

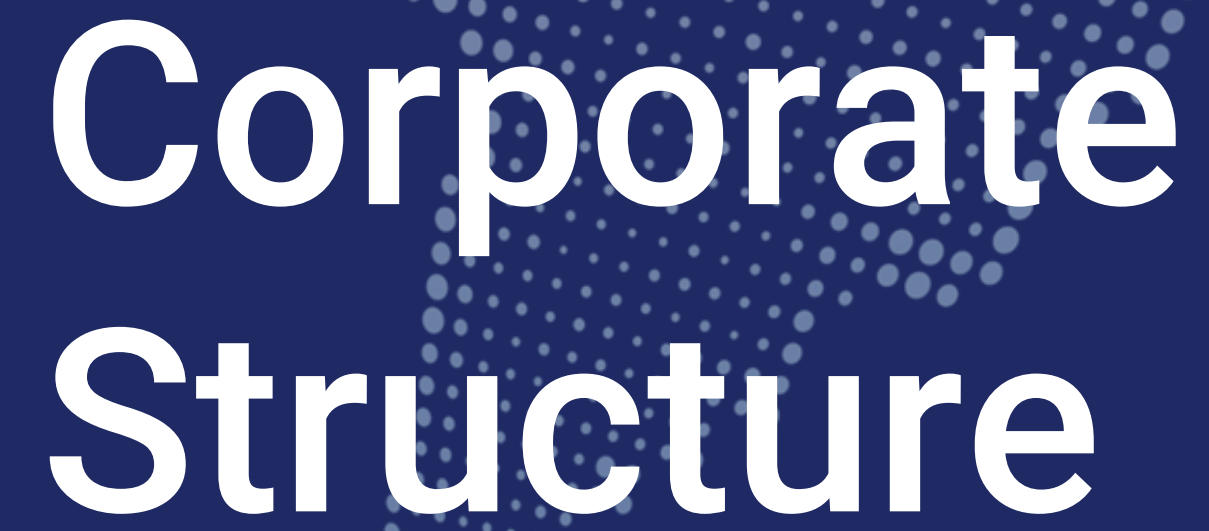
OCTOBER 2024

INVESTOR PRESENTATION
GROUP STRATEGY



Disclaimer

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.

A graphic consisting of a large, stylized globe on the left, rendered with a grid of white dots. On the right, there are several interlocking puzzle pieces in shades of blue and cyan, with one piece in the foreground slightly offset from the others. The background is a dark blue gradient with faint white lines.

Corporate Structure

Overview of Corporate Structure

SABANCI HOLDING

Sabancı Family: **46.8%**Free Float: **53.2%**

BANKING & FINANCIAL SERVICES

% of NAV: **39%**

SAHOL: **40.7%**
Other: **6.5%**
Free Float: **52.8%**

SAHOL: **40.0%**
Ageas: **40.0%**
Free Float: **20.0%**

SAHOL: **36.0%**
Ageas: **36.0%**
Free Float: **28.0%**

ENERGY & CLIMATE TECHNOLOGIES

% of NAV: **33%**

SAHOL: **40.0%**
E.ON: **40.0%**
Free Float: **20.0%**

SAHOL: **50.0%**
E.ON: **50.0%**

SAHOL: **100%**

MATERIAL TECHNOLOGIES

% of NAV: **13%**

SAHOL: **39.7%**
Heidelberg Materials: **39.7%**
Free Float: **20.5%**

SAHOL: **54.5%**
Akçansa: **9.0%**
Other: **0.8%**
Free Float: **35.7%**

SAHOL: **71.1%**
Other: **0.3%**
Free Float: **28.6%**

MOBILITY SOLUTIONS

% of NAV: **5%**

SAHOL: **43.6%**
Bridgestone: **43.6%**
Other: **2.6%**
Free Float: **10.2%**

SAHOL: **50.0%**
PPF Group : **50.0%**

SAHOL: **100%**

DIGITAL TECHNOLOGIES

% of NAV: **2%**

SAHOL: **50.0%**
Free Float: **50.0%**

SAHOL: **100%**

OTHER⁽¹⁾

% of NAV: **5%**

SAHOL: **57.1%**
Carrefour: **32.2%**
Free Float: **10.7%**

As of 30.09.2024

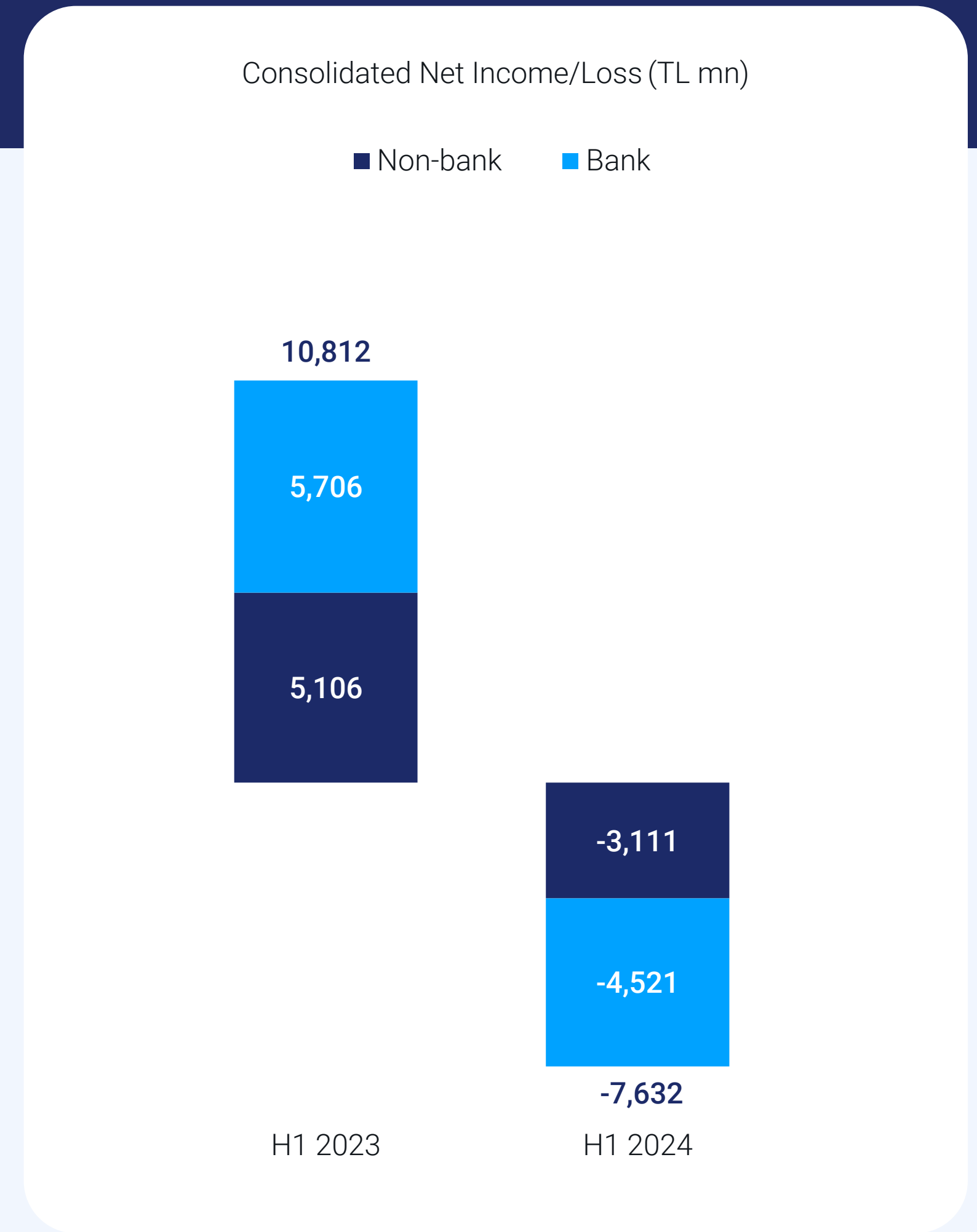
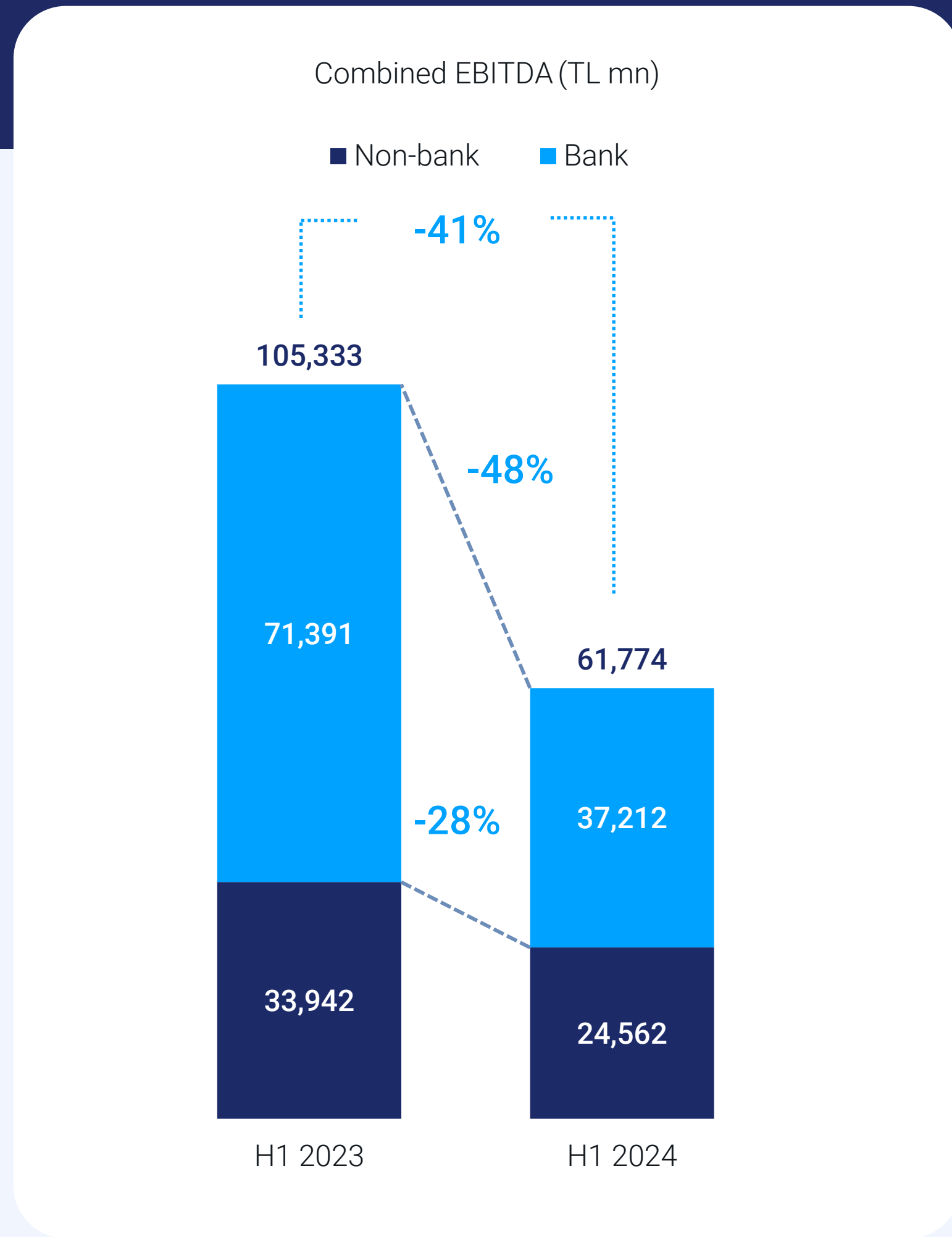
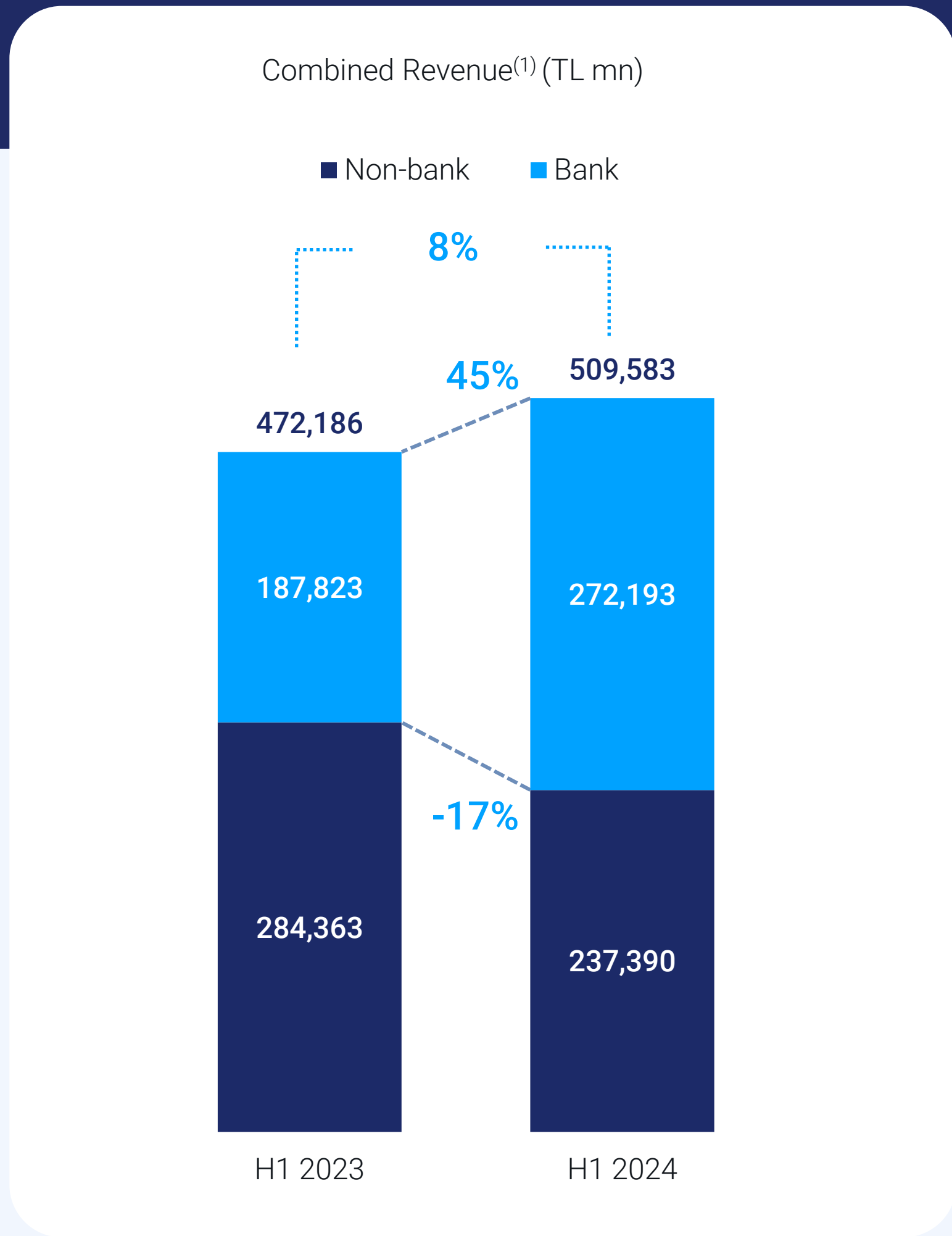
(1) Other segment consists of Carrefoursa, Tursa, AEO and Exsa Gayrimenkul

Note: Holding only net cash is %3 of NAV.

Financial Track Record

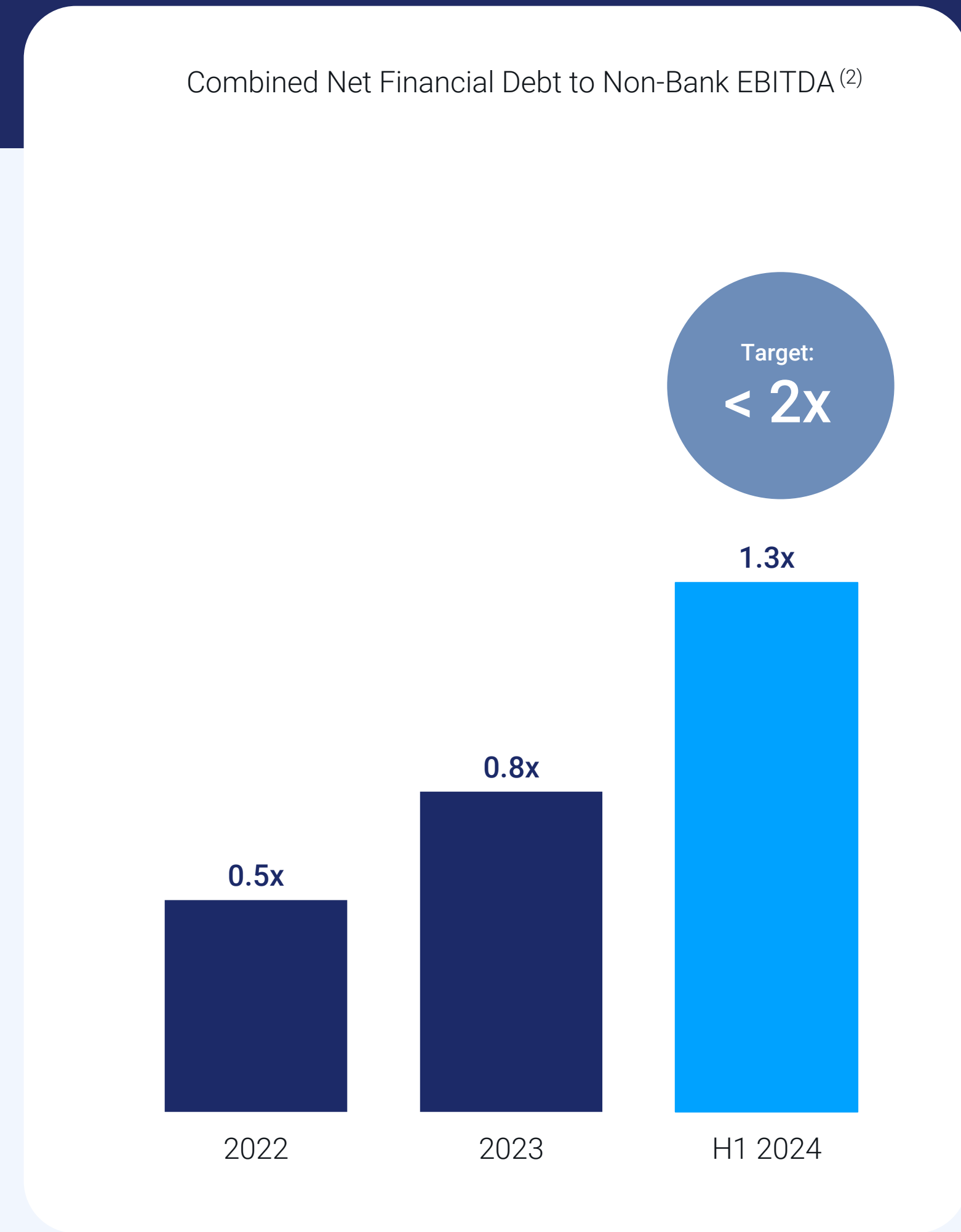
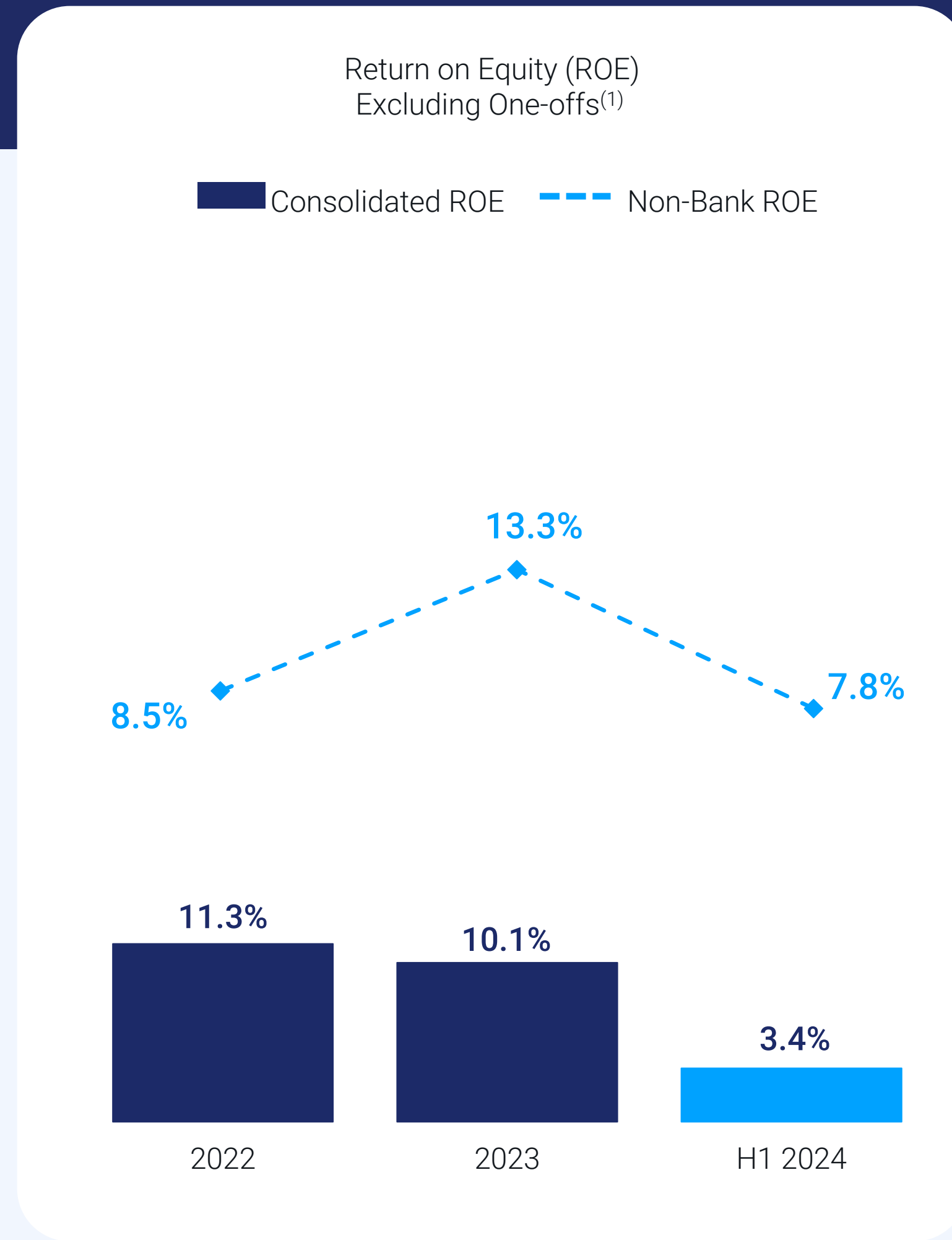
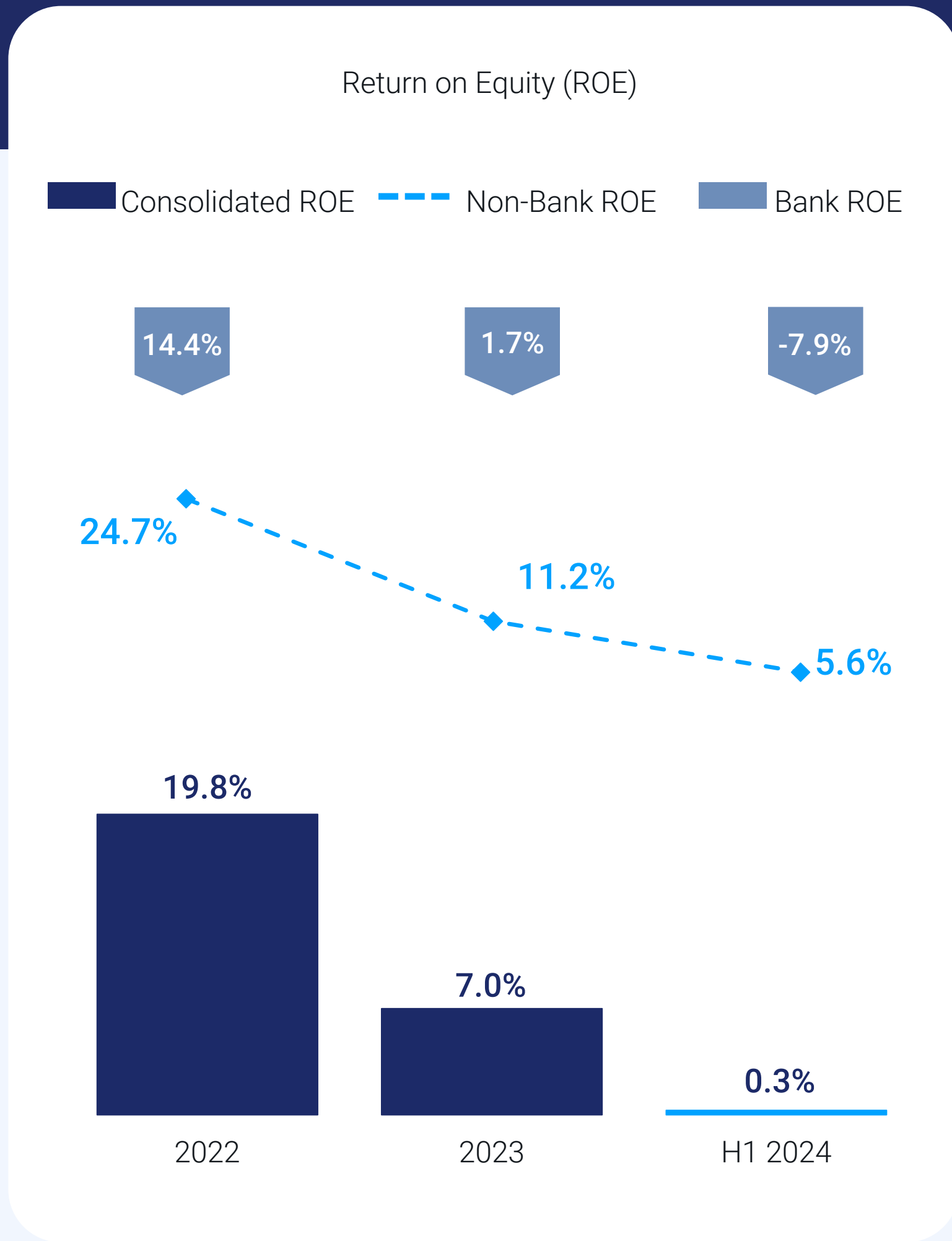


Challenging macro backdrop coupled with mixed market conditions weigh on non-bank operational performance



(1) Combined Revenue excludes Holding dividend income. Bank revenue = Interest income + commission income + capital markets gains/losses + net derivative gains/losses.

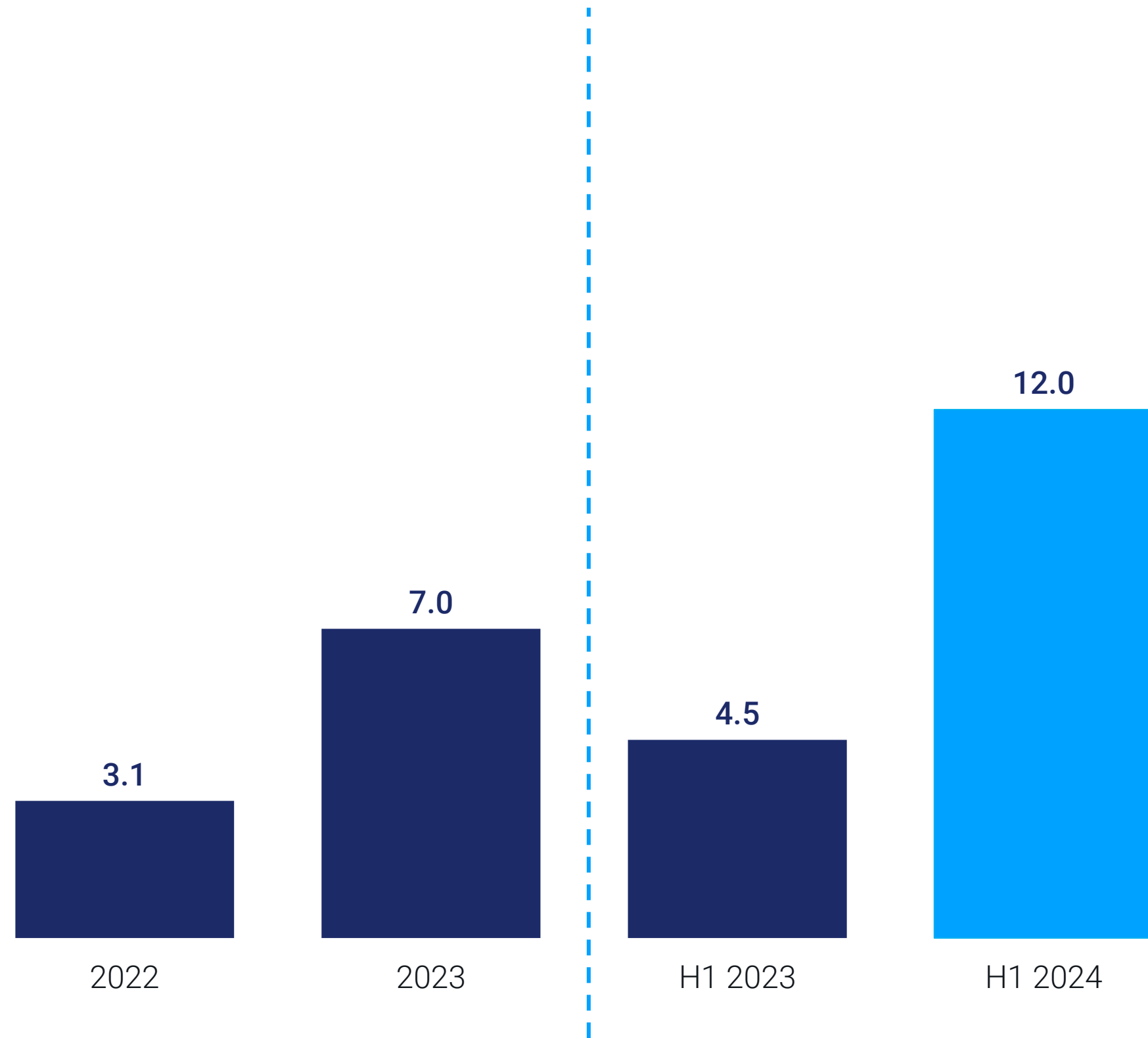
ROE continues to reflect the impact of inflation accounting, indebtedness remained below target



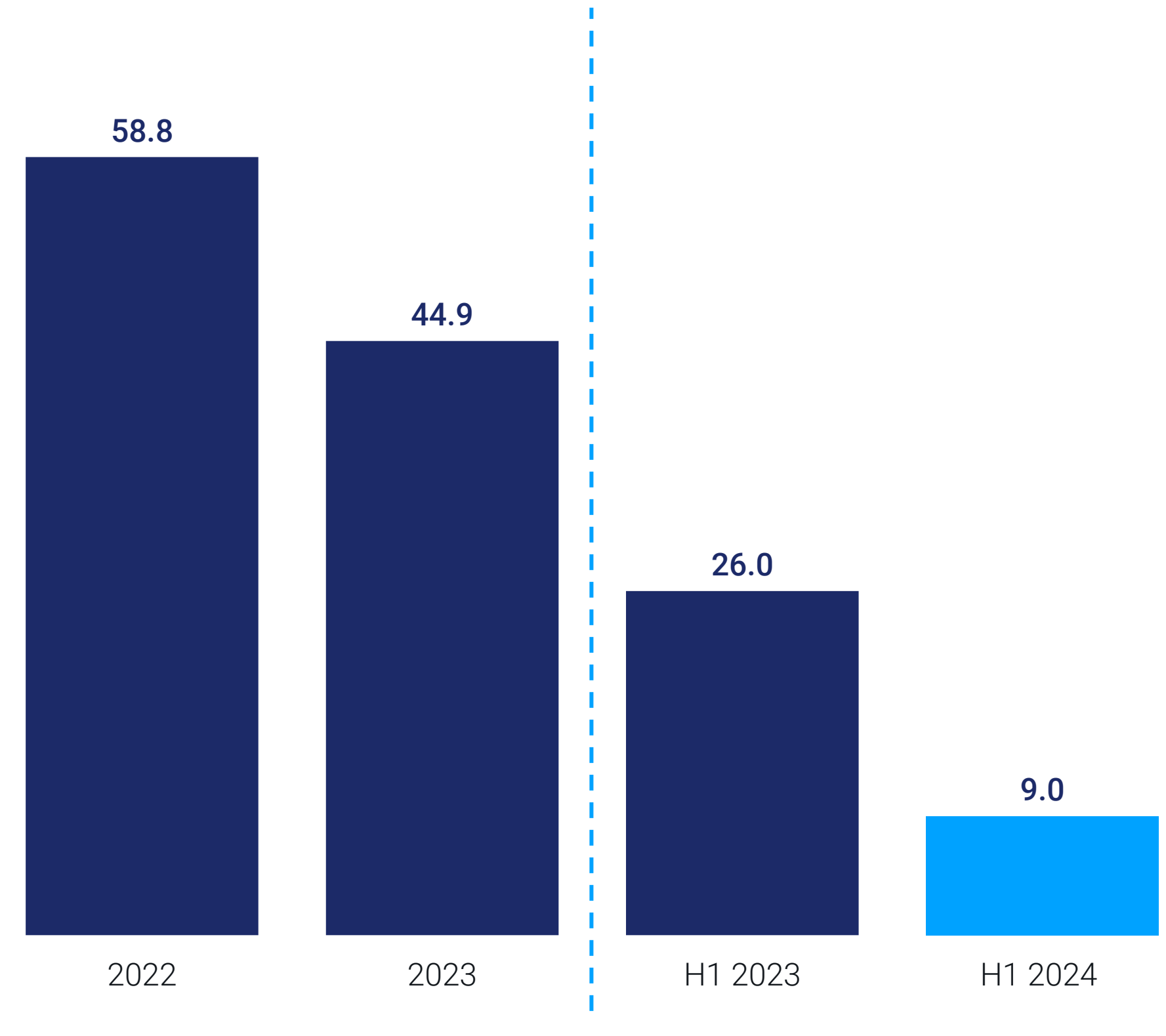
(1) One-offs amounting to TL19.6 bn includes asset valuation, Philsa sales gain and Çimsa sales gain (Kayseri-Niğde facilities) for 2022, TL20.4 bn includes asset revaluation, earthquake related spendings and early retirement payments for 2023 and TL -2.2 bn includes asset revaluations and several provisions for H12024.
 (2) Excludes Banking, net cash position of financial services.

Balance sheet flexibility maintained

Holding Only - Net cash position (TL bn)

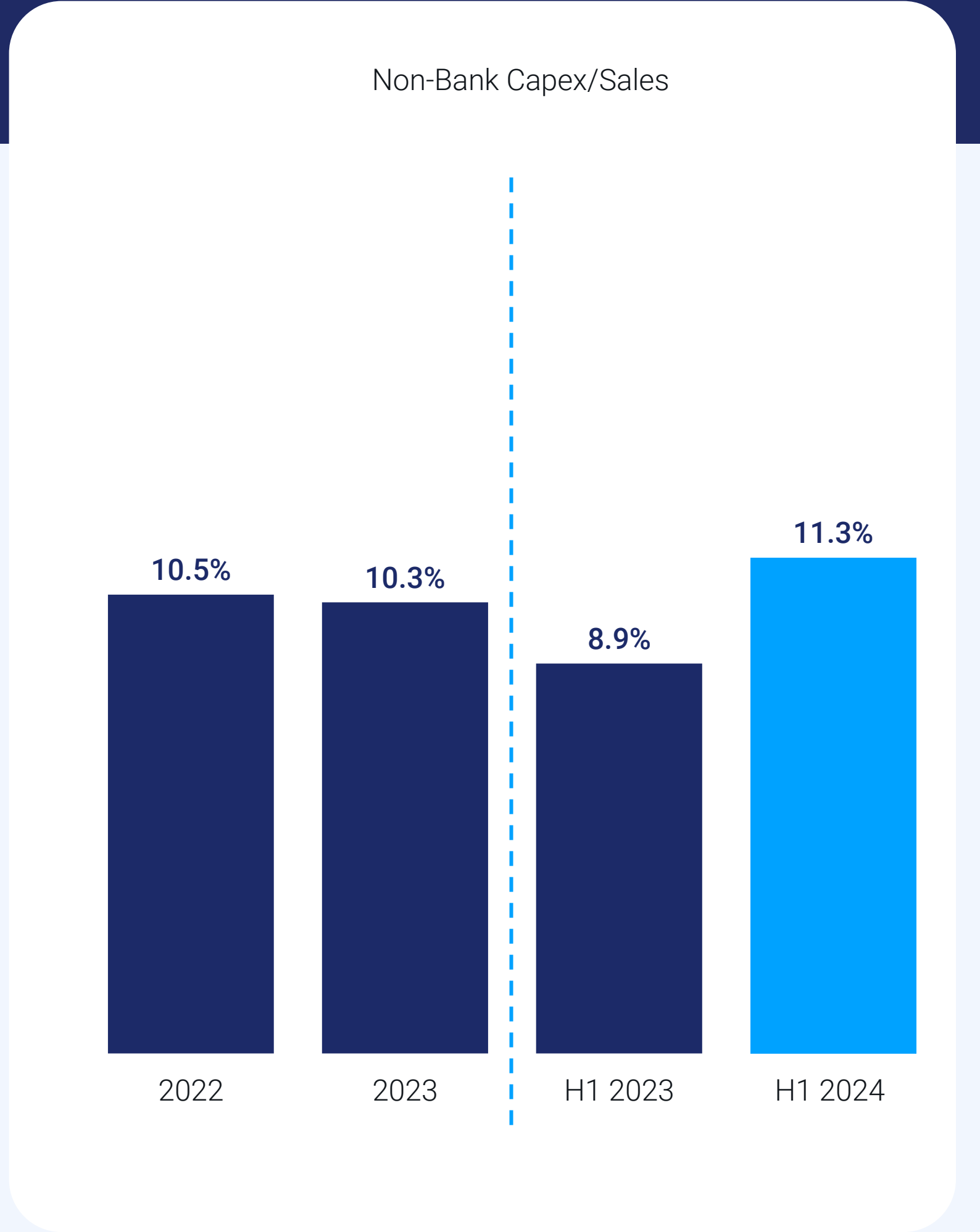
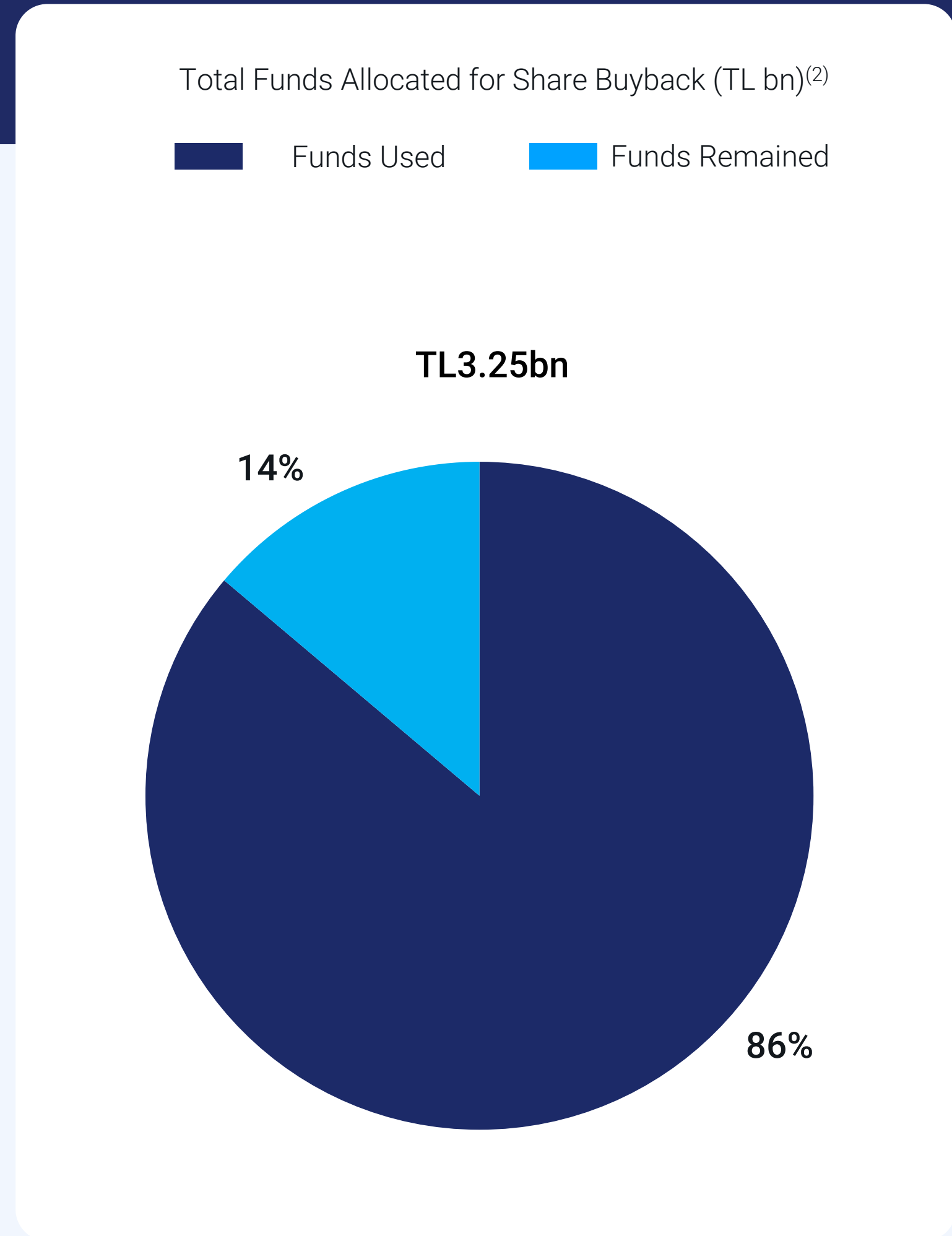
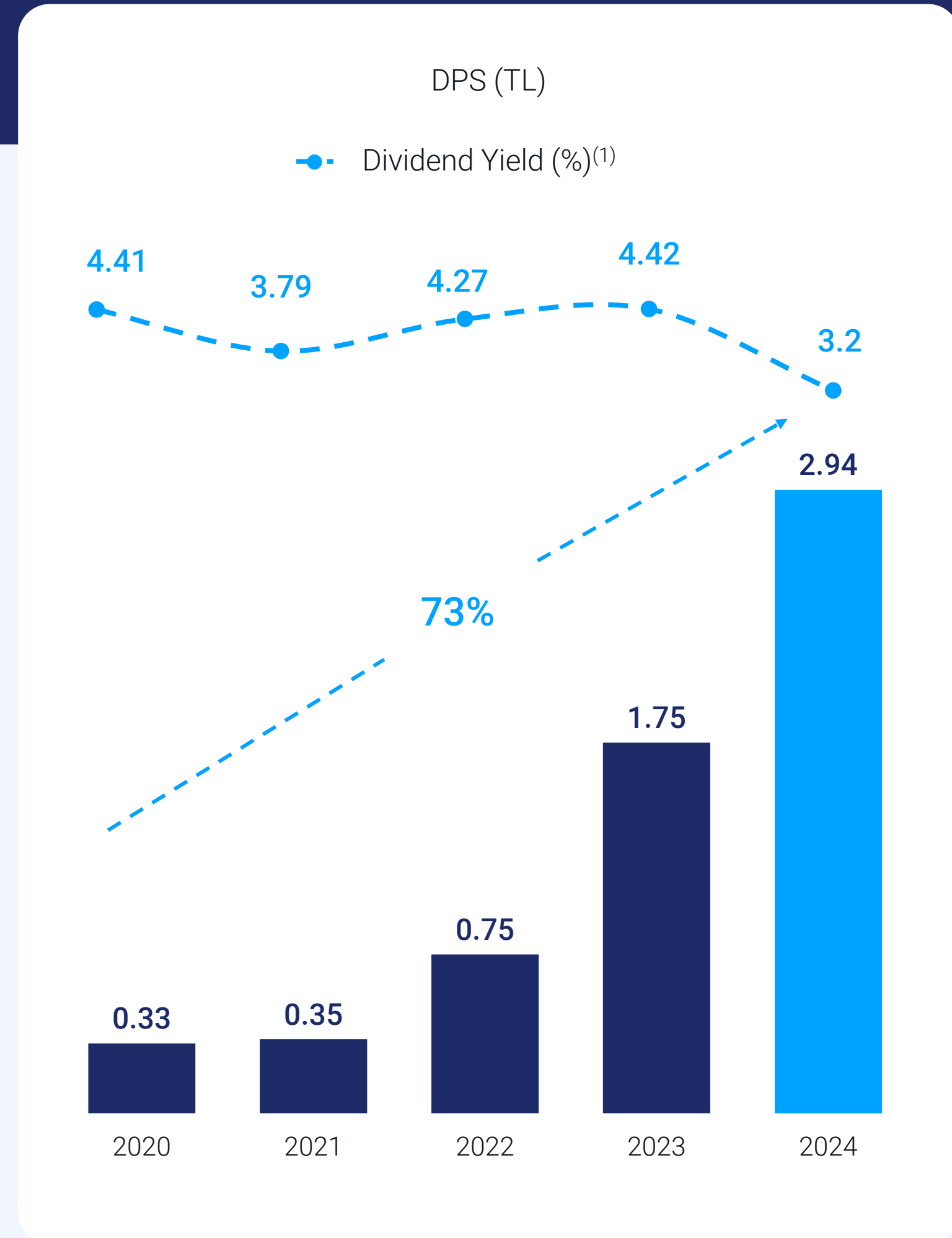


Operational Cash Flow, Combined for Non-Bank⁽¹⁾ (TL bn)



(1) Excludes Banking, net cash position of financial services. OCF figures for 2022, 2023 and H1 2023 are different from those previously disclosed as they have been restated to reflect the purchasing power of the related period in accordance with inflation accounting

Sustainable dividend growth and effective capital allocation



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

(2) TL1.75bn share buyback program announced in November 2021 and extended to TL3.25bn in December 2022.

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 ≤ 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

Material Technologies & Mobility Solutions

Financial Services

Digital Businesses

- 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

- 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

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

- 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)

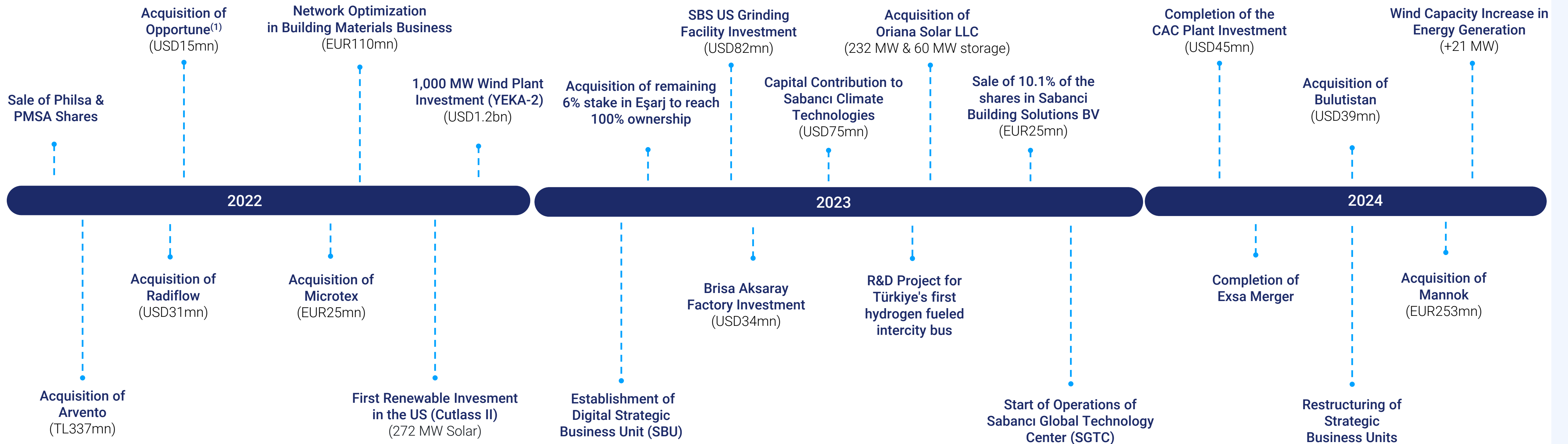
- Investment in open banking capabilities
- Digital health and the health ecosystem
- New strategic partnerships

- 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: 73% of investments to new economy

Dynamic Portfolio Management



(1) Refers to SEM and its subsidiary Liberdatum together



Sustainability

Material improvements achieved in key sustainability metrics



Environmental

20%↓

GHG Reduction
in 2023 vs. 2021¹

24%↓

Water Consumption
Reduction in 2023 vs. 2021¹

x2↑

Doubled the ratio of renewable
electricity usage in 2023 vs. 2022¹



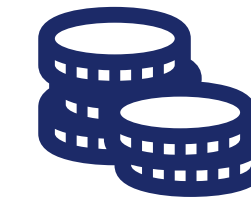
Social

41%

Women Managers Ratio

1.8m+

of people reached by Inclusion
Programs²



Economic

24%

Progress on USD 5bn SDG-related
Investment and Expenditure
Commitment since 2022

23%↑

Increase in the # of SDG-
related Products & Services
in 2023 vs. 2022

113%

Akbank exceeded 2030 pledge
of TL 200bn Sustainable
Finance³

(1) Calculated based on verified data that includes all companies including Holding solo. (2) Number of people from vulnerable groups (elderly, young people, women, socioeconomically disadvantaged people, disabled people, etc.) reached by Akbank, Agesa, Aksigorta, Brisa, Carrefoursa, Çimsa, Enerjisa Üretim, Enerjisa Enerji, Kordsa, Temsa and Teknosa during the reporting period, i.e. 2023. (3) Akbank exceeded its 2030 Sustainable Finance target with TL 226 bn in 2023 and raised Sustainable Finance Pledge to TL 800 bn.

Focusing on sustainable business across all sectors in our portfolio



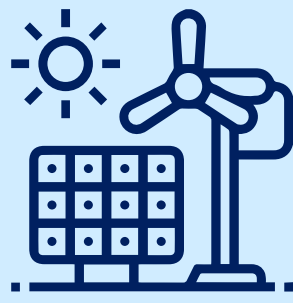
Building Materials

85%

of cement manufactured at CSC Gold certified plants

100%

of building materials companies are aligned with the SBTi 1.5-degree pathway



Energy

3GW+

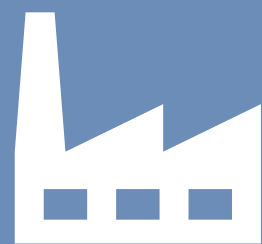
Renewables portfolio will reach 3 GW+ by 2026 including the largest onshore wind energy project in Europe

1/3

Türkiye's electric vehicle fast charging infrastructure (Eşarj)

1st

Türkiye's largest electricity distribution network company (Enerjisa Enerji)



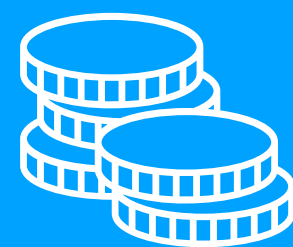
Industrials

100%

of industry companies are in CDP leadership level¹

100%

of industry companies are SBTi aligned with the SBTi 1.5-degree pathway



Finance

TL 226 bn

Sustainable finance disbursed by Akbank as of FY2023

NZBA

Akbank is a member of the Net-Zero Banking Association (NZBA)²

(1) Including A and A- scores in CDP.

(2) Akbank joined the Net-Zero Banking Association (NZBA) and announced its goal of becoming a net-zero bank by 2050, as well as a 90% reduction in scope 1-2 emissions by 2030.

Most ambitious Sustainability Roadmap among all Holding companies in Türkiye

TL 800 bn
TL 15 bn

Akbank's sustainable finance pledge & balance of mutual funds in the sustainable investment category as of 2030

Best ambition level in SBTi & Nature

In terms of % CO₂ reduction, decarbonizing hard to abate sectors and including all aspects of Nature

64%

Increase in the number of companies in CDP Leadership Level in one year¹

78.5%

Clean electricity production rate as of 2030 (global portfolio of renewables)

42%

Scope 1 & 2 GHG emissions reduction target as of 2030

USD 5 bn

Investment pledge in SDG-related areas (2022-2027)

Strong ESG-related indices performance management



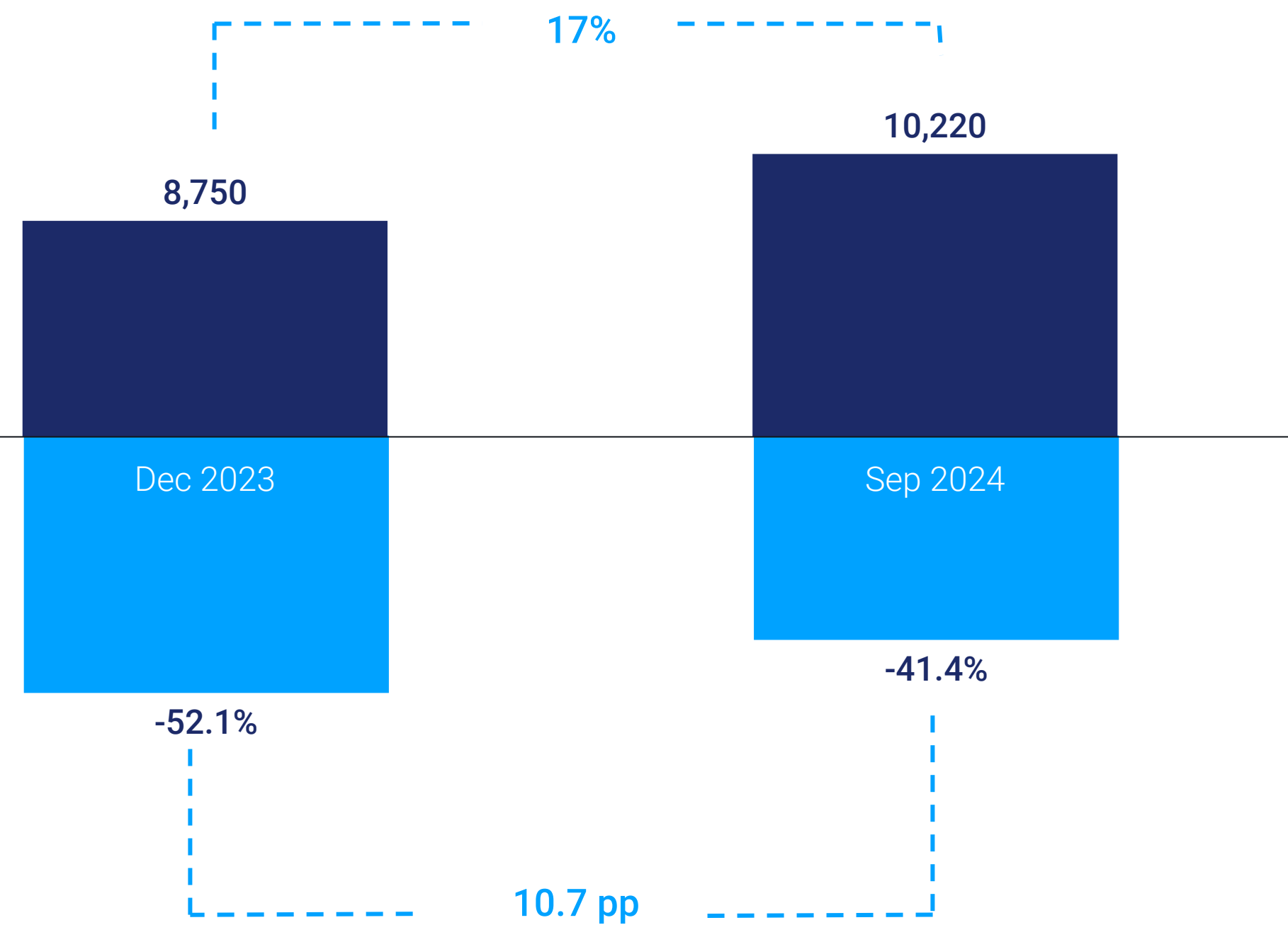
(1) FY2022 vs. FY2023 scores; seven companies out of 11 have increased their scores to A or A- which indicate the leadership level.

NAV & Stock Performance

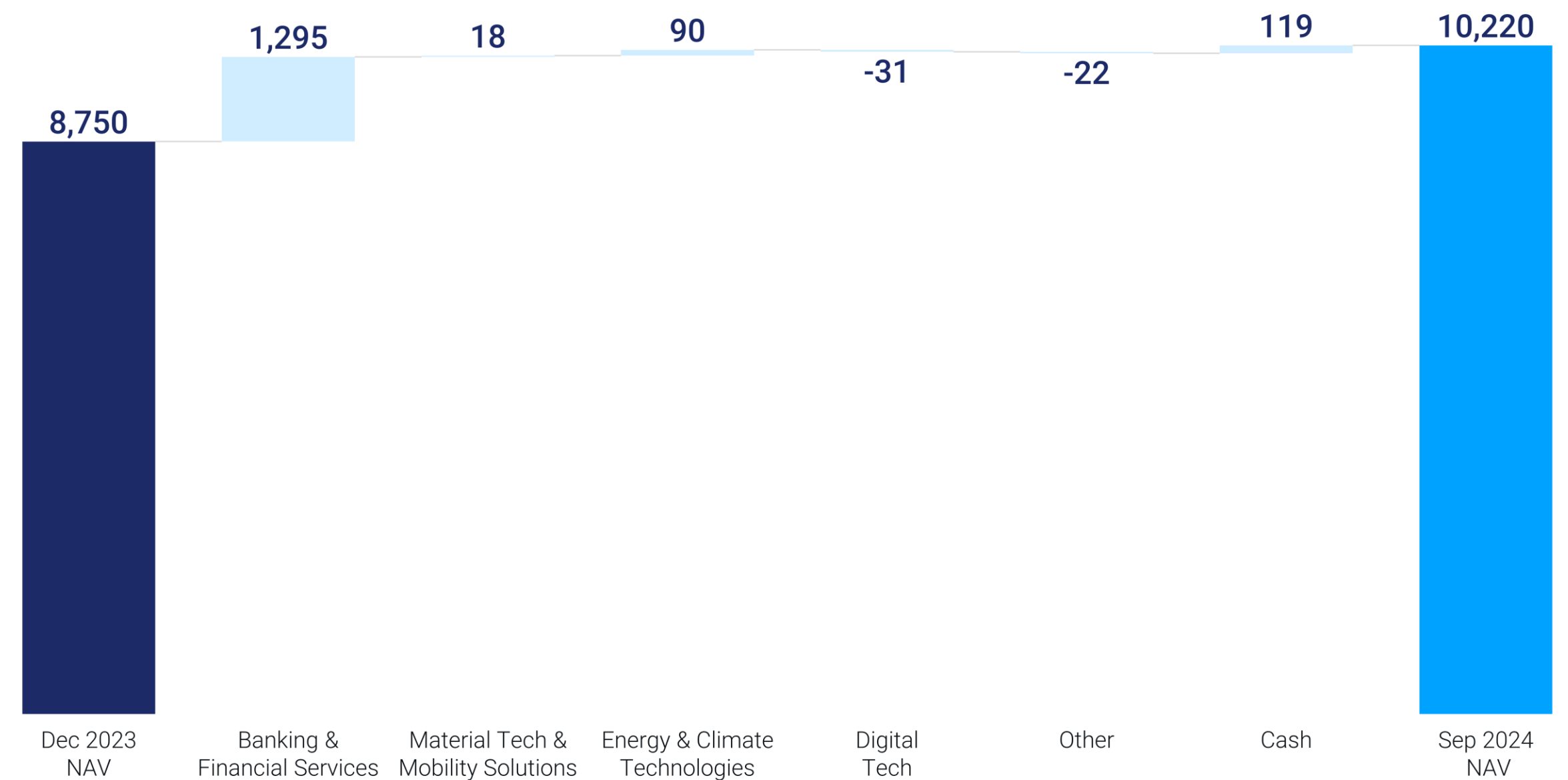


Strong NAV growth with an attractive discount

NAV (USD mn) & NAV Discount⁽¹⁾



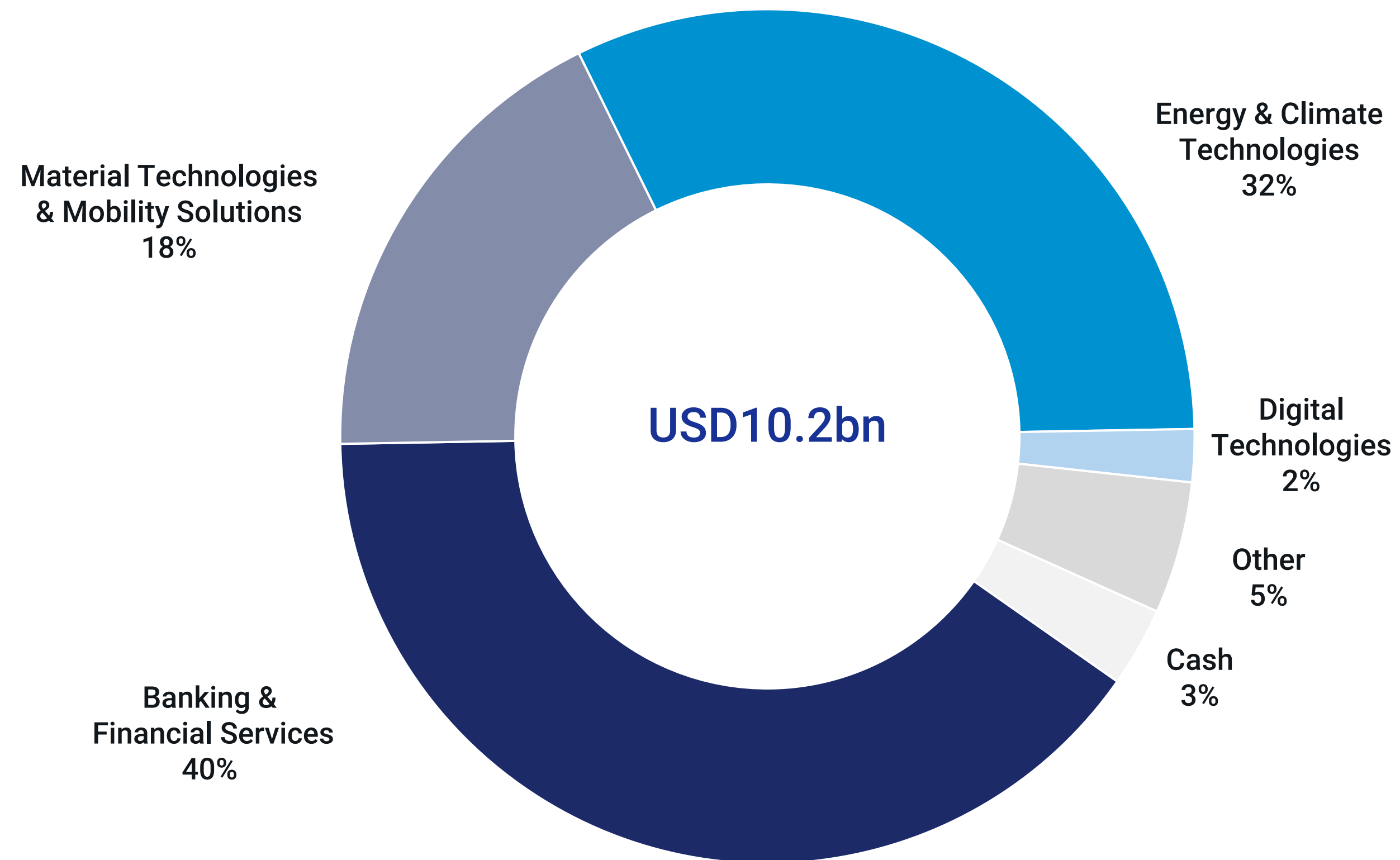
NAV Bridge⁽¹⁾



(1) Please refer to page 50 for the details of NAV.

A more balanced portfolio with increasing share of new economy

September 2024 NAV Breakdown Based on Independent Valuation for Unlisted Assets⁽¹⁾



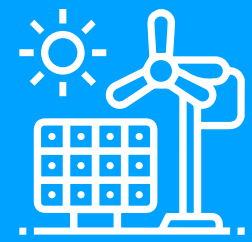
(1) Please refer to page 50 for the details of NAV.

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 white lines.

Recent Acquisitions

Investing in new economy for a major transformation in Sabancı Group

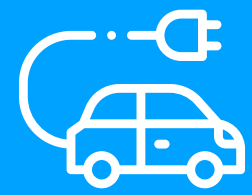
Energy & Climate Technologies



Renewables



Electrification



E-mobility



Digitalization



Energy Storage

H₂

Green Hydrogen

Material Technologies & Mobility Solutions



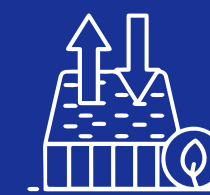
Sustainable Chemicals



Telematics IoT 4.0



Lightweight materials



Sustainable building materials

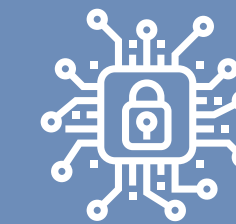


Carbon Capture



New Energy Vehicles & Components

Digital Technologies



Cybersecurity



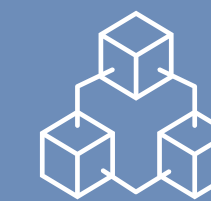
Digital Marketing



Marketplaces



Internet of Things



Artificial Intelligence



Hyperscale Data Center

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

328,505 km
Network


TL 56.2 bn
Regulated Asset Base

43.2 TWh
Sales (2023)

12.1 mn
Connections

2,163
Charging Points in Eşarj


81
Cities with Eşarj Stations



50%
Sabancı Holding

50%
E.ON

Generation & Trade



27
Power Plants

5
Technologies

3.8 GW
Installed Capacity
(5 GW in 2026)

13.1 TWh
Generation (2023)

46.4%
Renewables
(60% renewables in 2026)

20+ TWh
Trading (2023)



100%
Sabancı Holding

Energy & Climate Tech.

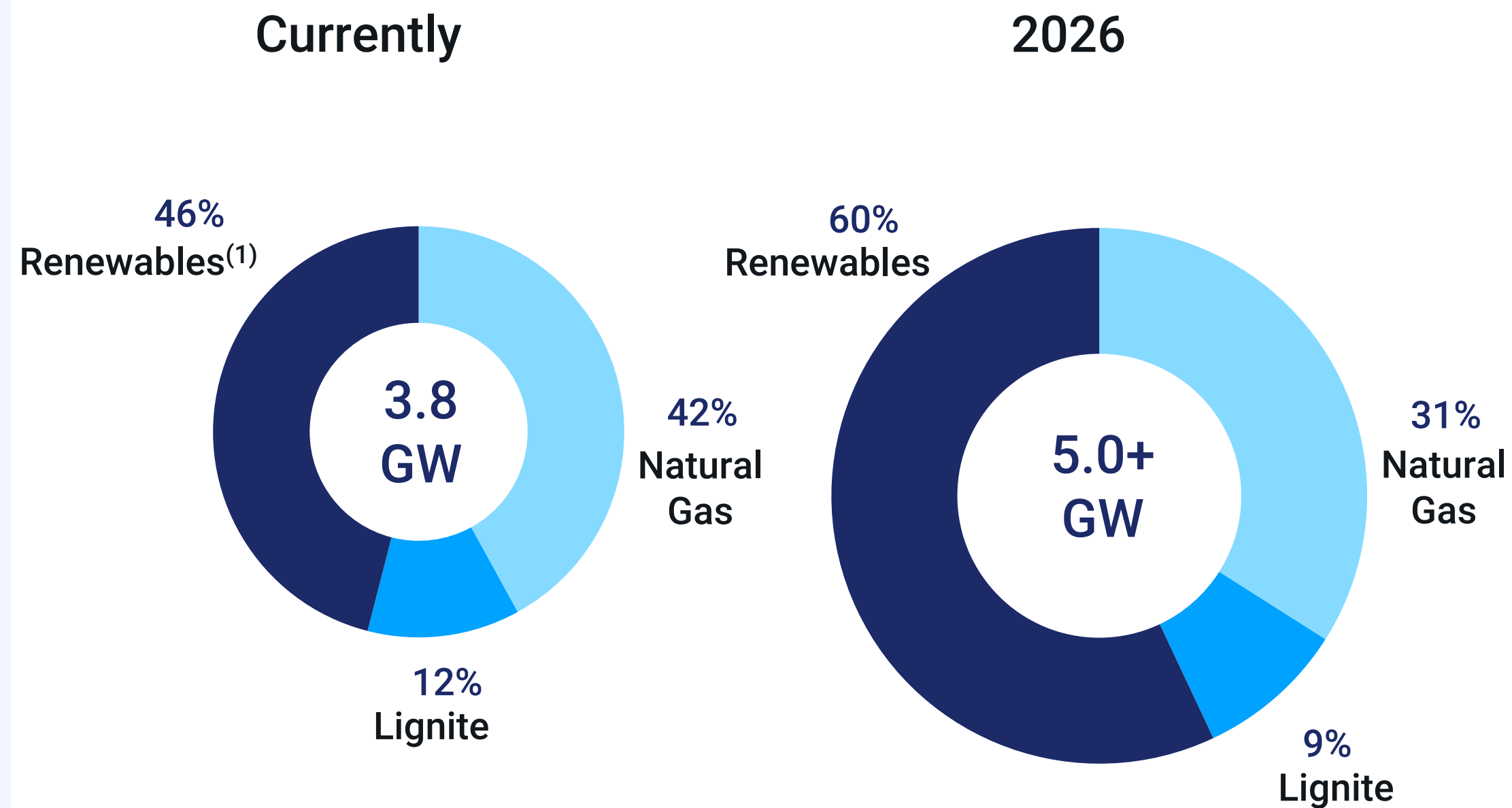


➤ Renewable Energy
Generation in U.S

➤ 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



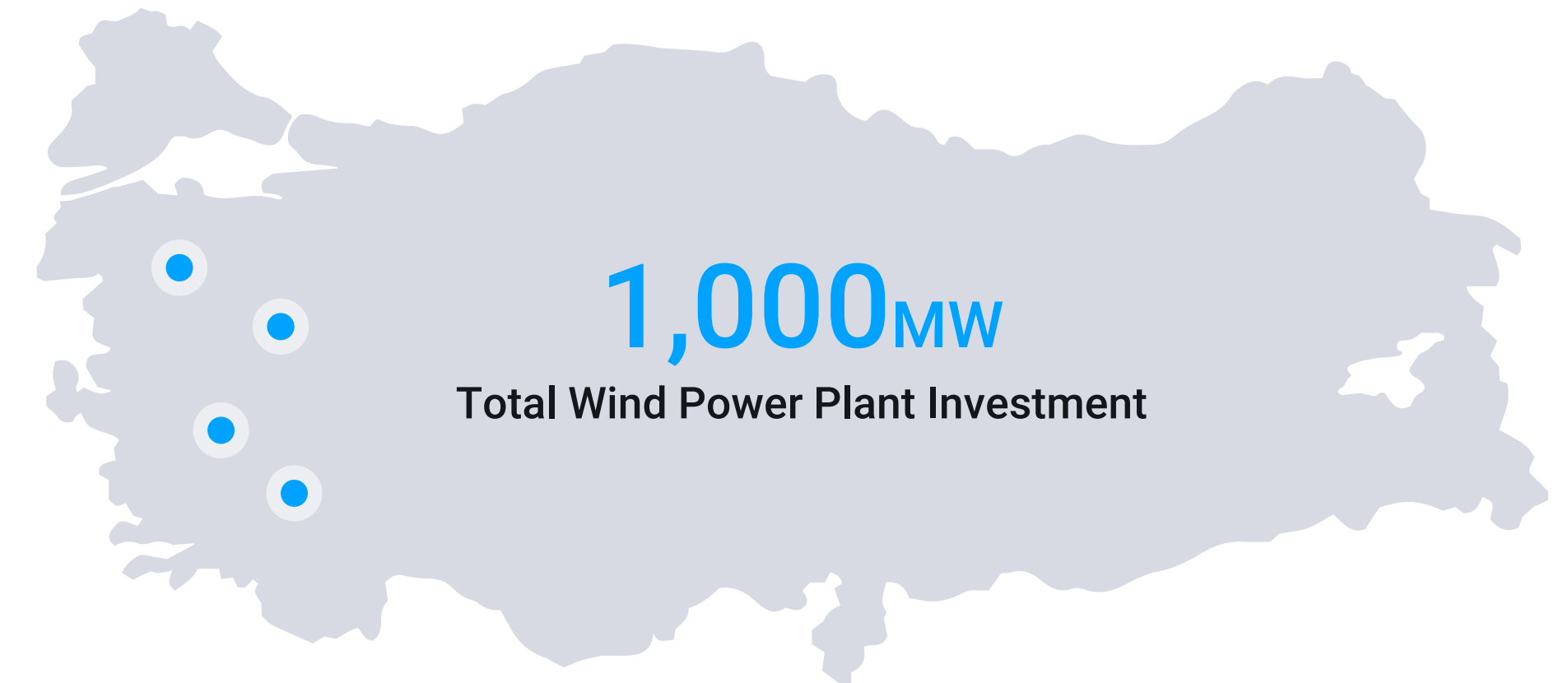
1000 MW YEKA-2 Wind Power Plant Investment (USD1.2bn)

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

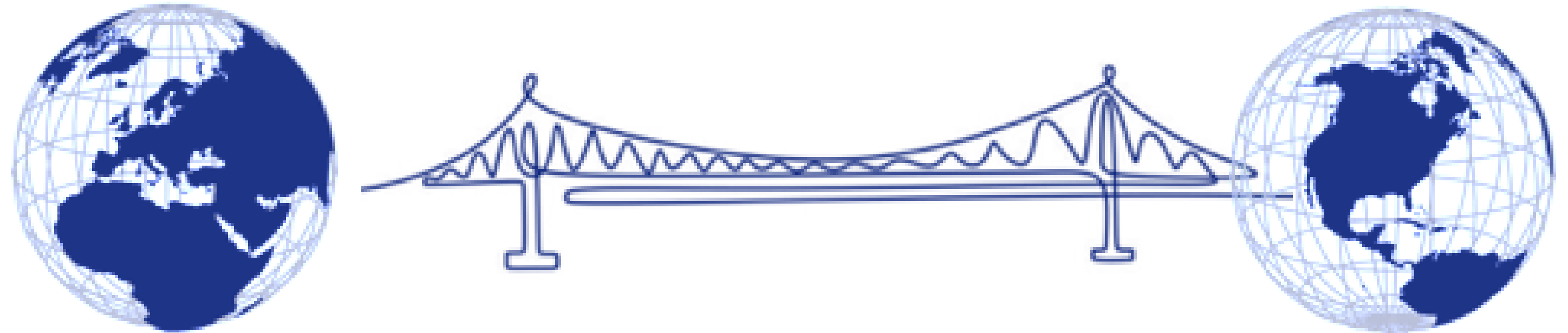
03

Generation licenses with energy storage

(1) 46% Renewables: 36%, Hydro, 10% Wind & Solar

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, undertakes renewable energy power plant investments and strategic investments in various venture capital funds and start-ups, primarily in the US 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

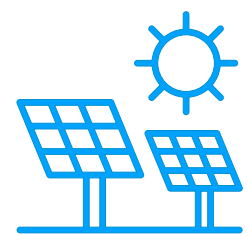
Focus Geographies

- ▶ 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

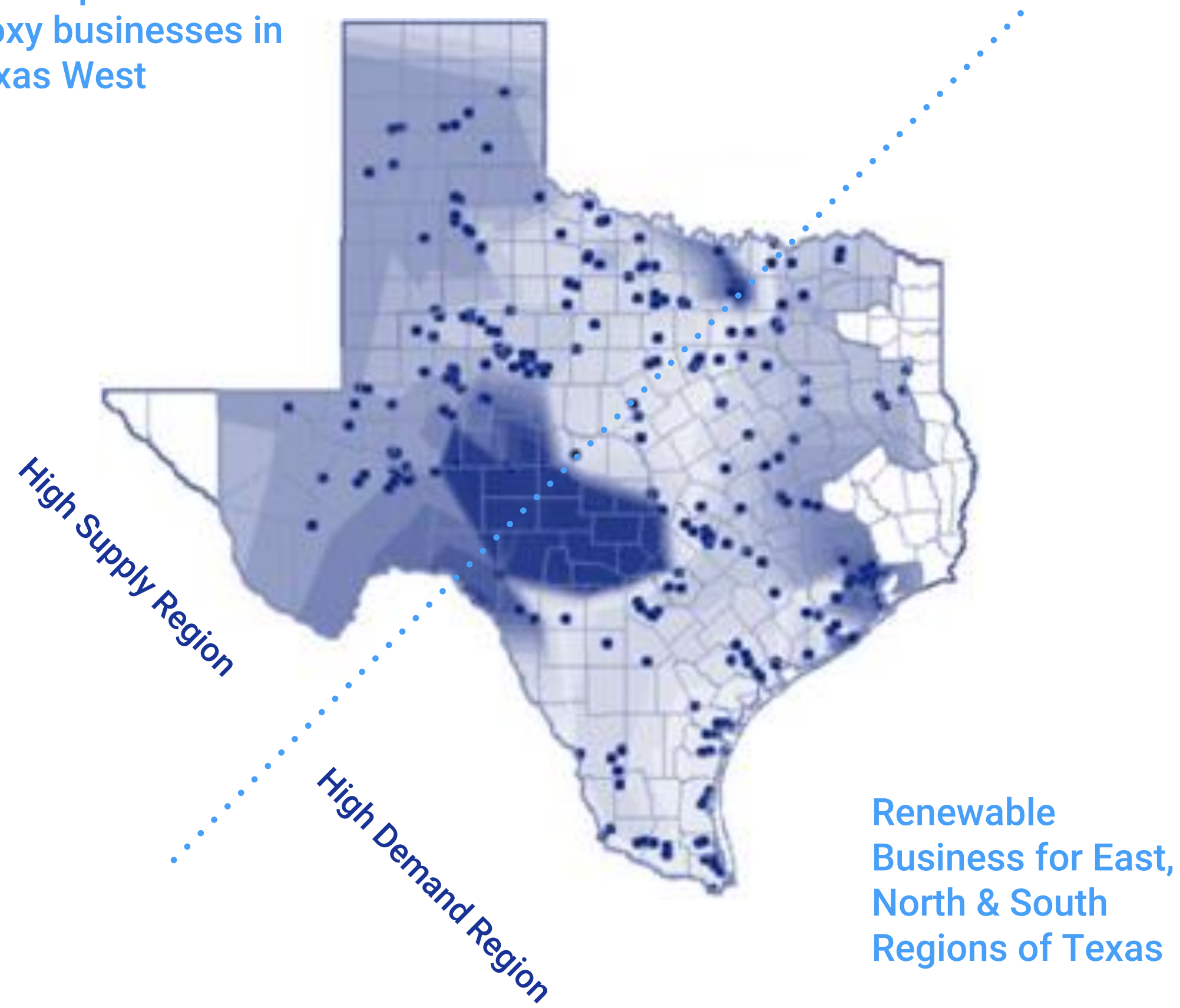
Solar Power Plant Project

- ✓ 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-May'24

(1) Final Notice to Proceed

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

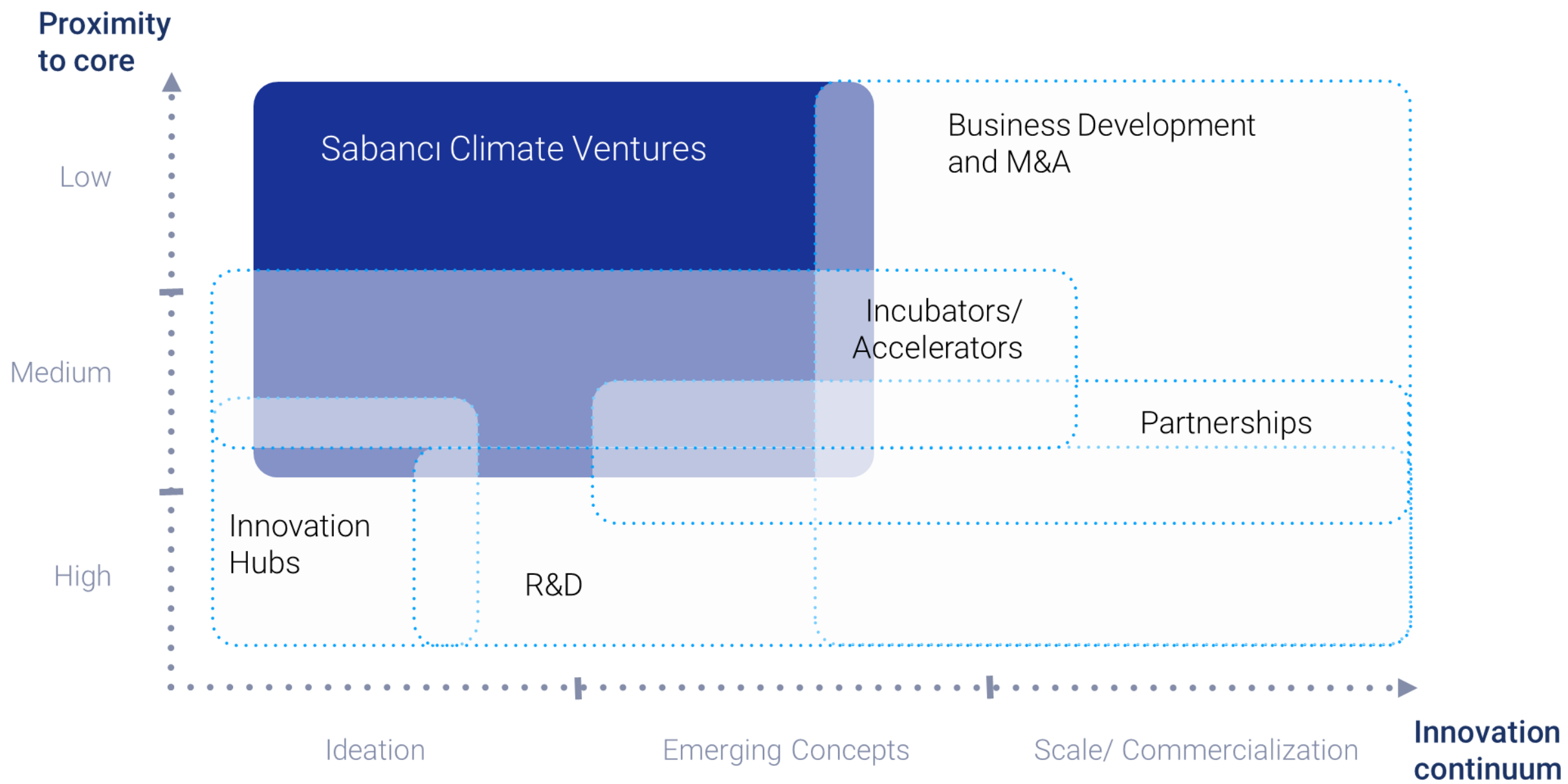
Market potential for proxy businesses in Texas West



- ✓ 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 creates extended innovation ecosystem & enables 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 funds & 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



- ✓ Supporting ready-to-scale start-ups active in Europe or USA whose mission is to accelerate the energy transition and decarbonize society
- ✓ Looking for digital, scalable and asset-light companies in Series A and beyond funding that have shown evidence of a product-market-fit



- ✓ Invests in scalable early-stage climate tech startups and technologies addressing global climate change
- ✓ The firms' principals have been investing in, supporting and mentoring early-stage clean energy startups together since 2005, and work with a deep bench of Venture Partners



ACTIVE SURFACES

- ✓ Founded as an MIT spinout in 2022
- ✓ Active Surfaces has developed a low-cost, easy-to-manufacture, light-weight, high-performance flexible perovskite solar cell that is manufactured via thin-film deposition



- ✓ Coming out of MIT's Plasma Science and Fusion Center and reached a valuation of \$5 billion in 2021
- ✓ Having the potential to enable clean nuclear energy production in the future to remove the limits on energy



- ✓ AiDash is an AI-first vertical SaaS company on a mission to transform operations, maintenance, and sustainability in industries with geographically distributed assets by using satellites and AI at scale



- ✓ 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



- ✓ 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

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
- ✓ Türkiye'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, established in the Netherlands undertakes 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
- ✓ Türkiye'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 Sabanci Ventures



USD30Mn
Initial Fund Size



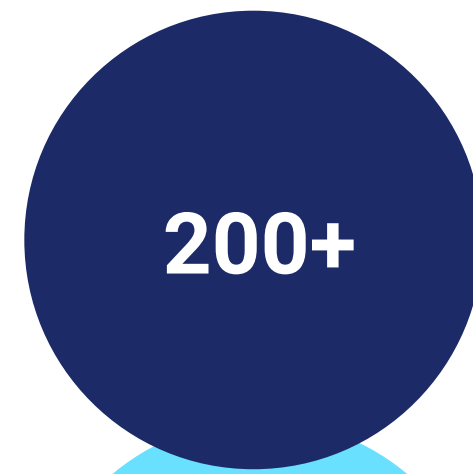
USD500k – USD2Mn
Ticket Size



of Total Portfolio Companies: 13
6 of which invested in 2023 & 2024 H1

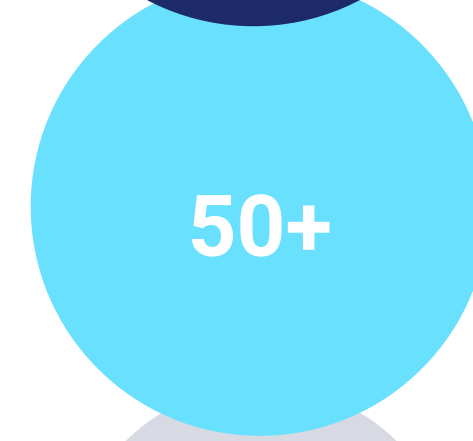
2023 & 2024 H1 Performance

of Companies



200+

— Preliminary screening



50+

— Meeting



14

— Deep-dive



6

— **Invested**

2023 & 2024 H1 Investments



Singapore-based developer of modular green hydrogen technology & equipments



UK based client management software designed to optimize client conversion and boost sales



Hydrogen-based power-to-power systems and thermochemical hydrogen compressors manufacturer headquartered in Switzerland



Operates in the USA as a developer of micromobility and "last mile delivery" solutions



Proactive digital risk protection solution for organizations



Digital corporate well-being platform intended to offer a well-being program for employees.

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

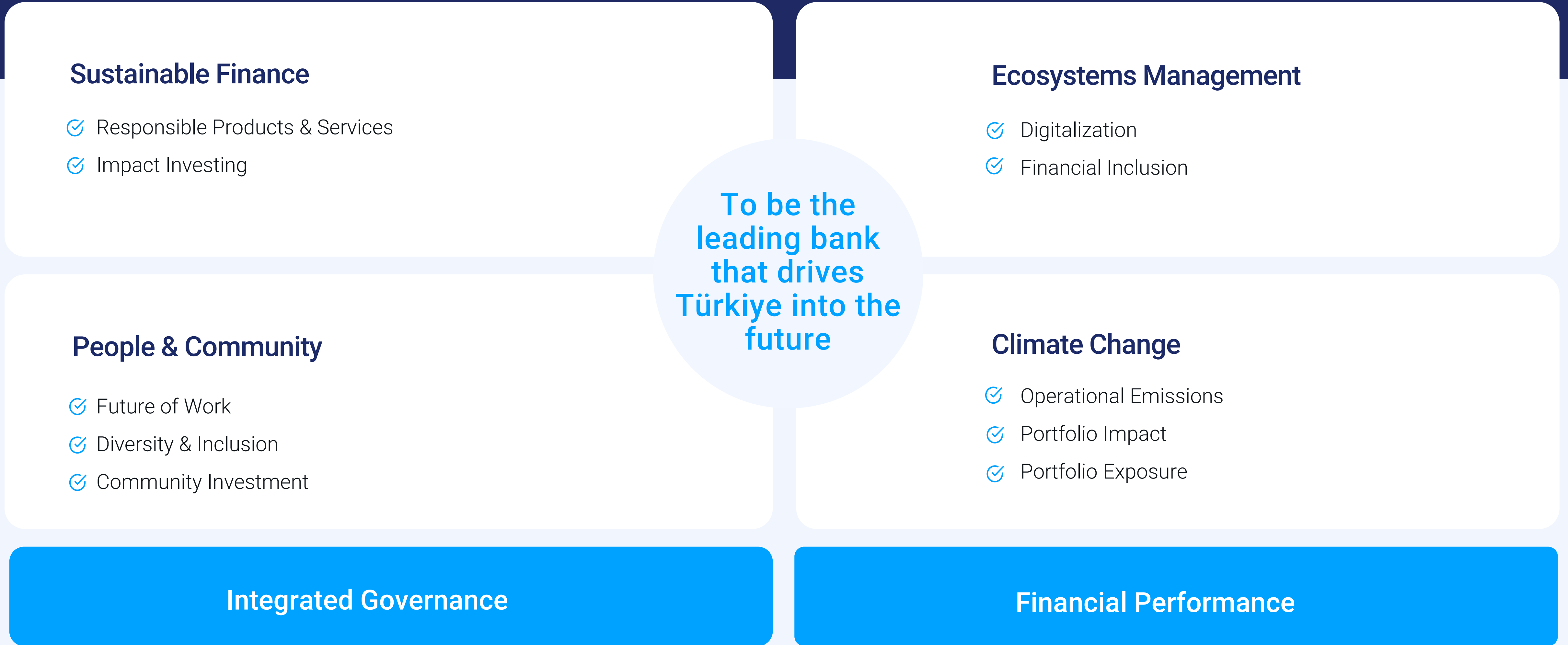
Robust digital infrastructure & best-in-class efficiency

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



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

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

Distribution Network Investments Growth

Sizeable Customer Solutions

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

02 TRANSFORM

- Renewable and 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
- ✓ Higher dividend potential

Material Technologies & Mobility Solutions SBU's Strategy House-1

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

Material Technologies & Mobility Solutions SBU's Future Vision-1

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

CURRENT



40% 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



Sustainable product portfolio

Material Technologies & Mobility Solutions SBU's Strategy House-2

We unite Türkiye 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

Material Technologies & Mobility Solutions SBU's Future Vision-2

We unite Türkiye 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 Türkiye'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

DxBV

Invest in rapidly growing digital businesses and expand beyond Türkiye

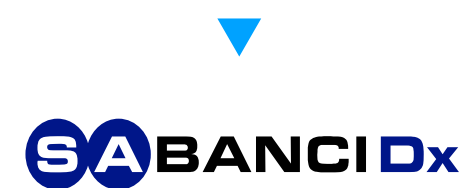
Consumer MarTech Business



Cyber Security Business



Cloud & Digital Business



Center of Excellence



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



APPENDIX



Dividend Performance

TLmn	2020	2021	2022	2023	2024
Akbank	-	255	494	3,666	4,063
Akçansa	18	42	36	99	457
Aksigorta	73	110	-	-	-
Agesa	64	64	-	60	120
Brisa	12	107	270	479	452
Carrefoursa	-	-	-	-	-
Çimsa	-	-	109	218	545
Kordsa	35	-	114	41	-
Teknosa	-	-	-	-	-
Enerjisa Enerji	283	454	586	1,087	1,318
Sabancı Holding ⁽¹⁾	-	-	26	89	14
Unlisted Companies	7	530	479	1,338	2,444
Total dividends received	492	1,562	2,114	7,076	9,414
Total dividends paid out	673	714	1,530	3,571	6,181
Outflows/Inflows	137%	46%	72%	50%	66%
Payout Ratio	17.8%	15.0%	12.7%	8.1%	40.1%

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

(1) Dividends paid to 35.1 million shares representing share buyback as of March 30, 2022 , 50.6 million shares representing share buyback as of March 30, 2023 and 4.85 million shares representing share buyback as of May 2, 2024

Financials in detail

MILLION TL	Combined Revenue ⁽¹⁾						Combined EBITDA						Consolidated Net Income					
	Q2 2023	Q2 2024	Change	H1 2023	H1 2024	Change	Q2 2023	Q2 2024	Change	H1 2023	H1 2024	Change	Q2 2023	Q2 2024	Change	H1 2023	H1 2024	Change
TOTAL	232,891	255,055	10%	472,186	509,583	8%	62,013	25,667	-59%	105,333	61,774	-41%	13,366	-1,814	n.m	10,811	-7,631	n.m
BANK	94,176	141,327	50%	187,823	272,193	45%	41,295	13,911	-66%	71,391	37,212	-48%	7,658	-935	n.m	5,706	-4,521	n.m
NON-BANK	138,716	113,729	-18%	284,363	237,390	-17%	20,718	11,756	-43%	33,942	24,562	-28%	5,708	-879	n.m	5,106	-3,111	n.m
ENERGY	64,454	46,075	-29%	139,269	94,408	-32%	13,303	6,271	-53%	21,916	15,060	-31%	2,039	-136	n.m	2,709	-548	n.m
MOBILITY SOLUTIONS	10,891	10,661	-2%	21,961	22,817	4%	2,283	1,199	-47%	3,937	3,343	-15%	465	-88	n.m	638	280	-56%
MATERIAL TECHNOLOGIES	21,541	18,864	-12%	43,416	38,153	-12%	3,739	2,929	-22%	6,468	4,878	-25%	1,136	728	-36%	1,702	852	-50%
DIGITAL	14,340	13,533	-6%	27,365	30,048	10%	402	168	-58%	590	404	-32%	-142	-375	-164%	-78	-616	-694%
FINANCIAL SERVICES	13,385	10,081	-25%	25,931	24,453	-6%	971	1,121	15%	2,010	1,107	-45%	577	141	-76%	264	-185	n.m
OTHER	14,104	14,514	3%	26,421	27,510	4%	20	68	238%	-981	-231	76%	1,633	-1,149	n.m	-130	-2,894	-2133%

(1) Combined Revenue excludes Holding dividend income.

Sabancı Holding Current NAV & Cash Breakdown

USDmn					September 2024		December 2023	
Companies	Free Float	Direct Stake	Valuation Method	Mcap	Value to Sabancı Holding	% of NAV	Value to Sabancı Holding	% of NAV
Akbank	53%	41%	Market value	9,388	3,826	40.3%	2,629	33.2%
Enerjisa Enerji	20%	40%	Market value	2,051	820	8.6%	731	9.2%
Aksigorta	28%	36%	Market value	265	95	1.0%	103	1.3%
Agesa	20%	40%	Market value	638	255	2.7%	149	1.9%
Akçansa	21%	40%	Market value	865	344	3.6%	368	4.6%
Çimsa	45%	55%	Market value	972	530	5.6%	514	6.5%
Brisa	10%	44%	Market value	822	359	3.8%	349	4.4%
Kordsa	29%	71%	Market value	440	313	3.3%	364	4.6%
Carrefoursa	11%	57%	Market value	399	228	2.4%	279	3.5%
Teknosa	50%	50%	Market value	154	77	0.8%	101	1.3%
Total Listed					6,846	72.1%	5,588	70.7%
Enerjisa Üretim		50%	1xBook value	3,095	1,548	16.3%	1,401	17.7%
Sabancı Building Solutions B.V.		50%	1xBook value	194	97	1.0%	98	1.2%
Sabancı Climate Technologies		100%	1xBook value	213	213	2.2%	229	2.9%
DxBV		100%	1xBook value	98	98	1.0%	104	1.3%
TUA ⁽¹⁾		50%	1xBook value	171	86	0.9%	41	0.5%
Other ⁽²⁾		100%	1xBook value	248	248	2.6%	209	2.6%
Total Non-listed⁽³⁾					2,288	24.1%	2,083	26.3%
Total					9,134	96.2%	7,670	97.0%
Sabancı Holding Net Cash					361	3.8%	239	3.0%
Sabancı Holding NAV					9,495	100.0%	7,909	100.0%
Sabancı Holding Mcap					5,993		4,190	
Sabancı Holding Discount					-36.9%		-47.0%	

Numbers are based on IAS29 (inflation accounting). All figures adjusted with 34.1210 USD/TRY for September 2024 and 29.4382 USD/TRY for December 2023.

(1) As of January, direct stake of TUA is increased from 23.95% to 50% (2) Other segment consists of Tursa, AEO, TMA, TUA, SabancıDx and Exsa (As of January Exsa Gayrimenkul)

(3) Book values of unlisted assets are as of the end of June 2024 and adjusted with 34.1210 USD/TRY

Sabancı Holding NAV After Independent Valuation Reports

USDmn					September 2024	
Companies	Free Float	Direct Stake	Valuation Method	Mcap	Value to Sabancı Holding	% of NAV
Akbank	53%	41%	Market value	9,388	3,826	37.4%
Enerjisa Enerji	20%	40%	Market value	2,051	820	8.0%
Aksigorta	28%	36%	Market value	265	95	0.9%
Agesa	20%	40%	Market value	638	255	2.5%
Akçansa	21%	40%	Market value	865	344	3.4%
Çimsa	45%	55%	Market value	972	530	5.2%
Brisa	10%	44%	Market value	822	359	3.5%
Kordsa	29%	71%	Market value	440	313	3.1%
Carrefoursa	11%	57%	Market value	399	228	2.2%
Teknosa	50%	50%	Market value	154	77	0.8%
Total Listed					6,846	67.0%
Enerjisa Üretim ⁽¹⁾		50%	10.0xEV/EBITDA	3,952	1,976	19.3%
Sabancı Building Solutions B.V. ⁽²⁾		50%	Adjusted Net Asset Value	291	146	1.4%
Sabancı Climate Technologies ⁽³⁾		100%	Adjusted Book Value	463	463	4.5%
DxBV		100%	Book Value	98	98	1.0%
TUA		50%	Book Value	171	86	0.8%
Other ⁽⁴⁾		100%	Book Value	248	248	2.4%
Total Non-listed⁽⁵⁾					3,015	29.5%
Total					9,862	96.5%
Sabancı Holding Net Cash					358	3.5%
Sabancı Holding NAV					10,220	100.0%
Sabancı Holding Mcap					5,993	
Sabancı Holding Discount					-41.4%	

Listed figures adjusted with 34.1210 USD/TRY

(1) Enerjisa Üretim was calculated using 25.82 USD/TL based on the EY report published on 24.10.2023. (2) Sabancı Building Solutions B.V. was calculated using 1.1147 EUR/USD based on the EY report published on 26.09.2024. (3) The 40% of the project was valued by USD185mn during tax equity financing. (4) Other segment consists of Tursa, AEO, TMA, SabancıDx and Exsa Gayrimenkul (5) Book values of DxBV, TUA and other are as of end of June 2024 and adjusted with 34.1210 USD/TRY



Meet SirA, Sabancı Holding's digital investor relations assistant !



Türkiye's First Investor Relations Dedicated Assistant !

ir.sabanci.com



INVESTOR RELATIONS CONTACTS

Kerem TEZCAN

Investor Relations Director

Şule GENÇTÜRK KARDIÇALIOĞLU

Investor Relations Manager

Sezgi ESER AYHAN

Investor Relations Manager

Emine DALAN

Investor Relations Specialist