

Strong Fundamentals, Sustainable Growth

We initiate our coverage with a **Market Outperform** recommendation and **TRY175.30** per share target price for Sabancı Holding. The shares are trading at a **61% NAV discount** according to our target estimates. We favor it due to its **i)** strong balance sheet structure and net cash position, **ii)** attractive NAV discount rate, **iii)** diversified portfolio structure, **iv)** new investment targets, **v)** possible increase in foreign investor interest, **vi)** possible public offering of Enerjisa Üretim.

Sabancı Holding's core business areas are banking, financial services, energy & climate technologies, digital technologies and retail. We calculate that the shares are trading at an attractive level with a 61% discount to its target NAV (3-year average of 31%). Domestically, we think that 2025 will be a balanced period supported by the disinflation process and interest rate cuts. In the light of global and local macroeconomic developments, we expect the rate cut cycle to stimulate domestic demand and increase foreign investor interest in Borsa Istanbul, and we think that Sabancı Holding will be positively affected by this situation. With the continuation of the rate cut process, we anticipate a decrease in risk premiums and an increase in foreign investor appetite, while we expect the discount to its net asset value to gradually narrow. While the average discount rate for the last three years is 31%, we think that taking the discount rate as 30% as a basis offers a more rational valuation approach in line with the current interest rate cut expectations and the increase in foreign investor interest.

Announcing its strategic targets for the 2024-2029 period, the holding aims to double its net asset value in this period and reach the level of USD 20 billion. In addition, it aims to increase the share of foreign currency-based revenues in total to more than 30%, keep the ratio of investment expenditures in revenues in the range of 15-20%, and increase WACC adjusted return by 120-150 basis points. As before, maintaining a net debt-to-EBITDA ratio of 2.0x or below is among the company's priority targets.

Sabancı Holding has a net cash position of TRY12.2 billion (USD 358 million) at the end of the 3Q24 period. The main reasons behind the strong cash position are the effect of dividend inflows and increasing contribution of investments. We believe that the strong net cash position provides Sabancı Holding with a significant advantage in terms of evaluating new investment opportunities.

The main risk factors are, i) Regulatory risks in the sectors in which it operates, **ii)** the possible rise in raw material prices on the industrial side, **iii)** macroeconomic risks, **iv)** delay in new investments.

81% Upside Potential

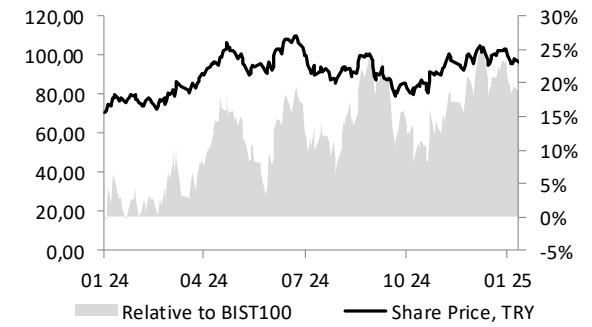
Listing Details and Rating

Bloomberg Ticker	SAHOL TI
View	Market Outperform
Price per Share, TRY	96,75
Target Price per Share, TRY	175,30
Upside	81%
Free Float	53,23%
Marketcap, TRY mln	203.211
Market cap, USD mln	5.660
BIST-100 Index Weight	3,83%
BIST All Shares Index Weight	2,86%
Foreign Share	39,08%
Pension Funds Share	13,01%
Mutual Funds Share	16,20%

Source: Matriks, PhillipCapital Research

Price & Market Cap. as of 10-Feb

Ratios	2022	2023	2024/09
P/E	2,3	5,9	28,9
EV/EBITDA	0,7	1,0	3,0
NAV	2022	2023	2024
Average NAV Discount	-29%	-29%	-37%



Stock Data	1M	3M	12M	YTD
Nominal	-4,5%	16,6%	21,9%	0,8%
Relative	-3,9%	8,7%	12,0%	0,6%
Trd. Vol. TRY mln	2.066	1.730	1.889	1.986

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Investment Theme

We believe that 2025 has the potential to be a year of balanced growth in Turkey's macroeconomic dynamics due to the disinflation process and interest rate cuts. In this process, the expected recovery in domestic demand with the decrease in interest rates and the increasing interest of foreign investors will create a strong ground for companies traded on Borsa Istanbul. In such an environment, we anticipate that **Sabancı Holding may have a positive divergence due to i) its strong balance sheet structure and net cash position, ii) attractive NAV discount rate, iii) diversified portfolio structure, iv) new investment targets, v) Possibility of increased foreign investor interest, and vi) possible public offering of Enerjisa Üretim.**

The Holding's strong net cash position, which stood at TRY12.2 billion as of September, offers a significant advantage in terms of evaluating new investment opportunities as well as the impact it provides on the financial side. While the previous 3-year average is 31%, the fact that it is traded at a discount of 61% according to our target net asset value calculation makes Sabancı Holding an attractive option, and we expect it to stand out with its strong fundamentals and portfolio diversity in case of increased foreign investor interest with the continuation of the improvement in CDS ratios. While investments in digital technologies and energy draw attention within the scope of the Holding's growth strategy, data center investments stand out as one of the cornerstones of these goals. These data centers, which Sabancı Holding aims to reach 500 MW starting with a total capacity of 300 MW, are among the strategic projects that will contribute to the company's NAV growth. These projects, which are planned in the USA, Europe and Turkey, stand out with their critical advantages such as proximity to energy sources and operational efficiency.

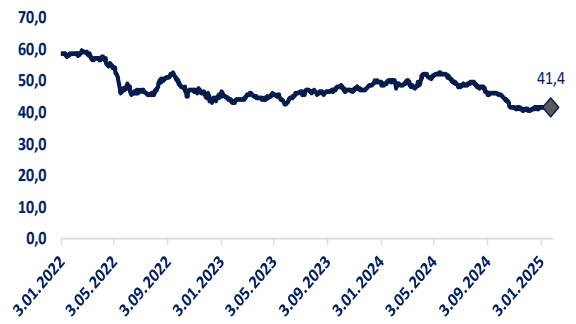
On the other hand, we believe that the possible public offering of Enerjisa Üretim has the potential to add value to the company and Sabancı Holding. Although the public offering process has been on the agenda for a long time, the unavailability of market conditions to create a suitable atmosphere has caused the process to be prolonged. If market conditions reach a more suitable level, the process can be expected to accelerate. We believe that if the company, whose current net asset value is approximately USD 5-6 billion, is offered to the public, it will create a significant financial resource for Sabancı Holding and contribute to the disclosure of the value within the Holding. At the meeting held by the company in the past weeks, it was emphasized that market conditions would be decisive to make a definitive assessment of the timing. We believe the IPO is likely to take place in the second half of this year or in 2026.

Turkey CDS



Source: Bloomberg

SAHOL- Foreign Ownership Ratio



Source: Matriks

Balanced Portfolio Structure

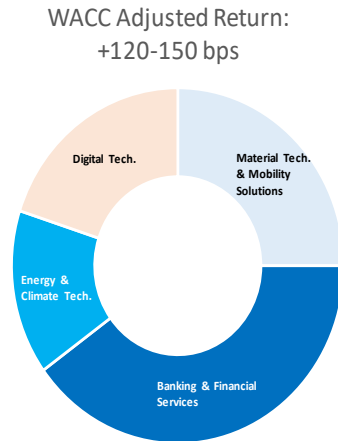
In the last five years, there has been a remarkable change in Sabancı Holding's portfolio allocation. While the share of the banking and finance sector has decreased, the weight of new economy areas such as energy and climate technologies has increased. This strategic step is part of the Holding's transformation to increase its future growth potential.

In this context, many targets in the 5-year plan announced in 2021 have been successfully achieved. Consolidated revenue and EBITDA increased, net debt/EBITDA ratio was kept below 2.0x, and return on equity increased. These achievements have made significant contributions to Sabancı Holding's progress on the path of sustainable growth.

Sabancı Holding has set comprehensive targets for the period 2024-2029 in order to make its portfolio more balanced and accelerate its growth in new economy areas. In particular, the Holding focuses on increasing its net asset value (NAV) and strengthening the diversity of sectors in the portfolio. On the non-bank side, it aims for a more balanced portfolio structure by increasing the weight of energy, climate technologies and digital investments in the portfolio. In this context, while the acquisition of Bulutistan and artificial intelligence-oriented projects are among the important steps of the new investment strategy in the field of digital technologies, investments in the field of renewable energy continue in both Turkey and the United States.

Sabancı Holding's main objectives for the new period include increasing NAV from USD 10.3 billion to USD 20 billion, increasing the share of foreign currency-based revenues in total revenues to over 30%, and keeping the ratio of investment expenditures to revenues in the range of 15-20%. In addition, adopting a sustainability-oriented approach, the Holding plans to reduce its scope 1 and 2 emissions by 42% by 2030.

2029 Target NAV



Source: Company Presentation

2024-2029 Guidance

Net Asset Value (USD)	USD 20 bn
WACC Adjusted Return	+120-150 bps
CAPEX/Revenues	%15-%20
FX Share in Revenues	≥%30
Net Debt/EBITDA	≤2,0x
Decreasing Scope 1 and 2 GHG	42% by 2030
Ratio of Women leaders at Holding	50% by 2030

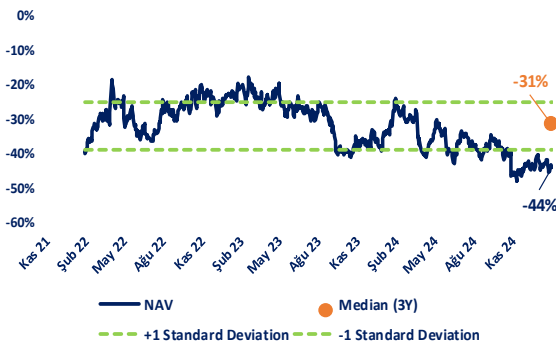
Source: Company Presentation

Net Asset Value Statement

Sector/Companies	Direct Stake %	Valuation Method	Mcap (Mn TRY)	Value To SAHOL (Mn TRY)	Valuation Method	Target Mcap (Mn TRY)	Target Value To SAHOL (Mn TRY)
Banking & Financial Services							
Akbank	41%	Market Value	327.080	134.103	1,05x P/BV 2025E	478.400	196.144
Aksigorta	36%	Market Value	12.074	4.347	1,75x P/BV 2025E	14.669	5.281
Agesa	40%	Market Value	25.362	10.145	3,8x P/BV 2025E	30.960	12.384
Total				148.594			213.809
Material Tech.							
Akçansa	40%	Market Value	38.385	15.354	7,0x EV/EBITDA 2025E	62.107	24.843
Çimsa	55%	Market Value	50.778	27.928	6,1x EV/EBITDA 2025E	56.353	30.994
Kordsa	71%	Market Value	13.004	9.233	8,0x EV/EBITDA 2025E	17.831	12.660
Total				52.515			68.497
Mobility Solutions							
Brisa	44%	Market Value	26.011	11.445	3,8x EV/EBITDA 2025E	36.567	16.089
Total				11.445			16.089
Digital Tech.							
Teknosa	50%	Market Value	5.720	2.860	1,1x EV/EBITDA 2025E	25.146	12.573
DxBV	100%	Book Value	3.640	3.640		3.640	3.640
Total				6.500			16.213
Energy & Climate Tech.							
Enerjisa Üretim	50%	Independent Valuation	140.000	70.000	10x EV/EBITDA	211.200	105.600
Enerjisa Enerji	40%	Market Value	71.927	28.771	2,4x EV/EBITDA 2025E	117.942	47.177
Total				98.771			152.777
Other							
Çimsa Building Solutions	32%	Book Value	9.450	3.024	Book Value	9.450	3.024
Sabancı İklim Teknolojileri	100%	Book Value	16.205	16.205	Book Value	16.205	16.205
Other*	100%	Book Value	12.040	12.040	Book Value	12.040	12.040
Total				31.269			31.269
Retail							
Carrefoursa	57%	Market Value	12.560	7.159	6,0x EV/EBITDA 2025E	13.250	7.553
Total				7.159			7.553
Total Subsidiaries				363.413			513.759
Listed				251.345			365.698
Non-Listed				101.269			148.062
Solo Cash (End of 3Q24)				12.200			12.200
Total NAV (mn TRY)				364.814			525.959
Sabancı Holding Mcap				205.627			205.627
Discount (-)/ Premium (+)				-44%			-61%
Discount rate(%)							30%
Target NAV After Discount							368.171
Target Price (TRY)							175,30
Last Price (TRY)							96,75
Upside Potential (%)							81,2%

* Other segment consists of Tursa, AEO, TMA, TUA, SabancıDx and Exsa.

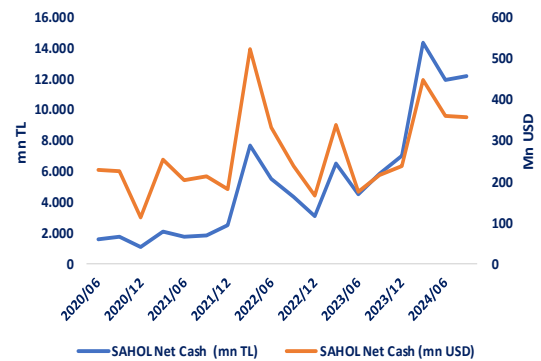
SAHOL- Net Asset Value



Source: PhillipCapital Research, Company Data

*The table presents the discount to the current net asset value (NAV) of the subsidiaries

SAHOL Net Cash Improvement



Source: Company Presentation

Sectoral Evaluations

Banking & Financial Services

Akbank (AKBNK TI) Recommendation: Market Outperform / Target Price: TRY92.00

It is one of Sabancı Holding's largest subsidiaries and continues its sustainable growth with its solid balance sheet structure and strong digitalization strategy despite the regulatory risks in the banking sector. Operating with a total of 694 branches, 12,778 employees and an asset size of TRY 2.7 trillion, Akbank has a leading position in the sector, especially with digital customer acquisition and artificial intelligence-based financial solutions. Akbank aims to improve the customer experience and increase operational efficiency by taking pioneering steps in the sector in digitalization. Transactions made through digital channels accounted for 96% of the total transaction volume, while the number of digital customers exceeded 12 million. At the same time, the Bank offers faster and more effective solutions to customer needs thanks to its infrastructure supported by artificial intelligence and advanced analytical technologies. We expect Akbank to increase its net profit by 72.1% in 2025. With its strong equity, we estimate that the company will be able to pay a dividend of \$1.33 per share from its 2024 profit (2.0% dividend yield). On the credit quality side, we positively assess the low ratio of Akbank's unsecured personal loans to total loans and the significantly higher reserve ratio for non-Group 1 loans compared to the sector average. On the growth side, we believe that it has a significant advantage in terms of accelerating credit growth when necessary, thanks to its strong core capital adequacy ratio and low deposit-to-loan conversion ratio. **According to our 2025 estimates Akbank's forward ROE should be 33.0%, P/BV multiple at 1.05x and P/E multiple at 3.8x. Our target share price is TRY92.00 per share.**

Aksigorta (AKGRT TI) Recommendation: Market Outperform / Target Price: TRY9.10

Generating a gross premium of TRY 34.9 billion in 2024 with an increase of 27.7% year-on-year, Aksigorta's market share decreased from 6.4% to 4.7% compared to the end of 2023. In line with the company's operational profitability targets, there was an annual decline in gross premium production in the Motor Insurance segment. In the 9M24 period, the company's operational revenue, excluding financial revenues, was in line with 2023, and we anticipate that it will partially improve its performance in this area in 2025. The change in the composition of premium production may lead to a partial decrease in the frequency of claims, especially in line with our expectations of a decline in the share of motor branches and a slowdown in economic activity. In this context, we assess that operational efficiency can be maintained and cost pressure can be controlled with effective claims management. We expect the company, which we expect to achieve a higher financial income compared to 2024 thanks to the size of financial assets that we estimate to reach TRY 24 billion in 2025, and to reach a net profit figure of over TRY 2.5 billion in 2025 with an annual increase of 51% with a 40% gross premium production increase. **According to our 2025 estimates, Aksigorta trades at a P/E multiple of 5.2x and a P/BV multiple of 1.75x, with a ROE of 41%. Our target share price is TRY9.10 per share.**

Agesa (AGESA TI) Recommendation: Market Outperform / Target Price: TRY172.00

Generating TRY 14.1 billion in premiums in the life branch with an annual premium production increase of 91.6% in 2024, **AGESA ranks second in the sector in life** insurance premium production by increasing its market share from 13.0% to 14.1% compared to 2023. In the private pension segment, by the end of 2024, the number of participants of the company reached 976 thousand, the amount of participant funds reached TRY 195 billion, and the amount of state contribution funds reached TRY 25.6 billion. The company also ranks second in the sector in private pensions. In the interest rate environment, which we expect to decrease in the disinflation process in 2025, the 30% state contribution will support the growth in private pension funds. In addition, the assumption that the reasonable real interest rate environment will continue within the framework of the fight against inflation may also contribute positively to the expansion in the fund volume. Although the complementary pension system is still in the maturation stage, it can be considered as a positive catalyst for private pension companies in general. In 2025, we expect the company to achieve a net profit of TRY 3.45 billion with an annual increase of 30%, and we anticipate a return on equity of 64.2% in this period. **Based on our 2025 estimates, our target price for AGESA is TRY 172.00, with a P/E multiple of 7.5x and a P/BV multiple of 3.8x.**

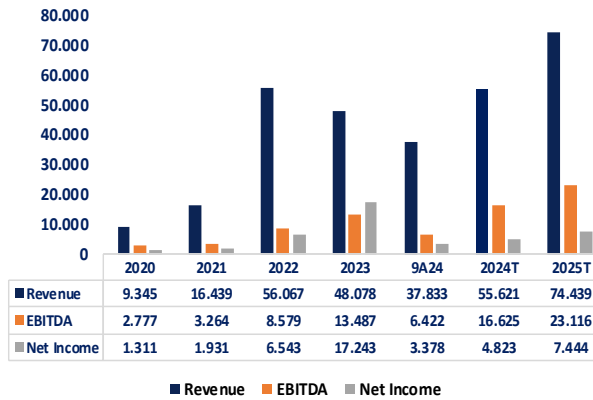
Energy and Climate Technologies

As one of Sabancı Holding's major subsidiaries in the field of energy and climate technologies, Enerjisa Üretim aims to increase its total installed capacity to 5,000 MW by 2026 and increase the share of renewable energy sources by acting with a clear vision for the future. Accordingly, in the Akhisar WPP project with a capacity of 55 MW, which was taken over on December 1, 2022, a capacity increase of 7 MW was completed in July 2024 and the total installed capacity reached 62 MW. Similarly, the company's wind power capacity increased to 417 MW with the 8.4 MW capacity increase realized in the Aydos WPP project in August 2024. In addition, with the commissioning of the Ovacık WPP project in 2024, the total installed capacity has increased to 54.6 MW. As of today, the total installed capacity of Enerjisa Üretim has reached 3,863 MW.

In the first half of 2024, Enerjisa Üretim faced challenges such as low energy prices, natural gas maintenance and low hydrology, as well as a decline in business activities. In addition, hedging transactions have put pressure on the company's operational performance. The company completed the first 9 months of the year with a turnover of TRY 37.8 billion (-26.1% year-on-year), EBITDA of TRY 6.42 billion (-58.8% year-on-year) and a net profit of TRY 3.38 billion (-53.5% year-on-year). According to our 2025 estimates, we expect the company to achieve a turnover of TRY 75.1 billion, an EBITDA of TRY 15.0 billion and a net profit of TRY 6.7 billion.

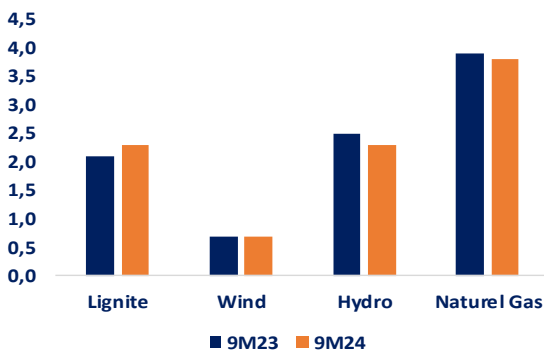
In line with Enerjisa Üretim's goals of consolidating its leading position in the field of renewable energy, the Renewable Energy Resource Area 2 (YEKA-2) project, which is planned to have a total installed capacity of 1,000 MW, stands out as one of the most important steps in the company's growth strategy. In this project, a loan agreement of USD 1.01 billion was reached between Enerjisa Üretim and financial institutions for the financing of the 750 MW capacity. The project is expected to be completed gradually by the first quarter of 2026. YEKA-2 will not only increase the installed capacity of Enerjisa Üretim but will also make significant contributions to Turkey's renewable energy transformation.

Enerjisa Üretim-Finansal Results (mn TL)



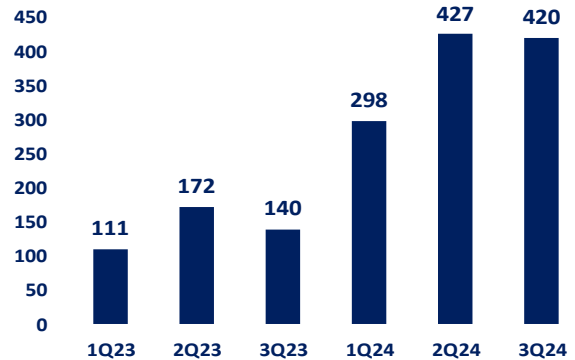
Source: Company Presentation, PhillipCapital Research

Enerjisa Üretim -Production Volume(TWh)



Source: Company Presentation

Enerjisa Üretim- Net Debt (Mln EUR)



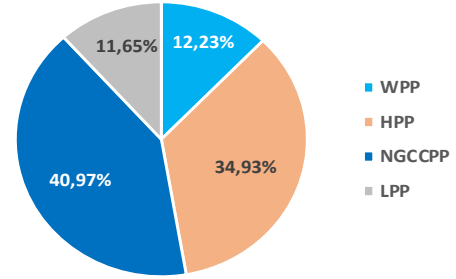
Source: Company Presentation

Sabancı Holding Installed Power Plants

SAHOL Installed Power Plants		
Name	Santral	Power
AKHIŞAR RES	WPP	62,0
AKKÖY RES	WPP	25,2
ARKUN HES	HPP	244,8
AYDOS RES	WPP	14,0
BALIKESİR RES	WPP	143,0
BANDIRMA DGKÇ	NGCCPP	936,0
Bandırma GES	SPP	2,0
BANDIRMA-2 DGKÇ	NGCCPP	607,0
ÇAMBAŞI HES	HPP	44,1
ÇEŞME RES	WPP	18,9
DAĞDELEN HES	HPP	8,0
DAĞPAZARI RES	WPP	39,0
DIKİLİ RES	WPP	7,2
DOĞANÇAY HES	HPP	62,0
ENERJİSA ÇANAKKALE RES	WPP	29,9
ENERJİSA KÖSEKÖY DG	NGCCPP	40,0
ERCIYES RES	WPP	78,6
HACININOĞLU HES	HPP	142,0
KANDİL HES	HPP	208,0
Karabük GES	SPP	7,0
KAVŞAKBENDİ HES	HPP	191,0
KÖPRÜ HES	HPP	156,0
KUŞAKLI HES	HPP	20,0
MENGE HES	HPP	89,0
Ovacık RES	WPP	54,6
SARIGÜZEL HES	HPP	103,0
TUFANBEYLİ TES	LPP	450,0
YAMANLI2 HES	HPP	81,9

Source: Company Presentation

SAHOL- Installed Power Plants



Source: Company Presentation

Enerjisa Enerji (ENJSA TI)

Enerjisa Enerji operates as Turkey's leading electricity distribution and retail company through a partnership between Sabancı Holding and E.ON. The company provides distribution services to approximately 22 million people across Istanbul's Anatolian side, Başkent, and Toroslar electricity distribution regions, with over 12 million connection points. Additionally, it supplies electricity to 10.7 million customers under the regulated tariff mechanism in its licensed regions and through the free consumer mechanism nationwide. With a regulated revenue model ensuring a low-risk profile, the company maintains a strong financial structure backed by a regulated asset base of TRY 57 billion as of 2024.

The company aims to achieve a sustainable transformation in the energy sector through digitalization and innovative solutions. Expanding its electric vehicle charging station infrastructure with the Eşarj brand, Enerjisa Enerji is the leader in Turkey's e-mobility ecosystem with 2,163 active charging points. These investments form part of their strategy to reduce carbon emissions and provide innovative services. At the same time, it makes a difference in the sector with its customer-oriented service approach by pioneering innovative projects such as energy storage and smart meter systems. When we examine the financials, in the 9M24 period, it achieved a turnover of TRY 133 billion with a decrease of 26% compared to the same period of the previous year, while it announced a loss of approximately TRY 4.2 billion. As a result of inflation and interest rates remaining at low-to-mid-double-digit levels in 2025, we anticipate an expansion of the asset base, a strengthening of operating income, a decrease in the rate of interest expense and an increase in underlying net profit due to the ongoing investments and revaluation. In the following years, net profit growth can be expected to strengthen further as inflation and interest rates reach low double-digit levels. **In 2025, we expect the company to achieve a revenues of TRY 220 billion and an EBITDA of TRY 39.5 billion. Based on our estimates for 2025, the company trades at a 2.4x FD/EBITDA multiple.**

Sabancı Holding manages its strategic investments in the field of energy and climate technologies **through Sabancı Climate Technologies** and has 100% control in this field. Two major solar energy projects, Oriana and Cutlass II, implemented in the US state of Texas, are among the remarkable investments in the holding's renewable energy portfolio. The Oriana project, which is under construction and is targeted to be commissioned in the second quarter of 2025, has a solar energy capacity of 232 MW and is supported by a 60 MW energy storage facility. **The Cutlass II** project, on the other hand, stands out with its solar energy capacity of 272 MW (the project was completed before the projected target date and commissioned at full capacity on May 17, 2024). With these two projects, it is aimed to reach a total solar energy capacity of 504 MW. Developed in line with the net zero emission target, these projects are supported by financing from renewable energy investment funds and contribute to the sustainable energy transformation in the region.

Material Technologies

Çimsa (CIMSA TI) and Akçansa (AKCNS TI)

Cement and concrete production is the cornerstone of Sabancı Holding's material technologies portfolio. Çimsa is currently the second largest white cement producer in the world and also the third largest producer of calcium aluminate. With its Mersin factory, the only integrated facility in the world that produces gray, white and calcium aluminate cement, and the Buñol Factory in Spain, Çimsa continues to steadily increase its global competitiveness with its large-scale investments in the niche construction materials market. Çimsa's strategic moves include increasing the use of alternative fuels in line with its sustainability goals, investing in SPP projects, and developing new products that provide cost advantages. **According to our forecasts for 2025, we expect the company to record revenue of TRY 43.0 billion and an EBITDA of TRY 8.60 billion. The company trades at a EV/EBITDA multiple of 6.1x based on our 2025 estimates.**

As it will be remembered, in October 2024, Çimsa acquired 94.7% of the Mannok company in Ireland for 253.5 million Euros with a major agreement. With this acquisition, Çimsa aims to increase its branding and operational efficiency in the international market.

Established through a partnership between Sabancı Holding and Heidelberg Materials, Akçansa stands out with its strategically located production facilities in the Marmara and Black Sea regions, as well as its ownership of the largest cement plant serving the Istanbul market. Notably, its integrated cement production facilities—such as the Büyükçekmece Plant in Istanbul, the Çanakkale Plant, and the Ladik Plant in Samsun—along with its operational ports in Ambarlı and Çanakkale and its strong inter-terminal transfer capabilities, are key factors strengthening the company's operational efficiency and competitive advantage. Consequently, Akçansa is positioned as one of the key players in potential mega projects or urban transformation initiatives in Istanbul. One of the most significant recent developments affecting the cement sector has been the European Union's Carbon Border Adjustment Mechanism (CBAM). To comply with these regulations and maintain its competitive position in international markets, Akçansa has been taking significant steps to increase the use of alternative raw materials and alternative fuels, thereby reducing its carbon footprint. Additionally, the company offers a range of sustainable products with low clinker content, which not only contribute to a more environmentally friendly production process but also provide a cost advantage. **According to our forecasts for 2025, we expect the company to record revenue of TRY 24.5 billion and an EBITDA of TRY 5.0 billion. Based on our 2025 estimates, the company trades at an EV/EBITDA multiple of 7.0x.**

Kordsa (KORDS TI)

Kordsa is a major player in the advanced materials segment. Operating with production facilities in Turkey, Indonesia, Thailand, the USA and Brazil, the company is a strategic partner for global tire manufacturers. Produced with innovative polymer technologies, tire courts meet the automotive industry's expectations for lightness, durability and environmental friendliness. More than 70% of the company's product range is based on certified and customer-oriented production principles. However, the company has been going through a fundamentally difficult process recently. While the stagnation in aviation production and the contraction in the tire reinforcement sector negatively affected the company's performance, limited growth in the composites field was also reflected in the financial results. While the company normally has the capacity to generate EBITDA of approximately USD 30 million per quarter, this figure has remained at the level of USD 18-20 million in recent years. However, more than USD 300 million in M&A investments in the composites sector over the past few years offer the potential to generate strong cash flow in the future. Signs of improvement in U.S. trade policies could create an opportunity to support the company's operations in this region. In addition, changes in the EUR/USD pair (which translates into an annual loss of EBITDA generation of \$1-2 million for every 100 bp decline) stand out as an important macroeconomic factor that directly affects the company's annual EBITDA. **According to our 2025 estimates, we expect the company to record revenue of TRY 37.7 billion and an EBITDA profit of TRY 3.0 billion. The company trades at an EV/EBITDA multiple of 8.0x based on our 2025 estimates.**

Digital Technologies

Sabancı Holding aims to strengthen its leadership in this field by accelerating its investments in innovative technologies with its vision of digital transformation. Digital strategies make it possible to both increase the efficiency of existing business lines and grow in new business areas. Accordingly, the Digital Strategic Business Line, which was established in 2023, provides a structure that guides Sabancı Holding's investments in digitalization and technology. The company makes pioneering investments, especially in the field of cloud technologies and data centers. As it will be remembered, DxBV took an important step within the scope of its digital transformation strategy in August 2024 and invested in Bulutistan for 39 million USD. Sabancı Holding's total effective shareholding in Bulutistan capital indirectly through DxBV and Sabancı Ventures is 75.5%. With its advanced cloud services, international growth targets and sustainability-oriented approach, Bulutistan can create value for Sabancı Holding in the coming periods.

SabancıDx, **which has one of the fastest growing cloud infrastructures in Turkey**, provides services to both local and international customers. With expansion plans in the U.S., Europe and the Gulf countries, the company aims to increase its capacity to offer global digital solutions. In addition, investments in this area create synergies with the energy business unit, enabling the development of sustainable digital solutions.

Teknosa (TKNSA TI)

Serving in 178 stores in 64 cities, Teknosa reinforces its leading position in the sector with its digital transformation strategy as one of Sabancı Holding's strong assets in the retail sector. Teknosa has successfully completed its "phygital" transformation by bringing together both its physical store network and online platforms. Teknosa's customer-oriented digitalization strategy draws attention especially with Turkey's first technology-oriented marketplace and artificial intelligence-supported sales tools. As part of its digitalization strategy, which has been pursued since 2019, the company has both improved the in-store experience and rapidly expanded its online sales channels. This strategy has accelerated growth in the e-commerce channel and increased customer satisfaction. Teknosa has demonstrated its digital leadership in the sector by activating Turkey's most comprehensive artificial intelligence-supported sales assistant tool in all its stores. This system aims to increase conversion rates and profitability while supporting sales teams. In addition, SAP has raised its information technology infrastructure to the level of global best practices with ERP and business architecture transformation. While it is predicted that a recovery in consumer spending is expected in the second half of 2025 with the effect of the interest rate cut cycle, the revival of domestic demand with the decline in interest rates may have a positive impact especially on the technology retail segment. **In 2025, we expect the company to record revenue of TRY 97.5 billion and an EBITDA of TRY 3.86 billion. Based on our 2025 estimates, the company trades at an EV/EBITDA multiple of 1.1x.**

Retail

CarrefourSA (CRFSA TI)

As one of Turkey's leading organized food retail companies, CarrefourSA reinforces its leading position in the sector with its strong store network, digitalization strategy and customer-oriented business model. With 1,184 stores in 67 provinces and a customer base of more than 12 million, CarrefourSA has adopted an "omnichannel growth" strategy by integrating both physical retail operations and digital sales channels. The company uses Big Data and artificial intelligence-supported analytics systems to optimize its experience and accelerates its growth in the e-commerce segment. While the number of online stores increased to 839, a steady increase is observed in the volume of orders and the number of active customers. Acting with a structure that pioneers retail transformation, CarrefourSA directs its growth strategy to non-retail channels and adopts the vision of transforming into a distribution company. CarrefourSA has also accelerated its investments in the field of energy efficiency and sustainability. With energy efficiency investments of more than 150 million TL, 54 electric vehicle stations in 40 stores and energy tracking systems, the company contributes to its environmental sustainability goals while optimizing its operational costs. **In 2025, we expect the company to record revenue of TRY 76.2 billion and an EBITDA of TRY 2.7 billion. The company trades at a 2025 EV/EBITDA multiple of 6.0x based on our estimates.**

Sabancı Holding 9M24 Detailed Financials

mn TRY	Combined Revenue			Combined EBITDA			Consolidated Net Income		
	9M 2023	9M 2024	Change	9M 2023	9M 2024	Change	9M 2023	9M 2024	Change
Total	817.265	859.211	5%	169.922	92.384	-46%	2.746	-11.128	n.m.
Bank	342.779	454.428	33%	114.383	47.403	-59%	-5.061	-7.727	-53%
Non-Bank	474.486	404.783	-15%	55.539	44.981	-19%	7.808	-3.372	a.d
Energy	231.945	171.296	-26%	36.809	26.750	-27%	6.486	-286	a.d
Mobility Solutions	37.920	36.533	-4%	6.421	5.107	-20%	1.265	198	-84%
Material Tech.	70.520	59.901	-15%	10.512	8.644	-18%	2.248	1.578	-30%
Digital	46.940	49.543	6%	243	1.085	347%	-27	-991	-3504%
Financial Services	42.071	41.285	-2%	2.670	2.826	6%	-352	-194	45%
Other	45.090	46.226	3%	-1.116	579	n.m.	-1.812	-3.677	-103%

Source: Company Presentation

Listed Subsidiaries 2025 Financial Forecasts

2025 Estimates for Listed Subsidiaries					
mn TL	Revenues	EBITDA	Net Income	EBITDA Margin %	Net Income Margin%
AKBNK	-	-	89.829	-	-
AGESA	-	-	3.450	-	-
AKGRT	-	-	2.543	-	-
AKCNS	26.000	5.000	2.245	19,2%	8,6%
BRISA	37.680	6.000	2.850	15,9%	7,6%
CIMSA	43.000	8.600	5.000	20,0%	11,6%
CRFSA	76.200	2.700	1.100	3,5%	1,4%
ENJSA	220.000	39.500	6.000	18,0%	2,7%
KORDS	37.700	3.000	200	8,0%	0,5%
TKNSA	97.500	3.860	-500	4,0%	-0,5%

Source: PhillipCapital Research

Methodology

The target value of a stock refers to the value that the analyst expects to reach at the end of our performance period, which is the 12-month period.

Return Above Index (EU)

If this decision has been made for the company, it indicates that a better return is expected in the stock compared to the index in the medium and long term. Of course, this decision does not guarantee that the stock will rise or provide returns on the index. Any conjuncture changes that may occur after the report is published, developments in the macroeconomy, developments in the world economies, and a news about the company can change this decision.

Index Parallel Return (EP)

If a "Return in Line with the Index" decision has been made for the relevant stock, there may be various reasons for this. This decision may have been made if the company's latest data indicates that it will not show significant differences in future forecasts compared to the past. The company's share price may be close to the price it should be in terms of valuations. The fact that a "Return in Parallel with the Index" decision has been made for a stock does not mean that this stock will not move up or down. Generally, this indicates that a return in line with the index is expected to be achieved in the medium and long term on the stocks that are decided. However, every new news and change in the conjuncture can change this decision.

Return Under Index (EA)

If a "Return Under Index" decision has been made for a stock, it indicates that a weaker return is expected compared to the index in the medium and long term. Even if the "Index Yield" decision has been made, it is possible that the stock in question may make short-term reaction rises or that its technical indicators have given a short-term buy signal. In some cases, although no return is expected from the stock in the medium and long term, short-term "Return Above Index" or "Return in Parallel with the Index" can be provided when there is important news, news of a temporary profit increase, or developments that will cause the price to follow a positive course in the short term.

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