

# Sabancı Holding

Investor Presentation



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- ✓ 90+ years of creating market leaders in large and growing business areas, evolving through dynamic portfolio management and leveraging our industrial heritage and the experience of our JV partners
- ✓ Strong financial track record of real growth and returns
- ✓ Robust balance sheet, cash generation and distribution



**“New Generation’s” Sabancı**

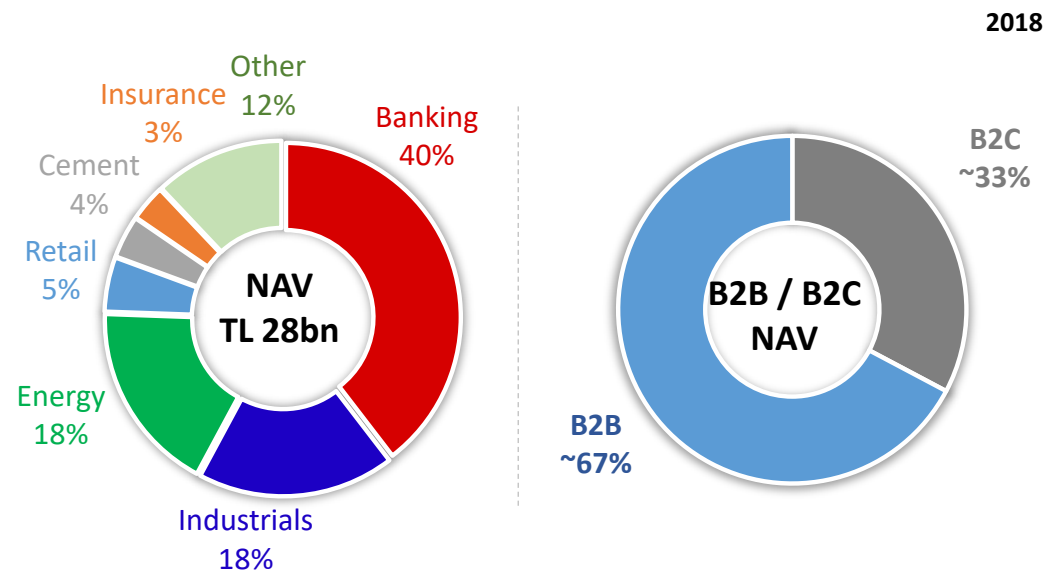
- ✓ Greater focus on strategic portfolio management and capital allocation
- ✓ Further development of a performance-led culture that attracts and retains top talent and supports management to deliver results in a multi business environment via collaboration
- ✓ Investing more in technology and data to create a competitive advantage

**Committed to delivering value to all of our stakeholders**

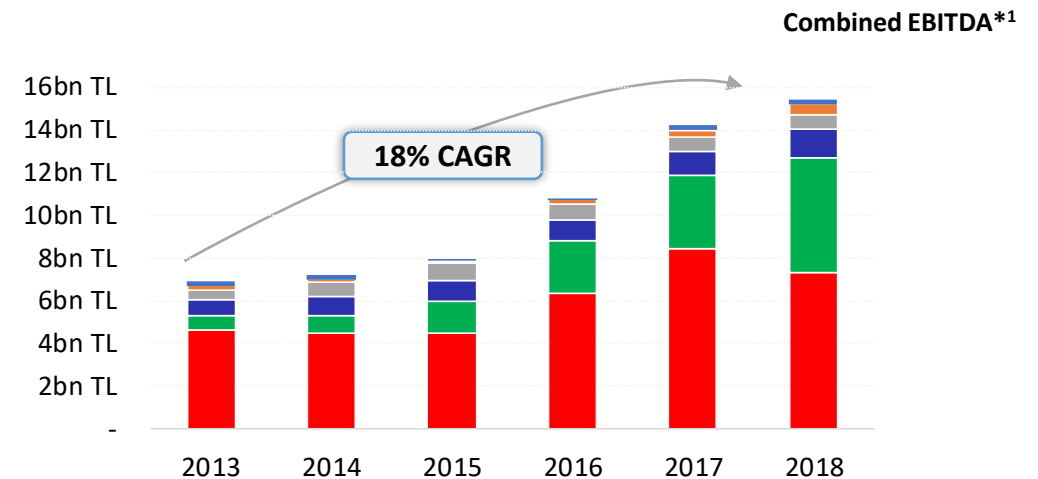
### Our companies are market leaders in critical areas within their respective sectors

- **Banking** - the best bank in Turkey in 2019 (Euromoney, Global Finance, World Finance) and World's Best Digital Bank 2019 (Euromoney)
- **Cement** - the leading Turkish cement supplier with strategic positioning in the market, and a prominent global white cement player
- **Energy** – the industry pioneer in upstream / downstream electricity markets; leadership in rapidly growing segments
- **Industrials** – innovative culture that implements and leads Industry 4.0 in Turkey
- **Insurance** - the leading player in pensions

### Diversified portfolio



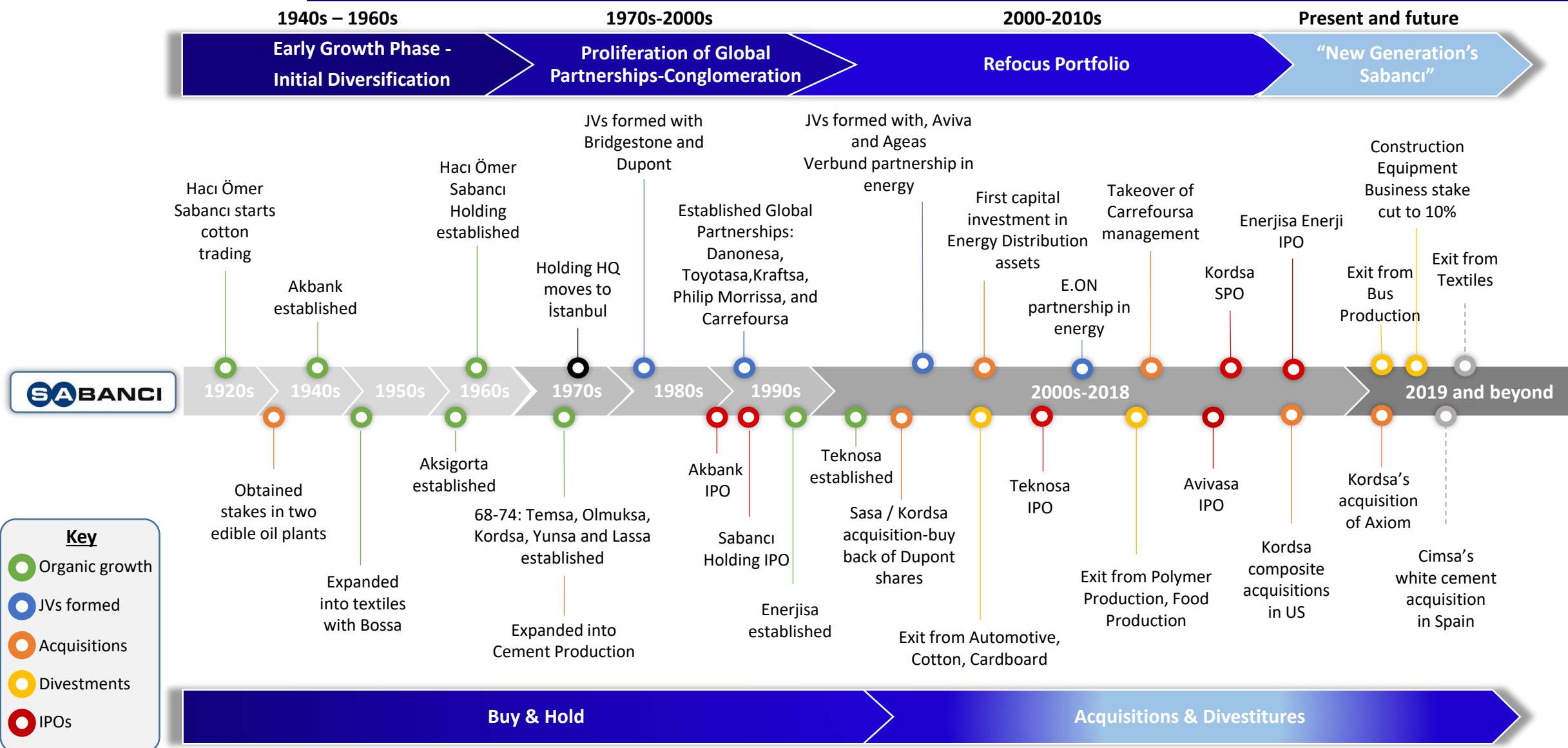
### Track record of real growth (above inflation+GDP growth of Turkey)<sup>2</sup>



1. Total EBITDA before consolidation adjustments. Excludes one-offs  
2. 2013-2018 Ave. Inflation: 10%

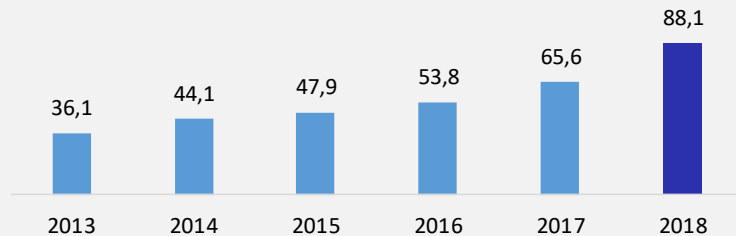
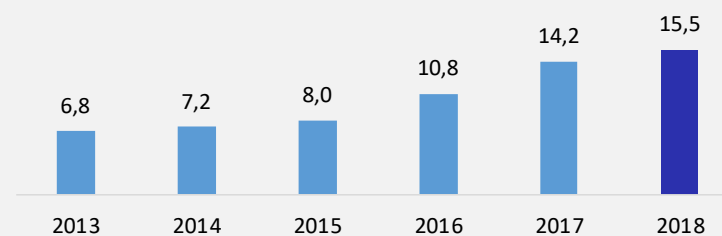
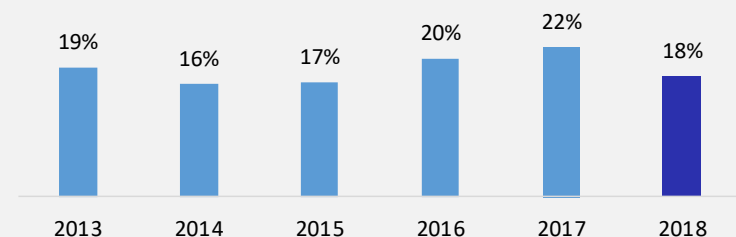
# Introduction

# In continuous evolution

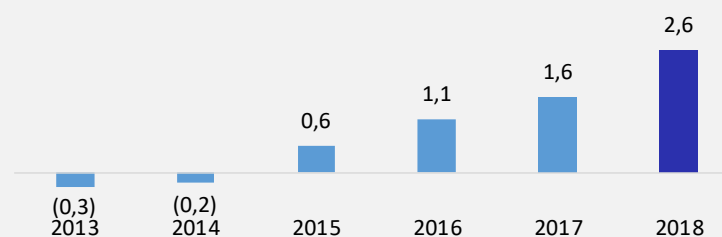


## Sabancı's 2013-2018 financial performance, TL bn

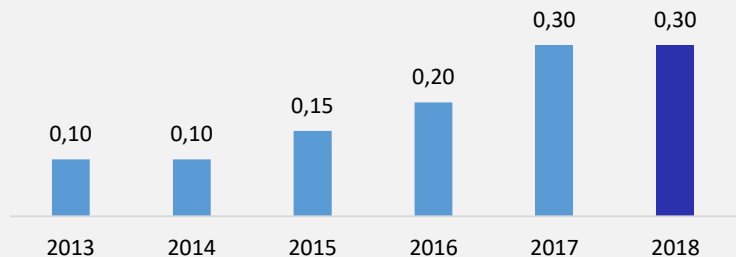
Double digit combined revenue growth

20%  
CAGRDouble digit combined EBITDA<sup>1</sup> growth18%  
CAGRCombined EBITDA margin<sup>1</sup> (%)

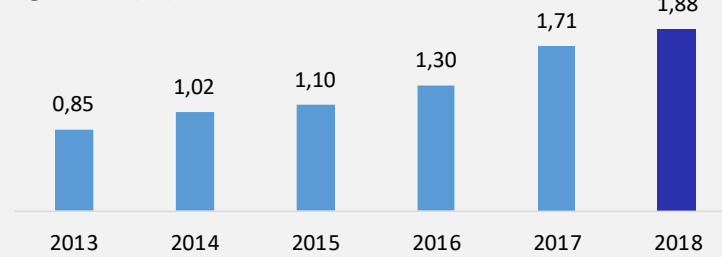
Strong net cash position (MTL)



Increase in DPS by 3x (TL, to be paid in the following year)

25%  
CAGR

Doubling of EPS (TL)

17%  
CAGRTrack record of high growth (above inflation + GDP growth of Turkey)<sup>2</sup>

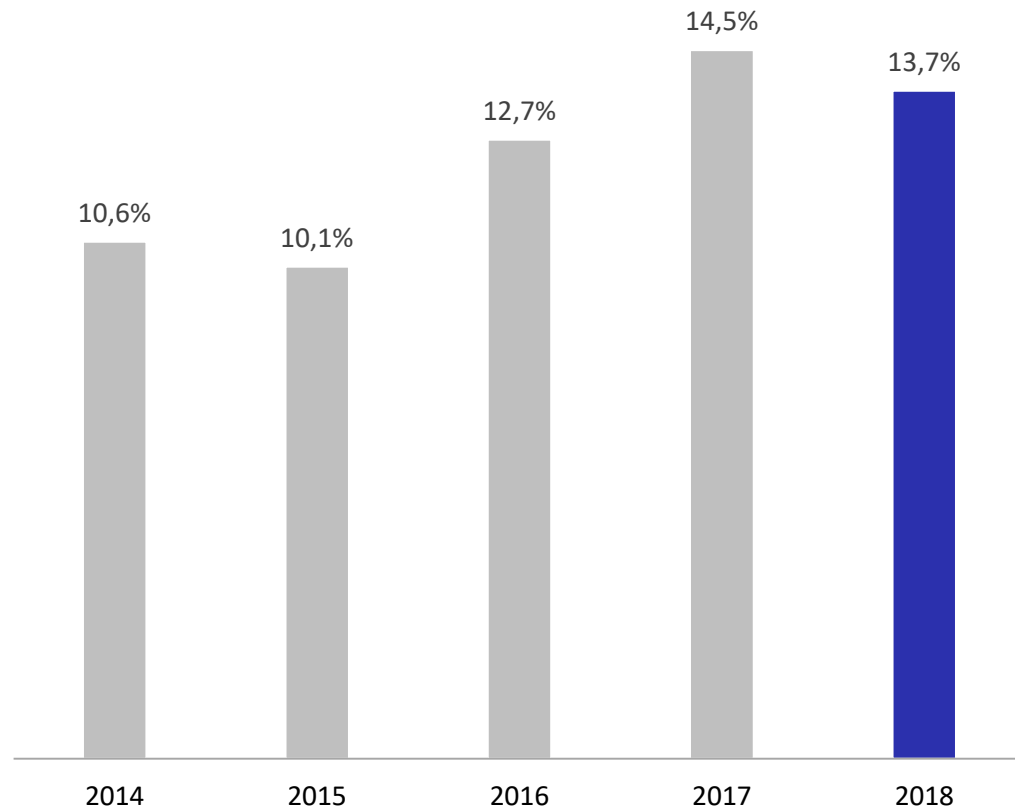
1. Combined EBITDA. Excludes one-offs  
 2. 2013-2018 Ave. Inflation: 10%

# Introduction

# Improved capital allocation and focus on performance has led to a favorable trend in Return on Equity

## Return on Equity

### Sabancı Holding consolidated ROE



Segment ROE <sup>1</sup>	2014	2015	2016	2017	2018	14-18 Δ ppts	Equity Share <sup>2</sup>
Energy	n.m.	0.4%	3.0%	4.6%	11.4%	+13.5%	17.5%
Cement	20.0%	22.8%	21.0%	14.6%	11.4%	-8.6%	3.8%
Industrials	25.7%	25.9%	30.4%	25.4%	18.7%	-7.0%	7.6%
Insurance	20.6%	17.2%	26.0%	27.8%	33.9%	+13.3%	1.7%
Retail	-0.3%	n.m.	n.m.	n.m.	n.m.	n.m.	0%
Banking	14.1%	12.1%	16.0%	16.2%	13.6%	-0.5%	58.7%
<b>Consolidated ROE</b>	<b>10.6%</b>	<b>10.1%</b>	<b>12.7%</b>	<b>14.5%</b>	<b>13.7%</b>	<b>+3.1%</b>	

1. Excludes one-offs, bank results are BRSA based

2. Equity share attributable to Other segment = 11%

## What makes Sabancı different?

- Active owner focused on long-term value creation
- Best-in-class domestic reputation, brand image and corporate governance culture which attracts the best talent
- Well positioned in sectors with above average growth
- Significant value and know-how generated in Turkey, serving as a platform for global growth
- Strong balance sheet with low cost of financing and cash generation enabling a wide range of investment opportunities, whilst maintaining dividends
- Efficient operator of assets, facilitated through industry expertise and our heritage

## How Sabancı drives value

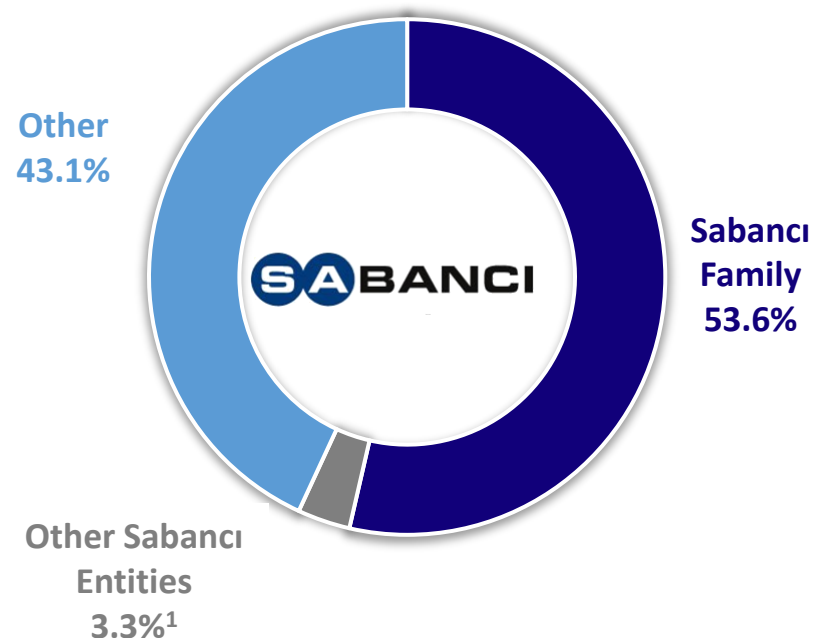
- Focusing on long-term value creation as an active owner
- Fostering performance within portfolio companies through alignment of incentives to our mission, through active portfolio and risk management, and nurturing talent
- Leveraging our attractive position within the growing Turkish economy
- Managing a balanced portfolio, using our deep expertise across sectors and consumers
- Utilising our platform of market leading companies for international expansion, currently present in 13 countries
- Using our capital allocation framework to effectively deploy generated capital and recycle invested capital



## Our Value Add

# An effective corporate and governance structure, tailored to drive value creation

### Shareholder base



### Corporate structure and division of responsibilities

- Evolved from a family owned group to a corporation with an effective governance structure, accelerated by our JV partners
- **Sabancı family** is an active majority shareholder focused on LT value creation. Their Board presence provides decades of experience and Turkish market know-how
- **Sabancı Group** has a decentralized management structure
- **Sabancı Holding Corporate Office** is responsible for:
  - Coordination and support of financing, strategy, business development, risk management and human resources functions in accordance with corporate governance principles
  - Determination of the Group's strategies
  - Career development of the Group's senior and mid-level executives
  - Deployment of performance culture across the Group
  - Shareholder value creation
- **Portfolio company level Management and the Board of Directors** hold the main accountability for execution
- **Strategic Business Unit ("SBU") Presidents** are the link between the Sabancı Holding Company and our portfolio companies, as the Chairman of the related company Board of Directors, helping to add value and drive the company forward
- **Sabancı Group is a lean operator with holding costs of <25bps of NAV**

Creating sustainable value for all our stakeholders is one of our primary goals as Sabancı Group.

- **Governance** – 9 BOD members (3 independent); Executive Committee includes CEO, CFO and Group Presidents. SBU presidents as the Chairman of Company BODs are the link between Sabancı Holding and Group Companies to deploy strategy, top initiatives and governance principles
- **Environmental Approach** – To improve our environmental performance and to minimize the impacts of our operations
- **Human Resources** – 64.294 employees, 30% female, ~70% of all white collar employees from Generation Y
- **Social Development** – Sabancı Foundation, Sabancı University and Sakıp Sabancı Museum are the 3 pillars of social development at Sabancı Group
- **Emissions** – Cement and Energy main contributors of carbon emissions. Rising share of alternative fuels usage at cement segment and improved process efficiency at energy segment contributed positively to our emissions.



## Energy Efficiency

### Carbon Disclosure Project (CDP)

As Sabancı Holding, we participate in Carbon Disclosure Project (CDP), which is run by Sabancı University Corporate Governance Forum. Among our Group companies Akbank, Akçansa, Brisa, Çimsa and Yünsa participates in CDP Turkey. In this way, we transparently disclose our performance regarding climate change and protection of natural resources and use opportunities to further improve our performance.

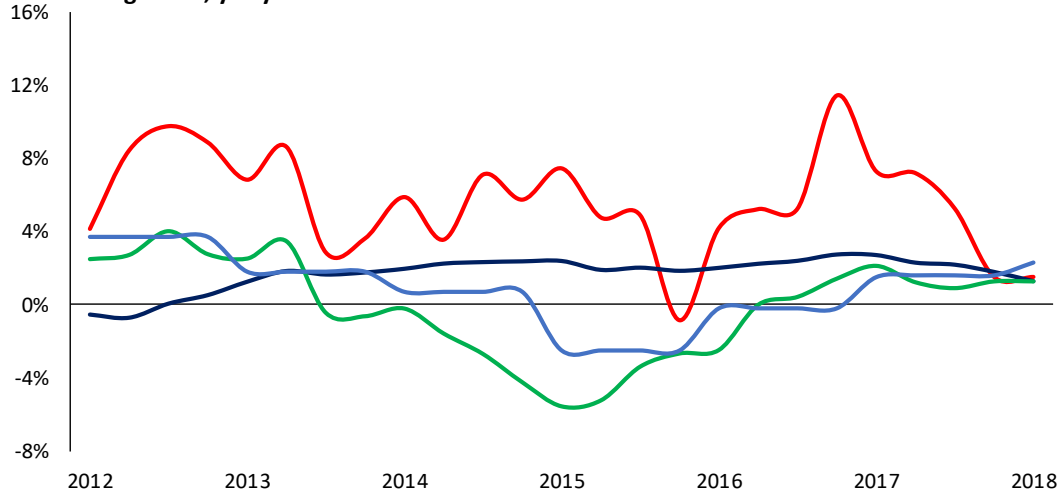
## Environmental Improvements

### Sabancı Center

The amount of electric energy saved based on 1994 is 158,836 GJ with a decrease of 25.6%, and the saving in natural gas is 187.656 GJ with a decrease of 45.8% in the same period. This amount corresponds to the prevention of 25,596 Ton CO<sub>2</sub>e emissions. In 24 years -since the Center began to operate- our water use decreased by 46% and we saved 660,978 m<sup>3</sup> of water.

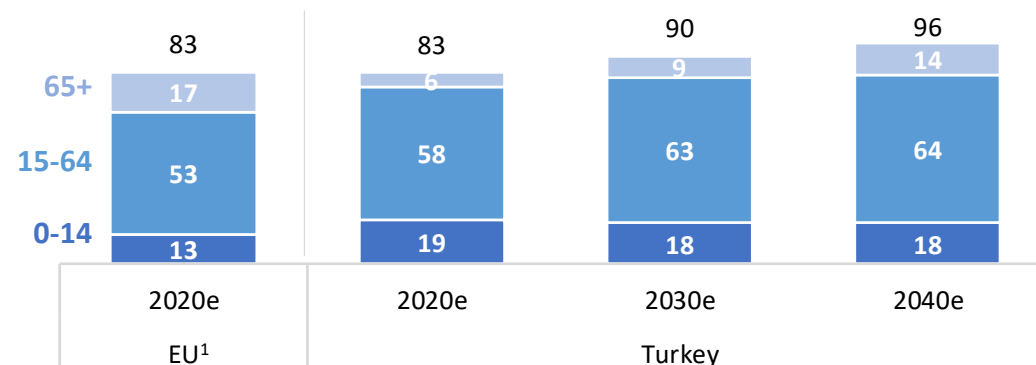
### Turkey is one of the world's fastest growing economies

Real GDP growth, y-o-y



### High population growth with a young demographic

Turkey's population distribution (millions)



### Sabancı, able to efficiently leverage the Turkish opportunity

- One of the highest growth economies in the world with real GDP growth consistently above European and emerging economies
- Large domestic market with a population of c. 82m which is young, dynamic and well-educated:
  - The largest youth population in Europe (half the population under the age of 31)
  - Qualified and competitive labour force, with higher levels of education compared to other emerging markets
- A strong base for international growth with a geographical location which provides a 'natural bridge' between the East-West and North-South axes, facilitating access to 1.6 billion customers in Europe, Eurasia, the Middle East and North Africa
- Part of the European Customs Union benefiting from Free Trade Agreements with 27 countries to provide competitive products (low cost and high quality)

## New Generation’s Sabancı

Continue to invest to drive sustainable growth by investing into new geographies, new products, adjacent industries and in asset light areas such as digital and data analytics



## Capital allocation

- Dynamic portfolio management using our capital allocation framework to effectively deploy generated capital and recycle invested capital at the portfolio and holding company level
- Clear strategic and financial benchmarks guiding capital allocation decisions
- Focus majority of investment in strategic businesses – such as energy, cement and industrials
- Revised dividend policy with a clearer link between performance and shareholder return



## Technology and data

- Technology and data analytics initiatives to ensure portfolio companies are well positioned to take advantage of ‘new economy’ growth and digitalisation



## Talent Management

- Redefining leadership profile of the new generation
- Instilling the Sabancı values throughout the organisation to develop the next generation leaders
- Performance-led culture supporting management to nurture talent, to retain and attract top individuals, and deliver results
- Alignment of short and long-term compensation to performance KPIs



## Corporate Governance



# Linking value creation to performance targets

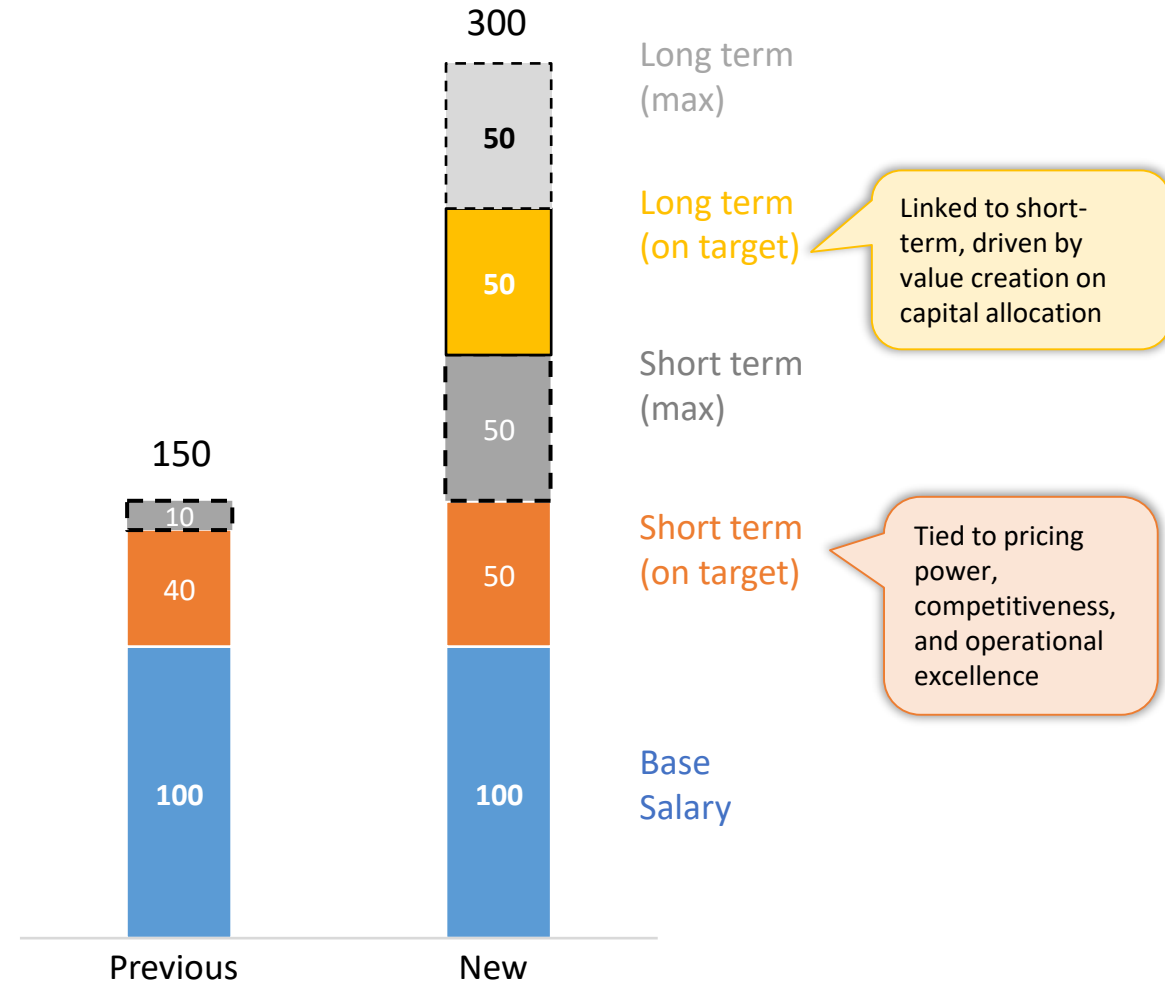
## Fostering performance

- Targets to implement ownership culture
- Set of short term KPIs determined for each year at the end of budget process, the targets set at minimum to outperform last year performance
- Long term incentive targets will be reviewed at the beginning of each year for the next 3-year term

Short term KPIs - 1 year
<ul style="list-style-type: none"> <li>• Revenue</li> <li>• EBITDA</li> <li>• Free Cash Flow</li> <li>• Working Capital</li> </ul>
<ul style="list-style-type: none"> <li>• Market Capitalization</li> <li>• Market Share</li> <li>• Employee Engagement</li> </ul>

Long term KPIs – 3 years
<ul style="list-style-type: none"> <li>• NAV Discount</li> <li>• Outperforming TSR of peers</li> </ul>
<ul style="list-style-type: none"> <li>• Single digit NAV discount by 2021</li> </ul>

## Previous vs New Total Cash Model

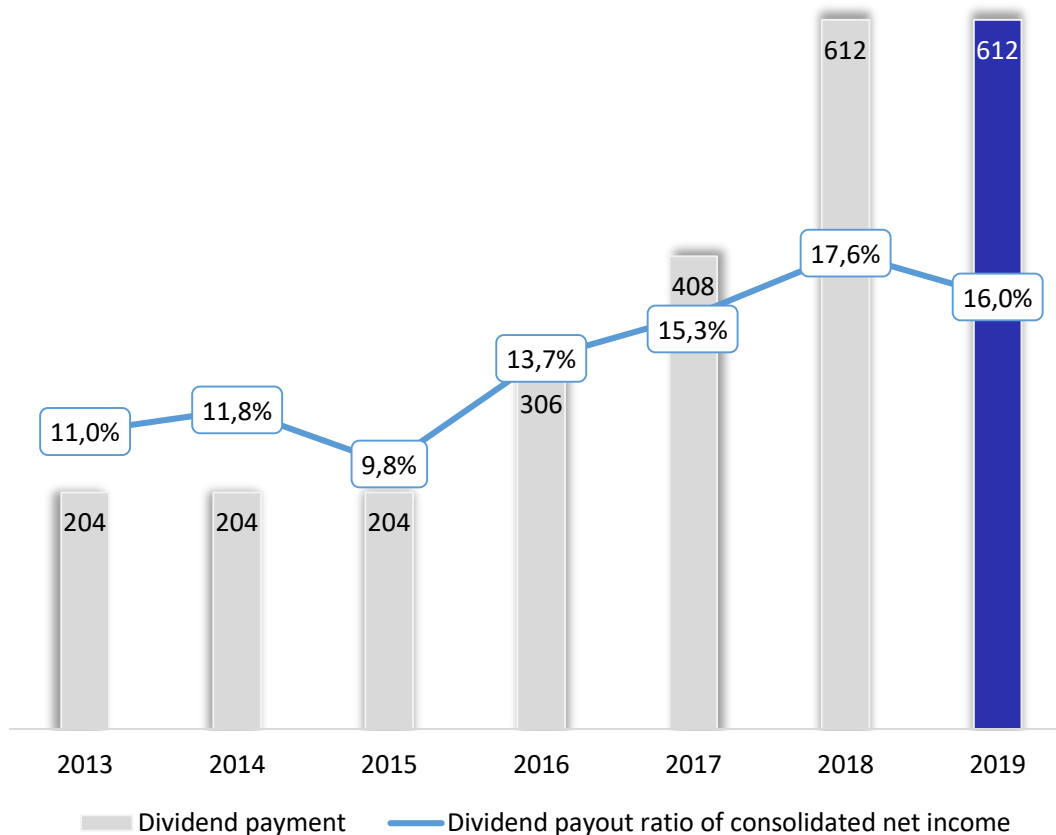


Illustrative for company general manager



## Dividend policy – overview

	Before	Today
<b>Policy</b>	Based on Distributable Net Income, Tied to Paid-in Capital	Based on Distributable Consolidated IFRS Net Income
<b>Range</b>	0% - 20%	5% - 20%



## Dividend policy to benefit all shareholders

- Sabancı's revised dividend policy was announced in 2018
- Revision based on strong cash flow and reduced capital needs
- Dividend payment based on 5-20% consolidated IFRS net income
- More closely linked with earnings results
  - No longer constrained by being tied to paid-in-capital
- Part of wider capital allocation initiatives
  - Disciplined approach to use of capital
  - Higher dividend inflows from group companies
  - Ensures shareholders directly benefit from performance at group companies



## Overview

- Revised capital allocation strategy to ensure disciplined use of capital
- Dynamic portfolio management, an important pillar of the capital allocation strategy
  - To redefine portfolio companies
  - To ensure value creation for all shareholders
  - Specific financial and strategic investment criteria
- Revised dividend policy part of wider capital allocation initiatives
  - Ensures shareholders support by policy directly linked to performance of portfolio companies
- Growth areas
  - Heavy Capital: Cement, Industrial adjacencies, new industry platforms
  - Light Capital: Data analytics, Digitalization
  - R&D capacity: own and develop leading technology

## New policy for capital allocation

<b>Value creation potential</b>	<b>ROIC &gt; WACC +1-3%</b>
<b>Growth potential &gt; Real GDP growth</b>	✓
<b>Emerging / development phase of life cycle</b>	✓
<b>Leverages existing competencies</b>	✓



### Growth (~58% of NAV)

- Strategically attractive markets where Sabancı can add value
- Build a sustainable competitive advantage (organically / inorganically)
- New product development (R&D)

### Cash generators (~32% of NAV)

- Strong cash and profit generation in relatively stable markets
- Seek to sustain and defend competitive advantage

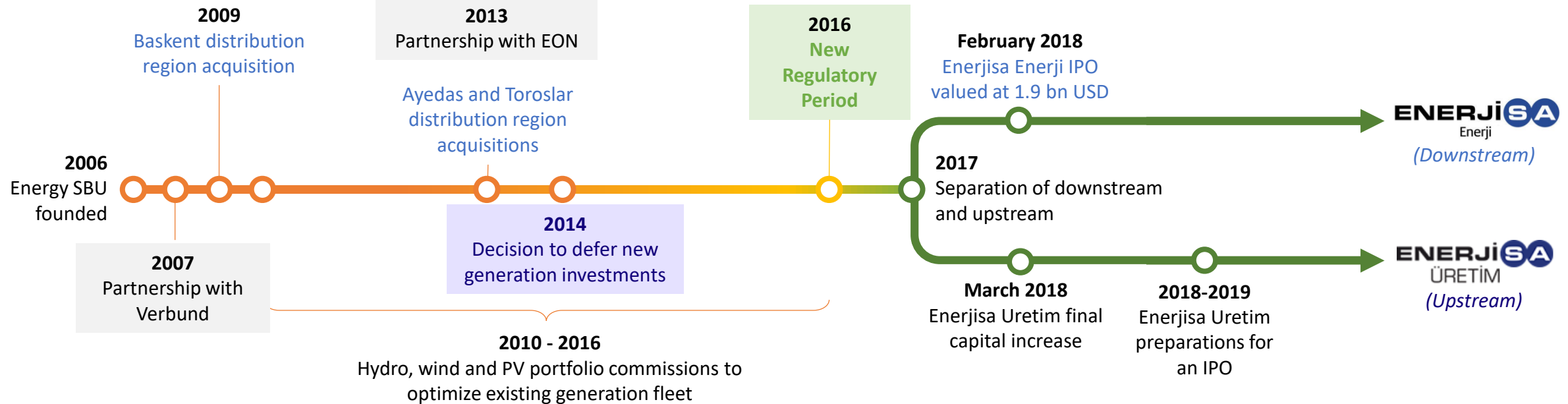
### Manage for value (~10% of NAV)

- Increase flexibility for maximizing value by allocating capital selectively and disciplined performance tracking
- **Optimise:** Create value through investment to optimise, increase capacity rather than pure growth investments
- **Turnaround:** Clear turnaround plan in place and fundamentals highlight sustainable positive cash flow
- **Divest:** Business can generate greater value outside of Sabancı Group or are no longer strategic



# Enerjisa example

# Sabancı, driving value as a strategic investor



## Growth and high investment

2006-2014

- Energy identified and selected as a strategic sector by SAHOL
- Initial greenfield investments made in electricity generation capacities followed by downstream grid acquisitions during Turkey's grid privatization
- Macro-economic challenges and significant industry competition emerges

## Turnaround

2014-2017

- Market deemed to be structurally challenged
- New upstream project investments deferred
- Investments focused on optimising existing generation fleet
- Operational initiatives and favourable regulatory change returns downstream to outperformance
- 'Downstream' and 'Upstream' businesses created due to differing underlying dynamics

## Capital Recycling

2017 onwards

- IPO of Downstream to increase transparency, unlock value and recycle capital – 4.8x oversubscribed
- Proceeds used to accelerate Upstream's deleveraging and bring forward its IPO to 2019
- First dividend from Upstream expected by 2020 as a result of the ongoing operational improvements and efficiency in all fleet and increasing trading optimisations

# Enerjisa example

# Turnaround in Energy between 2014 and 2017

**2014**  
Decision to defer generation investment

**2017**  
Separation of downstream and upstream

## Operational initiatives

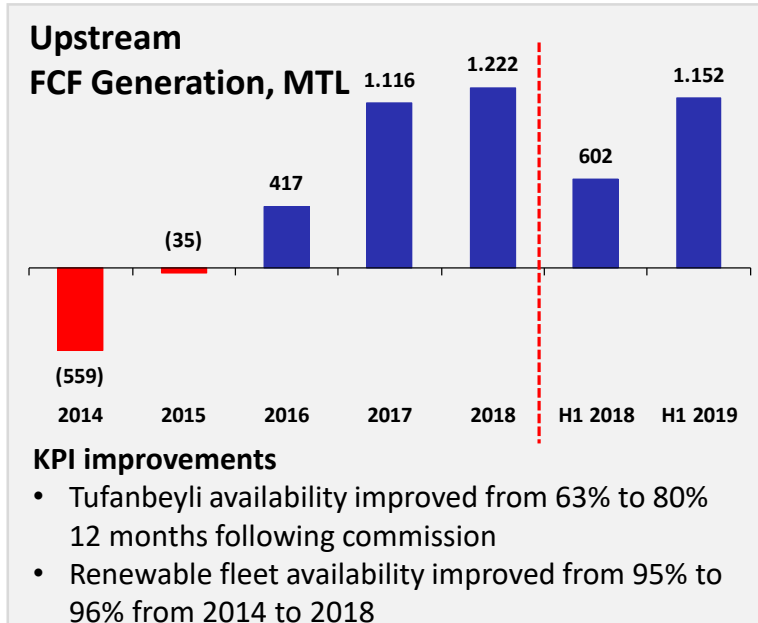
### Upstream

- Capacity target reduced from 7.5 GW to 3.5 GW
- Divesture of incomplete investments
- Availability and output of the fleet improved
- Focus shifted from expansion to deleveraging and FCF generation

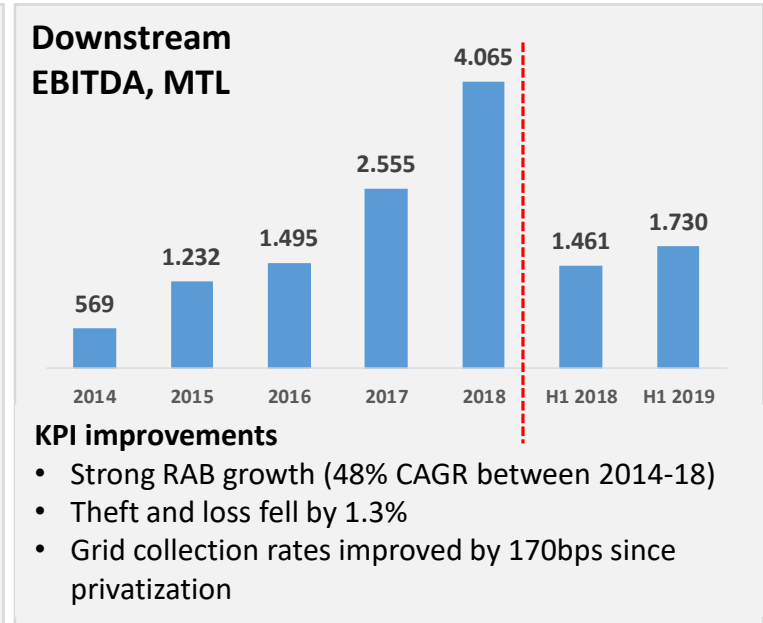
### Downstream

- Implementation of existing operational excellency to the acquired assets
- Prioritization of grid investments to build up RAB
- Economies of scale on Cost and OpEx

## Turnaround achievements



- ✓ Creation of two financially sustainable, successful and leading companies
- ✓ Robust financial contribution to Sabancı's results
- ✓ Successful IPO of Downstream business
- ✓ Downstream business providing dividends to shareholders
- ✓ Continued de-leveraging and cash generation within Upstream, IPO readiness aimed by 2020





# The 4 Quadrants of Growth

- High growth / high margin business
- Kordsa chosen as the growth vehicle
- Leveraging its operational core competencies in adjacent industry
- FDI, TPI, AHT and Axiom acquisitions – 280MUSD

Composite

- Leader in Turkish Grey Cement
- Global player in White Cement, #2 by capacity after Bunol Acquisition
- Low cost base production, advantage for exports
- Localization advantage: Wide spread terminals in Europe and new grinding facility in Huston, TX

International Cement

- Renewable portfolio 44% of installed capacity,
- All in FIT, generating hard currency revenues, ~65-70% of EBITDA
- Profitable growth potential in Renewables with FIT regime
- Pipeline: 2 wind tenders won in Western Turkey 500MW

Renewables

- Sabancı DX as “Digital Multiplier”
- Capital-light investment structure
- Advance Analytics and Digital Transformation
- Catalyst Startup Program
- Focus on Talent: Digital Campus initiated within Sabancı University in June 2019

Digitalization & Advanced Analytics



### Current Status

- Composite Technologies Center of Excellence opened in 2016 with ~USD30m of investment.
- Ongoing development programs & joint projects with aerospace & automotive customers and major universities in both Turkey and Europe.
- Our target markets are Aviation, Automotive, Maritime and Rail Systems

### Buy & Build

- Finalized acquiring FDI & TPI in the US on July 16th, 2018 and AHT on October 1st, 2018



- Purchase of 95.83% of Axiom Materials Acquisition LLC, for USD175m completed on July 23th, 2019

- Potential M&A targets are always under consideration (Competency fit and development opportunities, market penetration and growth)

### Overview of the Composites Value Chain

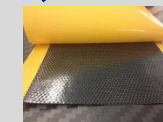


#### Precursors & Fibers:

- PAN Precursor
- Carbon Fiber
- Aramide
- Glass Fiber
- ...

#### Resins:

- Phenolic
- Epoxy
- Cyanate ester



*Axiom Acquisition help us to create a growth platform in North America, the aerospace hub*

Intermediates

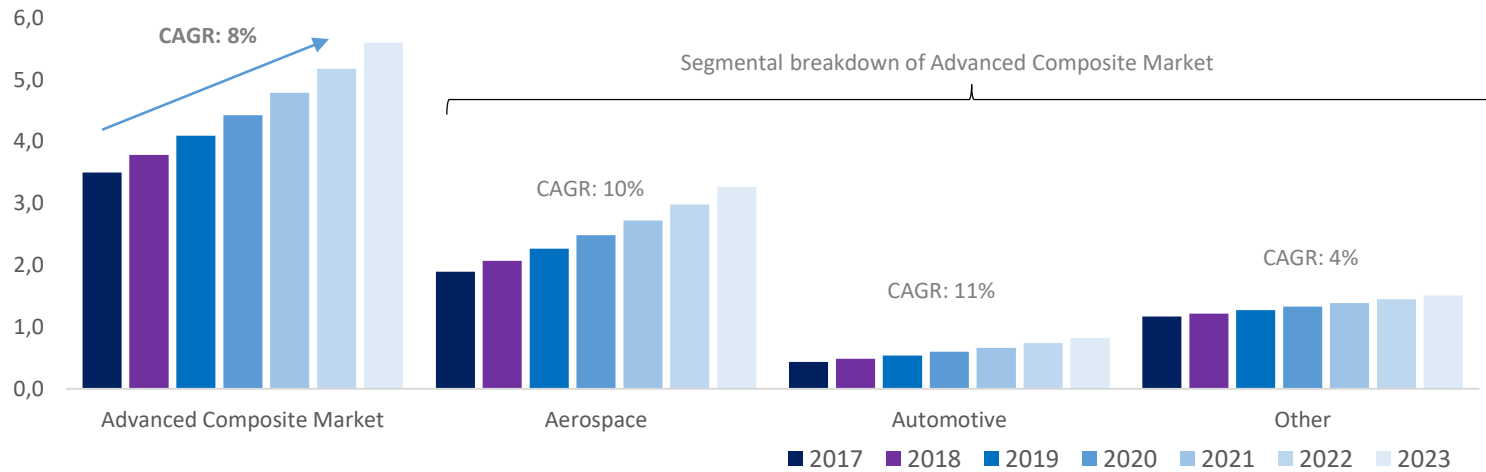
Composite Parts



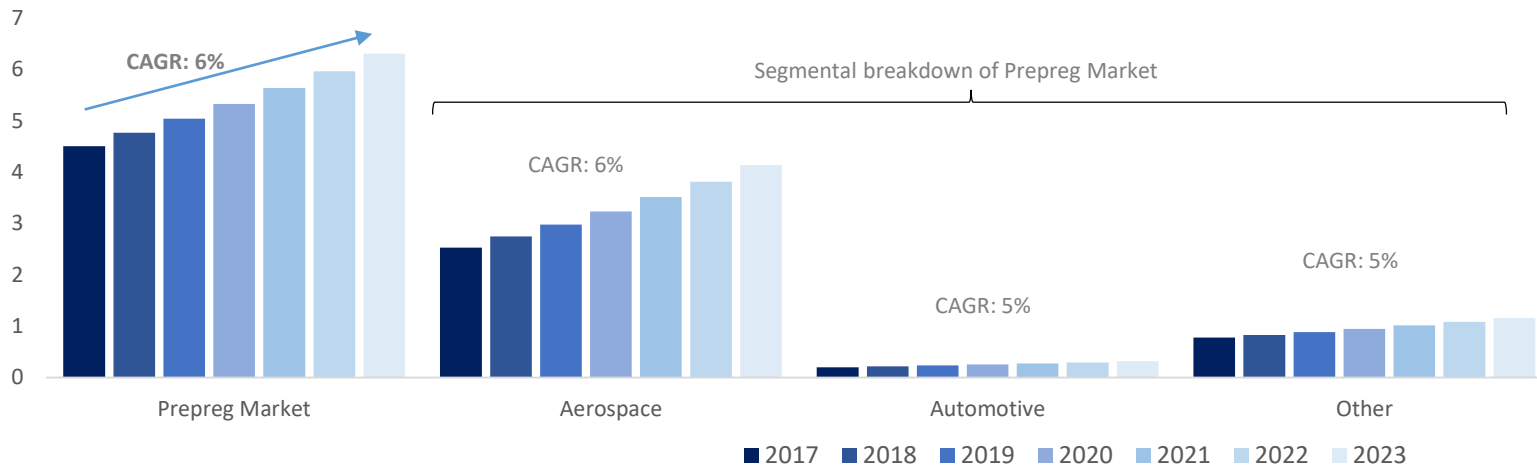
- Composites use in aerospace & automotive is increasing, due to improved material properties and weight savings over conventional materials

- «Lightweighting» is a major theme, driven by emission regulations as well as fuel-efficiency needs

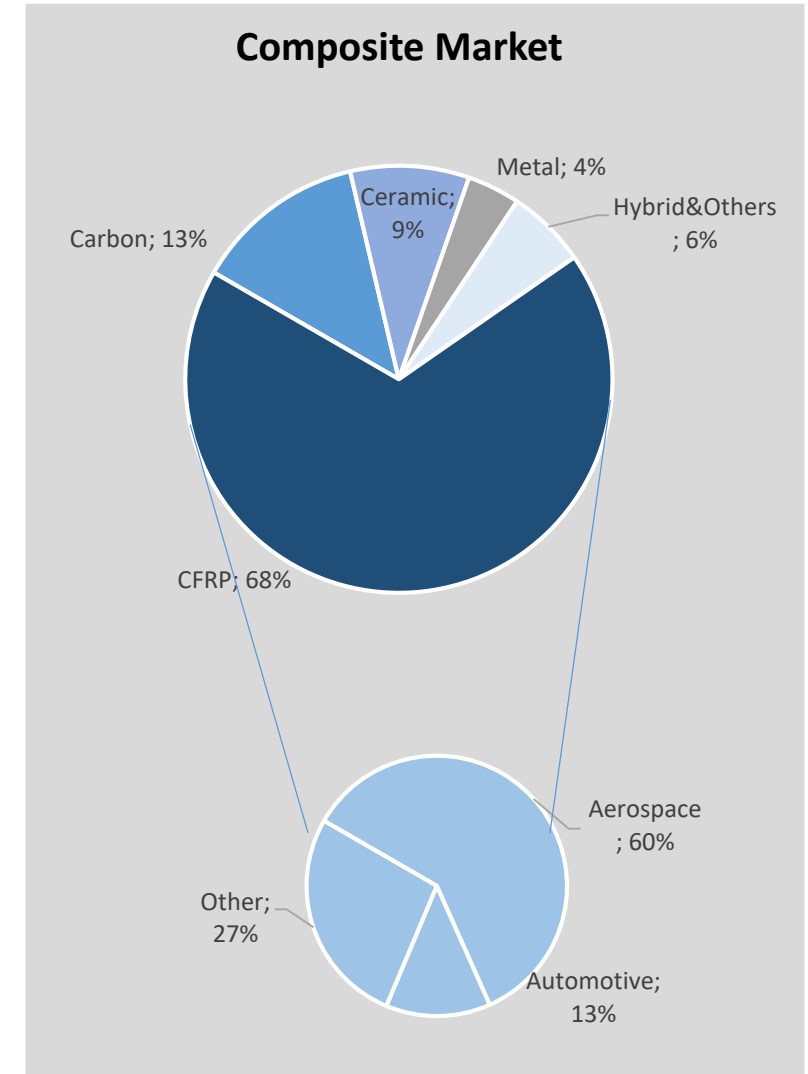
## Advanced Composite Market to grow by 8% CAGR until 2023



## Prepreg Market to grow by 6% CAGR until 2023



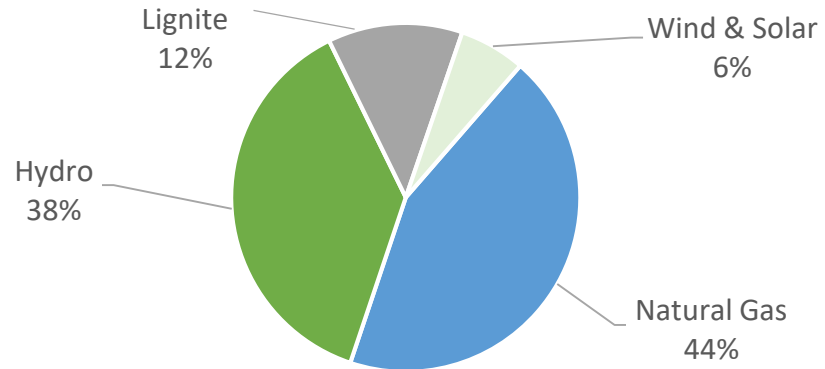
Source: AVK Composites Market Report - 2017





## Well Balanced Generation Portfolio with Strong Renewables

Installed Capacity (3.607 MW)



- Renewable portfolio has **44%** weight in installed capacity.
  - 12 hydroelectric power plants: 1.350 MW
  - 3 wind power plants: 212 MW
  - 2 solar plants: 9 MW
- All generating hard currency revenues thanks to feed-in-tariff

## Current Growth Pipeline in Renewables

- In May 2019 two wind tenders (YEKA) with 500 MW capacity won by Enerjisa Üretim

Region	# of bidders	Winner	Price
Aydın (250 MW)*	4 bidders	Enerjisa Üretim	45.6 \$/MWh
Çanakkale (250 MW)*	6 bidders	Enerjisa Üretim	36.7 \$/MWh

\* Option to build projects, final investment decision to be given in 2021-22 period

- The weight of renewable portfolio will increase to **50%** while securing additional USD based revenue stream for next 15 years.
- Investment timeline highly inline with the deleveraging of Enerjisa Üretim to support further organic growth
- Project estimated timeline;
  - 2019 – 2020 - Predevelopment Stage
  - 2020 – 2022 - Development Stage
  - 2022 – 2024 - Investment Stage
  - 2024 – 2025 - Commissioning



## White Cement

- ▶ White cement not constrained by the economics of transportation
- ▶ Regarded as a global niche product that is preferred for durable, energy-efficient and aesthetic architectural projects
- ▶ Global consumption stands around 18 mt, with Asia taking the lead as the largest consumer, followed by Europe and the Middle East
- ▶ White cement is the ideal material for concrete works providing an aesthetic finish whilst maintaining high structural performance.

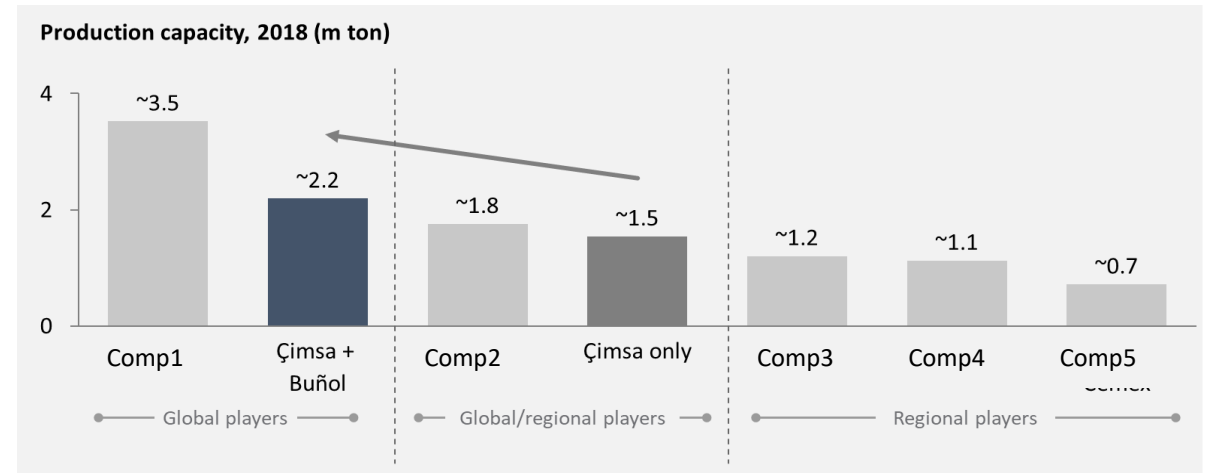


Museo Internacional del Barroco  
Puebla, Mexico



Louisiana State Museum and Sports  
Hall of Fame  
Natchitoches, LA, USA

## Çimsa set to become 2<sup>nd</sup> largest white cement producer globally



- ▶ Binding agreement on March 28<sup>th</sup>, 2019 to acquire Cemex's white cement plant in Spain & global white cement client base (except for Mexico and the US) for \$180m
- ▶ After the completion of this transaction Çimsa will become a global player in terms of capacity and will be among the largest white cement brands in the target markets (global markets excl. Asia).
- ▶ Çimsa will be able to optimize its production among the Mersin, Eskişehir and Buñol plants considering the cost structure, quality, logistics and demand dynamics
- ▶ Currently ¼ of Çimsa capacity is white cement providing ~½ of its EBITDA



Catalyzing digital transformation journey of companies while creating high tech products stemming from our domains



**Digital Campus (Jun-19)**

Collaboration for Sabancı Group, Startups, Tech Giants and Sabancı University!

**Catalist Startup Program**

Adv. Analytics and AI

Industrial IoT

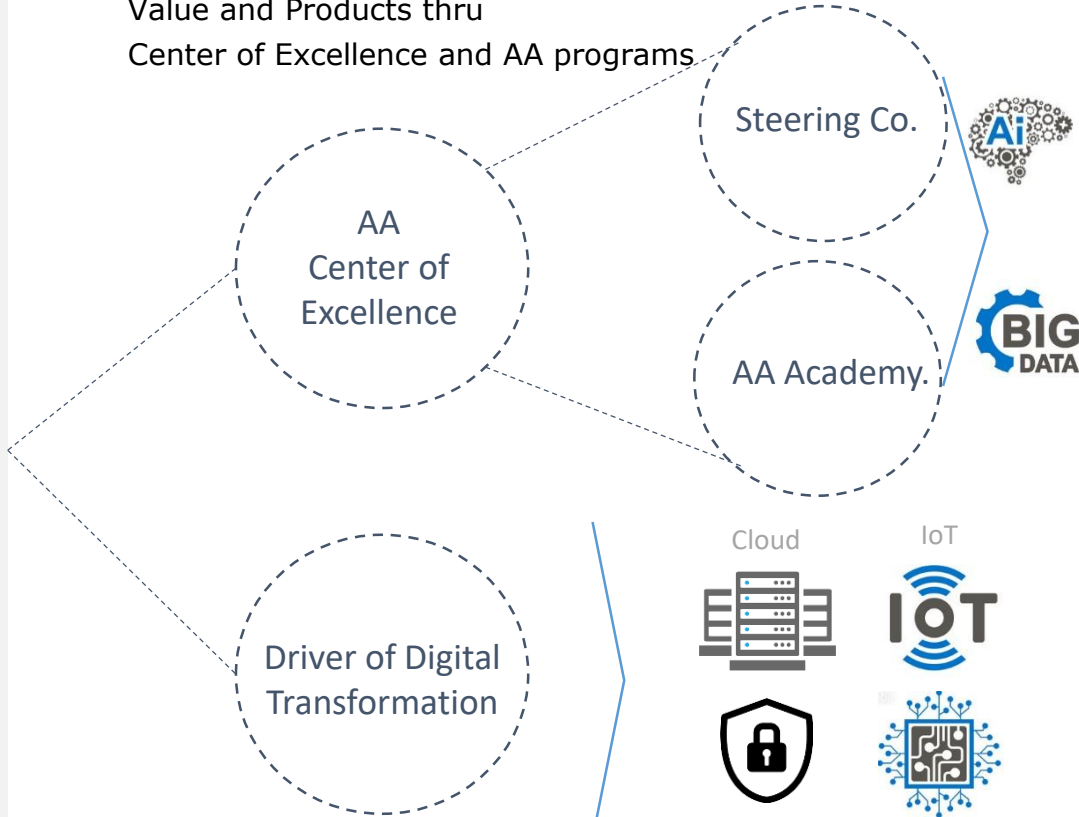
Cyber Security

Catalist Startup Program is launched to collaborate with startups. SabancıDx will share the Group's and its know-how with startups and aims to generate synergies

1

**Advance Analytics - AA**

Capitalize Sabancı Holding Data Assets into Value and Products thru Center of Excellence and AA programs.

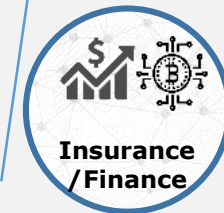
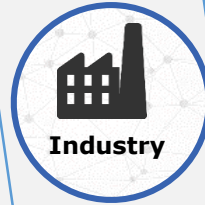


2

**Digital Transformation**

Trigger/Enable/Catalyze Digital Transformation thru providing solutions on Cloud, IoT, DDS and Cyber Security

**Verticals**



**Output**

Existing SaaS Products

- **E-Auction**  
3.2 billion USD volume per year/27.000 supplier/35.000 user  
80 company/1.200 user
- **E-Invoicing**  
1.670 contract/50 million e-invoice per year
- **HR-WEB**  
114 company/30.000 user/73.000 employee
- **RPA**  
350+ developed process/  
100+ live process

Work In Progress

Big Data Lake (Cross-Sale)

AA and Dx Projects

AA and AI Products





# New Generation

# Advanced and Predictive Analytics



## Vision

- Embed advanced predictive analytics across functions of Sabancı Holding in all decision making processes by the end of 2022 to create competitive advantage supporting both the development of topline and bottomline



## Value Creation

Grow and transform the core	Scale up cross-company initiatives	New businesses through integration to ecosystems
Local data	Cross-company data	Internal and external data
34 advanced analytics use-cases have already been identified among selected six Group companies. Companies' data lake projects have been started	Gaining momentum from local data, cross-company advanced analytics use-cases will be implemented to further boost existing business lines	Further enriching our unprecedentedly rich consumer data will pave the way for integration to ecosystems and new data-driven business lines creation

Sizeable additional EBITDA potential without significant CAPEX requirements



## Prioritized Sector Specific Use Cases

Insurance	Cement	Industrials	Retail	Energy
<ul style="list-style-type: none"> <li>• Network Optimization</li> <li>• Cross-sell</li> <li>• Up-sell</li> <li>• Behavioral Pricing</li> </ul>	<ul style="list-style-type: none"> <li>• Smart Energy-fuel Optimization</li> <li>• Predictive maintenance Process optimization</li> <li>• Smart Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Predictive Quality</li> <li>• Demand forecasting Price optimization</li> <li>• Geo Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Behavioral Segmentation</li> <li>• Cross Sell-Upsell</li> <li>• Customer Acquisitions</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Responsiveness</li> <li>• Customer Segmentation</li> <li>• Commercial Pricing Prediction, Collection</li> </ul>

+15-20% increase in EBITDA in 3 years from solo company and ecosystem measures



## Organization

- **Center of Excellence** on advanced analytics will be set up to lead development of new businesses and data partnerships



## Talent

- **Analytics Academy** formed to build necessary capabilities and train required talent, i.e. data scientist, data engineer, business translator, etc.



## Culture

- Data-driven decision making, test and learn approach, agile way of working and passionate curiosity will be indigenised

World wide Scalable AA and AI products with Microsoft/SAP partnership



### CVC Fund: Focus on Growth, Technology and Innovation

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- A CVC fund is planned to be established to gain early and economical access to new technological developments/markets/innovations and to create agile and technology-driven growth platforms in line with our Next Generation Sabancı strategy
- To be established as a private fund under Akportföy (asset management subsidiary of Akbank)
- Akportföy will act as fund administrator only. Investments scouting, analysis and review will be made by holding while final investment decisions will be made by SAHOL Executive Committee

### Fund Size and Return Targets

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- Total fund size: \$30m
- No time limit for fund life
- Return target above SAHOL ROE

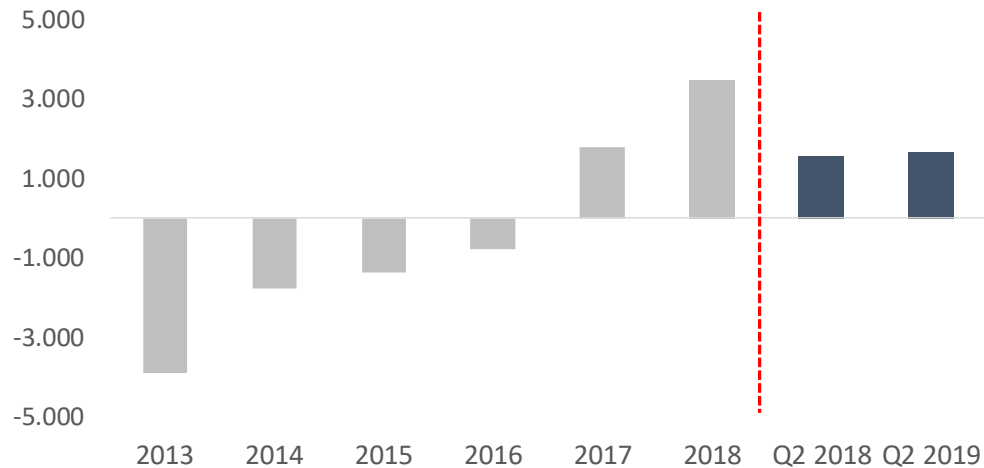
### Investment Strategy

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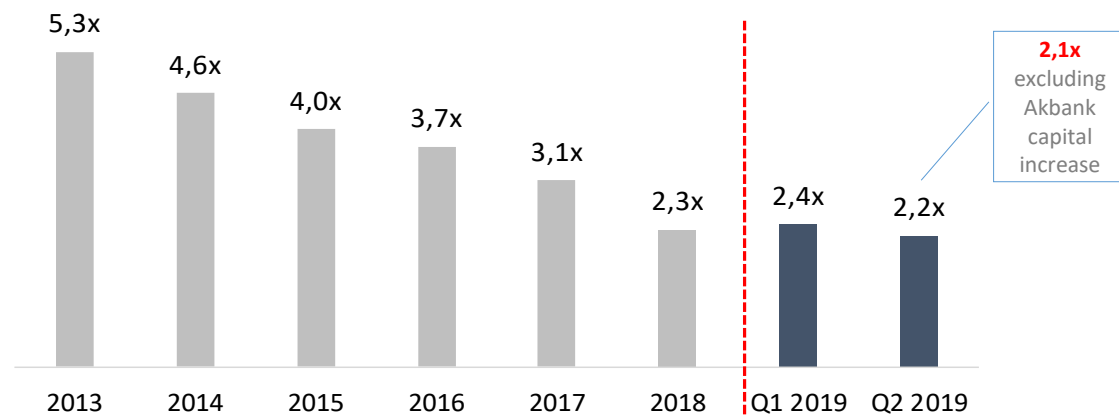
- Early stage Start-ups or Scale-up's in need of growth capital
- Primary focus on Industrial and B2B technologies, AI and Big Data utilization
- Investment size between \$2-4m
- Become majority shareholder or own minority stake with strong minority protections

# Strong Cash Generation and Robust Holding Company

## Free cash flow, Combined for Non-Bank, TLm



## Combined net financial debt / EBITDA<sup>1\*</sup>



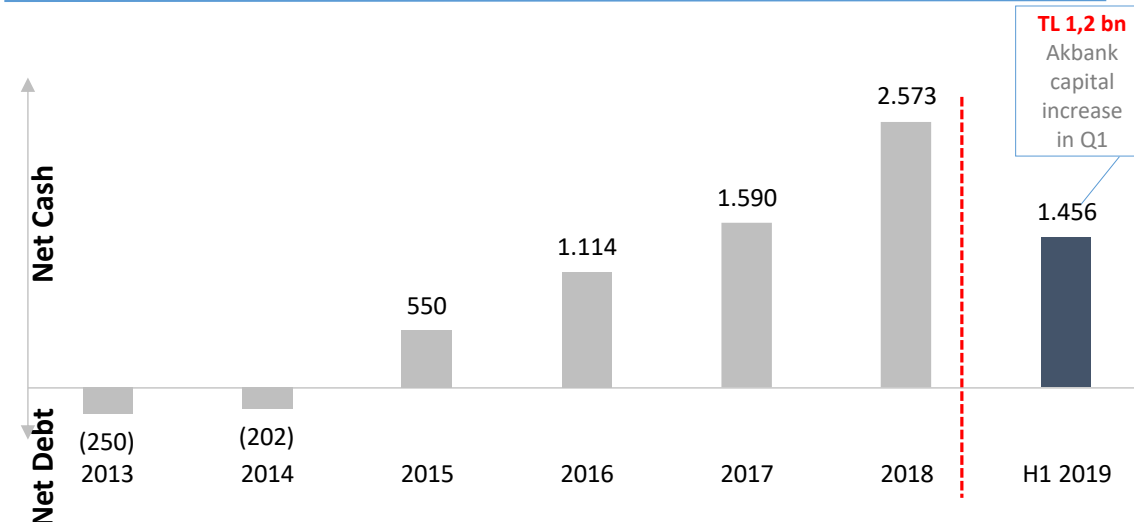
1. Excludes bank and insurance. EBITDA excludes one-offs

\* Adjusted for IFRS16 impact

## Commentary

- Focus on cash generation led to substantial decline in leverage
- Effective management of balance sheet linked to capital allocation approach
- Lean Holding Company costs (currently <25bps of NAV) in addition to growing dividend stream from investment companies has led to a robust net cash position
- Strong Holding Company net cash position provides firepower and flexibility to take advantage of acquisitions / investments
- Sabancı, standalone at Holding level, has a net cash position of TL 1,5 bn, which is mainly in hard currency. Total non-bank combined cash amount of the Group companies excluding insurance and Philsa totals at TL 7,1 bn. Float at insurance companies totals at TL 3,4 bn (TL 2,2 bn on non-life side with 24% average yield and TL 1,2 bn on life and pension side with 24% average yield).

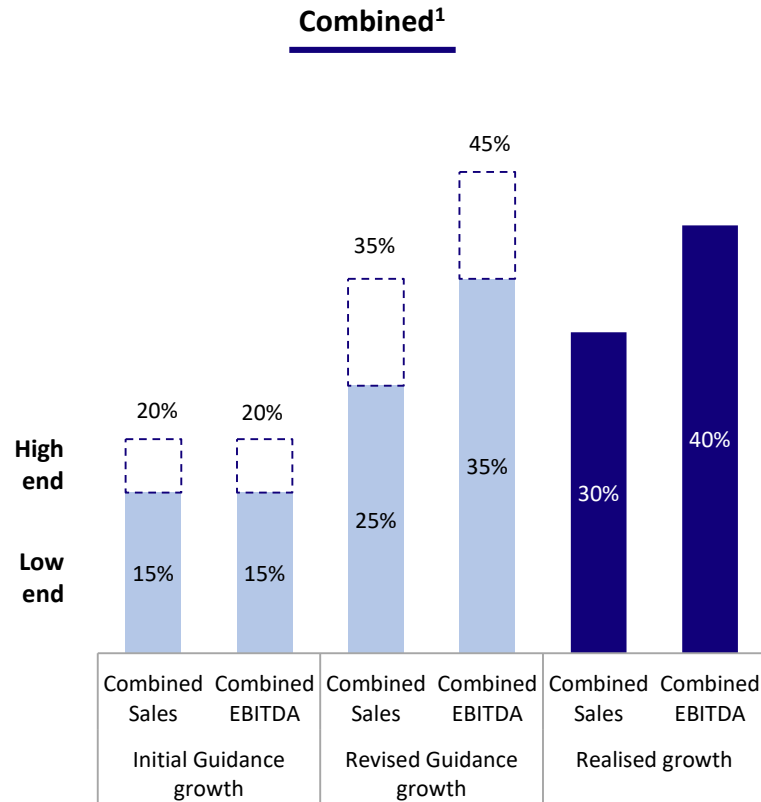
## Holding Only - net (debt) / cash position over time, TLm



# Performance

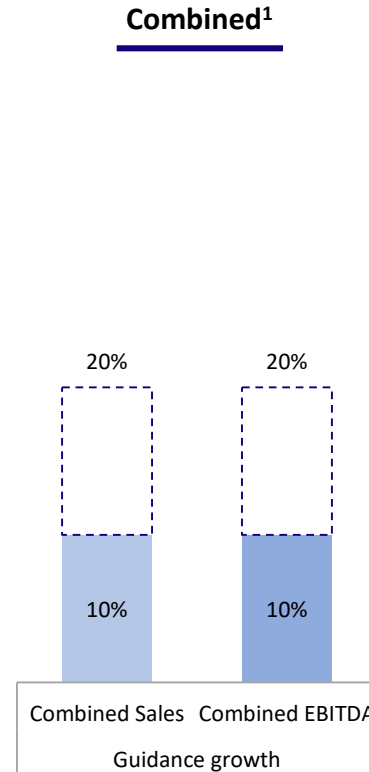
# 2018 performance delivered

## 2018 performance against guidance



We revised our 2018 guidance at the end of 3<sup>rd</sup> quarter from 15-20% for Sales and EBITDA to 25-35% for Sales and 35-45% for EBITDA

## 2019 financial performance guidance



**Non-bank sales and EBITDA expected to grow 10-20% in 2019**

## Commentary

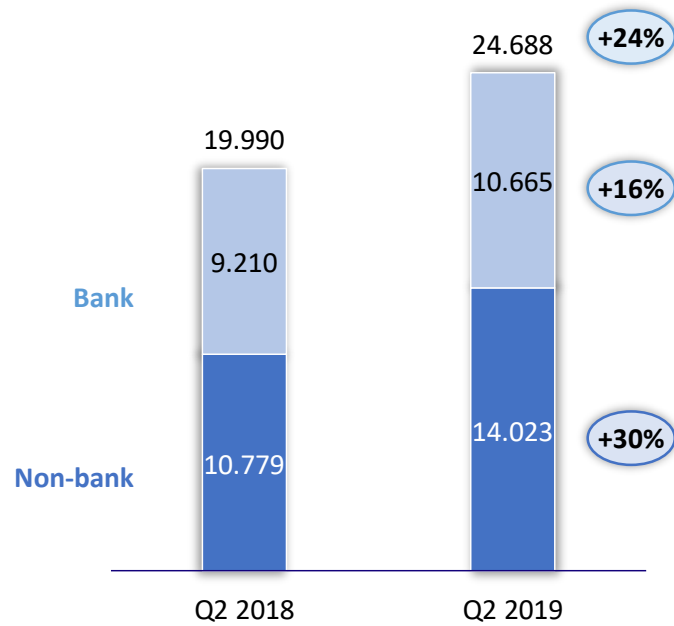
- Majority of Sabanci’s growth targets set for 2018 were exceeded with sizeable outperformance of the initial guidance.
- Combined non-bank revenues for 2018 increased 30%, with the key driver from the Energy, Insurance and Industrials Segments.
- Combined EBITDA improvement underpinned primarily by efficiency improvements and supportive regulatory changes within Energy

# Performance

# 2019 - Continual outstanding non-bank performance

## Combined Net Sales<sup>2</sup>

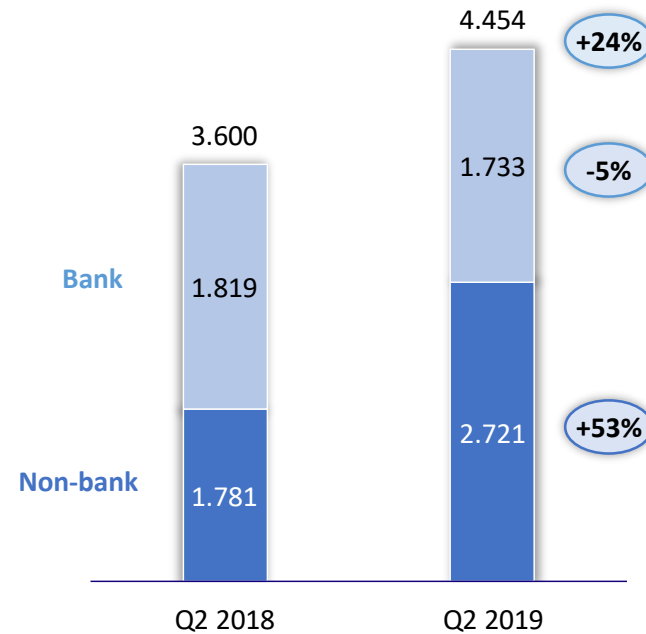
TLm



**High Renewable Generation Volume and Regulated Electricity Sales**  
**FX Linked Revenues in Industrials**

## Combined EBITDA<sup>1</sup>

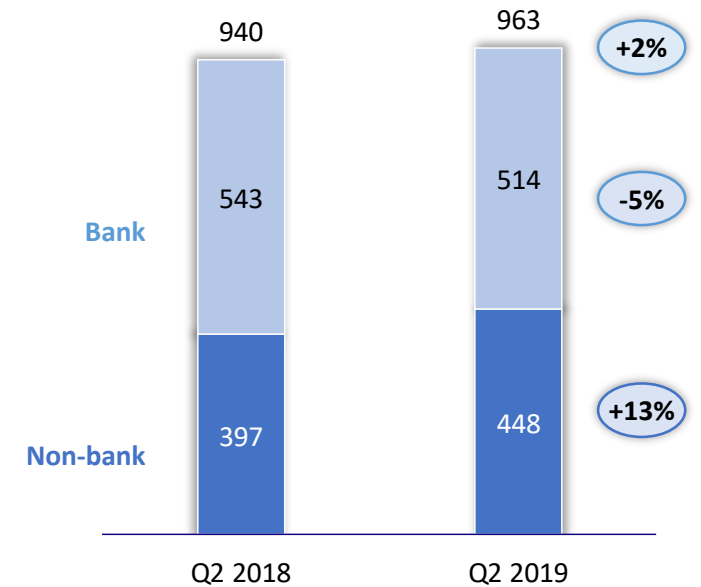
TLm



**Strong Energy Generation Profitability**  
**Improved Combined Ratio in Insurance**

## Consolidated Net Income

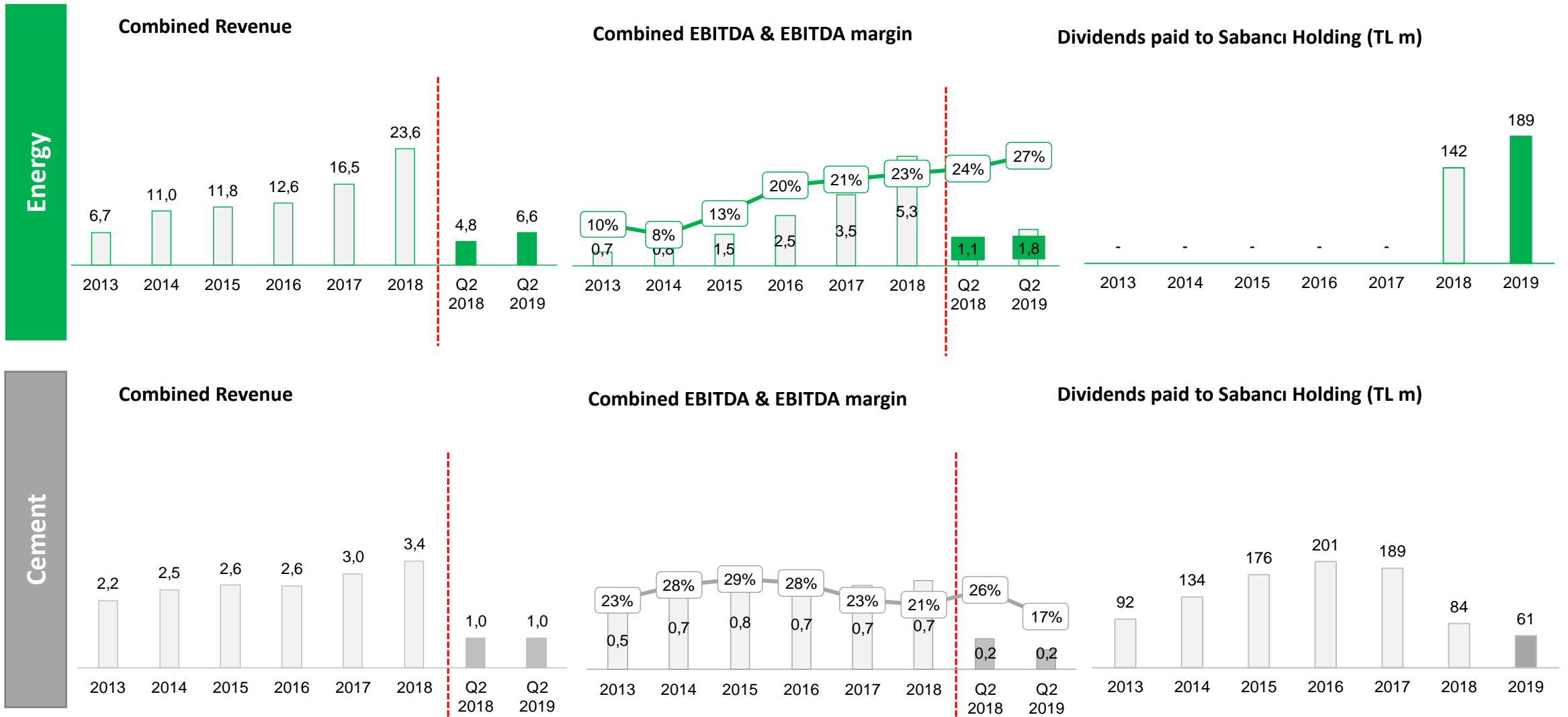
TLm



**Energy and Industrials Main Contributors of Bottom Line**

**Effective FX management to protect returns from volatile TL movements – 296 million EUR Long Consolidated FX Position**

1. Total EBITDA before consolidation adjustments. EBITDA and Net Income excludes one-offs.  
 2. Holding dividend income is excluded

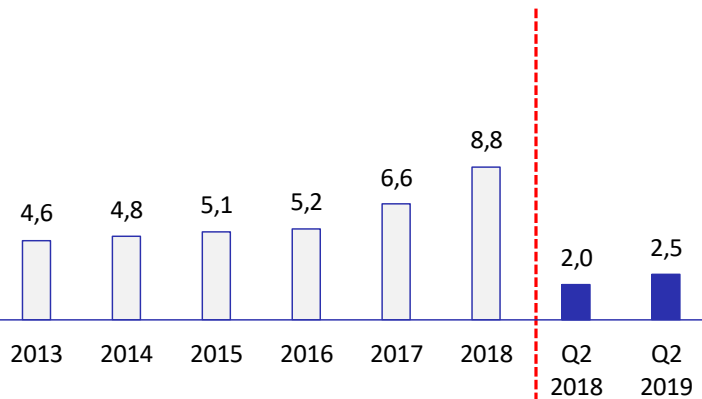
Business unit financial performance, TL bn<sup>1</sup>

1. Financials shown are before consolidation adjustments. EBITDA excludes one-offs

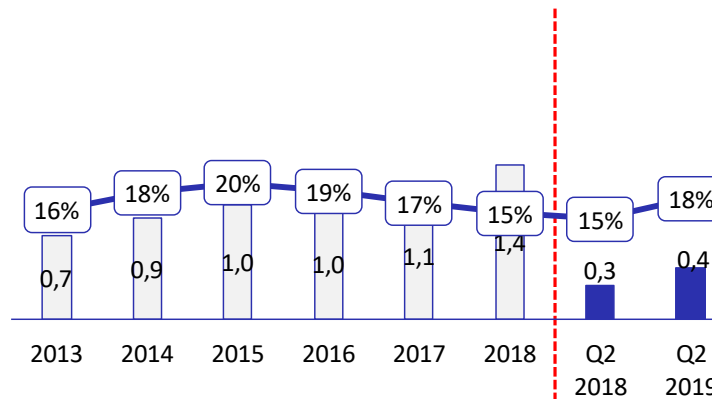
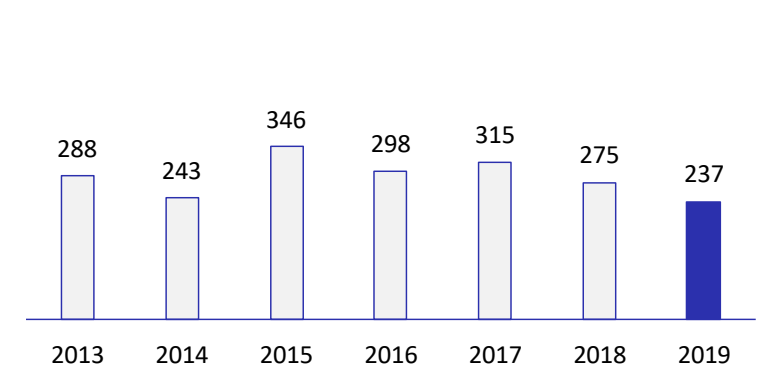
Business unit financial performance, TL bn<sup>1</sup>

## Industrials

Combined Revenue

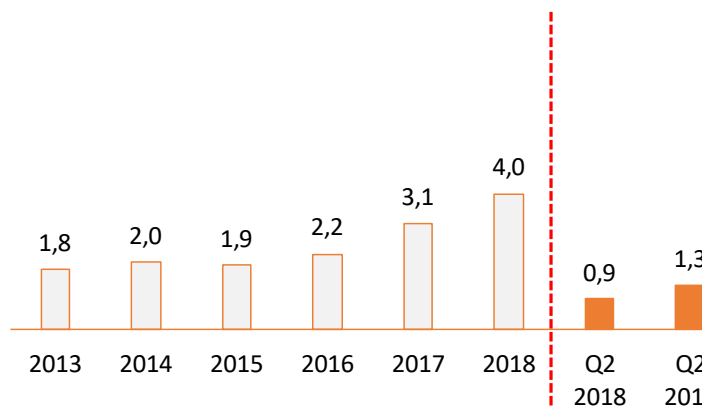
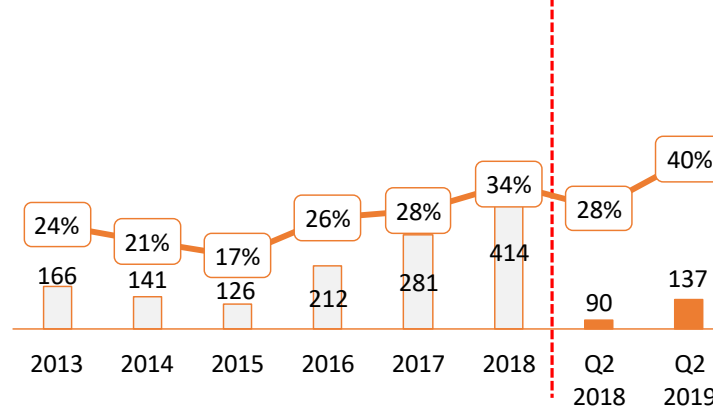


Combined EBITDA &amp; EBITDA margin

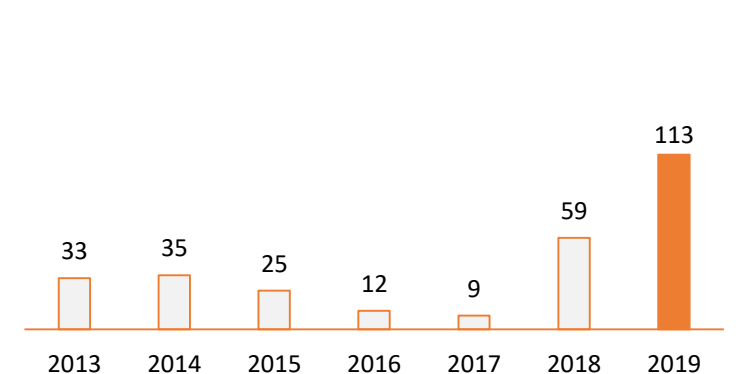
Dividends paid to Sabancı Holding (TL m)<sup>2</sup>

## Insurance

Combined Revenue

Combined Net Income<sup>3</sup> (TL m) & Consolidated ROE

Dividends paid to Sabancı Holding (TL m)



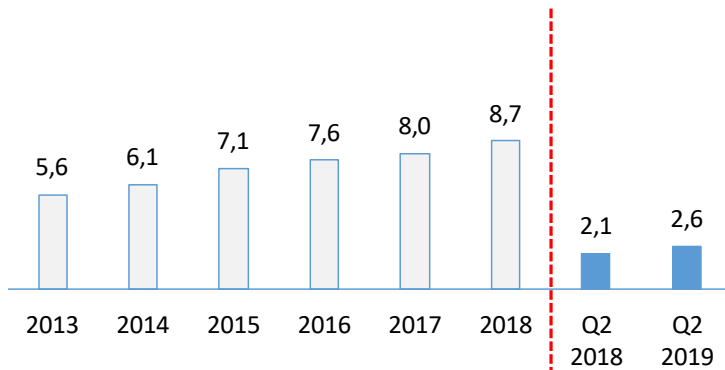
1. Financials shown are before consolidation adjustments. EBITDA excludes one-offs 2. Includes Philsa dividend

3. Excludes one offs

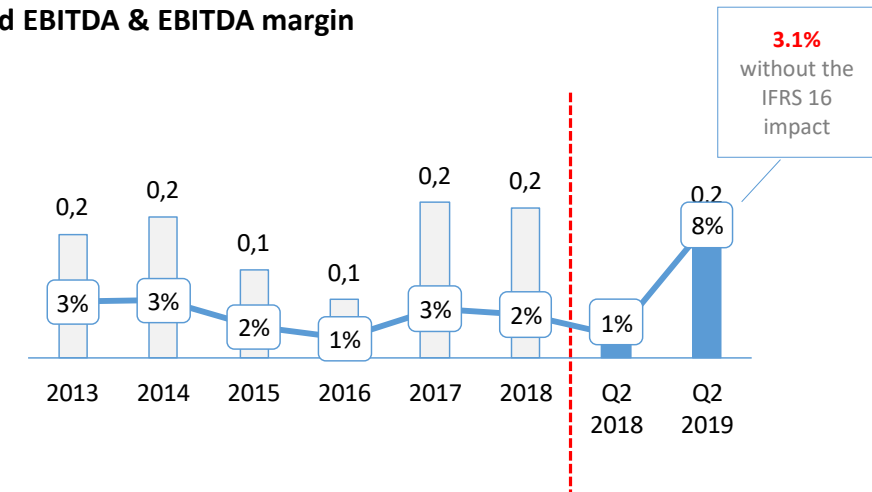
Business unit financial performance, TL bn<sup>1</sup>

Retail

Combined Revenue

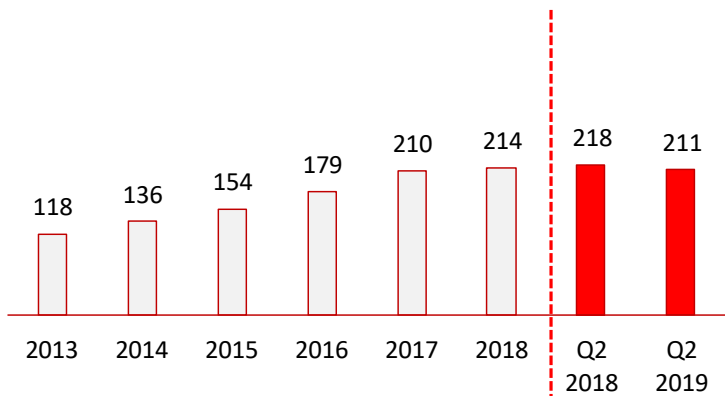


Combined EBITDA &amp; EBITDA margin

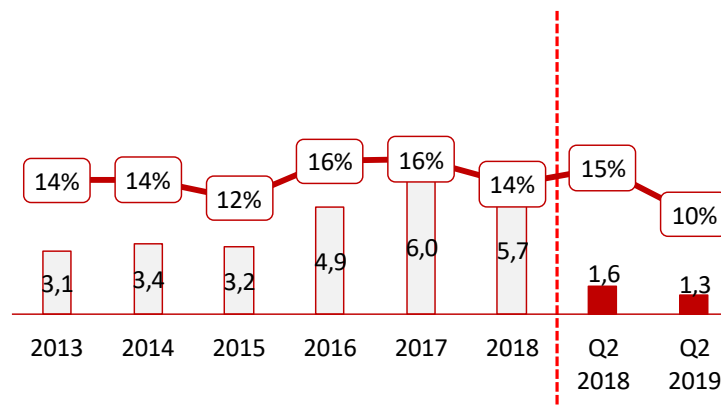


Banking\*

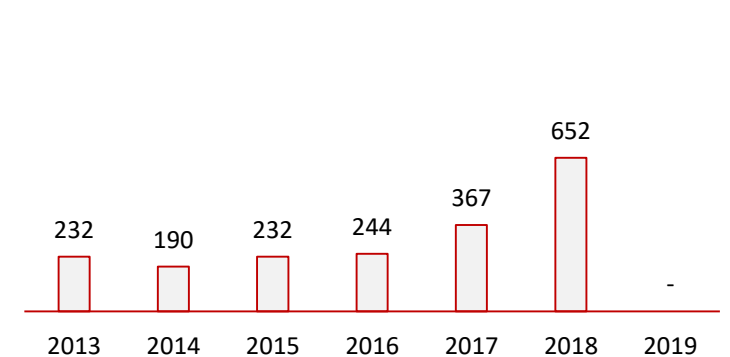
Total Loans



Combined Net Income &amp; ROE



Dividends paid to Sabancı Holding (TL m)

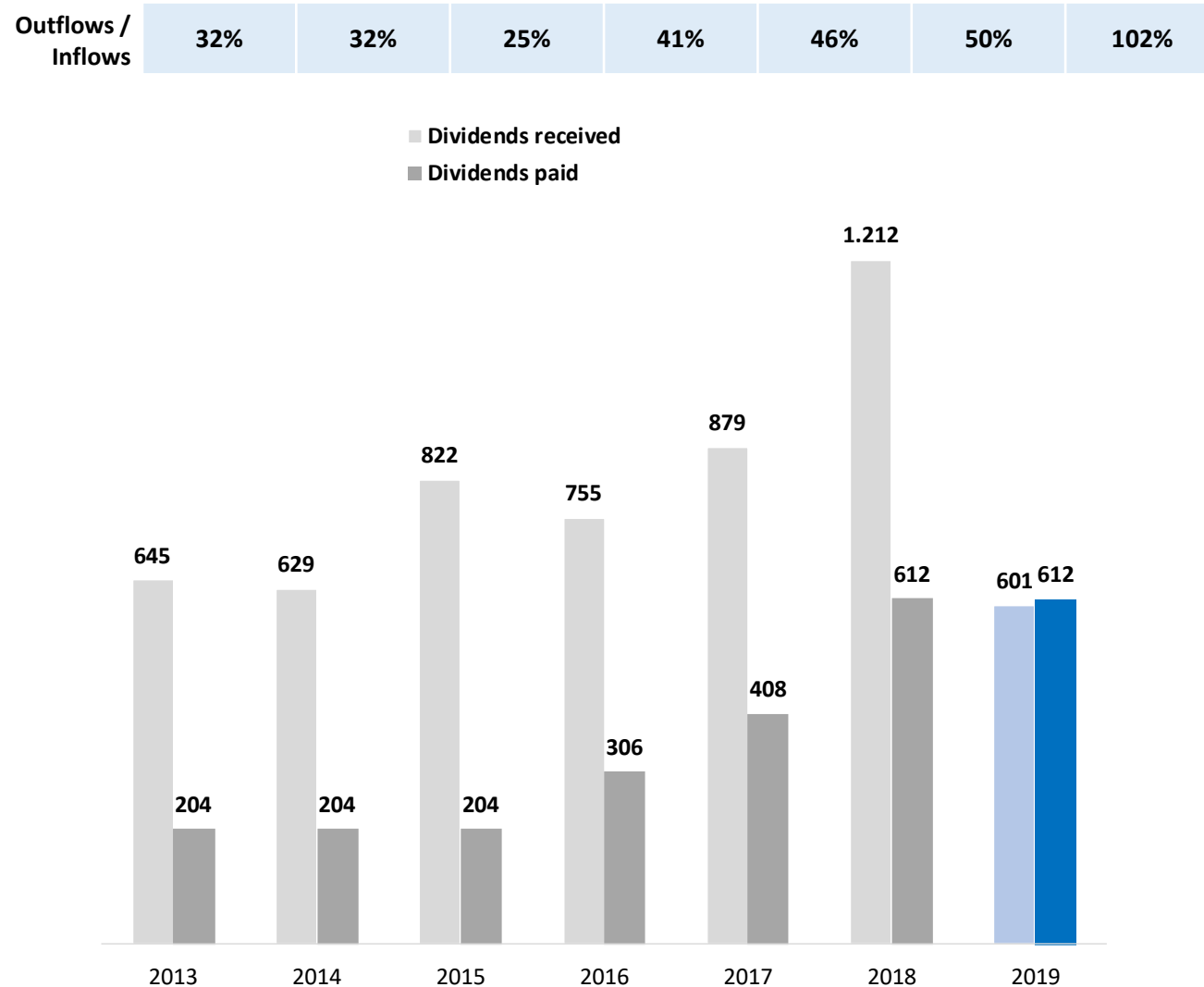


1. Financials shown are before consolidation adjustments. Net Income and EBITDA excludes one-offs

\* BRSA figures are used for banking



## Sabancı Holding dividends paid and received (MTL)



TLm	Segment	2013	2014	2015	2016	2017	2018	2019
Akbank	Banking	232	190	232	245	367	652	-
Akçansa	Cement	44	57	90	102	94	51	61
Aksigorta	Insurance	16	22	9	-	-	40	73
Avivasa	Insurance	17	13	16	12	9	19	40
Brisa	Industrials	31	52	66	68	-	-	-
Carrefoursa	Retail	-	-	33	-	-	-	-
Çimsa	Cement	48	77	86	99	95	33	-
Kordsa	Industrials	32	-	48	43	41	48	48
Teknosa	Retail	-	27	10	-	-	-	-
Yünsa	Industrials	4	8	10	2	-	-	3
Enerjisa Enerji	Energy	-	-	-	-	-	142	189
Others	Industrials	3	7	4	6	-	-	8
Philsa	Industrials	218	176	218	178	274	227	178
<b>Total dividends received</b>		<b>645</b>	<b>629</b>	<b>822</b>	<b>755</b>	<b>879</b>	<b>1,212</b>	<b>601</b>
<b>Total dividends paid out</b>		<b>204</b>	<b>204</b>	<b>204</b>	<b>306</b>	<b>408</b>	<b>612</b>	<b>612</b>

## Sabancı, Turkey's leading group

- ✓ 90+ years of creating market leaders in large and growing business areas, evolving through dynamic portfolio management and leveraging our industrial heritage and the experience of our JV partners
- ✓ Strong financial track record of real growth and returns
- ✓ Robust balance sheet, cash generation and distribution

### "New Generation's" Sabancı

- ✓ Greater focus on strategic portfolio management and capital allocation
- ✓ Further development of a performance-led culture that retains and attracts top talent and supports management to deliver results
- ✓ Investing more in technology and data to create a competitive advantage

**Committed to delivering value to all of our stakeholders**

# Sabancı Holding

## Appendix

# Sabancı Holding Discount to NAV\* and FX linked Revenues

## Sabancı Holding Discount to NAV\*

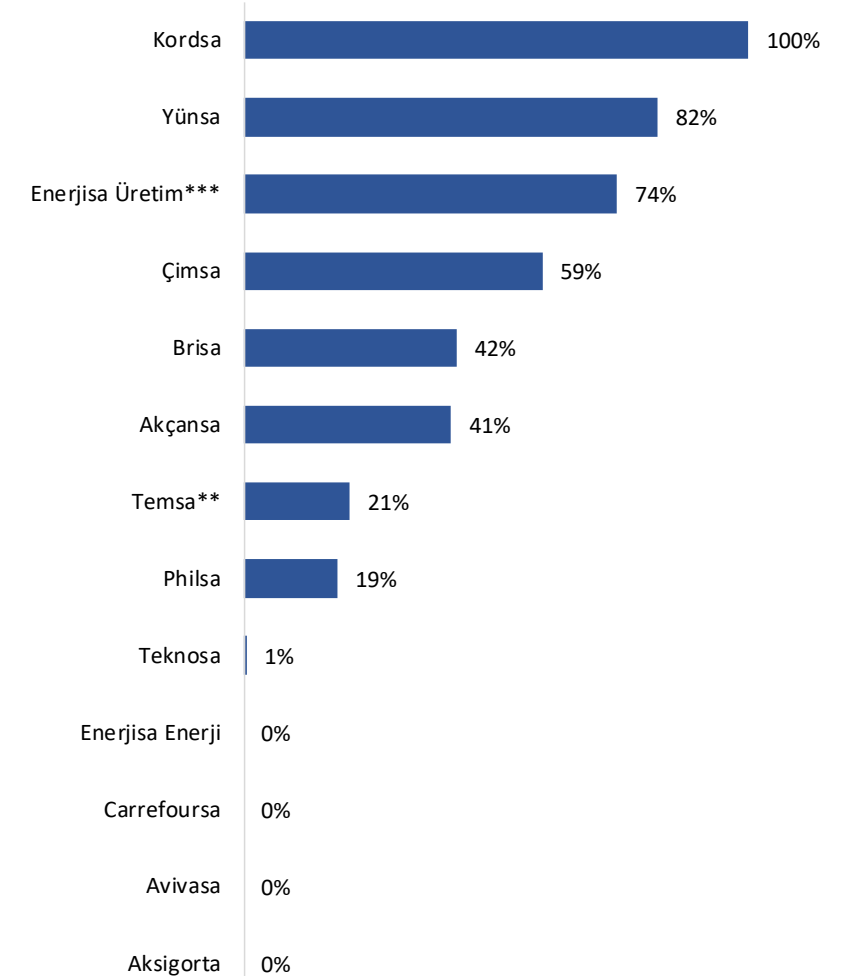
USDm Companies	Direct Stakes (%)*	June-2019 Value of			Dec-2018 Value of	
		Mcap	Stake	% of NAV	Stake	% of NAV
Akbank	40,8%	6.139	2.502	46,7%	2.117	39,6%
Enerjisa Enerji	40,0%	1.130	452	8,4%	456	8,5%
Aksigorta	36,0%	236	85	1,6%	76	1,4%
Avivasa	40,0%	281	112	2,1%	105	2,0%
Akçansa	39,7%	209	83	1,5%	106	2,0%
Çimsa	54,5%	146	80	1,5%	105	2,0%
Brisa	43,6%	315	138	2,6%	160	3,0%
Kordsa	71,1%	409	291	5,4%	256	4,8%
Yünsa	57,9%	23	13	0,2%	14	0,3%
Carrefoursa	50,6%	386	196	3,7%	233	4,4%
Teknosa	60,3%	48	29	0,5%	37	0,7%
<b>Total Listed</b>			<b>3.979</b>	<b>74,3%</b>	<b>3.666</b>	<b>68,5%</b>
Enerjisa Üretim	50,0%	1.005	502	9,4%	492	9,2%
Temsa**			12	0,2%	40	0,7%
Philsa	25,0%	1.820	455	8,5%	507	9,5%
Other			148	2,8%	157	2,9%
<b>Total Non-listed</b>			<b>1.118</b>	<b>20,9%</b>	<b>1.195</b>	<b>22,3%</b>
<b>Total</b>			<b>5.097</b>	<b>95,2%</b>	<b>4.861</b>	<b>90,9%</b>
Sabancı Holding Net Cash			256	4,8%	487	9,1%
Sabancı Holding NAV			5.353	100,0%	5.348	100,0%
<b>Sabancı Holding Mcap</b>			<b>3.043</b>		<b>2.905</b>	
<b>Sabancı Holding Discount</b>			<b>-43,2%</b>		<b>-45,7%</b>	

Source: Bloomberg, Sabancı Holding Finance Department

\*Enerjisa Generation and Temsa are valued at Book Value, while Philsa valuation is based on Sell-side analyst estimates

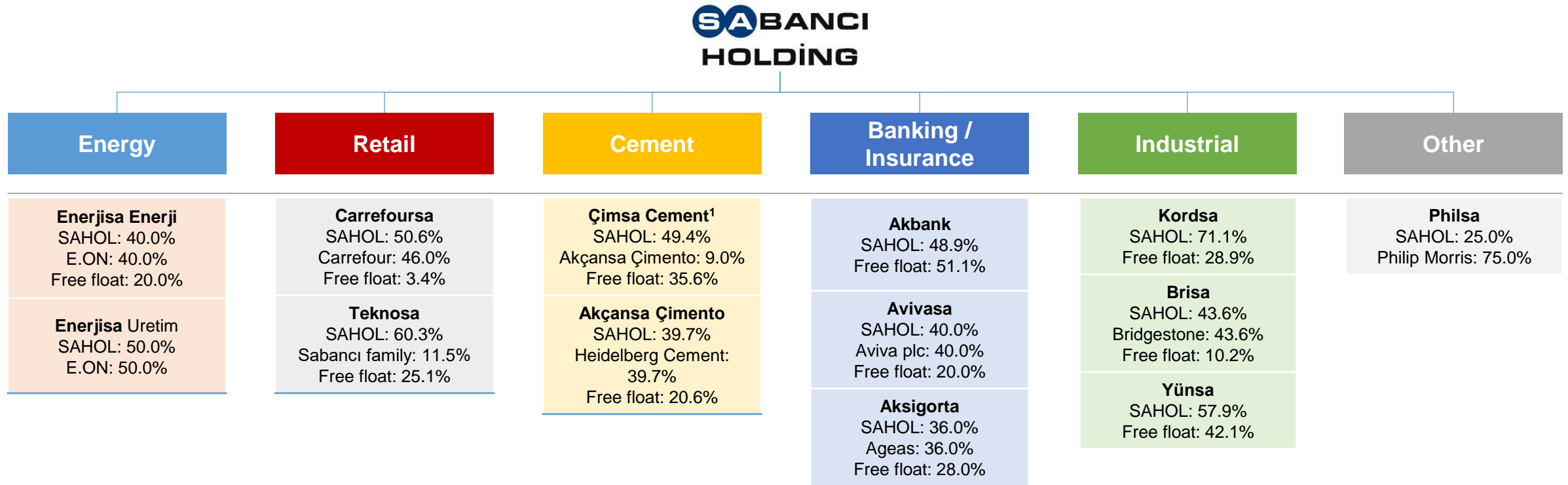
\*\*Temsa includes Temsa Motorlu Araçlar and Temsa İş Makinaları

## Share of FX linked Revenues in Total Revenues



\*\*\* Share in EBITDA

# Overview of corporate structure



Note: <sup>1</sup> Sabancı Holding's Cimsa stake increased to 54.5% after acquisition of 5% stake on April 6, 2018

## Appendix

## Sabancı Holding Earnings Reporting - Combined and Consolidated Numbers

Combined	Net Sales	EBITDA	Net income
Subsidiaries (1)	line by line	line by line	line by line
Joint Ventures (2)	line by line	line by line	line by line
Associates (3)	<i>Not included</i>	Proportion of ownership interest * Net income	Proportion of ownership interest * Net income

Consolidated	Net Sales	EBITDA	Net income
Subsidiaries (1)	line by line	line by line	line by line
Joint Ventures (2)	Not included	Proportion of ownership interest * Net income	Proportion of ownership interest * Net income
Associates (3)	Not included	Proportion of ownership interest * Net income	Proportion of ownership interest * Net income

(1), Akbank, Çimsa, Kordsa, Teknosa, Yünsa, Carrefoursa, Others (AEO, Sabancı DX, Exsa, Tursa)

(2) Akçansa, Aksigorta, Avivasa, Brisa, Enerjisa Enerji, Enerjisa Üretim, Temsa İş Makinaları

(3) Philsa - PMSA

Subsidiaries	Segment	Effective Ownership%
Akbank T.A.Ş. ("Akbank")	Bank	40,75%
Carrefoursa Carrefour Sabancı Ticaret Merkezi A.Ş. ("Carrefoursa")	Retail	50,61%
Teknosa İç ve Dış Ticaret A.Ş. ("Teknosa")	Retail	60,28%
Çimsa Çimento Sanayi ve Ticaret A.Ş. ("Çimsa")	Cement	58,10%
Kordsa Teknik Tekstil Anonim Şirketi ("Kordsa")	Industrials	71,11%
Yünsa Yünlü Sanayi ve Ticaret A.Ş. ("Yünsa")	Industrials	57,88%
Exsa Export Sanayi Mamulleri Satış ve Araştırma A.Ş. ("Exsa")	Others	47,90%
Ankara Enternasyonel Otelcilik A.Ş. ("AEO")	Others	76,85%
Tursa Sabancı Turizm ve Yatırım İşletmeleri A.Ş. ("Tursa")	Others	100,00%
Sabancı Dijital Teknoloji Hizmetleri A.Ş. ("SabancıDX")	Others	100,00%

Joint Ventures	Segment	Effective Ownership%
Aksigorta A.Ş. ("Aksigorta")	Insurance	36,00%
Avivasa Emeklilik ve Hayat A.Ş. ("Avivasa")	Insurance	40,00%
Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. ("Brisa")	Industrials	43,63%
Akçansa Çimento Sanayi ve Ticaret A.Ş. ("Akçansa")	Cement	39,72%
Enerjisa Enerji A.Ş. ("Enerjisa Enerji")	Energy	40,00%
Enerjisa Üretim Santralleri A.Ş. ("Enerjisa Üretim")	Energy	50,00%
Temsa İş Makinaları	Industrials	24,43%

Associates	Segment	Effective Ownership%
Philsa Philip Morris Sabancı Sigara ve Tütün San. ve Tic. A.Ş. (Philsa)	Industrials	25,00%
Philip Morris Sabancı Pazarlama Satış A.Ş. ("Philip Morrissa")	Industrials	24,75%

## Sabancı Holding Greenhouse Gas Emissions

GREENHOUSE GAS EMISSIONS (t CO2e)	2017		2018		CHANGE	
	Scope 1	Scope 2	Scope 1	Scope 2	Scope 1	Scope 2
<b>Sabancı Holding</b>	1.359	5.671	733	3.632	-46%	-36%
<b>Akbank</b>	7.515	36.115	6.970	33.153	-7%	-8%
<b>Akçansa</b>	6.052.352	272.269	5.611.429	246.137	-7%	-10%
<b>Aksigorta</b>		857	44	199	N/A	-77%
<b>Avivasa</b>	1.835		32	660	-98%	N/A
<b>Brisa</b>	29.940	96.898	49.537	84.514	65%	-13%
<b>Çimsa</b>	4.100.000	256.853	5.218.962	296.900	27%	16%
<b>Kordsa</b>	35.995		26.903	84.094	-25%	N/A
<b>Temsa İş Makinaları</b>			63	156	N/A	N/A
<b>Temsa Motorlu Araçlar</b>			20.340	27.000	N/A	N/A
<b>Yünsa</b>	8.664	12.687	9.205	13.565	6%	7%
<b>Sabancı University</b>			31.190	1.571	N/A	N/A
<b>TOTAL</b>	<b>10.237.660</b>	<b>681.351</b>	<b>10.975.408</b>	<b>791.581</b>	<b>N/A</b>	<b>N/A</b>

Note 1: Enerjisa Üretim Scope 1 emissions 10.208.279 tons in 2017 vs. 6.236.050 tons in 2018. Deviation partly due to methodology change (energy factor constant in 2017, analysis results used in 2018) and generation amount

Note 2: Scope 1 emissions are direct emissions from owned and controlled sources, Scope 2 emissions are indirect emissions from the generation of purchased electricity

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