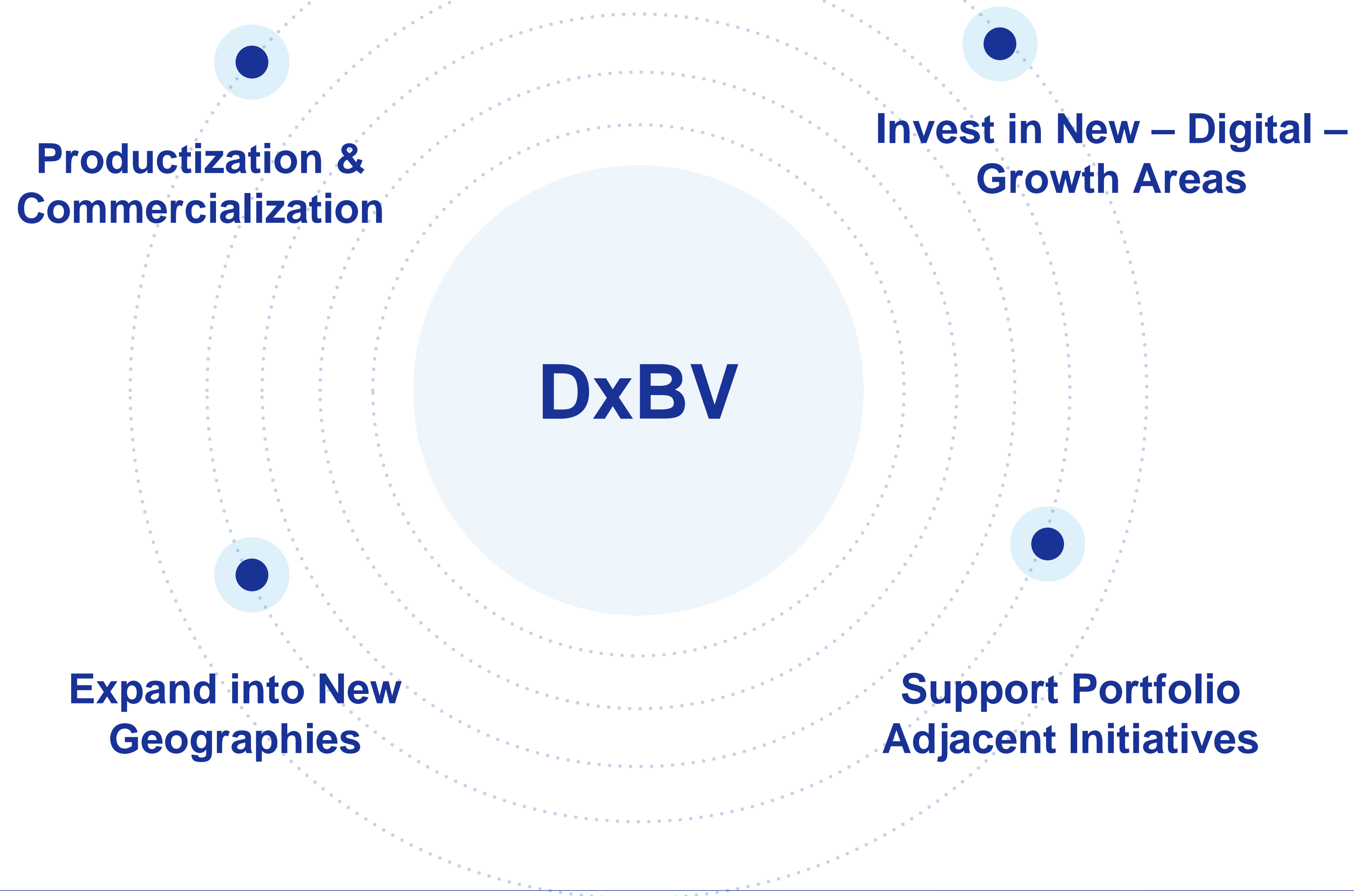
02

DxBV & SabancıDx

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Digital Investments

Today's focus: Dx Technology Services and Investment BV (DxBV); “The Digital Engine for Growth”



Digital is not a balance sheet game; it is a value game

Today, digital companies lead the market capitalization rankings

Harvard Business Review

Accounting

Why Financial Statements Don't Work for Digital Companies

by Vijay Govindarajan, Shivaram Rajgopal, and Anup Srivastava

February 26, 2018

and-play networks. Dynamically procrastinate B2C users after installed base benefits. Dramatically visualize customer

cultivate one-to-one customer service with robust ideas. Dynamically innovate resource-leveling customer service for

Summary.

Why do investors react negatively to financial statement losses for an industrial firm but disregard such losses for a digital firm? One reason is that our current financial accounting model cannot capture the principle value creator for digital companies: increasing...

more

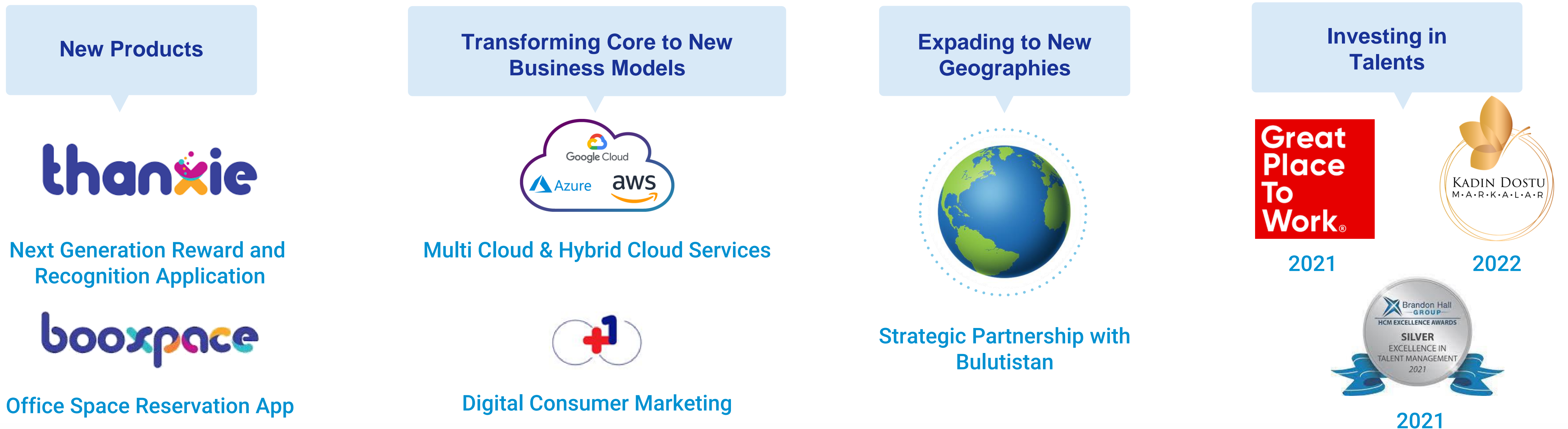
PwC | Global Top 100 companies - by market capitalization

31 March 2022				31 March 2021	
Rank	Company Name	Rank +/- (vs 2021)	Market capitalisation	Rank	Market capitalisation
1	APPLE INC	0	2,850	1	2,051
2	MICROSOFT CORP	1	2,311	3	1,778
3	SAUDI ARABIAN OI	-1	2,298	2	1,920
4	ALPHABET INC	1	1,842	5	1,393
5	AMAZON.COM INC	-1	1,659	4	1,558
6	TESLA INC	2	1,114	8	641
7	BERKSHIRE HATHAWAY	3	780	10	588
8	NVIDIA CORP	16	685	24	331
9	META PLATFORMS	-3	605	6	839
10	TSMC	1	541	11	534
11	VISA INC	1	480	12	468
12	UNITEDHEALTH GRP	7	480	19	352
13	JOHNSON&JOHNSON	1	466	14	433
14	TENCENT	-7	459	7	753
15	WALMART INC	2	410	17	383
16	JPMORGAN CHASE	-3	403	13	465
17	NESTLE SA	9	367	26	322
18	PROCTER & GAMBLE	5	366	23	333
19	LVMH MOET HENNESSY	1	363	20	337
20	EXXON MOBIL CORP	15	350	35	236

SabancıDx built invaluable intangible assets enabling healthy growth and innovation



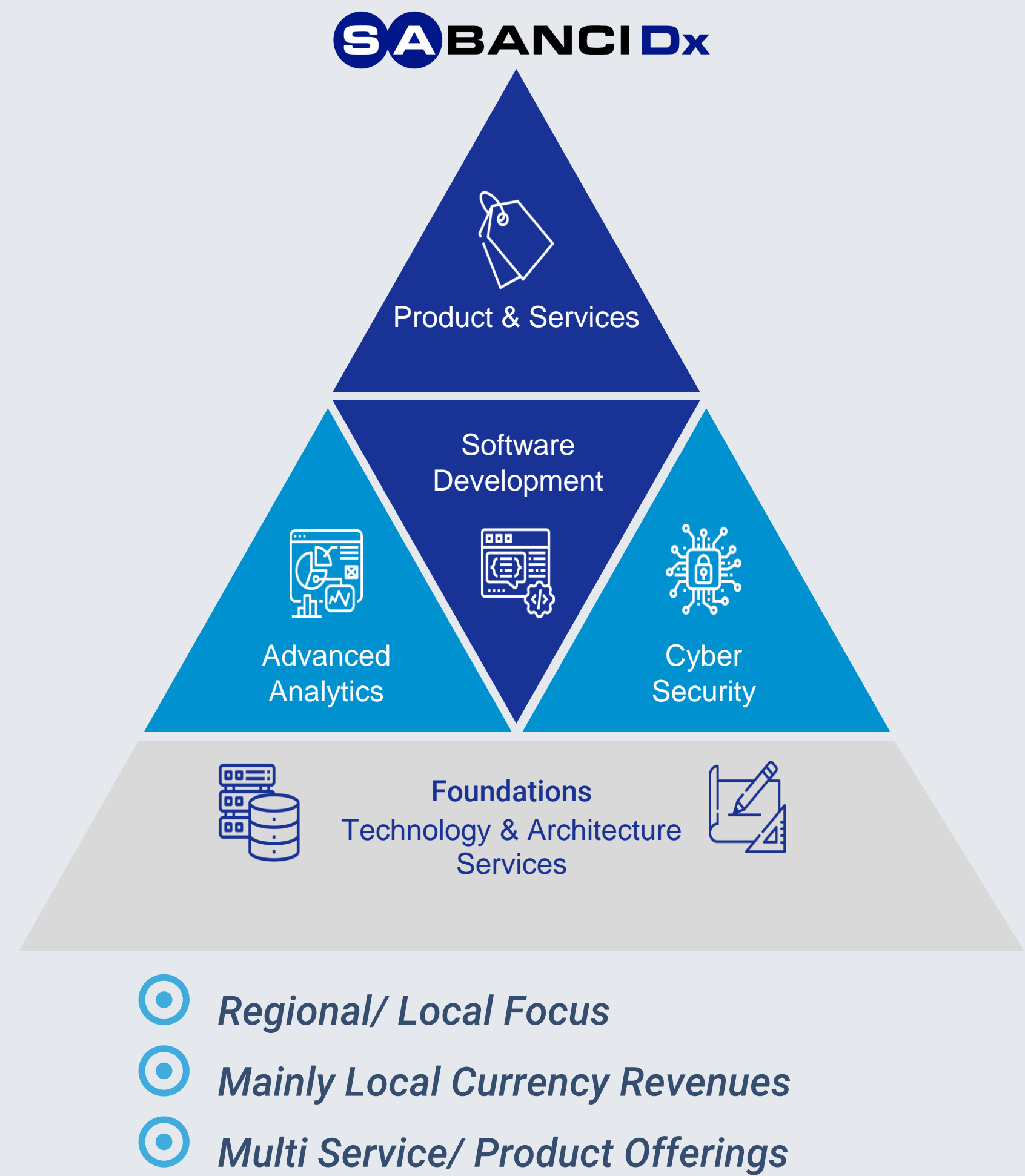
Drivers for growth resulting in...



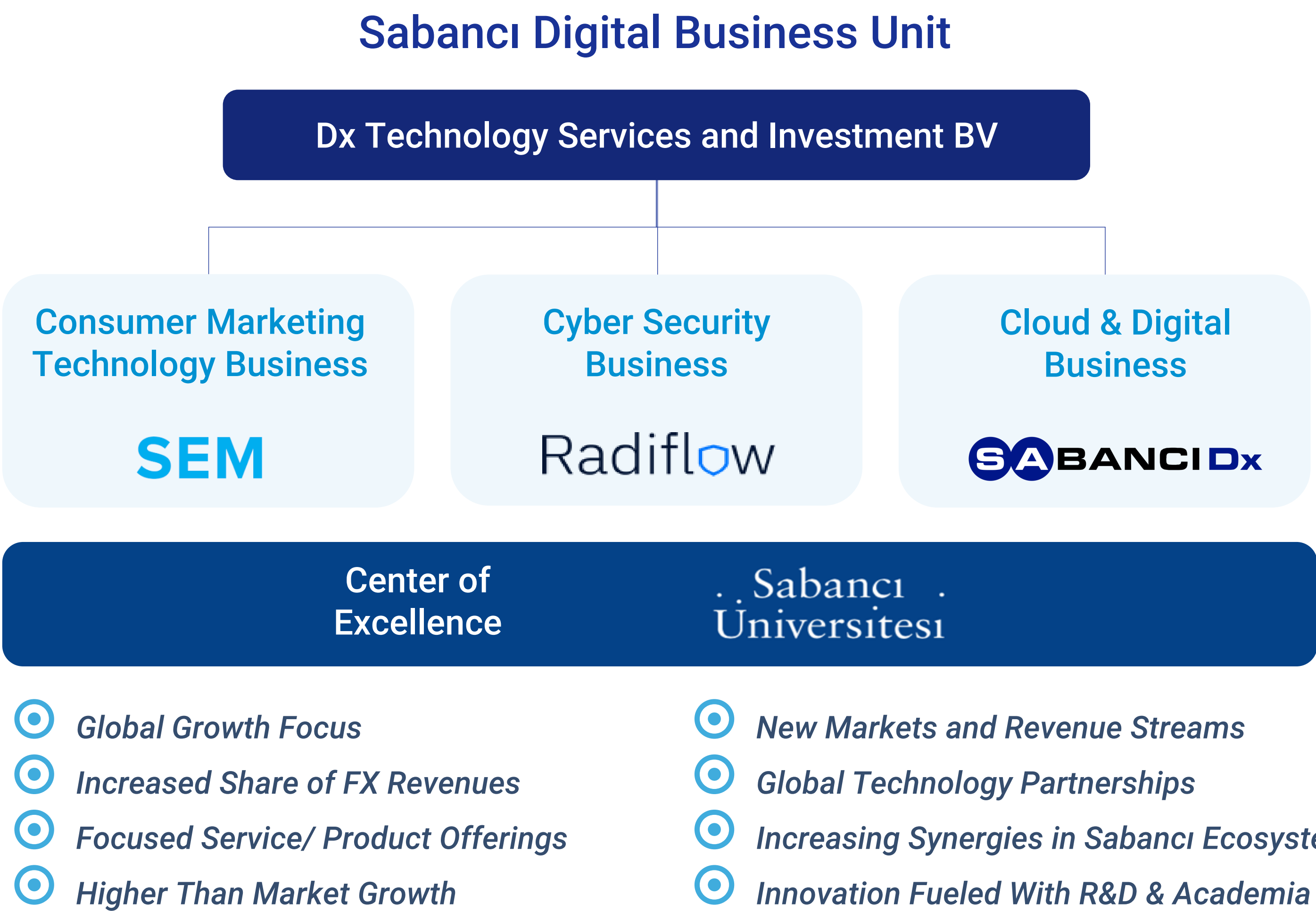
SabancıDx also acts as an accelerator & catalyzer role for digital initiatives within the Group

We are investing in fast growing innovative businesses to transform “Digital”

Before Transactions



After Transactions



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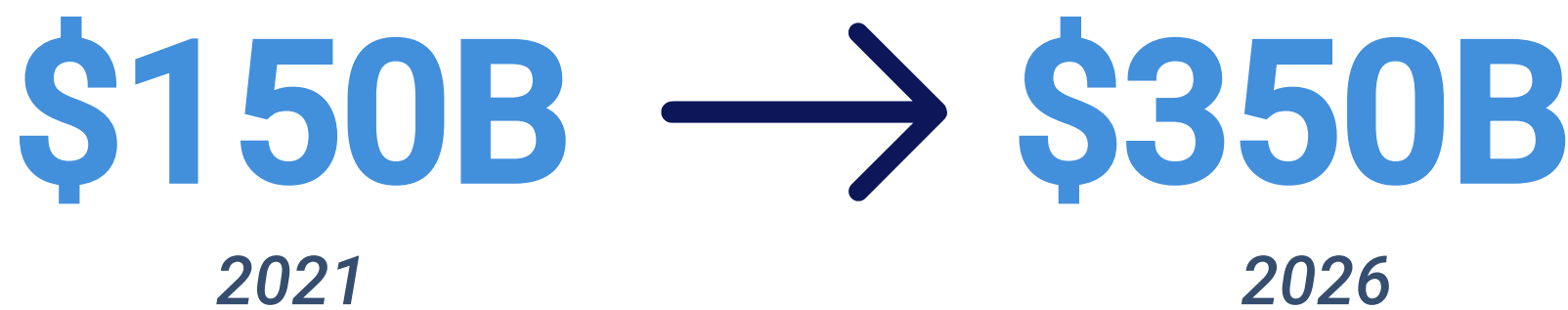


Covid 19, remote work, cloud transition and increased cyber attacks lead fueled growth for cyber business.

		2018 market size, \$B	2021 market size, \$B	3Yr CAGR, %
Products (~\$52B)	Endpoint security	4.7	2.0	5%
	Network security	13.5	17.6	9%
	Identity and access management	6.4	8.1	8%
	Security and vulnerability management	7.5	10.1	10%
	Messaging security	2.0	2.2	3%
	Web security	2.6	2.8	2%
	IoT security	14.2	20.9	14%
Services (~\$63B)	Managed Security Services (MSS)	21.2	29.7	12%
	Consulting	22.2	28.2	8%
	Hardware support	1.7	2.0	5%
	implementation	18.9	22.7	6%
Total		115	150	9%

Source: IDC, Gartner

Cyber Security Global Market Size



CAGR of 14.5% from 2020 to 2026



Cyber security is a very broad field covered in 11 different main dimensions and 42 sub-dimensions.

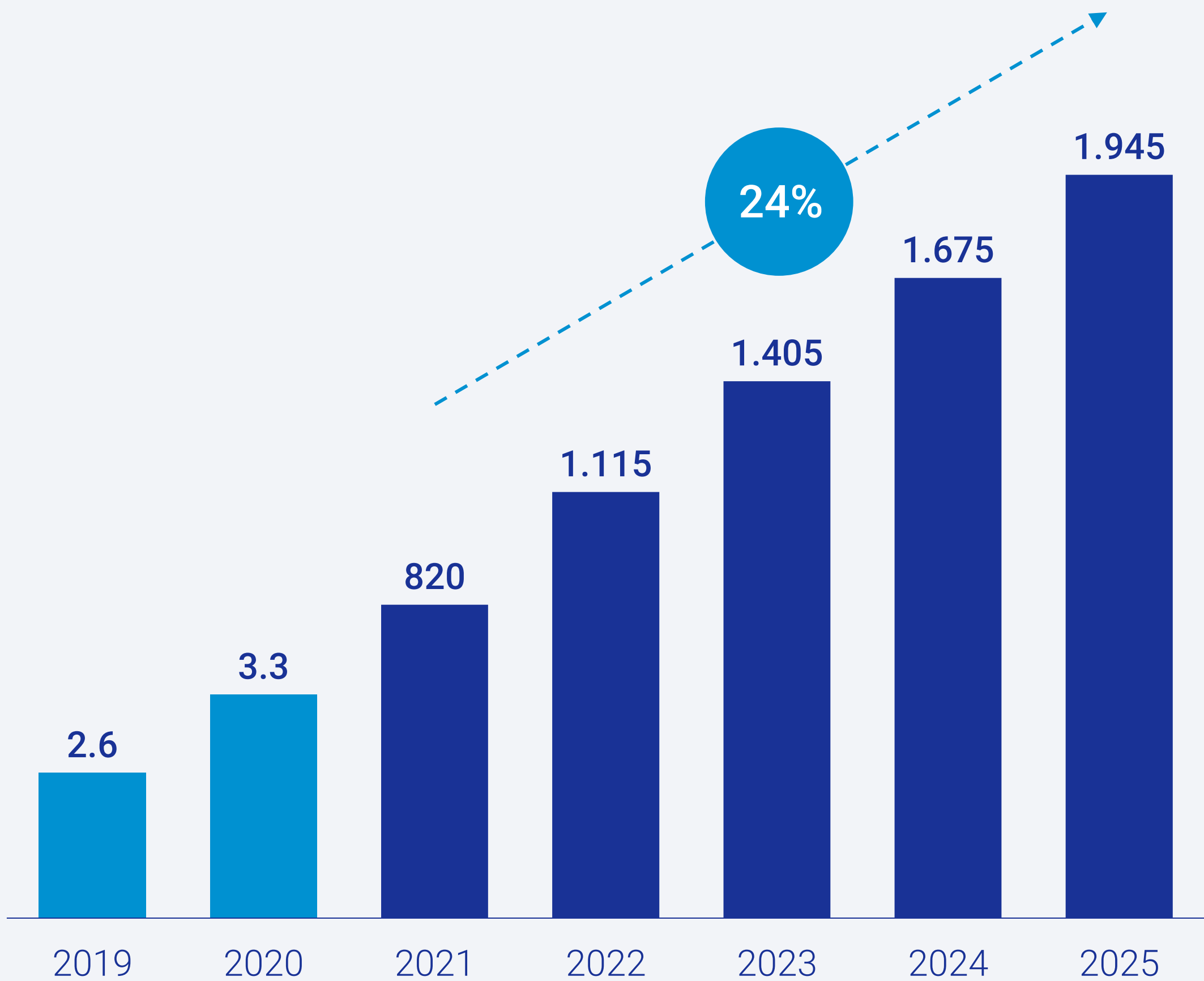


Future growth of domains and existing capabilities shed light on the domains to be invested

Radiflow: OT Security Market is one of the fastest growing segment

Operational Technologies (OT) covers cyber physical critical infrastructure networks and operations & services

Global OT Security Market Forecast (USD Mn)



Radiflow



Cyber Security Company to Protect Critical Infrastructure to Ensure Resilience and Sustainability of Critical Operations

Sabancı Strategic Fit

High Growth Business

Beyond market growth with product & market fit

Expand Beyond Turkey

Already established client base and channels

FX Revenues

100% FX Revenues

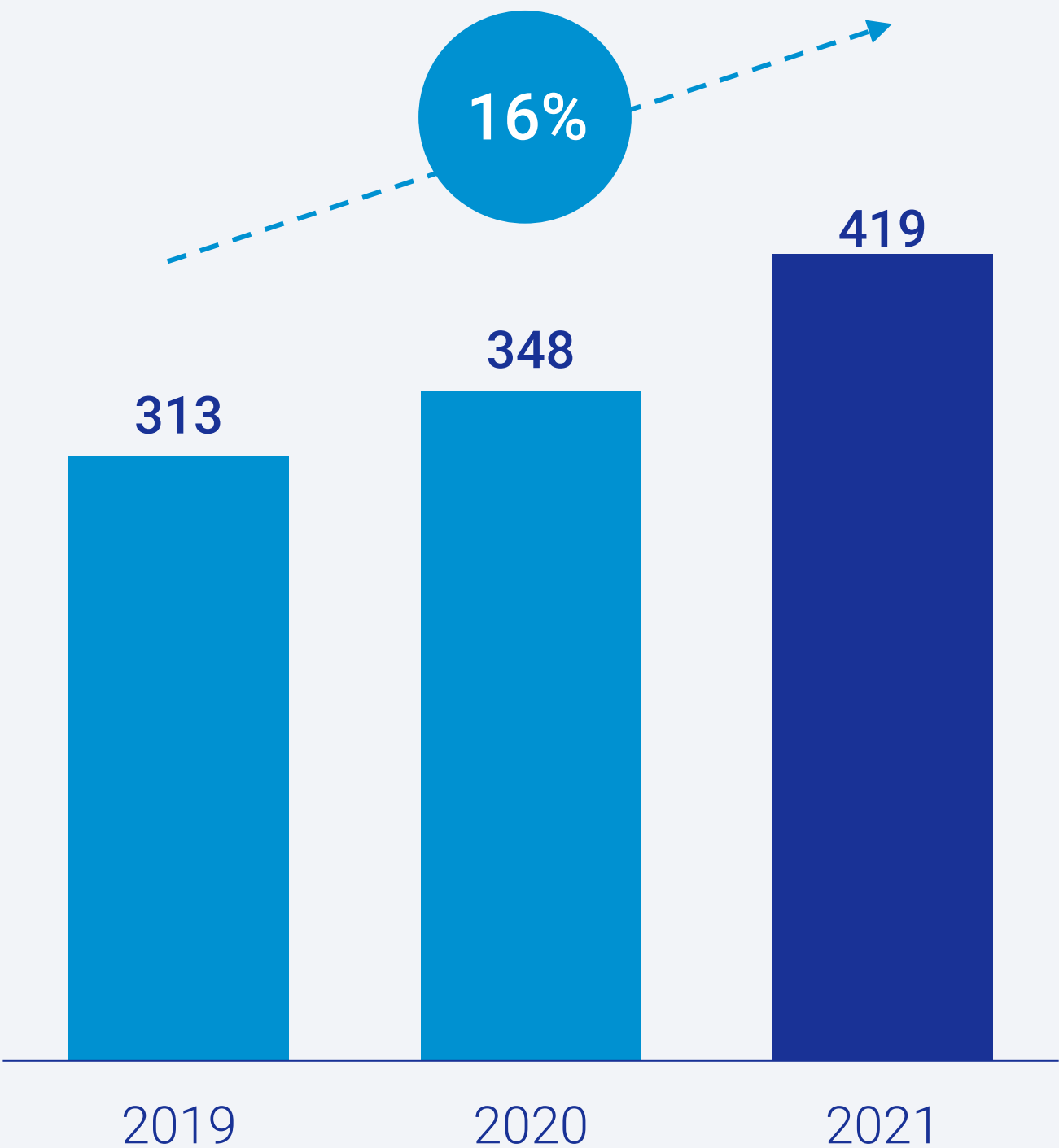
Increasing Synergies

Increasing synergies within Sabancı ecosystem

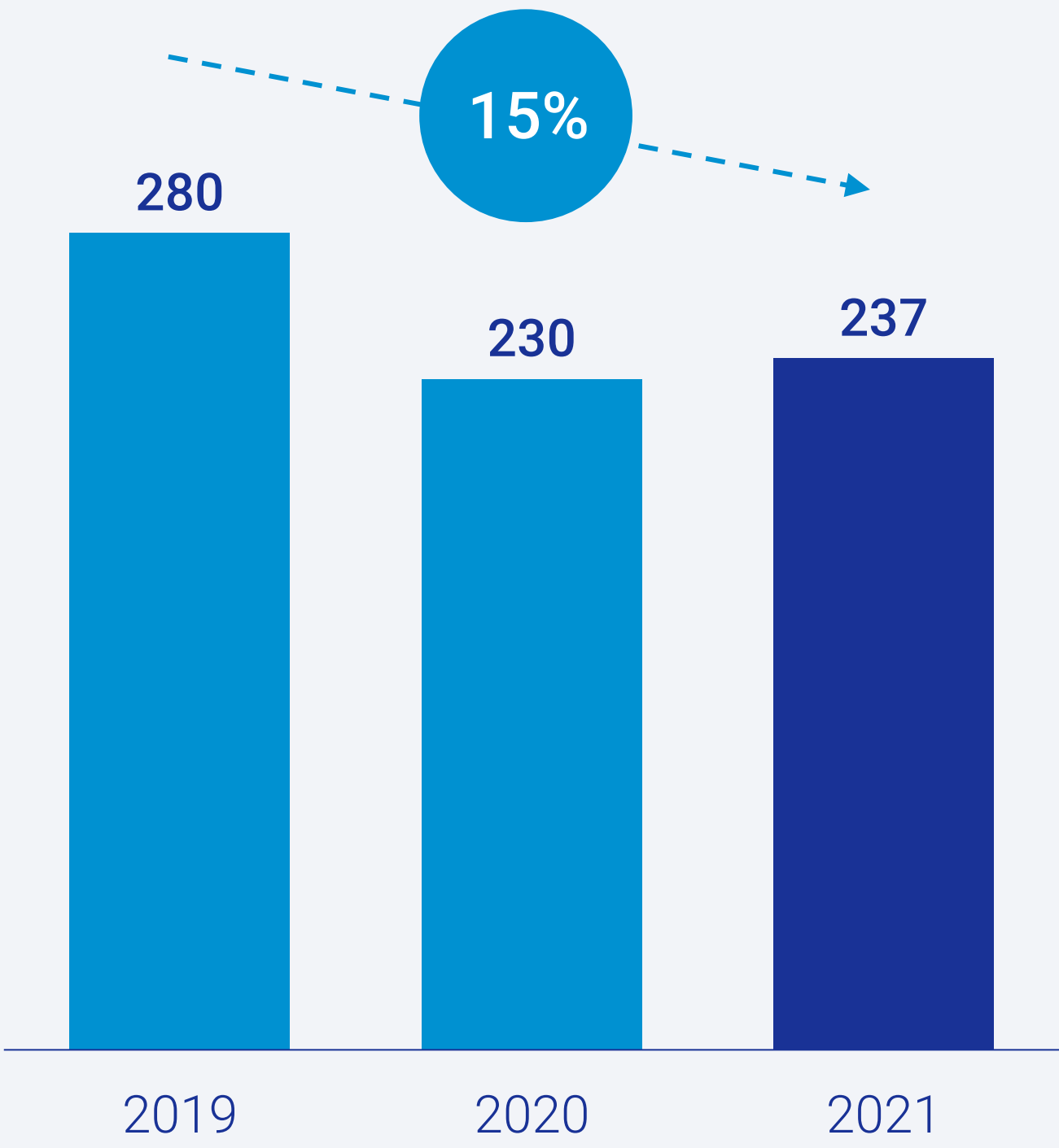
SEM: The shift of conventional marketing to digital offers an attractive investment opportunity

Global marketing spend, USD Bn

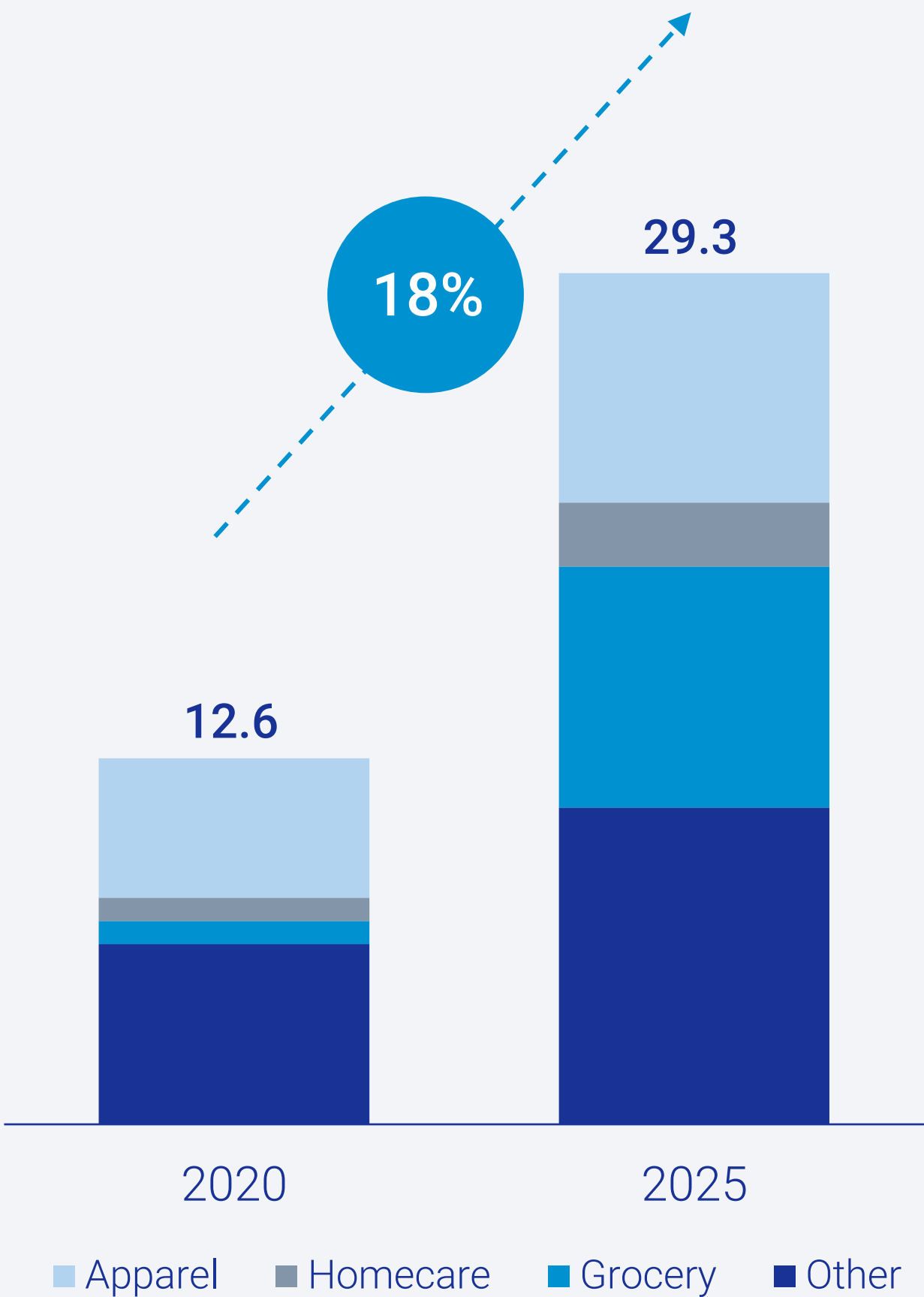
Digital Marketing



Traditional Marketing



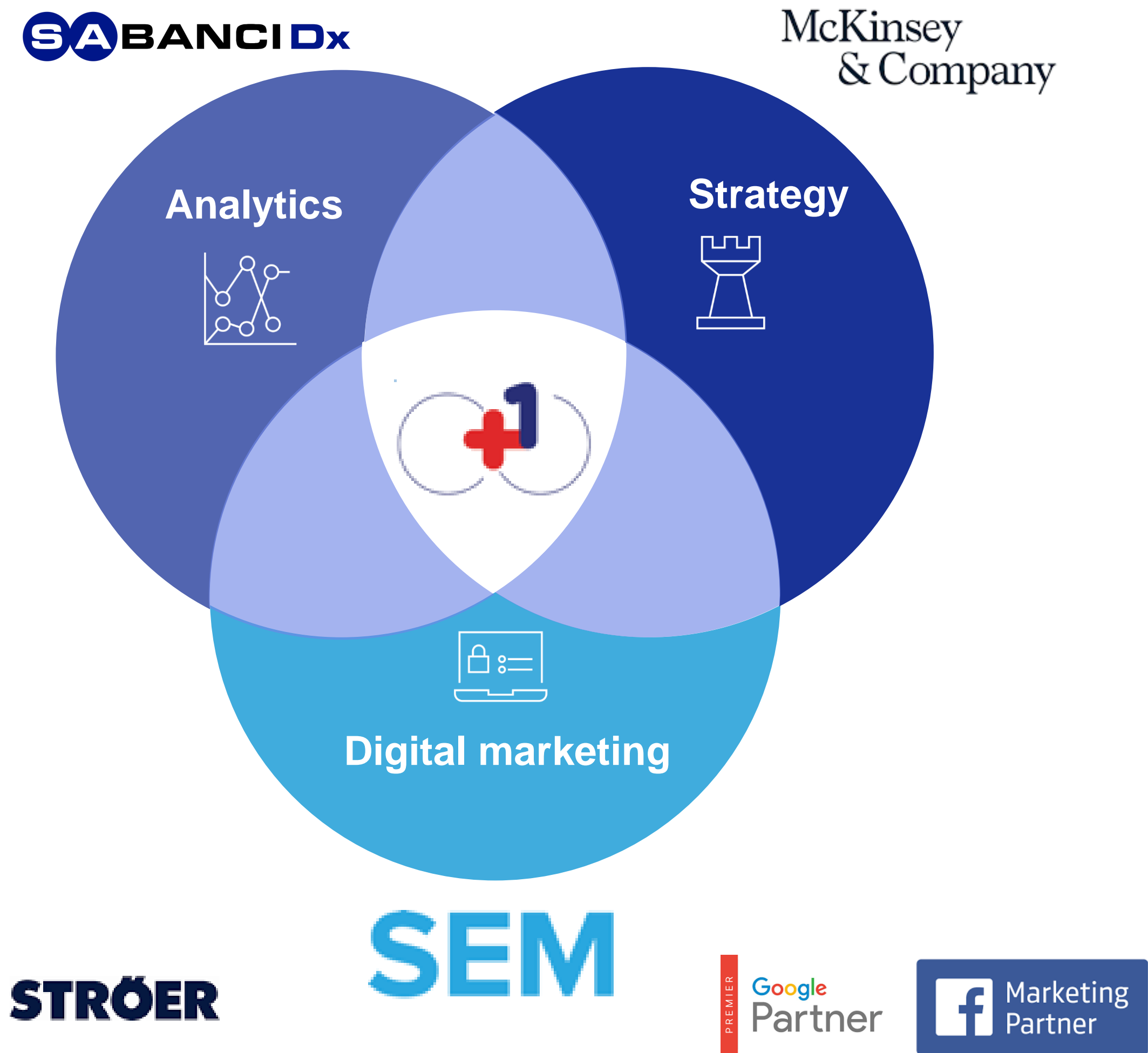
Online market sizes in Turkey, USD Bn



SEM: We achieved significant success during digital marketing pilot studies and proved the unique business model built by SabancıDx



SEM: Acquisition of SEM will accelerate building our value proposition on digital marketing



Our value proposition will lead to developing clients' marketing strategies with increased share of digital in marketing spend and higher returns



We will create full transparency for our clients on their marketing spend and obtained returns



Our clients will be involved in a unique ecosystem with market leading players in various sectors



Jump start unique value proposition with acquisition of market leading digital agency with established client base and strong partnerships

DxBV will invest further in “future of growth” in the next coming years



DxBV

SABANCI Dx

Radiflow

SEM

by 2027

6X

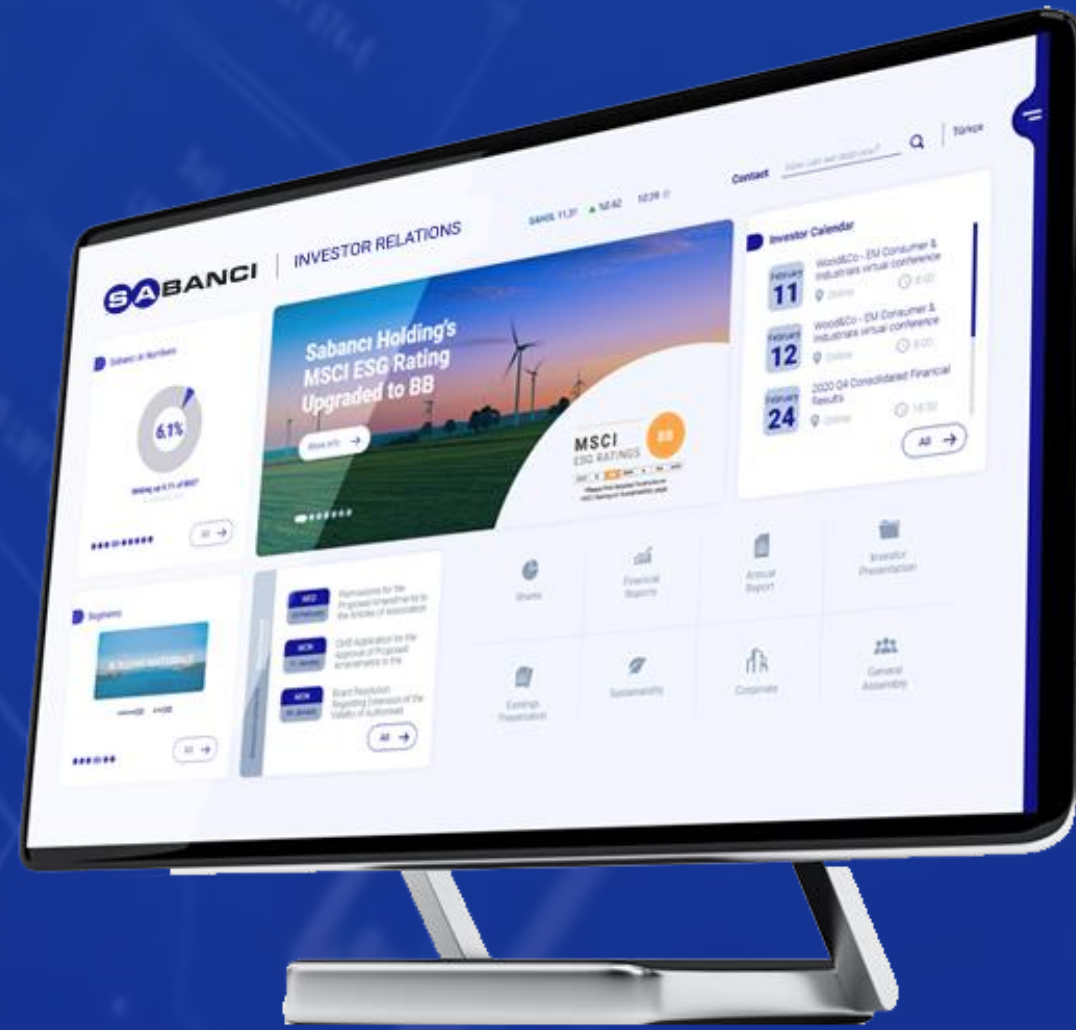
Revenue Growth

13X

EBITDA Growth

**For Further
Details**

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