



SABANCI HOLDING  
**INDUSTRIALS**  
**DAY**

September 26, 2022

# 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 and Roadmap

**03** Q&A



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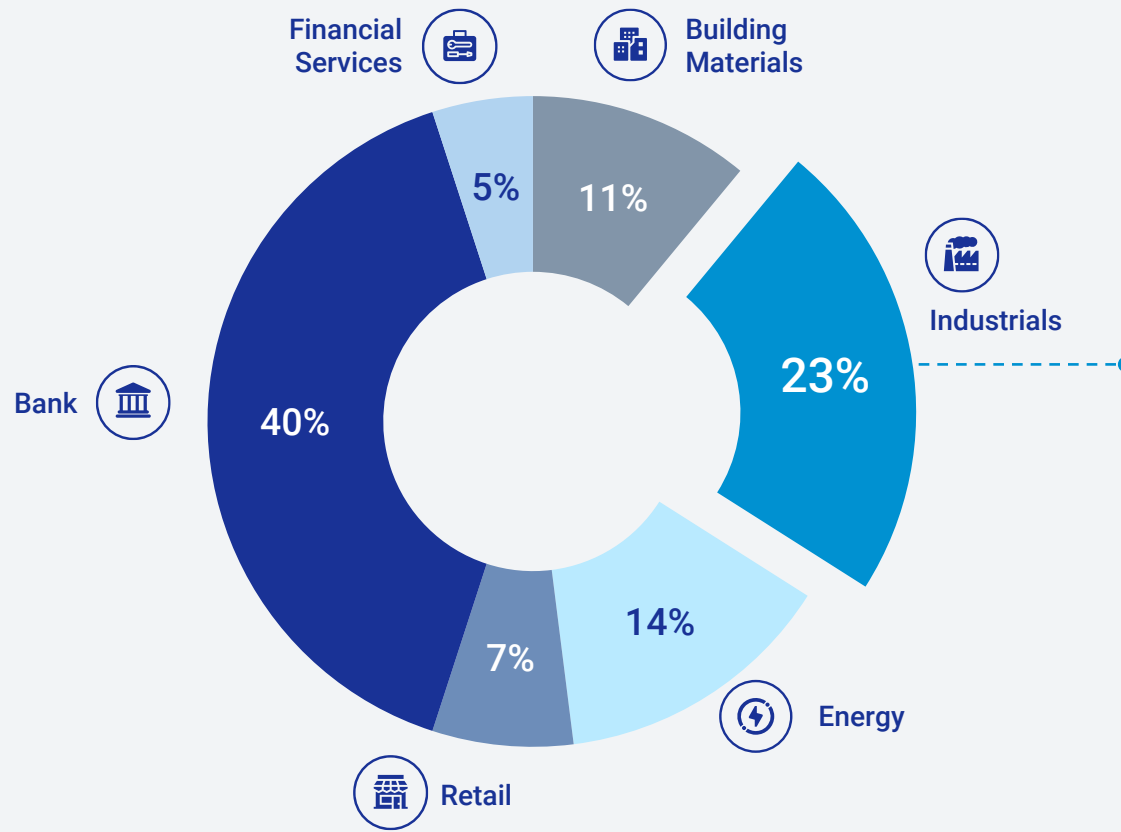
The background of the slide is a blue-tinted photograph of an industrial factory. A large robotic arm is visible in the foreground, and rows of white spools of material are arranged on a rack in the middle ground. The factory's steel structure and ceiling are visible in the background.

01 Industrials in Sabancı Group

02 Sabancı Industrials' Strategy and Roadmap

03 Q&A

# Industrials is the largest non-bank strategic business unit in Sabancı Holding's Listed NAV with 38% share



**SABANCI HOLDING  
TOTAL LISTED NAV**

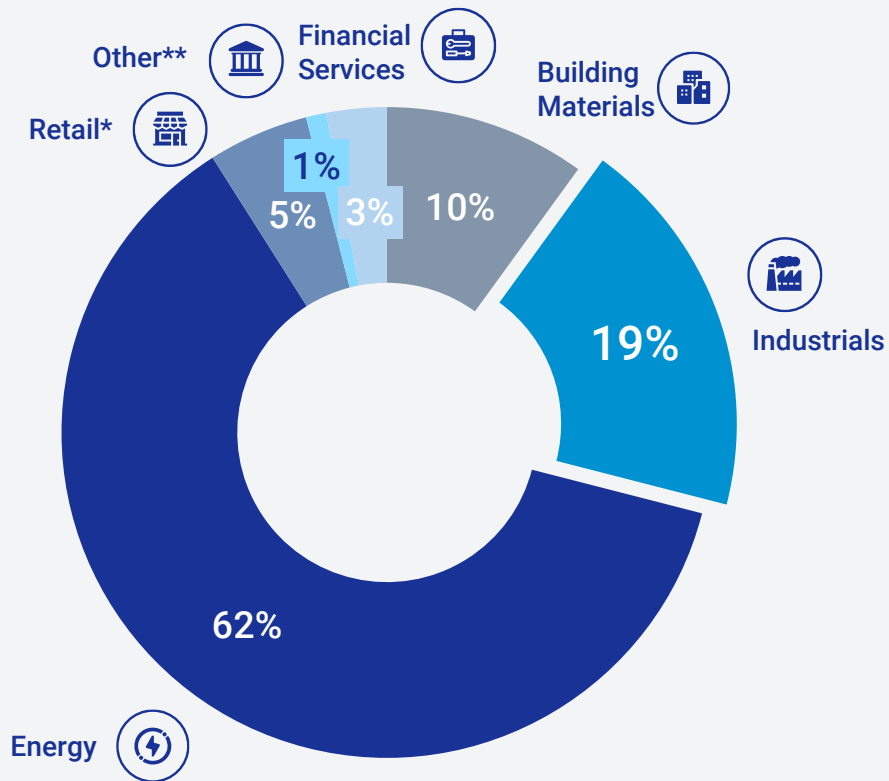
**USD 3.2**  
Billion

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**Industrials Share  
in Non-Bank Listed NAV**

**%38**

~20% of Sabancı Holding's combined non-bank EBITDA\* generated from Industrials strategic business unit in H1'22



SABANCI HOLDING  
NON-BANK  
COMBINED EBITDA\*

TL 14.3  
Billion

All figures are for 2022 1H period.

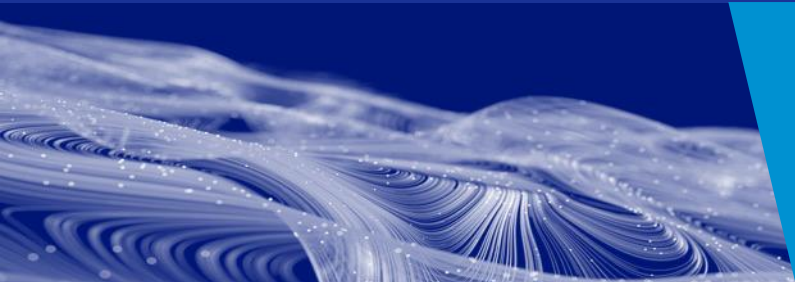
\*Excludes non-operational and non-recurring one off items & IFRS16 impact in retail

\*\*Other includes Holding Solo, AEO, Tursa, Exsa, Sabancı DX and DX BV

# Climate Technologies



# Advanced Materials Technologies



# Digital Technologies





The background is a dark blue gradient with a futuristic, digital aesthetic. It features a wireframe globe at the top, a modern glass skyscraper in the center, and a bright light source on the right side creating a lens flare effect. The overall theme is technology and industry.

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## COMPOSITES & TIRE REINFORCEMENT

**KORDSA**

- Global leader of Tire Reinforcement. #1 in Nylon, #3 in PET. (28% and 12% MS)
- Valued Tire Reinforcement Business in 4 continents at 6 factories
- Diversifying uses and geography in Composites, which constitute 10% of total sales in 2022, Strategic supplier to aerospace Industry



## TIRES

**BRI SA**

- Leader in Turkish premium tire market (30% market share with 500 dealers & 1300 POS)
- 43% FX revenue
- Transformation to Tire Centric Mobility Solutions Company (2022 Mobility Revenue: \$ 200M)

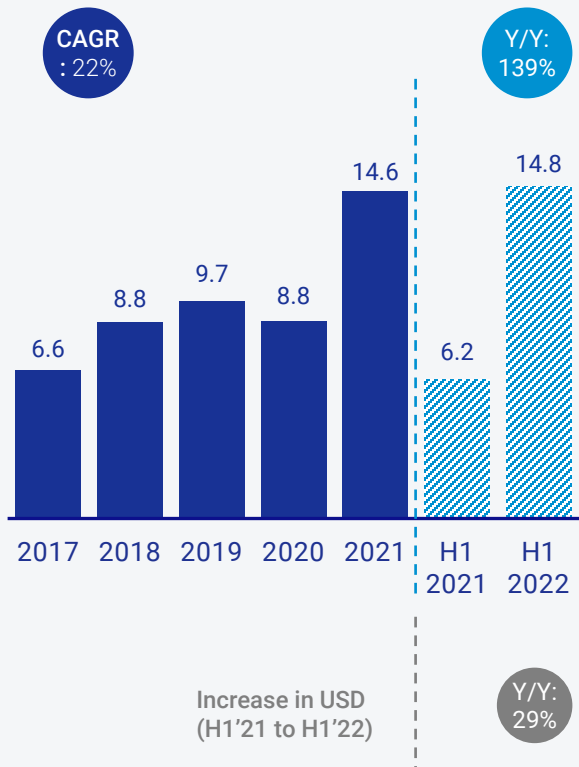


## BUS & LIGHT TRUCKS

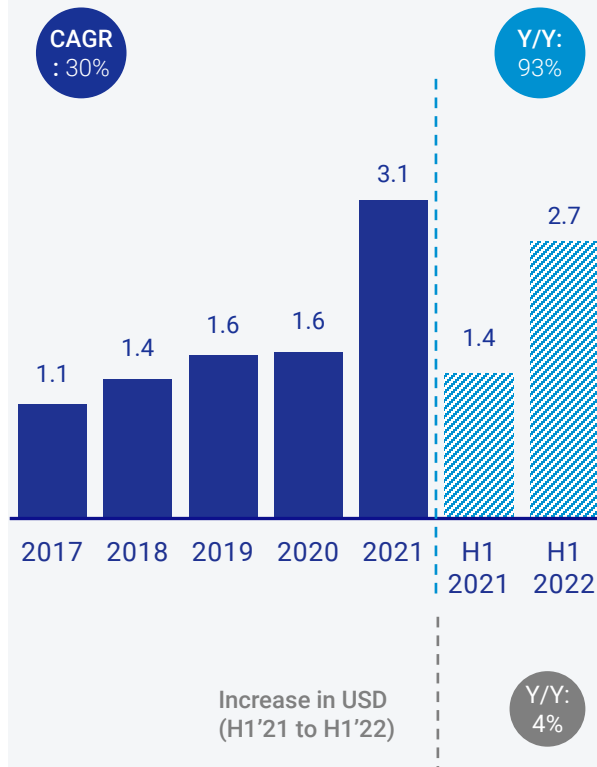
**TEM SA**

- #2 in Turkish Coach, Bus Market (33% market share)
- 70% of total sales are exports to 66 countries, 48% export revenue growth in H1'22 (y/y)
- Manufacturer of Turkey's first electric bus

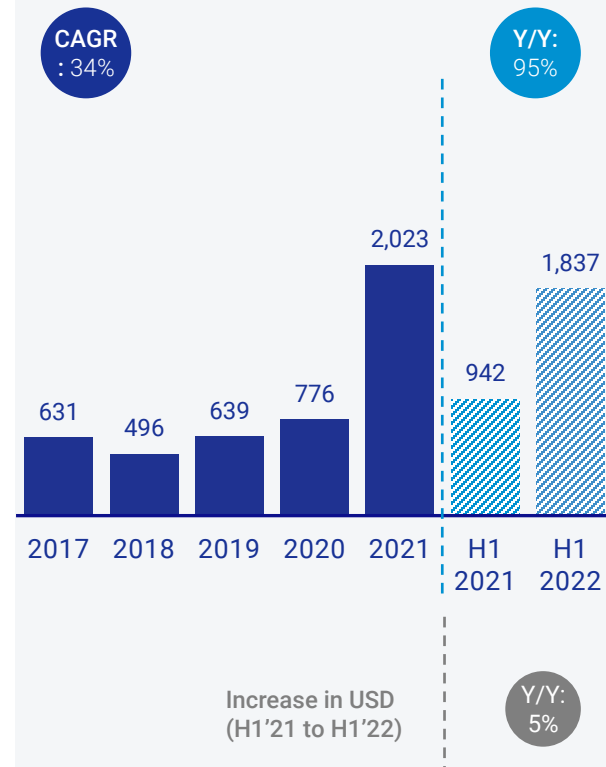
### Combined Revenue (TL Bn)



### Combined EBITDA\* (TL Bn)



### Combined Net Income\* (TL Mn)



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

# Protect and grow the core

Excellence yields the Foundation for Strategy



## Global Business Model

- 4 continents, 15 facilities
- >70% international revenues
- 9.000+ employees, 37 average age



## Delivering Profitable Growth

- 29% USD based revenue growth (H1'22)
- Benchmark level EBITDAs in relevant industries
- Strong cash flow



## 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



## ESG

- Kordsa and Brisa: Turkey's Climate Leaders CDP A-climate change category
- Science based objectives for challenging 1.5C scenario\*
- 30% women in white collars

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



**Climate Change  
and Water Security  
leaders**

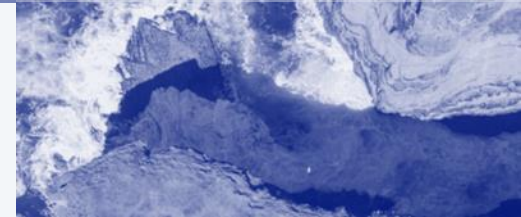


**x2 Energy Efficiency  
Improvement, compared to  
IEA's Global Industry  
Performance Estimate\***



**Out of 90.000  
companies**

**68% Reduction of  
Groundwater**



**Science based  
objectives for  
challenging 1.5°C  
scenario**



**Social and NGO  
Leaderships**

**Scope 3: Light  
Materials**



## Protect and grow the core

### 01 Portfolio and Geography Agility

Themes

**Sustainability**

**Digitalization**

**Changing Operating Models**

Reflections to SBU

- Micro mobility, City distribution
- Recycle, reuse
- Energy types and efficiency
- Water footprint, food chain

- AI, Cloud
- Connected Automation
- Contactless payment/settlement
- Cyber security

- Modular Manufacturing
- New Supply Chains
- From waterfall to agile
- Aging Society

Key Moves to Win

20+ New Industry Areas identified,  
Those are prioritized through "Outside-In Attractiveness", "Inside-out Fit", "Scalability", leading to below Initiatives

## Transform with new growth platforms

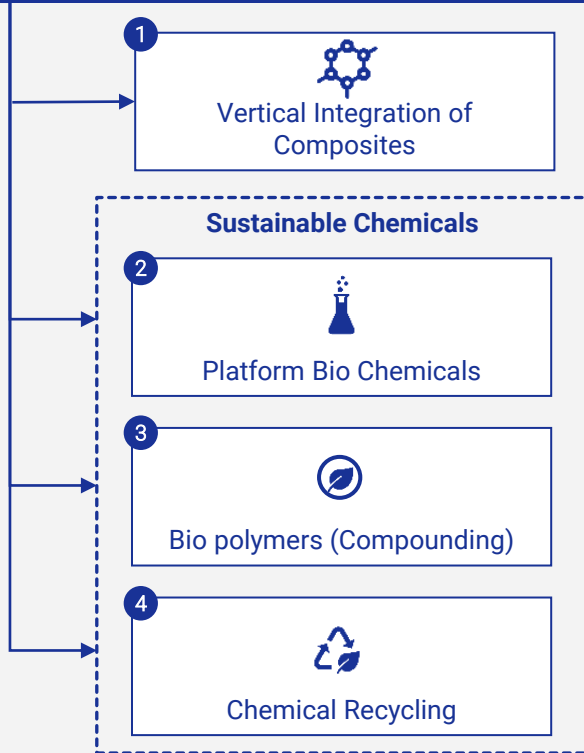
### 02 Advanced Materials (Composites and Sustainable Chemicals)

### 03 Equipment for Climate Technologies

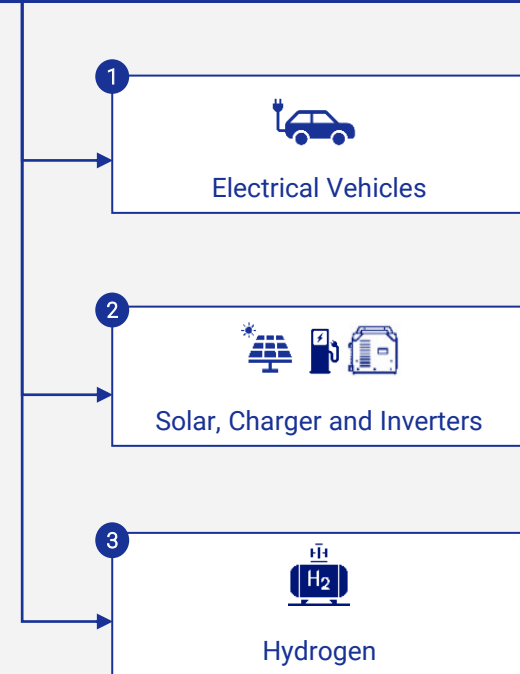
# Transform with new growth platforms

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

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



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



# 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

## Protect and grow the core

**01** Portfolio and Geography Agility

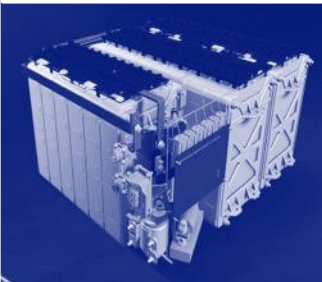


## Transform with new growth platforms

**02** Advanced Materials  
*(Composites and Sustainable Chemicals)*



**03** Equipment for Climate Technologies



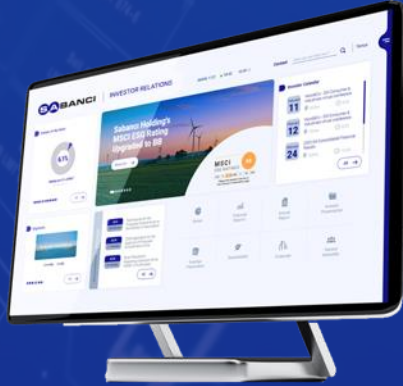
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For Further  
Details

[ir.sabanci.com](http://ir.sabanci.com)



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