



# INDUSTRIALS DAY

04 September 2023

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## ON STAGE TODAY



**Orhun  
KÖSTEM**

Group Chief Financial Officer  
Sabancı Holding



**Cevdet  
ALEMDAR**

Industrials Strategic Business Unit President  
Sabancı Holding

01

Industrials in  
Sabancı Group

02

Sabancı Industrials'  
Strategy & Roadmap

03

Q&A



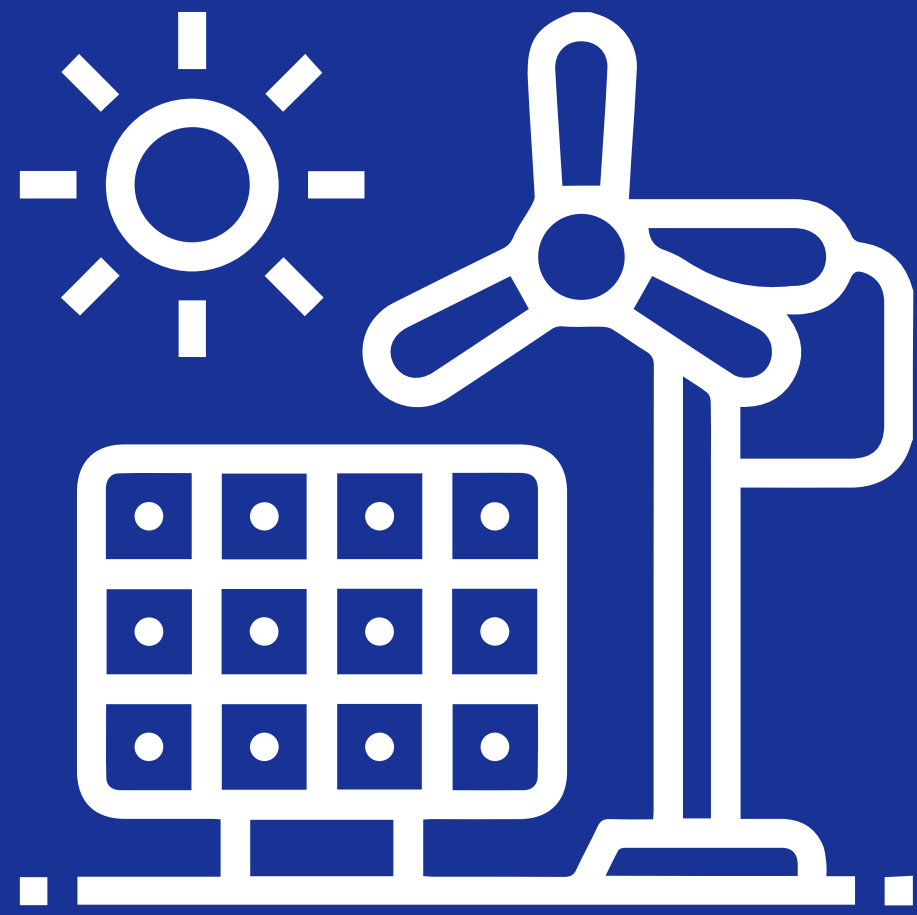
01

/03

# Industrials in Sabancı Group



We prioritize new economy to transform our portfolio for the future



CLIMATE  
TECHNOLOGIES

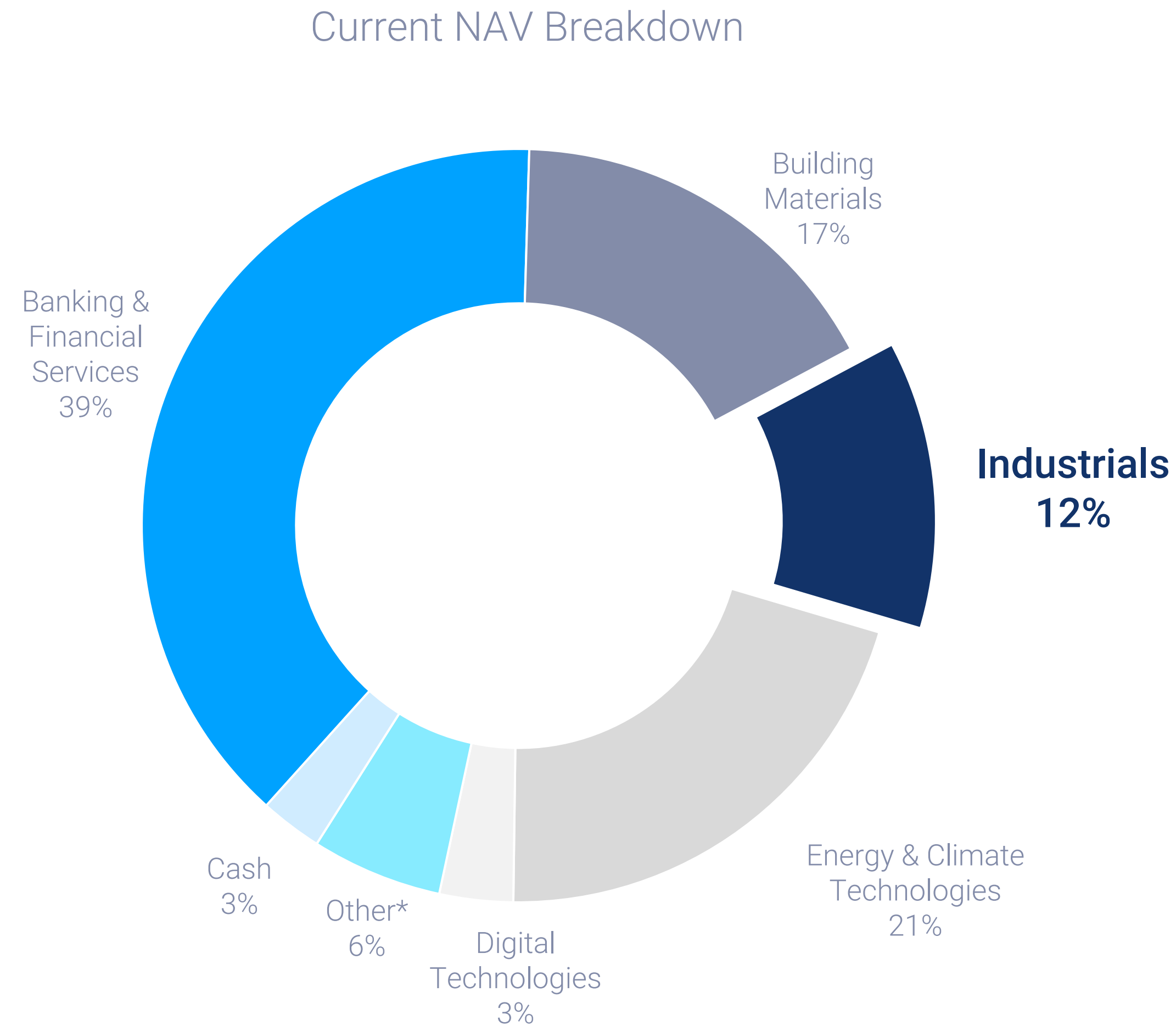


ADVANCED  
MATERIALS  
TECHNOLOGIES



DIGITAL  
TECHNOLOGIES

## Industrials segment continue to be major driver in Sabancı Holding's non-bank NAV

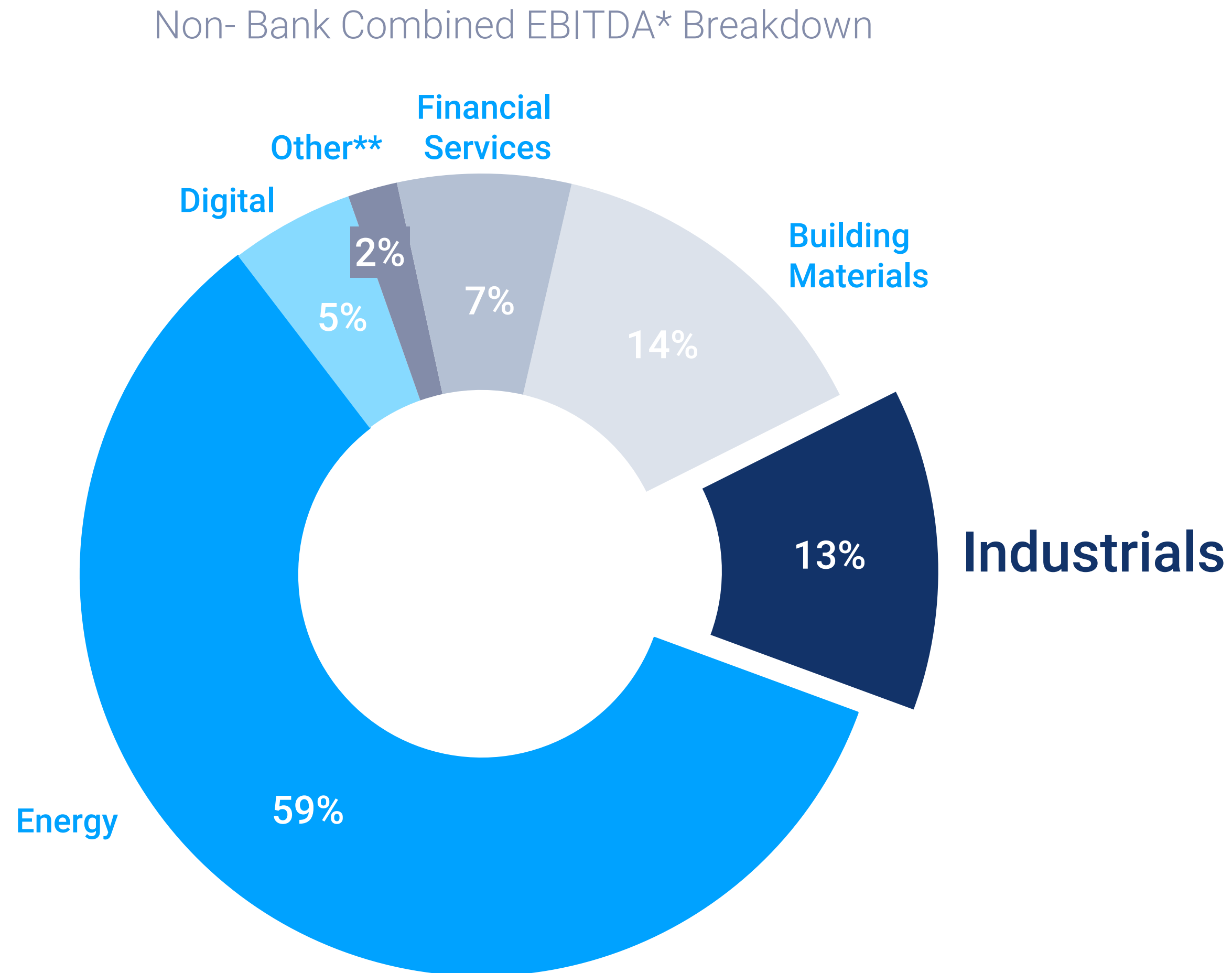


**Industrials Share  
in Non-Bank NAV**

**19%**

**3<sup>rd</sup> Largest Segment**

**13% of Sabancı Holding's combined non-bank EBITDA\* generated from Industrials segment in H1'23**



**SABANCI HOLDING  
NON-BANK  
COMBINED EBITDA\***

▼  
**TL 21.4**  
Billion

All figures are for H1'23 period.

\*Excludes non-operational and non-recurring one off items.

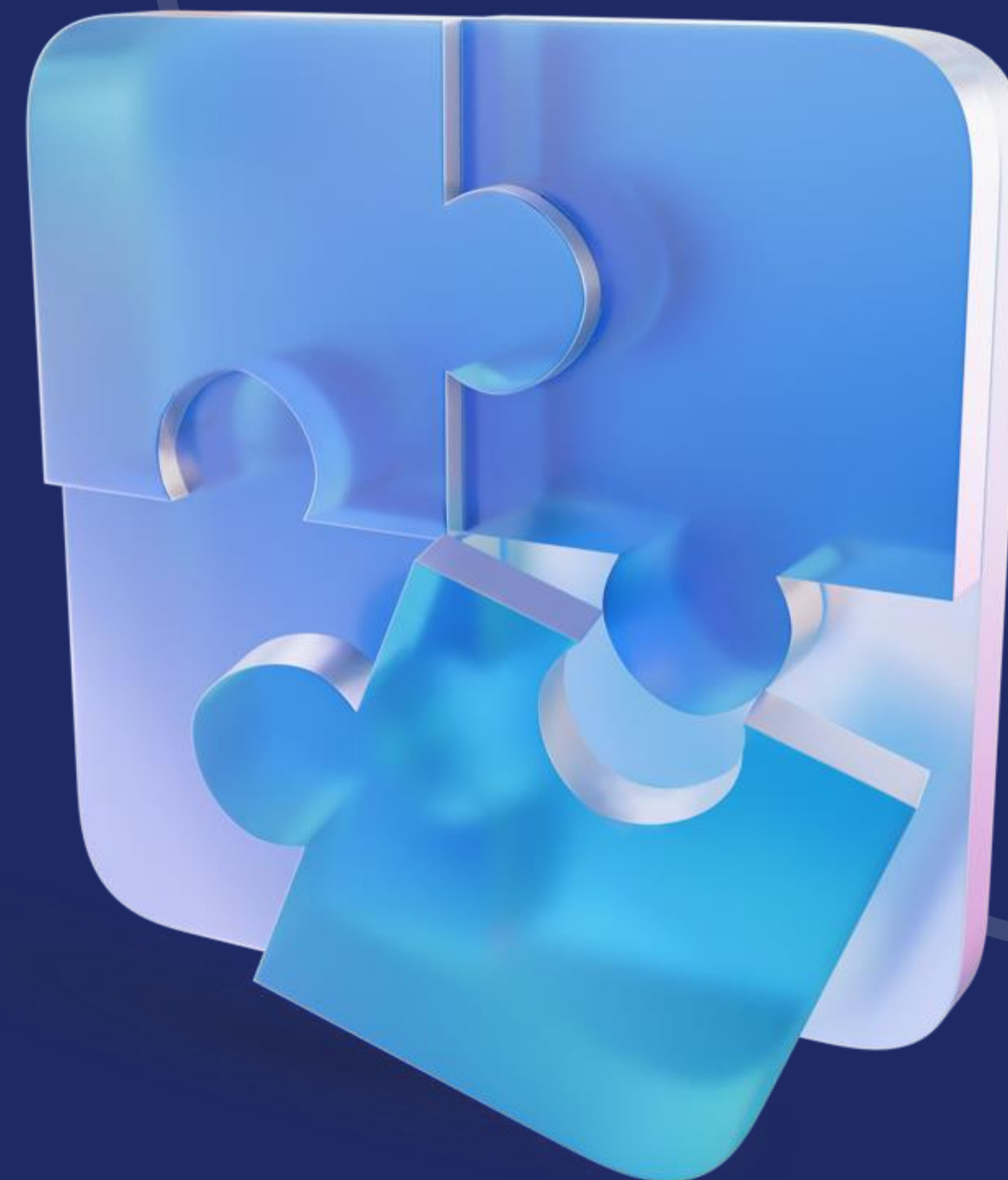
\*\*Other includes Carrefoursa, Holding Solo, AEO, Tursa, Exsa.



02

/03

# Sabanci Industrials' Strategy & Roadmap



# Sabancı Industrials, an Integrated Materials and Mobility Business

 <div>COMPOSITES &amp; TIRE REINFORCEMENT</div>	 <div><ul style="list-style-type: none"><li>✓ Global leader of Tire Reinforcement. #1 in Nylon, #3 in PET. (27% and 12%)</li><li>✓ Valued Tire Reinforcement Business in 4 continents, 6 factories</li><li>✓ Diversifying uses and geography in Composites, 16% of total sales</li></ul></div>	<div>FX %</div> <div><div>100</div></div>
 <div>TIRES</div>	 <div><ul style="list-style-type: none"><li>✓ Leader in Turkish tire market: 24% market share with 500 dealers, 1300 POS</li><li>✓ Transformation to Mobility Solutions Company: (2023 Mobility Revenue: 124 MUSD)</li></ul></div>	<div>FX %</div> <div><div>40</div></div>
 <div>MOBILITY SOLUTIONS FOR END-USERS</div>	 <div><ul style="list-style-type: none"><li>✓ #2 in Turkish Coach, Bus Market (25% market share)</li><li>✓ Exports to 66 countries</li><li>✓ Transformation to a steady state company (4x revenue growth)</li></ul></div>	<div>FX %</div> <div><div>65</div></div>

# Sabancı Industrials, delivering results parallel with what is told last year

## What we said last year, what we delivered

- ✓ Growth in Brisa
- ✓ Increasing performance in composite business
- ✓ Kordsa North America investments
- ✓ Completion of Temsa's transformation
- ✓ Delivering cash flow
- ✓ Integration of acquired companies `Arvento and Microtex` are completed (*almost doubled net income vs previous year*)

## What happened in the market\*

Tightening European demand

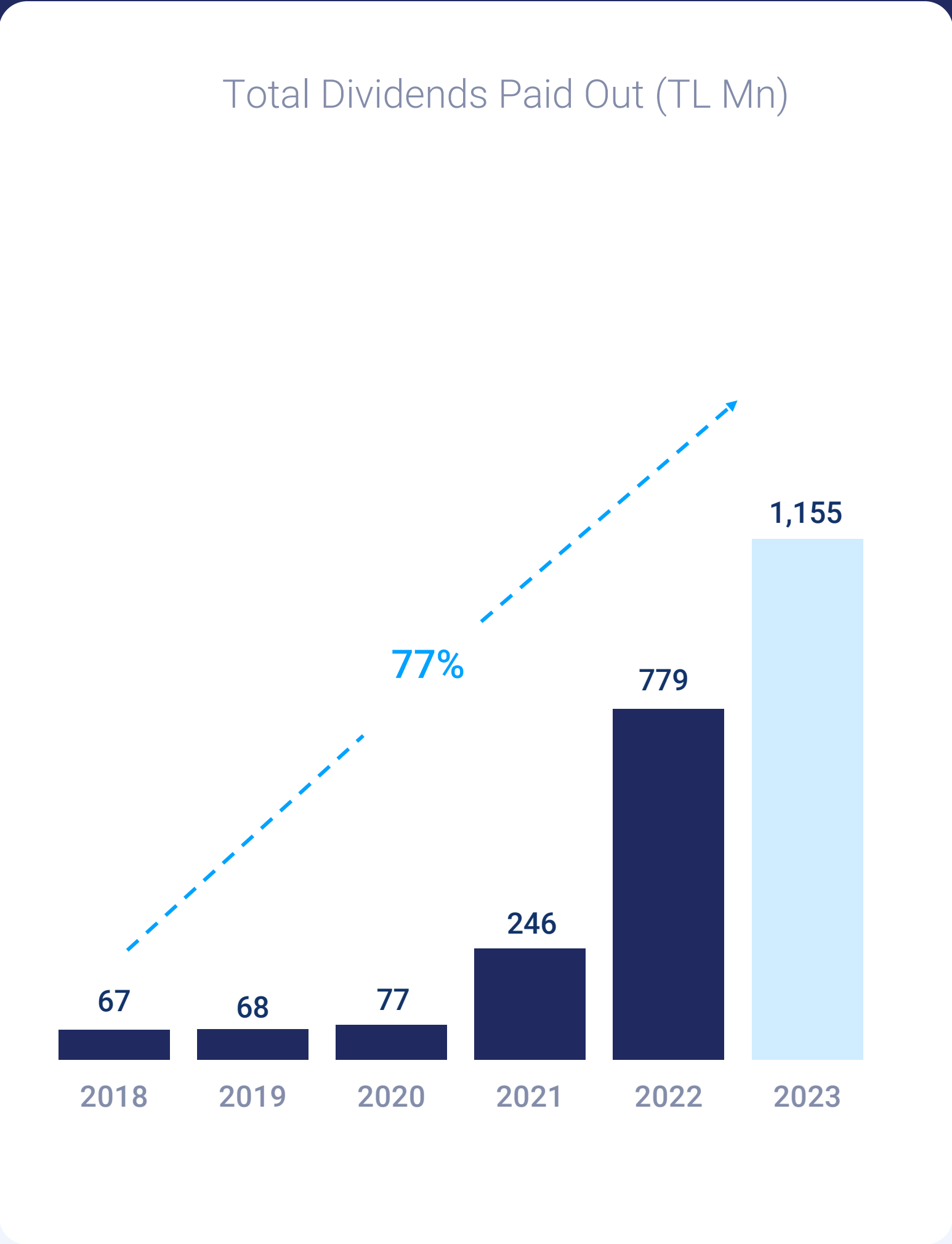
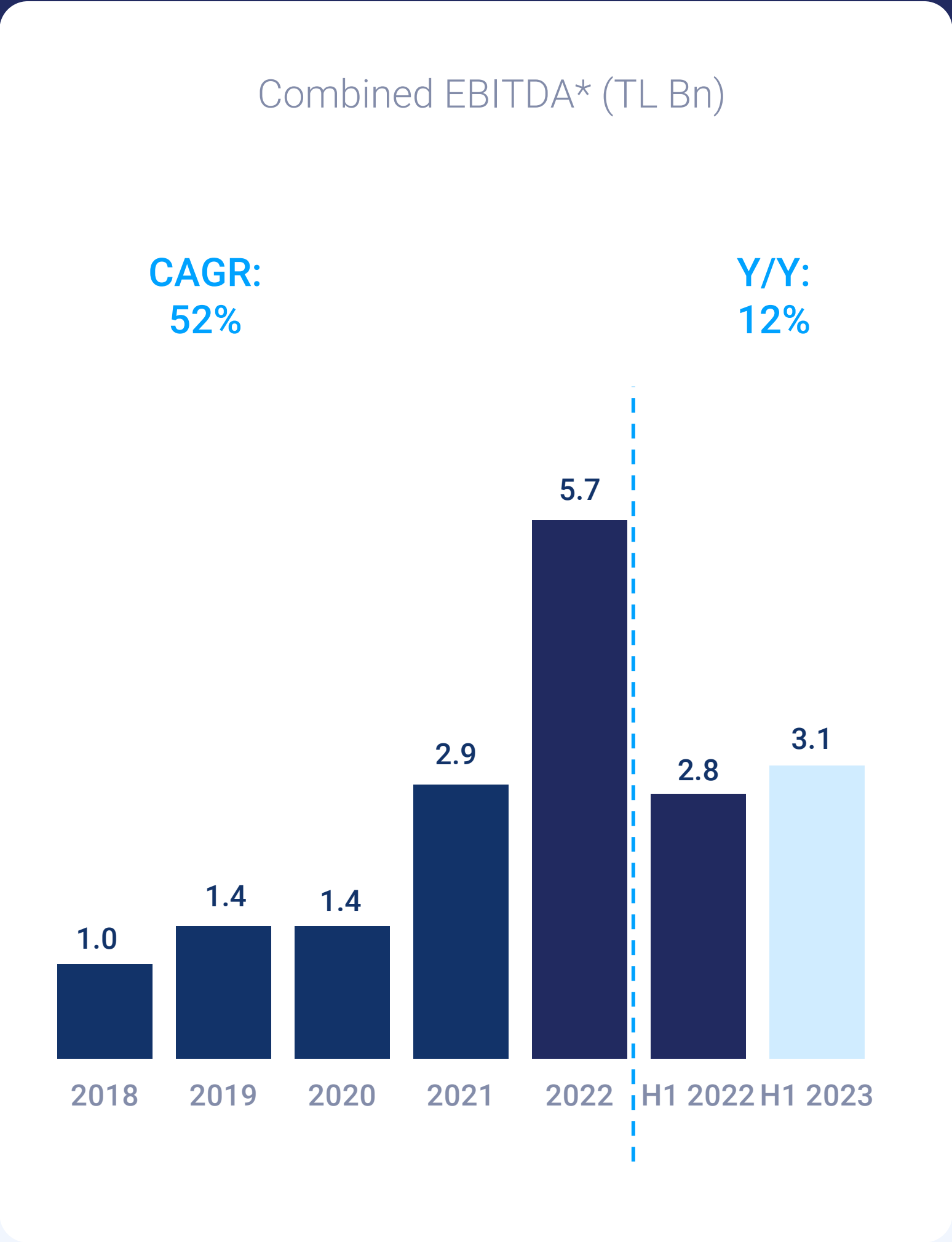
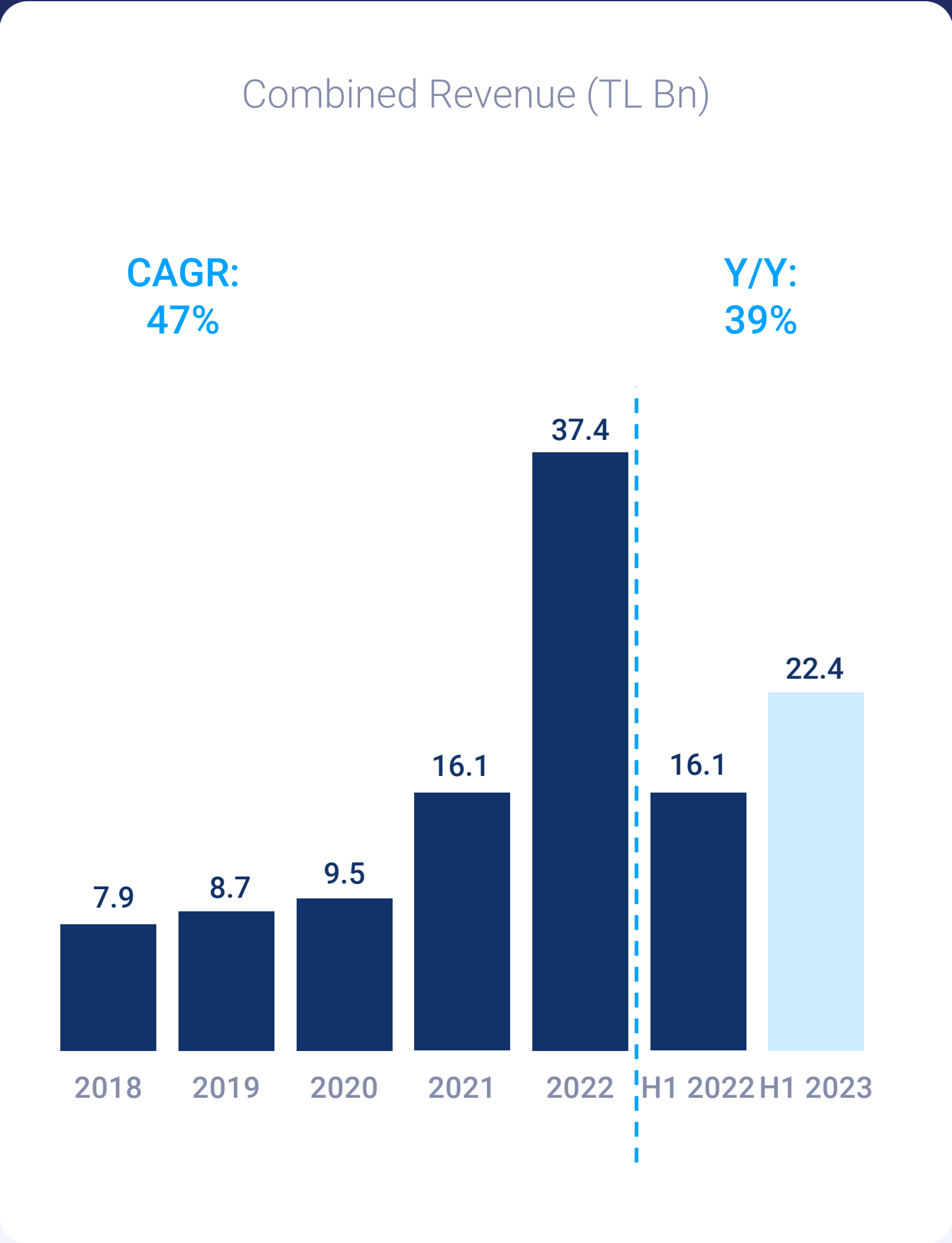


Strong Turkish market



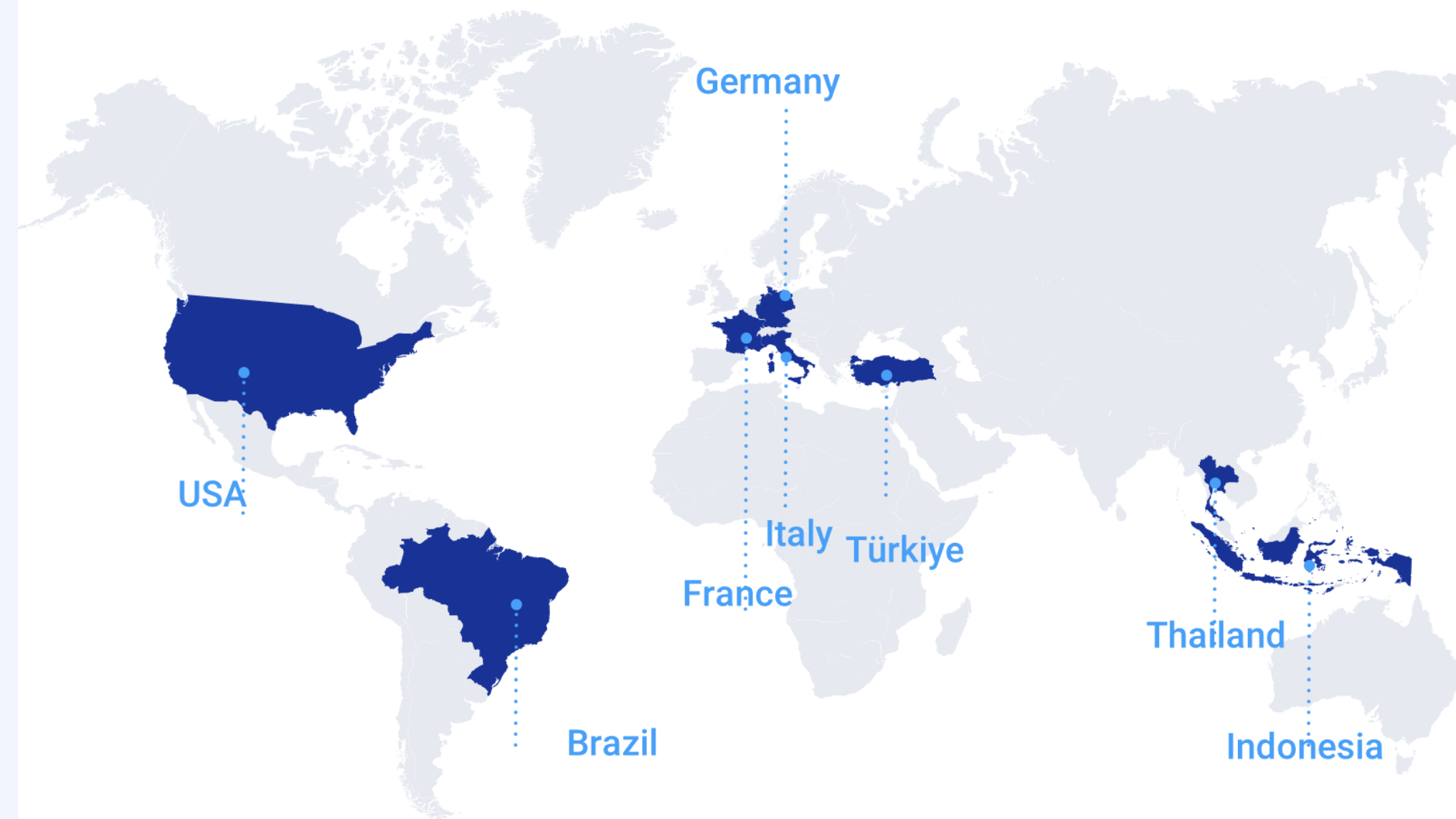
\* Tire demand, LMC

# Protect and grow the core - *Benchmark performance*



\* Excludes non-operational and non-recurring one off items.

## Our foundation for future..



### Operational Excellence

- ▶ Best productivity and quality parameters
- ▶ Digital workforce & Robotic process automation in >2000 processes
- ▶ Artificial intelligence & Autonomous technologies
- ▶ Future of Work– Hybrid working & agile project managements



### Commercialized Innovation

- ▶ 4 R&D centers, 500+ patents
- ▶ Remarkable talent; 373 R&D employees, 85 PhD & master's degree
- ▶ The first official R&D Center of Turkey, recognized under code 5746
- ▶ Extending to Asia and Europe with Tech Centers



### ESG

- ▶ Kordsa and Brisa: Turkey's Climate Leaders CDP A- climate change category
- ▶ Science based objectives; Brisa first in Turkey, Temsa and Kordsa are approved
- ▶ 37%, 25%, 24% women in White Collars in Kordsa, Brisa, Temsa respectively. Started dedicated lines for blue women collar



\* Brisa first in Turkey, Temsa joined, Kordsa in submission process.

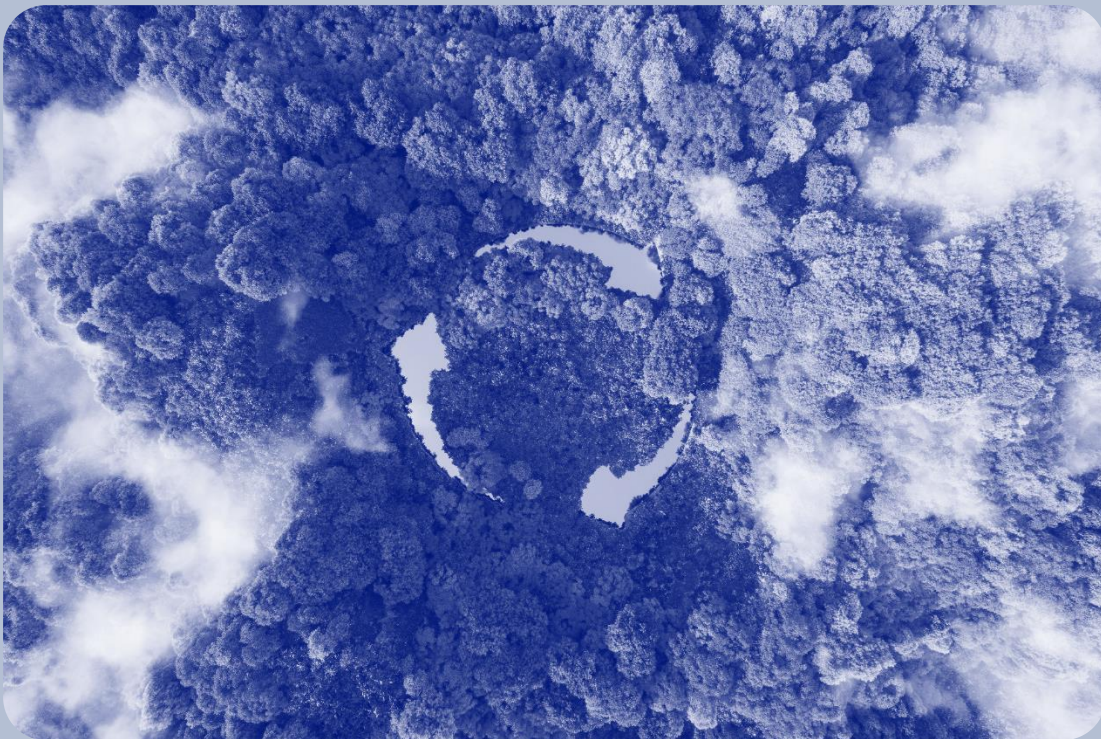
Macro Themes for the future..

Protect and  
grow the core

01

Portfolio and  
Geography Agility

Sustainability



Digitalization



Changing Operating Models



Transform with new  
growth platforms

02

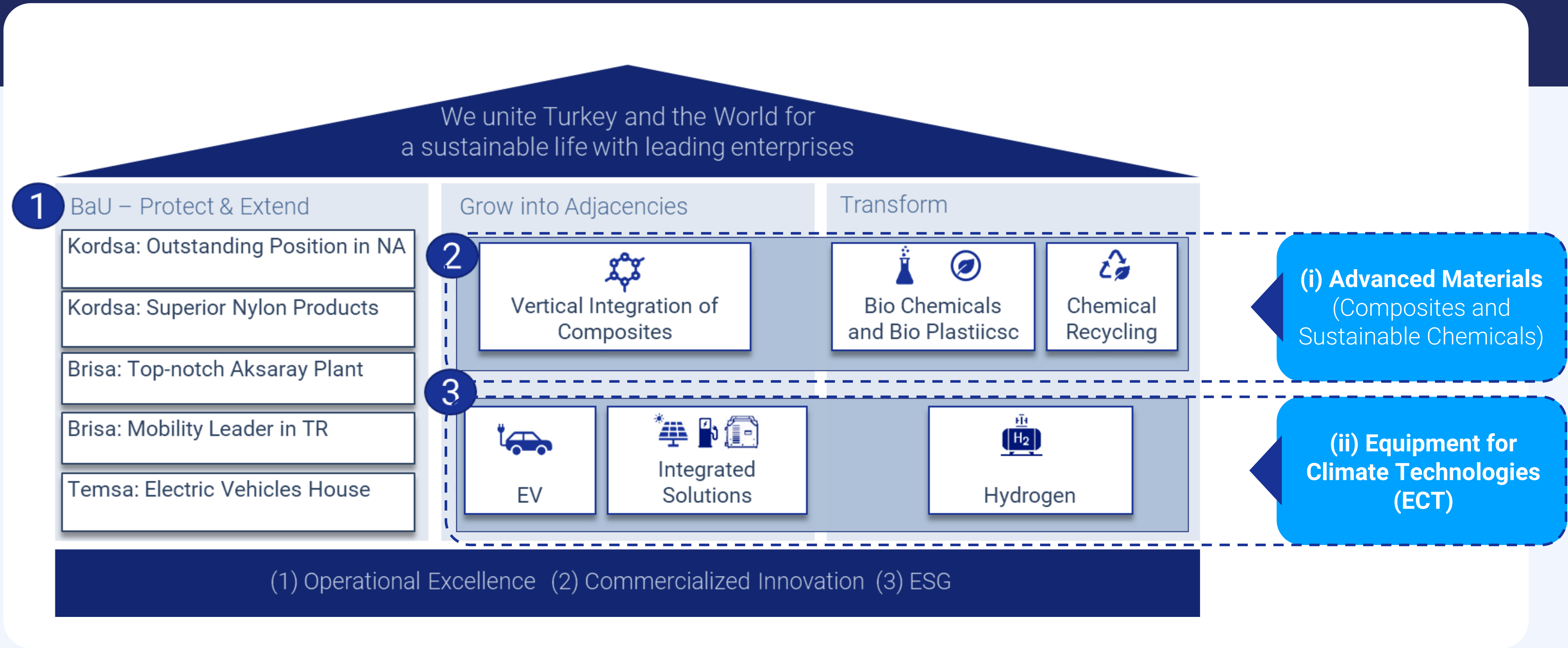
Advanced Materials (Composites  
and Sustainable Chemicals)

03

Equipment for Climate  
Technologies

# Transform with new growth platforms

(i) Advanced Materials (Composites and Sustainable Chemicals) (ii) Equipment for Climate Technologies



# Transform with new growth platforms

*We started the path in 2022*

## (i) Advanced Materials (Composites and Sustainable Chemicals)

### Microtex Acquisition

Acquired by Kordsa with EUR 24.6mn

Growth in composites uses beyond aerospace and expand beyond US



## (ii) Equipment for Climate Technologies (ECT)

# 01

### Arvento Acquisition

Turkey's leader fleet telematics and IoT solutions company with more than 50% market share, acquired by Brisa with EUR 22mn

# 02

### Pratik Chain rapid growth

105 service points in turkey and 20 charging stations in 15 cities

# 03

### Electrification

Wide application areas in battery technologies: ESS, marine and agriculture

Key takeaways

01

Operational Excellence

High Ebitda ratios  
High R&D Capability  
Benchmark level operational results  
Pioneer in sustainability



02

Invest for today

Capacity growth of Brisa and Kordsa  
Electric vehicle manufacturing with Temsa  
Mobility with Arvento  
Growth in Composites



03

Invest for future

Equipment for Climate Technologies  
Advanced Materials  
(Composites and Sustainable Chemicals)





03

/03

Q&A





## INVESTOR RELATIONS CONTACTS

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Investor Relations Specialist



**Meet SirA, Sabancı Holding's digital  
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