



2020 Q3
EARNINGS RELEASE

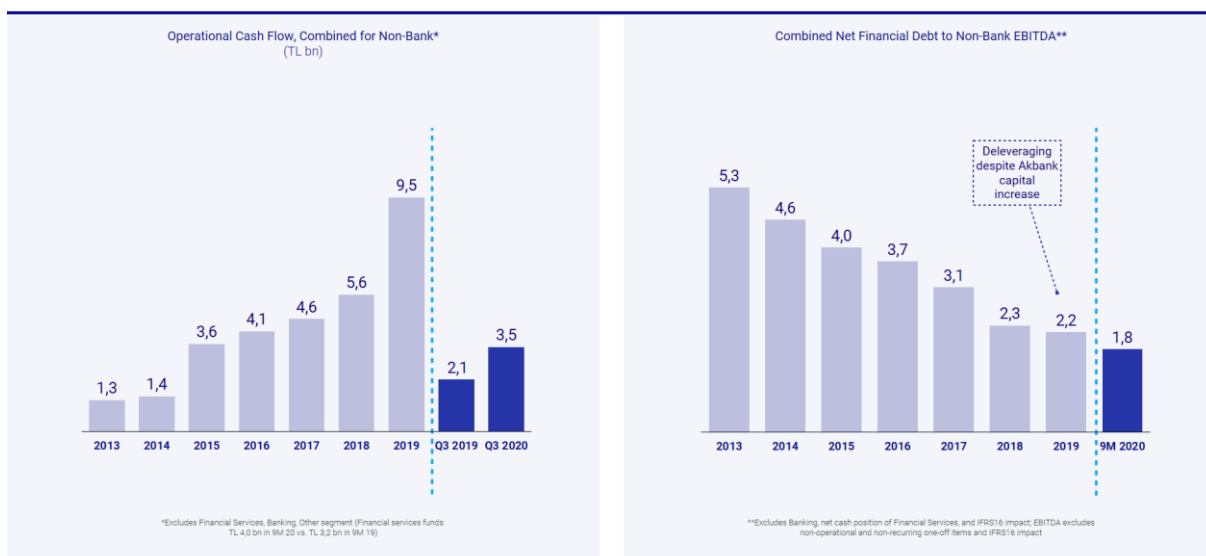
Sharp improvement in **non-bank** results
during the economic recovery

Robust **B/S**, a marked increase in cash
flow generation, declining **leverage**,
a record-high **non-bank ROE**

Keeping all **COVID-19** related health &
business measures in place

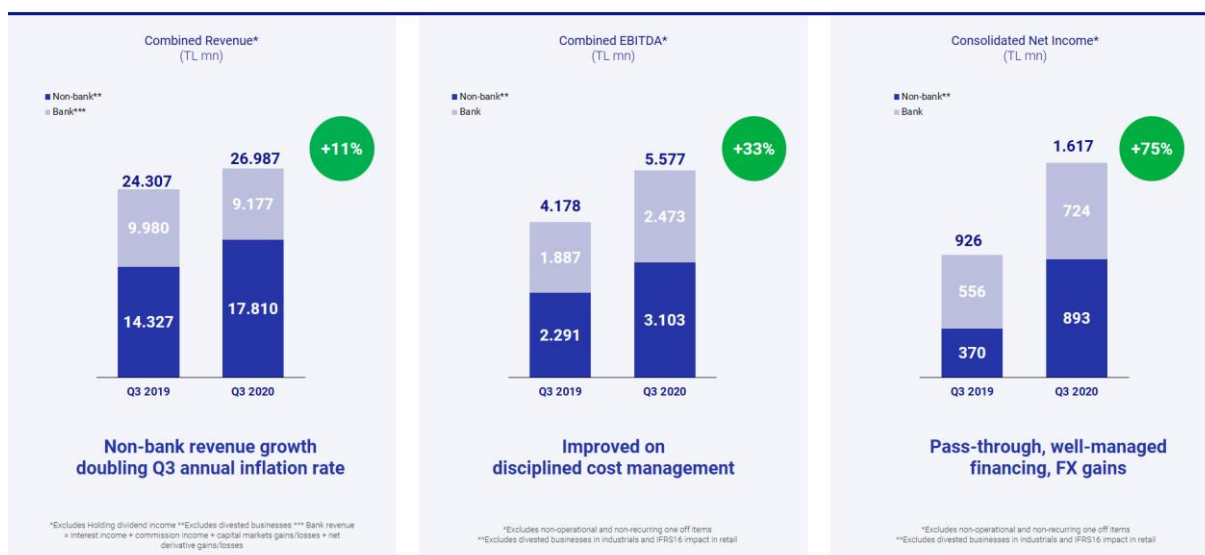
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- Following the resilient operational performance in Q2, Sabancı Group has successfully captured the domestic market recovery in Q3.
- The combined non-bank sales posted a 24% y/y increase, while improvement in operational profitability has led to a 35% y/y growth in the non-bank EBITDA, on a comparable basis. The solid operational profitability pass-through, bottom-line more than doubled compared to the same period last year, which is supported by lower financial expenses and long-FX position.
- Group's balance sheet continued to remain strong. Combined non-bank liquidity remained at TL 12 bn.
- The solid improvement in operating profitability has translated into a strong cash generation. Operating cash flow almost doubled in Q3. Non-bank indebtedness also improved as net debt to EBITDA dropped below 2,0x mark by end of September.
- Non-bank consolidated FX position is US\$311mn long.
- Sharp slowdown until the end of May was followed by substantial recovery in the domestic market. The solid economic activity is still valid albeit at a somewhat lower pace parallel to the normalization efforts. The upward trend in the economy since the beginning of June indicates a V-shaped recovery.
- In Q3, Group's local demand-driven businesses have done much better than the ones that have an international exposure in different markets. According to what we can see there is an uneven recovery around the world still heading by APAC.
- In order to preserve the safety and well-being of Group employees and their families and our customers with the relapse of the COVID-19 cases since beginning of October, alert level will be kept at the highest degree, while remaining vigilant to react and adjust rapidly for a possible demand slowdown.



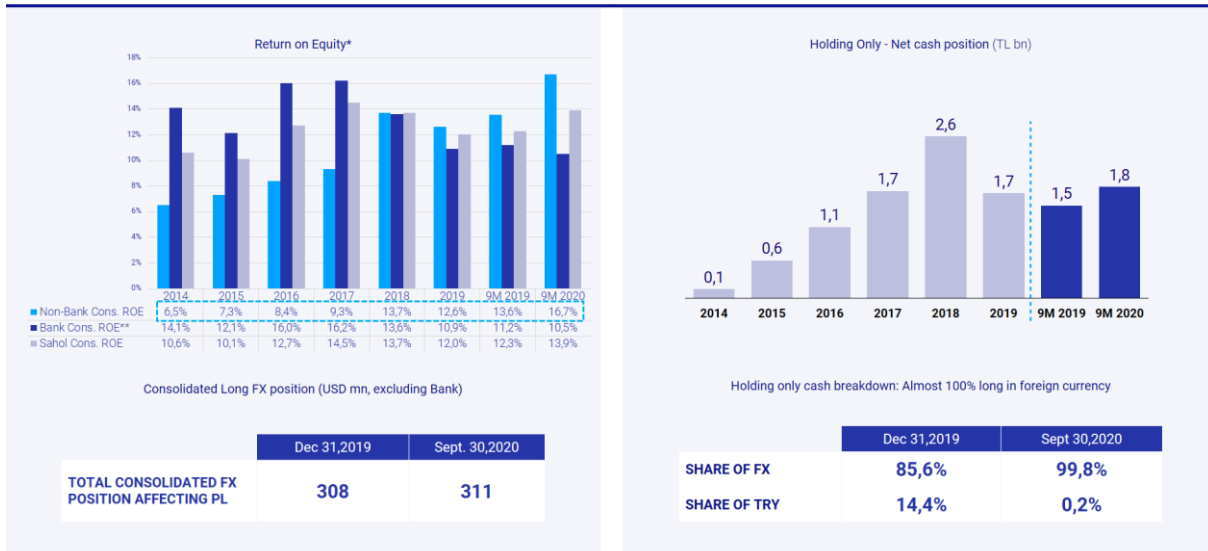
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- Operating cash flow sharply improved and reached TL 3,5 bn in Q3, almost doubling compared to the period last year.
- Despite challenging operating environment, combined net debt to non-bank EBITDA was lowered well below 2.0 times by the end of September.



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- Combined revenues were up by 11% in Q3, while EBITDA increased by 33% y/y on effective cost control.
- Consolidated bottom line grew by a remarkable 75% y/y on a comparable basis led by the operational improvement, effective refinancing activities and FX gains mainly at the holding level.



*Excludes non-operational and non-recurring one off items **Source: Akbank earnings presentation

- The solid upward trend in non-bank ROE in the first six months of the year accelerated even further in Q3 and reached 16.7%, highest since 2014.
- Sabancı Holding’s standalone net cash position remains at TL 1,8 bn, which is fully composed of hard currencies. Total non-bank combined liquidity excluding financial services and tobacco business stands at TL 8,0 bn, while the total funds at insurance companies is TL 4,0 bn.
- Long FX position remained unchanged by the end of September compared to year-end 2019.



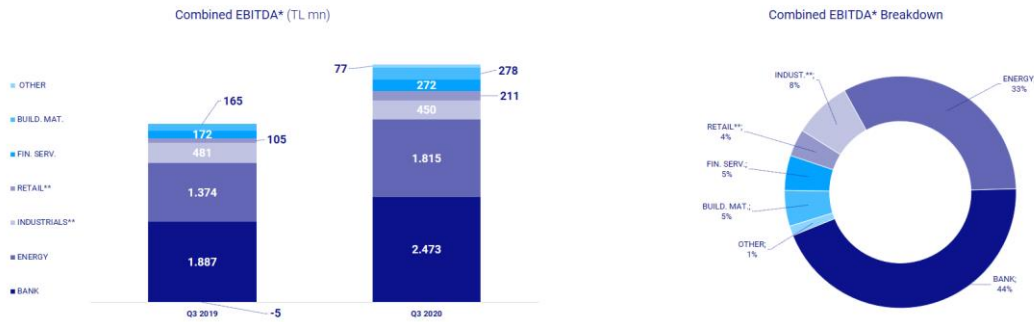
| KEY NON-BANK DRIVERS | ENERGY | RETAIL | FINANCIAL SERVICES |
|----------------------|--|---|---|
| | Distribution & Retail: RAB growth & higher retail pricing Generation: higher pricing & volume | Electronics: Exceptional growth on uptrend in consumer demand | Solid premium growth in non-life business |

*Holding dividend income is excluded **Excludes divested businesses in industrials

- Total comparable combined revenues were up by 11% y/y in Q3.
- In terms of combined revenue breakdown;

- Excluding the bank, comparable combined revenue grew by 24% y/y. Major contributors are energy, retail, and financial services segments.

Combined EBITDA / Non-bank growth driven by Energy, Retail, Building Materials



| KEY NON-BANK DRIVERS | ENERGY | RETAIL | BUILDING MATERIALS |
|----------------------|--|---|---|
| | Distribution & Retail: Higher RAB Generation: Higher volumes & spark spread at natural gas plants | Electronics retail: Disciplined cost management | Cement: Strong sales volume, higher export pricing, lower input costs |

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

- Non-bank combined EBITDA growth was 35% y/y driven by energy, retail and building materials segments, on a comparable basis. Industrial segment was still challenged.

Consolidated Net Income / Solid EBITDA pass-through, well-managed financing & FX gains



| KEY NON-BANK DRIVERS | ENERGY | RETAIL |
|----------------------|--|--|
| | Distribution & Retail: Higher financial income based on RAB growth & lower borrowing rates | Food & Electronics: Lower financial expenses |

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

- Total comparable consolidated net income registered an eye-catching growth of 75% y/y in Q3, with the contribution of strong operational performance, well-managed financial expenses and holding-level FX gains.

- Non-bank comparable consolidated bottom-line has more than doubled in Q3, with contribution of energy and retail segments. Well managed financial expenses and FX gains especially at the Holding level have also played a major role in consolidated net income improvement.

Energy Segment Summary Financials*

| MILLION TL | Q3 2019 | Q3 2020 | % Change | 9M 2019 | 9M 2020 | % Change |
|-----------------|---------|---------|----------|---------|---------|----------|
| SALES | 6.990 | 8.440 | 21% | 19.390 | 23.580 | 22% |
| EBITDA** | 1.374 | 1.815 | 32% | 4.647 | 5.423 | 17% |
| NET INCOME** | 481 | 857 | 78% | 1.851 | 2.459 | 33% |
| EBITDA** MARGIN | 19,7% | 21,5% | | 24,0% | 23,0% | |

Enerjisa Generation Summary Financials

| MILLION TL | Q3 2019 | Q3 2020 | % Change | 9M 2019 | 9M 2020 | % Change |
|-----------------------------|---------|---------|----------|---------|---------|----------|
| SALES | 1.751 | 2.658 | 52% | 4.824 | 6.693 | 39% |
| EBITDA** | 417 | 548 | 31% | 1.953 | 2.236 | 14% |
| EBITDA** MARGIN (%) | 24% | 21% | -3,2pp | 40% | 33% | -7,1pp |
| Depreciation | 122 | 130 | 6% | 343 | 382 | 11% |
| Financial Income/(Expense) | -163 | -211 | 29% | -490 | -646 | 32% |
| NET INCOME** | 149 | 218 | 47% | 1.054 | 1.112 | 5% |

Net Debt (EUR mn) & Net Debt/EBITDA**



Generation volume (TWh)



Current Assessment

- ✓ **Distribution & Retail:** EBITDA up by 33% y/y in Q3 on higher RAB (up by 21% y/y) & higher liberalized profit margins
- ✓ **Generation:** 34% y/y generation volume growth & solid contribution of natural gas plants led to 31% y/y EBITDA growth

Factors to Watch

- ✓ Electricity demand and spot prices
- ✓ Inflation, interest rates
- ✓ New Regulatory Tariff Period

*Before consolidation adjustments, combined **Excludes non-operational and non-recurring one off items

- In Q3, energy segment recorded strong set of results with the contribution of both distribution and retail and generation businesses.
- Distribution business income remained strong on 21% y/y growth in Regulated Asset Base, higher capex outperformance on better procurement, CAPEX hedges and higher theft detection activities.
- Retail business, benefited from higher liberalized margin and sales volume.
- Annual electricity demand growth started to recover in Q3. Enerjisa Generation's revenues were up by 52% y/y due to higher generation volumes especially in natural gas plants on increasing spark spread, positive impact of FX-denominated renewable sales prices and power purchasing agreement in lignite plants and higher trading volume.
- The positive impact of strong revenue generation remained fairly limited on EBITDA due to increasing share of natural gas plants in total production volume.
- Despite one-off financing cost on 650 MEUR new financing, net income increased by 47% owing to strong EBITDA contribution.
- In September 2020, Enerjisa Generation completed its 650 MEUR financing, the largest financing to date in 2020 in the Turkish power sector. The financing is a significant milestone for Enerjisa Generation as it is a transition from a highly structured, sponsor-supported project finance portfolio, to an unsecured corporate-style loan without sponsor support. With this financing Enerjisa Generation is now able to allocate its strong cash generation via dividends to shareholders.

- Generation also managed to reduce its net debt to 554 MEUR as of September, which equals to 1.9x net Debt to EBITDA.

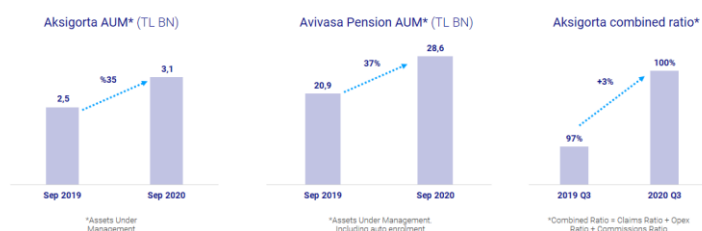
Financial Services (Insurance) / Maintaining strong premium growth and profitability



Financial Services (pension & insurance) Summary Financials*

| MILLION TL | Q3 2019 | Q3 2020 | % Change | 9M 2019 | 9M 2020 | % Change |
|--------------|---------|---------|----------|---------|---------|----------|
| SALES | 1,231 | 1,596 | 30% | 3,742 | 4,519 | 21% |
| EBITDA** | 172 | 272 | 58% | 504 | 778 | 55% |
| LIFE | 55 | 160 | 192% | 160 | 307 | 92% |
| NON - LIFE | 117 | 112 | -4% | 344 | 472 | 37% |
| NET INCOME** | 136 | 203 | 49% | 405 | 570 | 41% |
| LIFE | 61 | 136 | 124% | 185 | 268 | 45% |
| NON - LIFE | 75 | 67 | -11% | 220 | 303 | 37% |

*Before consolidation adjustments, combined **Excludes non-operational and non-recurring one off items



Current Assessment

- ✓ **Pension:** Strong return performance & strong AUM growth
- ✓ **Life:** High technical profit on higher premiums driven by credit linked & non-credit linked RoP products
- ✓ **Life & Non-Life:** Lower financial income on lower interest rates on a y/y basis

Factors to Watch

- ✓ Natural disasters, pandemic and claims management
- ✓ Interest rates, FX, inflation, loan volume growth, market volume growth
- ✓ Regulatory changes

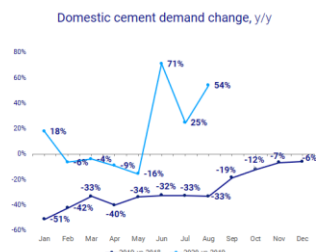
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- Financial services segment had another quarter with robust top-line growth, high technical profit and strong RoE.
- On the non-life business, premium production increased by 30% y/y in Q3, driven by strong performance in motor and non-motor businesses.
- On the life and pension business, total protection premiums grew by 27% y/y in Q3, driven by a 35% y/y credit linked growth and a 58% y/y growth in non-credit linked life protection, underpinning the diverse business model.
- Increase in fund management income driven by higher pension volume and increase in net earned premiums on life protection made up 86% of technical income growth.
- On non-life side, despite the improvement in net earned premiums, technical profit dropped compared to last year due to the flood and hail impact as of end of September. Combined ratio has reached 100% in Q3 compared to 97% same period last year.
- Despite lower financial income, high technical profit contribution from life business led to double digit net income growth in financial services segment.
- Both businesses has a sizeable floating cash and expanded their AUM to sustain solid profitability going forward.

Building Materials Summary Financials*

| MILLION TL | Q3 2019 | Q3 2020 | % Change | 9M 2019 | 9M 2020 | % Change |
|-----------------|---------|---------|----------|---------|---------|----------|
| SALES | 964 | 1.197 | 24% | 2.667 | 3.009 | 13% |
| EBITDA** | 165 | 278 | 69% | 425 | 532 | 25% |
| NET INCOME** | 14 | 128 | n.m. | -16 | 134 | n.m. |
| EBITDA** MARGIN | 17,1% | 23,2% | | 15,9% | 17,7% | |

*Before consolidation adjustments, combined **Excludes non-operational and non-recurring one off items



Source: Turkish Cement Manufacturers' Association

Cement exports from Turkey (mn tons)



Source: Central Anatolian Exporters' Union

Current Assessment

- ✓ Sabancı domestic cement sales volume up by 34% y/y on domestic market recovery
- ✓ Increasing petro-coke and coal costs are not yet reflected to financials as of Q3
- ✓ Bottom-line improved on lower financing costs

Factors to Watch

- ✓ Pricing, demand and supply in local market
- ✓ Exports
- ✓ Productions costs (especially fuel)
- ✓ Infrastructure and construction projects

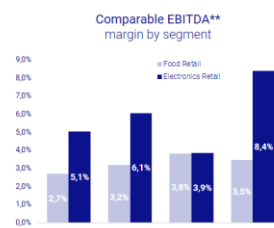
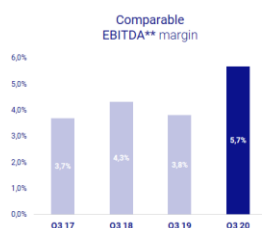
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- Based on Turkish Cement Manufacturers' Association data, Turkish domestic cement demand was up by 15% y/y in the first eight months of the year.
- With recovery starting in the local market since June, Group's cement businesses' domestic sales volume jumped by 34% y/y. Export volumes declined by 5%, due to last year's high base and strategy to divert the sales efforts to the domestic market on improved demand conditions.
- Accordingly total sales volume increased by 13% y/y. As domestic marketing demand is increasing, sales efforts shifted to the local market.
- The recovery in total sales volume and higher export prices as a result of TL depreciation led to a 24% y/y increase in combined top-line.
- Lower fuel prices compared to last year and higher export profitability led to margin improvement in Q3.
- On top of higher operational performance, lower financing expenses after refinancing of loans and higher FX gains positively affected the bottom-line in Q3.

Retail Summary Financials*

| MILLION TL | Q3 2019 | Q3 2020 | % Change | 9M 2019 | 9M 2020 | % Change |
|-----------------------------|---------|---------|----------|---------|---------|----------|
| SALES | 2,743 | 3,718 | 36% | 7,524 | 9,348 | 24% |
| EBITDA** | 222 | 335 | 51% | 548 | 688 | 26% |
| EBITDA** - Comparable | 105 | 211 | 101% | 203 | 319 | 57% |
| NET INCOME** | -115 | 17 | 115% | -429 | -210 | 51% |
| NET INCOME** - Comparable | -96 | 32 | 133% | -368 | -166 | 55% |
| EBITDA**MARGIN | 8,1% | 9,0% | | 7,3% | 7,4% | |
| EBITDA**MARGIN - Comparable | 3,8% | 5,7% | | 2,7% | 3,4% | |

*Before consolidation adjustments, combined **Excludes non-operational and non-recurring one off items. Comparable excludes IFRS16 impact



**Excludes non-operational and non-recurring one off items. Comparable excludes IFRS16 impact

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Current Assessment

- ✓ Top line supported by electronics retail
- ✓ Sharp improvement in segment's EBITDA driven by top line growth & solid cost control in electronics retail
- ✓ Bottom-line improvement driven by lower financing costs

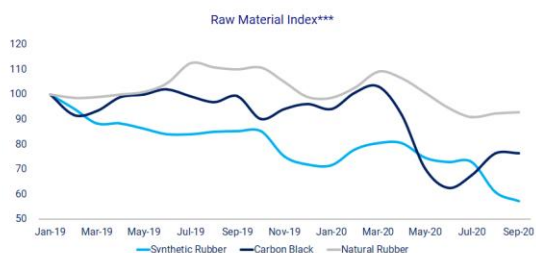
Factors to Watch

- ✓ Course of COVID-19 pandemic & impact on consumers' buying behavior
- ✓ Ongoing turnaround projects in both companies

- The performance sharply improved in Q3.
- Segment's revenues increased by 36% y/y, mainly driven by electronics retail with the exceptional demand in this new normal era of online. Surge in PC sales was the key factor for electronics retail top line growth.
- Top line growth and disciplined OPEX management in electronics retail translated into stronger operating profitability in the segment as IFRS-adjusted EBITDA doubled compared to last year.
- Bottom-line continued to benefit from lower financial expenses in the quarter as lower interest rates successfully compensated for higher indebtedness in both businesses.

Industrials Summary Financials*

| MILLION TL | Q3 2019 | Q3 2020 | % Change | 9M 2019 | 9M 2020 | % Change |
|---------------------------|---------|---------|----------|---------|---------|----------|
| SALES | 2,403 | 2,211 | -8% | 7,432 | 5,913 | -20% |
| SALES - Comparable | 2,299 | 2,211 | -4% | 6,523 | 5,913 | -9% |
| EBITDA** | 482 | 450 | -7% | 1,245 | 1,107 | -11% |
| EBITDA** - Comparable | 481 | 450 | -6% | 1,194 | 1,107 | -7% |
| NET INCOME** | 237 | 261 | 10% | 506 | 482 | -5% |
| NET INCOME** - Comparable | 242 | 261 | 8% | 517 | 482 | -7% |
| EBITDA** MARGIN | 20,1% | 20,4% | | 16,8% | 18,7% | |



*Before consolidation adjustments, combined **Excludes non-operational and non-recurring one off items. Comparable excludes divested businesses ***Source: Brista Investor Presentation

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Current Assessment

- ✓ Strong local market demand, slight improvement in global/export markets
- ✓ Demand driven low capacity utilization & idle time impact
- ✓ Strong positioning in domestic tire market

Factors to Watch

- ✓ Effective working capital management
- ✓ Pricing and commodity prices
- ✓ Global supply chain effects of pandemic

- Industrial segment comparable top-line dropped by 8% y/y mainly driven by Kordsa. Ongoing negative impact of Covid-19 on the aviation and in tire reinforcement business continued to depress Kordsa's topline. Yet, moderate demand recovery is seen in tire reinforcement business in Q3 as the negative impact of shutdowns in Q2 started to disappear.
- Brisa posted 12% topline growth driven by recovery on local demand, higher prices driven by TL depreciation and better product mix.
- Despite the negative impact from Kordsa and tobacco businesses, the segments' comparable EBITDA contraction remained limited at 7% y/y owing to positive contribution of Brisa. Favorable raw material prices, better pricing and product mix, higher capacity utilization supported Brisa's EBITDA growth.
- Tobacco business profitability was negatively affected by negative impact of FX denominated costs.
- Although bottom line was negatively impacted by Kordsa's and tobacco business, bottom line growth sustained by Brisa's effective working capital management, which resulted in lower net debt and financial expenses.

Bank / Well positioned to remain healthy & profitable



| Summary Combined Financials | | | | | | |
|-----------------------------|---------|---------|----------|---------|---------|----------|
| MILLION TL | Q3 2019 | Q3 2020 | % Change | 9M 2019 | 9M 2020 | % Change |
| REVENUE | 9,980 | 9,177 | -8% | 31,342 | 27,818 | -11% |
| EBITDA | 1,887 | 2,473 | 31% | 5,691 | 6,904 | 21% |
| NET INCOME | 1,364 | 1,777 | 30% | 4,137 | 4,918 | 19% |

Bank revenue = Interest income + commission income + capital markets gains/losses + net derivative gains/losses

| Key Ratios | | | | | | |
|---------------------|---------|---------|----------|---------|---------|----------|
| % | Q3 2019 | Q3 2020 | % Change | 9M 2019 | 9M 2020 | % Change |
| Leverage | 7,4x | 8,2x | 0,8x | 7,4x | 8,2x | 0,8x |
| NIM (swap adj.) | 4,13% | 3,67% | -0,5% | 3,95% | 4,28% | 0,3% |
| CIR ¹ | 34,3% | 33,7% | -0,6% | 34,0% | 32,3% | -1,7% |
| CAR ² | 19,5% | 19,1% | -0,4% | 19,5% | 19,1% | -0,4% |
| Tier 1 ² | 16,7% | 16,1% | -0,6% | 16,7% | 16,1% | -0,6% |

1 Robust Capital

2 Solid Liquidity

3 Low Leverage

4 Best-in-class CIR

5 Low Operating Cost Base

6 Outstanding Talent

7 Cutting-edge Technology

Current Assessment

- ✓ Maintained solid core operating performance in Q3
- ✓ Improved fee income almost to pre-Covid levels
- ✓ Sustained best-in-class CIR
- ✓ Almost fully hedged LYY in Q3
- ✓ Set aside TL250mn free provision, reaching TL1,150mn in total
- ✓ Continued prudent ALM with a focus on maturity mismatch
- ✓ Preserved significant capital buffers
- ✓ Realized ROE of 10,5% in 9M (free provision adj. 11,6%)

Factors to Watch

- ✓ Increased funding costs due to CBRT tightening
- ✓ Still elevated CoC level

1) CIR calculation excludes FX gain from long FX position related with stage 1&2 provisions and LYY hedge as well as insurance penalty of TL71mn & BRSA penalty of TL1,117mn
(2) 2020 figures are w/o forbearances that will end by YE2020 (Fixing MTM losses of securities & FX rate for RWA calculation to YE2019)

- Despite the challenging environment, along with rising funding costs, Akbank successfully managed to preserve solid core operating performance during the quarter with a continued balanced asset & liability management without changing risk metrics.
- Fortress balance sheet and solid core operating performance enabled further reserve build while preserving best in class cost-income ratio.
- One of the key actions taken during the quarter, was the hedge for LYY loan's currency impact. Akbank has almost fully hedged this loan against TL volatility and therefore, currency volatility impacting mark-to-market calculations will be offset with foreign currency income.

- Its robust capital remains a source of strength with significant buffers, creating great competitive advantage to generate profitable growth going forward.

Group's Opportunities / Post-Covid-19 strategies and initiatives



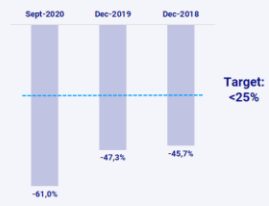
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|--|--|--|---|--|---|---|---|
| Group ▶ | <ul style="list-style-type: none"> ✔ Maintain a robust balance sheet and high liquidity ✔ Exploit new opportunities while the economy is rebooting ✔ Cautious/prepared for the relapsed Covid-19 cases | | | | | | |
| Strategic Business Unit ▶ | <table border="0"> <tr> <td style="vertical-align: top;"> <p>BANK</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: Moderate impact from Covid-19 ✔ Long-term initiatives: To create superior customer experience by leveraging digitization, AI & continuous investments in people & infrastructure </td> <td style="vertical-align: top;"> <p>BUILDING MATERIALS</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: High impact from Covid-19 ✔ Long-term initiatives: Improve presence in export markets </td> </tr> <tr> <td style="vertical-align: top;"> <p>ENERGY</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: Low impact from Covid-19 ✔ Long-term initiatives: Investments in grid and renewables </td> <td style="vertical-align: top;"> <p>FINANCIAL SERVICES</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: Moderate impact from Covid-19 ✔ Long-term initiatives: Focus on remote & digital sales, digital channels and partnerships </td> </tr> <tr> <td style="vertical-align: top;"> <p>INDUSTRIAL</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: High impact from Covid-19 ✔ Long-term initiatives: Expand in composite business </td> <td style="vertical-align: top;"> <p>RETAIL</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: Moderate impact from Covid-19 ✔ Long-term initiatives: Intensify omni-channel / e-commerce penetration, reduce SKUs to efficiently manage inventory </td> </tr> </table> | <p>BANK</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: Moderate impact from Covid-19 ✔ Long-term initiatives: To create superior customer experience by leveraging digitization, AI & continuous investments in people & infrastructure | <p>BUILDING MATERIALS</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: High impact from Covid-19 ✔ Long-term initiatives: Improve presence in export markets | <p>ENERGY</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: Low impact from Covid-19 ✔ Long-term initiatives: Investments in grid and renewables | <p>FINANCIAL SERVICES</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: Moderate impact from Covid-19 ✔ Long-term initiatives: Focus on remote & digital sales, digital channels and partnerships | <p>INDUSTRIAL</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: High impact from Covid-19 ✔ Long-term initiatives: Expand in composite business | <p>RETAIL</p> <ul style="list-style-type: none"> ✔ 2020 Outlook: Moderate impact from Covid-19 ✔ Long-term initiatives: Intensify omni-channel / e-commerce penetration, reduce SKUs to efficiently manage inventory |
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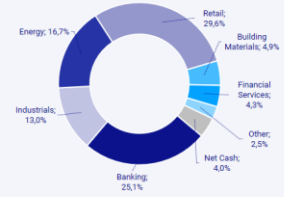
- Group's focus will remain on maintaining a robust balance sheet and high liquidity; taking advantage of new inorganic growth opportunities and maintaining vigilant stance against the recent relapse in cases.
- Strong results in the first nine months have not only proven the resilience of Sabancı Holding's diverse mostly non-cyclical businesses, but also underpinned its ability to capture economic recovery.
- Long-term strategic and financial targets will be communicated on third week of November.

| USD mn Companies | Direct Stakes (%) | Valuation Method | Mcap | Sept-2020 Value of Stake | % of NAV | Dec-2019 Value of Stake | % of NAV |
|---------------------------------|-------------------|--------------------|-------|--------------------------|--------------|-------------------------|--------------|
| Akbank | 40,8% | Market Value | 3.453 | 1.407 | 25,1% | 2.991 | 46,5% |
| Enerjisa Enerji | 40,0% | Market Value | 1.358 | 543 | 9,7% | 587 | 9,5% |
| Aksigorta | 36,0% | Market Value | 306 | 110 | 2,0% | 113 | 1,8% |
| Avivasa | 40,0% | Market Value | 325 | 130 | 2,3% | 169 | 2,7% |
| Akçansa | 39,7% | Market Value | 336 | 133 | 2,4% | 128 | 2,1% |
| Çimsa | 54,5% | Market Value | 256 | 140 | 2,5% | 113 | 1,8% |
| Brisa | 43,6% | Market Value | 491 | 214 | 3,8% | 213 | 3,4% |
| Kordsa | 71,1% | Market Value | 291 | 207 | 3,7% | 304 | 4,9% |
| Carrefoursa | 50,6% | Market Value | 3.162 | 1.600 | 28,5% | 281 | 4,5% |
| Teknosa | 60,3% | Market Value | 101 | 61 | 1,1% | 47 | 0,8% |
| Total Listed | | | | 4.545 | 81,0% | 4.485 | 78,0% |
| Enerjisa Üretim | 50,0% | 1.0 x Book Value | 783 | 392 | 7,0% | 511 | 8,2% |
| Philisa | 25,0% | Analyst Estimates* | 1.235 | 309 | 5,5% | 422 | 6,8% |
| Other | | 1.0 x Book Value | | 139 | 2,5% | 153 | 2,5% |
| Total Non-Listed | | | | 840 | 15,0% | 1.086 | 17,5% |
| Total | | | | 5.385 | 96,0% | 5.932 | 95,5% |
| Sabancı Holding Net Cash | | | | 225 | 4,0% | 279 | 4,5% |
| Sabancı Holding NAV | | | | 5.610 | 100,0% | 6.211 | 100,0% |
| Sabancı Holding Mcap | | | | 2.189 | | 3.274 | |
| Sabancı Holding Discount | | | | -61,0% | | -47,3% | |

NAV Discount



Breakdown of NAV (September 2020)



Source: Bloomberg, Sabancı Holding Finance Department. *# of Analyst Estimates: 13

APPENDIX-CONSOLIDATED FINANCIALS

Balance Sheet (000 TL)

| | 30.09.2020 | 31.12.2019 |
|--|--------------------|--------------------|
| ASSETS | | |
| Current Assets | 278.306.959 | 206.970.925 |
| Cash and Cash Equivalents | 32.705.655 | 22.447.203 |
| Financial Assets | 39.241.788 | 28.210.697 |
| - Financial assets measured of fair value through profit or loss | 8.238.655 | 7.289.522 |
| - Financial assets measured of fair value through other comprehensive income | 13.401.338 | 16.750.747 |
| - Financial assets measured of amortised cost | 17.584.886 | 4.170.428 |
| - Time deposits | 16.909 | - |
| Trade Receivables | 1.825.206 | 1.625.419 |
| Receivables from Finance Sector Operations | 143.708.018 | 117.257.770 |
| Reserve Deposits with the Central Bank of the Republic of Turkey | 38.364.862 | 26.541.745 |
| Other Receivables | 4.376.768 | 2.101.358 |
| Derivative Financial Instruments | 11.158.343 | 3.137.883 |
| Inventories | 3.640.383 | 3.124.669 |
| Prepaid Expenses | 1.342.986 | 893.037 |
| Current Tax Assets | 369.689 | 4.733 |
| Other Current Assets | 1.280.678 | 952.864 |
| | 278.014.376 | 206.297.378 |
| Assets Classified As Held for Sale | 292.583 | 673.547 |
| Non-current Assets | 229.528.472 | 199.376.954 |
| Financial Assets | 68.640.827 | 62.169.382 |
| - Financial assets measured of fair value through other comprehensive income | 43.457.414 | 50.773.699 |
| - Financial assets measured of amortised cost | 25.183.413 | 11.395.683 |
| Trade Receivables | 601 | 17 |
| Receivables From Finance Sector Operations | 119.010.612 | 100.134.183 |
| Other Receivables | 3.568.070 | 3.025.117 |
| Derivative Financial Instruments | 15.831.843 | 13.490.781 |
| Investments Accounted Through Equity Method | 7.959.622 | 7.335.503 |
| Investment Property | 246.257 | 191.035 |
| Property, Plant and Equipment | 8.070.799 | 7.295.877 |
| Asset Right on Use | 1.757.284 | 1.885.463 |
| Intangible Assets | 3.862.111 | 3.348.497 |
| - Goodwill | 1.658.099 | 1.475.337 |
| - Other Intangible Assets | 2.204.012 | 1.873.160 |
| Prepaid Expenses | 21.197 | 21.719 |
| Deferred Tax Assets | 426.048 | 353.154 |
| Other Non Current Assets | 133.201 | 126.226 |
| Total Assets | 507.835.431 | 406.347.879 |

LIABILITIES

| | | |
|---|--------------------|--------------------|
| Short Term Liabilities | 354.643.561 | 278.812.101 |
| Financial Liabilities | 17.111.918 | 10.342.807 |
| Current Portion of Long-Term Financial Liabilities | 21.224.627 | 15.005.313 |
| Lease Liabilities | 346.132 | 306.876 |
| Trade Payables | 4.229.603 | 3.995.658 |
| Payables from Finance Sector Operations | 295.687.548 | 237.928.489 |
| Payables Related with Employee Benefits | 174.864 | 62.430 |
| Other Payables | 7.977.827 | 6.078.721 |
| Derivative Financial Instruments | 3.628.035 | 1.790.818 |
| Deferred Income | 207.295 | 186.978 |
| Income Taxes Payable | 149.236 | 355.895 |
| Short Term Provisions | 1.051.946 | 900.438 |
| - Short Term Provisions for Employee Benefits | 497.771 | 422.063 |
| - Other Short Term Provisions | 554.175 | 478.375 |
| Other Short Term Liabilities | 2.850.951 | 1.854.561 |
| | 354.639.982 | 278.808.984 |
| Liabilities Classified As Held for Sale | 3.579 | 3.117 |
| Long Term Liabilities | 80.184.618 | 61.058.335 |
| Financial Liabilities | 41.208.033 | 32.736.661 |
| Lease Liabilities | 1.593.193 | 1.677.959 |
| Payables from Finance Sector Operations | 20.068.313 | 14.463.018 |
| Other Payables | 5.589.888 | 3.374.173 |
| Derivative Financial Instruments | 10.057.096 | 7.271.155 |
| Deferred Income | 110.756 | 83.279 |
| Long Term Provisions | 807.665 | 669.814 |
| - Long Term Provisions for Employee Benefits | 636.549 | 547.820 |
| - Other Long Term Provisions | 171.116 | 121.994 |
| Income Taxes Payable | - | 5.094 |
| Deferred Tax Liabilities | 697.051 | 737.000 |
| Other Long Term Liabilities | 52.623 | 40.182 |
| EQUITY | 73.007.252 | 66.477.443 |
| Equity Attributable to the Parent | 36.379.823 | 33.258.317 |
| Share Capital | 2.040.404 | 2.040.404 |
| Adjustment to Share Capital | 3.426.761 | 3.426.761 |
| Share Premium | 22.237 | 22.237 |
| Treasury Shares (-) | (190.470) | (190.470) |
| Other Comprehensive Income or Expenses That Will Not Be Reclassified to Profit or Loss | (125.944) | (116.253) |
| - Actuarial Gains/Losses | (125.944) | (116.253) |
| Other Comprehensive Income or Expenses That Will Be Reclassified to Profit or Loss | 506.480 | 531.823 |
| - Currency Translation Reserve | 2.781.773 | 1.688.674 |
| - Gains / Losses on Hedge | (1.865.210) | (1.213.290) |
| - Revaluation Reserve | (410.083) | 56.439 |
| Restricted Reserves | 1.212.048 | 1.173.886 |
| Retained Earnings | 25.647.421 | 22.590.193 |
| Net Income for the Period | 3.840.886 | 3.779.736 |
| Non-controlling Interests | 36.627.429 | 33.219.126 |
| TOTAL EQUITY AND LIABILITIES | 507.835.431 | 406.347.879 |

Income Statement (000 TL)

| | 01.01- 30.09.2020 | 01.01- 30.09.2019 |
|--|----------------------|----------------------|
| CONTINUING OPERATIONS | | |
| Sales (net) | 15.026.408 | 13.795.004 |
| Cost of Sales (-) | (11.971.609) | (10.873.364) |
| Gross Profit From Non-Financial Operations | 3.054.799 | 2.921.640 |
| Interest, Premium, Commission and Other Income | 27.689.174 | 31.196.186 |
| Interest, Premium, Commission and Other Expense (-) | (14.938.132) | (20.959.527) |
| Gross Profit From Financial Operations | 12.751.042 | 10.236.659 |
| GROSS PROFIT | 15.805.841 | 13.158.299 |
| General Administrative Expenses (-) | (6.556.782) | (5.658.196) |
| Marketing, Selling and Distribution Expenses (-) | (1.753.719) | (1.658.905) |
| Research and Development Expenses (-) | (18.381) | (12.305) |
| Other Income From Operating Activities | 2.163.921 | 935.591 |
| Other Expense From Operating Activities (-) | (1.933.219) | (823.772) |
| Share of Profit of Investments | | |
| Accounted for using the Equity Method | 1.422.346 | 1.202.130 |
| OPERATING PROFIT | 9.130.007 | 7.142.842 |
| Income From Investing Activities | 40.457 | 112.153 |
| Expense From Investing Activities (-) | (3.348) | (67.517) |
| OPERATING PROFIT BEFORE FINANCIAL INCOME / (EXPENSES) | 9.167.116 | 7.187.478 |
| Financial Income | 68.606 | 74.919 |
| Financial Expenses (-) | (817.328) | (796.192) |
| INCOME BEFORE TAX FROM CONTINUING OPERATIONS | 8.418.394 | 6.466.205 |
| Tax Income / (Expense) from Continuing Operations | | |
| Current Tax Expense | (1.054.074) | (1.285.192) |
| Deferred Tax Income / Expense | (555.585) | 123.771 |
| NET INCOME FOR THE PERIOD FROM CONTINUING OPERATIONS | 6.808.735 | 5.304.784 |
| DISCONTINUED OPERATIONS | | |
| Net Income After Tax | | |
| From Discontinued Operations | 408 | (84) |
| NET INCOME FOR THE PERIOD | 6.809.143 | 5.304.700 |
| ALLOCATION OF NET INCOME | | |
| - Non-controlling Interests | 2.968.257 | 2.405.547 |
| - Equity Holders of the Parent | 3.840.886 | 2.899.153 |
| Earnings per share | | |
| - hundreds of ordinary shares (TRY) | 1,88 | 1,42 |
| Earnings per share from continuing operations | | |
| - hundreds of ordinary shares (TRY) | 1,88 | 1,42 |

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