

DECEMBER 2023

INVESTOR PRESENTATION
GROUP STRATEGY



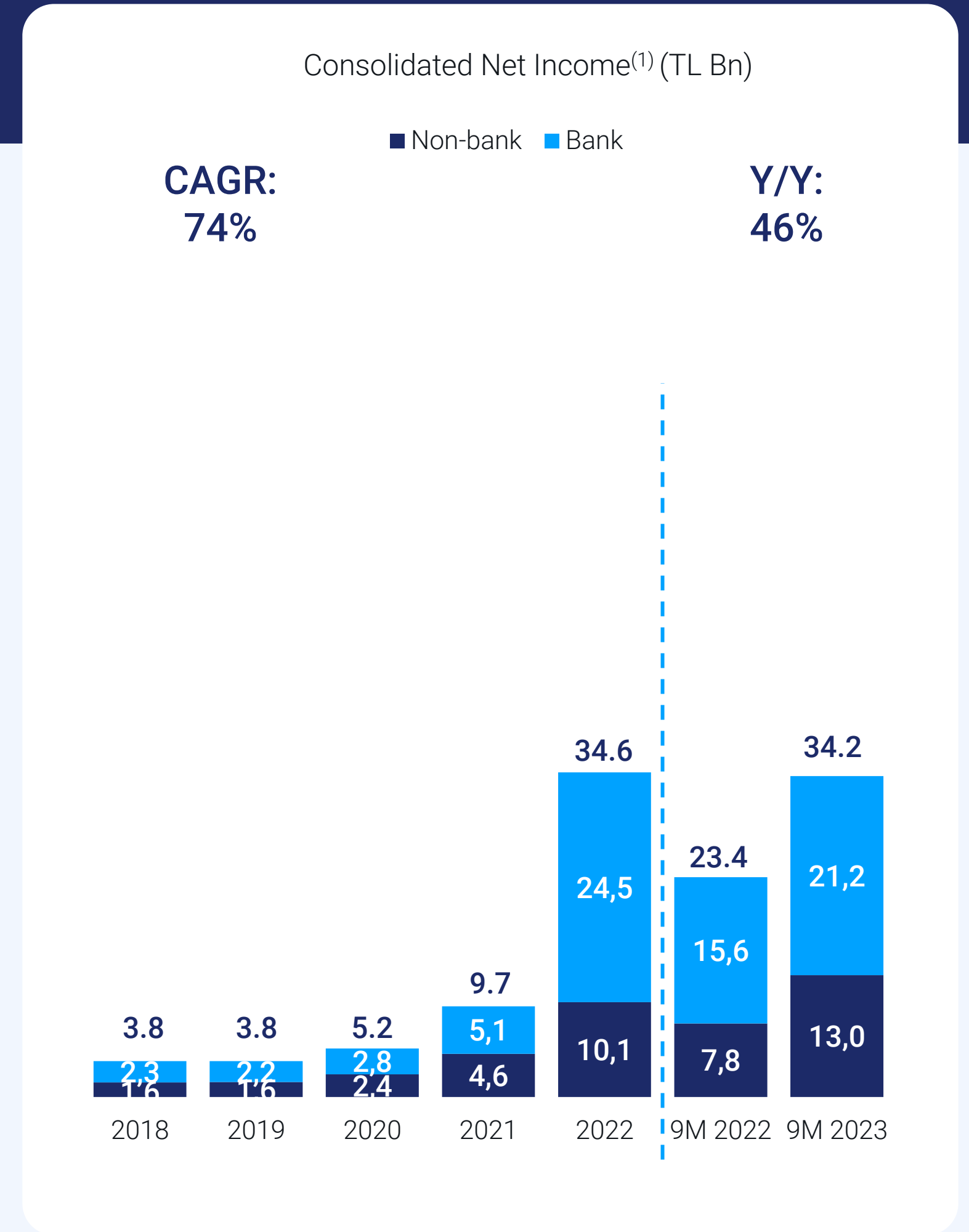
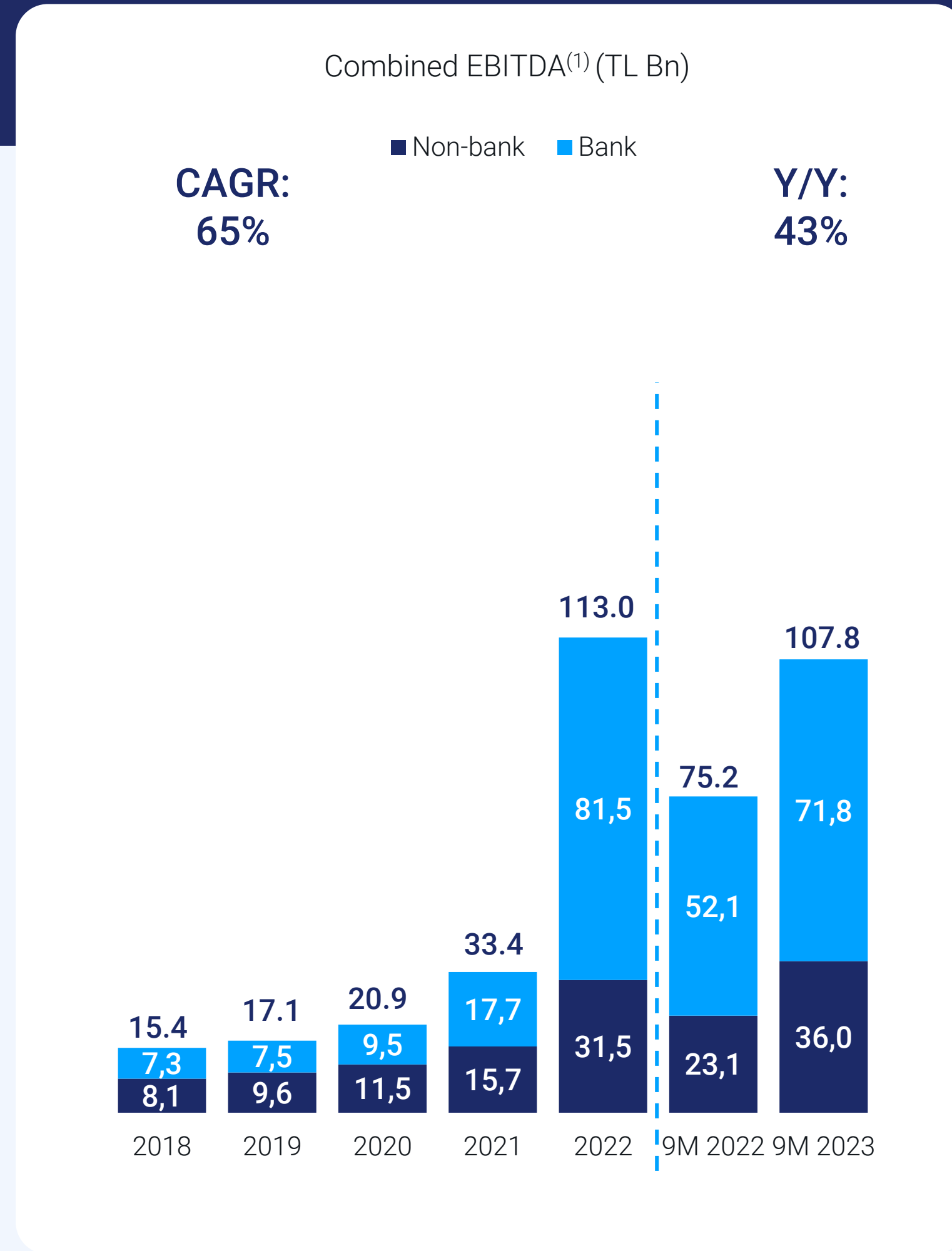
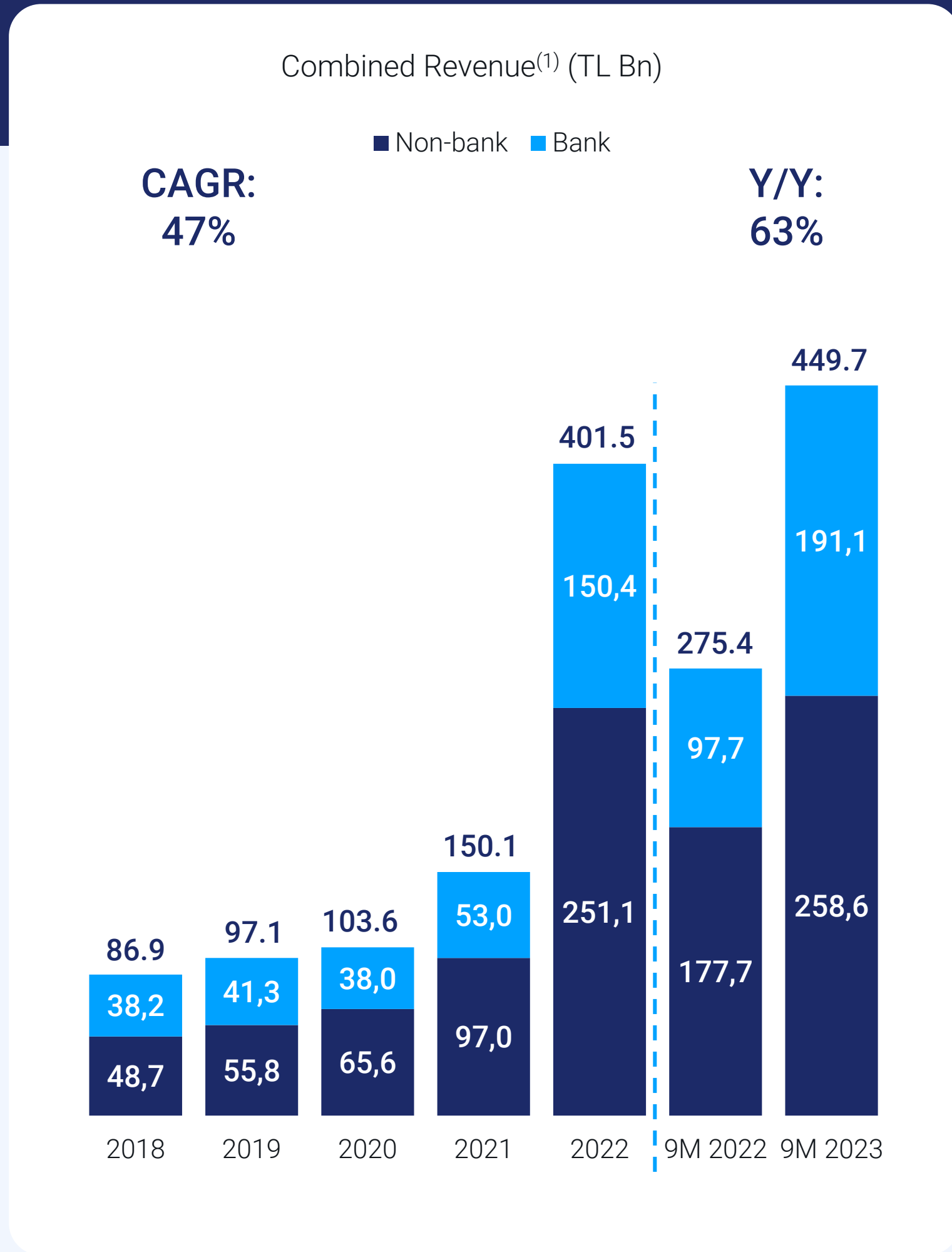
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Financial Track Record



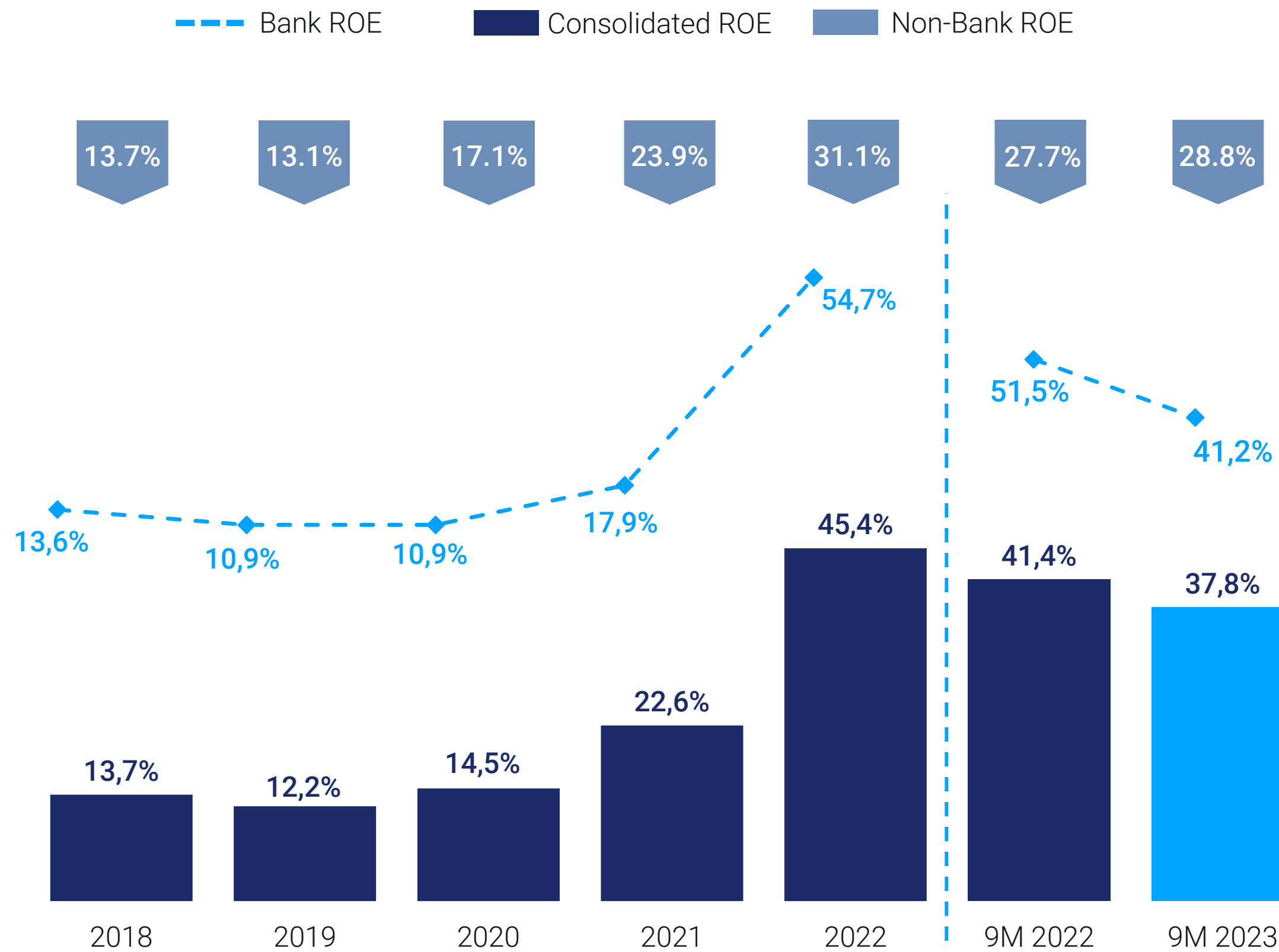
Our well-diversified portfolio continued to support earning earnings quality ...



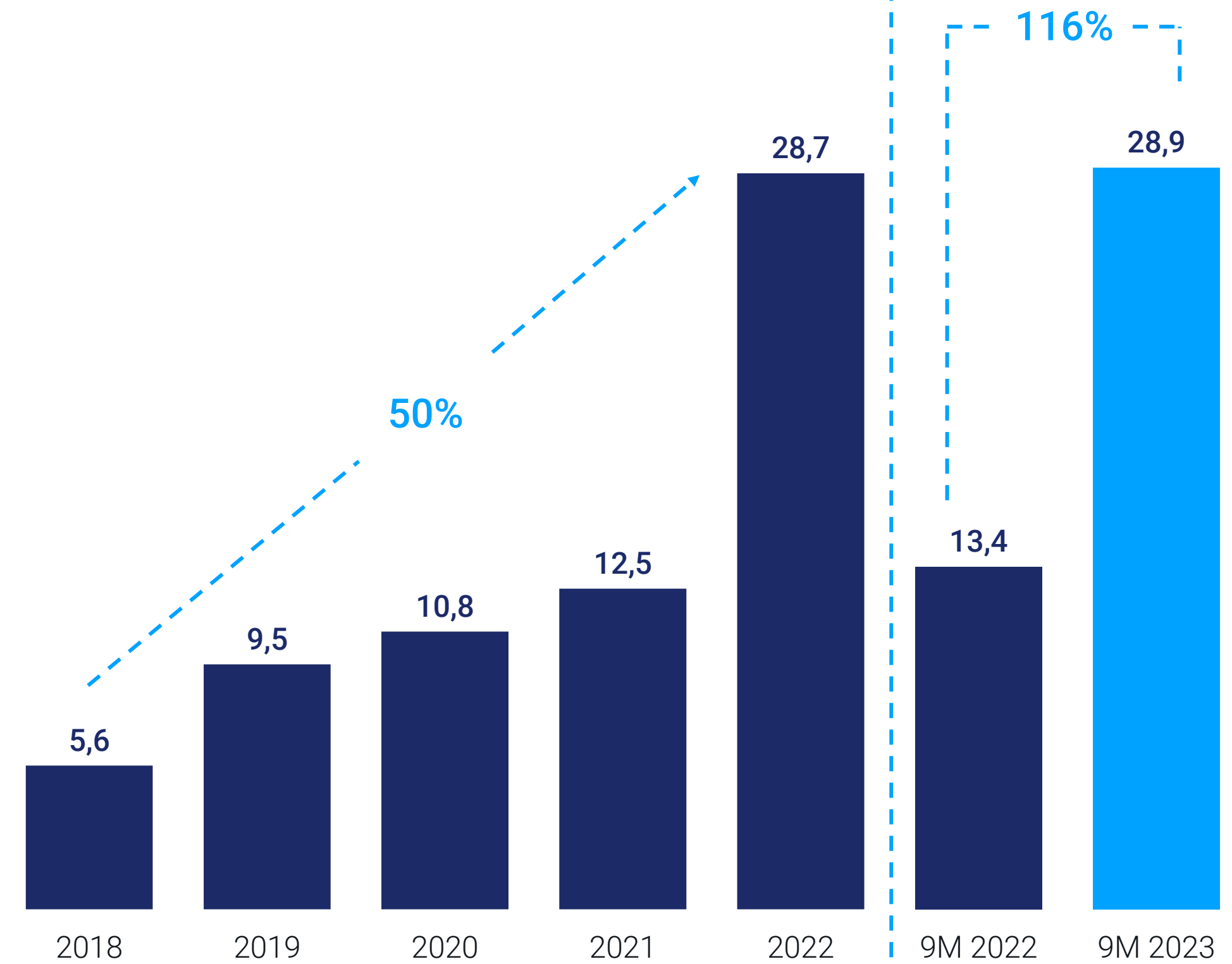
(1) Combined Revenue excludes Holding dividend income. Bank revenue = Interest income + commission income + capital markets gains/losses + net derivative gains/losses. Combined EBITDA and Consolidated Net Income excludes non-operational and non-recurring one-off items.

...that lead to a resilient non-bank ROE performance with cash flow exceeding 2022 full year figure...

Return on Equity (ROE) ⁽¹⁾



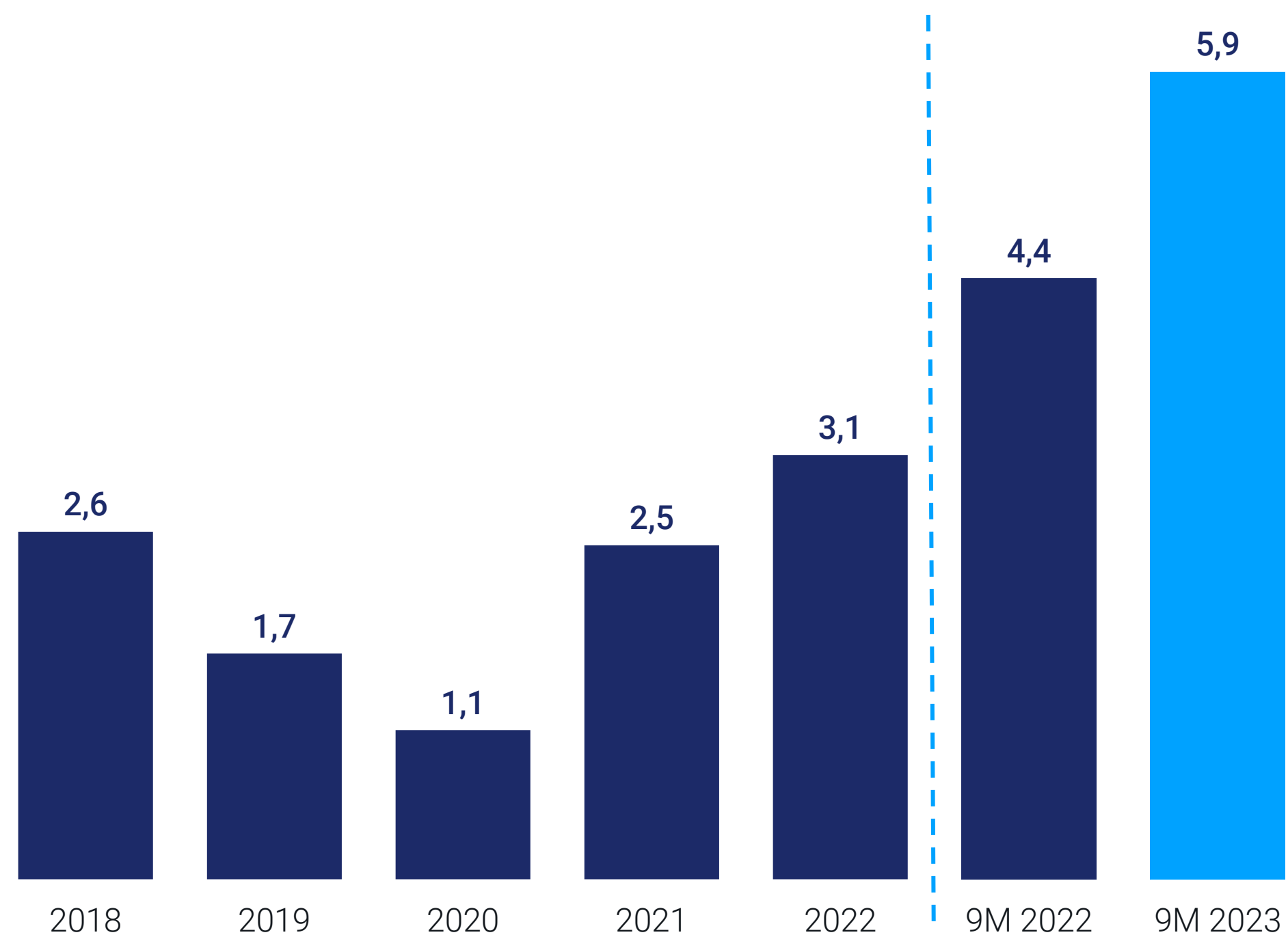
Operational Cash Flow, Combined for Non-Bank ⁽²⁾ (TL bn)



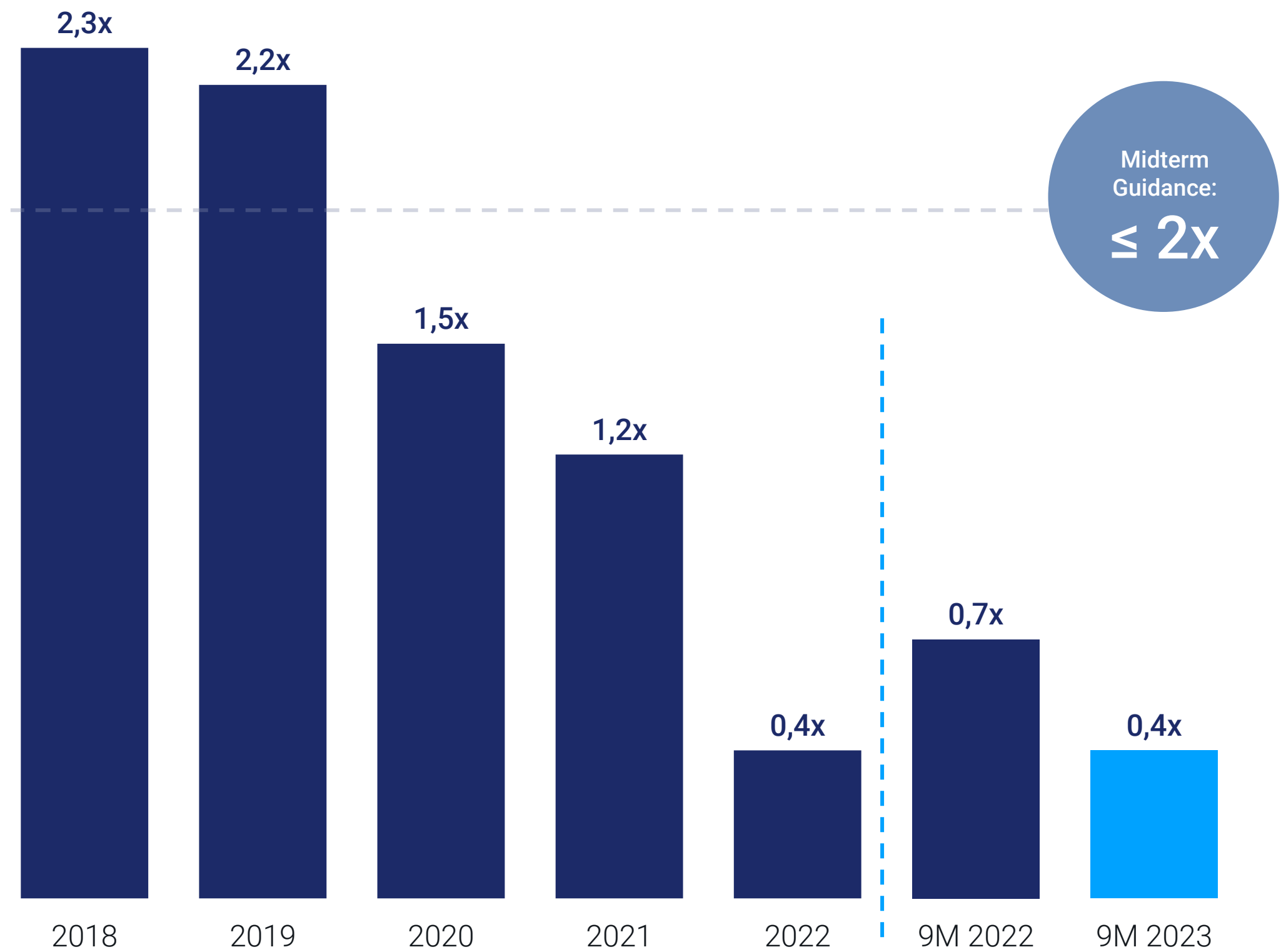
(1) Excludes non-operational and non-recurring one-off items
 (2) Excludes Financial Services, Banking and other segment.

...resulting further deleveraging, supported by strong cash at the holding level

Holding Only - Net cash position (TL bn)

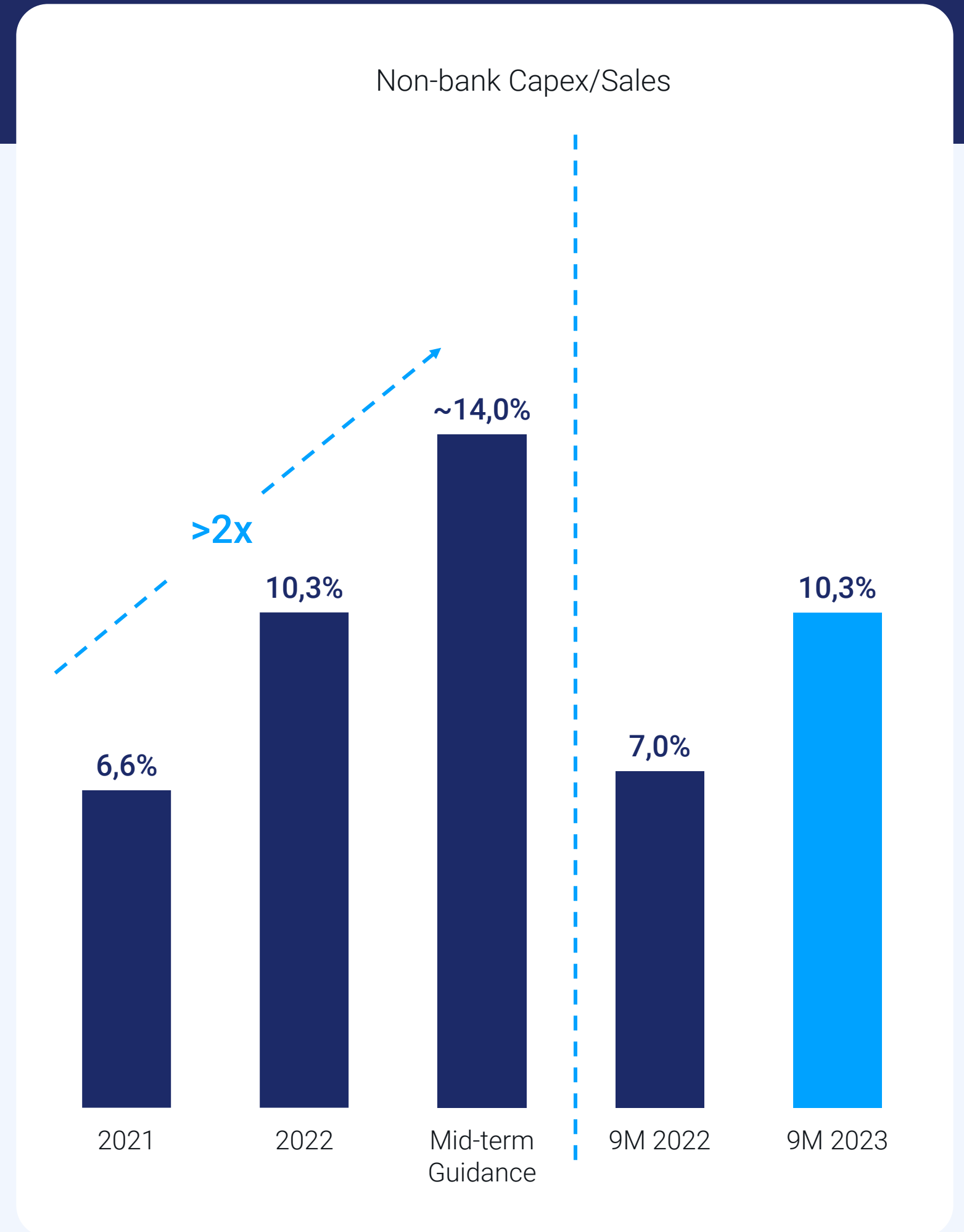
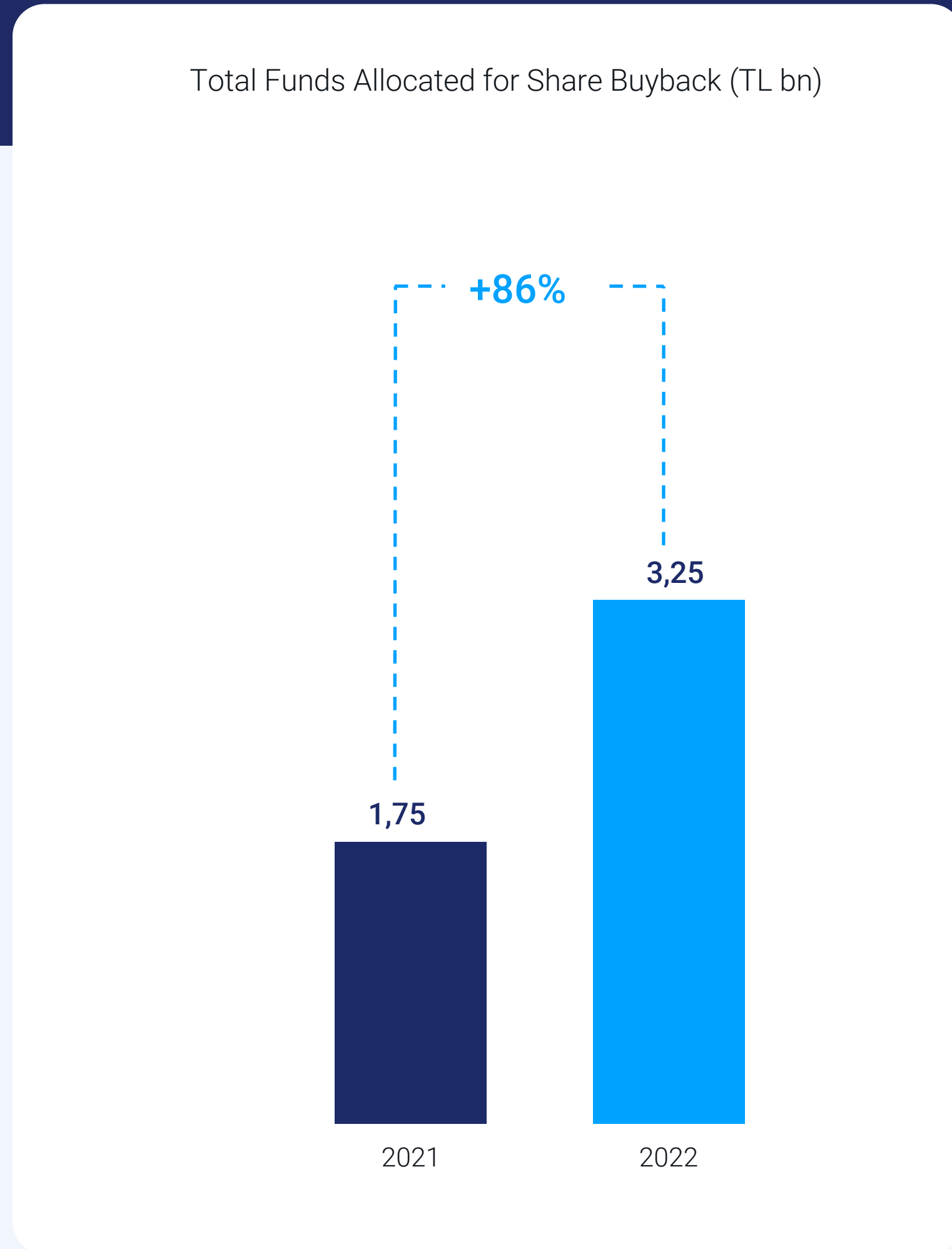
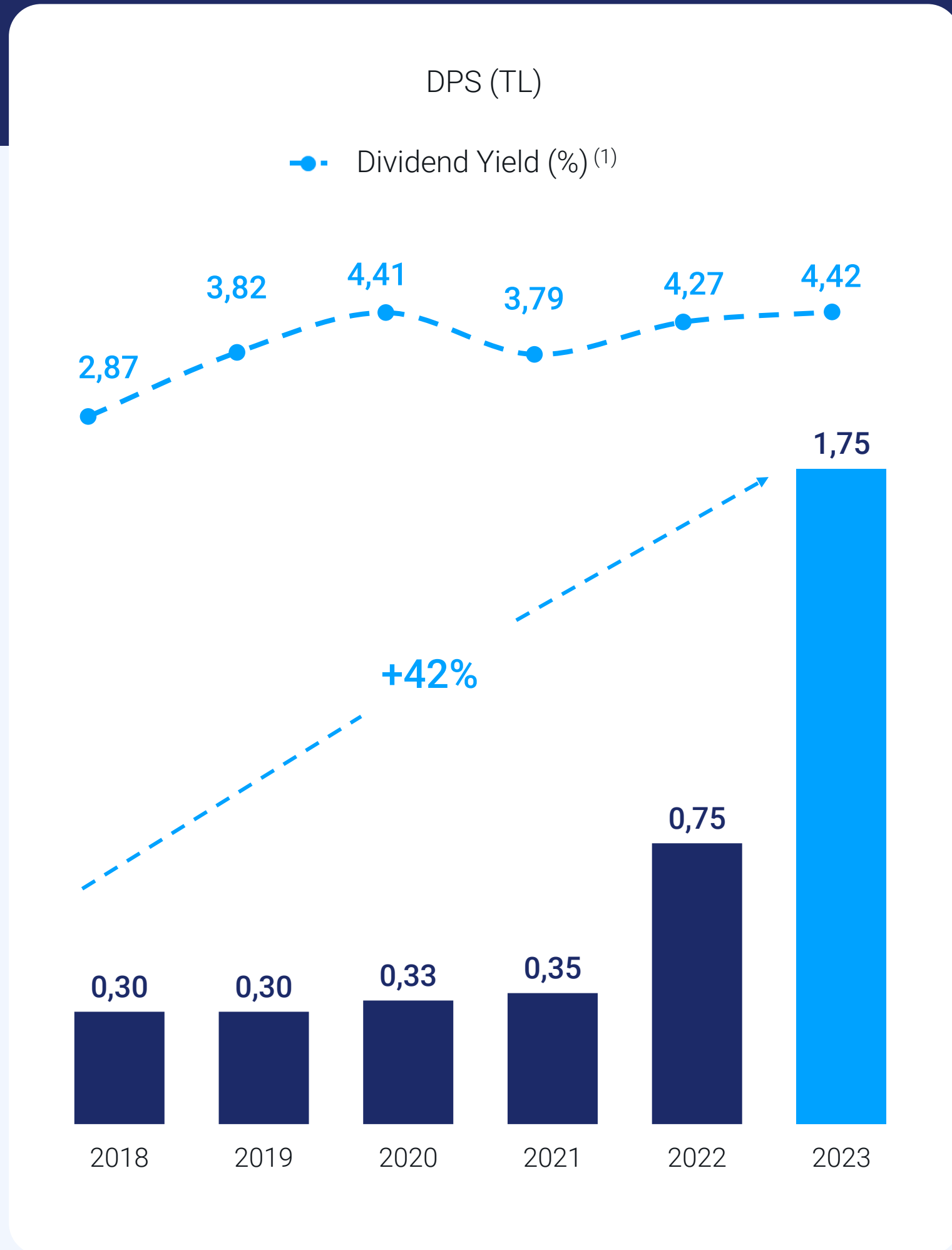


Combined Net Financial Debt to Non-Bank EBITDA ⁽¹⁾



(1) Excludes Banking, net cash position of financial services and non-operational and non-recurring one-off items in EBITDA.

Sustainable dividend growth and effective capital allocation



(1) Final ex-dividend date is taken as a basis for calculation of dividend yield.

Capital Allocation



Doubling CAPEX to accelerate both organic and inorganic growth...

DOUBLING CAPEX | 25/75 SPLIT BETWEEN CORE & NEW INVESTMENTS

Grow and Protect the Core

- ▶ Strengthen our market leading positions
- ▶ Profitable growth driven by customer centricity

Maximize Shareholder Return

- ▶ Dividend Policy: 5%-20% of net income
- ▶ Share Buyback Program:
 - Up to 5% of paid-in capital: 102mn shares
 - Total funds allocated: TL3.25bn
- ▶ Long-term Incentive Plan: NAV Growth & rTSR



Invest in New Platforms

- ▶ Increasing share of new economy in nonbank combined revenue :
 - from 6% in 2021 to ~13% in midterm
- ▶ 75% of non-bank capex for transformation & adjacencies focusing on:
 - Energy & Climate Technologies (55%⁽¹⁾)
 - Advanced Material Technologies (38%⁽¹⁾)
 - Digital Technologies (7%⁽¹⁾)
 to achieve higher FX generation, to increase share of non-regulated business and to reach our Net Zero Emission target
- ▶ IRR > WACC + (1% to 3%)

Keep Healthy Balance Sheet

- ▶ Net debt to EBITDA $\leq 2x$
- ▶ Healthy use of capital & debt
- ▶ Managing B/S as if an investment grade company

(1) Share of total investments in 2022

...with a coherent strategic plan on core and new platforms

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

Purpose >

Strategic Direction >

Grow and Protect the Core >

New Growth Platforms >

Agile global / local footprint at scale

Digital & AI transformation

Innovation for growth

Sustainability for a better life

Future-ready organization & talent

Energy and Utilities

- RAB growth and grid modernization
- Renewable capacity growth in Türkiye
- Energy trading and digital services
- Expansion into “Energy to X” solutions
- Growth in EV Charging and E-Mobility

Industrials

- US and EU tire cord and composites investments
- Leadership in mobility solutions
- Growth in EVs and HFC² Vehicles
- Strengthen global white, grey and Calcium Aluminate Cement position

Financial Services

- Digital banking and channel optimization
- New insurance product and channel growth engine
- Continued growth in DSF channel
- Execution of health insurance strategy

Digital Businesses

- Cybersecurity and digital marketing global growth
- Growth in Teknosa omnichannel
- CarrefourSA light asset growth

- Renewable capacity growth in US & EU
- CVC investments in climate technologies
- Exploration of hydrogen refinery and SMR¹ opportunities

- Sustainable Chemicals
- ECT³: Integrated Hydrogen Solutions
- Vertical integration in cement value chain
- Sustainable Building Materials (Insulation, Roofing, Prefabrication)

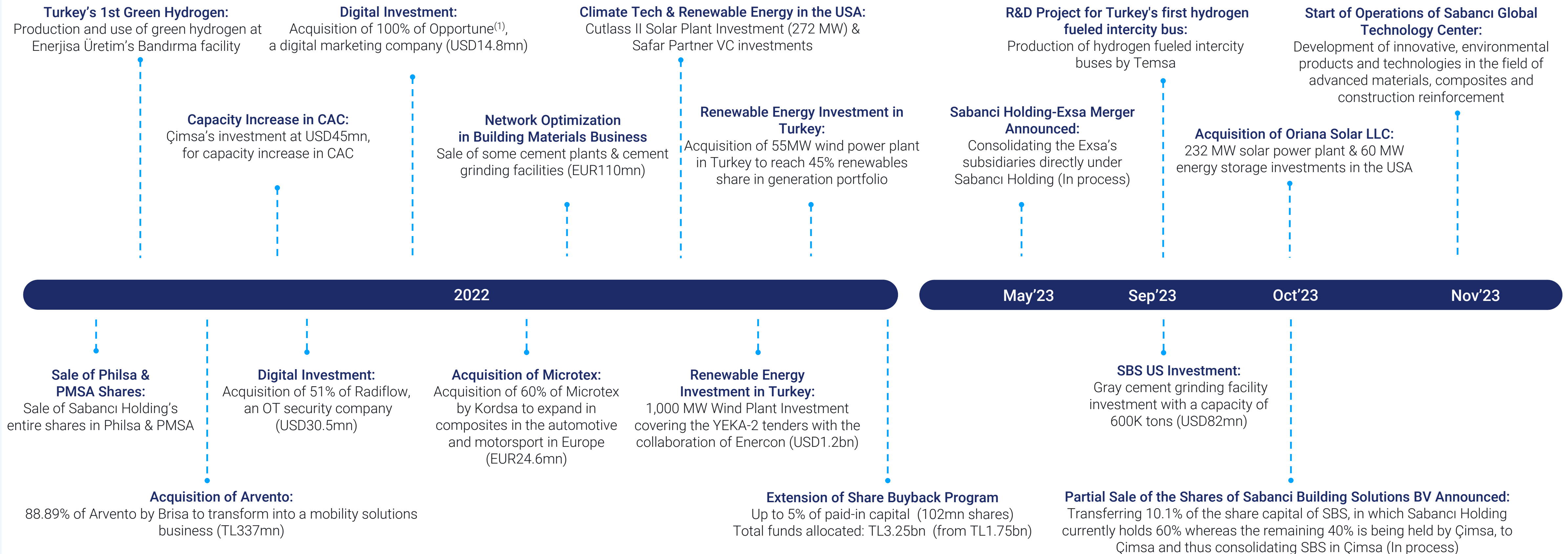
- Investment in open banking capabilities
- Digital health and the health ecosystem
- New strategic partnerships

- Cloud and green hyperscale data center
- SabancıDX as Managed Services Provider
- Scalable digital technology platforms
- Fully digital Teknosa

(1) SMR: Small Modular Reactor (2) HFC: Hydrogen Fuel Cell (3) ECT: Equipment for Climate Technologies

Continuing to deliver on our strategic initiatives: 77% of investments to new economy

Dynamic Portfolio Management



(1) Refers to Opportune, formerly known as SEM and its subsidiary Liberdatum together



Sustainability

Prioritizing ESG to transform our portfolio for the future...

Act on Climate Emergency

11%
Reduction in Scope 1 and 2 GHG emissions⁽¹⁾

12%
Reduction in energy consumption⁽¹⁾

9%
Reduction in water consumption⁽¹⁾

Foster Sustainable Business Models

USD 5 Billion

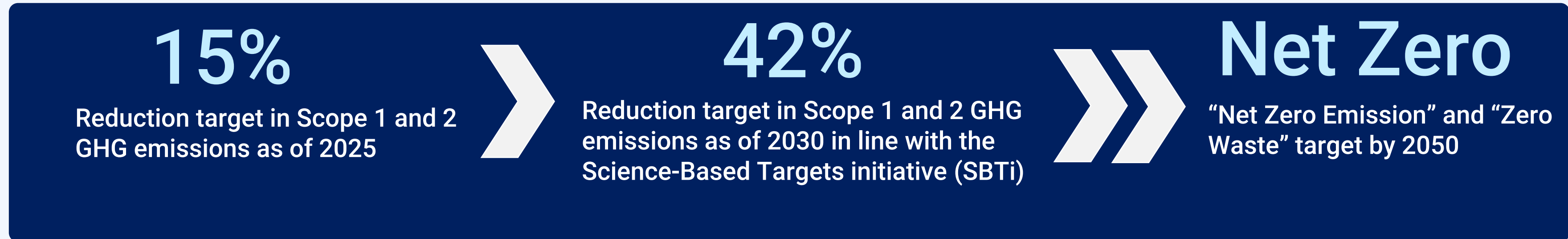
SDG-related operational spending & investment pledge by 2027

232 MW

Solar power plant and a 60 MW energy storage facility in the US

78.5%

CO2-free electricity production as 2030⁽²⁾



Maximize Positive Impact on People & Society

1.5 million
Number of people reached via inclusion programs in 2022

41%
Women in management

44%
Rate of women in revenue-generating roles

33%
Rate of women in STEM roles

50%
Ratio of women managers as of 2030

(1) Compared with 2021 fiscal year.
(2) Installed capacity.

...while improving our ESG performance further

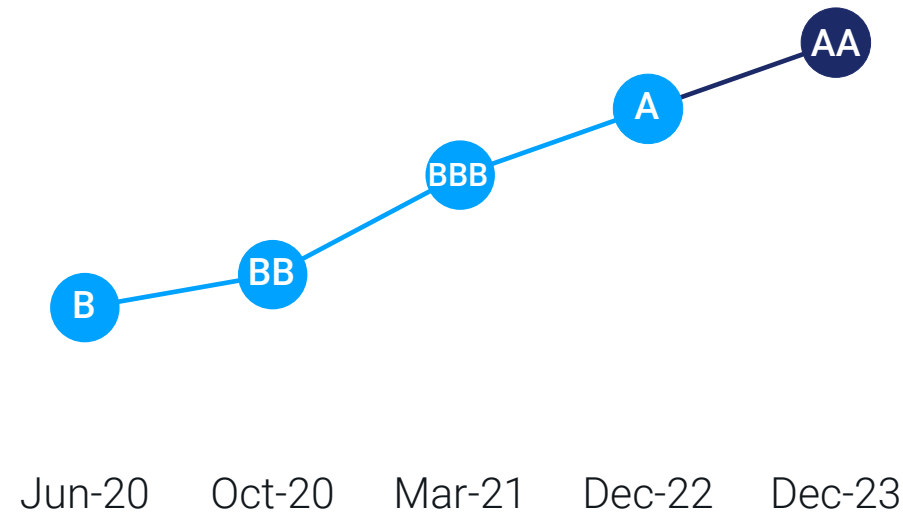


MSCI Rating

2023 MSCI

4 notches increase in 4 years

AA



2023 Bloomberg GEI

First and Only Conglomerate from Türkiye to be included twice in a row



2022 Sustainalytics Low ESG Risk

In Diversified Financials Category

14.2

Low Risk

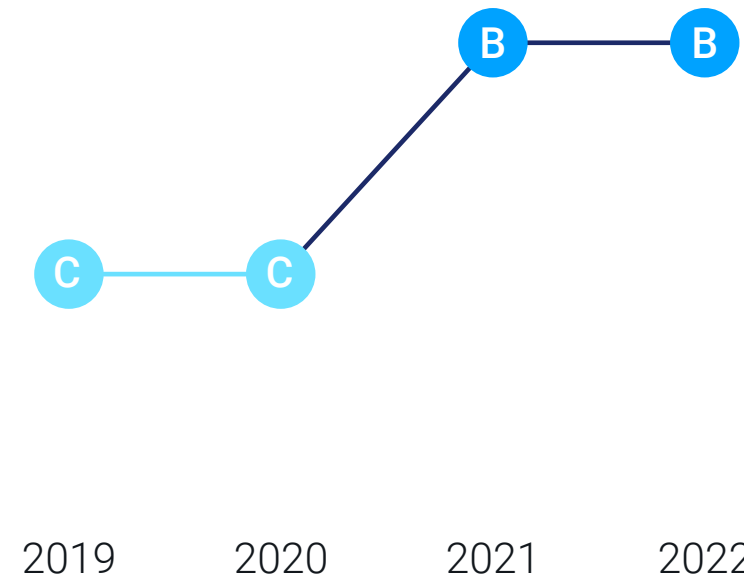


2022 CDP

Management Level on Climate and Water Performance

B Climate
B Water

CDP Climate Change Score



2022 Refinitiv Excellent Performance

More than 50 companies in Investment Holding Companies Category

A

Refinitiv ESG Score



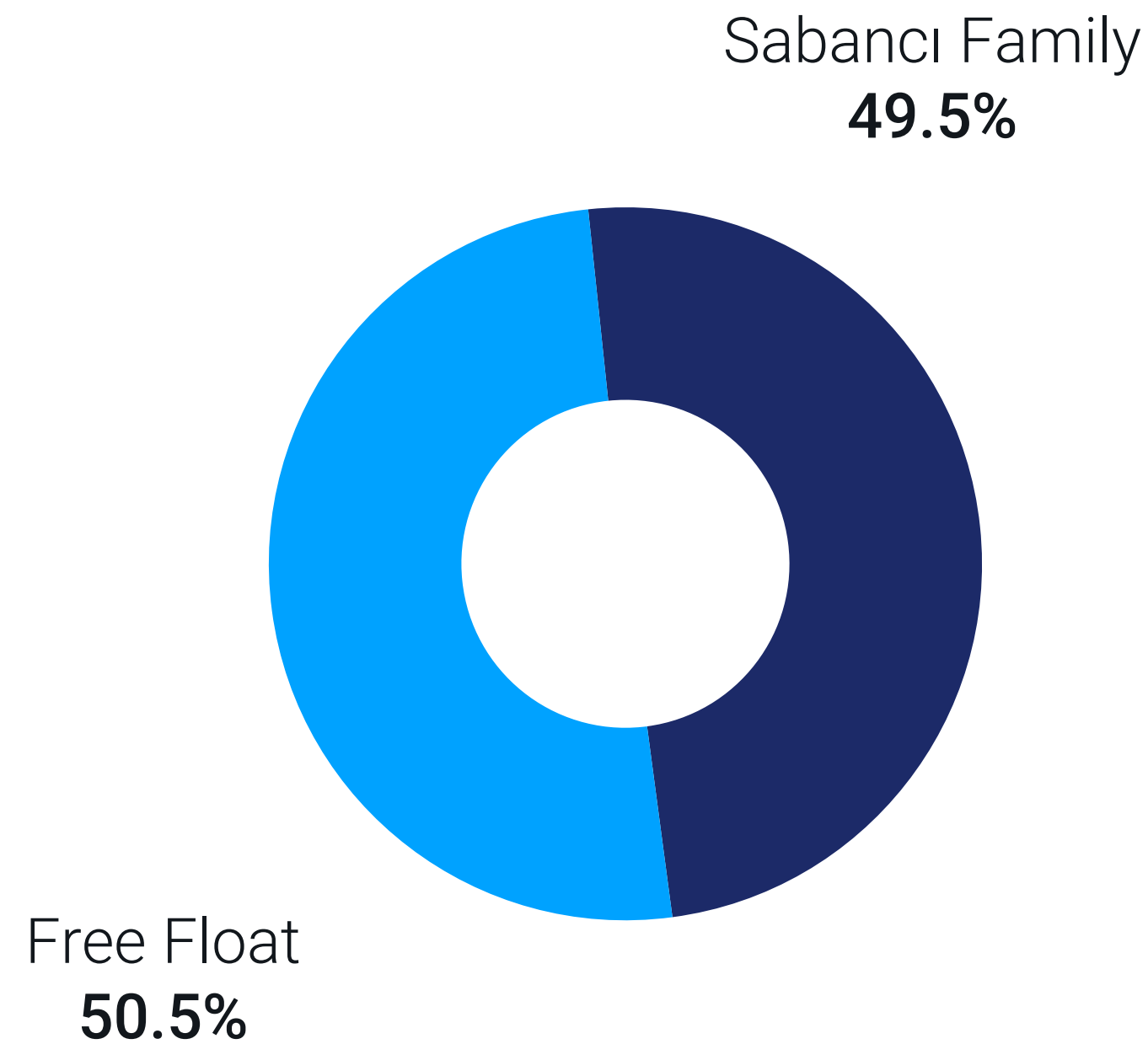
BIST Sustainability 25 Index



Listed in BIST Sustainability 25 Index including the companies with the highest Sustainability Performance of Turkey

Improving Corporate Governance Framework

Shareholder Structure



Board Members

- ✓ 9 BoD members (3 Independent)
- ✓ 44% non-family, 44% women

Early Detection of Risk Committee Corporate Governance, Nomination and Remuneration Committee

Assumes some of the roles of the Portfolio Management Committee, terminated in 2020

Board Sustainability Committee

Formed in 2021 to assist the BoD in fulfilling their duties and responsibilities regarding ESG-linked issues.

Executive Leadership

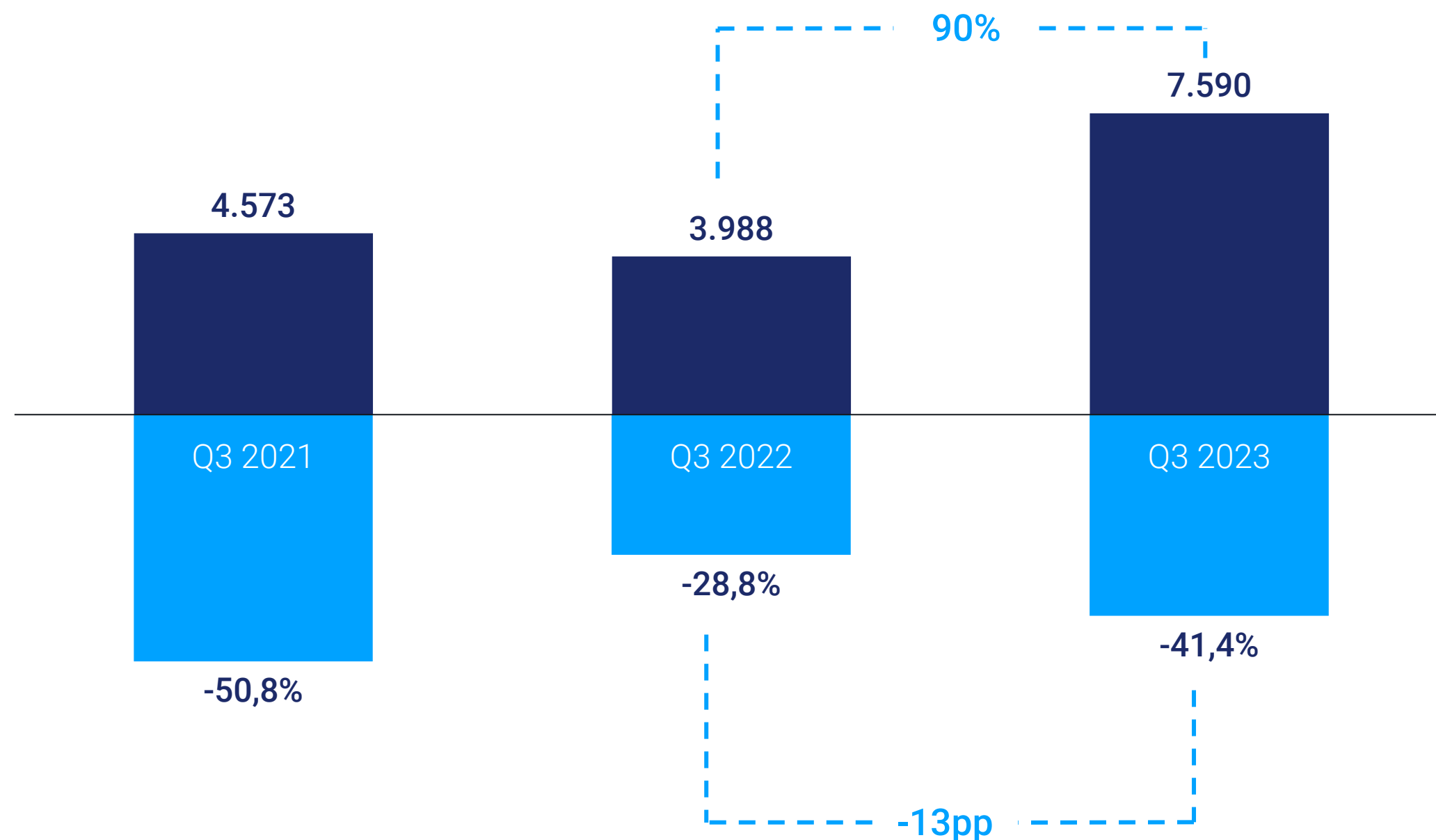
CEO, CFO and Group Presidents

NAV & Stock Performance

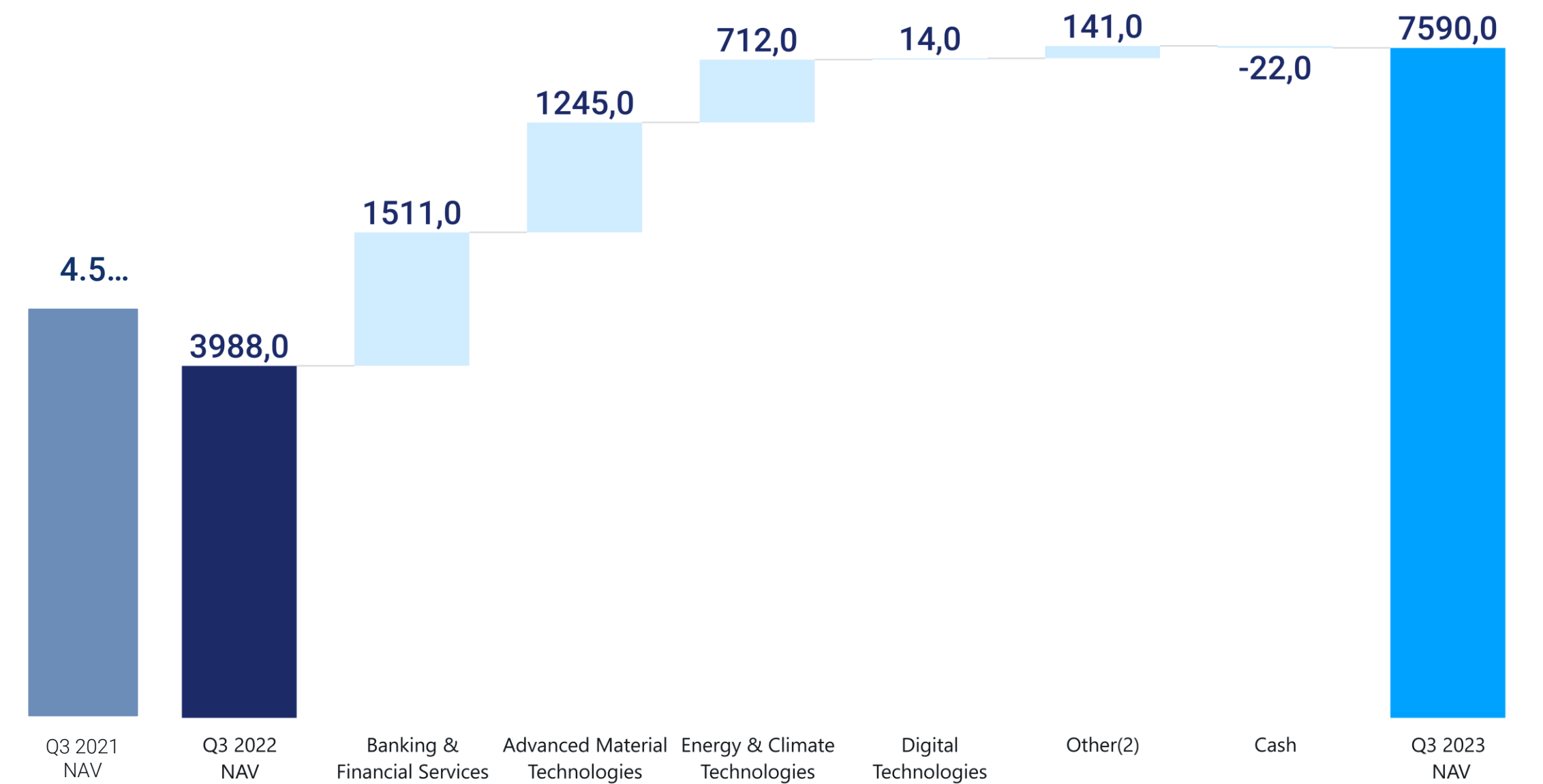


Almost doubling NAV in USD terms with an attractive NAV discount

NAV (USD mn)⁽¹⁾ & NAV⁽¹⁾ Discount



NAV⁽¹⁾ Bridge



Average NAV Discount:

Last 3-Year

Last 5-Year

Last 10-Year

-39.3%

-42.0%

-39.4%

NAV Shares:

39%

31%

20%

3%

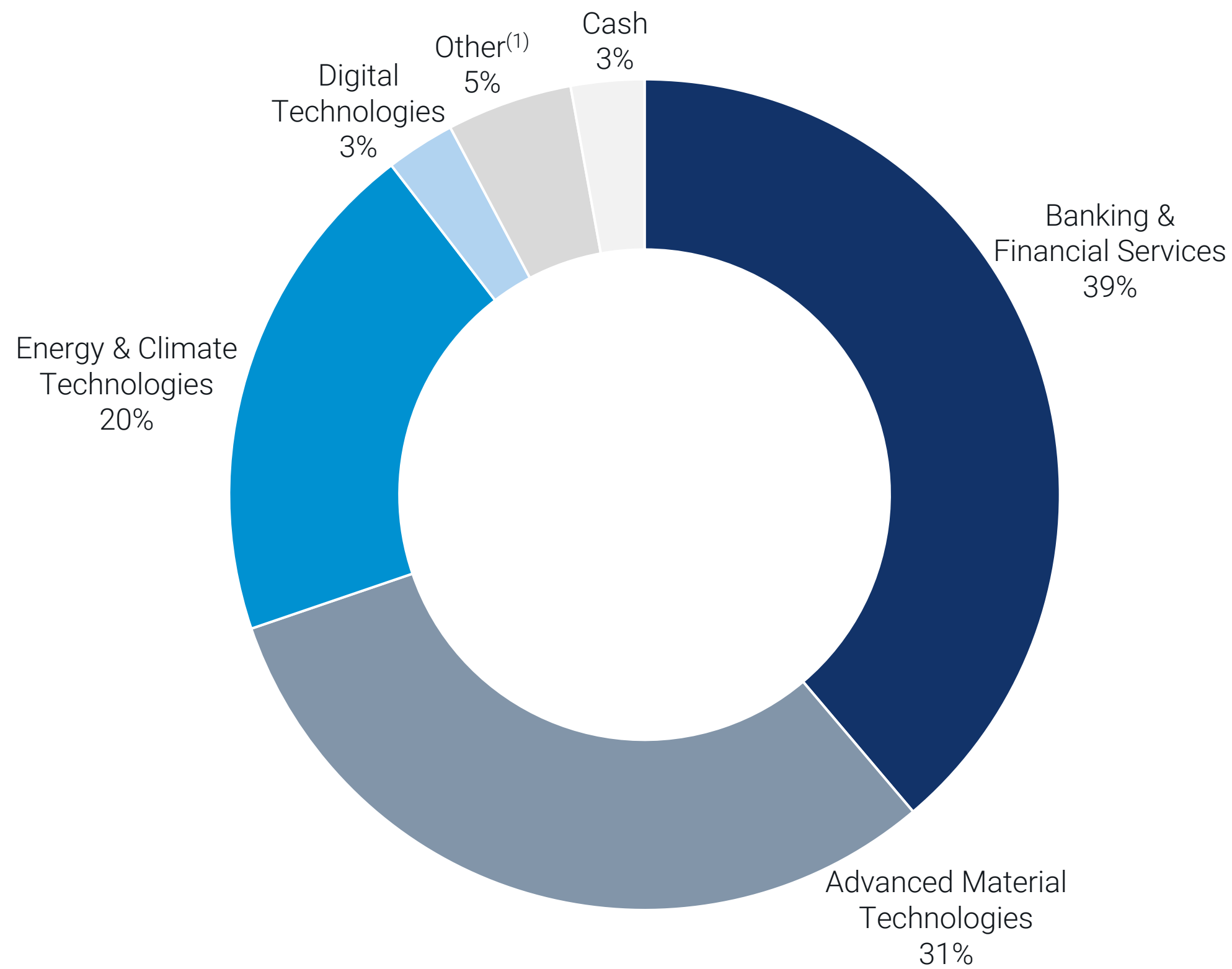
5%

3%

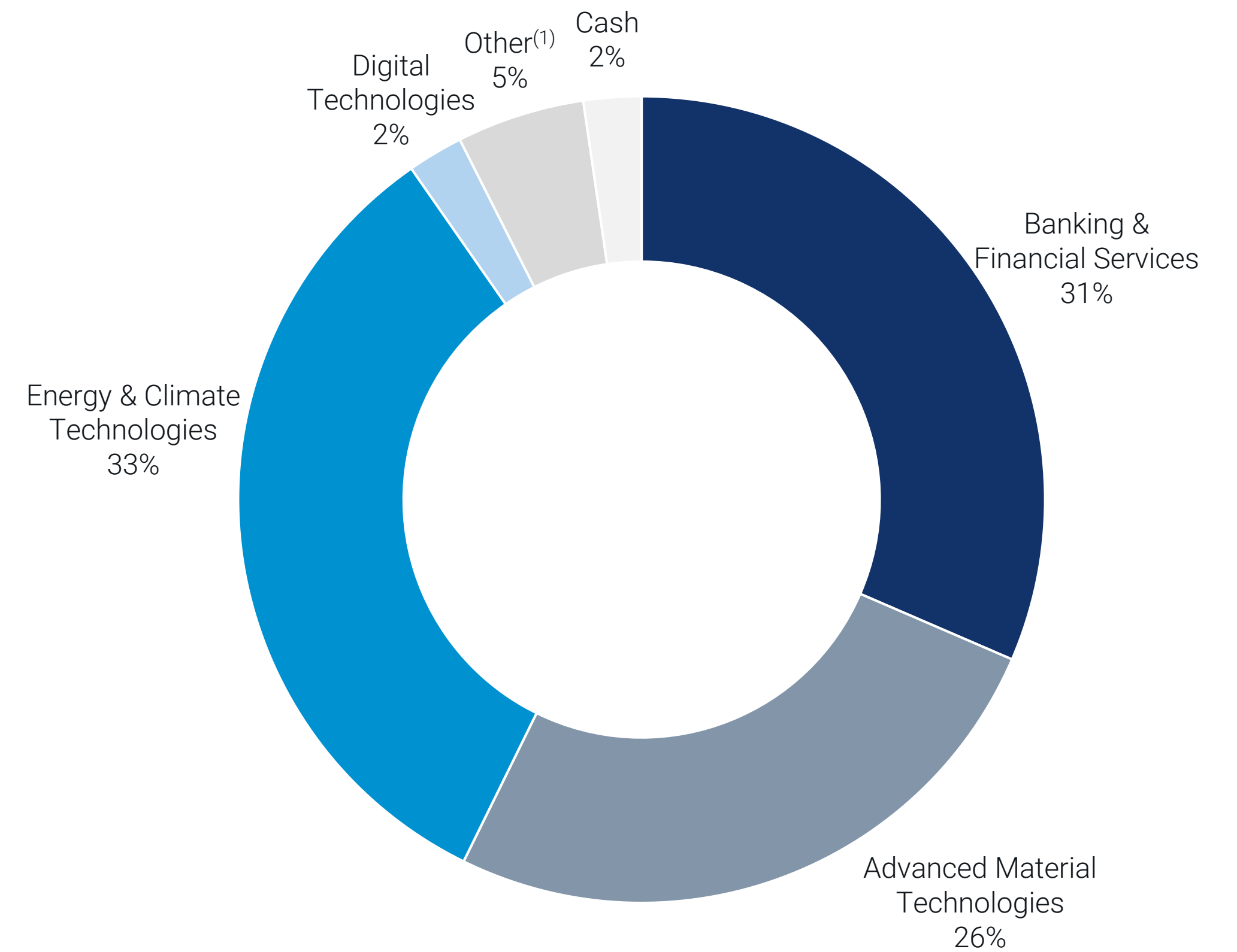
(1) Please refer to Appendix for the details of our NAV.
 (2) Includes Carrefoursa, Exsa, Tursa, AEO.

Shifting towards a more balanced portfolio with higher weight of new economy

NAV Breakdown Based on Book Value for Unlisted Assets



NAV Breakdown Based on Independent Valuation⁽²⁾ for Unlisted Assets

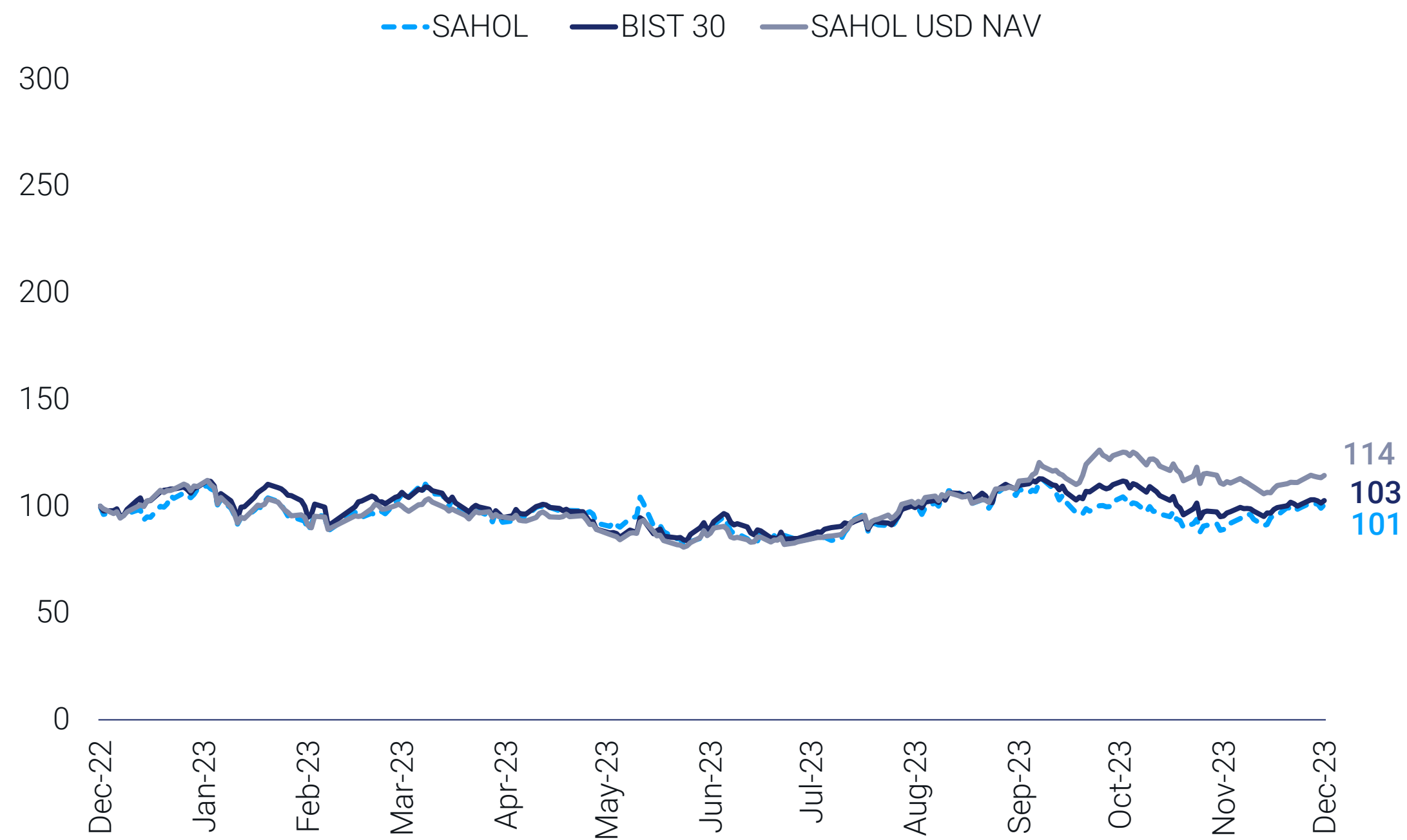


(1) Includes Carrefoursa, Exsa, Tursa, AEO.

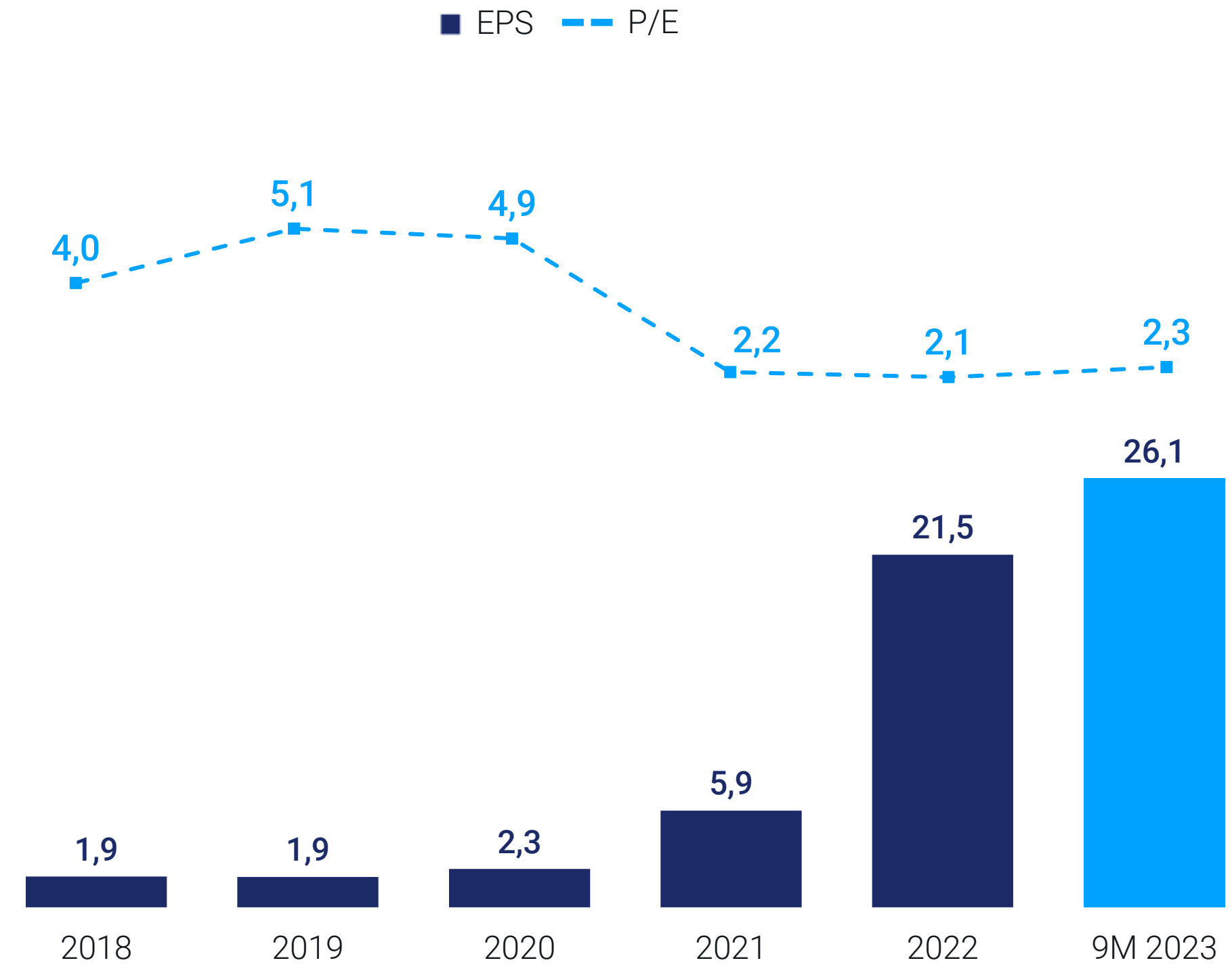
(2) Unlisted asset values was calculated using 25.82 USD/TL based on the EY report published on 30.10.2023.

SAHOL shares continue to trade at a material discount to its historical P/E averages

Stock Relative-Performance (USD basis)



Earnings Per Share vs. Price/Earnings⁽¹⁾



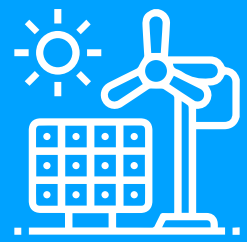
(1) Trailing

A 3D rendering of several interlocking puzzle pieces in shades of blue and cyan, arranged in a cluster. The pieces have a metallic sheen and are set against a dark blue background with faint geometric lines.

Recent Acquisitions

Investing in new economy for a major transformation in Sabancı Group

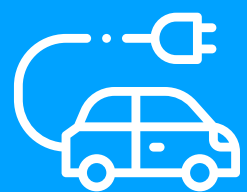
Energy & Climate Technologies



Renewables



Electrification



E-mobility



Digitalization



Energy Storage

H₂

Green Hydrogen

Advanced Material Technologies



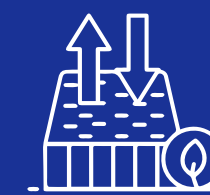
Sustainable Chemicals



Telematics IoT 4.0



Lightweight materials



Sustainable building materials



Carbon Capture



New Energy Vehicles & Components

Digital Technologies



Cybersecurity



Digital Marketing



Marketplaces



Internet of Things



Artificial Intelligence

Diversified energy portfolio throughout the value chain




Distribution & Retail

40%
Sabancı Holding

40%
E.ON

20%
Free Float

14
Cities

6
Metropolises

22 mn
Population

10.7 mn
Customers

323,421 km
Network


TL 30.2 bn
Regulated Asset Base

39.2 TWh
Sales (2022)

12.1 mn
Connections

668
Charging Stations in Eşarj


66
Cities with Eşarj Stations



50%
Sabancı Holding

50%
E.ON

Generation & Trade



24
Power Plants

5
Technologies

3.7 GW
Installed Capacity
(5 GW in 2026)

14.6 TWh
Generation (2022)

45.5%
Renewables
(59% renewables in 2026)

28.5 TWh
Trading (2022)



100%
Sabancı Holding

Energy & Climate Tech.

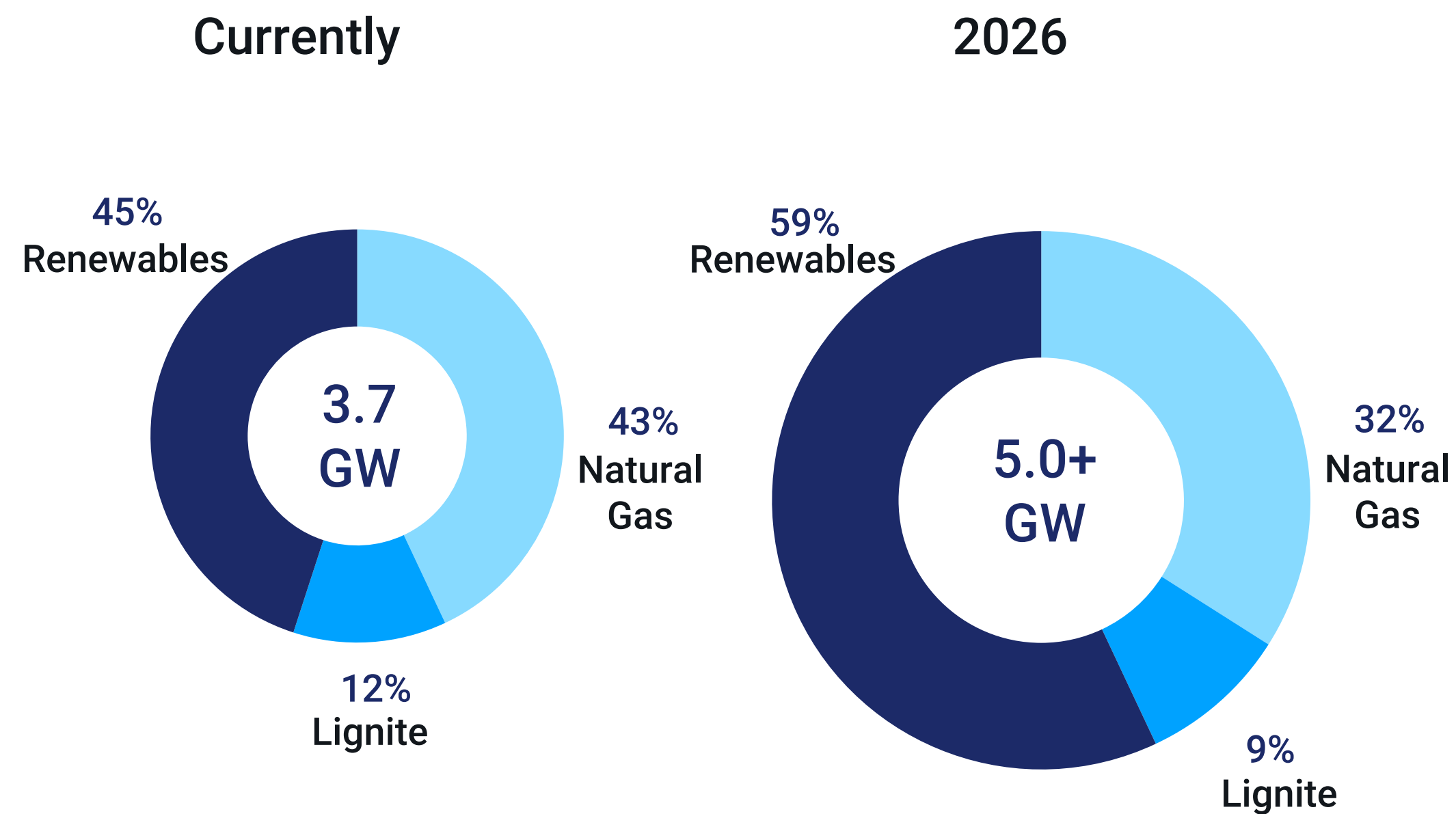


➤ Renewable Energy
Generation in U.S

➤ Investments in Climate Technologies
Through Energy and Climate VC

A significant step towards +5,000 MW installed capacity target has been taken

Installed Generation Capacity Mix⁽¹⁾



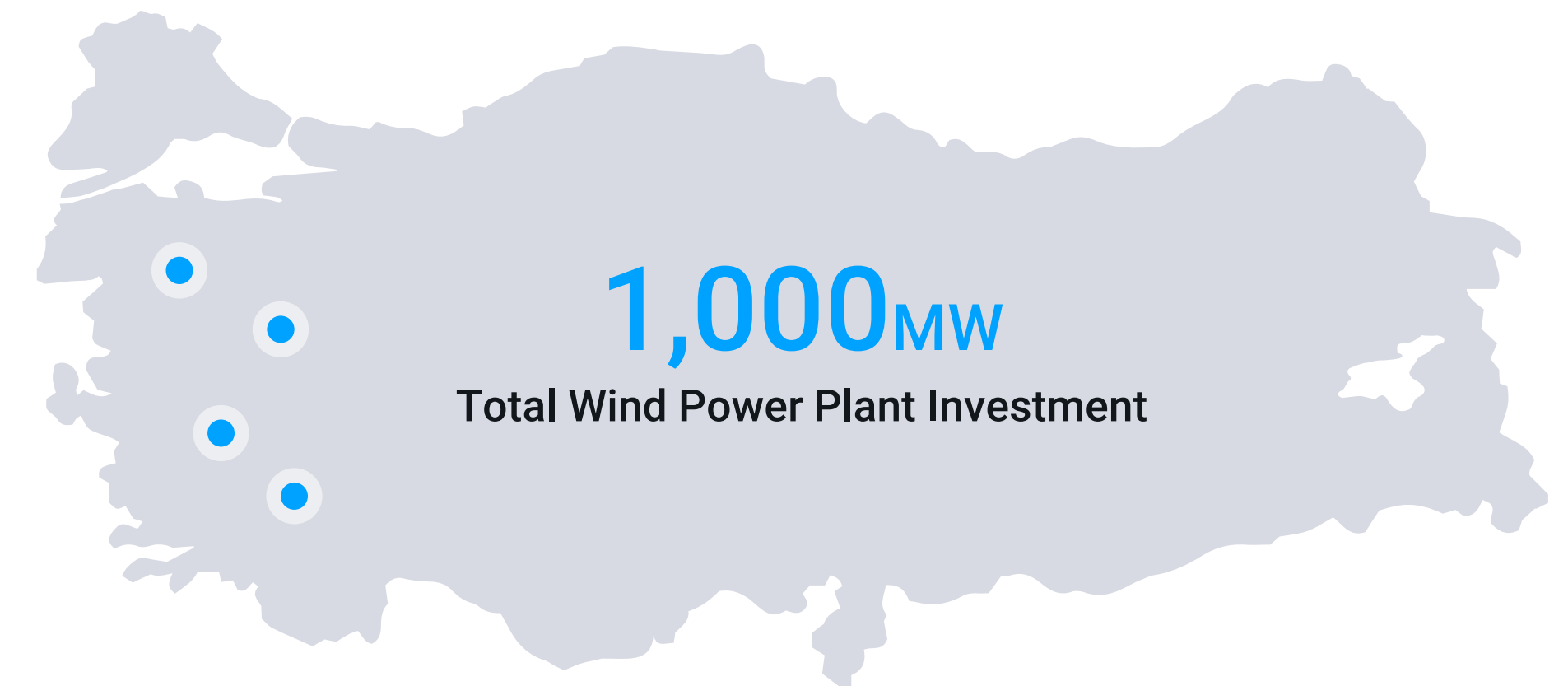
1000 MW YEKA-2 Wind Power Plant Investment (USD 1.2 bn)

ÇANAKKALE
250 MW

BALIKESİR
250 MW

AYDIN
250 MW

MUĞLA
250 MW



FX Guaranteed Revenue Stream for 15 Years

Additional Capacity Growth Projects

01

Capacity increase in existing renewable power plants

02

M&A activities for additional renewable power plants

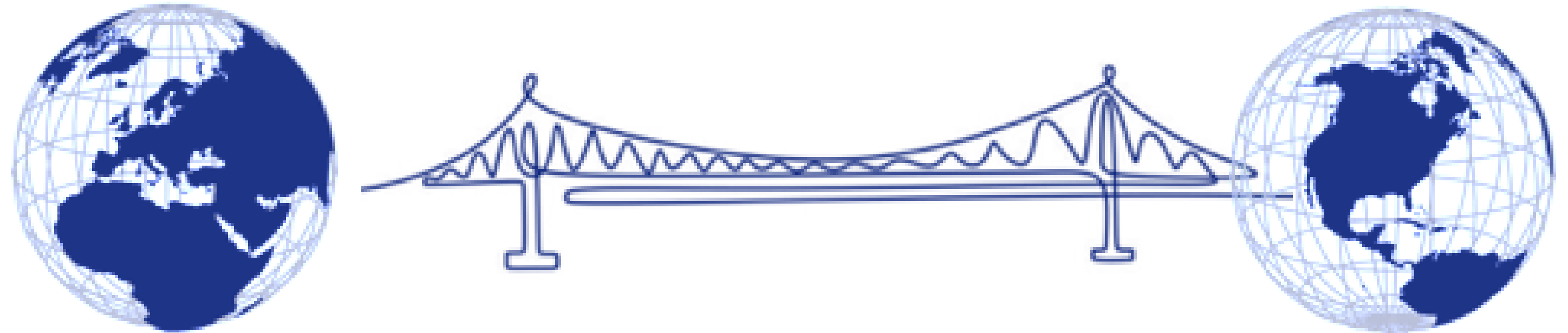
03

Generation licenses with energy storage

(1) Carbon intensity in line with Europe

It is time to leverage core capabilities in the Energy SBU & expand the business to create higher value for all stakeholders

We lead energy and climate transition by bridging the gap between emerging and developed markets



Sabancı Climate Technologies, wholly owned subsidiary of Sabancı Holding, will undertake renewable energy power plant investments and strategic investments in various venture capital funds and start-ups, primarily in the USA and Europe.

Sabancı Renewables

Focus Investment Areas

- ▶ On-shore wind
- ▶ Utility scale solar
- ▶ Battery storage

Focus Geographies

- ▶ ERCOT
- ▶ PJM
- ▶ MISO

Distinctive Competency

- ▶ Execution and digital asset management capabilities in renewables

Sabancı Climate Venture Investments

Focus Investment Areas

- ▶ Early-stage Energy and Climate solutions

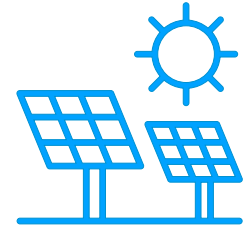
Focus Geographies

- ▶ Predominantly the USA, and Europe as peripheral location

Distinctive Competency

- ▶ Early market penetration of startups in emerging markets

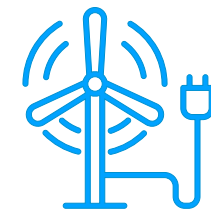
US came to the fore with the attraction of being world's 2nd largest renewable energy market & the largest corporate venture ecosystem



Solar Resource Potential

170 TW

potential capacity



Wind Resource Potential

10.6 TW

potential capacity



Academia and Start-up Ecosystems

Facts on Renewable Energy Investments

- ✓ US is the 2nd largest renewable energy market following China. Around 100 GW of renewable capacity was installed in the US for the last 3 years
- ✓ US companies have committed to source 80% of their consumption from renewable sources by 2045, which is around 4,050 TWh
- ✓ Extended and enhanced Renewable Energy Incentives (IRA – Inflation Reduction Act)
- ✓ The most developed & least-regulated power market and long-term stable base revenue streams in USD terms
- ✓ The most liquid financial market with the lowest cost of funding

Facts on Start-up Investments

- ✓ North America set an annual record in capital commitments and captured 66.4% of the funds closed (168 bn USD) in 2022
- ✓ More than 50% of global unicorns emerge in the US

Sabancı Group's generation capacity to reach 500 MW in the US once the 2nd project "Oriana Solar Power Plant" completed...

Oriana

232 MW

Solar Power Plant Project

**With 60 MW
Battery Storage**

- ✓ Project Acquisition: October'23
- ✓ EPC Agreement: October'23
- ✓ Construction Start (FNTP): Q1'24
- ✓ Commercial Operation Date: Q2'25
- ✓ Opportunity to invest in battery storage project in the future

Cutlass II

272 MW

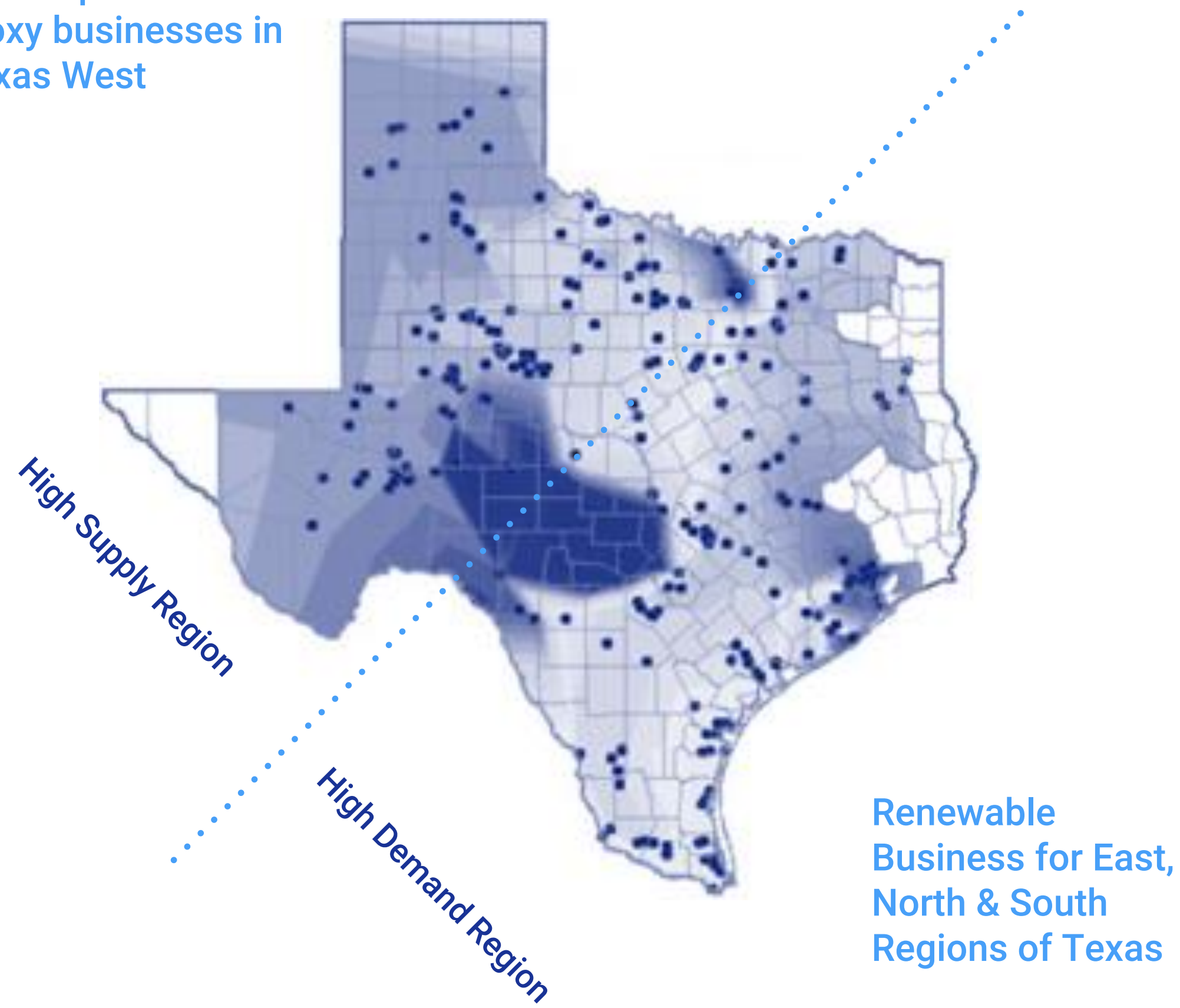
Solar Power Plant Project

- ✓ Project Acquisition: October'22
- ✓ EPC Agreement with Bechtel: October'22
- ✓ Construction Start (FNTP⁽¹⁾ to Bechtel): January'23
- ✓ PPA with a Reputable Off-Taker: January'23
- ✓ Project Finance with Reputable Banks: January'23
- ✓ Tax Equity: October'23
- ✓ Commercial Operation Date: Mid-April'24

(1) Final Notice to Proceed

...in a region that is offering a variety of opportunities for the future growth

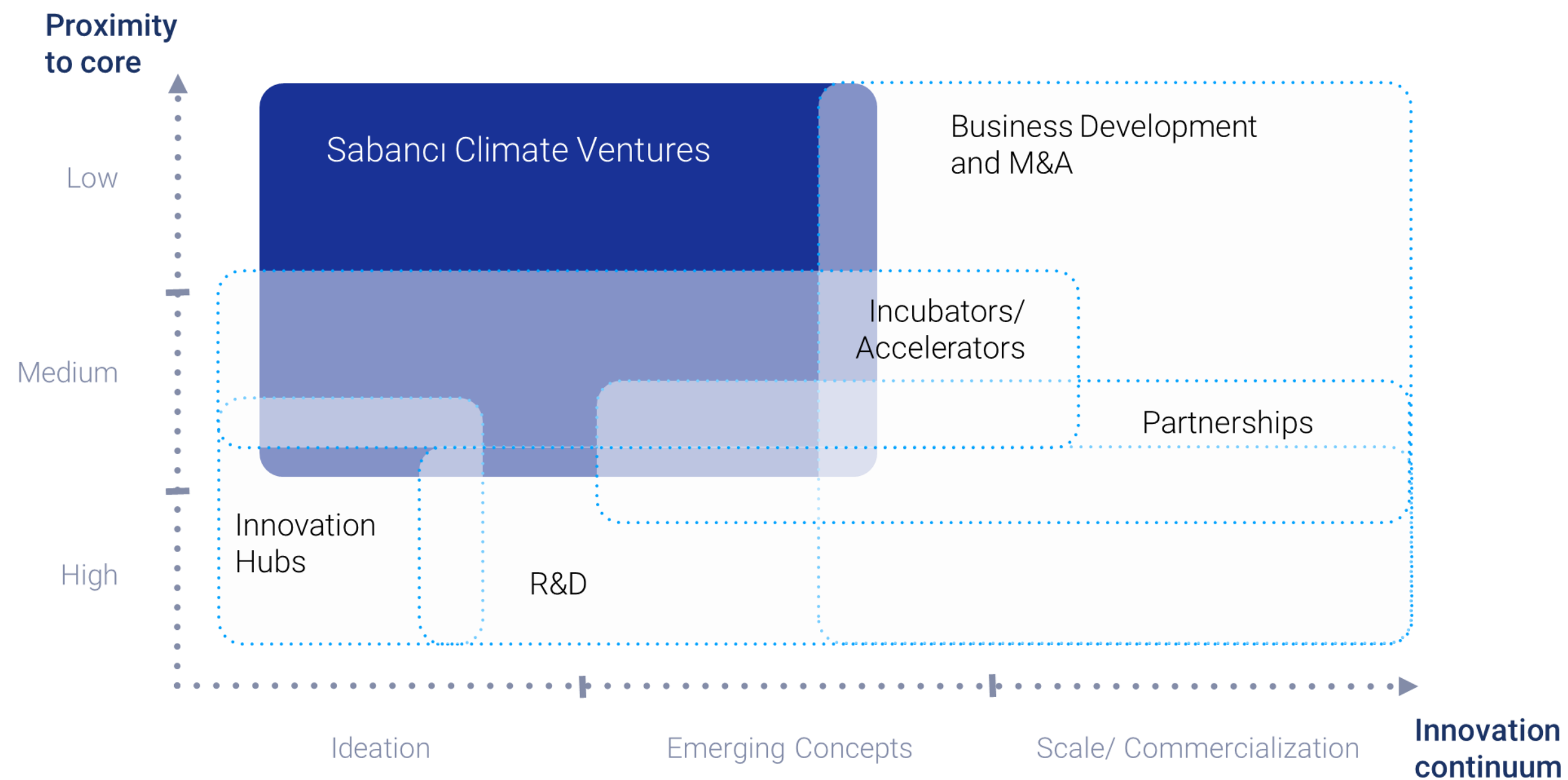
Market potential for proxy businesses in Texas West



- ✓ Close to the major load centers of Houston and Corpus Christi, anticipated centers of future green fuel investment, as well as the increasing LNG related load
- ✓ Shovel-ready project with low execution risk; developed by an experienced and reputable Project Firm

Sabancı Climate Ventures will create extended innovation ecosystem & enable early access to disrupting technologies...

Sabancı Climate Ventures is a necessity to position for the future and not competing with other activities while generating attractive financial returns over the full fund cycle



Value Proposition to Start-Ups

- Acceleration, piloting, and commercialization partner in a vibrant emerging market
- Access to multiple generation technologies and +10Mn user-base in the electricity value chain
- Relationship building and expertise gaining opportunity from leaders of Türkiye's largest private utility player

Value Extraction

- Strong collaboration with Sabancı Group companies through dedicated platform teams to pilot and scale start-up concepts/products
- Pursue board observer seat in investments to increase collaboration opportunities and learnings

...via the investments in climate technologies fund & investments directly to start-up companies



- ✓ Invested in a venture fund with a portfolio of start-ups from seed to growth stage
- ✓ Portfolio with a focus on innovative energy and climate technologies, advanced material technologies, artificial intelligence and robotics technologies
- ✓ Deal flow of start-ups originated from within and around MIT, Harvard, and Rochester University



- ✓ Coming out of MIT's Plasma Science and Fusion Center and reached a valuation of \$5 billion in September 2021
- ✓ Having the potential to enable clean nuclear energy production in the future to remove the limits on energy
- ✓ Breakthrough Energy, founded by Bill Gates, is among the major investors of the company



- ✓ Coming out of MIT and reached a valuation of over 100 million USD in June 2022
- ✓ Planning to provide access to deep geothermal energy resources economically with its revolutionary drilling technology
- ✓ Especially important for Türkiye as the 1st country in Europe to the geothermal potential
- ✓ Initiating a joint task force to search for cooperation opportunities in Tufanbeyli PP



- ✓ Founded in San Francisco in 2021
- ✓ Developed compliance tracking and insight software to manage and improve ESG footprint in various sectors
- ✓ Providing deep analytics that can be integrated with ESG systems of companies
- ✓ Enabling customization of the platform by companies to define its own framework from a collection of existing standards

Global Players in Mobility Market



Expansion in Composites

Microtex:

- ✓ Acquired by Kordsa
- ✓ Deal Size: EUR24.6mn
- ✓ Product and geographic diversification in composites to transform tyre reinforcement business into advanced materials
- ✓ Diverse set of composite products provider with the majority of revenues concentrated in automotive and motorsport sector in Europe.
- ✓ Kordsa acquired 60% of Microtex with an ambition to reach 100%

Growth in New Mobility Solutions

Arvento:

- ✓ Acquired by Brisa
- ✓ Deal Size: ~EUR22mn⁽¹⁾
- ✓ Become a sustainable mobility solutions provider and move its strong tyre supply and service network forward
- ✓ Turkey's leader fleet telematics and IoT solutions company with more than 50% market share.
- ✓ Brisa acquired 88.89% of Arvento to integrate its fleet management platform and telematics network into existing systems

(1) Original price for the 88.89% of Arvento shares acquired by Brisa on March 1, 2022 was TL 337.159.439.

Creation of a global digital business with acquisitions

Dx Technology Services and BV (DxBV), a wholly owned subsidiary of Sabancı Holding and established in the Netherlands, will undertake Investment Sabancı Group's investments in digital businesses.



Cyber Security

Radiflow ⁽¹⁾

- ✓ Deal size: USD44.5mn
- ✓ Full package of solutions in Operational Technology (OT) Security market,
- ✓ One of the fastest growing market in Cyber Security domain,
- ✓ Diversified global revenue streams and strong partnerships with global large tech-partners in a number of industries including power generation, energy distribution, utilities.

Digital Marketing

Opportune ⁽²⁾

- ✓ Deal size: USD14.8mn
- ✓ Turkey's first search engine optimization agency,
- ✓ One of the two Turkish companies with Google Marketing Platform Reseller certificate to offer data-driven digital marketing services,
- ✓ Positions technology and building data driven strategies as the core of its business to offer strategic consulting to companies across various industries.

(1) 51% of the shares in Radiflow was acquired by DxBV as of May 30, 2022 in consideration for USD 30.5 million. It is intended to increase total share in the company up to 100% through purchasing the remaining shares from the sellers and together with the additional capital increases amounting USD 14 million to be made by Radiflow in 2023 and 2024, depending on the fulfillment of the conditions set forth in the agreement. (2) Refers to Opportune, formerly known as SEM and its subsidiary Liberdatum together.

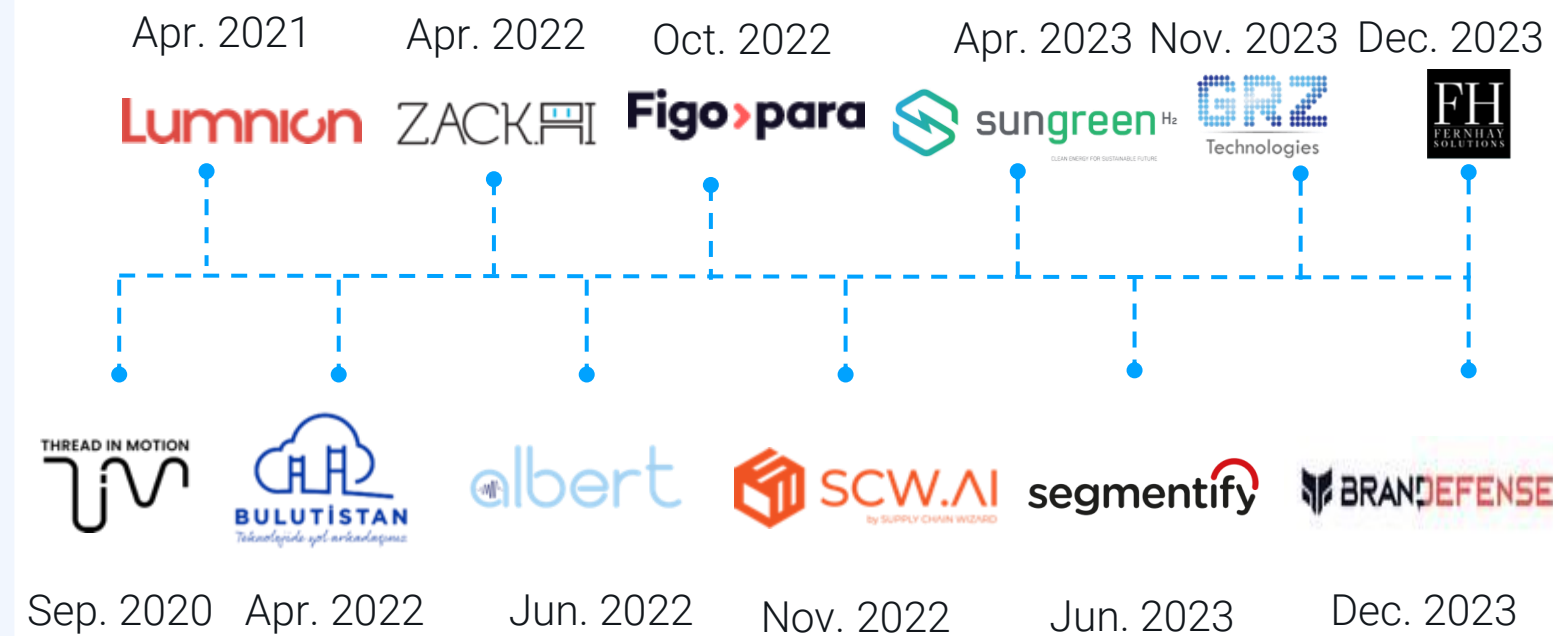
Investing in Tech-based Start-ups via Sabancı Ventures



USD30Mn
Initial Fund Size

USD500k – USD2Mn
Ticket Size

of Total Portfolio Companies: 12
5 of which invested in 2022



2022 & 2023 Q3 Performance

of Companies



- Preliminary screening
- Deep-dive
- Due Diligence
- Invested

2022 & 2023 Q3 Investments

- BULUTISTAN** #1 local public and private cloud services company in Türkiye
- ZACK.FI** Leading AI-powered virtual assistants for e-commerce and on demand business ecosystem
- albert** UK-based leading provider of a voice-based disease management and telehealth platform
- Figo>para** Leading digital lending/supply chain finance platform aiming to become a neobank for SMEs
- SCW.AI** US-based digital factory platform leader in pharma industry
- sungreen** Singapore-based developer of modular green hydrogen technology & equipments
- segmentify** UK based client management software designed to optimize client conversion and boost sales
- GRZ Technologies** Hydrogen-based power-to-power systems and thermochemical hydrogen compressors manufacturer headquartered in Switzerland
- FERNHAY SOLUTIONS** Operates in the USA as a developer of micromobility and "last mile delivery" solutions
- BRANDDEFENSE** Proactive digital risk protection solution for organizations

Strategic Business Units



Akbank's bifocal strategy

Run the bank



Crafting the future

Strong customer acquisition

Superior customer experience

Effective asset liability management

Advanced analytics & excellence in digital

Risk & return focused sustainable sound growth

'Open Banking' initiatives

Robust digital infrastructure & best-in-class efficiency

Investment in new business areas & future of work

Solid regulatory compliance

Reduction in environmental footprint & increased positive impact

ESG Strategy: Mitigate environmental footprint while increasing positive impact

Sustainable Finance

- ✓ Responsible Products & Services
- ✓ Impact Investing

Ecosystems Management

- ✓ Digitalization
- ✓ Financial Inclusion

To be the
leading bank
that drives
Türkiye into the
future

People & Community

- ✓ Future of Work
- ✓ Diversity & Inclusion
- ✓ Community Investment

Climate Change

- ✓ Operational Emissions
- ✓ Portfolio Impact
- ✓ Portfolio Exposure

Integrated Governance

Financial Performance

Energy SBU's Strategy House

Beyond Power *Green, Sustainable and Digital*

01 PROTECT AND GROW THE CORE

Renewable Generation Growth

- ▶ Additional Wind and Solar Projects
- ▶ Hybrid Projects

Renewable Generation Abroad

Asset Light Growth (3rd Party Services, Trading etc.)

Distribution Network Investments Growth

Sizeable Customer Solutions

- ✔ Distributed generation
- ✔ Energy Efficiency & Decarbonization
- ✔ E-mobility

02 TRANSFORM

- New Energy Technologies Investment - Abroad
- Exploring New Fuel Economics (Hydrogen)

Operational Excellence With a Focus On Sustainability → Access to Sustainability Linked Financing

Digitization of Processes Through Accurate Communication and Competent Human Capital

Energy SBU's Strategy House

Preparing For a Sustainable Future

With Valuable Competencies

CURRENT

- ✓ Well-positioned energy portfolio in a vertical way (generation, trading, distribution and retail)
- ✓ Türkiye's leading companies
- ✓ Strong historical growth and untapped potential
- ✓ Well-balanced generation mix in line with the country; as well as fx based revenue through FiT
- ✓ Access to competitive and sustainability linked financing
- ✓ Operational excellence, strong human capital, benchmarked digitalized processes
- ✓ Regular dividend stream

FUTURE

- ✓ Sustained market leadership position through aggressive growth in core businesses;
 - ▶ Maximizing renewables potential
 - ▶ Maximizing regulated asset base and customer base
- ✓ Technology Focused Growth
 - ▶ Asset light services and products
 - ▶ New Fuel Technologies
 - ▶ Customer solutions
 - Distributed generation (solar)
 - E-mobility and e-charging
 - ▶ New & disruptive energy technologies in early-stage
- ✓ Maintaining fx based revenue
- ✓ Increased dividend ability over years

Building Materials SBU's Strategy House

From Pure Cement to Building Materials
From Local to Glocal, From Grey to Green

PROTECT AND GROW THE CORE

- ✓ **Continuous Network Optimization**
- ✓ **Customer Proximity in Export Markets**
US Grinder, Light asset expansion
- ✓ **Vertical Integration in Export Markets**
Specialty precast, Ready-mix concrete

TRANSFORM

- ✓ New Growth and Diversification
- ✓ Sustainable Building Materials;
 1. Insulation
 2. Roofing Solutions
 3. Prefabrication
- ✓ Commercialize Sustainability & Innovation
- ✓ Focused R&D at Global Technology Center in Munich
- ✓ Venture Capital and Start-ups

Building Materials SBU's Future Vision

Transformation into a Global Building Materials Group

CURRENT



46% FX based revenue generation



20% Revenue from international operations



2% Revenue share from non-cement



CO2 Intensive product portfolio

FUTURE



Higher FX based revenue generation



Higher revenue share from international operations



Growth in non-cement businesses



More sustainable product portfolio



Global R&D center and organization

Industrials SBU's Strategy House

We unite Turkey and the World for a sustainable life

Grow into an Integrated Advanced Materials and Mobility Business

PROTECT AND GROW THE CORE

Protect the core with

- ✓ Delivering Profitable Growth with Global Business Model
- ✓ Operational Excellence
- ✓ Commercialized Innovation
- ✓ Pioneer in ESG

Grow the core with

- ✓ Investments manifested by customer and region-specific needs
- ✓ Diversifying Uses and Geography in Composites
- ✓ Transformation to Tire Centric Mobility Solutions Company
- ✓ Electric Vehicle Transformation

TRANSFORM

Advanced Materials

- ✓ Composites
- ✓ Sustainable Chemicals
- ✓ Bio Chemicals, Bio polymers (Compounding), Chemical Recycling

Equipment for Climate Technologies

- ✓ Electrical Vehicles
- ✓ Solar, Charger and Inverters
- ✓ Hydrogen

Portfolio and Geography Agility

Buy & Build to Transform with New Growth Platforms

Industrials SBU's Future Vision

We unite Turkey and the World for a sustainable life

Grow into an Integrated Advanced Materials and Mobility Business

CURRENT

- ✓ Established, integrated mobility group from materials to digital services
- ✓ Strategic supplier to all global tire producers
- ✓ Strategic supplier to aerospace Industry
- ✓ Manufacturer of Turkey's first electrical bus
- ✓ Well diversified export & international sales
- ✓ Strong financials
- ✓ Superior operational profitability compared to benchmarks
- ✓ Companies with proven sustainability leadership within their sectors
- ✓ Started investments and pilot sales in Equipment for Climate Technologies

FUTURE

- ✓ Equipment for Climate Technologies buy & build 
- ✓ Advanced Materials 
- ✓ Growth in composites uses beyond aerospace and expand beyond US
- ✓ Sustainable chemicals buy & build in addition to the composites
- ✓ Growth the core 
- ✓ Global footprint growth for stronger core businesses
- ✓ Holistic mobility solutions

Financial Services SBU's Strategy House

To become the leading new generation financial services provider

PROTECT AND GROW THE CORE

Act as a multi-line insurer with Aksigorta & AgeSA

Achieve commercial excellence

- ✓ Diversify product portfolio
- ✓ Growth Engine for customer acquisition, cross & up sell
- ✓ Automated and smart processes powered by AI

Strengthen leading position in all business lines

- ✓ Growth in health
- ✓ Leading position in non motor

Develop distribution

- ✓ Increase penetration in Akbank channel
- ✓ Increase capacity and productivity of DSF
- ✓ Re-igniting corporate business

GROW INTO ADJACENCIES

Greenfield health insurance company investment and becoming a healthcare player

TRANSFORM

Pursue new opportunities with strategic partnerships in multiple ecosystems

Financial Services SBU's Future Vision

Smart and Sustainable Growth in Financial Services

CURRENT

Competitive Market Positioning;

- ✓ Leading position in Pension AUM among private companies since 2015
- ✓ #1 player in total life and personal accident among private companies
- ✓ Strong presence in the non-life insurance #6 player, organic growth leader for the last 5 years

Strong omni-channel distribution network with wide geographic footprint

Solid operational and financial performance;

- ✓ AgeSA, 56% CAGR in terms of IFRS net income growth between 2018 – 2022
- ✓ Aksigorta, 41% CAGR in terms of GWP growth between 2018 2022
- ✓ Continuous investment on digital, analytics and customer capabilities

Superior digital, analytics and customer management capabilities;

FUTURE

Core;

- ✓ Profitable growth with balanced portfolio & strengthened balance sheet
- ✓ Adopt a customer value – based service model
- ✓ Increase share of wallet through analytics capabilities
- ✓ Expand distribution network
- ✓ Diversify product portfolio with focus on new risks

Adjacency;

- ✓ Profitable growth with balanced portfolio & strengthened balance sheet

Transform;

- ✓ New digital engines via platforms and strategic partnerships

Digital Investments to Untapped Potential

Digital Accelerators

Sabancı Digital Business

Invest in rapidly growing digital businesses and expand beyond Turkey

Consumer MarTech Business

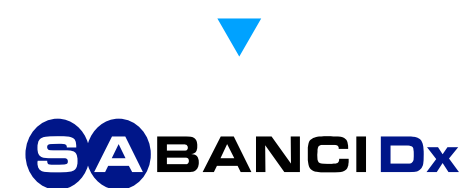


Center of Excellence

Cyber Security Business



Cloud & Digital Business



A Digital Ce Retail Platform With Physical Presence & Human Touch

01

Transforming from a "traditional retailer" to a digital / Marketplace platform with physical presence: "phygital"

02

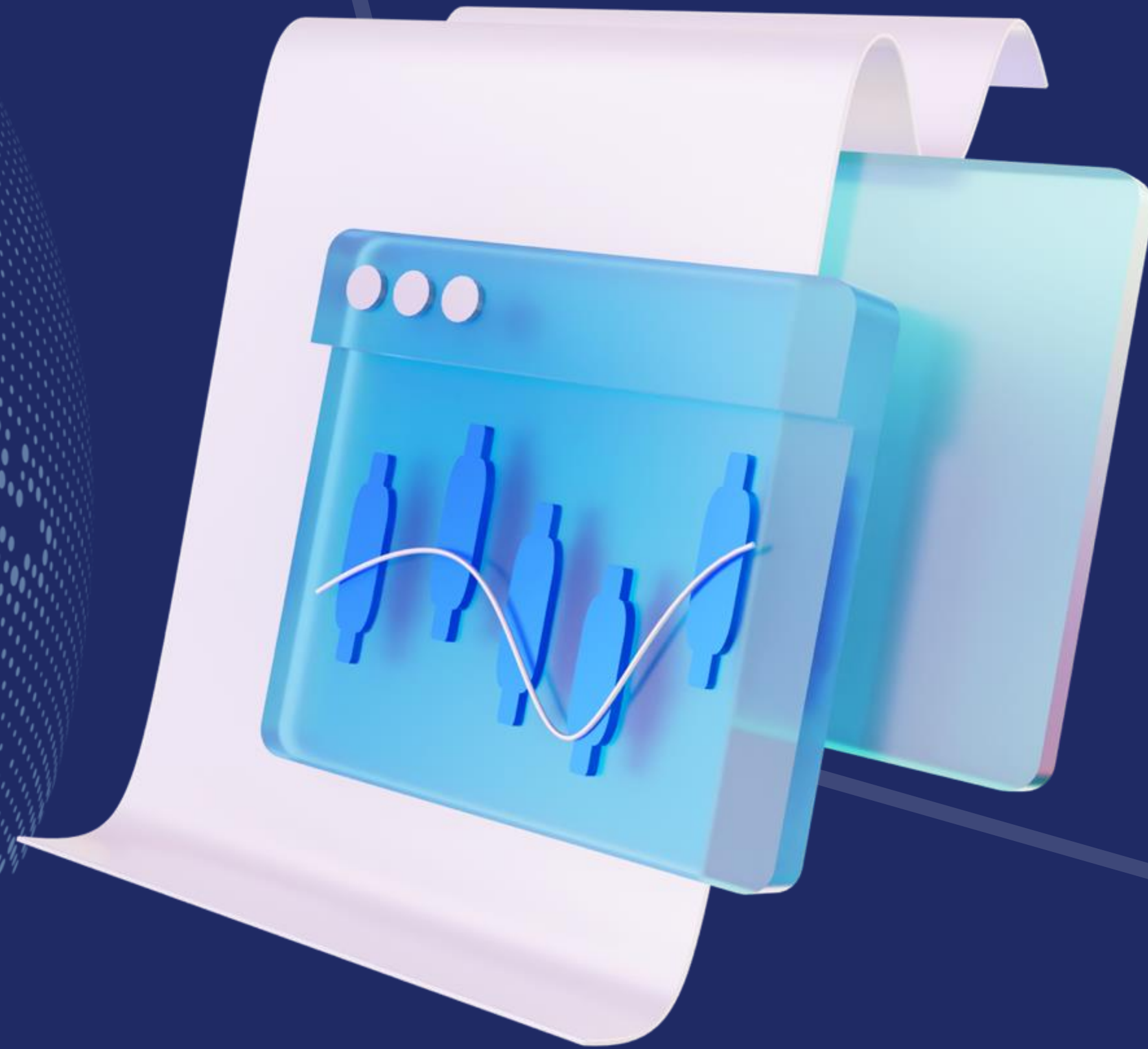
Providing a broader tech offering and improved customer experience both in online and stores

03

Transforming from a "product driven customer relation" to a "holistic customer experience owner for tech"

Sabancı Ventures: Focus on Growth, Technology and Innovation

Mid-Term Guidance



Mid-Term Guidance Maintained

Growth

Mid-term targets⁽¹⁾

CPI + 8%

Revenue growth

30%+

FX revenue as % of combined revenue⁽³⁾

CPI + 10%

EBITDA⁽²⁾ growth

<2.0x

Net debt / EBITDA⁽⁴⁾

~14%

Capex/Revenues⁽³⁾

~13%

Share of new economy⁽⁵⁾ in combined revenue⁽³⁾

Capital Return

Dividend policy

5% - 20%

of net income

Share Buyback

Up to 5% of paid-in capital:

102mn shares

Total funds allocated:

TL3.25bn

Consolidated ROE

High Teens

Sustainability

42% Reduction in Scope 1 & 2 emissions
by 2030

TL 200bn

Sustainable Loan Financing

TL 15bn

Sustainable Investment Funds

Until 2030 (Akbank)

(1) It covers 2022-2026. (2) Excludes one-offs. (3) Non-bank. (4) Excludes Banking, net cash position of financial services and non-operational and non-recurring one-off items in EBITDA (5) New economy refers to Energy & Climate Technologies, Advanced Material Technologies and Digital Technologies



APPENDIX



Dividend Performance

TLmn	2019	2020	2021	2022	2023
Akbank	-	-	255	494	3,666
Akçansa	61	18	42	36	99
Aksigorta	73	73	110	-	-
Agesa	40	64	64	-	60
Brisa	-	12	107	270	479
Carrefoursa	-	-	-	-	-
Çimsa	-	-	-	109	218
Kordsa	48	35	-	114	41
Teknosa	-	-	-	-	-
Yünsa	3	-	-	-	-
Enerjisa Enerji	189	283	454	586	1,087
Sabancı Holding ⁽¹⁾	-	-	-	26	89
Unlisted Companies	187	7	530	479	1,338
Total dividends received	601	492	1,562	2,114	7,076
Total dividends paid out	612	673	714	1,530	3,571
Outflows/Inflows	102%	137%	46%	72%	50%
Payout Ratio	16.0%	17.8%	15.0%	12.7%	8.1%

Dividend Policy: 5% - 20% of distributable consolidated IFRS net income

(1) Dividends paid to 35.1 million shares representing share buyback as of March 30, 2022 and 50.6 million shares representing share buyback as of March 30, 2023.

Financials in detail

MILLION TL	Combined Revenue ⁽¹⁾						Combined EBITDA ⁽²⁾						Consolidated Net Income ⁽³⁾					
	Q3 2022	Q3 2023	Change	9M 2022	9M 2023	Change	Q3 2022	Q3 2023	Change	9M 2022	9M 2023	Change	Q3 2022	Q3 2023	Change	9M 2022	9M 2023	Change
TOTAL	112,496	191,154	70%	275,363	449,717	63%	31,465	45,930	46%	75,205	107,825	43%	9,818	13,792	40%	23,413	34,184	46%
BANK	42,548	87,321	105%	97,693	191,071	96%	23,044	31,308	36%	52,140	71,812	38%	6,957	8,324	20%	15,582	21,208	36%
NON-BANK	69,947	103,833	48%	177,670	258,646	46%	8,421	14,622	74%	23,064	36,013	56%	2,861	5,468	91%	7,831	12,976	66%
ENERGY	40,762	49,884	22%	102,819	126,445	23%	5,025	7,645	52%	13,947	20,298	46%	1,451	3,357	131%	3,479	7,311	110%
INDUSTRIALS	8,585	14,039	64%	23,336	33,401	43%	1,259	2,087	66%	3,982	4,923	24%	460	523	14%	1,431	1,136	-21%
BUILDING MATERIALS	6,154	9,876	60%	14,992	24,304	62%	925	2,419	162%	2,299	5,504	139%	286	868	204%	682	2,051	201%
DIGITAL	4,822	10,913	126%	11,671	26,181	124%	339	819	141%	893	1,801	102%	33	58	73%	149	92	-38%
FINANCIAL SERVICES	3,959	8,711	120%	11,047	23,027	108%	350	622	78%	742	2,072	179%	131	216	65%	322	800	149%
OTHER	5,665	10,410	84%	13,804	25,288	83%	523	1,030	97%	1,201	1,416	18%	500	446	-11%	1,768	1,586	-10%

(1) Holding dividend income excluded

(2) Excludes non-operational and non-recurring one off items

(3) Excludes non-operational and non-recurring one off items

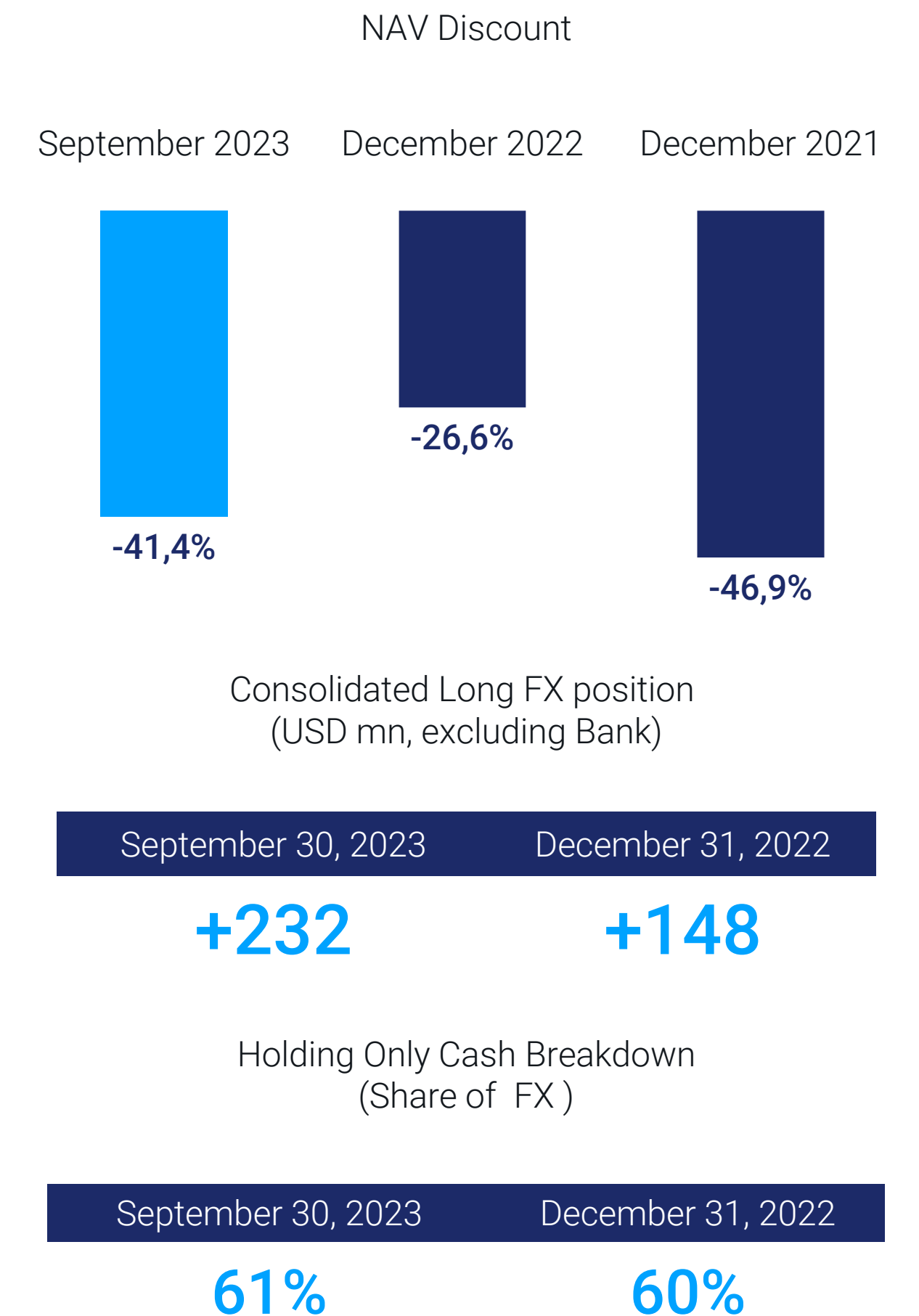
Non-Operational and Non-Recurring Items

MILLION TL	Q3 2022	Q3 2023	9M 2022	9M 2023
CONSOLIDATED NET INCOME EXCLUDING NON OPERATIONAL & NON RECURRING ITEMS	9,818	13,792	23,413	34,184
Gain on Philsa Sale	0	0	2,595	0
Cimsa's Gain on Asset Sale	892	0	892	0
Earthquake Impact (Donations and Taxes)	0	-19	0	-1,143
Early Retirement Effect	0	-20	0	-88
Tax Impact due to Revaluation of Assets	310	3,583	580	4,005
Insurance Depreciation Adjustment	-26	-88	-78	-205
Other	-120	27	-187	-78
CONSOLIDATED NET INCOME	10,873	17,274	27,215	36,674

Sabancı Holding Current NAV & Cash Breakdown

USDmn				September 2023		December 2022		
Companies	Free Float	Direct Stake	Valuation Method	Mcap	Value to Sabancı Holding	% of NAV	Value to Sabancı Holding	% of NAV
Akbank	52%	41%	Market value	6,355	2,590	34.1%	2,216	33.1%
Enerjisa Enerji	20%	40%	Market value	2,233	893	11.8%	911	13.6%
Aksigorta	28%	36%	Market value	459	165	2.2%	121	1.8%
Agesa	20%	40%	Market value	477	191	2.5%	155	2.3%
Akçansa	21%	40%	Market value	1,215	482	6.4%	252	3.8%
Çimsa	45%	55%	Market value	1,433	782	10.3%	396	5.9%
Brisa	10%	44%	Market value	1,013	442	5.8%	424	6.3%
Kordsa	29%	71%	Market value	706	502	6.6%	715	10.7%
Carrefoursa	11%	57%	Market value	429	245	3.2%	293	4.4%
Teknosa	50%	50%	Market value	191	95	1.3%	142	2.1%
Total Listed					6,387	84.2%	5,624	83.9%
Enerjisa Üretim		50%	1xBook value	745	373	4.9%	397	5.9%
Sabancı Building Solutions B.V.		60%	1xBook value	192	115	1.5%	109	1.6%
Sabancı Climate Technologies		100%	1xBook value	237	237	3.1%	164	2.4%
DxBV		100%	1xBook value	106	106	1.4%	122	1.8%
Exsa		29%	1xBook value	131	38	0.5%	42	0.6%
Other ⁽¹⁾		100%	1xBook value	118	118	1.6%	79	1.2%
Total Non-listed					986	13.0%	912	13.6%
Total					7,373	97.1%	6,537	97.5%
Sabancı Holding Net Cash					217	2.9%	167	2.5%
Sabancı Holding NAV					7,590	100.0%	6,703	100.0%
Sabancı Holding Mcap					4,449		4,919	
Sabancı Holding Discount								

(1) Other segment consists of Tursa, AEO, TMA, TUA and Sabancı DX.



Sabancı Holding NAV After EY Valuation Report

USDmn Companies	Free Float	Direct Stake	Valuation Method	Mcap	September 2023	
					Value to Sabancı Holding	% of NAV
Akbank	52%	41%	Market value	6,355	2,590	27.7%
Enerjisa Enerji	20%	40%	Market value	2,233	893	9.5%
Aksigorta	28%	36%	Market value	459	165	1.8%
Agesa	20%	40%	Market value	477	191	2.0%
Akçansa	21%	40%	Market value	1,215	482	5.2%
Çimsa	45%	55%	Market value	1,433	782	8.4%
Brisa	10%	44%	Market value	1,013	442	4.7%
Kordsa	29%	71%	Market value	706	502	5.4%
Carrefoursa	11%	57%	Market value	429	245	2.6%
Teknosa	50%	50%	Market value	191	95	1.0%
Total Listed					6,387	68.3%
Enerjisa Üretim		50%	10.0xEV/EBITDA⁽²⁾	3,952	1,976	21.1%
Exsa		29%	Adjusted Book value	237	68	0.7%
Sabancı Building Solutions B.V.		60%	Adjusted Book value	288	173	1.8%
Sabancı Climate Technologies		100%	Adjusted Book value	224	224	2.4%
DxBV		100%	Adjusted Book value	111	111	1.2%
Other ⁽¹⁾		100%	Adjusted Book value	201	201	2.1%
Total Non-listed					2,752	29.4%
Total					9,140	97.7%
Sabancı Holding Net Cash					217	2.3%
Sabancı Holding NAV					9,356	100.0%
Sabancı Holding Mcap					4,449	
Sabancı Holding Discount					-52.4%	

Unlisted asset values was calculated using 25.82 USD/TL based on the EY report published on 30.10.2023.

(1) Other segment consists of Tursa, AEO and Sabancı DX. (2) EV/EBITDA is taken as 10.0x, which is the value in the EY Report.



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