



SABANCI HOLDING BANKING DAY

March 22, 2022

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On Stage Today



Orhun Köstem

Group Chief Financial Officer
Sabancı Holding



Hakan Binbaşgil

Chief Executive Officer
Akbank

01 Banking in Sabanci

02 Akbank

03 Q&A

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Solid global footprint with a diversified business portfolio

40M+

Customers*

7

Partnerships

14

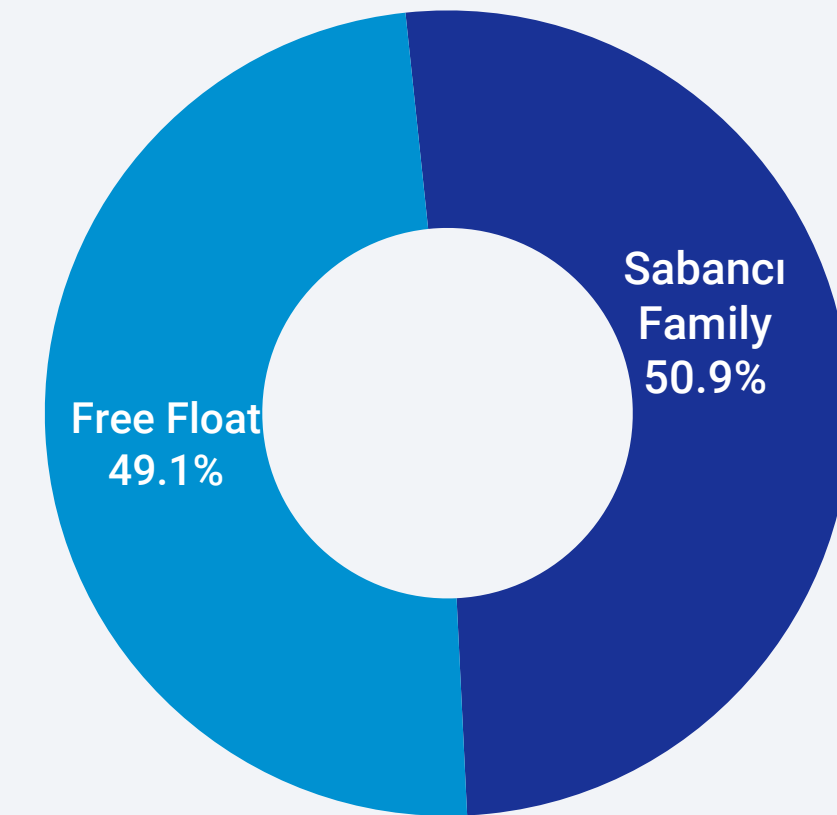
Countries

60K+

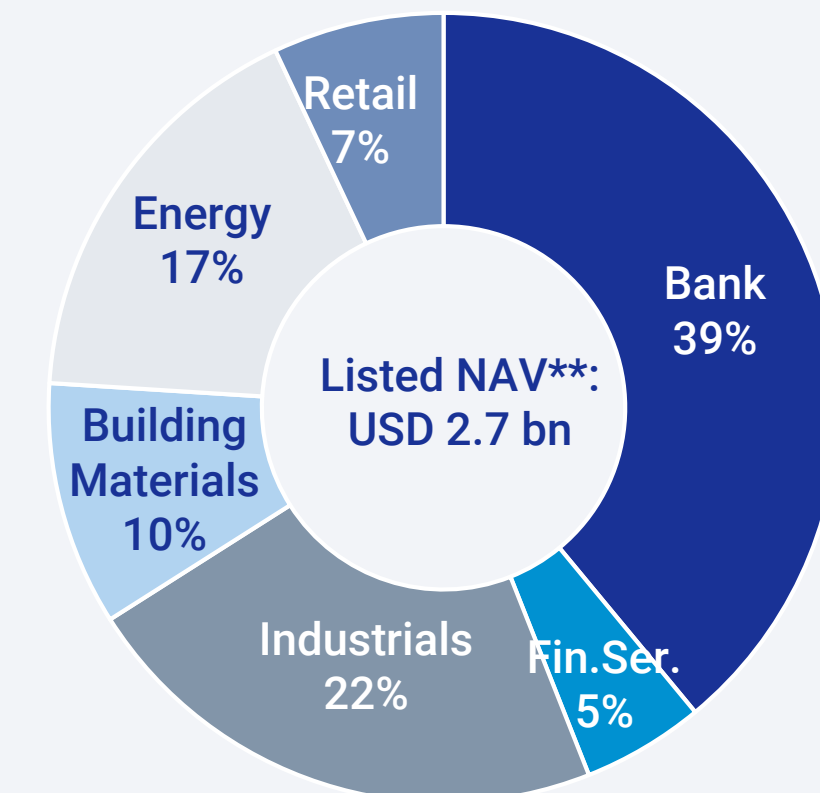
Employment



Shareholder Structure



NAV by Business



*Includes Enerjisa Enerji, Akbank, Teknosa and Carrefoursa customers, excludes overlaps in between the companies
 **As of March 21st, 2022 and excludes cash

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 (2017-2021): up by 1.8 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

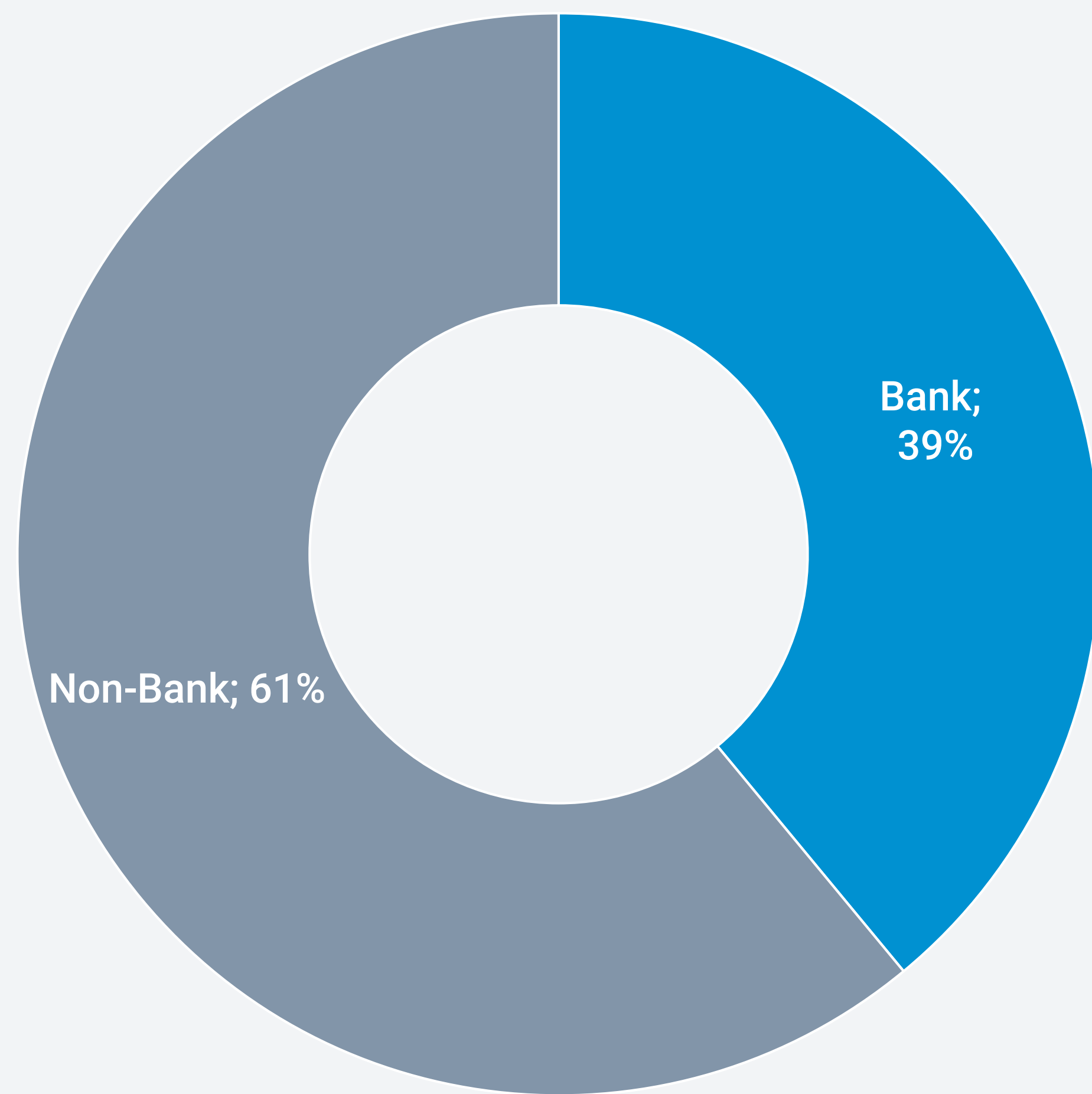
- Increasing share of new economy:
from 6% in 2021 to ~13% in midterm
- 75% of non-bank capex for transformation & adjacencies focusing on:
 - FX generation
 - Digital
 - Sustainability
- IRR > WACC + (1% to 3%)

Keep Healthy Balance Sheet

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

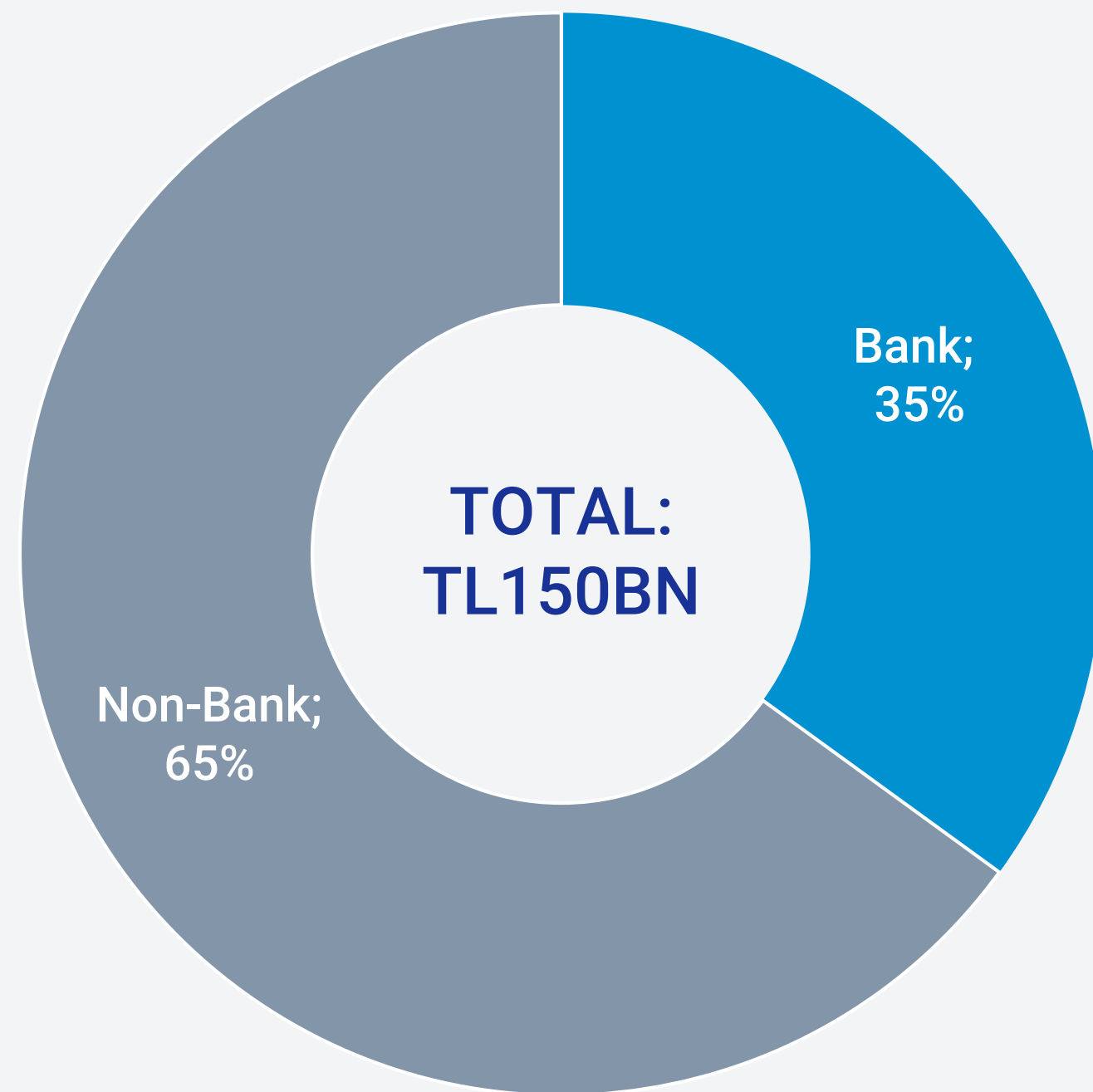


Akbank has 39% share in Sabancı Holding's listed net asset value



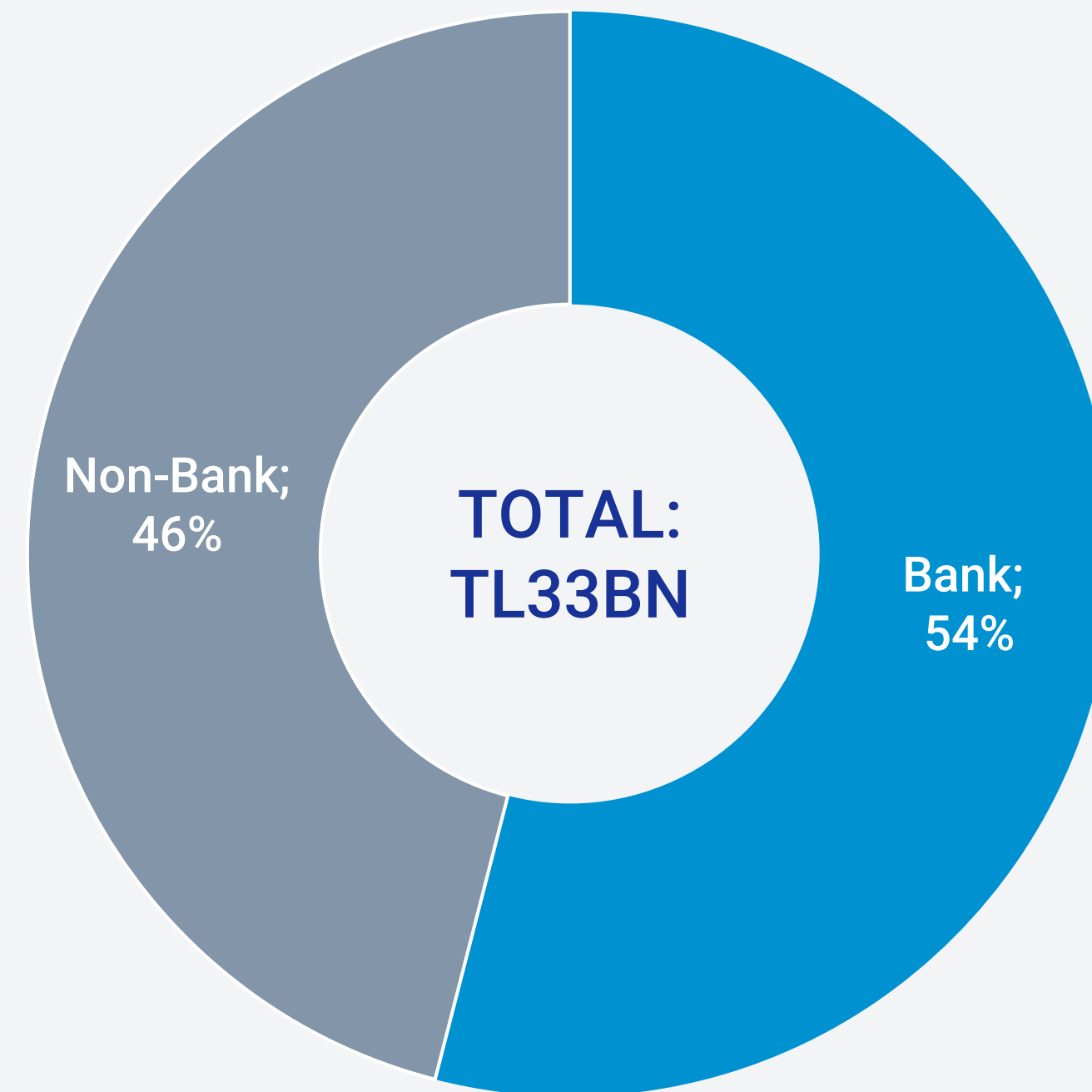
Akbank has the dominant share in Sabancı Holding's financials

Combined Revenue* Share



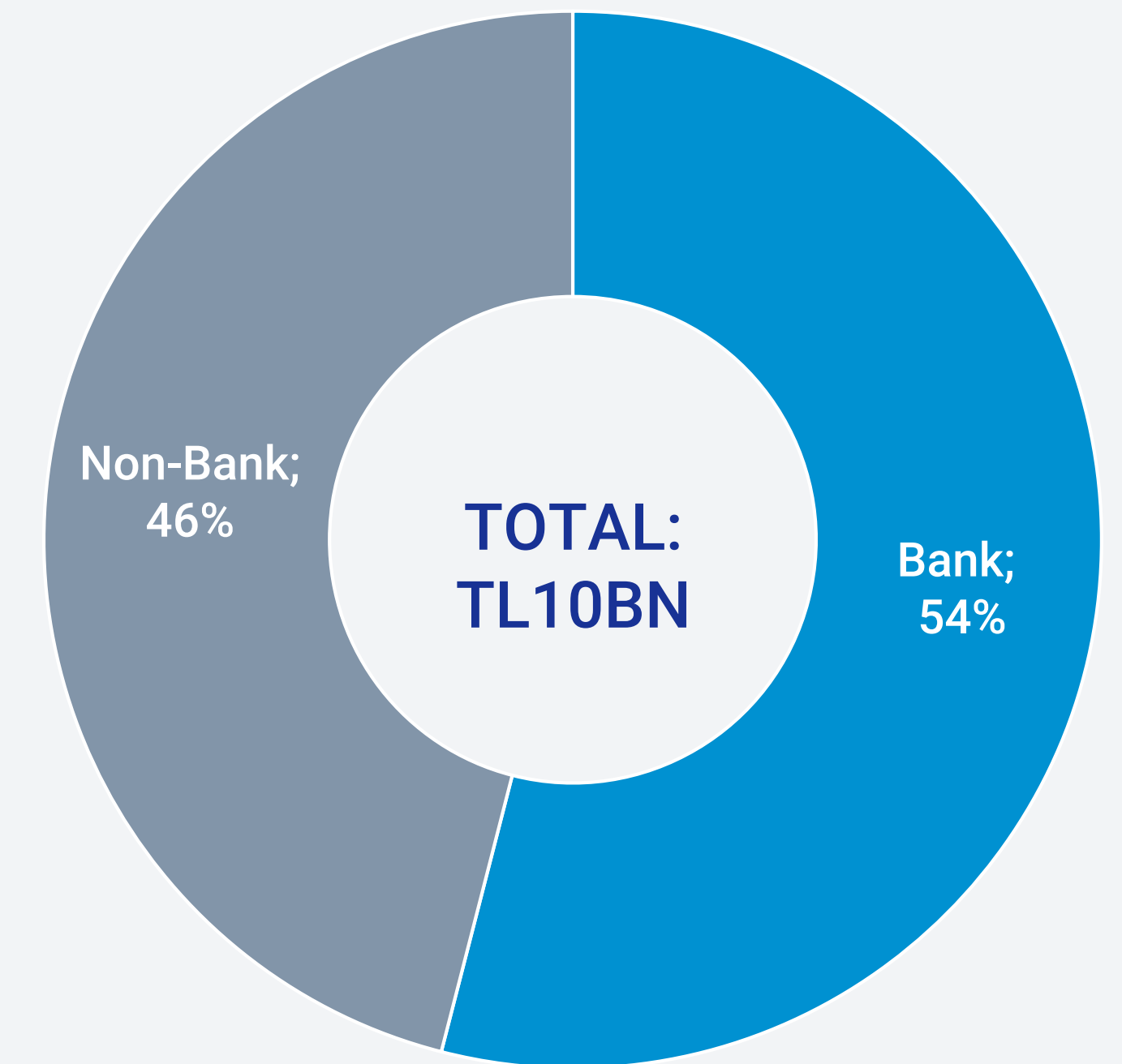
*Excludes Holding dividend income

Combined EBITDA* Share



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

Consolidated Net Income* Share



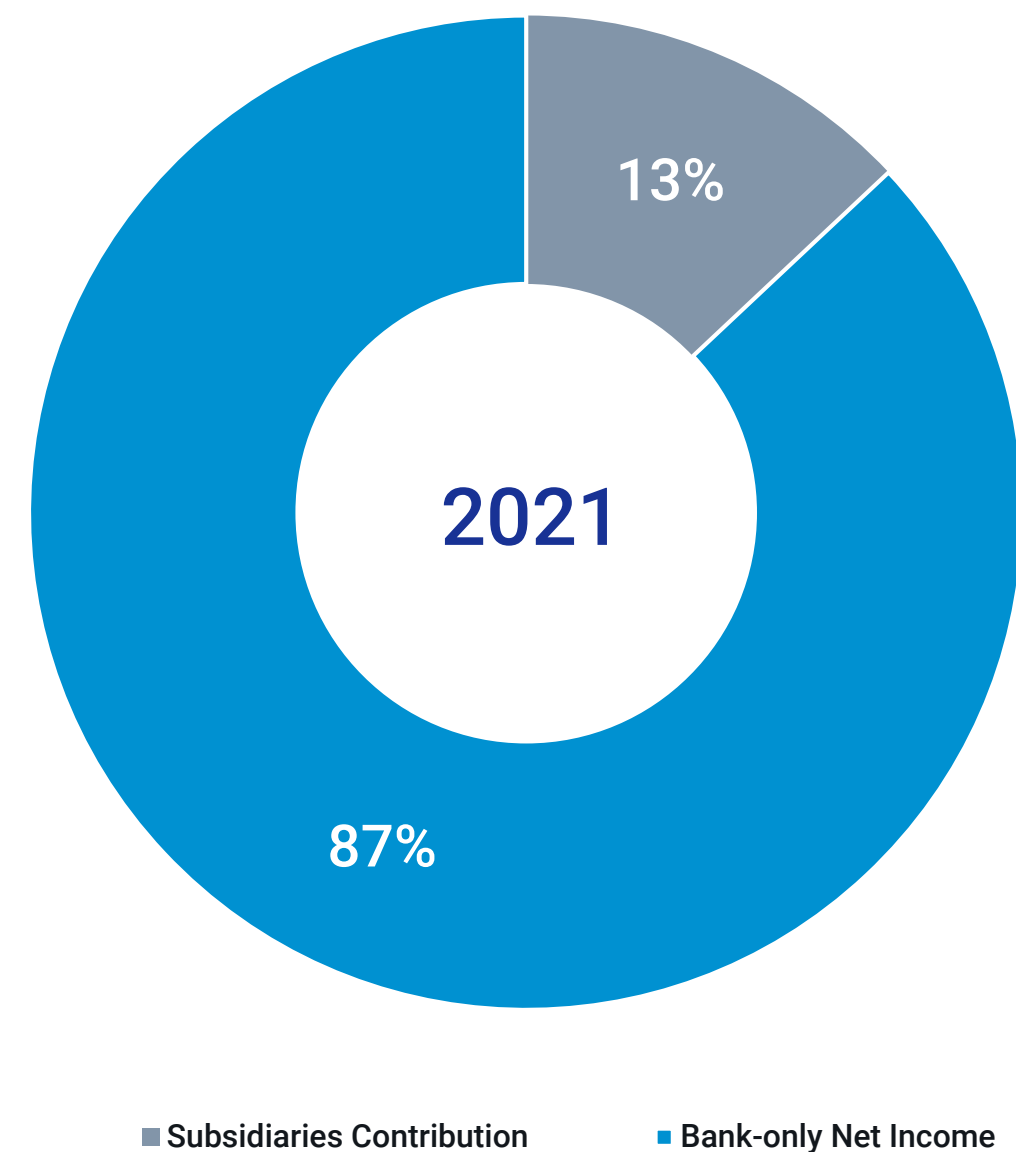
*Excludes non-operational and non-recurring one off items and IFRS16 impact in retail

01 Banking in Sabanci

02 Akbank

03 Q&A





AKBANK AG / Banking 100%

- Flagship of Akbank Group in Europe
- Total assets at EUR 3,885 mn and equity of EUR 876 mn
- Contribution to net income stands at 6% in 2021

AKLease / Leasing 100%

- Net lease receivables market share of 9.8%

AKYatırım / Brokerage 100%

- Top 5 in equity market transactions as of December 2021
- Leader in equity public offerings ⁽¹⁾ with USD 1.6 bn transaction size since 2011
- Leader in corporate bond issuances ⁽²⁾ with 25.2% market share in 2021

AKPortföy / Asset Management 100%

- Leader in Total AuM with TL 100.8 bn ⁽³⁾
- Leader in pension fund management with TL 45.3 bn AuM, 18.6% market share ⁽³⁾
- TL 39.5 bn AuM in mutual fund management with 12.9% market share
- TL 14.7 bn AUM in DPM

AKÖde / E-Money 100%

- Tosla, first mobile application of AkÖde was launched at Sep'19
- Tosla targets young users, provides core financial services in a way that is fun, simple, fast & social

Run the Bank

Sustainable high profitability

Risk & return focused sound growth

Best-in-class efficiency



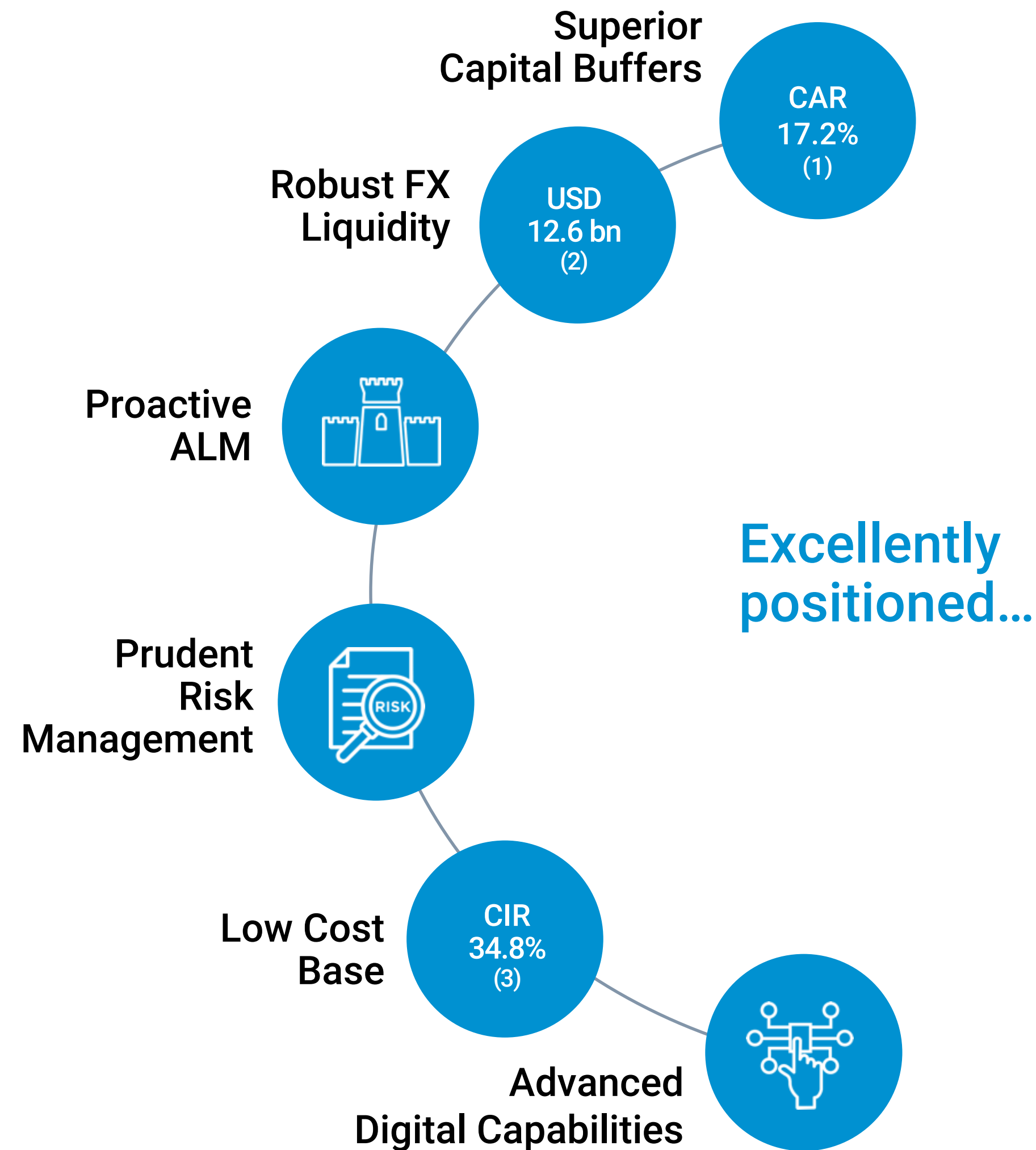
Crafting the future

Create superior customer experience

Leverage digitization & advanced analytics

Invest in our people and the future of work

Mitigate environmental footprint
while increasing positive impact



... to improve profitability

- Solid growth
- Customer acquisition
- Normalized CoC

... to continue building our future

- People & Culture
- Digitization & AI
- Sustainability

(1) w/o forbearances: Fixing MtM losses of securities & FX rate for RWA calculation to average last 12 month FX rate, (2) Consolidated FX liquidity buffer includes FX reserves under ROM, swaps, money market placements and CBRT eligible unencumbered securities, (3) Excludes FX gain from long FX position related with stage 1&2 provisions & LYY hedge

Our digital play focuses on 4 strategic domains



1 DIGITAL ONBOARDING

- Fully digital, e2e new customer acquisition with enriched campaign offers via diversified marketing tools
- Differentiated benefits and acquisition channel expansions through partnerships holistically addressing customer lifecycles



2 OPEN BANKING

- One-stop-shop for financial services, beginning with account aggregation
- Increasing # of APIs, relaunch of Akbank API Portal
- Supporting customers through integrated platforms at the right moments of truth



3 AKBANK MOBILE EXPERIENCE

- «Mobile First» experience design
- Leveraging AI, Akbank Assistant (chatbot) and Banking IQ for proactive offers and services to customers
- Customized products & services to further penetrate in # of mobile customers & share of mobile in financial transactions



4 PRODUCTS & SERVICES

- Boosting digital sales (GPL, credit cards & time deposits)
- Enhanced sales and best-in-class experience derived from strong positioning of digital
- Increasing share of mobile in total financial transactions to 95% in 2022 ⁽¹⁾

DIGITAL ONBOARDING

~ 20%

New to Bank Customer Acquisition via DoB ⁽¹⁾

More digital-savvy & Younger

- ▶ Mobile penetration: +20 pp higher
- ▶ Number of financial transactions made from mobile:c. 36% higher
- ▶ Customers b/w the ages 18-35: 20% higher share

CUSTOMER INTERACTION

6.6 mn

Active Digital Customers

+88%

Monthly app login ⁽²⁾

+29%

of mobile customers conducting financial transactions ⁽³⁾

+7 pp

Mobile NPS ⁽²⁾

PERFORMANCE

2x

Digital customer x-sell compared to non-digital

84%

GPLs sold through digital channels ⁽³⁾

52%

Credit cards sold through digital channels ⁽³⁾

53%

Bancassurance products sold through digital channels ⁽³⁾

FINANCIAL ENGAGEMENT

+62%

of financial transactions through mobile ⁽³⁾

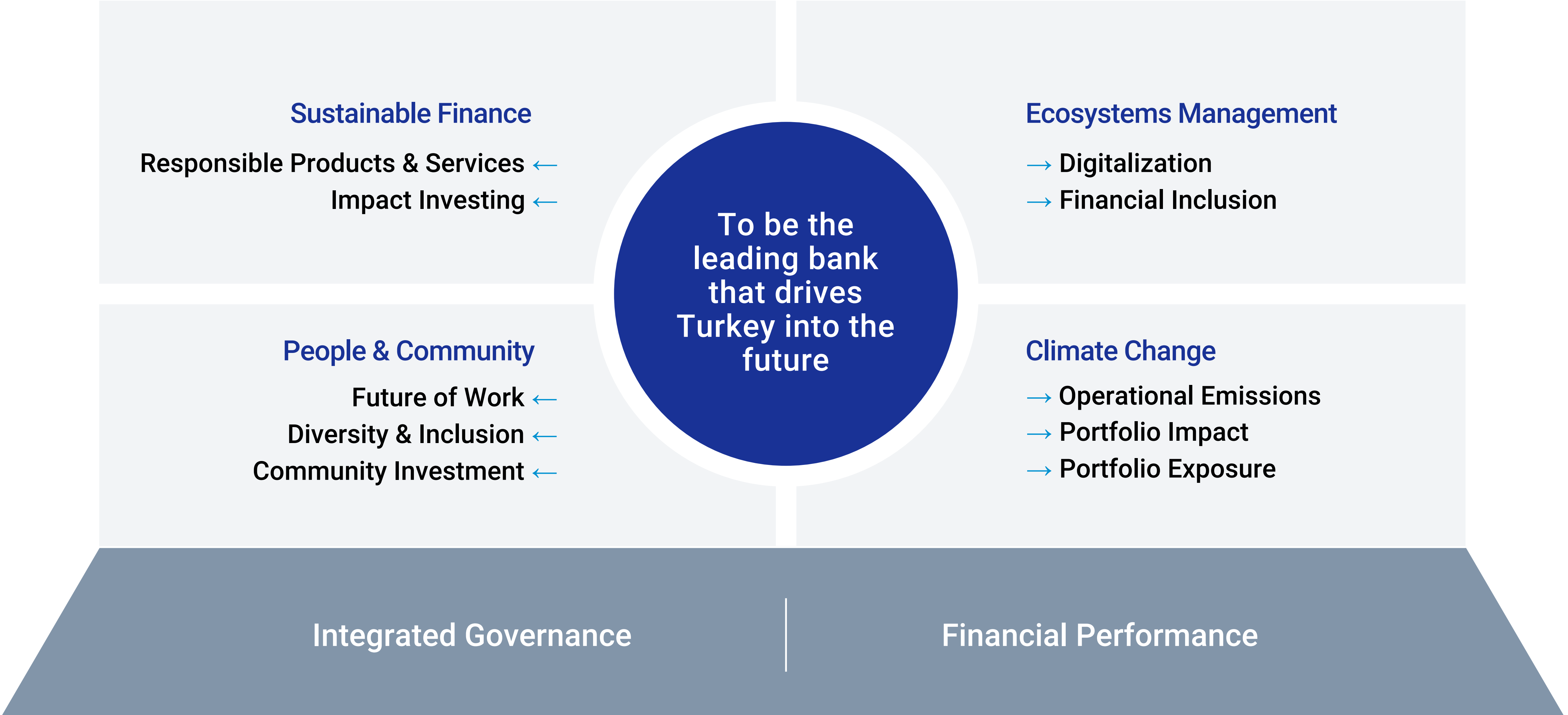
- +25% Payments ⁽³⁾
- +74% Money transfers ⁽³⁾

+8pp

Share of mobile in financial transactions ⁽³⁾

- +6pp share in payments ⁽³⁾
- +7pp share in money transfers ⁽³⁾

ESG Strategy: Mitigate environmental footprint while increasing positive impact



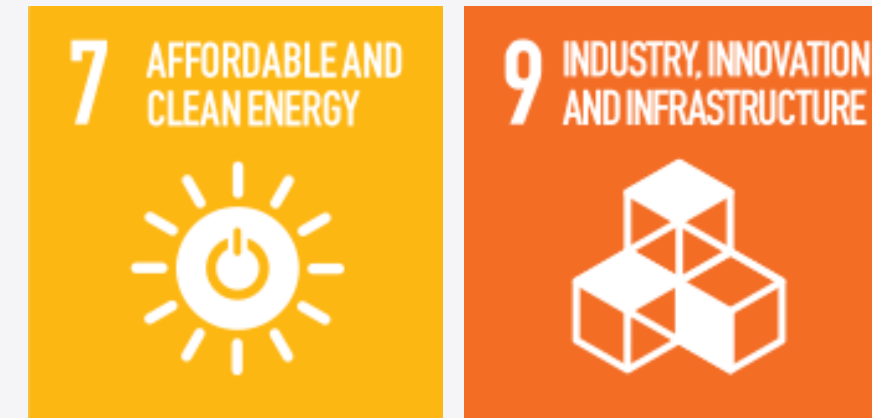
Actionable targets for positive impact

SUSTAINABLE FINANCE

Supporting a more sustainable economy

TL 200 bn
Sustainable loan financing until
2030

TL 15 bn AuM
Sustainable investment funds
2030



Increase **sustainable financing** secured by the bank until **2030**

ECOSYSTEMS MANAGEMENT

Enhancing businesses & financial health

Extend **digital & innovative products & services**



Increase number of **financially empowered people**

PEOPLE & COMMUNITY

Empowering our people and communities

Improve the effectiveness of **investment on our people**

Increase **Social Return on Investments** for community investments



Enhance the effectiveness of **Akbank volunteerism** in community investments

CLIMATE CHANGE

Mitigating operational emission & portfolio impact

Become a **carbon-neutral bank** through eliminating operational emissions until **2025**

Decrease **impact of loan portfolio on climate change** until **2030**



Mitigate **climate-related risks & impact** on portfolio

SUSTAINABLE FINANCE

Supporting a more sustainable economy

Environmental and Social Assessment

for project finance, new investment & SME loans

TL 25 bn

Sustainable finance provided in 2021⁽¹⁾

+40%

ESG-linked borrowing, + USD 2 bn since in 2021⁽²⁾

TL 2.5 bn AuM

ESG-themed funds



PEOPLE & CULTURE

Empowering our people and communities

~50%

women in CEO's direct reports

35 hrs

training/employee

Akbank Youth Academy

40K students trained in 2021

Women's Empowerment Principles, 30% Club, Valuable 500, Bloomberg Gender Equality Index, OMFIF Gender Balance Index member



ECOSYSTEMS MANAGEMENT

Enhancing businesses & financial health

Akbank FAV

Empowering university students under 26

90

Branches with disability access

Akbank LAB

- Connected with 311 startups in 2021
- 13 successful projects live

Corporate Digitization

Partnerships with prominent e-commerce companies



CLIMATE CHANGE

Reducing our impact on environment

First company in Turkey to

- be featured in CDP 2010 Global 500 Report
- become signatory of UN Global Compact, Carbon Price Communique

LEED Gold Green Building Certification

Akbank's new Data Center

Emissions reporting & targeting since 2012

60%

Of electricity sourced from renewable energy



(1) Based on bank-only MIS data, includes: Granted SME loans (assessed through ESMS) & renewable loans, and ESG-type Eurobond & syndicated loan purchases, (2) IFI loans, green bonds, recent ESG-linked syndicated loan, sustainable Tier-2

2022 Guidance

TL Loan Growth	~ 30%
FX Loan Growth (in USD)	Flattish
NIM (swap adj.)	~150 bps improvement
Net fees&com. growth	> 35%
Opex growth	Avg. CPI
Cost/ income ⁽¹⁾	< 33%
NPL ⁽²⁾	~ 4%
Net total CoC (excl. ccy impact)	~ 100 bps
ROE	~ 30%



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Thank You

