



# Capital Markets Day

Sustainable, Digital, Scalable

LONDON, OCTOBER 9, 2024





**Welcome**

**Kerem  
TEZCAN**  
Head of IR



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# Today's Agenda

- |       |   |       |                       |
|-------|---|-------|-----------------------|
| 09:00 | Welcome (IR)  | 11:20 | Q&A                   |
| 09:05 | Unlocking the Sabancı of the World                        | 12:00 | Lunch                 |
| 09:10 | Sustainable, Digital, Scalable                            | 13:10 | 1-on-1/Group Meetings |
| 09:30 | Local Strength, Global Reach: Shaping Energy's Future     | 14:00 | 1-on-1/Group Meetings |
| 09:45 | Financial Powerhouse to Capture Sustainable Profitability | 14:45 | Break                 |
| 10:00 | Next-Gen Insurance: Digital & Customer-Centric            | 14:55 | 1-on-1/Group Meetings |
| 10:15 | Break   | 15:45 | 1-on-1/Group Meetings |
| 10:25 | Empowering Digital Growth                                 | 16:35 | 1-on-1/Group Meetings |
| 10:40 | Driving Mobility Forward: Innovation and Global Reach     | 17:20 | Cocktail & Networking |
| 10:55 | Transforming Materials for a Sustainable Future           |       |                       |
| 11:10 | Path to Enhance Value                                     |       |                       |





# Today's Speakers



**Güler SABANCI**  
Chair



**Cenk ALPER**  
Board Member and CEO



**Kivanç ZAIMLER**  
Energy  
Group President



**Haluk DİNÇER**  
Financial Services  
Group President



**Cevdet ALEMDAR**  
Mobility Solutions  
Group President



**Hakan BİNBAŞGİL**  
Banking  
Group President



**Max SPEUR**  
Digital  
Group President



**Burak ORHUN**  
Material Technologies  
Group President



**Orhun KÖSTEM**  
Finance  
Group President





**Güler**  
**SABANCI**  
Chair

# Unlocking the Sabancı of the World







**Sustainable,  
Digital, Scalable**

**Cenk ALPER**

**Board Member  
and CEO**



We unite Türkiye  
and the World for  
**a sustainable life  
with leading  
enterprises**



# Türkiye's Preeminent Investment Holding Company with Leading Position in Various Industries

**100**

Years Of History

**USD10bn**

Net Asset Value  
as of September 2024

**~USD24bn**

Combined Revenue  
in 2023

**6%**

Of BIST MCAP

**15**

Portfolio Companies

**16**

Countries Covering  
Global Footprint

**6**

Global Business  
Partners

**60K+**

Employees

**1.3x**

Leverage  
as of 2024 H1<sup>(1)</sup>

**22**

Years of Uninterrupted  
Dividend Distribution

**42%**

Scope 1&2<sup>(2)</sup>  
Reduction by 2030

**#1**

Against Peers  
In ESG Ratings<sup>(3)</sup>

<sup>(1)</sup>Non-bank <sup>(2)</sup>Compared to 2021 baseline, based on an equity share approach and without the use of carbon offsets  
<sup>(3)</sup>Against selected global and local peers in investment holding industry



# Why Invest in Sabancı?



Best proxy for Türkiye with an expansive global vision



Leveraging our DNA and expertise to dynamically manage a portfolio for growth and competitive advantage



Ample balance sheet capacity to accelerate portfolio transformation with scalable investments



Pioneering in climate transition globally, leveraging Türkiye expertise with strong returns, and high governance standards

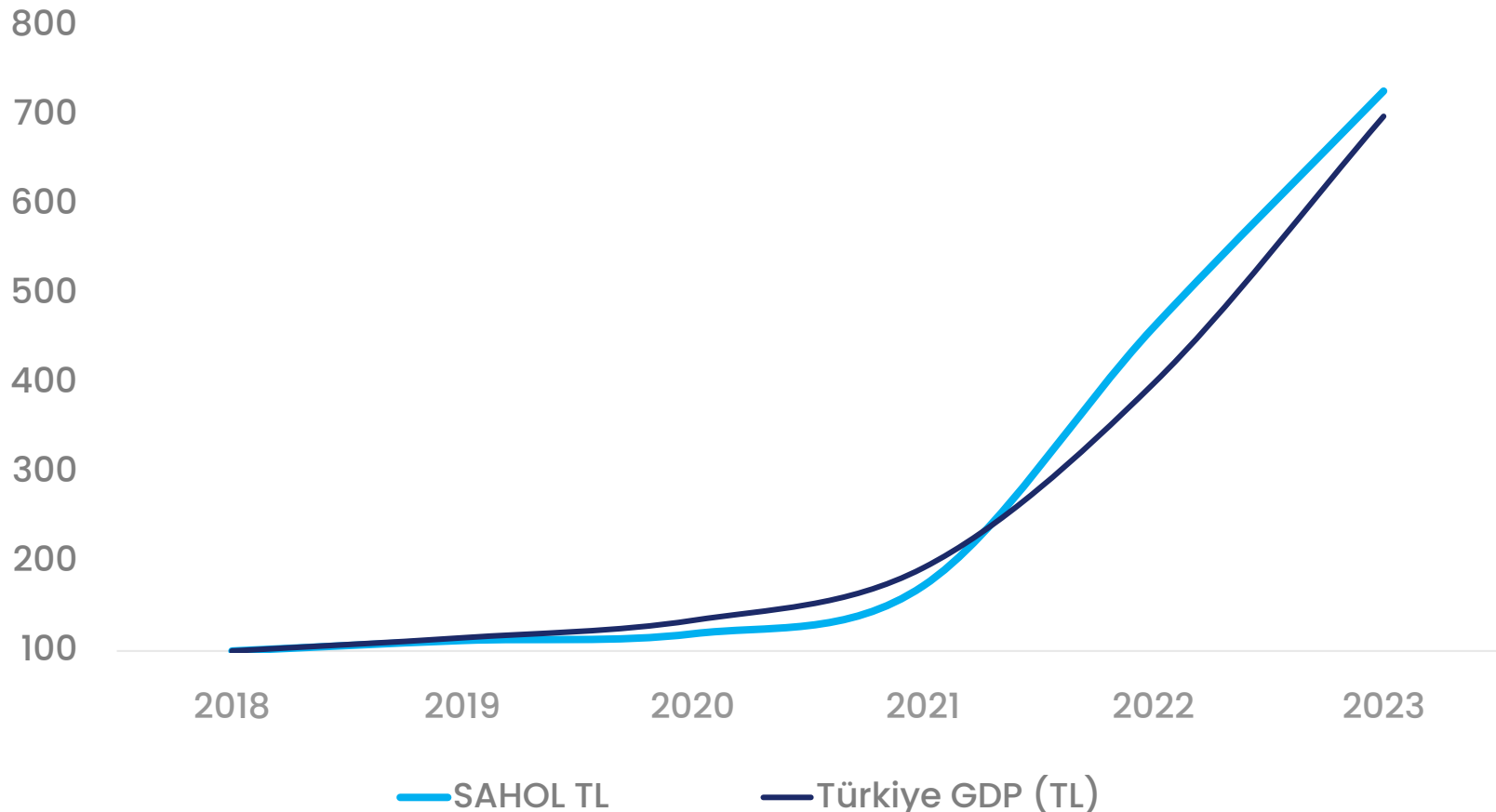


Strong management team and solid financial track record enabling successful delivery of attractive 2029 outlook

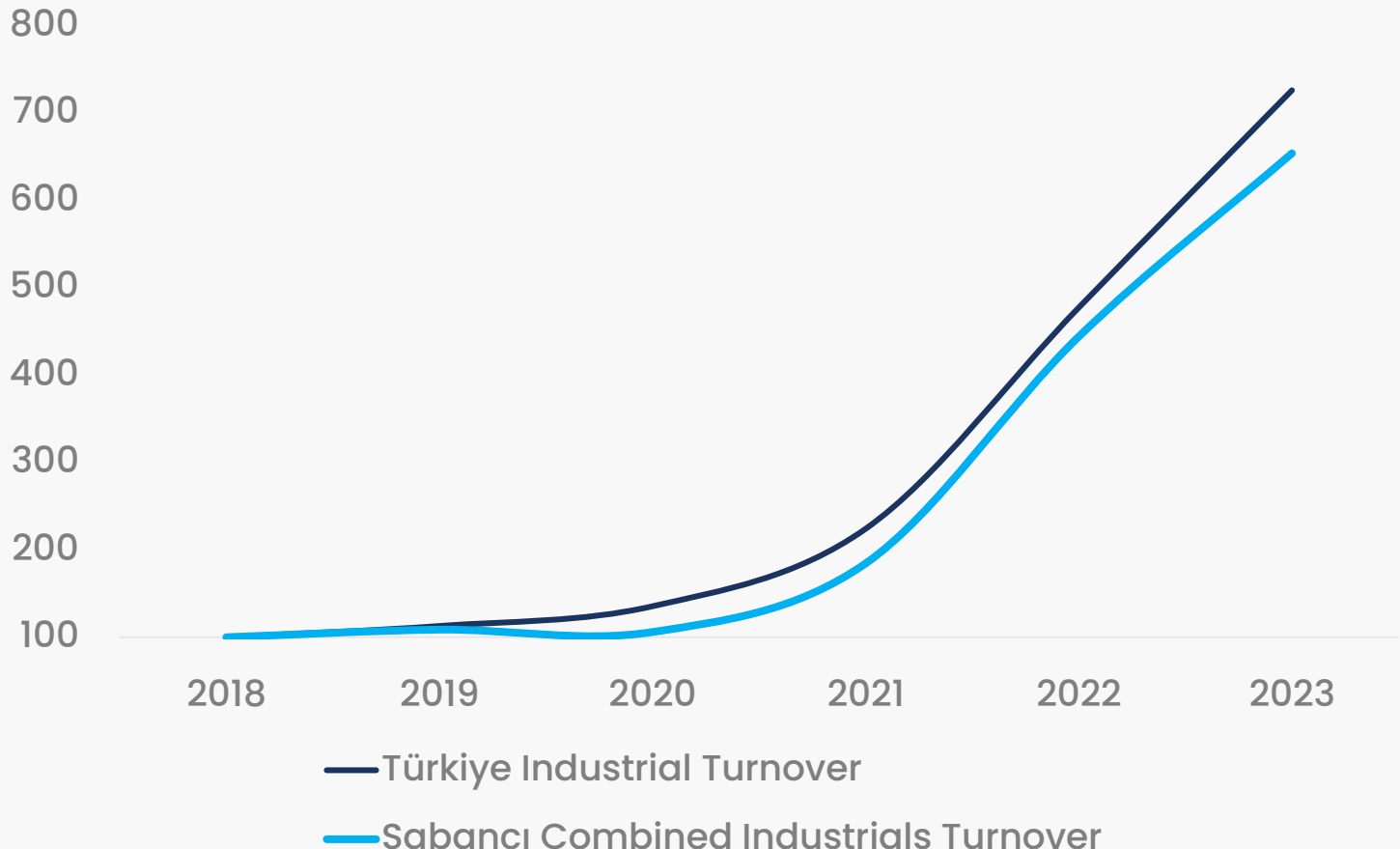


# Best Proxy for Türkiye with an **Expansive Global Vision**

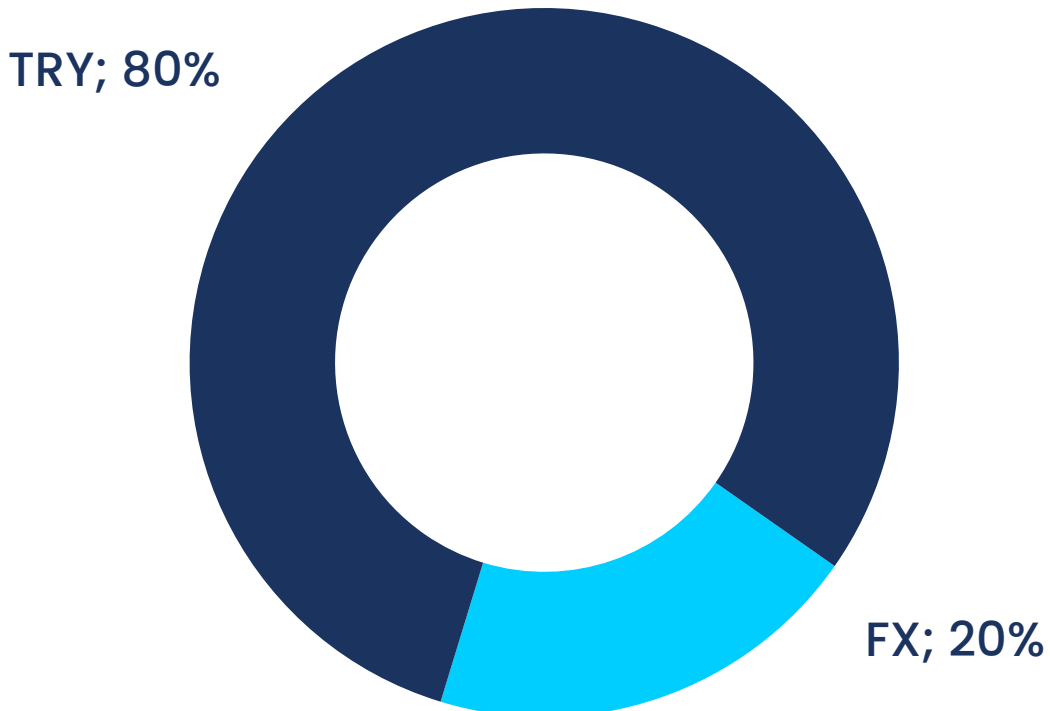
Türkiye GDP Growth vs Sabancı Growth



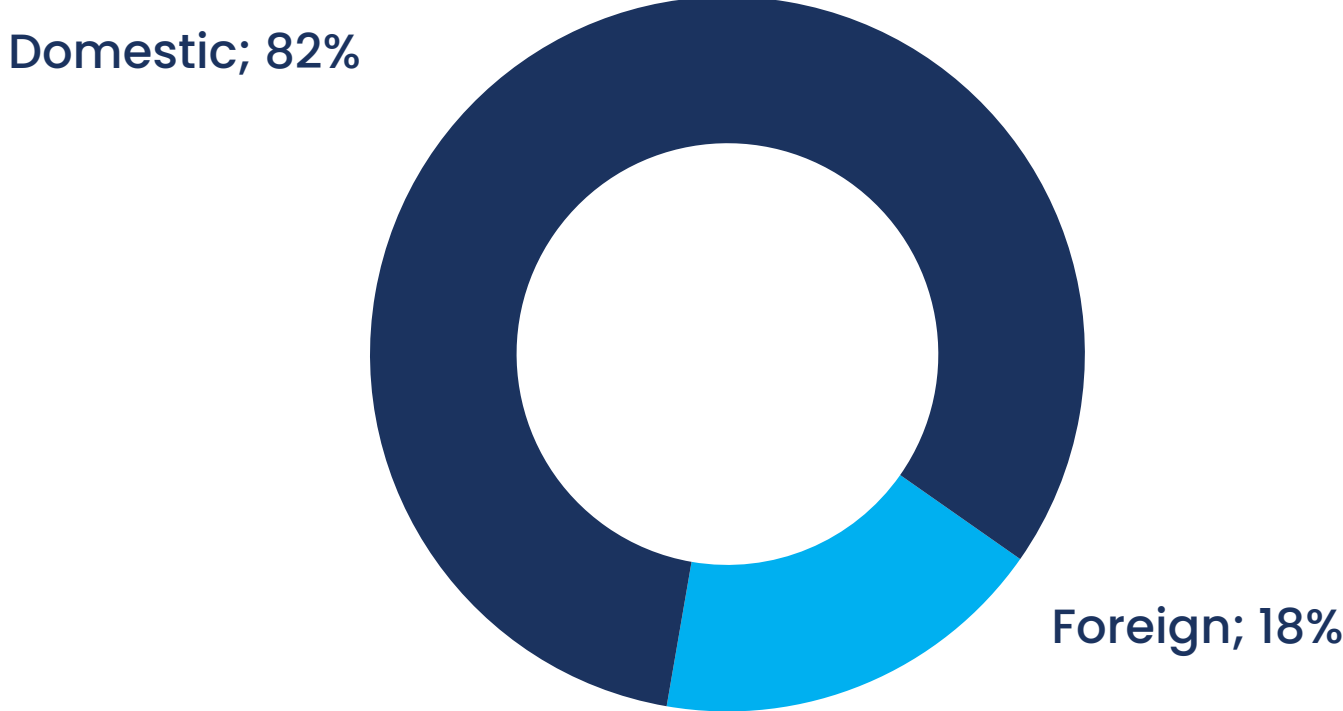
Türkiye Industrial Turnover Index vs Sabancı Industrial Turnover



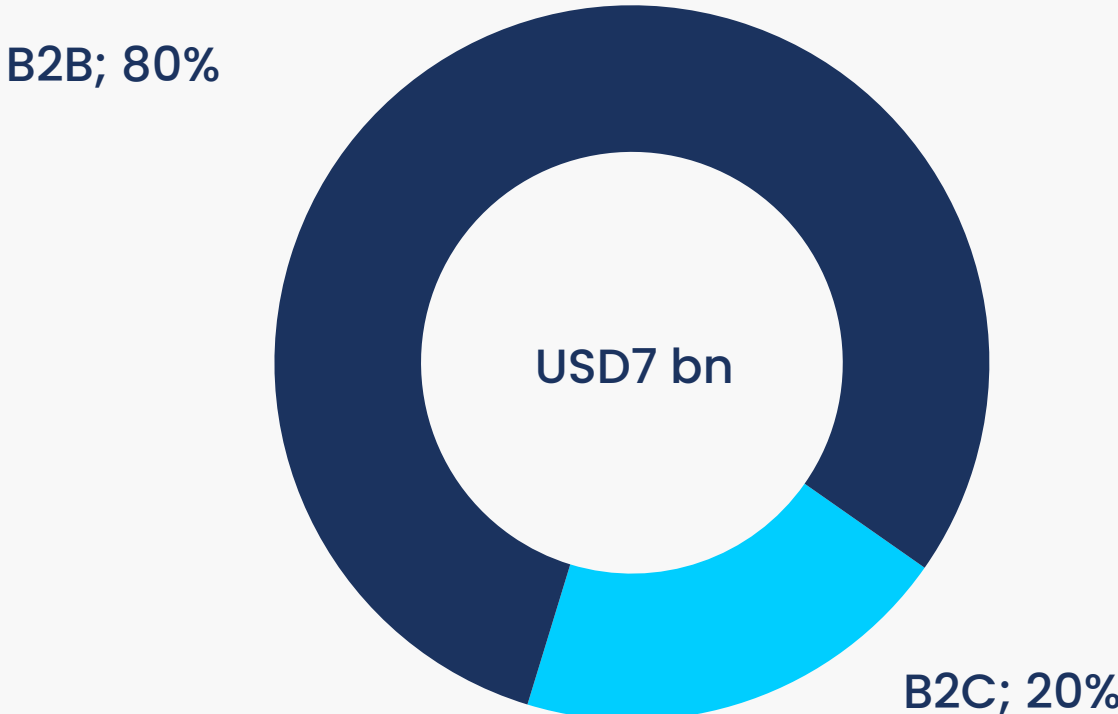
NAV FX Breakdown<sup>(1)</sup>



NAV Geographic Breakdown<sup>(2)</sup>



Non-bank NAV B2B/B2C Breakdown



(1) Based on FX breakdown of sales revenue, 2023 (2) Based on equity values of foreign assets, 2023



# Diversified with Market Leading Positions

**SABANCI HOLDING**  
**46.8%** Sabancı Family  
**53.2%** Free Float

BANKING & FINANCIAL SERVICES % of NAV:42%	ENERGY & CLIMATE TECHNOLOGIES % of NAV:33%	MATERIAL TECHNOLOGIES % of NAV:13%	DIGITAL TECHNOLOGIES & OTHER <sup>(1)</sup> % of NAV:7%	MOBILITY SOLUTIONS % of NAV:5%
<p><b>AKBANK</b></p> <p>SAHOL: <b>40.7%</b>                      Other: <b>6.5%</b>                      Free Float: <b>52.8%</b></p>	<p><b>ENERJİSA</b> Türkiye'nin Enerjisi</p> <p>SAHOL: <b>40.0%</b>                      E.ON: <b>40.0%</b>                      Free Float: <b>20.0%</b></p>	<p><b>AKÇANSA</b></p> <p>SAHOL: <b>39.7%</b>                      Heidelberg Materials: <b>39.7%</b>                      Free Float: <b>20.5%</b></p>	<p><b>TEKNO SA</b></p> <p>SAHOL: <b>50.0%</b>                      Free Float: <b>50.0%</b></p>	<p><b>BRI SA</b></p> <p>SAHOL: <b>43.6%</b>                      Bridgestone: <b>43.6%</b>                      Other: <b>2.6%</b>                      Free Float: <b>10.2%</b></p>
<p><b>AGESA</b></p> <p>SAHOL: <b>40.0%</b>                      Ageas: <b>40.0%</b>                      Free Float: <b>20.0%</b></p>	<p><b>ENERJİSA ÜRETİM</b></p> <p>SAHOL: <b>50.0%</b>                      E.ON: <b>50.0%</b></p>	<p><b>ÇİMSA</b></p> <p>SAHOL: <b>54.5%</b>                      Akçansa: <b>9.0%</b>                      Other: <b>0.8%</b>                      Free Float: <b>35.7%</b></p>	<p><b>SABANCI Dİx</b></p> <p>SAHOL: <b>100%</b></p>	<p><b>TEMSA</b></p> <p>SAHOL: <b>50.0%</b>                      PPF Group : <b>50.0%</b></p>
<p><b>AKSigorta</b></p> <p>SAHOL: <b>36.0%</b>                      Ageas: <b>36.0%</b>                      Free Float: <b>28.0%</b></p>	<p><b>SABANCI CLIMATE TECHNOLOGIES</b></p> <p>SAHOL: <b>100%</b></p>	<p><b>KORDSA</b></p> <p>SAHOL: <b>71.1%</b>                      Other: <b>0.3%</b>                      Free Float: <b>28.6%</b></p>	<p><b>Carrefour SA</b></p> <p>SAHOL: <b>57.1%</b>                      Carrefour: <b>32.2%</b>                      Free Float: <b>10.7%</b></p>	<p><b>TEMSA</b> MOTORLU ARAÇLAR</p> <p>SAHOL: <b>100%</b></p>

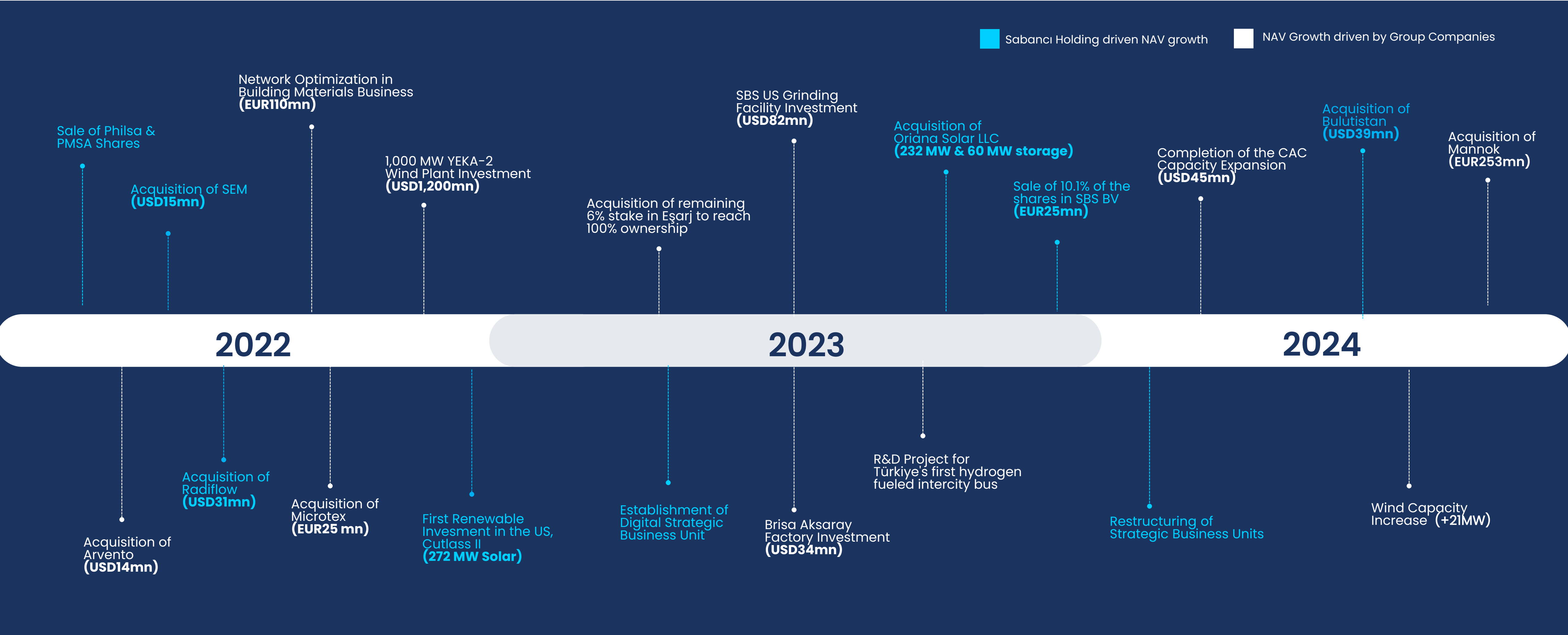
As of 30.09.2024.

(1) Other segment consists of Carrefoursa, Tursa, AEO and Exsa Gayrimenkul  
 Note: NAV breakdown does not include Holding only cash



# Dynamic Portfolio Management to Enable NAV Growth

■ Sabancı Holding driven NAV growth
 ■ NAV Growth driven by Group Companies





# Well on Track to Deliver on Previous Guidance for All Key Metrics

	2021-2023 Figures	2021-2025 Targets	Status
Combined Revenue Growth	CPI + 28%	CPI + 8%	Delivered
Combined EBITDA <sup>(1)</sup> Growth	CPI + 34%	CPI + 10%	Delivered
Net Debt/EBITDA <sup>(1)(4)</sup>	0.8x	<2.0x	Delivered
Consolidated ROE <sup>(5)</sup>	34.4%	15%-20%	Delivered
New Economy Revenue Share <sup>(2)(3)</sup>	11%	~13%	On track
Fx Revenue Share <sup>(2)</sup>	20%	30%+	On track
Capex/Sales <sup>(2)</sup>	11%	~14%	On track
ESG score updates by MSCI	From BB to AA	At least 1 notch	Delivered
Reduction target in Scope 1&2 emissions	20% Reduction	42% by 2030 vs. 2021	On track

(1) Excludes one-offs (2) In combined non-bank revenue and at the end of the period (3) New economy: energy and climate technologies, materials technologies and digital technologies (4) Non-bank and at the end of the period (5) Excludes one-offs, at the end of the period. Disclaimer: The use by Sabancı Holding of any MSCI ESG research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Sabancı Holding 3 by MSCI. MSCI services and data are the property of MSCI or its information providers and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.



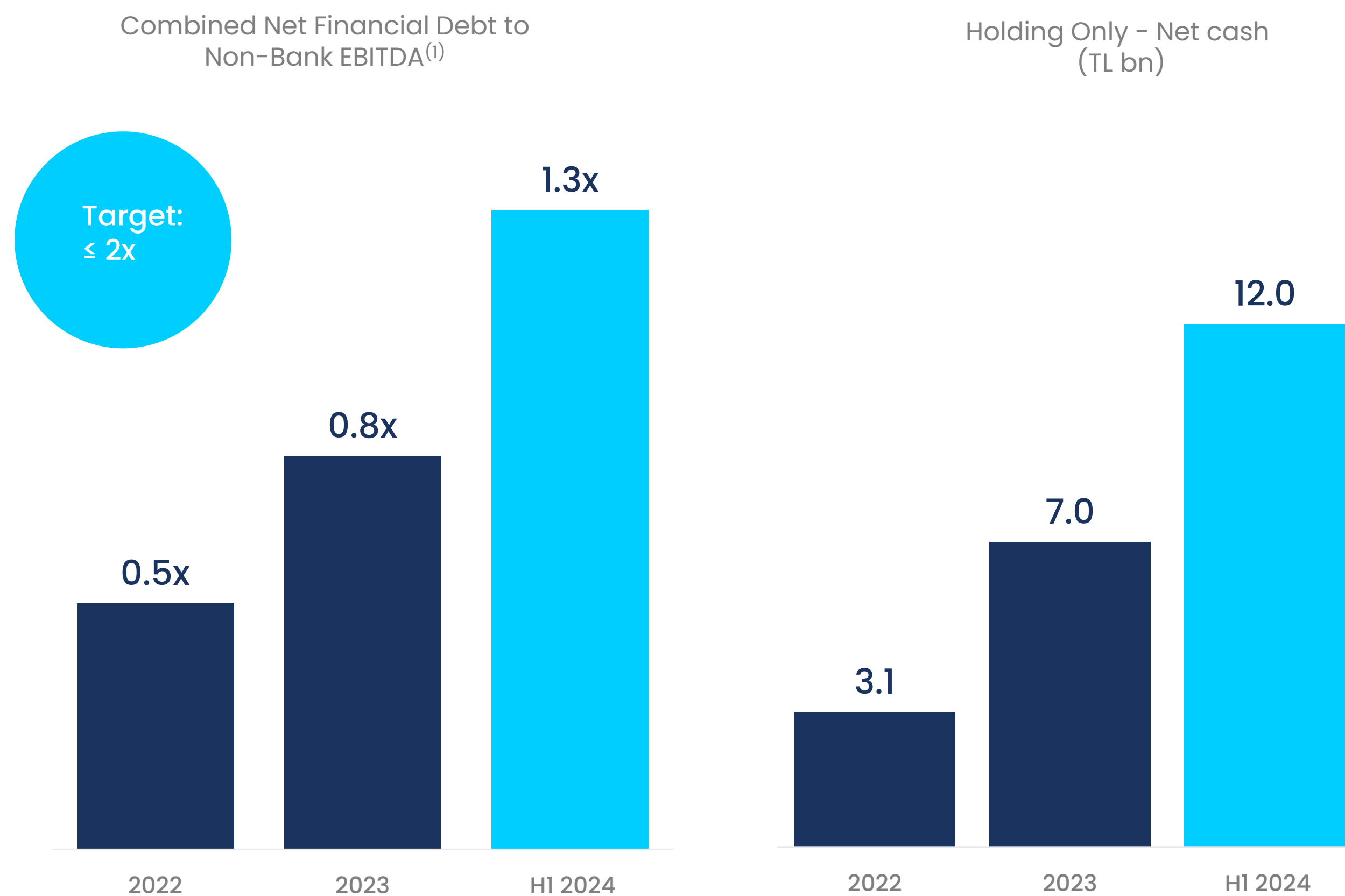
# Resilient Portfolio Delivering Returns Even in Challenging Times



(1) Combined Revenue excludes Holding dividend income. Bank revenue = Interest income + commission income + capital markets gains/losses + net derivative gains/losses  
 (2) Excluding one-offs amounting to TL18.1 bn includes asset valuation, Philsa sales gain and Çimsa sales gain (Kayseri-Niğde facilities) for 2022, TL15.6 bn includes asset revaluation, earthquake related spendings and early retirement payments for 2023.

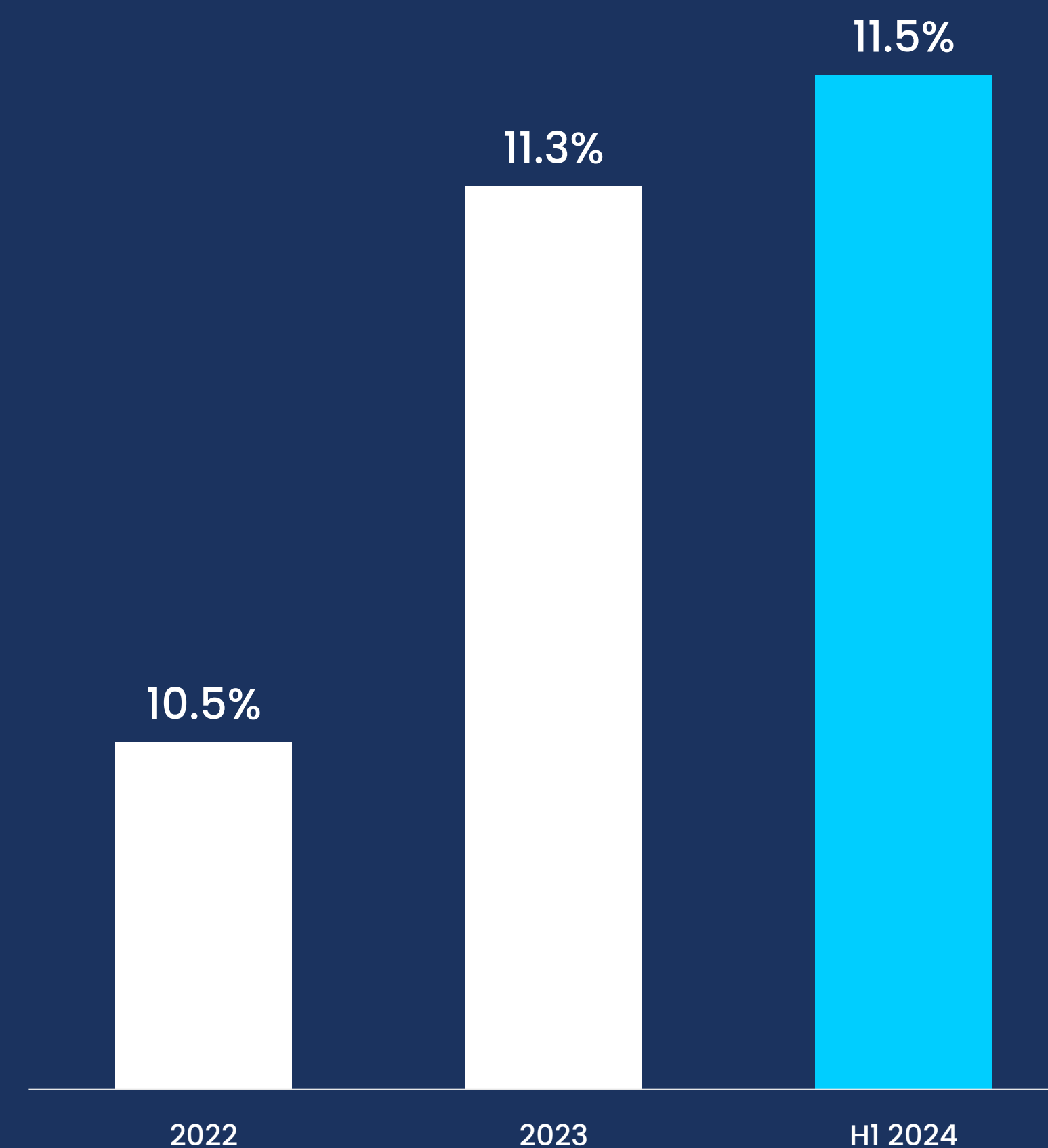


# Ample Balance Sheet Capacity to Finance Growth



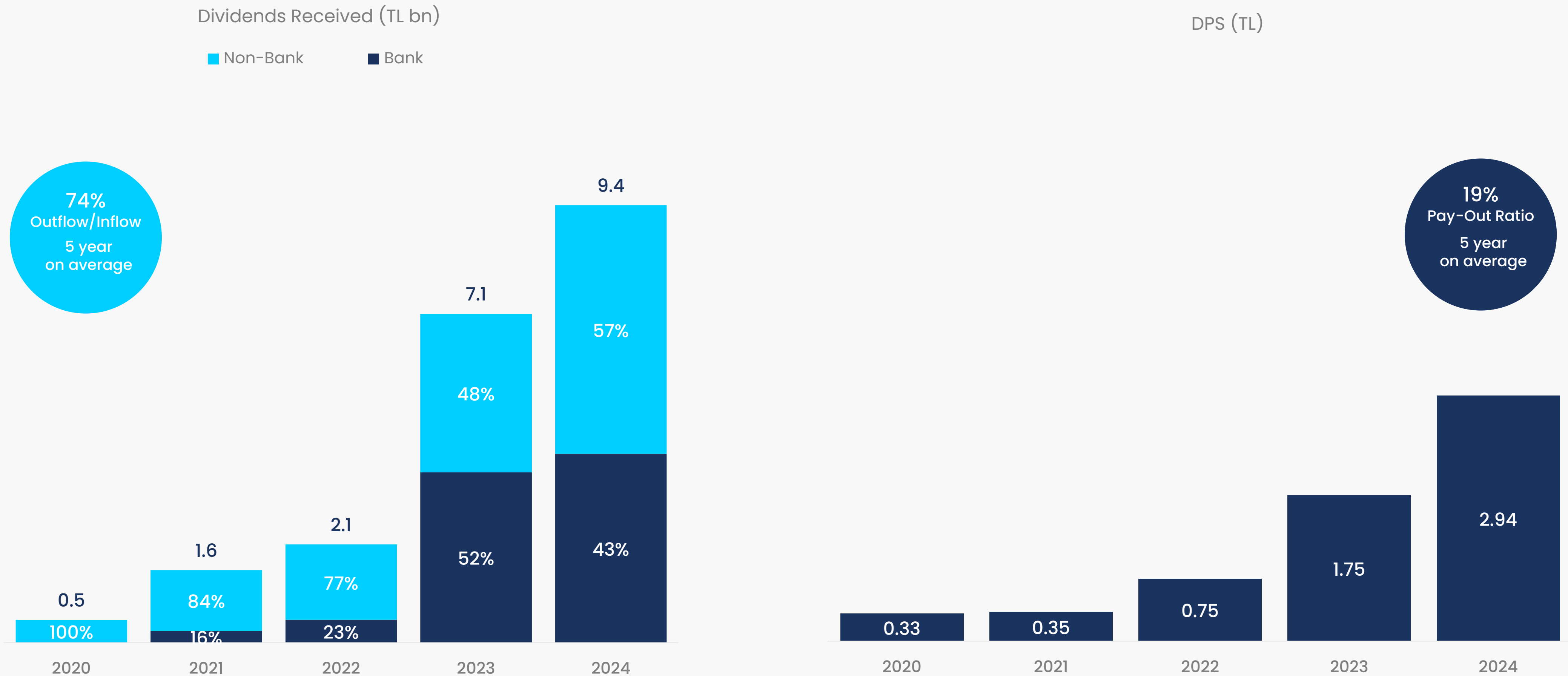
(1) Excludes Banking and net cash position of financial services

## Non-Bank Capex/Sales





# Sustainable and Balanced Dividend Income Between **Bank and Non-bank**



Note: In 2020, the BRSA imposed restrictions on dividend distributions by banks to strengthen their capital adequacy and to keep their robust financial structures amid the uncertainty caused by the pandemic.



# Establishing a Strong Foundation

## Focusing on Value Creation

### Value Preservation



Operational excellence



Reduce cost of debt to maximize return



Attract and retain the best talent ever



Become future-proof to transition risks

### Value Creation



Capitalize on the growing demand on a sustainable economy



Access to new markets and assets



Leverage on growing incentives



Increased revenues and better diversification



Valuation gains from greater innovation and investment for climate



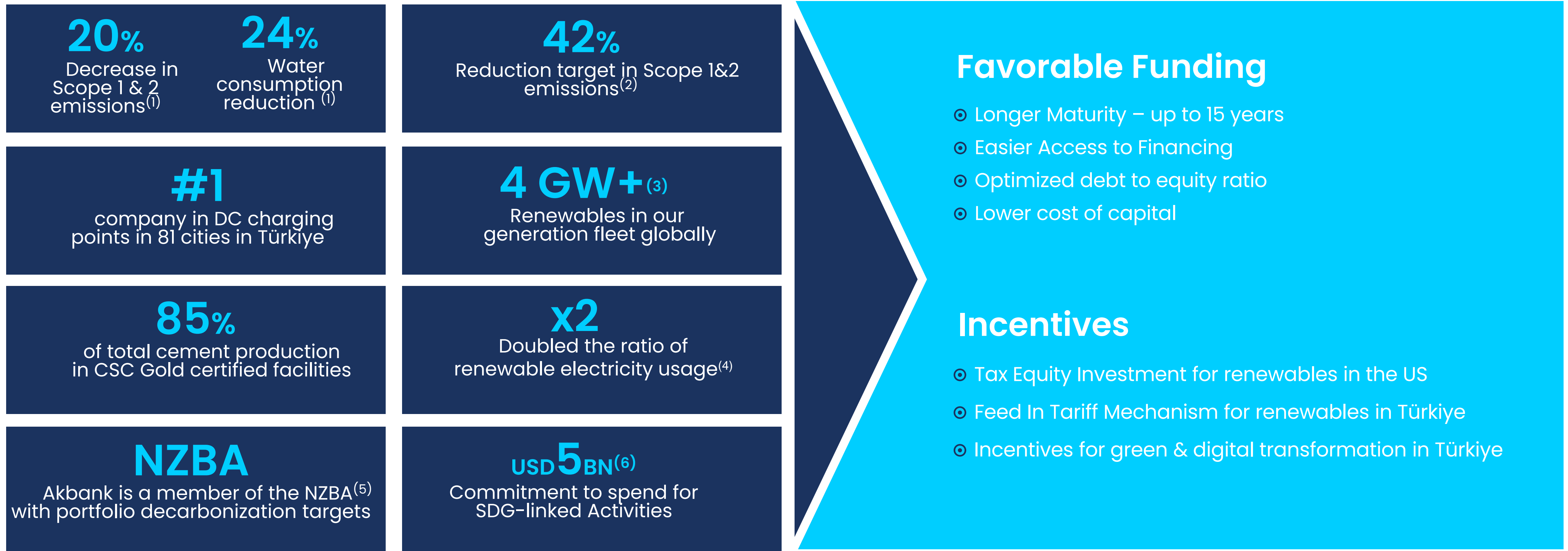
Broaden investor reach



# Pioneer in Global Climate Transition with a Clear Strategy and Strong Return Profile

## Transforming Our Portfolio To Enable Decarbonization

## Because It Makes Business Sense



(1) Between 2021-2023 (2) 2030 figures compared to 2021 baseline (3) By the end of 2026 (4) 2023 figures vs. 2022 (5) Net-Zero Banking Alliance (6) Between 2022 - 2027



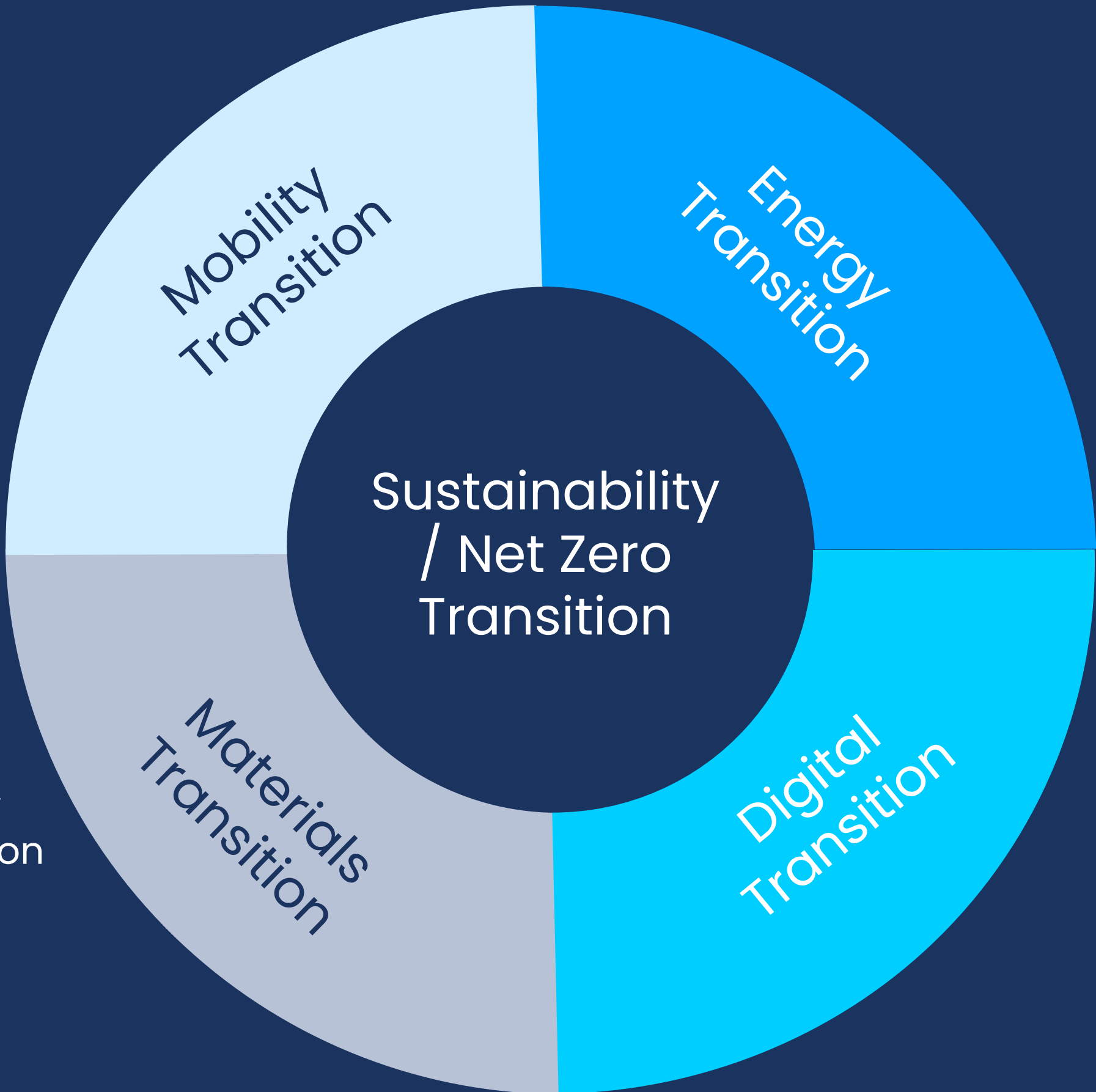
# Net Zero drives major transition in key areas, as a basis of our portfolio and investment plan

## Mobility Transition

Innovation across micro-mobility, electric / alternative fuel vehicles and autonomous driving

## Materials Transition

From conventional to advanced, new ways of production and the application of circular-economy principles



## Energy Transition

Growth in renewables, grid modernization, new technologies such as carbon capture and hydrogen

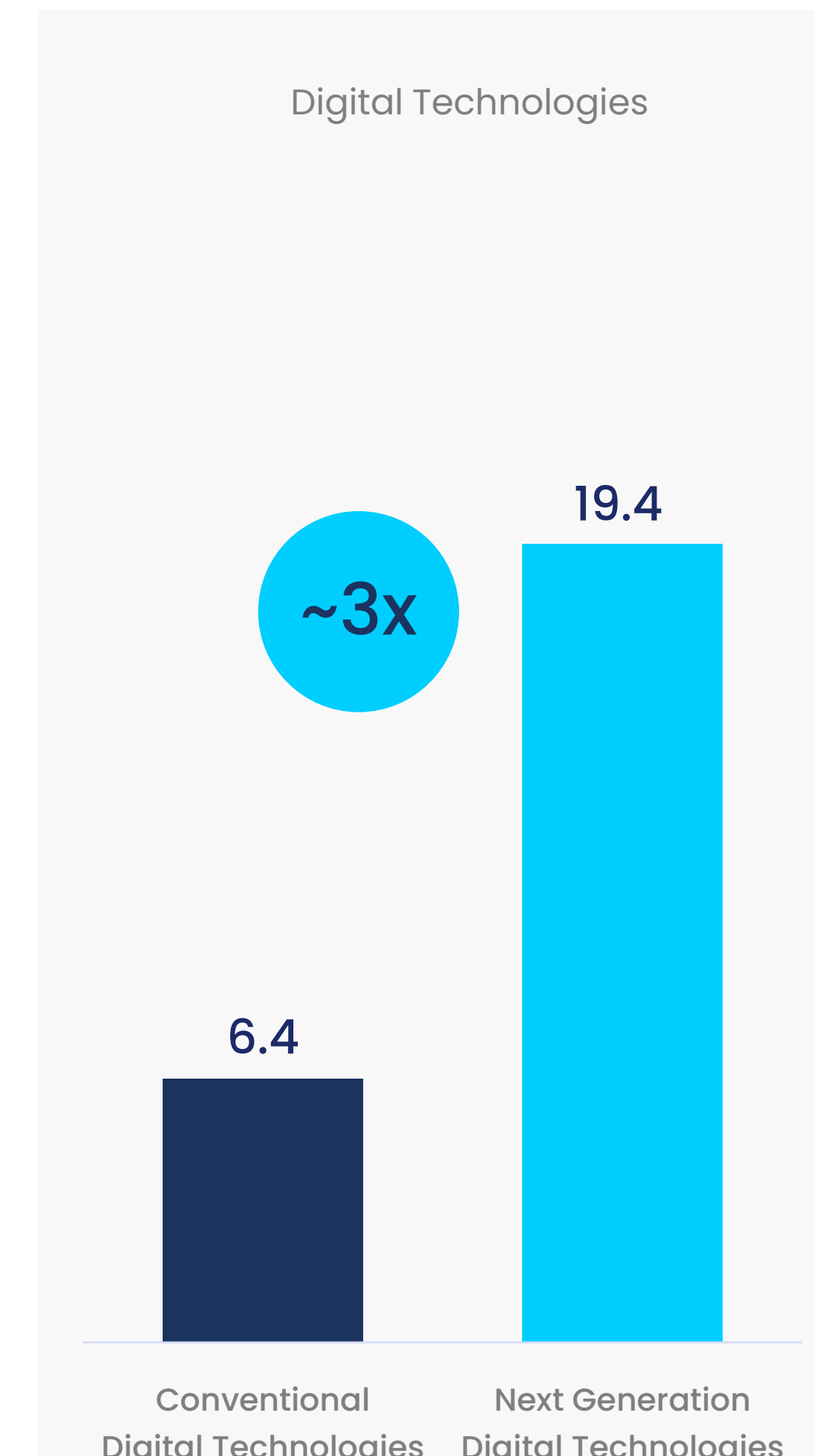
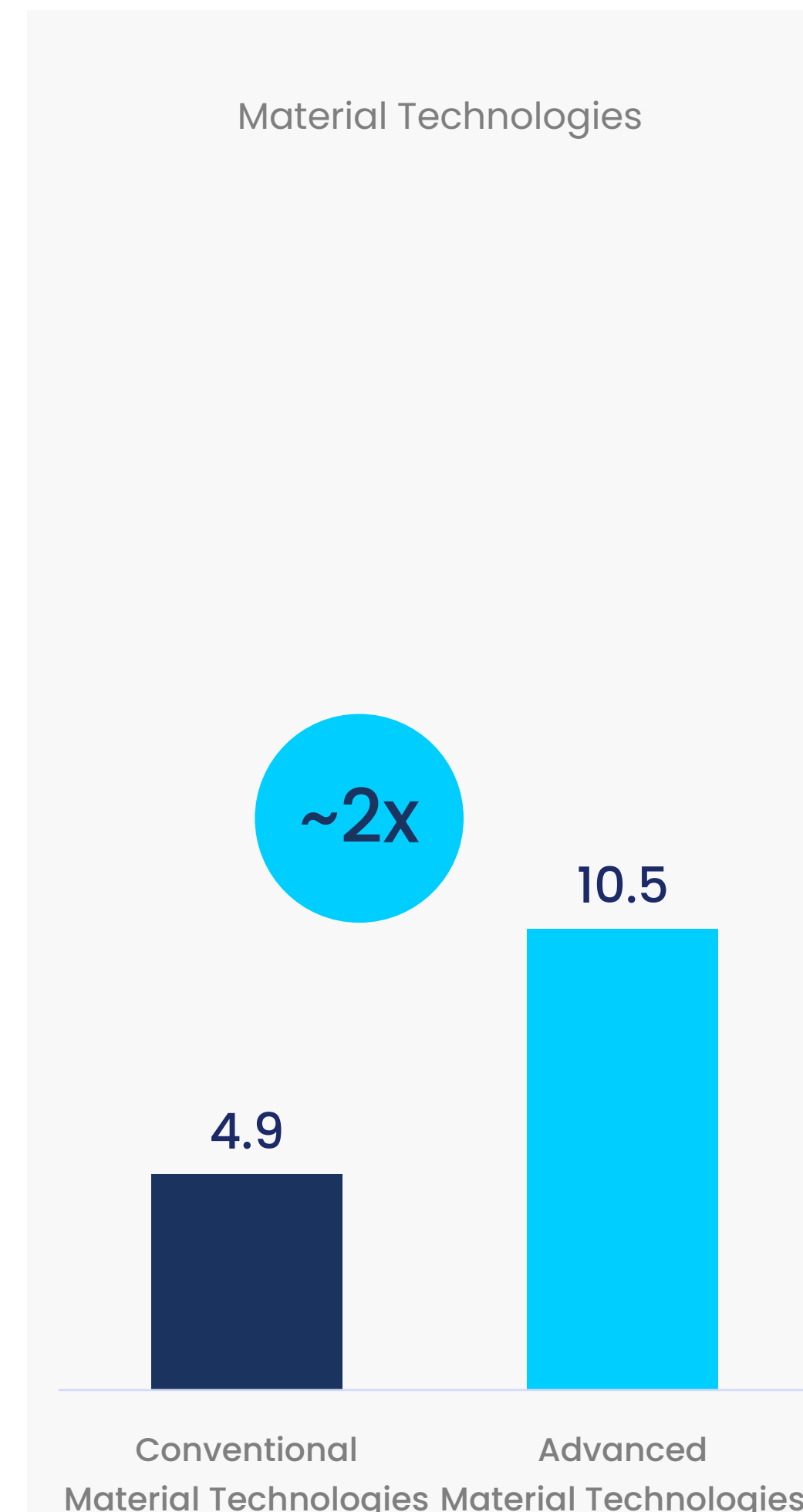
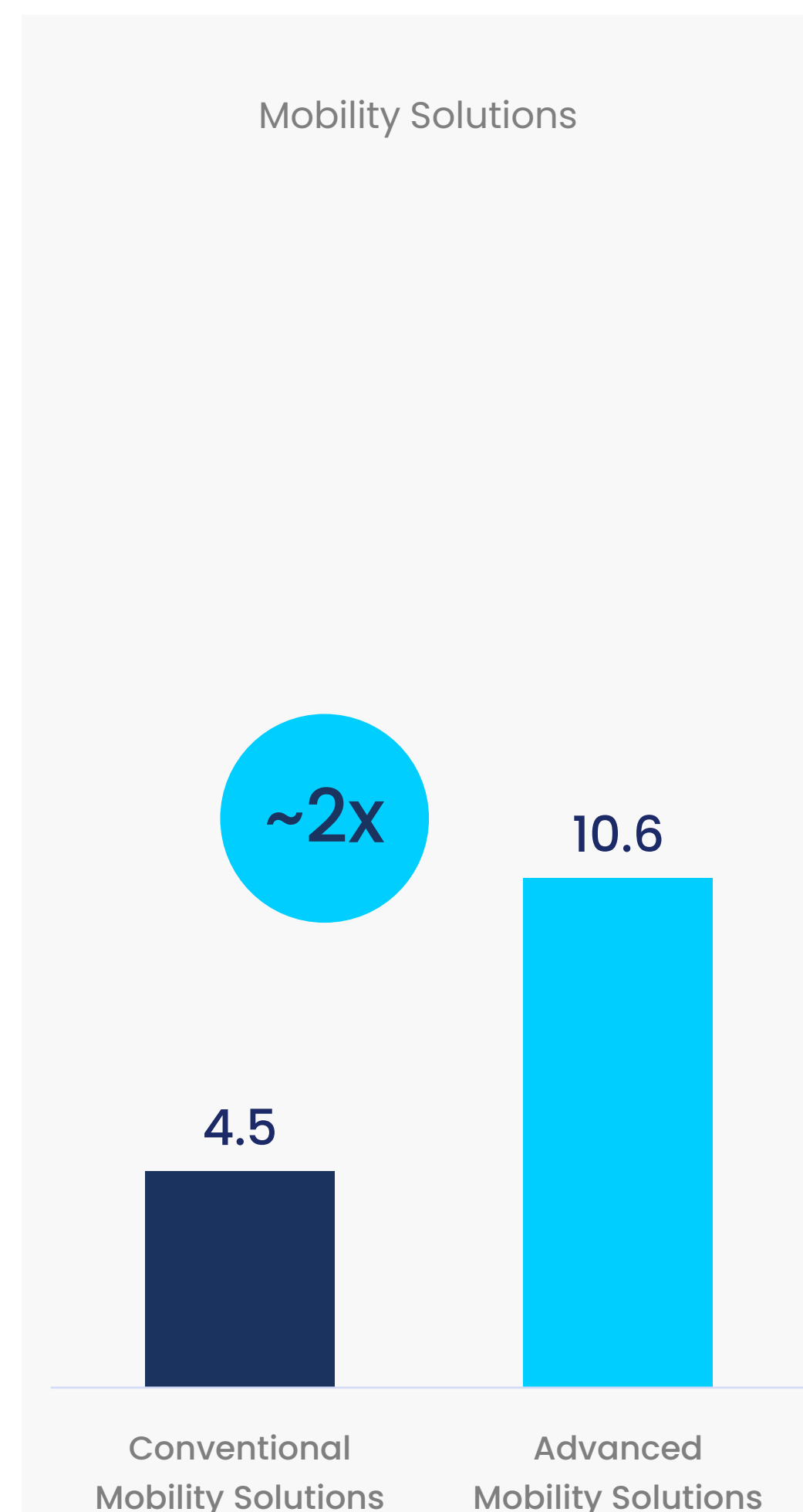
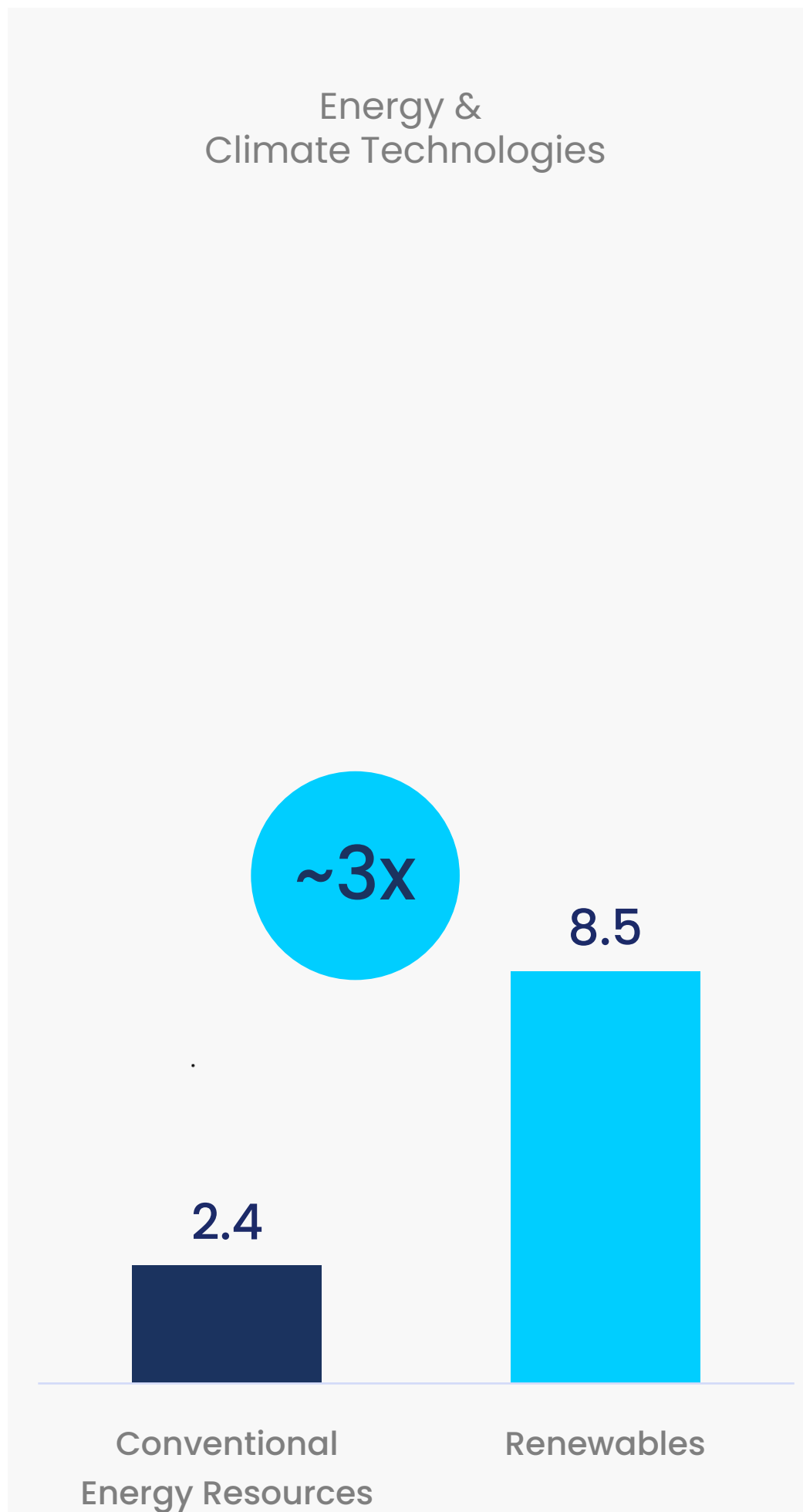
## Digital Transition

Infrastructure growth, i.e. data center and cloud with increase in AI/ML and quantum compute



# Investments with Attractive Long Term Growth Prospects to Enhance Value

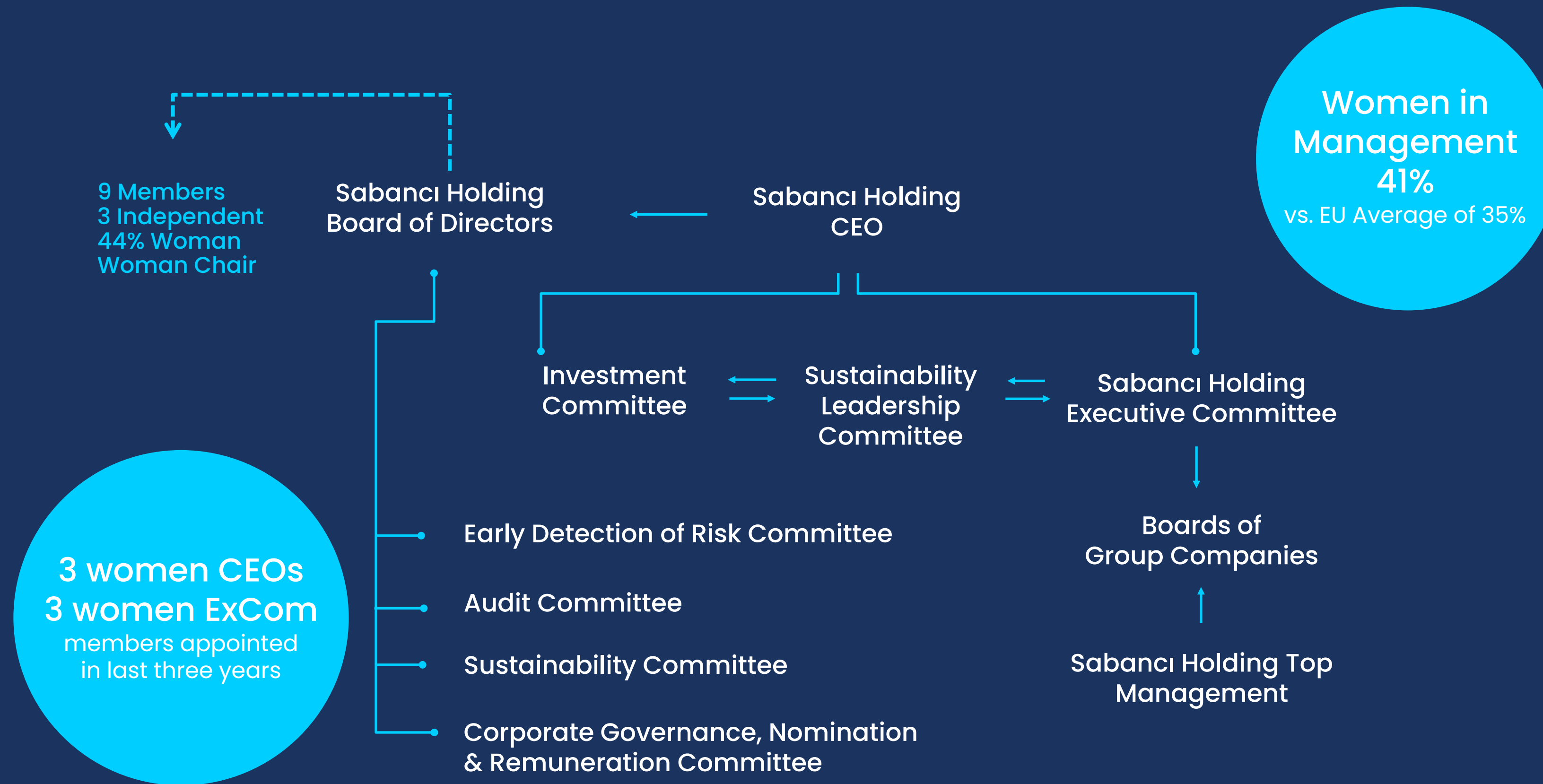
Forward Looking EV/EBITDA



Source: EquityRT  
Conventional Energy Resources: CCGT and Lignite



# Diversified and Disciplined Decision-Making Organization



## Key Policies

- Responsible Investment
- Capital Allocation Framework
- Code of Business Ethics
- Anti-Bribery and Anti-Corruption
- Board Remuneration
- Board Diversity
- Wages
- Diversity, Equity and Inclusion



# Top-notch performance in ESG Indices Among Local and Global Peers

	LOCAL RANK	GLOBAL RANK
		
	CLIMATE CHANGE 	
	WATER SECURITY 	
		
		
		
	Sabanci Holding has been awarded with six diamonds by EFQM and won special award of Outstanding Achievement for Sustainability	

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# Proactive and Transparent Investor Relations



Among Emerging EMEA Industrials  
3 Years in a Row

Best Company Board	Best CEO	Best CFO
Best Team in Investor Relations	Best Corporate in Investor Relations	Best IR Program
Best IR Professionals	Best ESG Program	Best Investor/Analyst Days

Conducted by Extel (formerly known as Institutional Investor)



# Disciplined Leadership with Extensive Expertise



**Burak ORHUN**  
Material Technologies



**Cevdet ALEMDAR**  
Mobility Solutions



**Filiz Karagül TÜZÜN**  
Corporate Brand Management  
& Communications



**Fuat ÖKSÜZ**  
Audit & Secretary General



**Cenk ALPER**  
Board Member & CEO



**Gökhan EYİGÜN**  
Strategy & Business  
Development



**Hakan BİNBAŞGİL**  
Banking



**Haluk DİNÇER**  
Financial Services



**Kivanç ZAIMLER**  
Energy



**Max SPEUR**  
Digital



**Orhun KÖSTEM**  
Finance



**Şebnem ÖNDER**  
Legal & Compliance



**Yeşim Özlale ÖNEN**  
Human Capital & Sustainability





**Kivanç  
ZAIMLER**  
Energy

Local Strength, Global Reach:  
**Shaping Energy's  
Future**



# Key Takeaways

Leading energy transformation through electrification, advanced energy and climate solutions

Driving growth through renewable energy generation, distribution networks, digital services, e-mobility and climate ventures

Focus on earnings growth paired with stable profitability and attractive dividends, while providing value crystallization



# Leading Energy Transformation in Türkiye, Exploring New Technologies Globally



## Distribution & Retail

- Electricity distribution and retail services with ~25% market share
- Regulated revenues with considerable infrastructure growth potential
- Digital and sustainable investments including customer solutions and e-mobility

**22 mn**  
Population

**49.3 TWh**  
Distributed Energy (2023)

**TL56.2bn**  
Regulated Asset Base  
(H1 2024)

**2,163**  
Charging Points in Eşarj

## Generation & Trade

- Multiple generation technologies and digital competencies
- Focusing on renewables; one of Europe's largest wind power projects, 1 GW YEKA, is underway
- Energy commodity trading at global scale

**3.8 GW**  
Installed Capacity

**5+ GW**  
Installed Capacity  
Target in 2026

**27**  
Power Plants

**12.3 TWh**  
Generation (2023)

## Generation & Ventures

- Renewable electricity generation in U.S. leveraging existing competencies and incentives
- Accessing to disruptive energy and climate technologies through venture capital investments

**0.5 GW**  
Current Capacity

**13**  
Climate Technologies  
Venture Investments



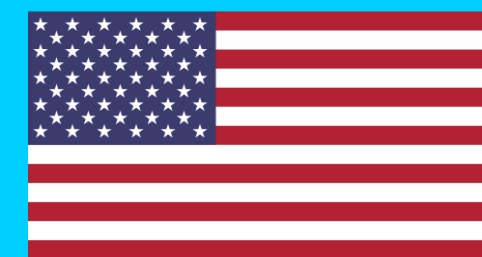
# Leveraging Our Large-Scale Activities in Türkiye, Expanding Internationally

## Leveraging Core Competencies for Market Leadership and Strategic Growth



- Core competencies in skills, people, resources
- Leading in size, technology, and financial strength
- In a regulated yet opportunistic market
- Cautious, risk-averse business practices

## Strategic Agility and Capitalizing Existing Market Opportunities in U.S.

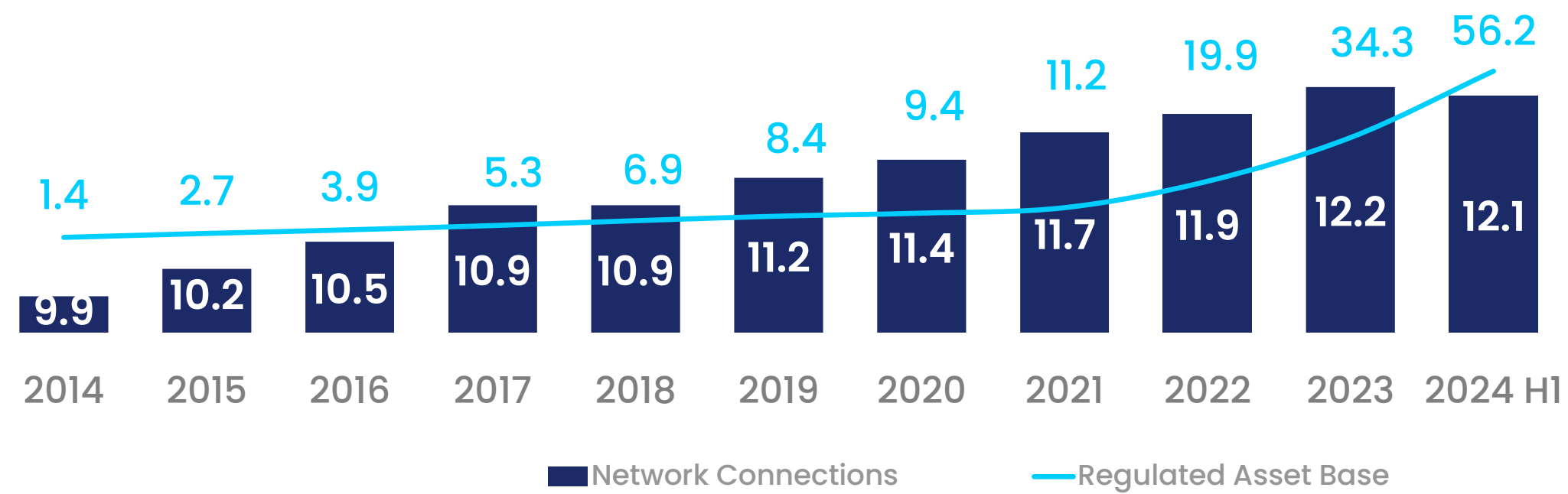


- Navigating in a growing, highly competitive and liberal market
- Embracing flexibility to seize opportunities
- Taking well-assessed risks for growth

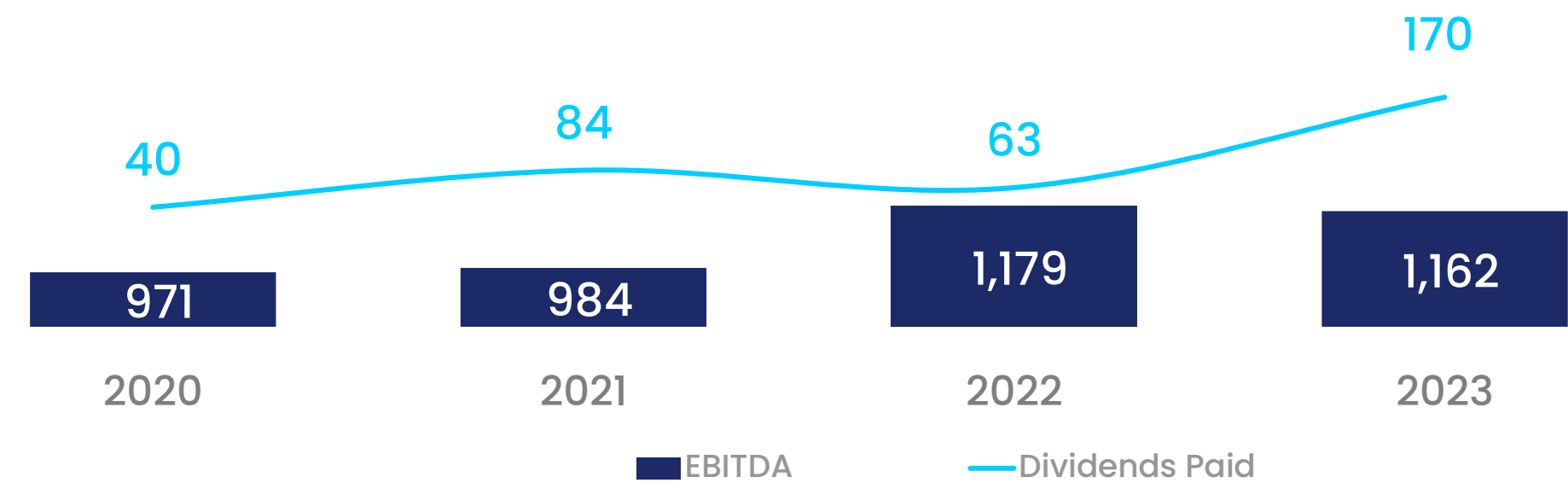


# Navigating Volatility with a Strong Growth Potential

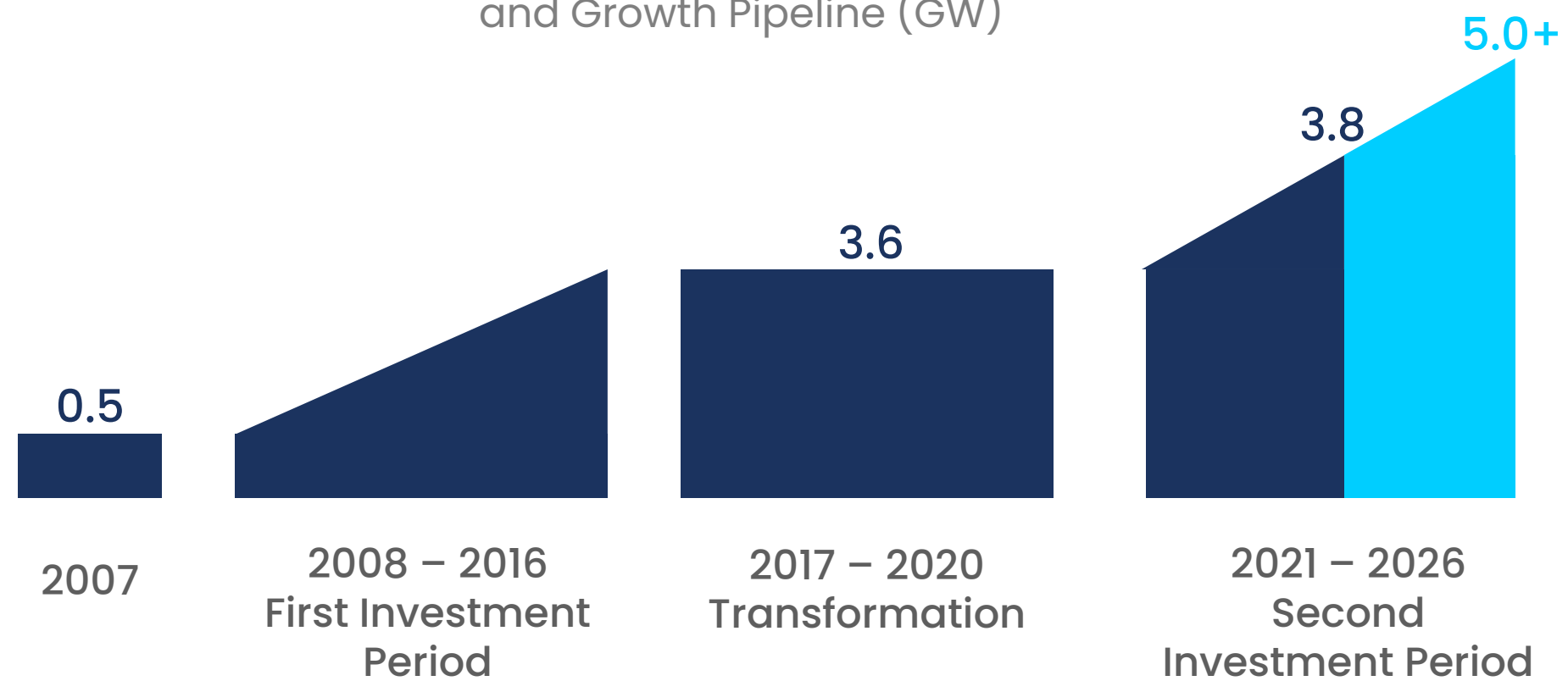
Enerjisa Enerji: Regulated Asset Base (TL bn) and Network Connections (mn)



Dividends Paid to Sabancı Holding (USD mn) and Combined EBITDA (USD mn)



Enerjisa Üretim: Installed Capacity (GW) and Growth Pipeline (GW)



- Energy SBU is in its growth phase, especially in Türkiye and USA generation
- Strong balance sheet and healthy leverage ratios
- Continued healthy EBITDA levels with sustained profitability
- Sustained dividend policy with high shareholder returns



# Demonstrated Success across the Entire Value Chain

## YEKA Wind Project

- ⦿ ~ USD1.3bn investment
- ⦿ 9 active construction sites
- ⦿ One of the largest wind power projects across Europe with 1 GW capacity
- ⦿ Secured FX revenue through FiT

## Cutlass II & Oriana SPPs

- ⦿ 272 MW operational solar power plant and 232 MW is underway with USD650mn total investment
- ⦿ Securing long term revenue with PPAs
- ⦿ Favorable risk adjusted returns, supported by incentives

## Digital Services

- ⦿ Renewable energy services, supported by AI with Microsoft partnership
- ⦿ Digital infrastructure management in distribution for maximum uptime
- ⦿ IEA participation for AI in Energy

## Eşarj – E-mobility Solutions

- ⦿ Enabling EV transformation as a market leader in Türkiye
- ⦿ Largest market share in fast charging infrastructure
- ⦿ Active in all cities with 2,163 charging points

## Customer Energy Solutions

- ⦿ 55 MW installed renewable capacity for customers with ESCO model
- ⦿ USD42mn additional energy efficiency and combined heat and power for customers
- ⦿ ~100 MW additional ongoing investments

## Climate Venture Capital

- ⦿ Engaged in 4 «fund of funds» and 9 direct startup investments
- ⦿ USD50mn allocated capital

## Focus on Sustainability

- ⦿ CDP A scores for companies in Türkiye
- ⦿ Detailed annual reporting on sustainability metrics
- ⦿ Just transition plan for 2045 carbon net zero targets

## People and Talent

- ⦿ Best place to work awards
- ⦿ Professional development opportunities
- ⦿ Focus on women employment in all operations

# Leading Energy Transformation, with High Growth and Return

## GROWTH

- ⊙ Renewable energy generation in Türkiye and U.S.
- ⊙ Expansion of commodity trade and digital services businesses
- ⊙ Distribution Network
- ⊙ Customer Solutions
- ⊙ E-Mobility
- ⊙ Climate Venture Capital

## VALUE

- ⊙ Earnings growth paired with stable profitability
- ⊙ Attractive dividend
- ⊙ Value enhancement and realization





**Hakan  
BİNBAŐGİL**  
Banking

Financial Powerhouse to  
**Capture Sustainable  
Profitability**



# Key Takeaways

## Türkiye's key growth drivers

Young demographics, rising female labor force participation, strong digital adoption, and low household and corporate penetration

## Banking sector's operating environment

Policy squeeze limits short-term profitability; expected disinflation to boost long-term outlook

## Akbank's strong strategic positioning

Full scale financial powerhouse with robust capital, exceptional digital / AI infrastructure, superior customer acquisition capabilities, and skilled talent, fully equipped to generate long-term ROE<sup>(1)</sup> above COE<sup>(2)</sup>

**Successfully navigated through the toughest challenges**  
**Well-positioned for sustainable growth and profitability**

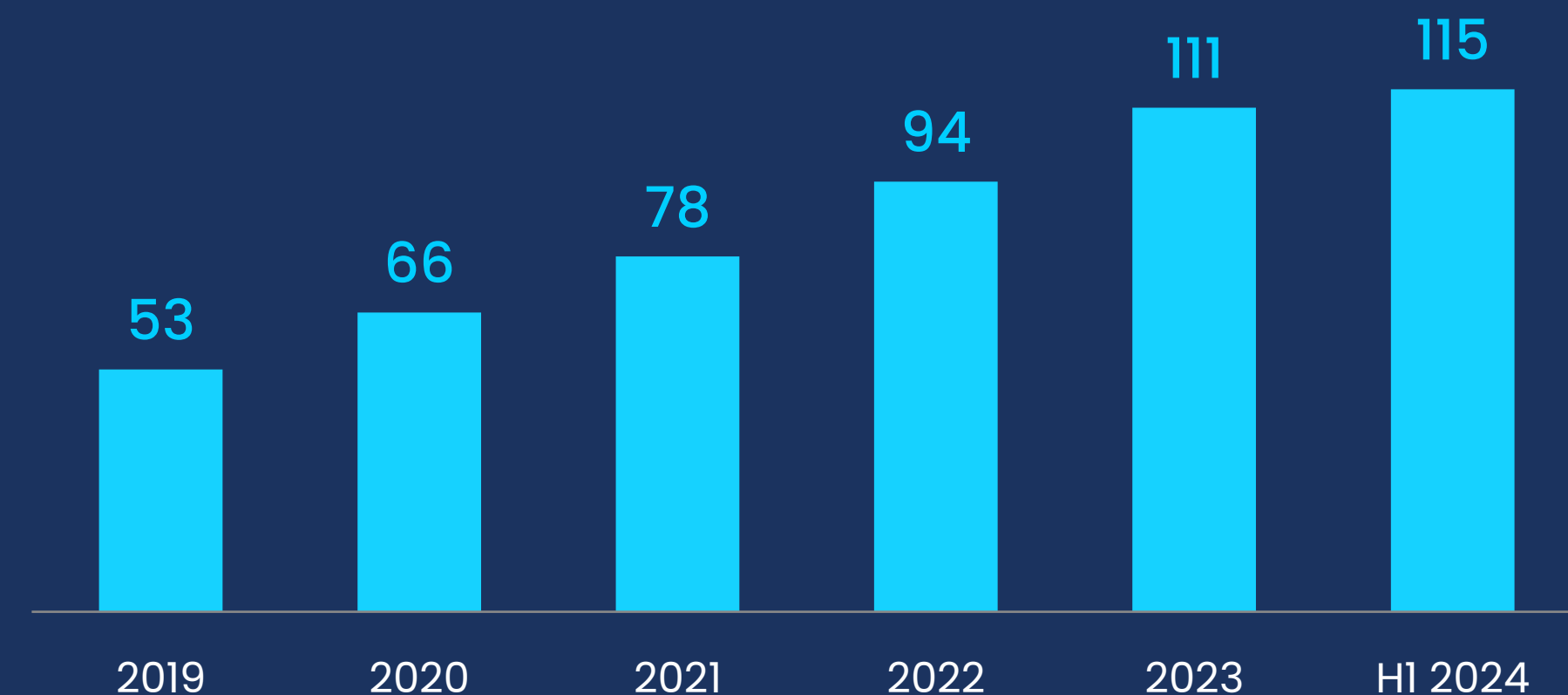


# Türkiye's Banking Sector: Untapped Potential Remains Intact

<b>Economic Size</b>	<b>USD1,158bn</b> GDP <sup>(1)</sup>	<b>85mn</b> population	
<b>Outstanding Demographics</b>	<b>22%</b> Under the age 15	<b>10%</b> Aged 65+	<b>37%</b> Female LFPR <sup>(2)</sup>
<b>Untapped Potential<sup>(1)</sup></b>	<b>43%</b> Loan/GDP	<b>51%</b> Deposit/GDP	<b>10%</b> Household debt/GDP
		<b>1.5%</b> Mortgage debt/GDP	<b>3%</b> Pension funds/GDP

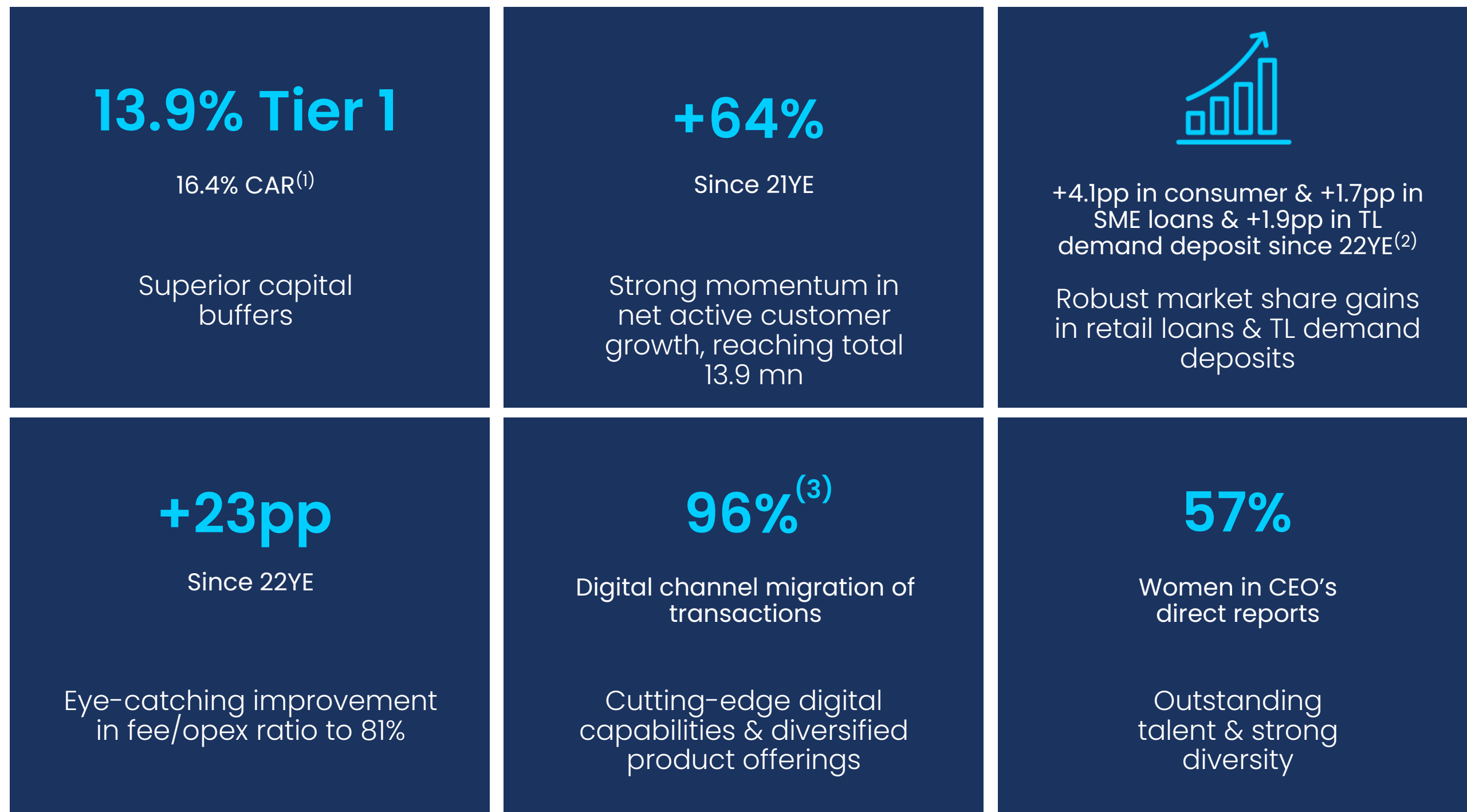
- ◉ A growing, young, and dynamic population forms a strong labor pool, continuously driving domestic demand
- ◉ Low levels of public and household debt contribute to financial stability, even in turbulent times
- ◉ Lower household indebtedness creates potential for enhancing both individual and macroeconomic welfare
- ◉ The dynamic structure and sectoral diversity of the economy provide versatility and resilience

Digital Banking Customers<sup>(3)</sup>  
(mn)



(1) As of March 2024 (2) Labour force participation rate (3) Banking Association of Türkiye, digital customer counts across different banks have not been unified

# Akbank: Well-positioned as a Full Scale Financial Powerhouse



<p><b>AKBANK AG</b></p> <p>Banking</p>	<p>Akbank Group's European flagship, with a robust CAR<sup>(1)</sup> exceeding 36%<sup>(4)</sup>, is strongly positioned for substantial growth in the years to come</p>
<p><b>AKLease</b></p> <p>Leasing</p>	<p>Net lease receivables market share of 11.5%<sup>(5)</sup></p>
<p><b>AKYatırım</b></p> <p>Brokerage</p>	<p>Leader in corporate bond issuances<sup>(6)</sup> with 27% market share in H1 2024</p>
<p><b>AKPortföy</b></p> <p>Asset Management</p>	<p>Leader in total AuM<sup>(7)</sup> with TL 635 bn<sup>(8)</sup> &amp; DPM<sup>(9)</sup> with TL 79 bn AuM</p>
<p><b>AKÖde</b></p> <p>E-Money</p>	<p>Tosla &amp; Tosla İşim: 1<sup>st</sup> mobile platform targeting individuals &amp; payment facilitator targeting commercials</p>
<p><b>AKBANK VENTURES</b></p> <p>Corporate Venture Capital</p>	<p>Targeting next generation businesses with high growth potential to support Akbank's strategic investments</p>

Unless otherwise stated, all data is as of H1 2024 (1) Capital Adequacy Ratio (2) Among private banks (3) Including financial transactions such as money transfers, payments & investment, excl. viewing & cash transactions (4) As of 2023 (5) As of May'24 (6) Excluding issuances of banks and affiliated companies. All data are based on BIST (7) Assets under Management (8) Among private institutions (9) Discretionary Portfolio Management



# Akbank's Bifocal Strategy

## Running the Bank

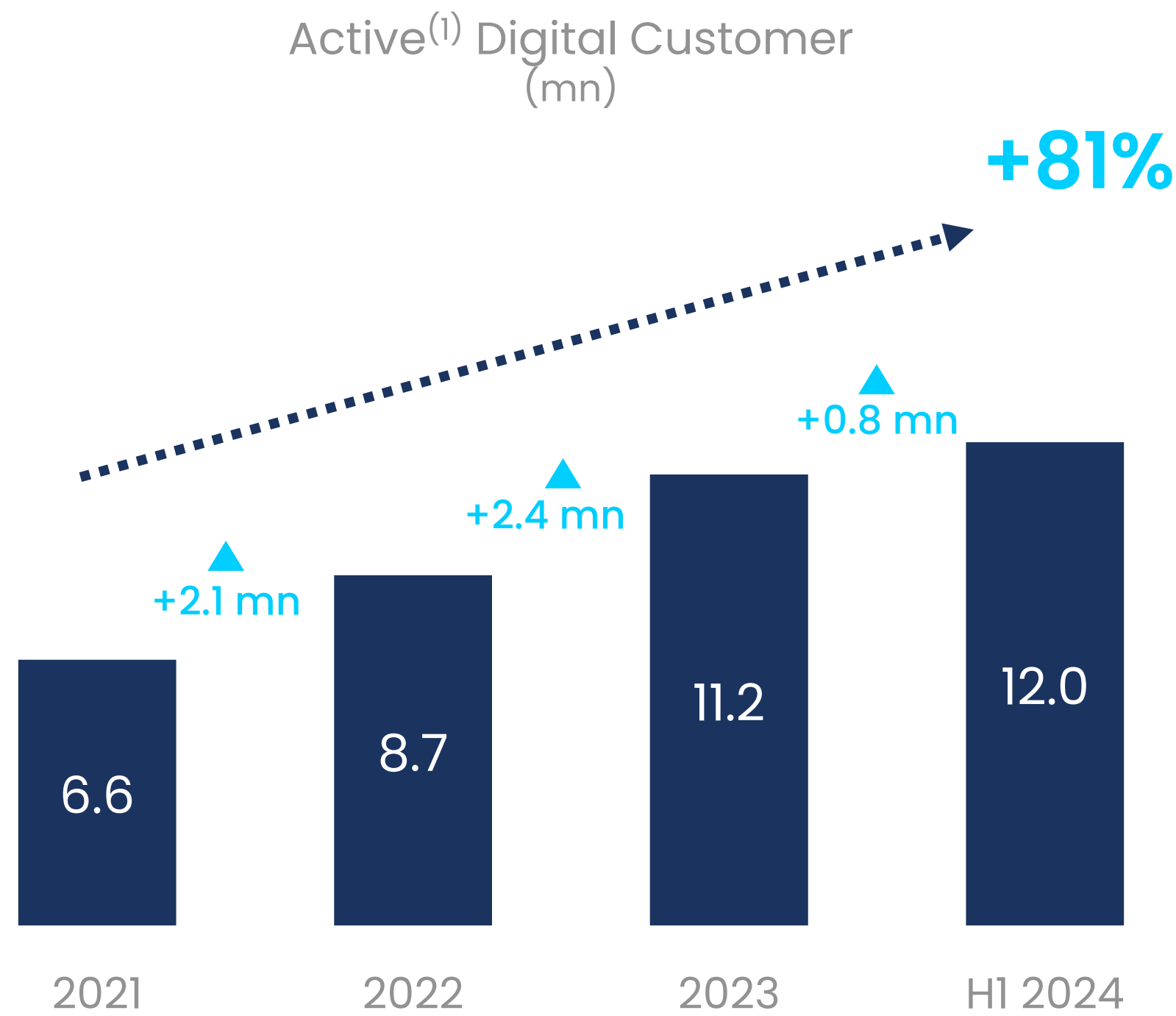
- ⦿ Strong customer acquisition
- ⦿ Effective asset liability management
- ⦿ Risk & return focused sustainable growth
- ⦿ Robust digital infrastructure & best-in-class efficiency
- ⦿ Solid regulatory compliance



## Crafting the future

- ⦿ Superior customer experience
- ⦿ Advanced analytics & excellence in digital
- ⦿ Innovative culture empowering new business opportunities
- ⦿ Invest in our people and future of work
- ⦿ Reduction in environmental footprint & increased positive impact

# Digital Migration Strengthens Customer Driven Recurring Revenue Base



**2/3** of new to bank customer acquisition via DoB<sup>(2)</sup>

Digital penetration up **8pp** to **86.3%** since 21YE

## In H1 2024

**33x**

Monthly avg mobile login frequency per customer

**x2**

Digital customer x-sell compared to non-digital

**68%**

Credit Cards sold through digital channels

**83%**

Time deposit account openings through digital channels

**93%**

GPLs sold through digital channels

**96%**

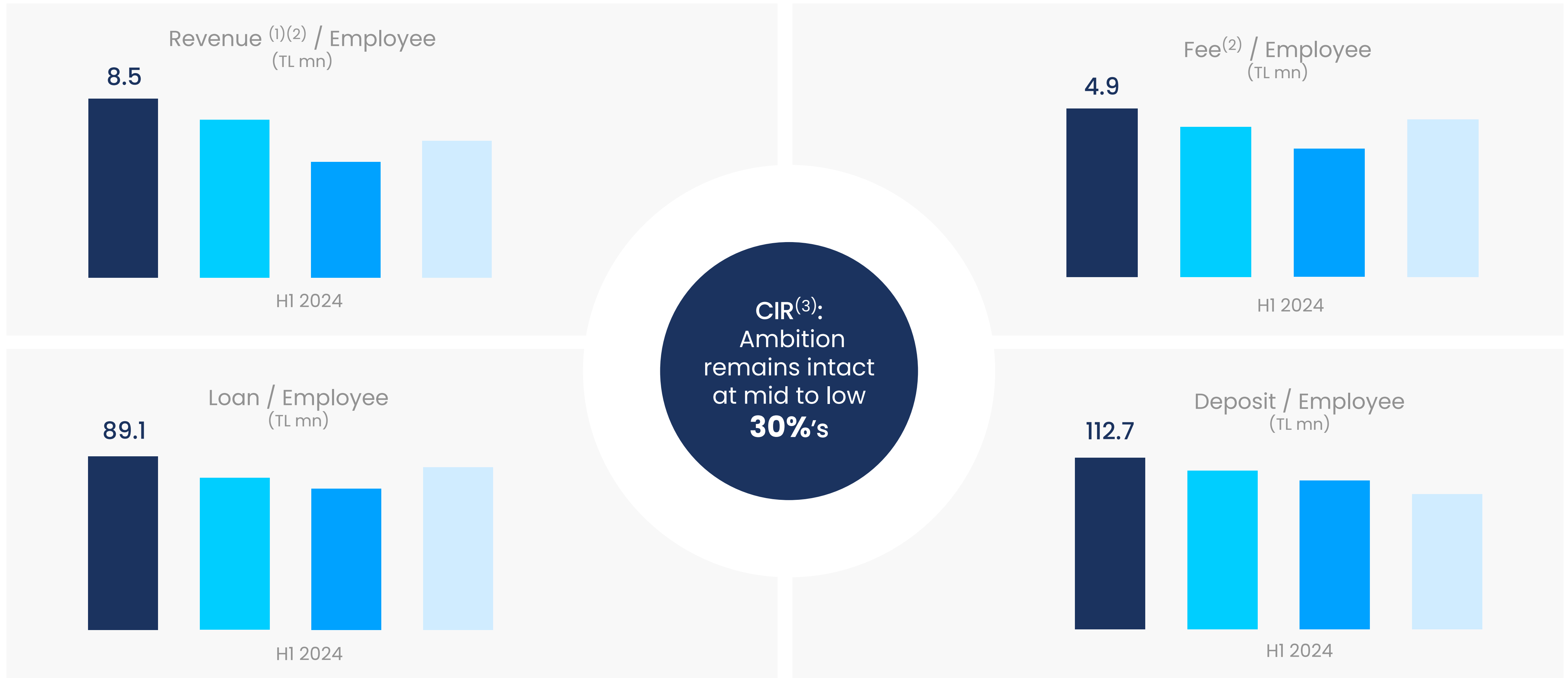
Digital channel migration of transactions<sup>(3)</sup>

**Akbank's digital customer base (single count) has surged 81% since 2021, significantly outperforming the sector's 47% growth (multiple count) -showcasing our digital leadership**

(1) Based on MIS data. Active: Login in the last 3 months (2) Digital Onboarding (3) Including financial transactions such as money transfers, payments & investment, excl. viewing & cash transactions



# Sustaining Top Efficiency **Among Peers**



■ Akbank ■ Peer 1 ■ Peer 2 ■ Peer 3

(1) Swap adj. NII + Net Fees & Commissions (2) Annualized for 1H24 (3) Cost-to-Income Ratio

# Well-Positioned for **Sustainable Growth & Profitability**

- ⦿ **Superior track record** in customer acquisition, revenue and market share gains, and efficiency
- ⦿ Competitive advantage stemming from **outstanding talent, digital & AI capabilities**
- ⦿ **Solid capital buffers**, creating a substantial advantage for further profitable growth
- ⦿ **Customer-centric initiatives** strengthening a robust and **recurring revenue base**
- ⦿ **Investments in talent and technology** will continue for superior customer experience, further profitable growth, and efficiency, yielding sustainable ROE above COE





**Haluk  
DİNÇER**  
Financial  
Services

Next-Gen Insurance:  
**Digital &  
Customer-Centric**



# Key Takeaways

Complementary portfolio of companies to become the leading insurance group in a fast-growing market with one-stop-shop offerings for customers in life and pension, non-life, and health businesses

Strong basis and clear strategy for capturing additional profitable growth opportunities across all product lines and channels

Well-positioned with sector leading capabilities to be the next-gen 360° insurance services provider with focus on digital & analytics, customer centricity and synergies



# Strong Portfolio Companies with One-Stop-Shop Offerings in Life, Non-life and Health Businesses

## Life & Pension

**1st**  
In Private Pension AuM  
"Surpassed state-owned giant"

5 Years CAGR  
**58%**  
(+2pp vs. market)

**1st**  
In Life & PA GWP  
"from 5<sup>th</sup> ranking to 1<sup>st</sup>"

**70%**  
(+19pp vs market)

**4 million**  
Customer  
"Strong growth with diversified product portfolio"

**40%**  
Growth on Base



## Non-Life

**60+**  
Years Experience

**2.6 million**  
Customer

**5<sup>th</sup>**  
with 5.3% MS<sup>(1)</sup>  
Among private companies

**4.6 million**  
Policy  
with diversified product portfolio and strong distribution network



## Health

Green-field competence center focusing on health  
Technology, organization and processes built in 18 months from scratch

Focus on growth in core health insurance business and invest in health services that may create synergy

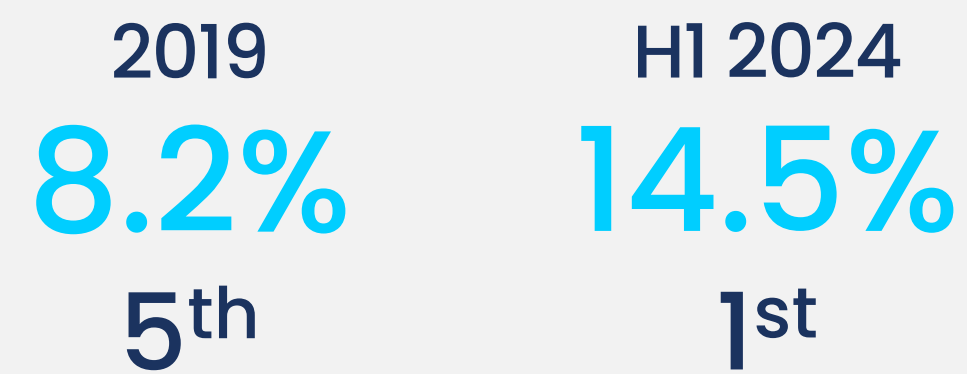


# Solid Financial Track Record

Life & Pension

Non-Life

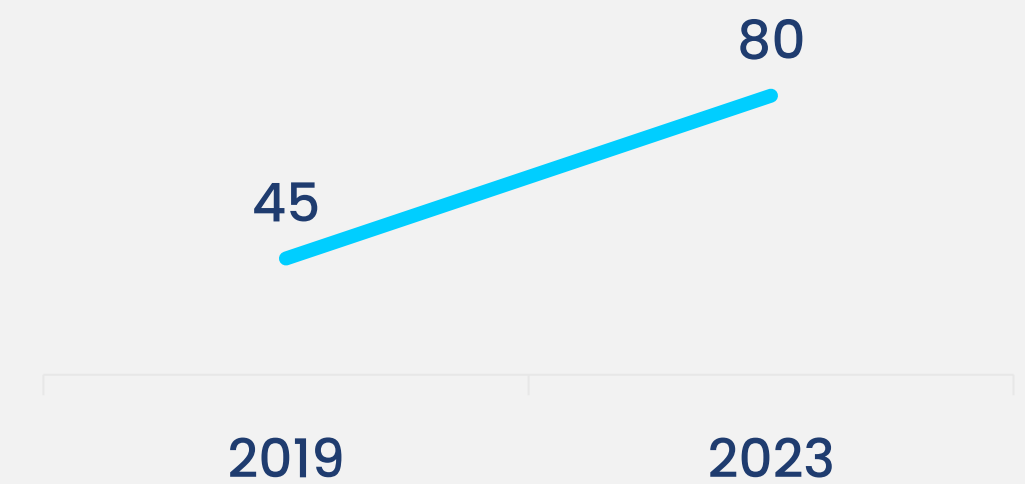
Life market share



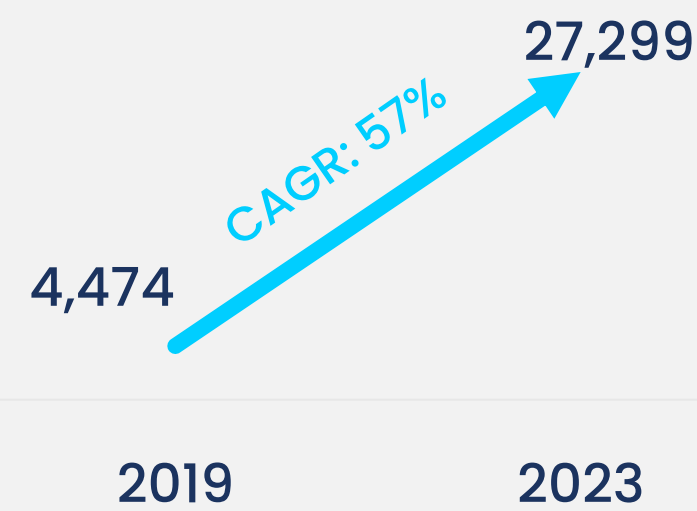
Pension market share<sup>(1)</sup>



Net Profit (USD mn)

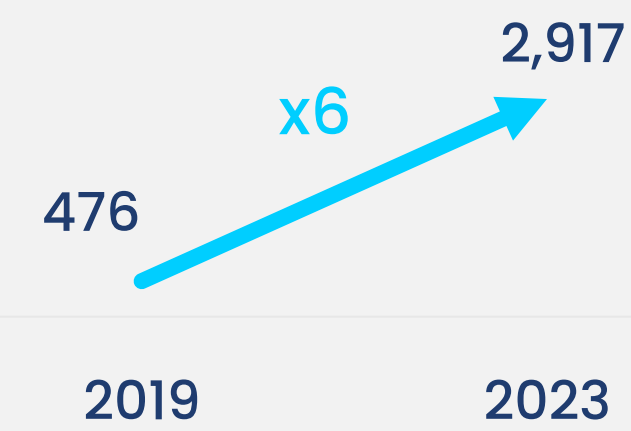


GWP (TL mn)



Above CPI GWP growth

Financial Income (TL mn)



Market Cap: TL1.51bn → TL5.25bn

G&A/GWP Ratio



(1) Private Pension



# Clear Strategy for Capturing Additional Profitable Growth Opportunities as a Group

Life & Pension

Non-Life

Health

“Synergies will be maximized through a **single and common vision** with **centralized governance structure** and **harmonized back-offices** that drive **operational excellence**”

# Well-Positioned with Sector Leading Capabilities, to Become Leading Next-Gen 360° Insurance Services Provider

## PROTECT AND GROW

### Life & Pension

Positioned to lead profitability and strengthen leadership.

### Non-Life

Top-tier growth through financial and technical excellence.

### Health

Scale up health business using strong distribution power.

## TRANSFORM

### Omni-channel

- Partnership with Akbank
- Unique DSF channel with ~1.000 MP
- Extensive Agency network, ~#4.000

### Digital, Data & AI

- Mobile Apps
- Further Investment in digital for customer value uplift
- Data driven operational excellence

### Customer Centricity

- Sustainable product catalogue and services for 6 million customers
- Personalization and, innovative propositions for novel needs

### Health Capabilities

- Digital native core system and healthcare platforms
- Unified journey of health services with strategic partnerships

Next-gen  
360°  
Insurance  
Services  
Provider



**Sustainable,  
Digital, Scalable**

**Break**





**Max  
SPEUR**  
Digital

# Empowering **Digital Growth**





# Key Takeaways

Aiming to build a global hyperscale and wholesale co-location data center platform

Expanding our cloud services in Türkiye and Europe and invest in AI platform infrastructure capabilities

Enabling and supporting digital journeys with best-in-class hybrid & multi cloud solutions and technology services

Powering connected enterprises **of tomorrow**

# Digital SBU Focus Areas

Digital SBU established in March 2023 aligned with the Sabancı Group's commitment to invest in digital space positioning as a major business pillar for growth

## Data Center

- ⦿ Hyperscale/ wholesale grade data center focus
- ⦿ Invest in multiple geographies globally
- ⦿ Organic and inorganic opportunities under evaluation
- ⦿ Data center fosters existing cloud capabilities
- ⦿ Synergic to the energy business

## Hybrid Cloud

- ⦿ Multi – hybrid Cloud focus
- ⦿ More than 800 customers served
- ⦿ One of the fastest-growing cloud infrastructure in Türkiye
- ⦿ Vertical cloud solutions under development

## Retail Electronics

- ⦿ Having Türkiye's most widespread technology retailer, owning both online and offline channels
- ⦿ Evolving from a traditional retailer to a digital platform with a strong physical presence
- ⦿ Shifting from product-centric to owning a holistic tech-driven customer experience



# Designing a Digital-First Retail Experience Around the Next-Gen Consumer

**TEKNOSA**

## Türkiye's Most Widespread and Reliable Technology Retail Company

- ⦿ Having successfully transformed since 2019 from a traditional retailer to “Phygital” and integrating digital technologies both online and in-store
- ⦿ Accelerating its e-commerce channel by Türkiye's first tech-focused marketplace expansion with 832 merchants, 188K SKUs
- ⦿ Enhancing the customer experience through digitally advanced, omnichannel-enabled stores and maximizes in-store engagement through end-to-end service design
- ⦿ Introducing Türkiye's first and most comprehensive AI-powered sales assistant tool designed to support Teknosa sales teams & improve conversion rates and profitability, currently active in all stores
- ⦿ Elevating information technology and data competencies to the level of global best practices with SAP ERP and Business Architectural Transformation

**64**  
Cities

**178**  
Stores<sup>(1)</sup>

**2.8K** Employees<sup>(1)</sup> **250mn** No. of Annual Visitors<sup>(1)</sup>

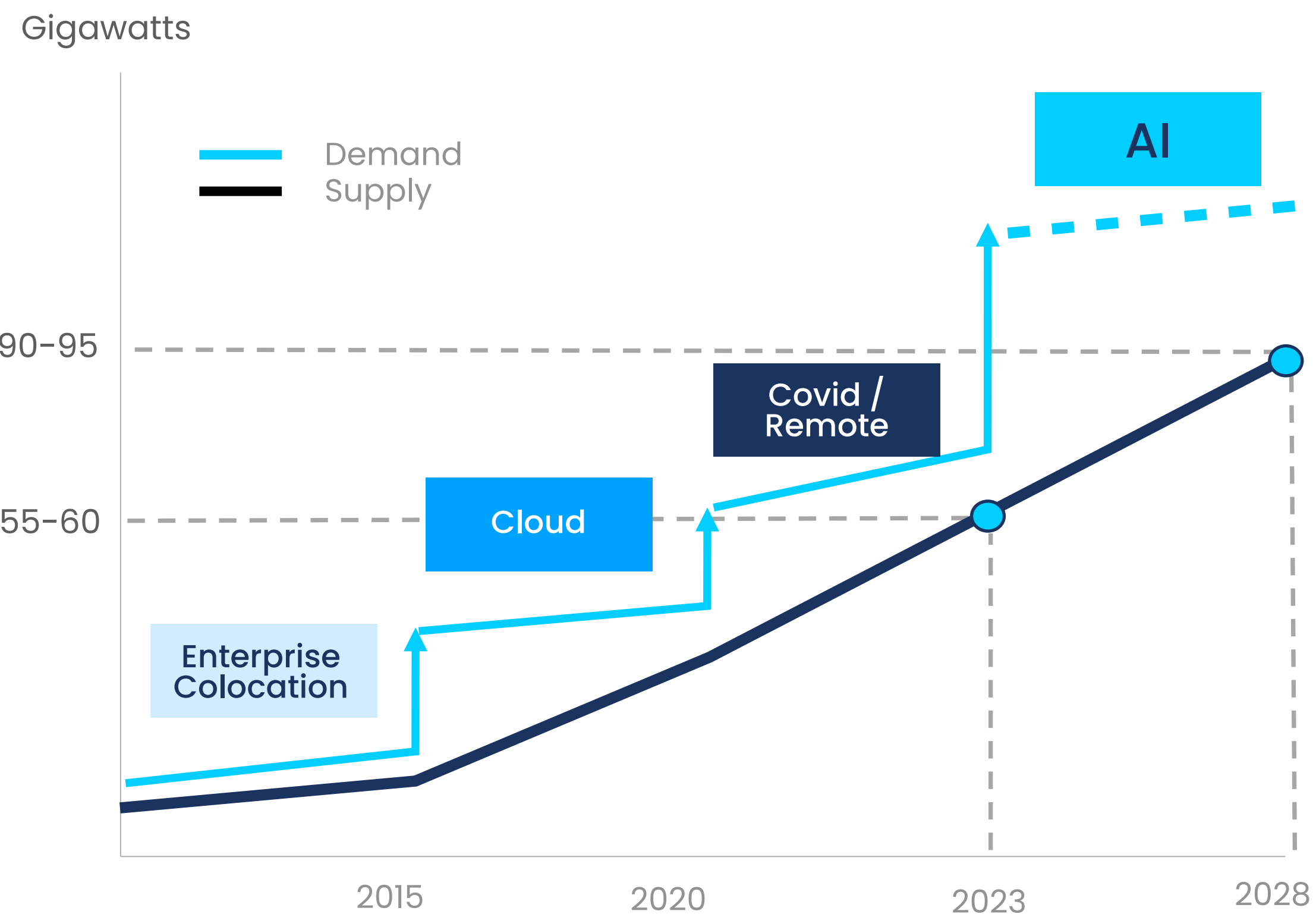
**105K** Net Sales Area<sup>(1)</sup>

**6mn** Active Customers<sup>(2)</sup>

(1) As of June 2024 (2) Number of active customers in the CRM system who purchased at least one item in the last 24 months

# Strong Demand for Cloud, AI & Data centers

Demand vs. supply imbalance in the global data center market



- Strong growth in global demand, yet required supply is lacking
- Surge in cloud and AI demand requires increased capacity
- Hyper-scalers and large-scale enterprise customers pursue long term strategic partners
- Opportunity to address supply shortage and serve hyper-scalers and large enterprises through a cloud and AI services ecosystem

## Why Sabanci is investing in

- Digital space for sustainable growth and value creation
- Having core capabilities to get into the space and synergies with energy business
- Building know-how and capabilities while investing in inorganic opportunities to accelerate growth



# Digital and Energy Synergies

Data center and energy businesses have major similarities that can unlock intra-group synergies and enable know-how transfer

## Project management & financing focus

- ⦿ Both businesses are centered around project management and financing
- ⦿ Our experiences from energy business can be leveraged for the data center business

## Value chain

- ⦿ Both businesses follow a value chain of site selection, permits issuance, securing clients, construction and operations

## Financing approach

- ⦿ Financing is typically arranged with reputable banks and favorable debt sizing metrics
- ⦿ Customer contracts are key for the leverage level, interest rate and parent guarantee requirements
- ⦿ Ring fence structure is possible
- ⦿ Construction loans can be refinanced again with loan terms secured based on the asset value

## Stable revenue streams

- ⦿ Long term contracts is highly important for the data center & energy business as they bring stable revenues

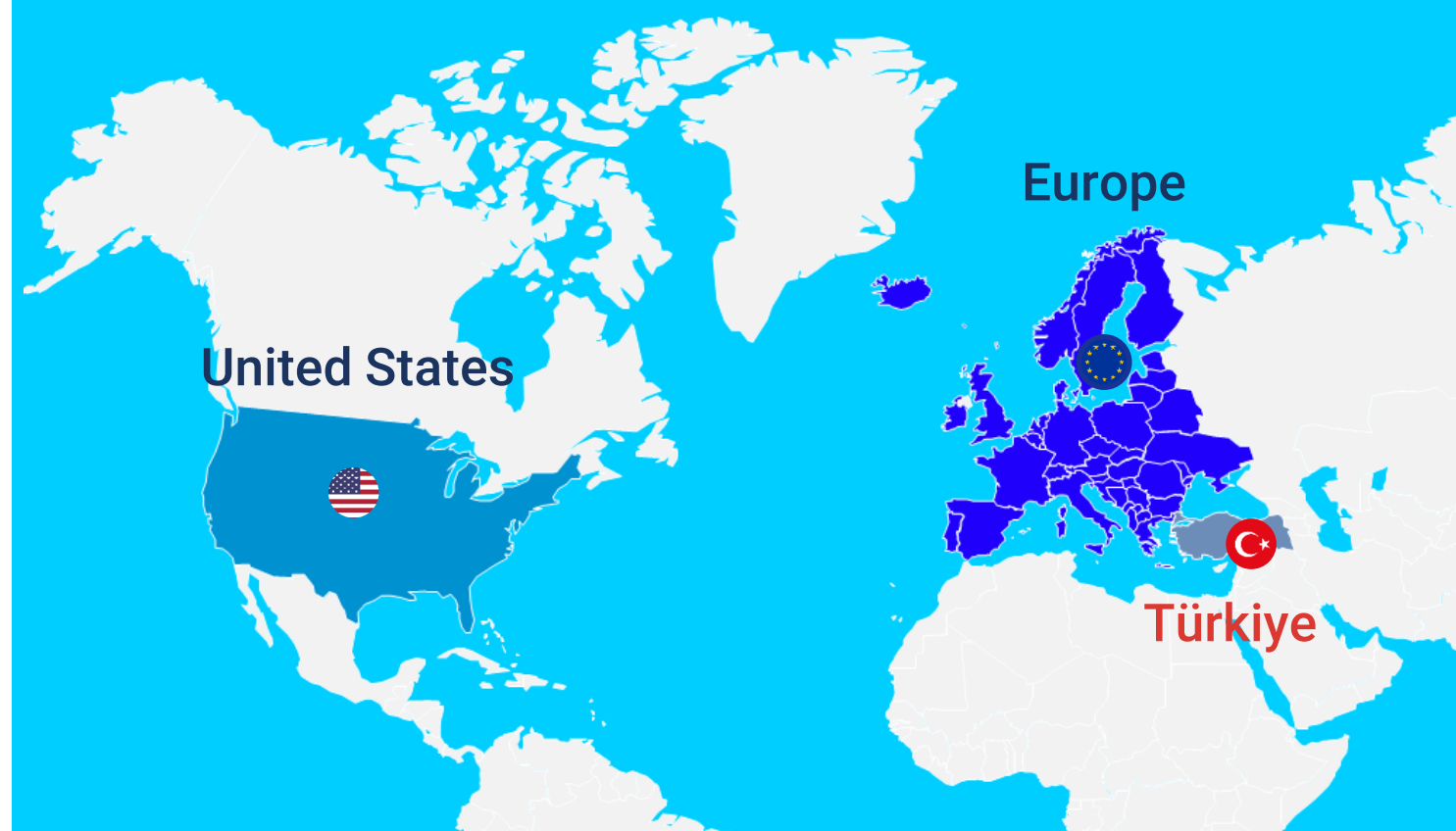
## Criticality of power

- ⦿ Energy / power is critical step of the data center development and renewable use is highly important for incentives - making energy business complementary to data center business

# Investments in the Digital Space

Investing in all layers of digital infrastructure with our portfolio companies to support our customers in their digital journey

## Data center



## Hybrid cloud



- ◉ Fastest growing cloud company in the region
- ◉ Existing / planned investments in GCC, CIS, Europe and the US
- ◉ Only cloud provider recognized as potential Unicorn candidate by Turcorn

## Platforms and services



- ◉ One of the leading companies for cloud and technology
- ◉ Trusted partner in the region for managed services
- ◉ Partnership with  Microsoft on AI & Cloud solutions





**Cevdet  
ALEMDAR**

**Mobility  
Solutions**

# Driving Mobility Forward: **Innovation and Global Reach**





# Key Takeaways

Solid Foundation based on Excellent Performance in markets and operations

Robust growth plan for the decarbonizing, digital New World, while protecting and extending the foundation

The preliminary stages of our plan have proven to be successful



# Solid Foundation

## Tires and Tire Centric Solutions

**USD892mn**  
REVENUE (2023)

**USD1,045mn**  
MARKET CAP (H1 2024)

**17.4%**  
EBITDA MARGIN (H1 2024)

**0.68**  
NET DEBT/EBITDA (H1 2024)

## Commercial Vehicles (Bus, Midibus, Light Truck etc.)

**USD383mn**  
REVENUE (2023)

**24 Models**  
OF TEMSA BUSES, COACHES,  
FUSO LIGHT TRUCKS, FERNHAY

**15.5%**  
EBITDA MARGIN (H1 2024)

**0.81x**  
NET DEBT/EBITDA (H1 2024)

Over  
**50 years**

With globally  
**leading partners**

## Access to global markets

- >6000 Sales Points globally, in 80+ countries
- Tire Market Leader in Türkiye and 5 Export Countries
- Substantial CV market share<sup>1</sup> in US, France, Spain, Lithuania, Greece and Romania

## Best of the Best Operational Excellence

- Tire: In Top 3 Global Best Operating Margin Makers in last 2 years
- CV: Top Operating Margin in Benchmark Group<sup>(2)</sup> of 10 companies
- World's first tire company with approved SBTs on Sustainability
- CDP A List in Water Security & Climate Change
- Bounteous number of awards on quality, performance, sustainability, organization

## Commercializing Innovation with R&D

- >200 researchers in 2 R&D centers
- Türkiye's first certified R&D center, first Electric Bus, first Hydrogen Coach Bus<sup>(3)</sup>, first EV-Ready tire

(1) 18% MS in North America private coach sector, 5% Overall MS in France (7% MS in Coach segment), 4% Overall MS in Spain (10% MS in Coach segment), 34% Overall MS in Lithuania, 14% Overall MS in Greece, 8% Overall MS in Romania (2) The highest among 10 publicly listed local and global bus manufacturers in 2023 (3) Pilot project

# Protecting and Extending the Foundation with Premium New Products and Operational Excellence

## Protect and Extend

### Tires

#### Tires for New Energy Vehicles

Continue To Invest in Technology in Aksaray and Izmit

#### Margin Leadership

Improvement in product mix towards High Rim Diameter tires

### Commercial Vehicles

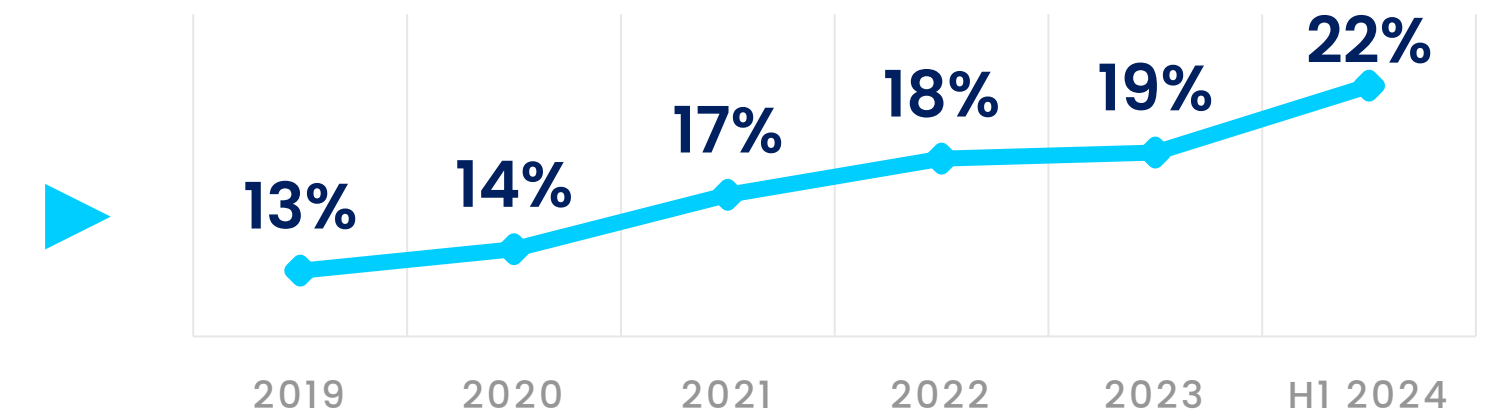
#### Profitable and cash-generating

Expand upon the turnaround of the last 4 years

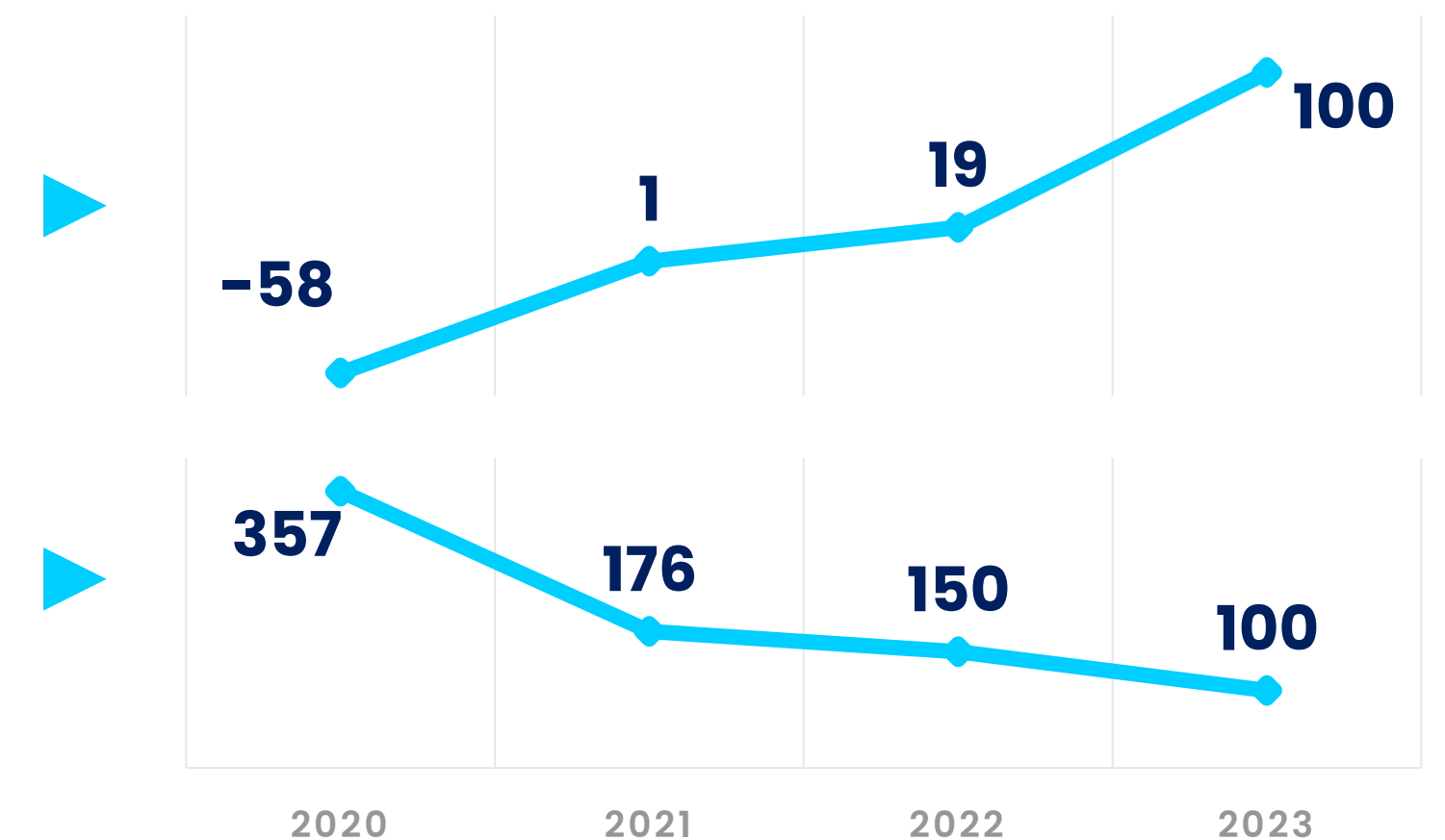
EV-Ready Sales to Total Sales Ratio



Strategic Mix Sales to Total Sales Ratio



EBITDA (in USD)  
Index 100 = 2023



Net Debt (in USD)  
Index 100 = 2023

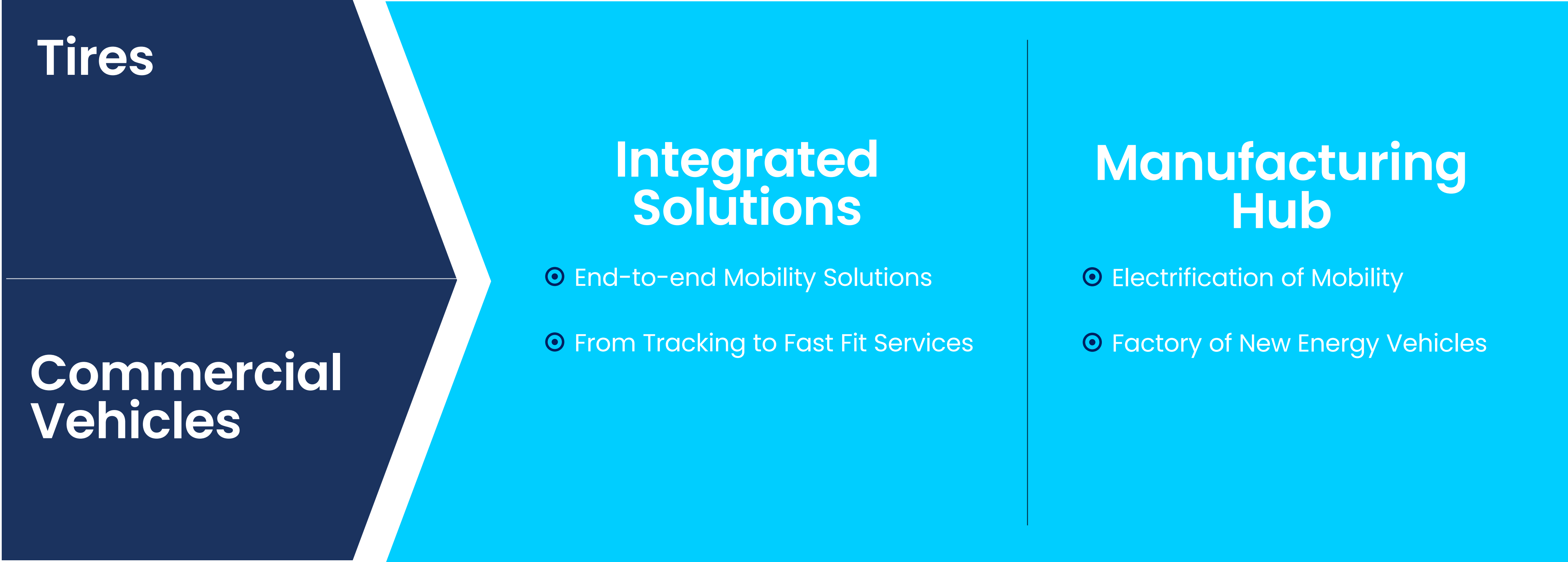




# Following a Robust Value-Addition Plan, For the Decarbonized, Digitalized New World

Protect and Extend

Transform



Our plan to add value in a transformative way,  
has produced initial phases of success

## Integrated Solutions

Arvento is currently tracking  
**>800,000 vehicles**

In Pratik Stores, we serve to  
**>375,000 vehicles<sup>(1)</sup>**

Through Retreading, we bring back  
**> 80,000 tires<sup>(1)</sup>** to reuse

## Manufacturing Hub

Manufacturing  
**Fernhay 4-Wheel Cargo Bikes**

Electrified  
**Sea-Taxis of Istanbul**

Battery packaging and  
software development of  
**E-Tractors**



**Integrated  
End-to-End  
Mobility Solutions**



**Manufacturing Hub  
of New Energy  
Vehicles**





**Burak  
ORHUN**  
Material  
Technologies

# Transforming Materials for a **Sustainable Future**





# Key Takeaways

Well Diversified and Synergistic Portfolio of Businesses with Strong and Established Leading Positions

Strong Track Record of Execution and Profitable Growth with Significant Value Creation Opportunities Ahead

Well-positioned to Benefit from Materials Transition – Next Net Zero Frontier

# Material Technologies SBU: Expanding into Advanced Materials

## Construction Reinforcement

- ⦿ Innovative reinforcement materials
- ⦿ Fiber reinforcement for concrete and cement-based mixes
- ⦿ Earthquake strengthening



## Composite

*(Epoxies/Carbon Fiber/Ceramic Fiber)*

- ⦿ Aerospace and automotive industry
- ⦿ US, Italy and Türkiye
- ⦿ B787 Dreamliner in US
- ⦿ Orion Capsule



## Cement

- ⦿ Grey, White, CAC<sup>(1)</sup>
- ⦿ 6 plants in Türkiye, Europe's largest integrated white cement plant in Spain, Grey/White grinding plants in US
- ⦿ One of the largest suppliers of US exports
- ⦿ Only CAC producer in Türkiye, one of the few producers globally
- ⦿ Shift towards low-carbon products



## Concrete

- ⦿ 50+ ready-mix concrete plants in Türkiye
- ⦿ Platform for Value-Added products
- ⦿ Recycled concrete waste
- ⦿ Partner for Mega Projects



## Tire Cord

*(Polymers)*

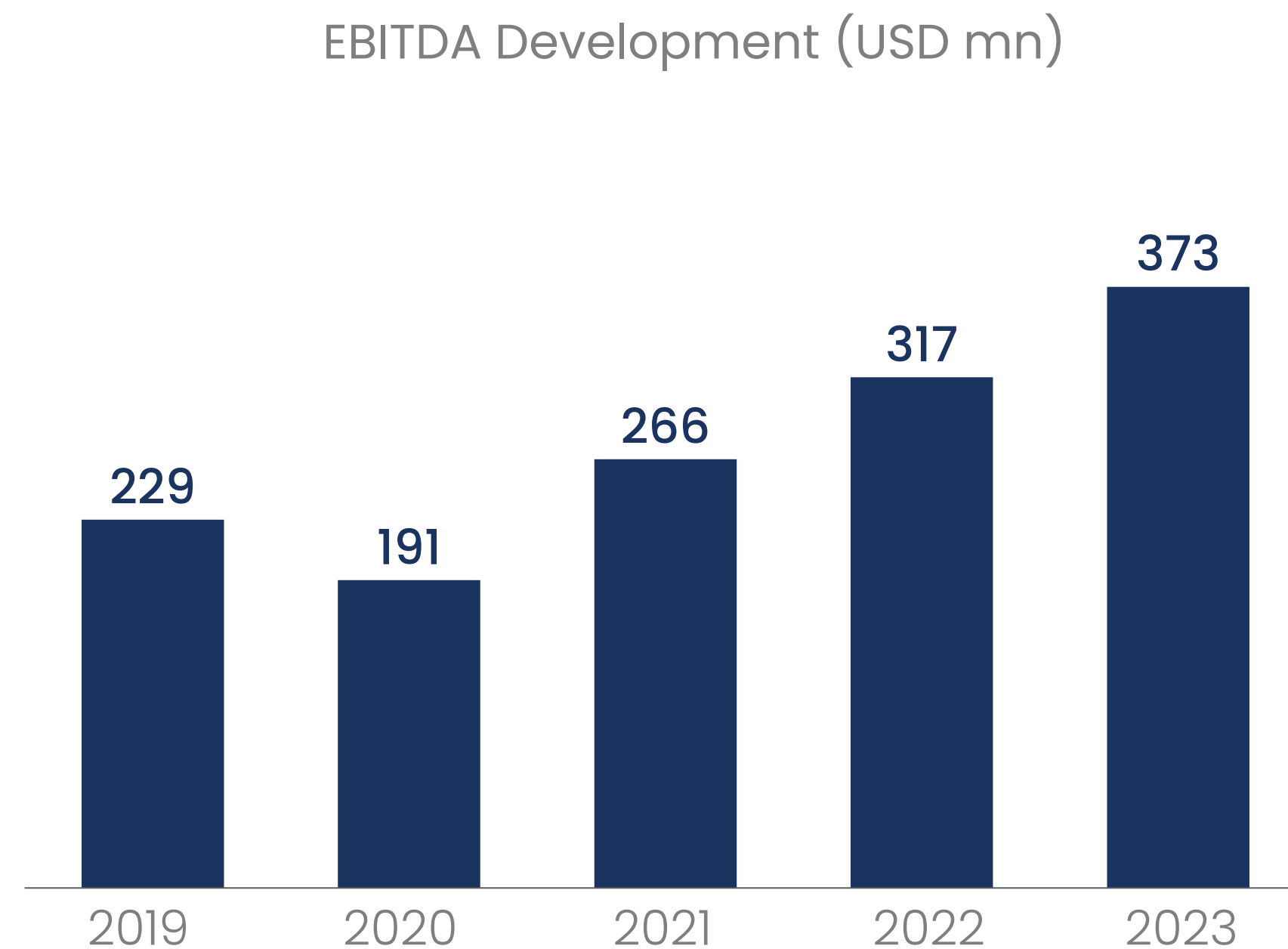
- ⦿ #1 Tire Cord Producer (NY+PET)
- ⦿ Production Türkiye, Indonesia, Thailand, US and Brazil
- ⦿ Strategic partnership with all Global Tire producers through global footprint
- ⦿ Above 70% of revenue from approval-based customers



(1) Calcium Aluminate Cement



# Strong Track Record Of Execution and Profitable Growth



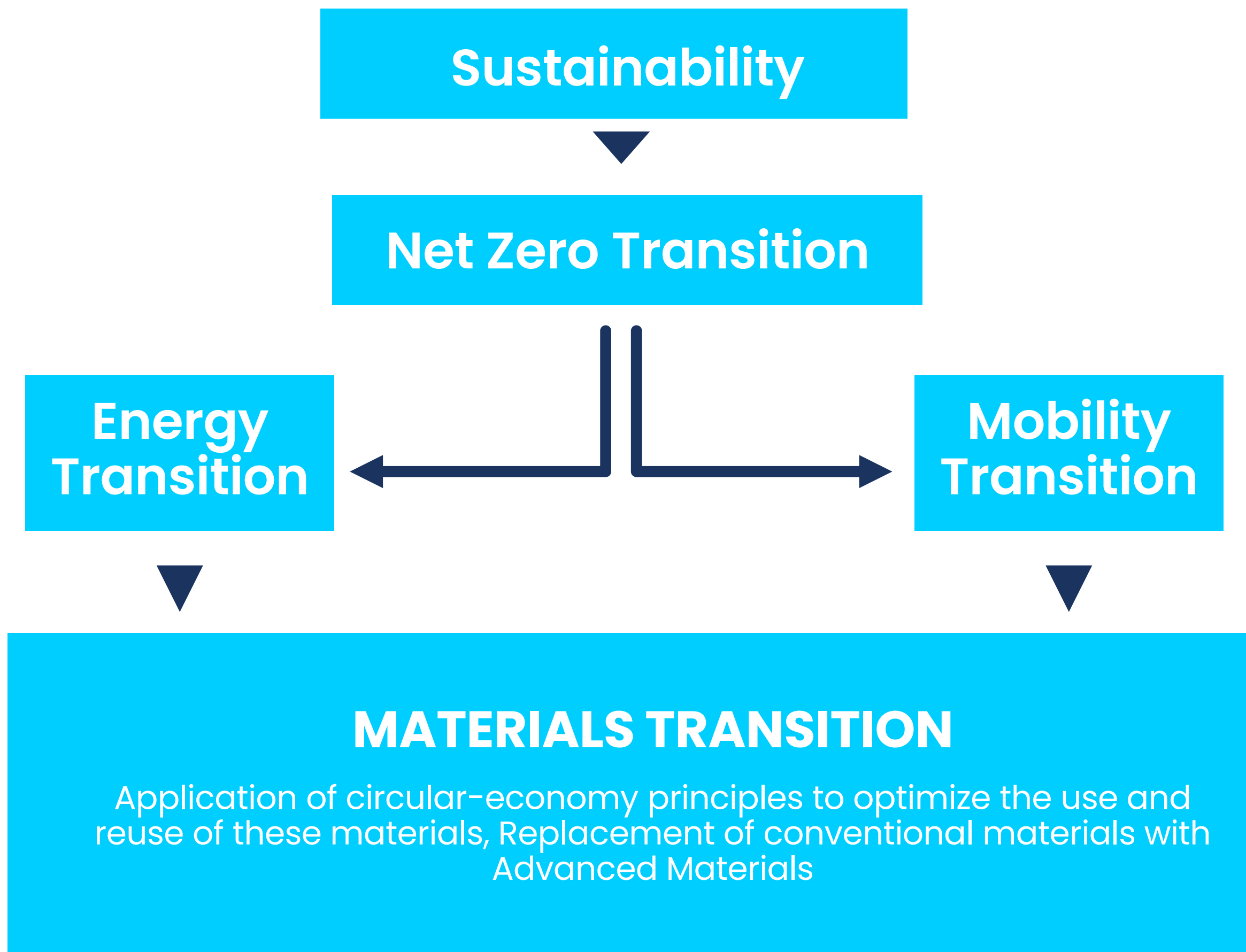
## Summary of 2019–2023 *Value-Up/Cost-Down*

- Global expansion in White Cement via Bunol Plant in Spain
- Expansion into advanced materials through Composites in US and Italy, and CAC capacity expansion in Türkiye
- Dynamic network, cost, asset and logistics optimization across all companies
- Value Creation through Portfolio reshuffling: divestment of 2 inland domestic plants and investment into CAC and US-based grey
- Customer centric R&D via tech centers on 3 continents

Market  
Cap

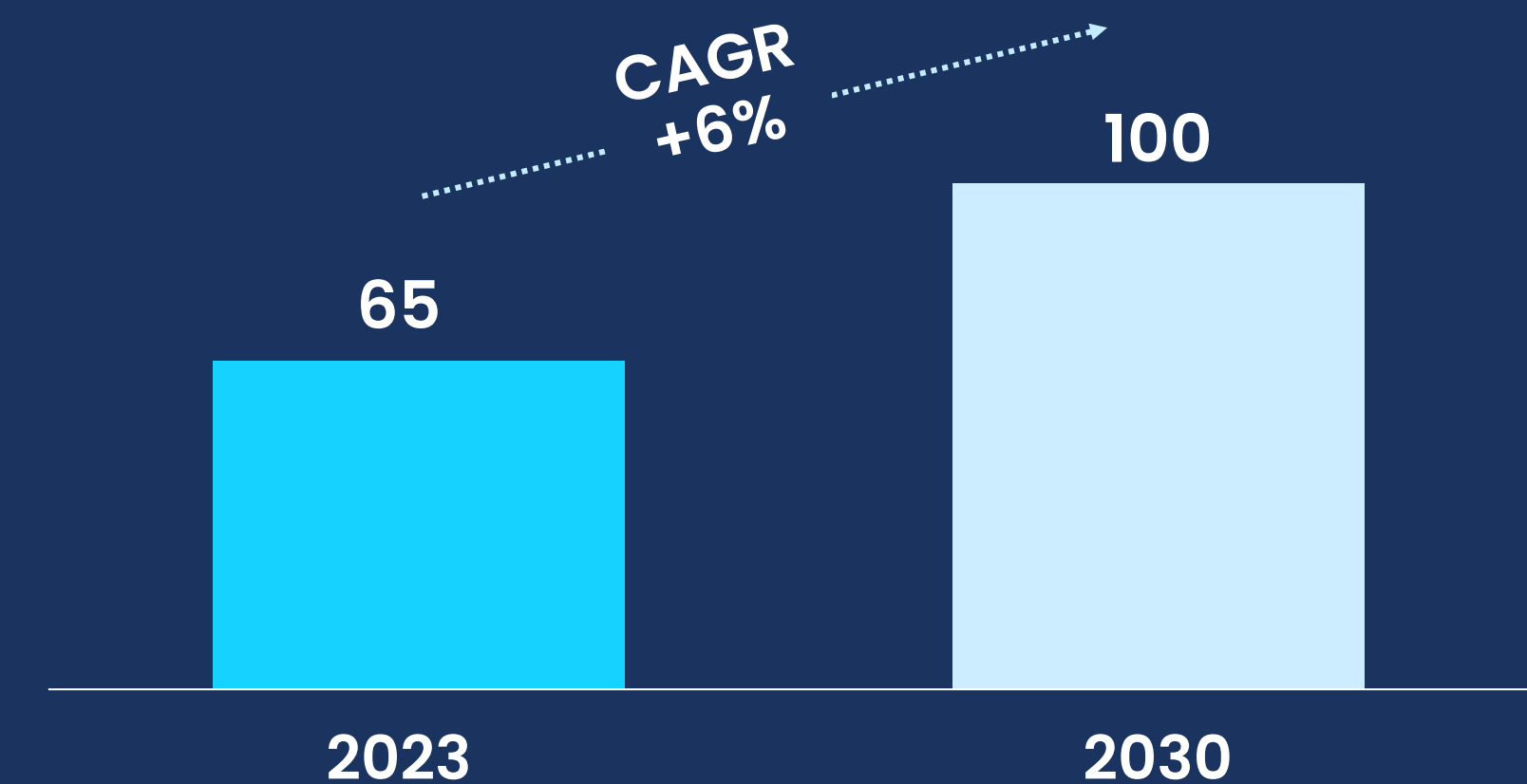
USD960mn → USD2,400mn

# Materials are the Next Net-Zero Frontier



- Energy and materials are strongly interconnected, and the world will also have to go through a materials transition to deliver on its net-zero ambitions

Advanced Materials Market (USD bn)





# Material Technologies SBU Transformation

## Material Technologies SBU

Tire cord

Advanced Materials

Cement + Concrete

10%

90%

2023

### Advanced Materials Revenue Share



- ⦿ Continue to Maximize Value in Tire Cord and Cement + Concrete
- ⦿ Seize M&A opportunities to scale into Advanced Materials
  - Strategic
  - Synergistic
  - Disciplined

40%

60%

2030





**Orhun  
KÖSTEM**  
Finance

# Path to **Enhance Value**





# A Clear Capital Allocation Framework

## Providing Long Term Visibility

### Grow and Protect the Core

- ◉ Strengthen our market leading positions
- ◉ Customer focused growth

### Maximize Shareholder Return

- ◉ Dividend Policy: 5%-20% of net income
- ◉ Long-term Incentive Plan: NAV Growth & rTSR



### Sustainability / Net Zero Transition

- ◉ Focus on selective and scalable industries with higher multiples
- ◉ Min IRR Threshold: WACC + (1% to 3%)

### Effective Use of Balance Sheet

- ◉ Loan to NAV Capacity
- ◉ Net Debt to EBITDA  $\leq 2.0x$

# Our Roadmap to Enhance Value

2024 H1 FIGURES

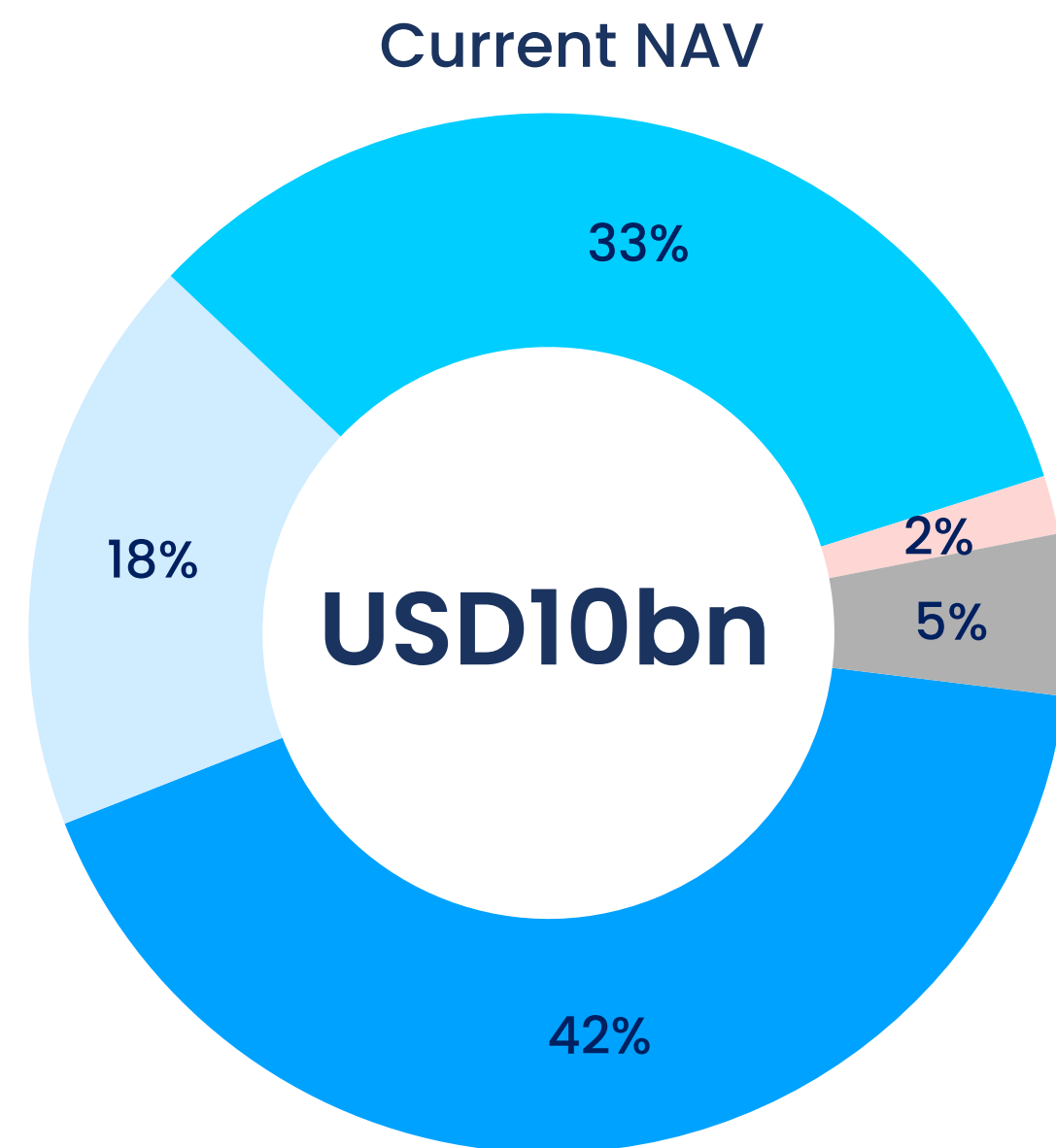
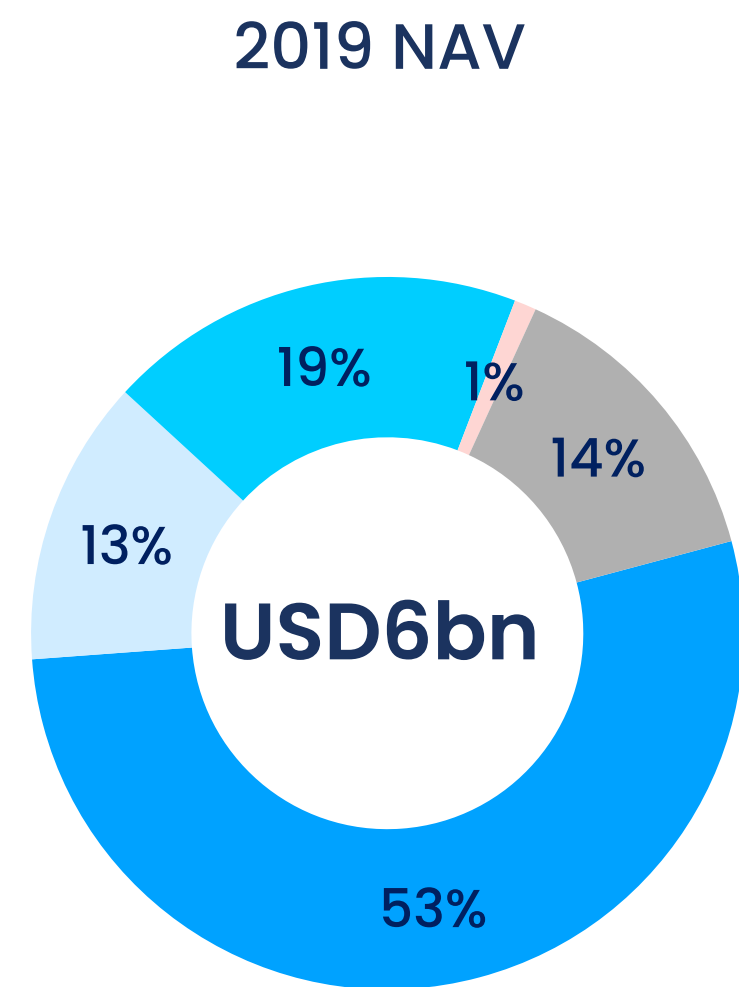
2024-2029 GUIDANCE

	2024 H1 FIGURES	2024-2029 GUIDANCE
NET ASSET VALUE (USD) <sup>(1)</sup>	USD10bn	USD20bn
WACC ADJUSTED RETURN <sup>(2)</sup>	+20bps	+120-150bps
CAPEX / REVENUES <sup>(3)</sup>	11 %	15 % - 20 %
FX SHARE in REVENUES <sup>(4)</sup>	19 %	30 % +
NET DEBT / EBITDA <sup>(3)</sup>	1.3 x	≤2.0 x
Decreasing Scope 1 and 2 GHG <sup>(5)</sup>	20% by 2023 <sup>(5)</sup>	42% by 2030
Ratio of Women leaders at Holding	41% by 2023	50% by 2030

(1) End of guidance period (2) Average of guidance period, WACC adjusted return for 2018-2023 is at 12.43%, for 2024-2029 WACC assumed at 12% (3) Non-bank, combined, on average of guidance period (4) Non-bank, combined, at the end of the guidance period (5) Compared to 2021 Baseline



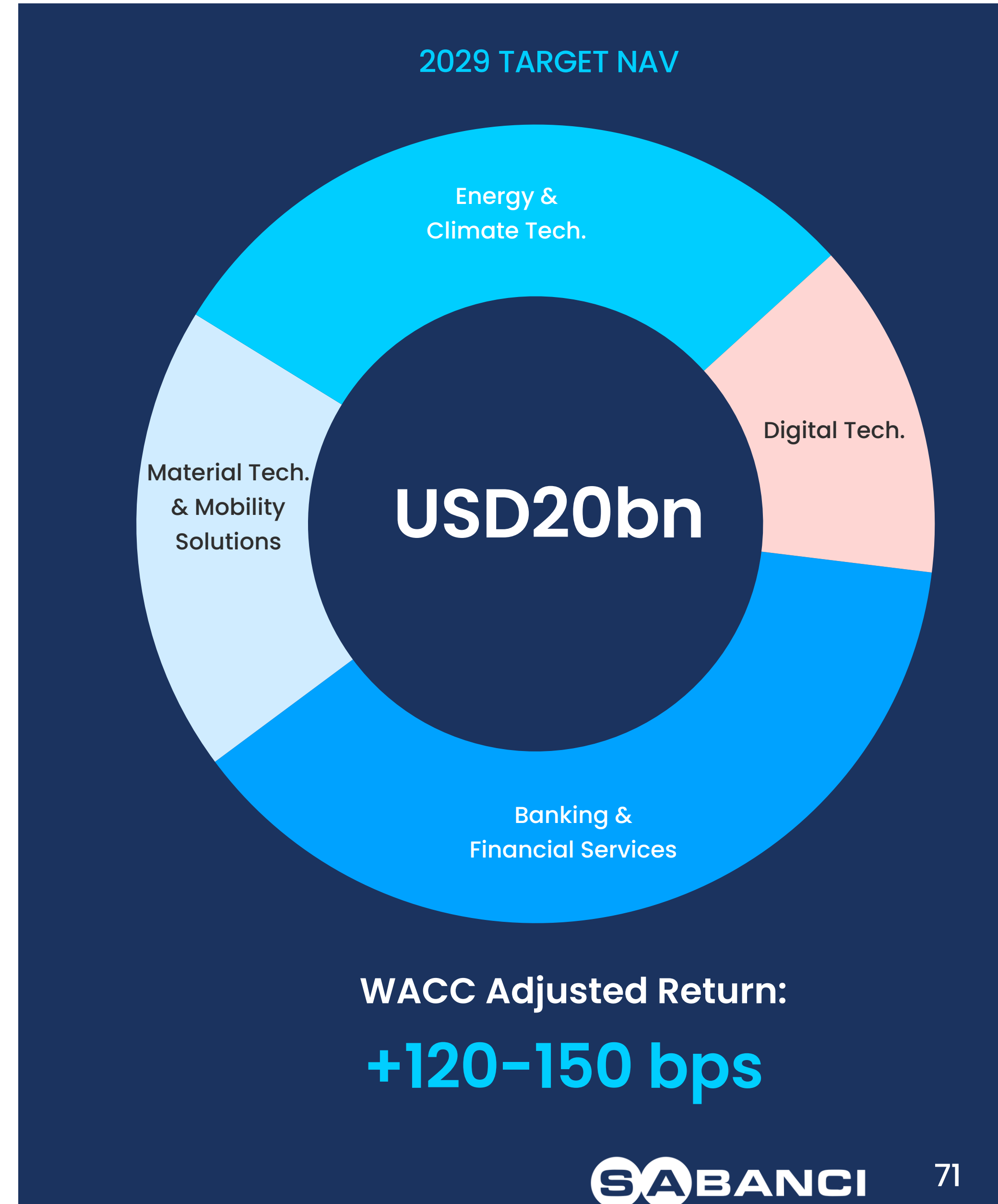
# More Balanced NAV with a Solid Growth and Higher Return



WACC Adjusted Return:  
**+20 bps**

■ Banking & Financial Services ■ Material Tech. & Mobility Solutions ■ Energy & Climate Tech. ■ Digital Tech. ■ Other(1)

(1) Other segment: Carrefoursa, Tursa, AEO and Exsa/Exsa Gayrimenkul for 2019 & Current NAV, majority of the "Other" in 2019 comes from Philsa (USD422Mn) before its sale in 2022. Holding only net cash is excluded from NAV calculation.



# Why Invest in Sabancı?



Best proxy for Türkiye with an expansive global vision



Leveraging our DNA and expertise to dynamically manage a portfolio for growth and competitive advantage



Ample balance sheet capacity to accelerate portfolio transformation with scalable investments



Pioneering in climate transition globally, leveraging Türkiye expertise with strong returns, and high governance standards



Strong management team and solid financial track record enabling successful delivery of attractive 2029 outlook



# Sustainable, Digital, Scalable

Q&A



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