



INVESTOR PRESENTATION GROUP STRATEGY

March 2023

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01 Financial Track Record

02 Capital Allocation

03 Sustainability

04 Stock Performance

05 Recent Acquisitions

06 Strategic Business Units & Digital

07 Mid-Term Guidance





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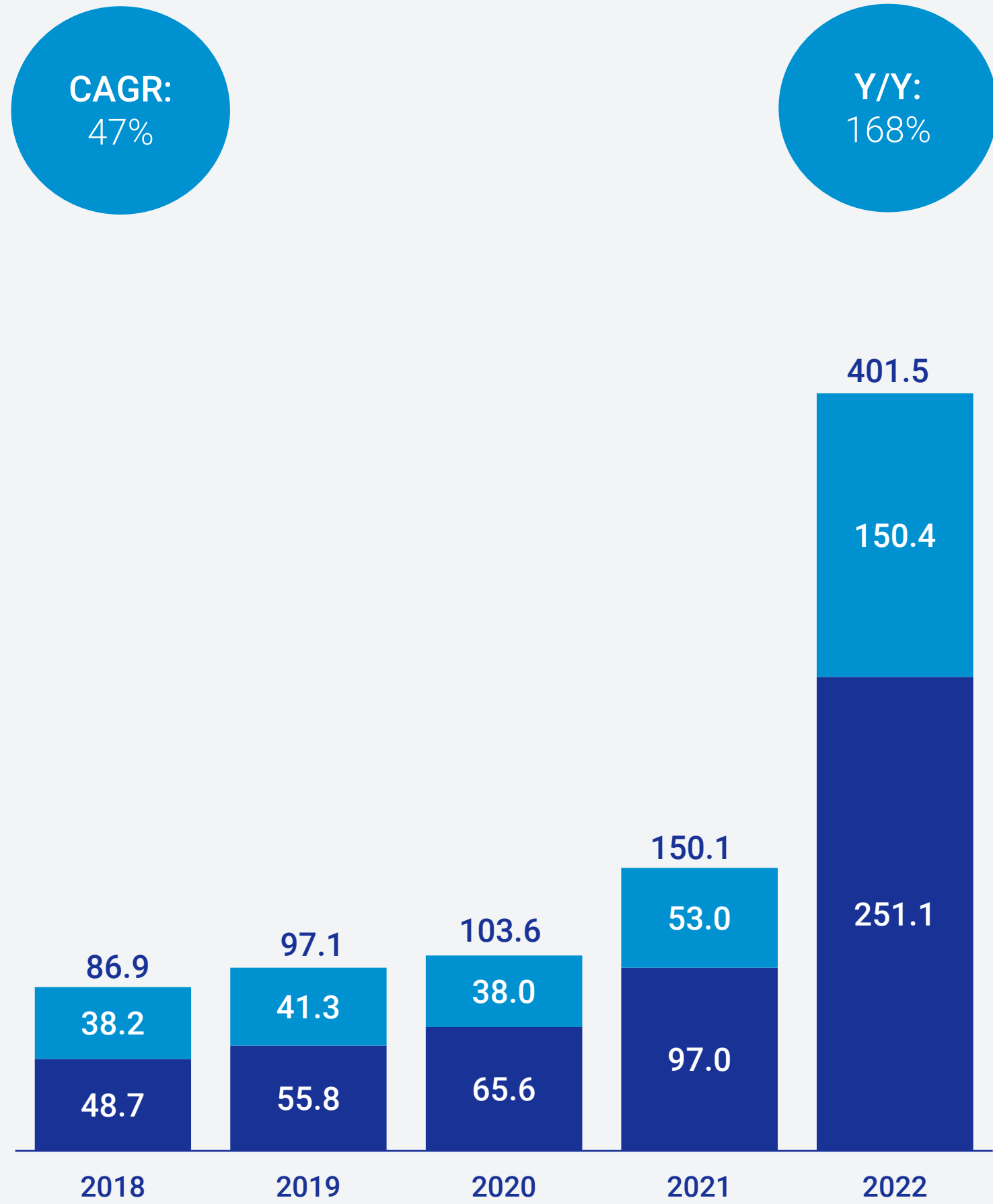
05 Recent Acquisitions

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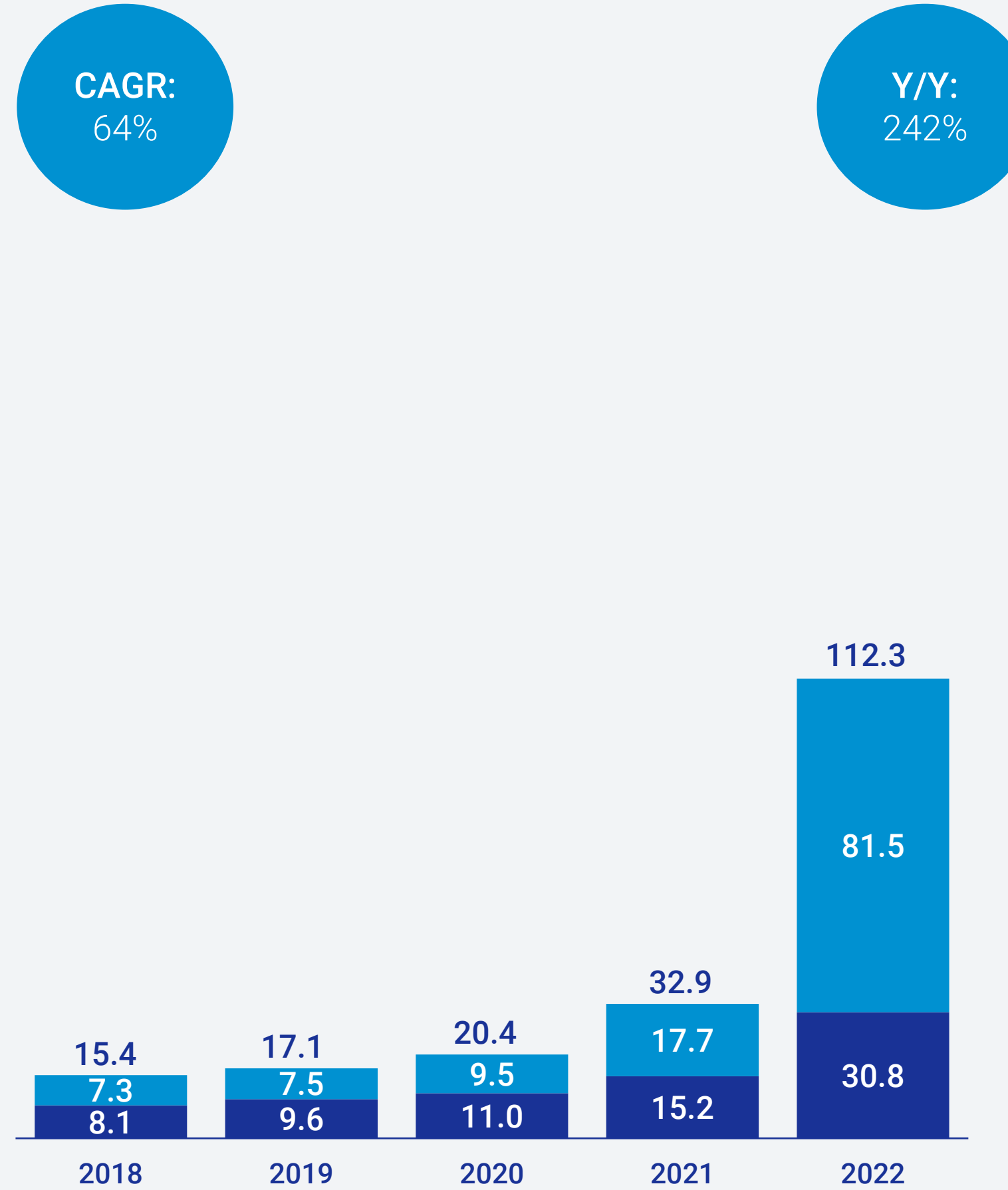
Combined Revenue* (TL Bn)

■ Non-bank** ■ Bank



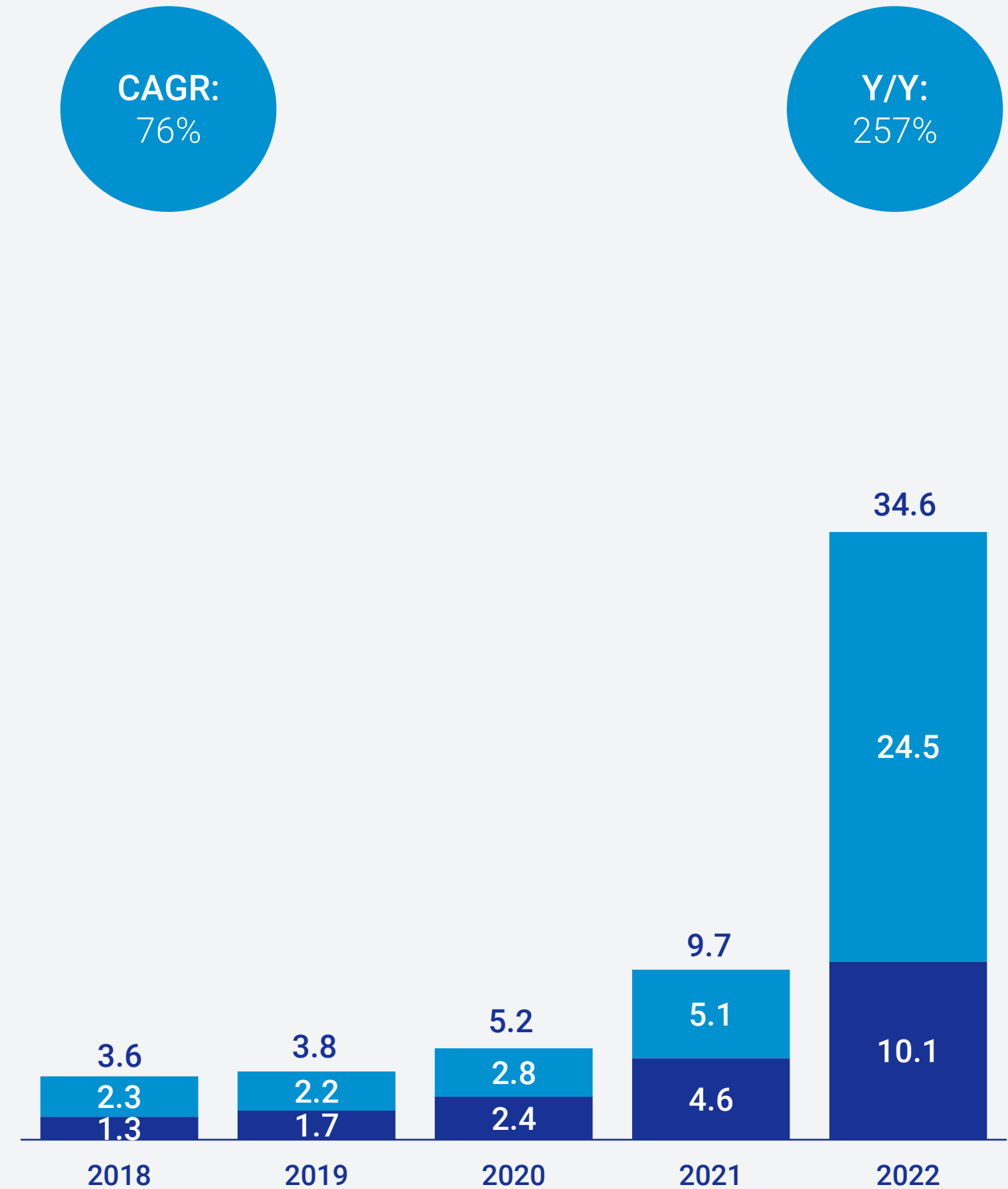
Combined EBITDA* (TL Bn)

■ Non-bank** ■ Bank



Consolidated Net Income* (TL Bn)

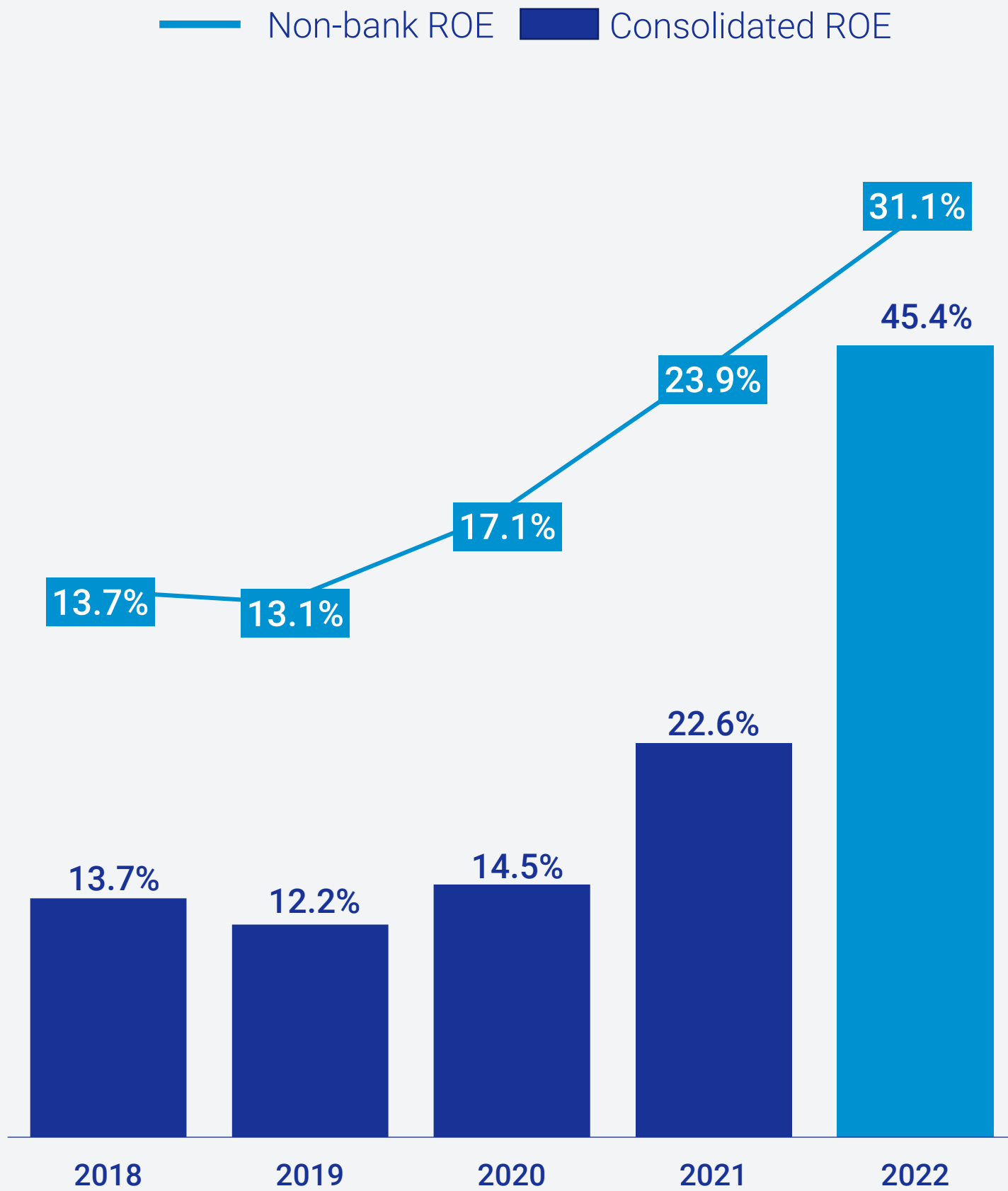
■ Non-bank** ■ Bank



*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 exclude non-operational and non-recurring one-off items and IFRS16 impact in retail.

...that resulted in a sharp improvement in ROE coupled with higher dividends & solid liquidity at the Holding level despite faster pace in investments...

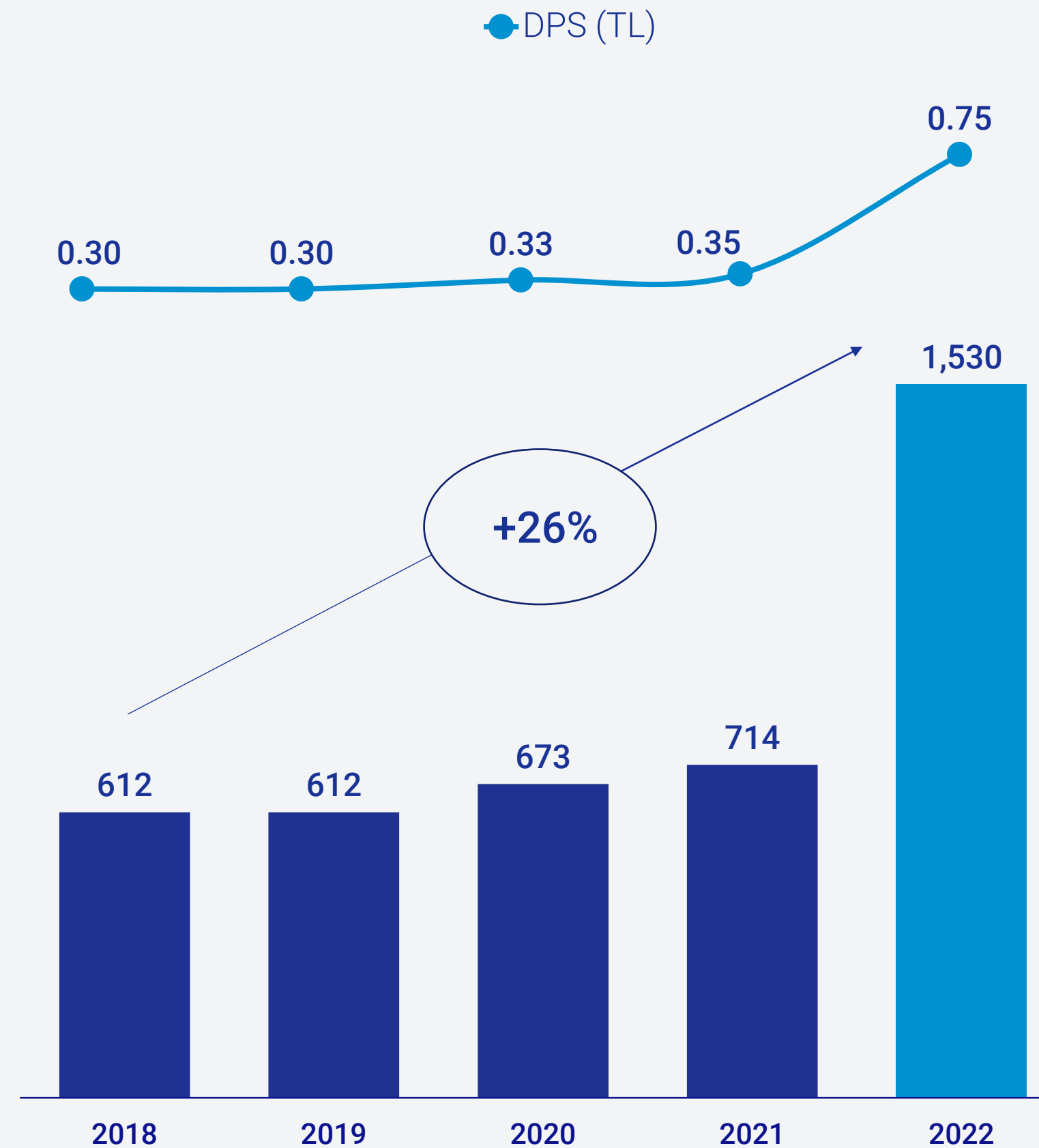
Return on Equity*



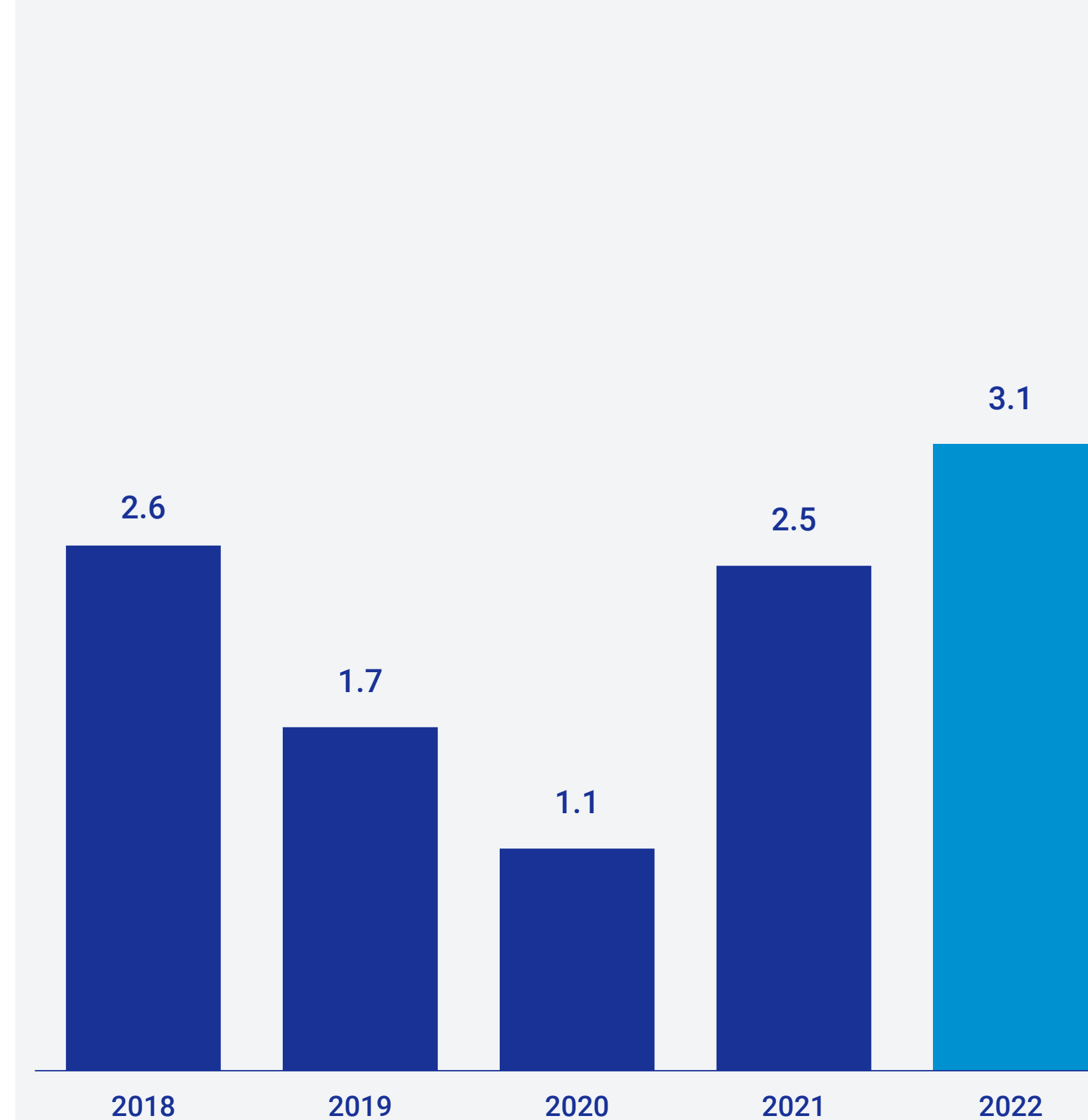
Bank ROE:

2018	2019	2020	2021	2022
13.6%	10.9%	10.9%	17.9%	54.7%

Dividends Paid (TL Mn)



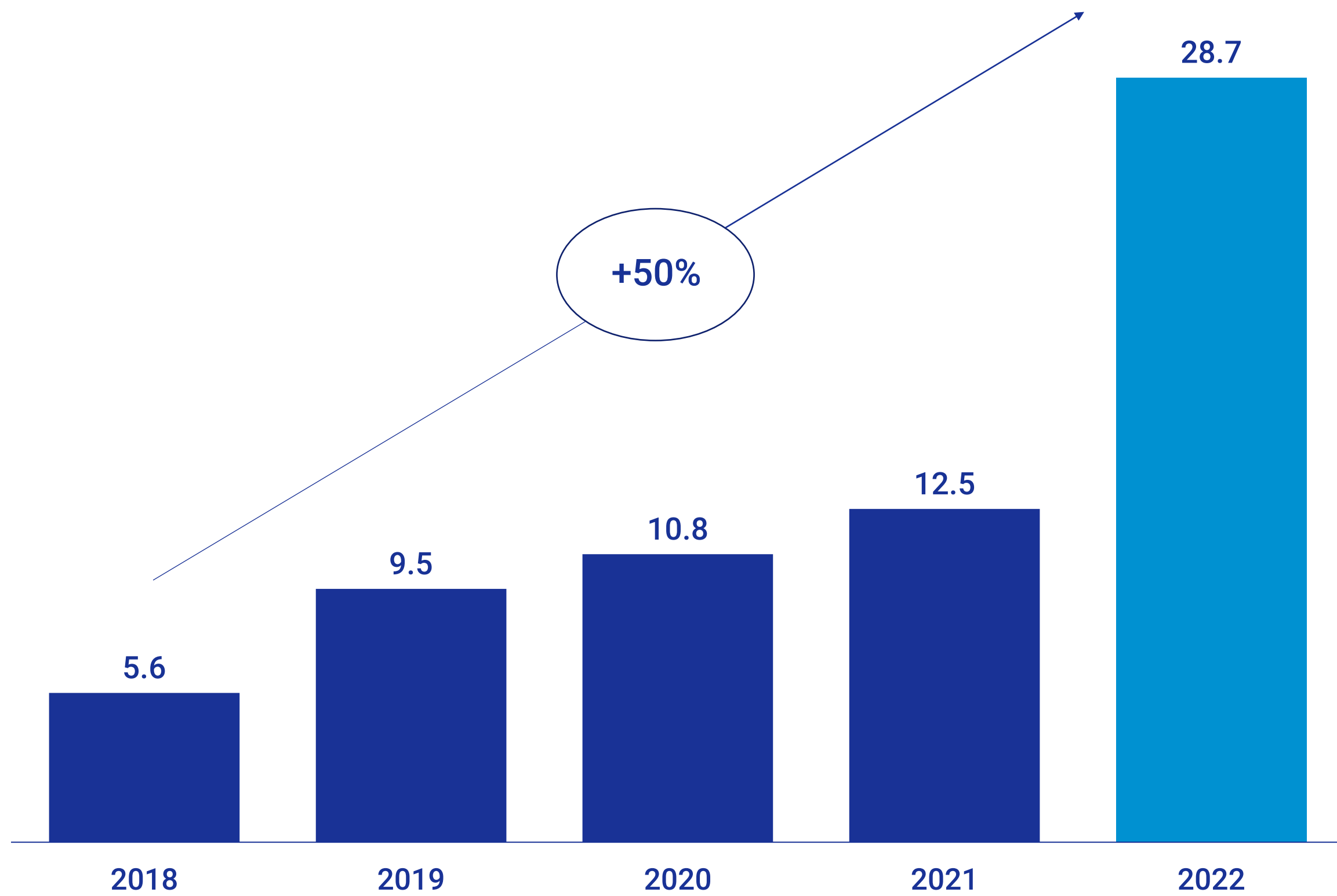
Holding Only - Net cash position (TL Bn)



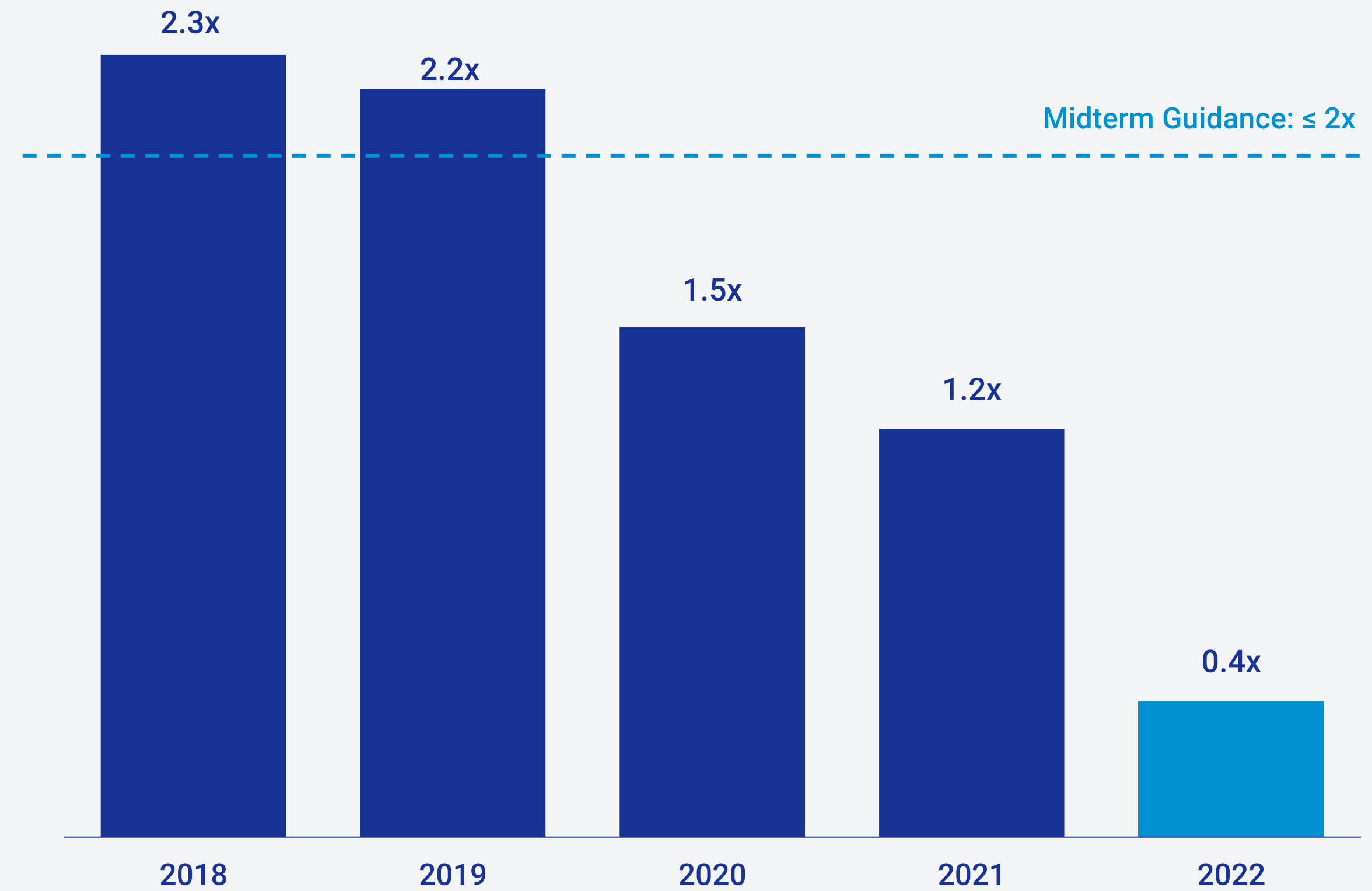
*Excludes non-operational and non-recurring one-off items

...while cash flow more than doubled, balance sheet further improved that provides flexibility for potential headwinds & new investments

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



Combined Net Financial Debt to Non-Bank EBITDA*



*Excludes Financial Services, Banking & Other segment.

*Excludes Banking, net cash position of financial services, IFRS 16 impact; and non-operational and non-recurring one-off items in EBITDA

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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

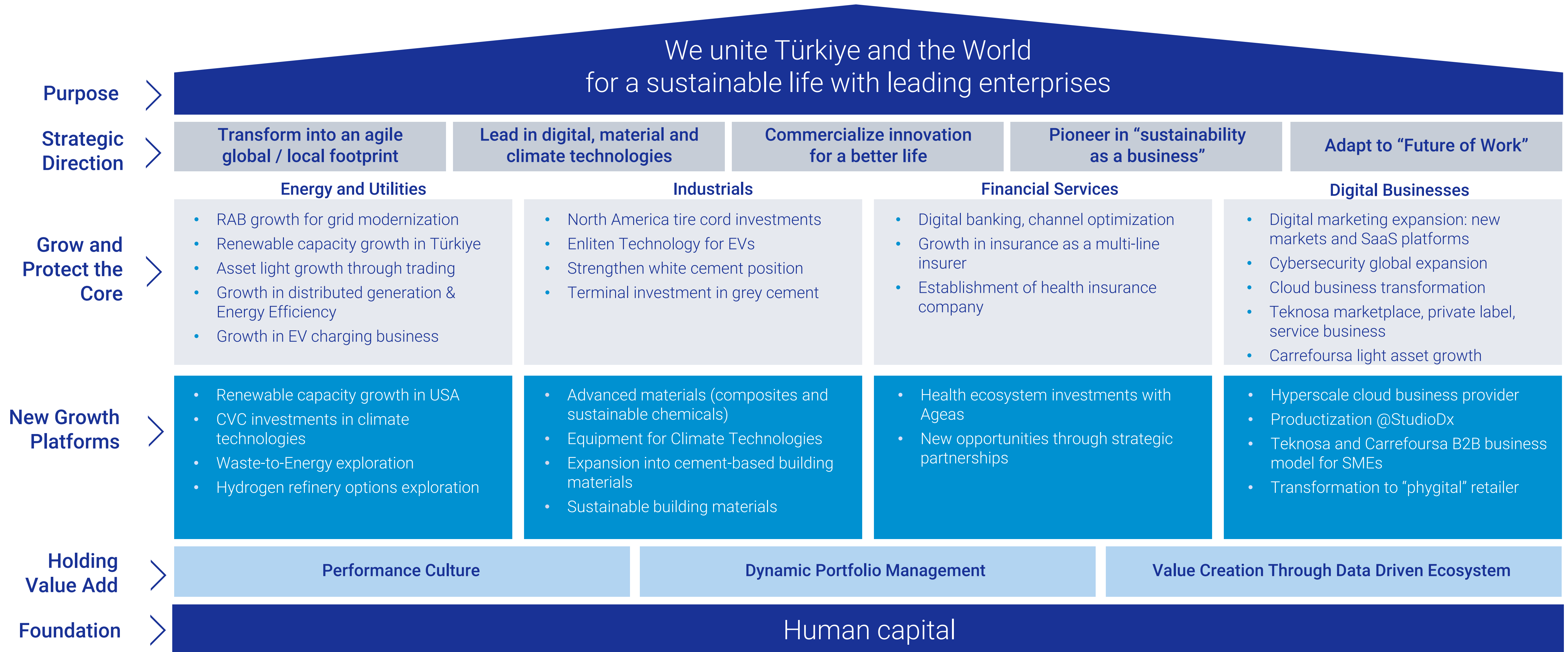
Invest in New Platforms

- 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:
 - **Climate Technologies**
 - **Advanced Material Technologies**
 - **Digital Technologies**
 to achieve higher FX generation, to reduce regulation and to reach our Net Zero Emission target
- IRR > WACC + (1% to 3%)

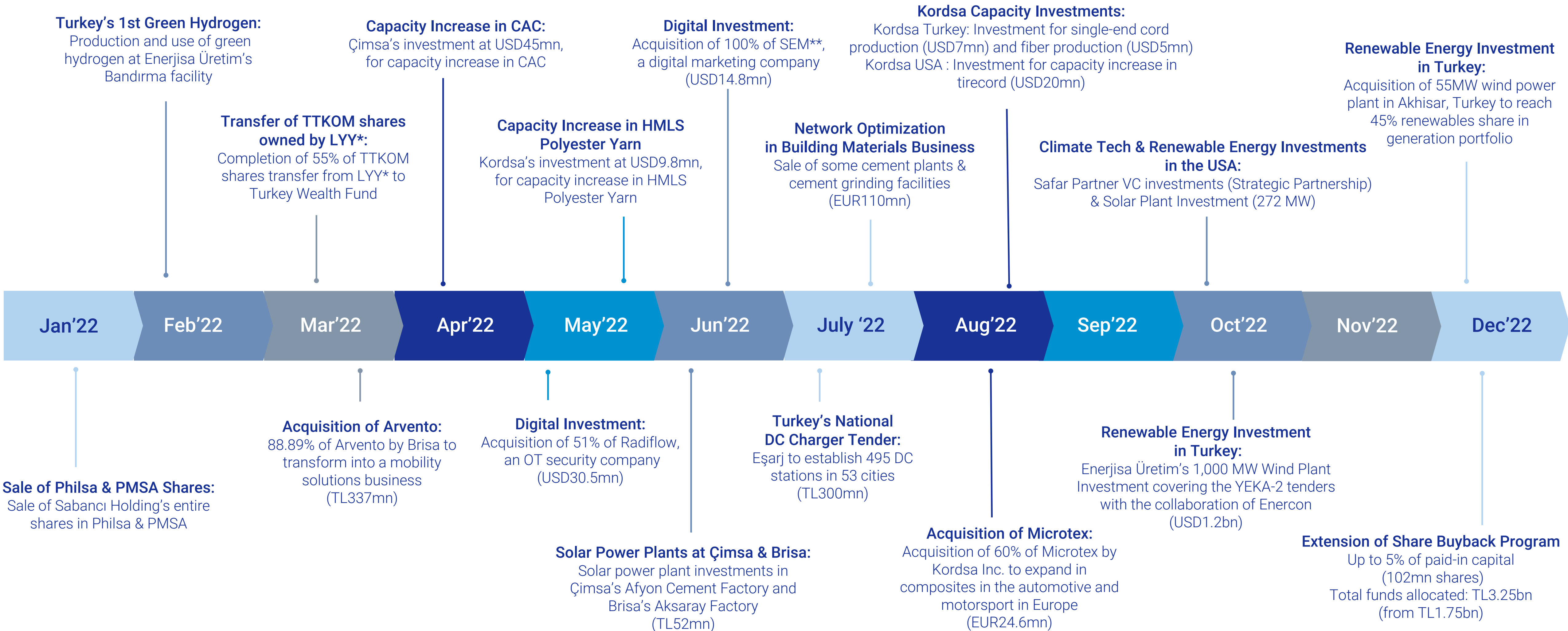
Keep Healthy Balance Sheet

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



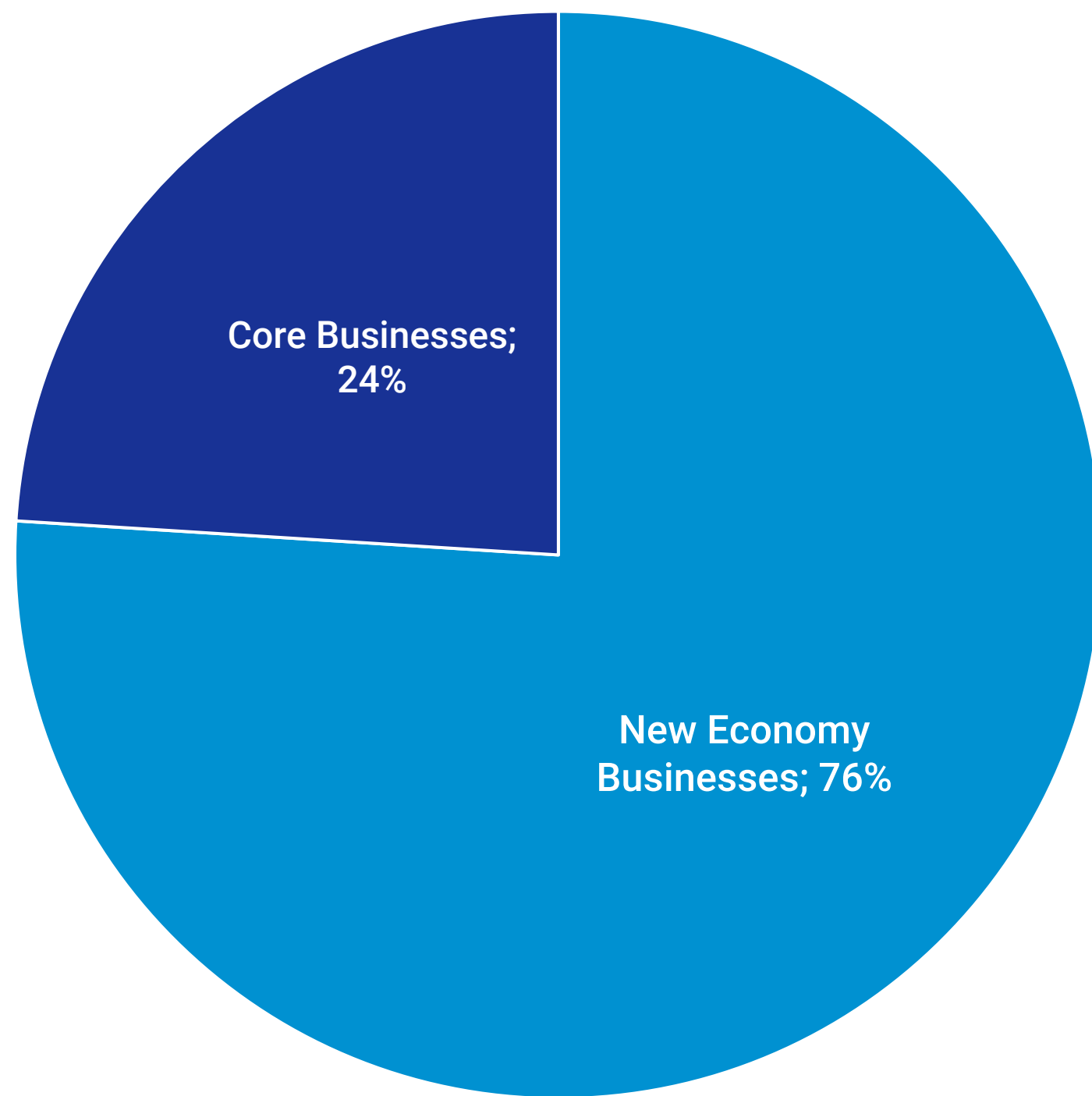


Dynamic Portfolio Management

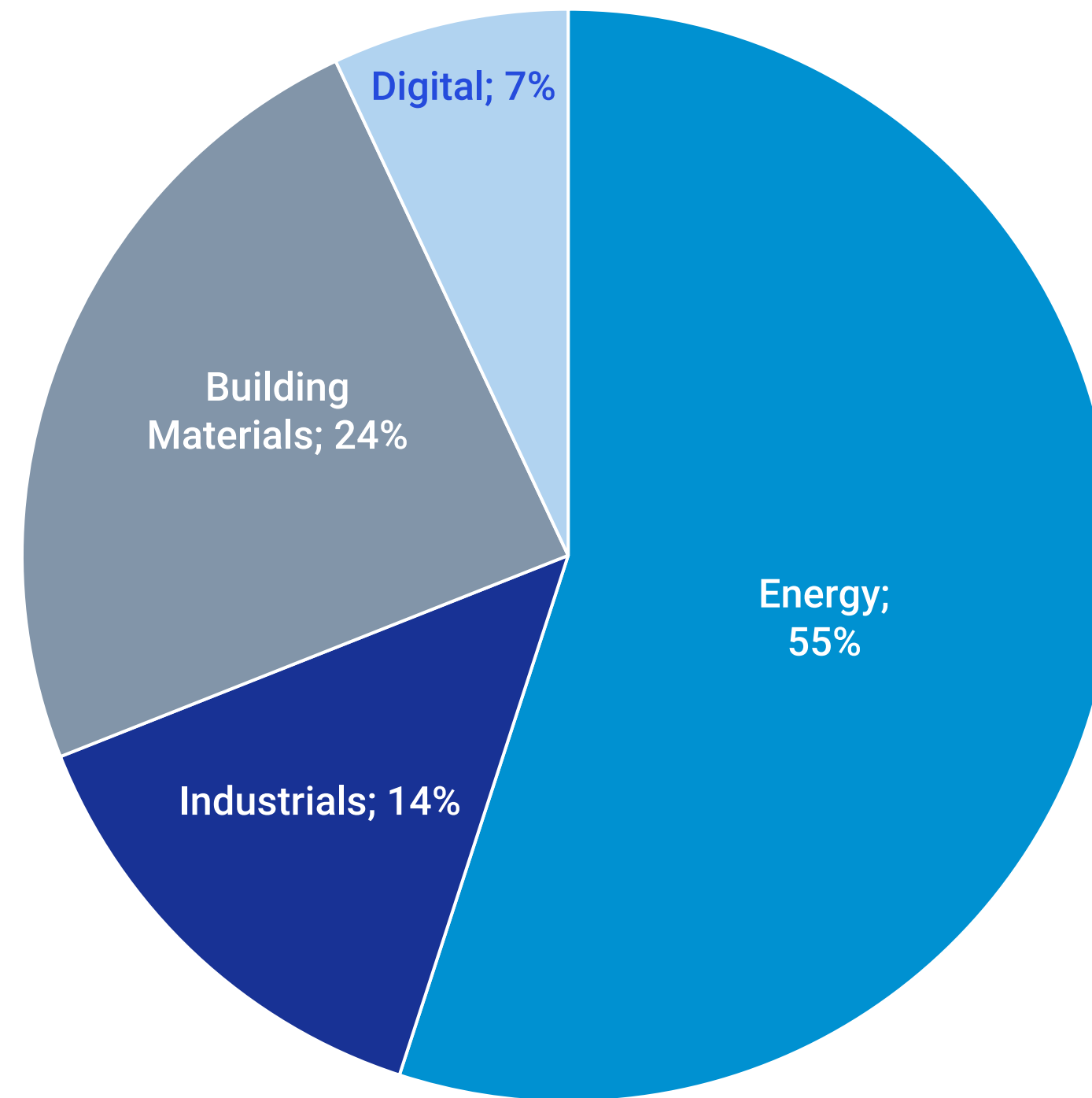


*Akbank had 35.6% shares in LYY Telekomünikasyon A.Ş. ** Refers to SEM and its subsidiary Liberdatum together

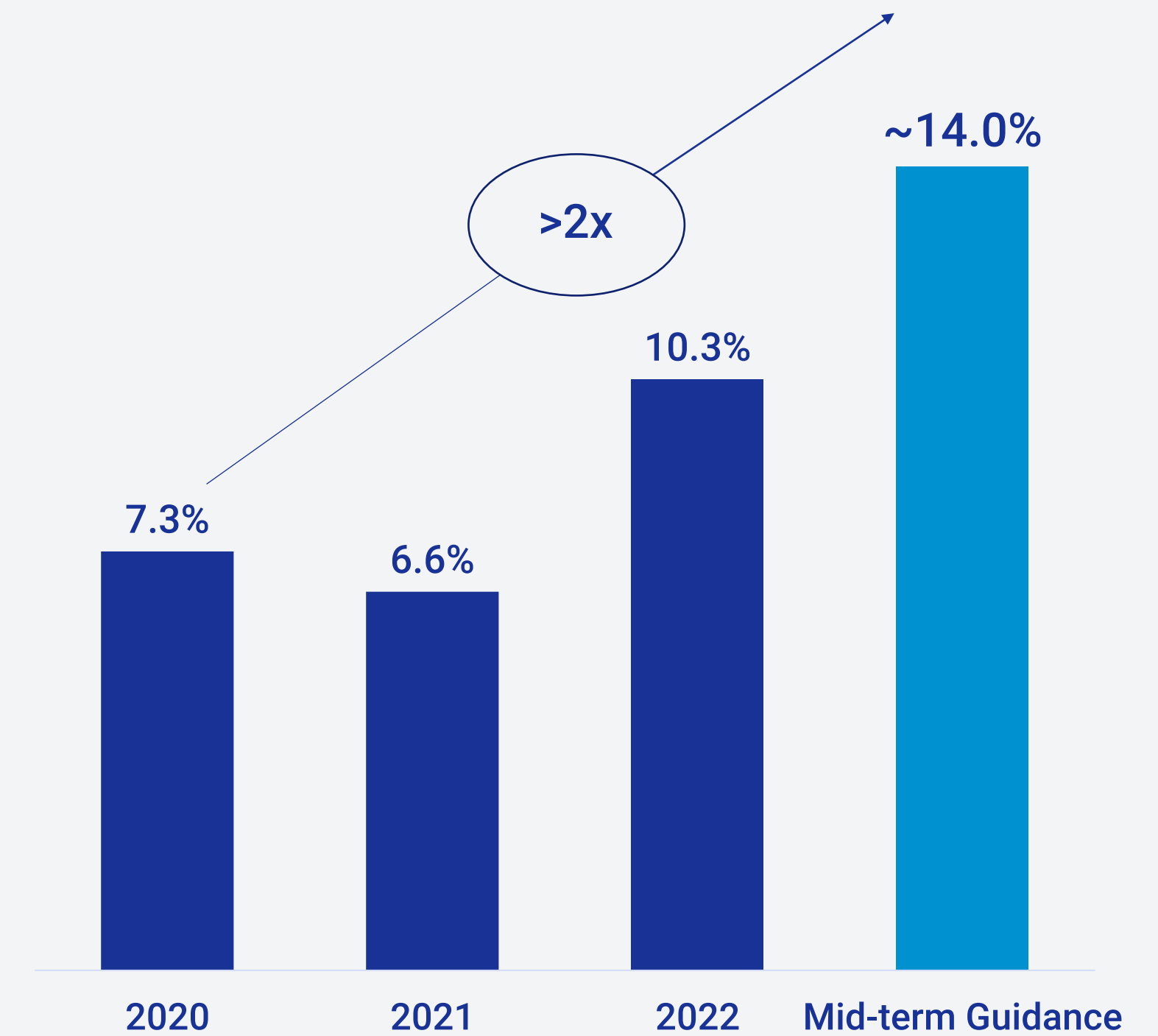
Business Composition*



Sector Composition*



Non-bank Capex/Sales*



* Excludes Banking, Combined figures.

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We transform the core and improve in sustainability

TL7.7BN¹

SDG-linked product and services revenues

51%²

SDG-oriented R&D and innovation

100%³

Share of renewable energy in the 1,000 MW new investment plan

80%⁴

waste recovery

23%⁵

water recovery

2x

more alternative fuel use than Turkey average

116%⁶

increase in annual renewable energy consumption

1⁷

female-to-male pay ratio

40%⁸

ratio of women manager

44%

ratio of women in the BoD

...because it *makes* business sense.



Lower
cost of debt &
cost of capital



Broader
investor base



Lower
ESG risks



2022 MSCI

3 notches increase in 3 years

A

MSCI Rating

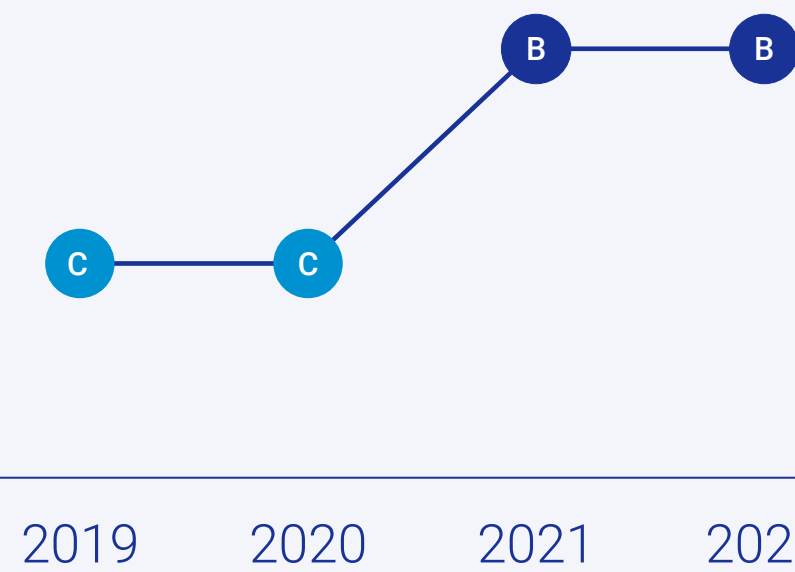


2022 CDP

Management Level on Climate and Water Performance

B Climate **B** Water

CDP Climate Change Score



2023 Bloomberg GEI

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

Bloomberg GEI Key Pillars

- ▶ Female Leadership & Talent Pipeline
- ▶ Equal Pay & Gender Pay Parity
- ▶ Inclusive Culture
- ▶ Anti-Sexual Harassment Policies
- ▶ Pro-Women Brand



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



2022 Sustainalytics Low ESG Risk

In Diversified Financials Category

13.9 Low Risk



Sustainalytics Key Pillars

- ▶ Exposure/Vulnerability
- ▶ Management/Oversight
- ▶ Controversy Level
- ▶ Contributing Events

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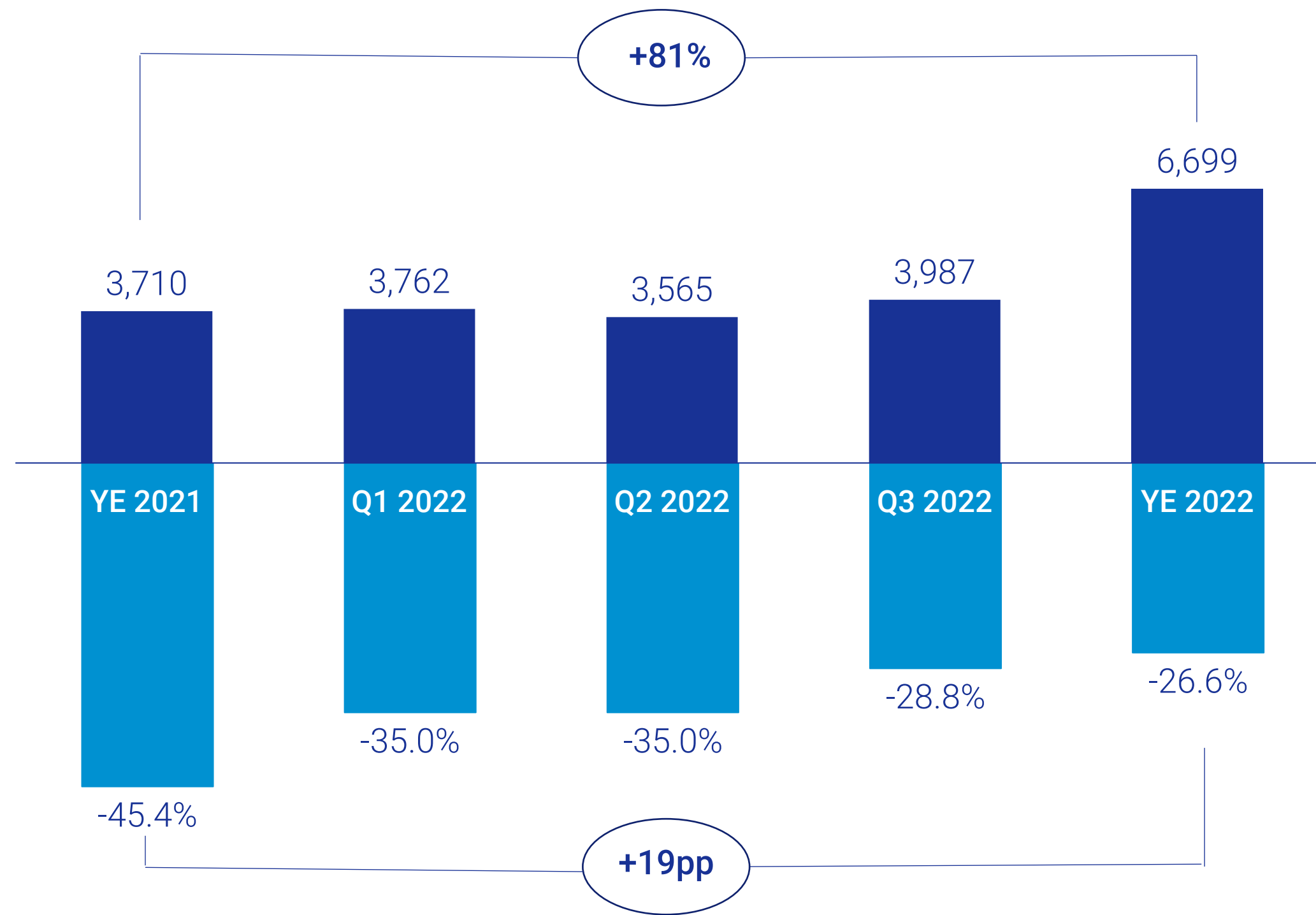
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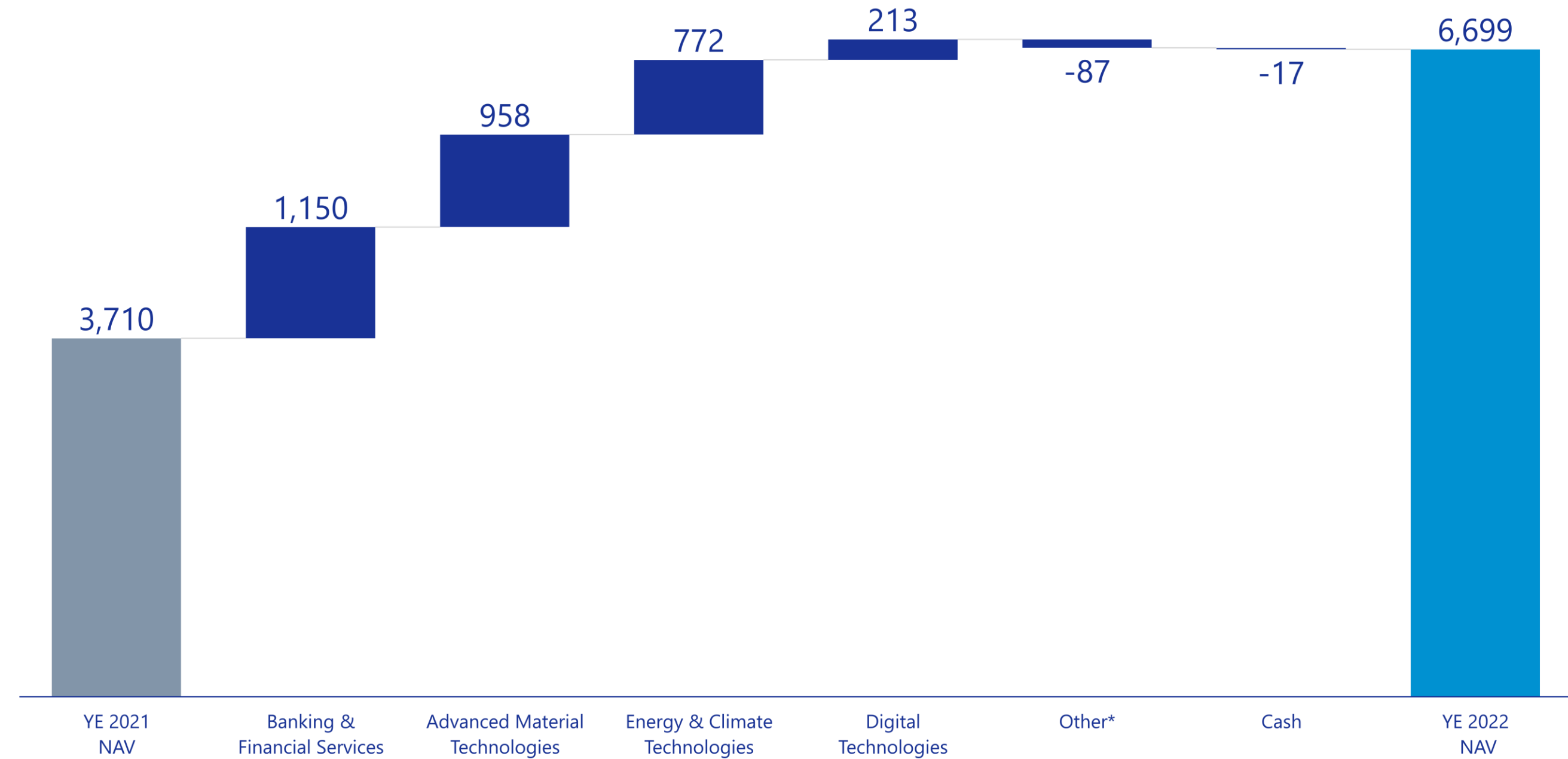
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NAV (USD mn) & NAV Discount



NAV Bridge

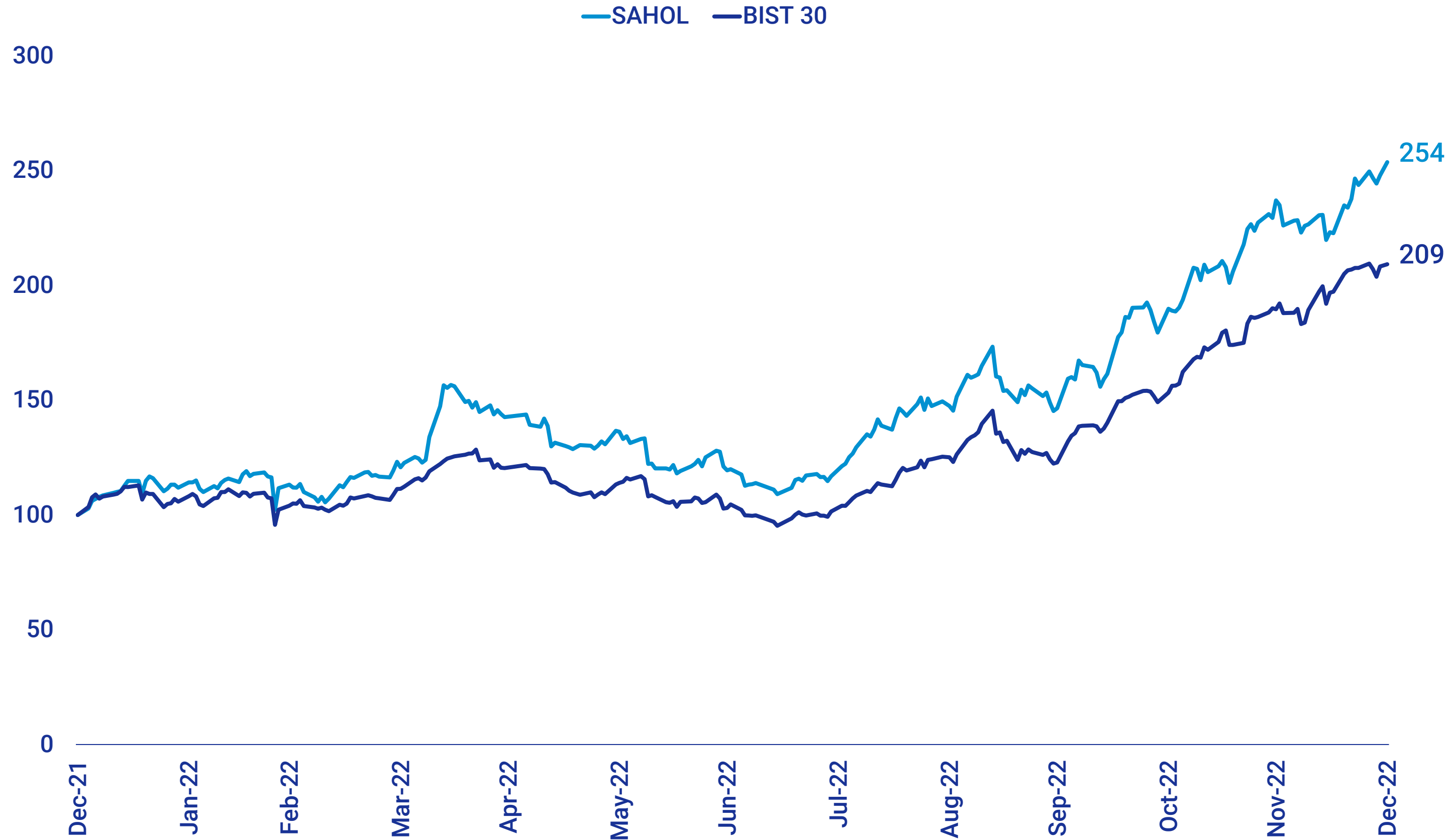


Average NAV Discount:	Last 3- Year	Last 5-Year	Last 10-Year
	39.3%	42.2%	39.1%

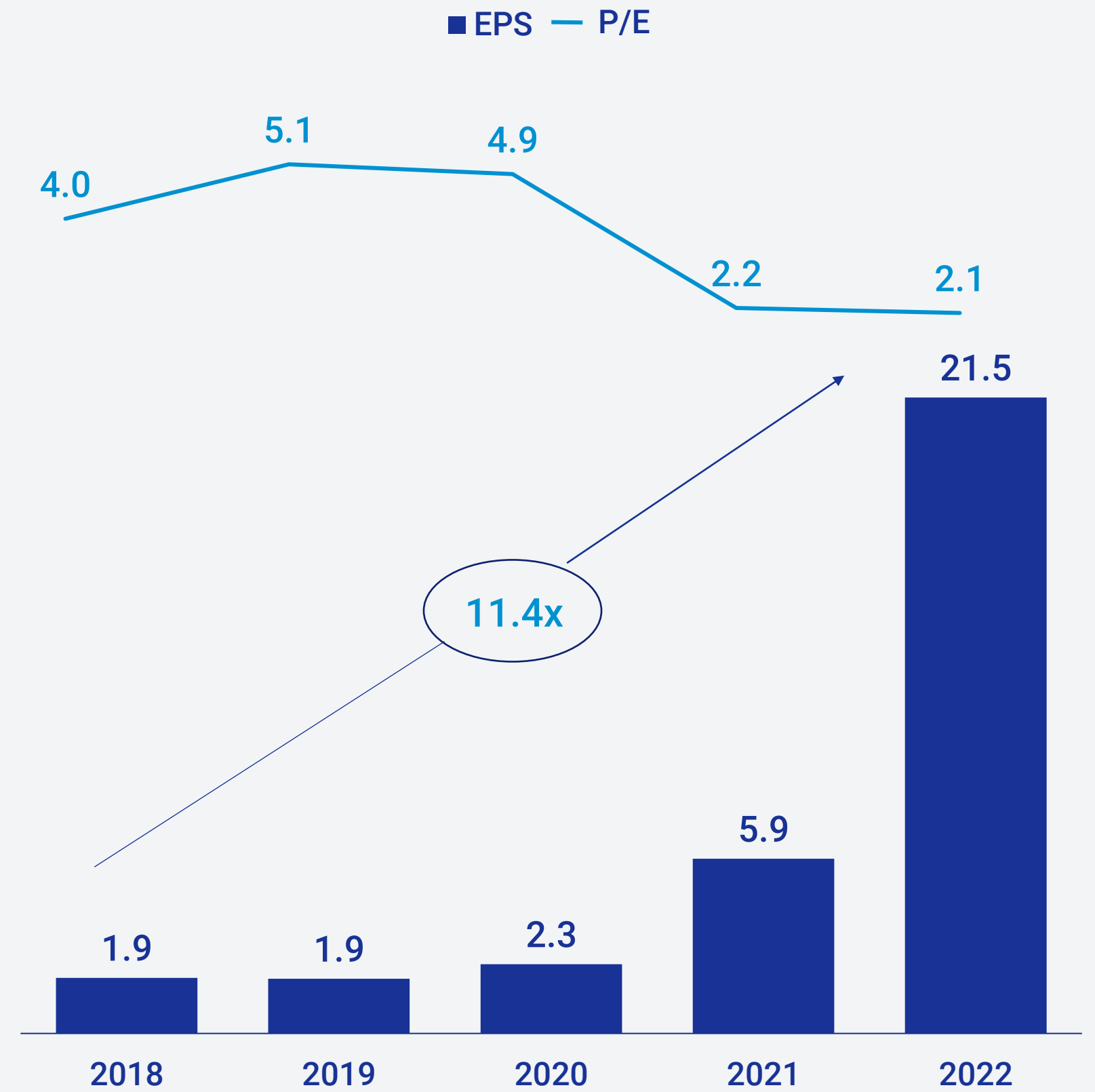
NAV Shares:	37%	29%	22%	4%	6%	2%
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*Includes Exsa, Tursa, AEO and disposal of Philsa+PMSA.

Stock Relative-Performance
(USD basis)



Earnings Per Share vs. Price/Earnings*



*Trailing

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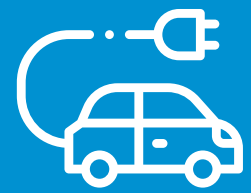
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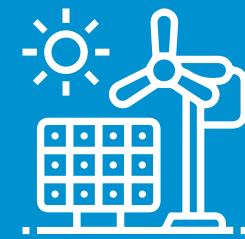
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Climate Technologies



E-mobility



Renewables



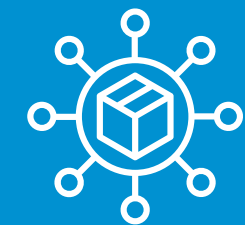
Electrification



New Energy Vehicles & Components



New Electricity Sources



Distributed Generation

Advanced Material Technologies



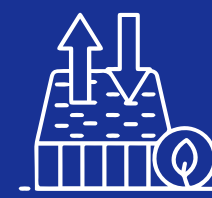
Sustainable Chemicals



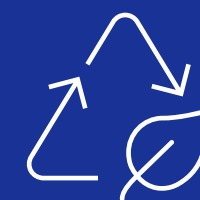
Telematics IoT 4.0



Lightweight materials



Sustainable building materials



Carbon Capture

Digital Technologies



Cybersecurity



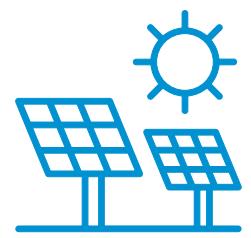
Digital Marketing



Marketplaces



Internet of Things



Solar Resource Potential
170 TW potential capacity



Wind Resource Potential
10.6 TW potential capacity



★ **Academia and Start-up Ecosystems**

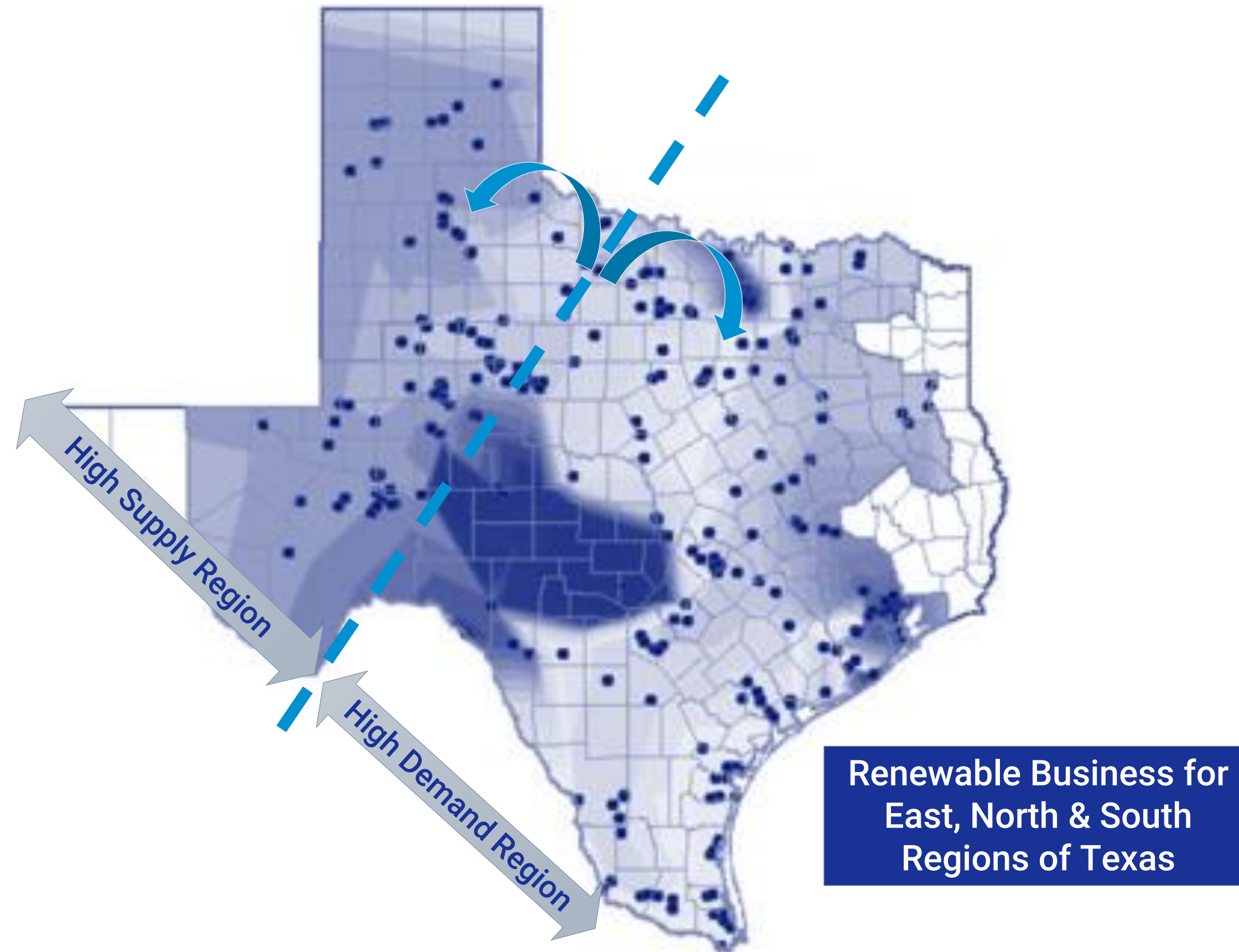
Facts on Renewable Energy Investments

- USA is the 2nd largest renewable energy market following China. Around 100 GW of renewable capacity was installed in the USA 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

- USA attracts nearly 60% of global start-up investments, which is approximately equal to USD270bn in 2021.
- More than 50% of global unicorns emerge in the US

Market potential for proxy businesses in Texas West



272 MW Solar Power Plant Project

- Region close to Houston - high demand
- Shovel-ready project with low execution risk; developed by an experienced and reputable Project Firm

Solid Business Model for the Execution

- EPC contract with a pioneer company
- Highly credible PPA contracts
- Financing partnerships with global banks
- Tax equity partnership as incentive model of the USA

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.

Start-up Investments

- A long-term strategic partnership between **Sabancı Climate Technologies** and **Safar Partners**, one of the leading venture capital fund management companies in the US
- First investments in start-ups that are part of Safar Partners' network:
 - **Commonwealth Fusion Systems**; an initiative that is capable of bringing fusion technology to life
 - **Quaise Energy**; a company developing deep geothermal energy technologies



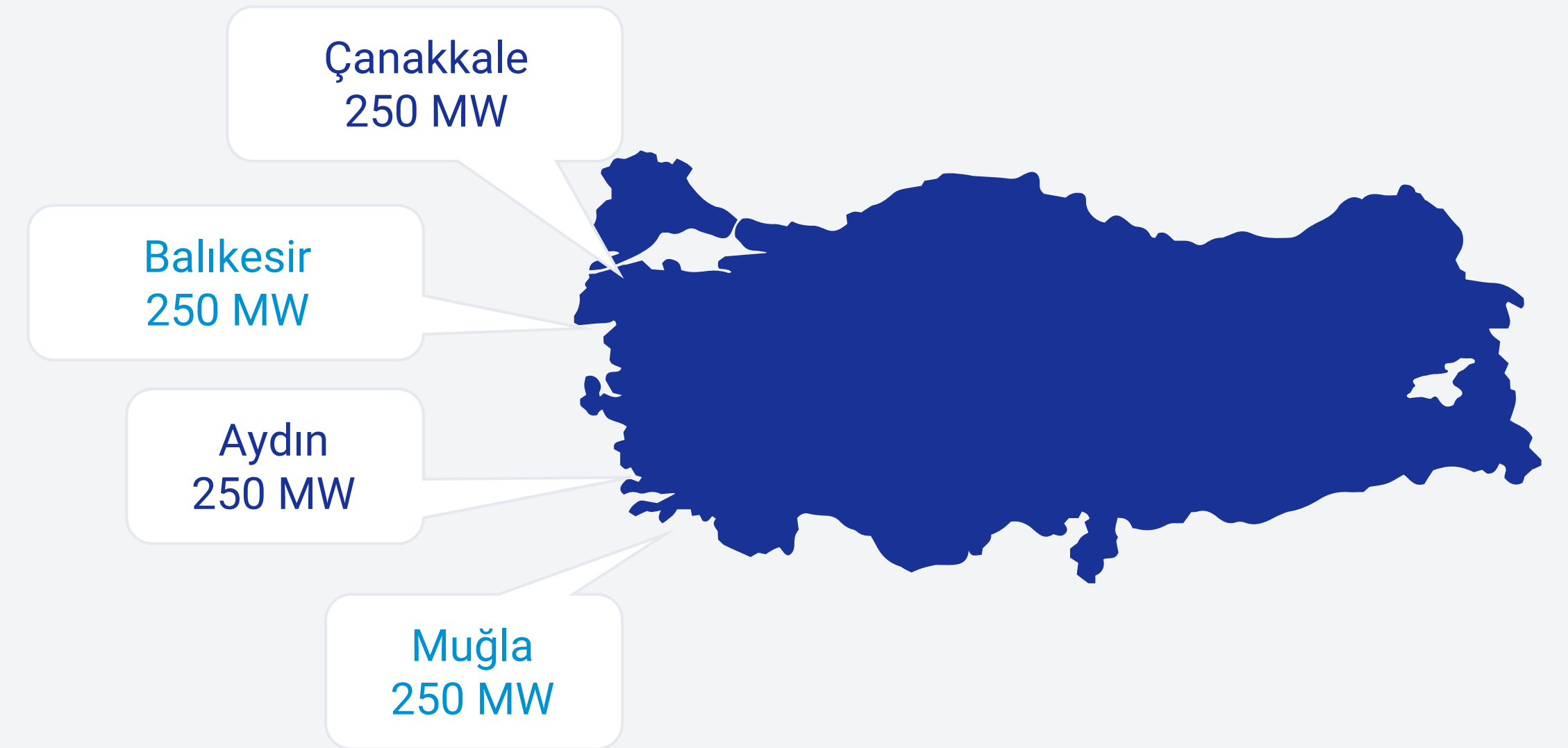
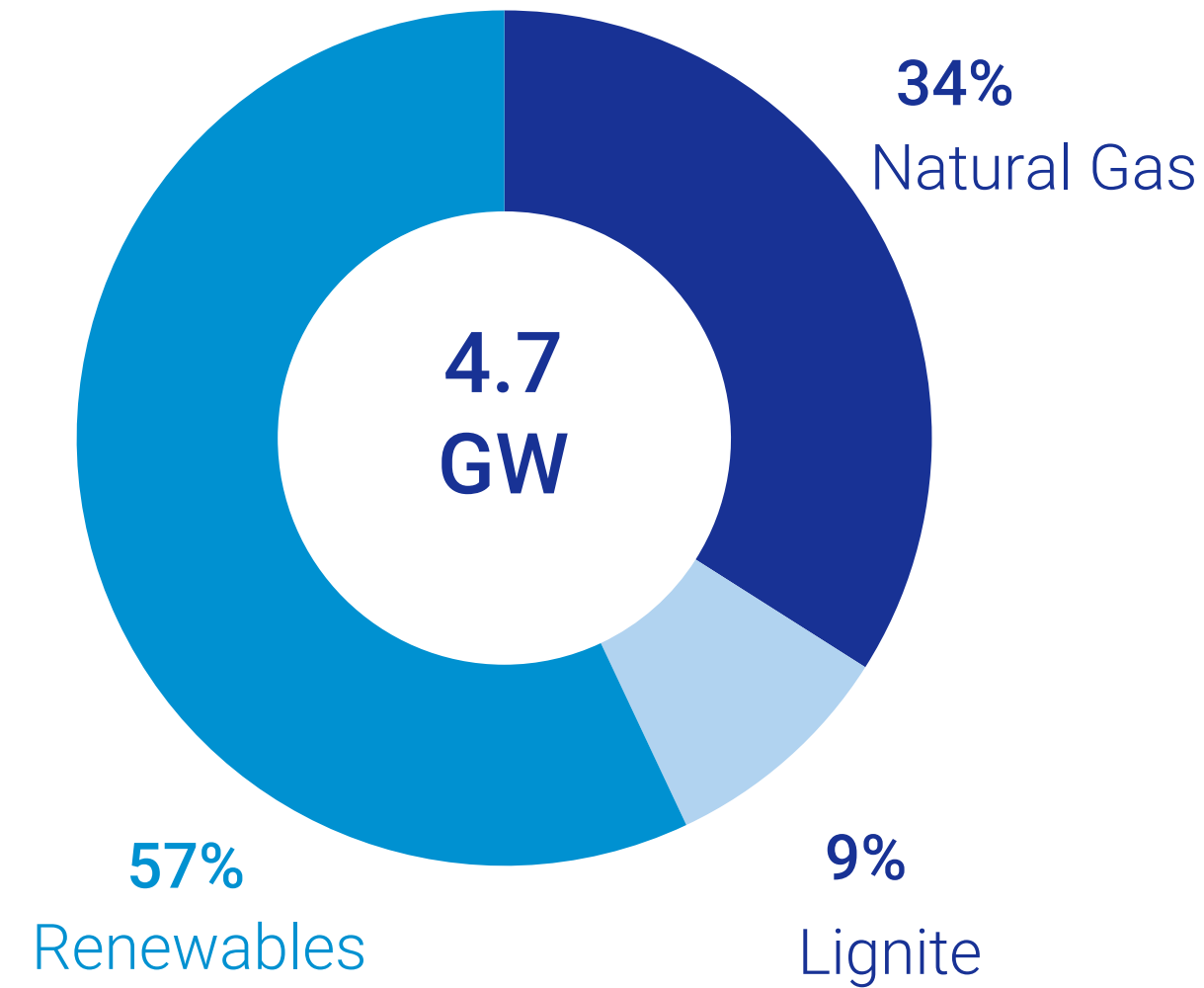
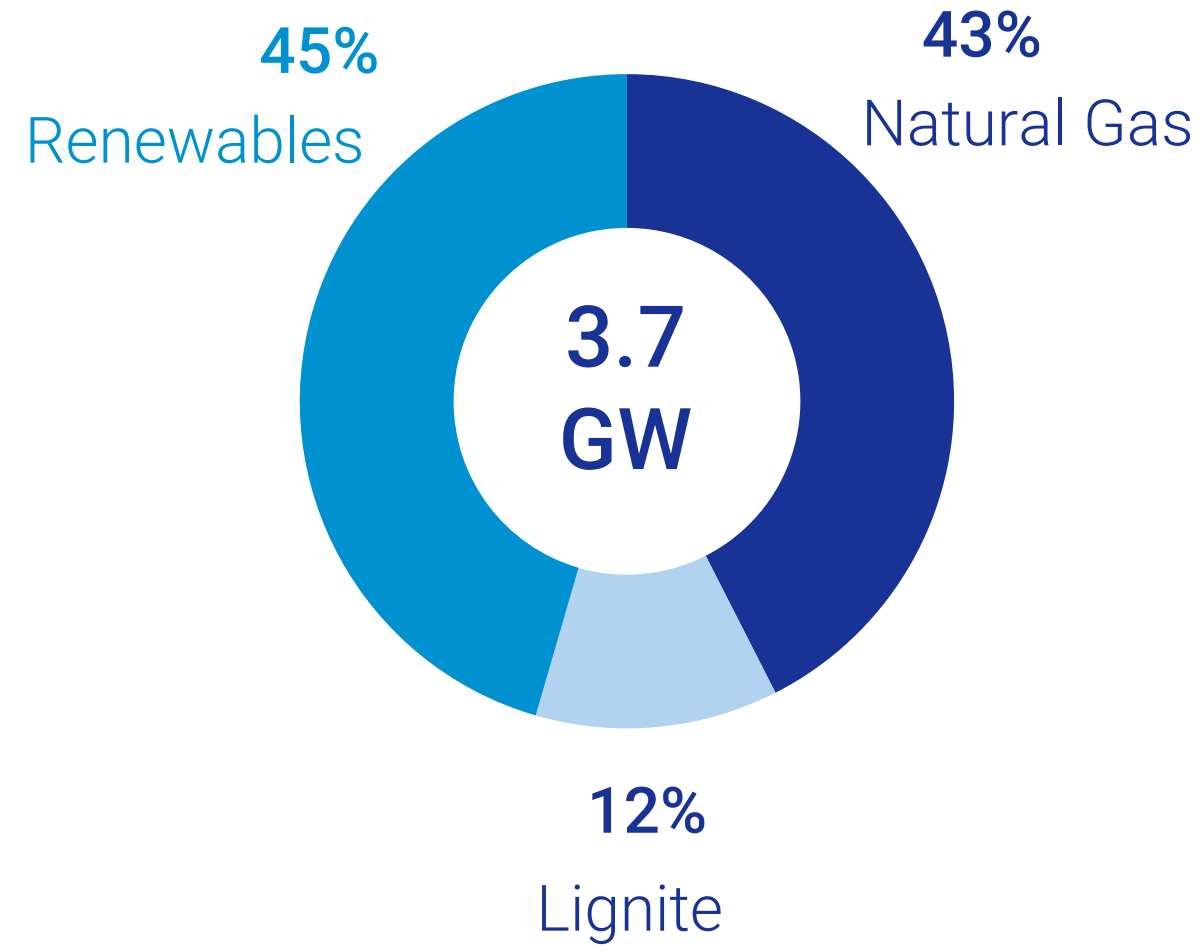
Sabancı Renewables

- **Sabancı Renewables**, fully owned subsidiary of **Sabancı Climate Technologies** and indirectly owned by **Sabancı Holding**, was established in Delaware, to create a renewable energy portfolio in the USA
- Sabancı Renewables has completed its first acquisition of a project license for the **establishment of a 272 MW solar power plant in the USA**
- The project is expected **to be completed in Q2 2024**

Installed Generation Capacity Mix*

1,000 MW YEKA-2 Wind Power Plant Investment (USD1.2bn)

Currently



- Licenses acquired
- Turbine contracts signed
- COD: gradually from 2024 to 2026/Q1
- Dollar-guaranteed PPA for 15 years

* Carbon intensity in line with Europe

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

Cyber Security

Radiflow*

- 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

SEM**

- 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.

*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. ** refers to SEM and its subsidiary Liberdatum together.

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*
- 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

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



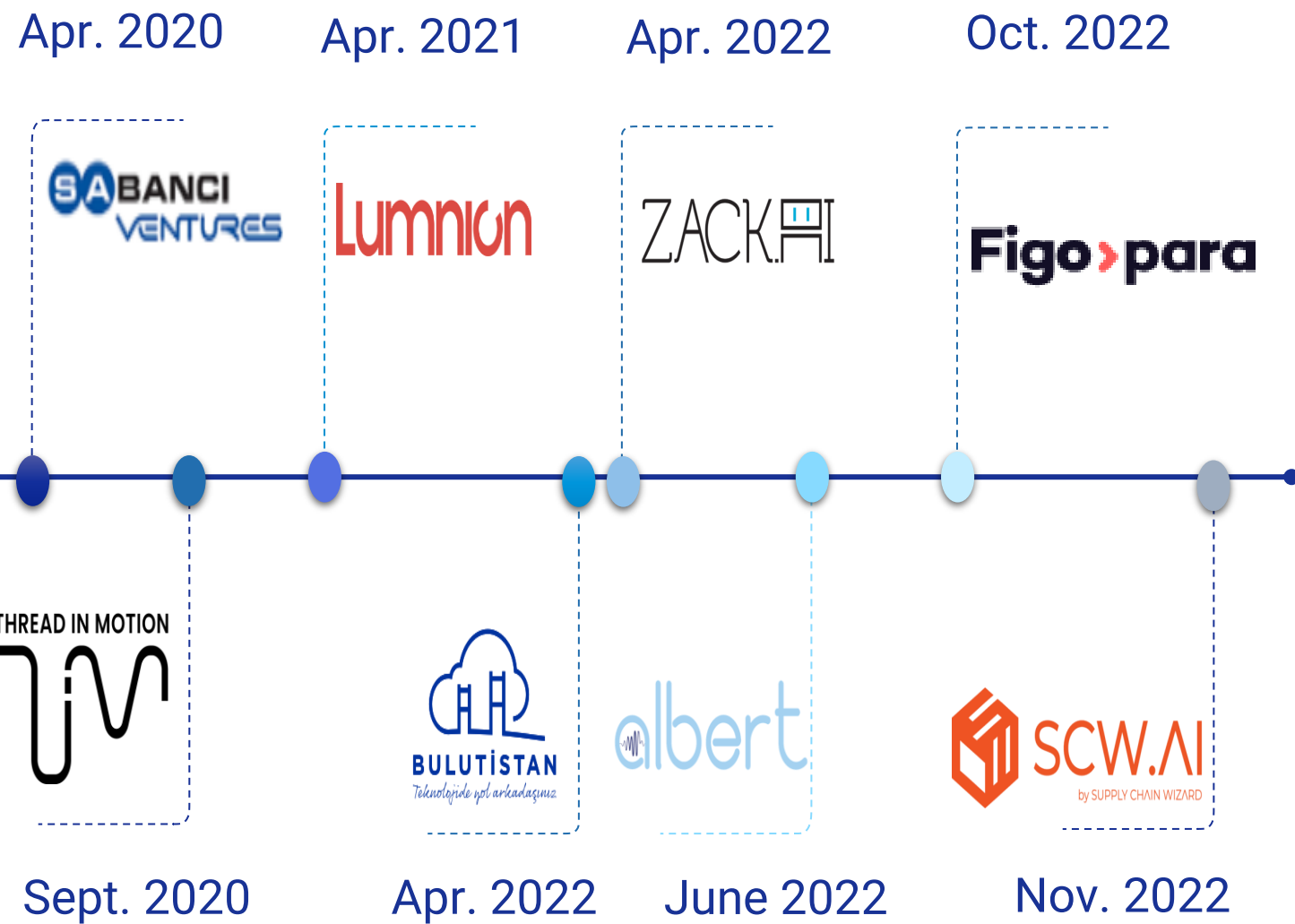
Initial Fund Size: USD30Mn



Ticket Size: USD500k – USD4Mn

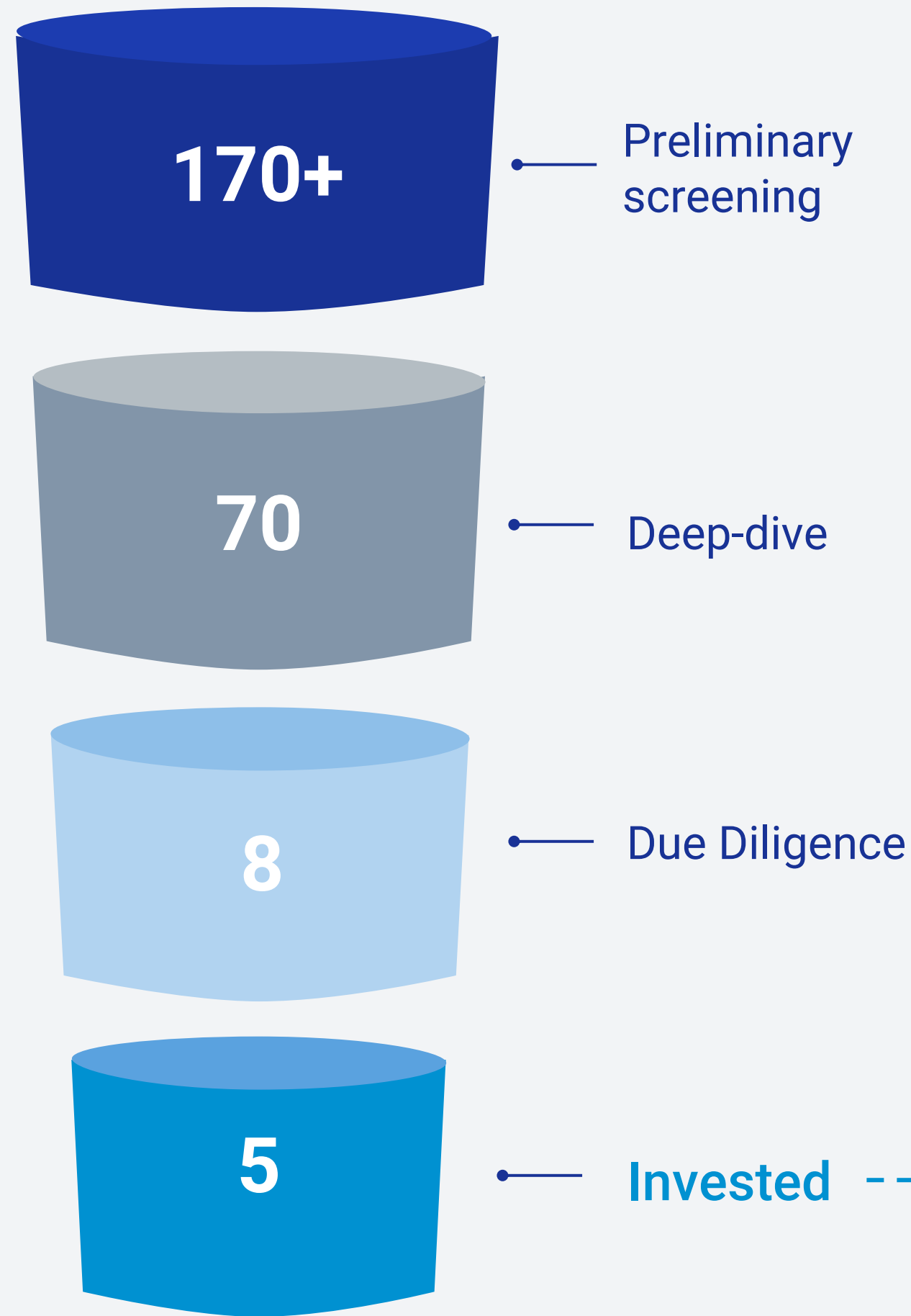


of Total Portfolio Companies: 7, 5 of which invested in 2022



2022 Performance

of Companies



2022 Investments



#1 local public and private cloud services company in Türkiye



Leading AI-powered virtual assistants for e-commerce and on demand business ecosystem



UK-based leading provider of a voice-based disease management and telehealth platform



Leading digital lending/supply chain finance platform aiming to become a neobank for SMEs



US-based digital factory platform leader in pharma industry



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Beyond Power: Green, Sustainable and Digital

1 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

2 TRANSFORM

New Energy Technologies Investment - Abroad

Exploring New Fuel Economics (Hydrogen)

Operational Excellence With a Focus On Sustainability

Access to Sustainability Linked Financing

X

Digitization of Processes Through Accurate Communication and Competent Human Capital

Preparing For a Sustainable Future With Valuable Competencies

CURRENT

Well-positioned energy portfolio in a vertical way (generation, trading, distribution and retail)

Turkey'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

We unite Turkey and the World for a sustainable life

Grow into an Integrated Advanced Materials and Mobility Business

1 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

Portfolio and Geography Agility

2 TRANSFORM

Advanced Materials

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

Equipment for Climate Technologies

- Electrical Vehicles
- Solar, Charger and Inverters
- Hydrogen

Buy & Build to Transform with New Growth Platforms







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

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

1

PROTECT AND GROW THE CORE

Network Optimization and Integration

Strengthen White Cement Position

- Light asset investments globally
- Explore other value creation opportunities

Internationalize Grey Cement

- Light asset investments and vertical integration in export markets
- Improve trading capability

2

TRANSFORM

New Growth and Diversification

- Expand in calcium aluminate
- Exploration of building materials in adjacent segments eg. precast concrete, concrete admixtures, insulation, roofing, construction chemicals

Global R&D Center for Sustainable Building Materials
Innovations & Disruptions

Transformation into a Global Building Materials Group

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



More sustainable product portfolio



Global R&D center and organization

To become the leading new generation
financial services provider

1

PROTECT AND GROW THE CORE

Act as a multi-line insurer with Aksigorta & AgeSA

Develop distribution

- Expand our network & productivity
- Increase penetration at Akbank channels

Achieve commercial excellence

- Diversify product portfolio
- Improve customer acquisition, cross-sell and retention

Keep efficiency and improve services

- Automated and intelligent - smart processes
- Improved customer and stakeholder experience

Grow in Health market

2

GROW INTO ADJACENCIES

Greenfield health insurance company
investment and becoming a healthcare
player

3

TRANSFORM

Pursue new opportunities with strategic
partnerships in multiple ecosystems

Smart and Sustainable Growth in Financial Services

2022

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 #5 player, organic growth leader for the last 5 years

Strong omni-channel distribution network with wide geographic footprint

Solid operational and financial performance;

- AgeSA, 37% CAGR in terms of IFRS net income growth between 2017 – 2021
- Aksigorta, Best in class G&A efficiency among private players (3.6% vs 5.9% market average)
- Continuous investment on digital, analytics and customer capabilities

FUTURE

- Maintain leading position in Pension AUM with a mindful presence
- Leading position & growth in savings and protection
- Profitable growth with balanced portfolio and strengthened balance sheet
- Best in class customer and stakeholder experience
- New digital engines via platforms and strategic partnerships
- Operational and technical excellence with technology and analytics
- Future of work & end to end IT and cultural transformation
- Sustainability at the heart of business to build a better future
- Health insurance synergies
- Providing new solutions for ageing population (Long Term Care)

Run the bank

Strong customer acquisition

Effective asset liability management

Risk & return focused sustainable sound growth

Robust digital infrastructure & best-in-class efficiency

Solid regulatory compliance



Crafting the future

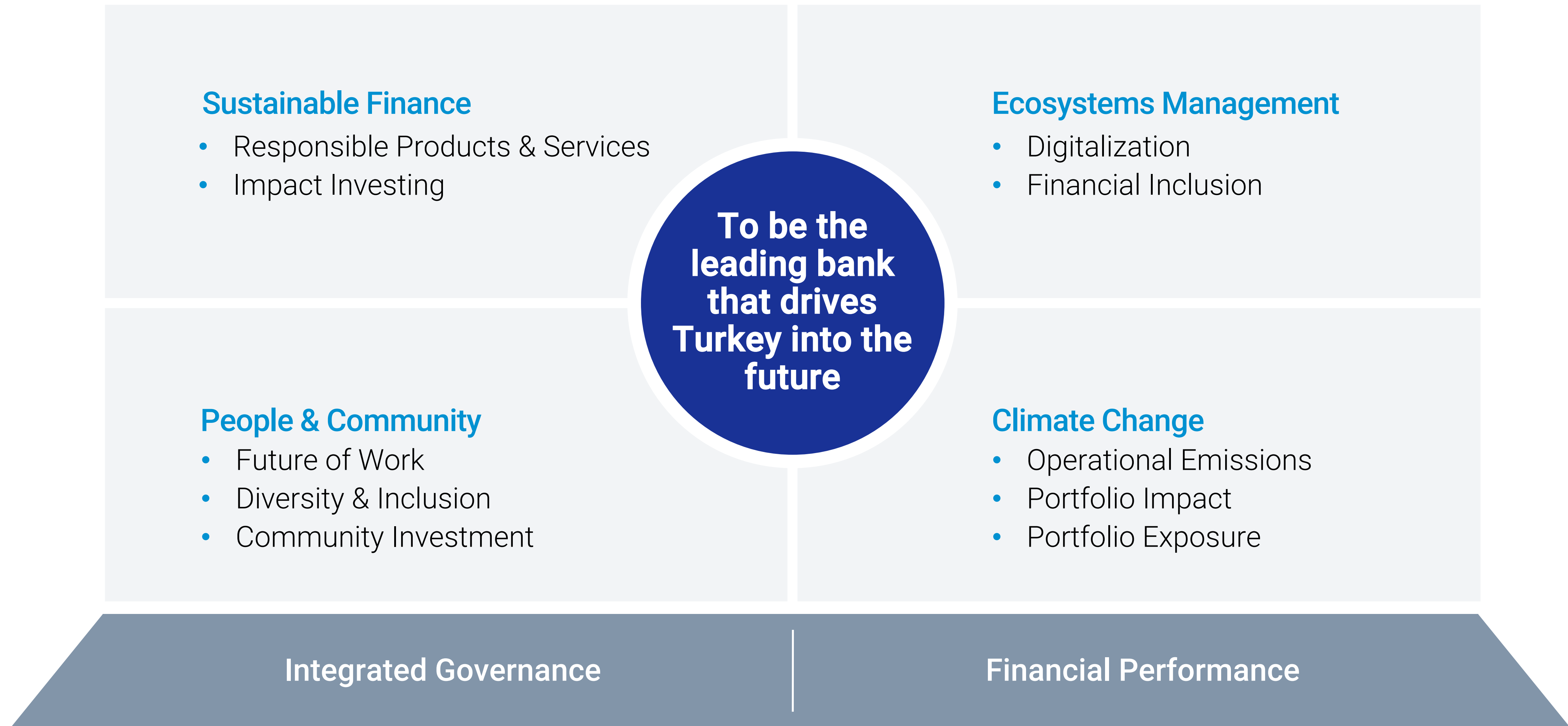
Superior customer experience

Advanced analytics & excellence in digital

'Open Banking' initiatives

Investment in new business areas & future of work

Reduction in environmental footprint & increased positive impact



Digital Accelerators

Sabancı Digital Business

Invest in rapidly growing digital businesses and expand beyond Turkey

Consumer MarTech Business

SEM

Cyber Security Business

Radiflow

Cloud & Digital Business



Center of Excellence

Sabancı Üniversitesi



A Digital Ce Retail Platform With Physical Presence & Human Touch

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

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

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

Sabancı Ventures: Focus on Growth, Technology and Innovation

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01 Growth

Mid-term targets*

Revenue growth

CPI + 8%

EBITDA¹ growth

CPI + 10%

Capex/Revenues²

~14%

FX revenue as % of combined revenue²

30%+

Net debt / EBITDA³

<2.0x

Share of new economy⁴ in combined revenue²

~13%

02 Capital Return

Dividend policy
5%-20% of net income

Share Buyback
Up to 5% of paid-in capital:
102 mn shares
Total funds allocated:
TL3.25bn

Consolidated ROE
High Teens

03 Sustainability

Zero Waste
Net Zero Emissions

by 2050

Until 2030 (Akbank)

TL 200 bn
Sustainable Loan
Financing

TL 15 bn
Sustainable Investment
Funds

* It covers 2022-2026.

1.Excludes one-offs. 2. Non-bank. 3. Excludes Banking, net cash position of financial services, IFRS 16 impact; and non-operational and non-recurring one-off items in EBITDA 4. New economy refers to revenue generated from renewables, advanced materials and digital services.

APPENDIX





Appendix/ Dividend Performance



TLmn	2017	2018	2019	2020	2021	2022
Akbank	367	652	-	-	255	494
Akçansa	94	51	61	18	42	36
Aksigorta	-	40	73	73	110	-
Agesa	9	19	40	64	64	-
Brisa	-	-	-	12	107	270
Carrefoursa	-	-	-	-	-	-
Çimsa	95	33	-	-	-	109
Kordsa	41	48	48	35	-	114
Teknosa	-	-	-	-	-	-
Yünsa	-	-	3	-	-	-
Enerjisa Enerji	-	142	189	283	454	586
Sabancı Holding*	-	-	-	-	-	26
Unlisted Companies	274	227	187	7	530	479
Total dividends received	879	1,212	601	492	1,562	2,114
Total dividends paid out	408	612	612	673	714	1,530
Outflows/Inflows	46%	51%	102%	137%	46%	72%
Payout Ratio	15.3%	17.6%	16.0%	17.8%	15.0%	12.7%

Dividend Policy:

5% - 20% of distributable consolidated IFRS net income

*Dividends paid to 35.1 million shares representing share buyback as of March 30, 2022.

Appendix / Sabancı Holding Discount to NAV & Cash

USDmn Companies	Direct Stakes	Valuation Method	Mcap	December 2022		December 2021	
				Value of Stake	% of NAV	Value of Stake	% of NAV
Akbank	41%	Market value	5,437	2,216	33.1%	1,144	30.8%
Enerjisa Enerji	40%	Market value	2,278	911	13.6%	456	12.3%
Aksigorta	36%	Market value	336	121	1.8%	88	2.4%
Agesa	40%	Market value	388	155	2.3%	111	3.0%
Akçansa	40%	Market value	634	252	3.8%	103	2.8%
Çimsa	55%	Market value	725	396	5.9%	170	4.6%
Brisa	44%	Market value	971	424	6.3%	290	7.8%
Kordsa	71%	Market value	1,006	715	10.7%	327	8.8%
Carrefoursa	57%	Market value	513	293	4.4%	209	5.6%
Teknosa	50%	Market value	285	142	2.1%	48	1.3%
Total Listed				5,624	84.0%	2,945	79.4%
Total Non-listed*		Book value		907	13.5%	581	15.7%
Total				6,532	97.5%	3,526	95.0%

Sabancı Holding Net Cash	167	2.5%	184	5.0%
Sabancı Holding NAV	6,699	100.0%	3,710	100.0%
Sabancı Holding Mcap	4,919		2,024	
Sabancı Holding Discount	-26.6%		-45.4%	

NAV Discount



Consolidated Long FX position (USD mn, excluding Bank)

December 31, 2022	December 31, 2021
+148	+255

Holding Only Cash Breakdown (Share of FX)

December 31, 2022	December 31, 2021
60%	90%

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

Turkey's First Investor Relations Dedicated Assistant !



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For Further Detailed Financial Results and Presentations

