



SABANCI HOLDING FINANCIAL SERVICES DAY

November 24, 2021

The information and opinions contained in this document have been compiled by Hacı Ömer Sabancı Holding A.Ş. ("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. No undue reliance may be placed for any purposes whatsoever on the information contained in this presentation or on its completeness, accuracy or fairness. This document contains forward-looking statements by using such words as "may", "will", "expect", "believe", "plan" and other similar terminology that reflect the Holding management's current views, expectations, assumptions and forecasts with respect to certain future events. As the actual performance of the companies may be affected by risks and uncertainties, all opinions, information and estimates contained in this document constitute the Holding's current judgement and are subject to change, update, amend, supplement or otherwise alter without notice. Although it is believed that the information and analysis are correct and expectations reflected in this document are reasonable, they may be affected by a variety of variables and changes in underlying assumptions that could cause actual results to differ materially. Holding does not undertake any obligation, and disclaims any duty to update or revise any forward looking statements, whether as a result of new information or future events. Neither this document nor the information contained within can construe any investment advice, invitation or an offer to buy or sell Holding and/or Its group companies' shares. Holding cannot guarantee that the securities described in this document constitute a suitable investment for all investors and nothing shall be taken as an inducement to any person to invest in or otherwise deal with any shares of Holding and its group companies. The information contained in this document is published for the assistance of recipients, but is not to be relied upon as authoritative or taken in substitution for the exercise of judgment by any recipient. You must not distribute the information in this document to, or cause it to be used by, any person or entity in a place where its distribution or use would be unlawful. Neither Holding, its board of directors, directors, managers, nor any of Its employees shall have any liability whatsoever for any direct or consequential loss arising from any use of this document or its contents.

On Stage Today



Orhun Köstem

Group Chief Financial Officer
Sabancı Holding



Haluk Dinçer

Financial Services SBU President
Sabancı Holding

01 Financial Services
in Sabanci

02 Financial Services
SBU

03 Q&A



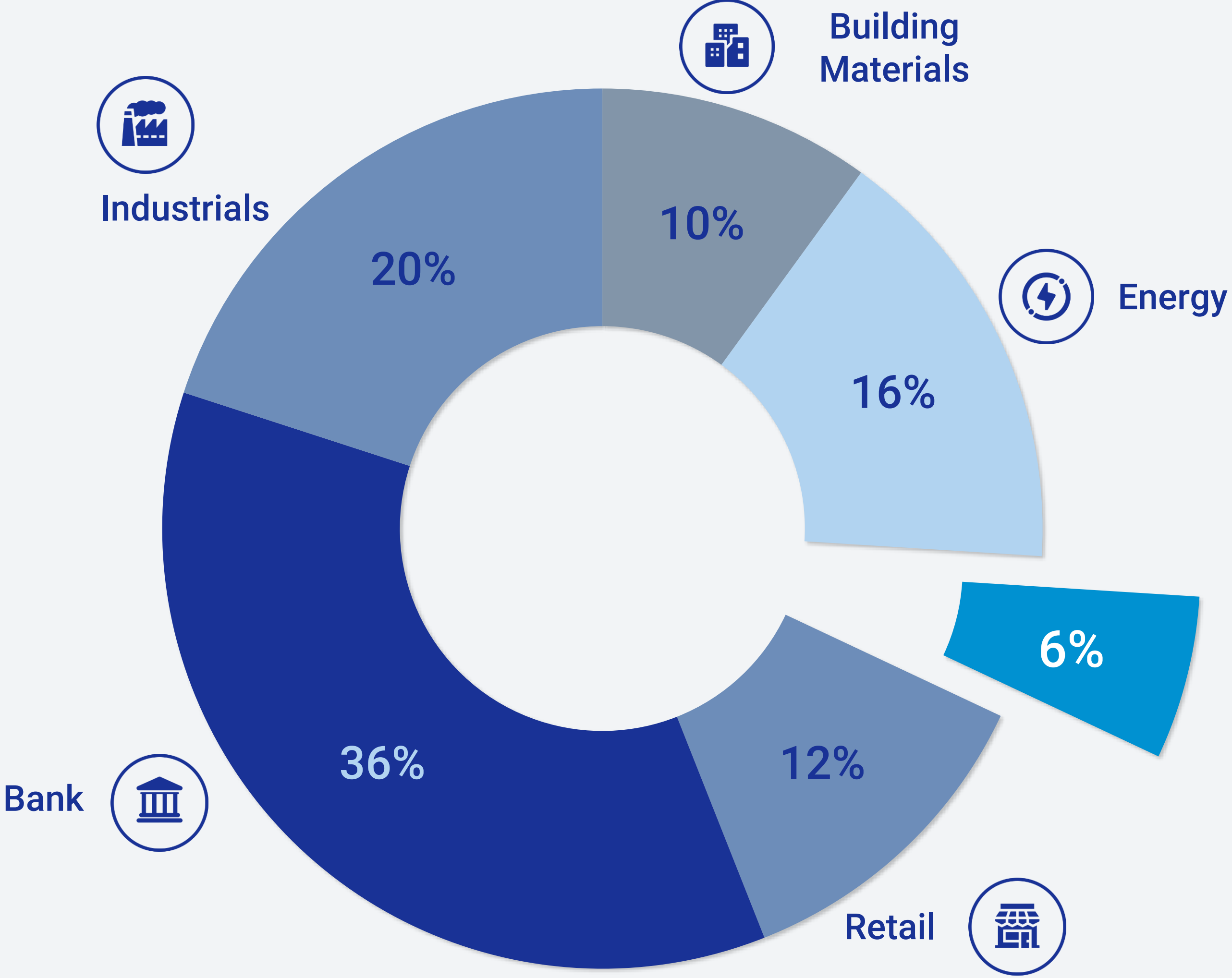
01 Financial Services
in Sabanci

02 Financial Services
SBU

03 Q&A



Financial services has 10% share in Sabancı Holding non-bank listed NAV



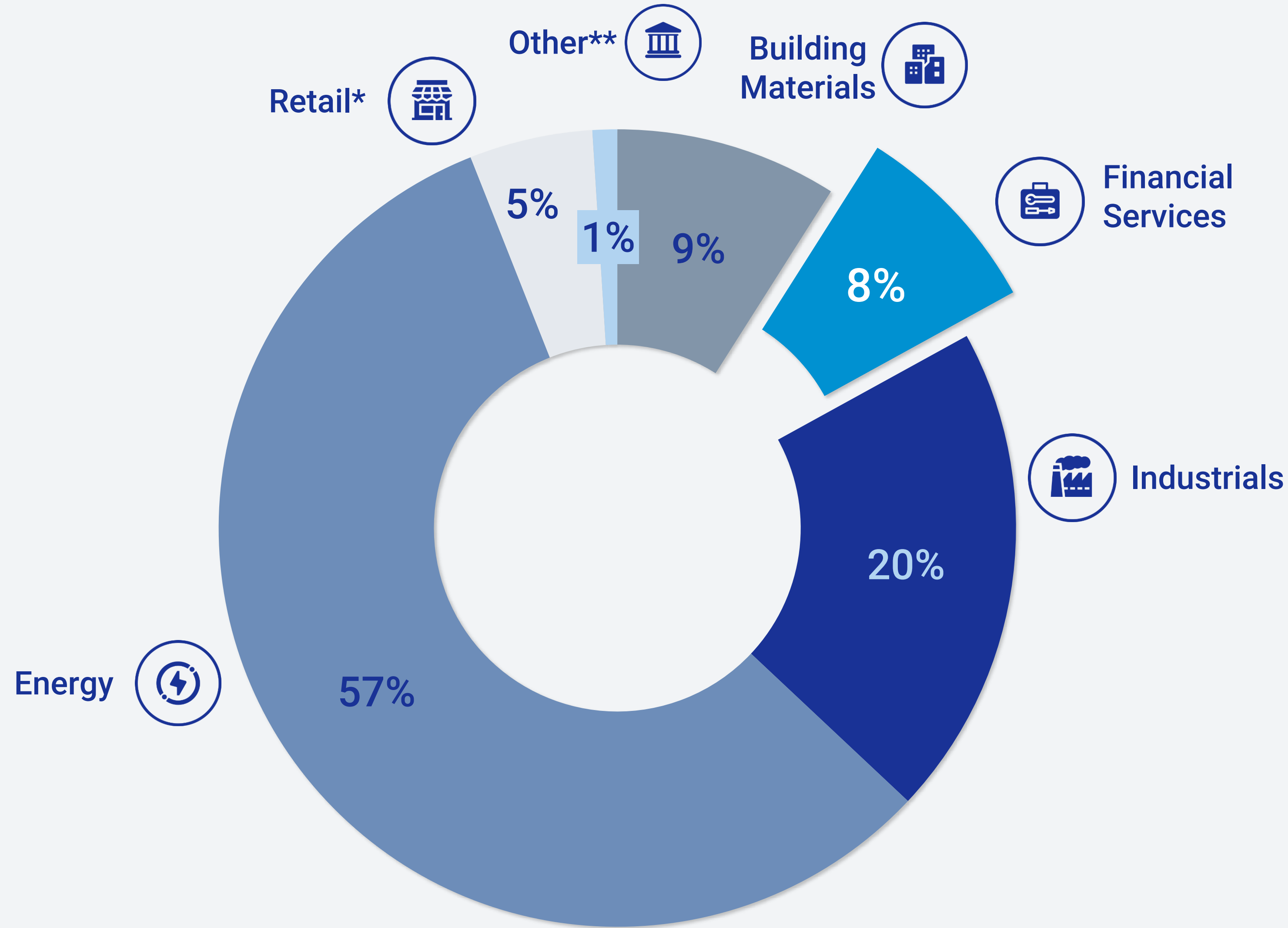
SABANCI HOLDING
TOTAL LISTED
NAV

USD 3.5
Billion

Financial Services
Share in
Non-Bank NAV

%10

8% of total non-bank EBITDA of Sabancı Holding constitutes from Financial Services SBU

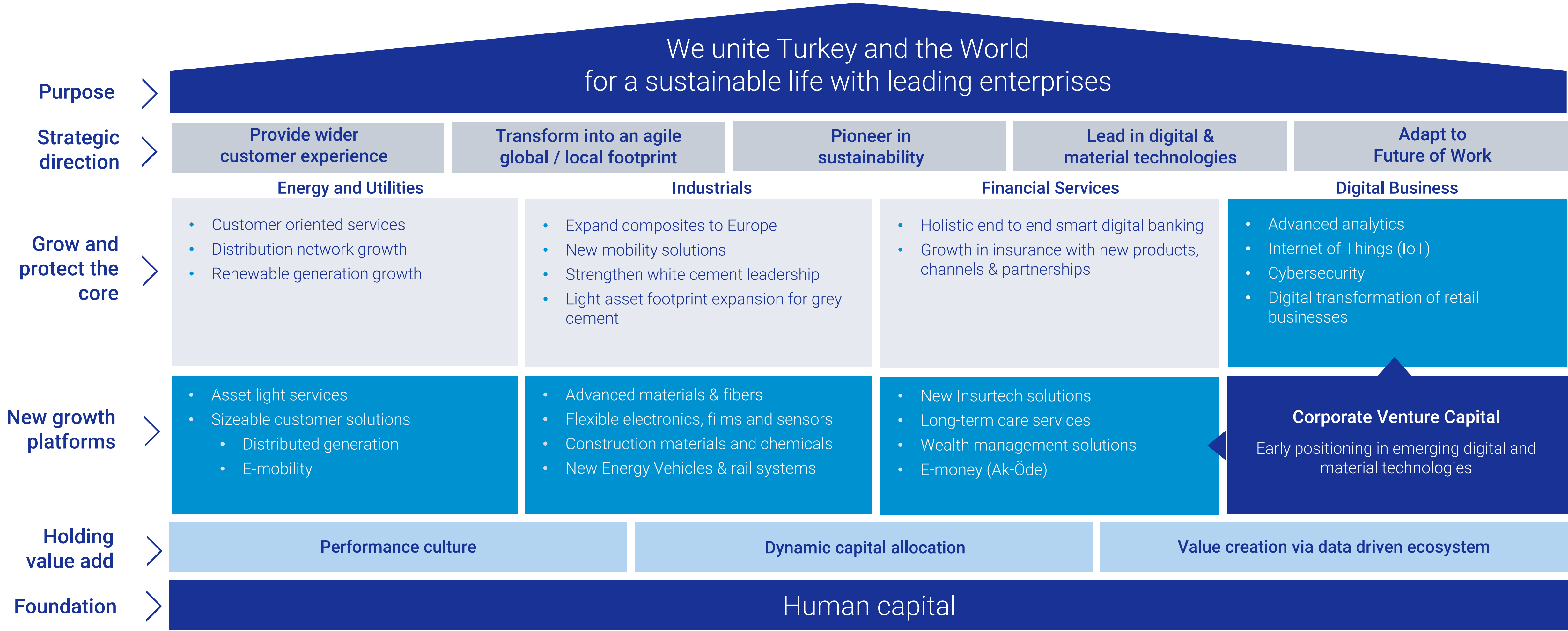


**SABANCI HOLDING
NON BANK
COMBINED EBITDA***

**TL 10.3
Billion**

All figures are for 2021 9M period.
*Excludes non-operational and non-recurring one off items & IFRS16 impact in retail
**Other includes Holding Solo, AEO, Tursa, Exsa, Sabancı DX

Doubling CAPEX to accelerate growth with a coherent strategic plan on core and new platforms



01 Financial Services
in Sabanci

02 Financial Services
SBU

03 Q&A



Successful and strengthened partnership with Ageas

2020 Q3

Aviva announced that it will focus on the UK, Ireland and Canada markets, and review its investments in continental Europe and Asia.

2021 Q2

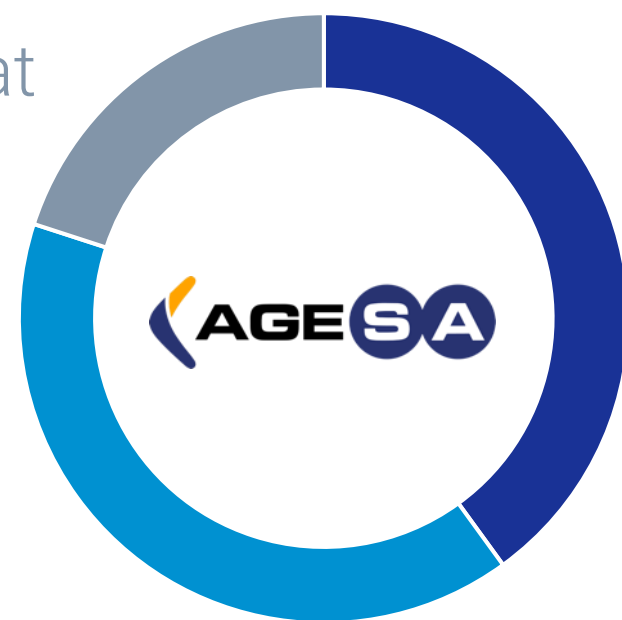
A share purchase agreement signed between Aviva and Ageas, one of the largest insurance companies in Europe, to transfer Aviva's 40% stake in AvivaSA.

2021 Q3

Company title changed to AgeSA Hayat ve Emeklilik A.Ş.

Aligned Strategic Approach for Financial Services

20%
Free Float



40%
Hacı Ömer Sabancı
Holding

40%
Ageas Insurance
International N.V

28%
Free Float



36%
Hacı Ömer Sabancı
Holding

36%
Ageas Insurance
International N.V

Prioritized Synergy Areas;

- Leveraging all distribution channels with unified customer centric approach
- Combining certain back-office functions for sharing talent and best practices

Note: Merger of general insurance companies and pension and life companies is not permitted by the legislation



2021 9M - GWP: 170; Net income: 49 (MUSD)

- **Strong Market Presence; Leading Life and Pension Player in Turkey**
 - **Leading position in Pension & AE AuM** with 17.4% market share and 3,7b\$ AuM as of September 2021
 - **# 3 in Total Life & PA;** with 10.9% market share and 170m\$ GWP as of September 2021
 - ~2.5mn customers
- **Powerful and Diversified Multi-Distribution Channel** structure to Expand Scale and Penetration (Bancassurance, Direct Sales Force, Agencies, Corporate, Telemarketing and Digital)
- **Strong and exclusive bancassurance partnership with Akbank**
- **Accelerated Profit Delivery** with 49% yoy growth of net profit in 2021 9M
- **Solid Capital Structure** with 187% solvency ratio and 44% ROE as of 2021 9M
- **Build on digital, analytics and customer capabilities**

2021 9M - GWP: 543; Net income: 23 (MUSD)

- **Strong presence in the Turkish non-life insurance #4 player**
- **Wide customer base** of 3.2mn active customers
- **Strong distribution network reaching to ~3300+ agencies** with accelerated growth and **exclusive partnership w/ Akbank**
- **Continued organic growth:** share of new products in total gwp reached 14% ; % of new agencies' production, established in the last 3 years, reached to 31% in total portfolio.
- **Strong operational and financial performance** resulting in 30%+ RoE
- **World-class use of digital technologies,** resulting w/ efficiency and customer satisfaction
- **Continuous investments in analytics, business process automation** – BPA ,CRM, AI and APIs for **next generation insurance sales and servicing**



DIGITALIZATION & TECHNOLOGY

Value Chain Being Reshaped

Core businesses are digitized to enable hybrid experience, while new business models emerge via platforms & ecosystems.



AGEING & HEALTHY LIVING

Acceleration in Private Financing & Healthcare Advancement

Beyond health insurance, expansion across the value chain enables better and integrated health experience.



CHANGING NEEDS & SUSTAINABILITY

New Business Dynamics

New emerging needs and sustainability issues require new product and service developments

SBU Key Moves to Win

- Strengthen & grow the core as a multi line insurer
- Grow into adjacencies: health insurance
- Transform: Pursue new opportunities in digital platforms and ecosystems

To become the leading new generation
financial services provider

1

PROTECT AND GROW THE CORE

Act as a multi-line insurer with Aksigorta & Agesa

Develop distribution

- Expand our network & productivity
- Increase penetration at Akbank channels

Achieve commercial excellence

- Diversify product portfolio
- Improve customer acquisition, cross sell and retention

Keep efficiency and improve services

- Automated and intelligent - smart processes
- Improved customer and stakeholder experience

2

GROW INTO ADJACENCIES

Reconfigure health insurance business
for growth

3

TRANSFORM

Pursue new opportunities in digital platforms
and ecosystems

Our digital play focuses on 3 strategic domains



1 DIGITAL ENABLEMENT

- Leverage digital and advanced analytics to step up our existing sales performance and efficiency
- Excellent E2E customer and stakeholder experience by
- Mobile-centric omni channel structure.



2 DIGITAL BANCASSURANCE

- Simple and segmented products
- Integrated bundles with banking products
- Personalized and analytics driven targeted offers

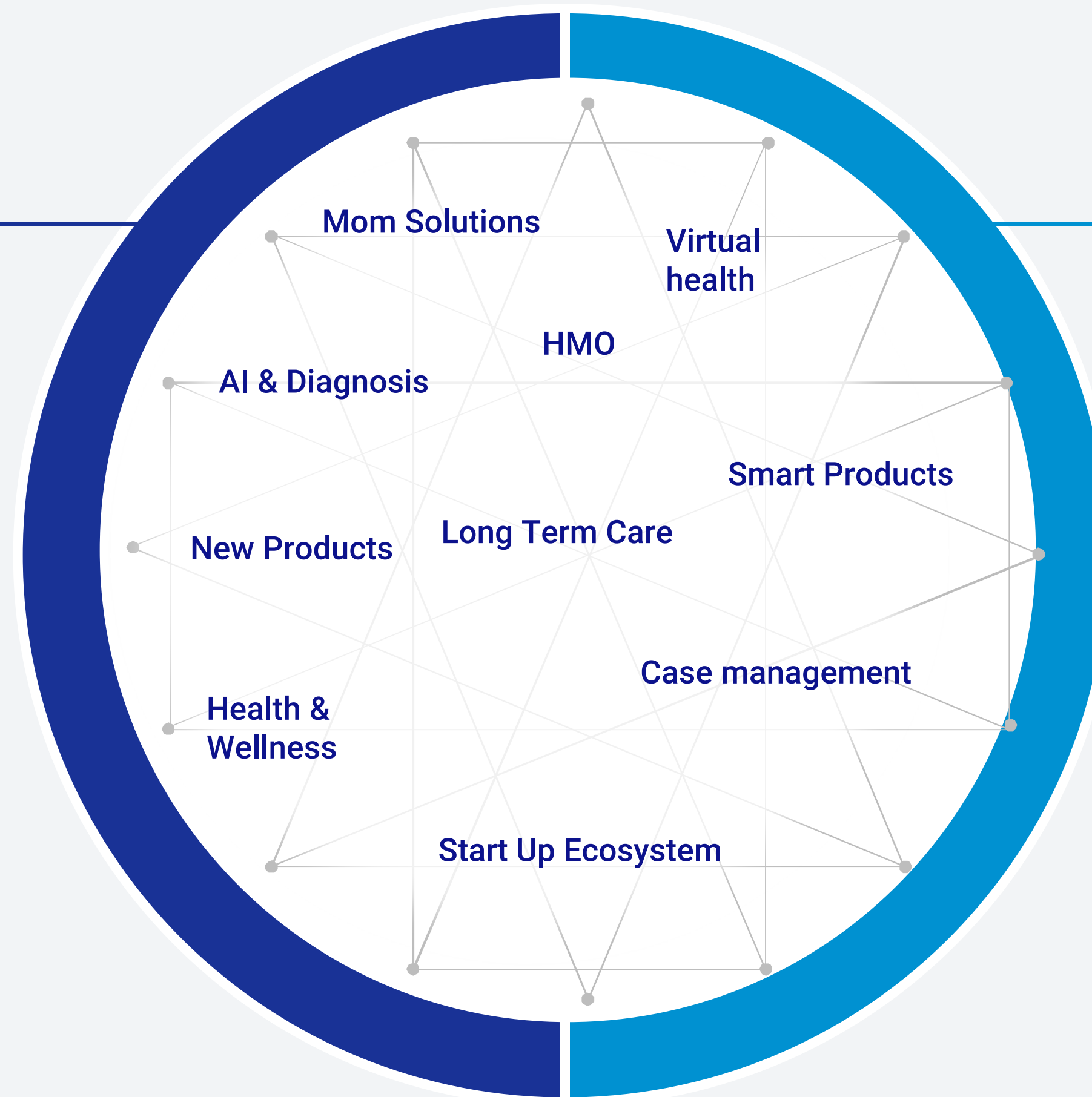


3 ECOSYSTEM & PARTNERSHIPS

- Integrate insurance to customer-centric networks in which services across industries are provided in seamless journeys (e.g. e-commerce, mobility)

Strengthen the Core

- 1 Strategic Value Propositions
- 2 Operational Excellence
- 3 Technology Infrastructure
- 4 Organizational Structure



Expand the Core

- 1 New business models
- 2 Partnerships to create new value offerings
- 3 Offer pure play digital platform services

A holistic and customer centric health insurance model

Smart and Sustainable Growth in Financial Services

2021

Competitive Market Positioning;

- Leading position in Pension & AE AUM among private companies since 2015
- #2 player in total life and personal accident among private companies
- Strong presence in the non-life insurance #4 player, organic growth leader for the last 5 years

Strong distribution network;

- Exclusive partnership with Akbank
- ~3.300 agencies
- ~900 sales personnel

Solid operational and financial performance

- **AgeSA**, 31% CAGR in terms of IFRS net income growth since 2016 reached at ~400m TRY level (as of 2021 Q3)
- **Aksigorta**, 52% CAGR in terms of IFRS net income since 2016 reached at ~195m TRY level (as of 2021 Q3)
- **Aksigorta**, Best in class G&A efficiency (3pp better than market average) – 20% equivalent FTE via RPA technology

Continuous investment on digital, analytics and customer capabilities

FUTURE

- Maintain leading position in Pension & AE AUM with a mindful presence
- Leading position & growth in savings and protection
- Profitable growth and strengthened market positioning in non-life
- Best in class customer and stakeholder experience
- New digital engines via platforms and strategic partnerships
- Operational and technical excellence with technology and analytics
- Future of work & end to end IT and cultural transformation
- Sustainability at the heart of business to build a better future
- Acceleration with Synergy Areas

01 Financial Services in Sabanci

02 Financial Services SBU

03 Q&A



Thank You

