

# ŞİŞECAM

Investor Presentation 9M'22

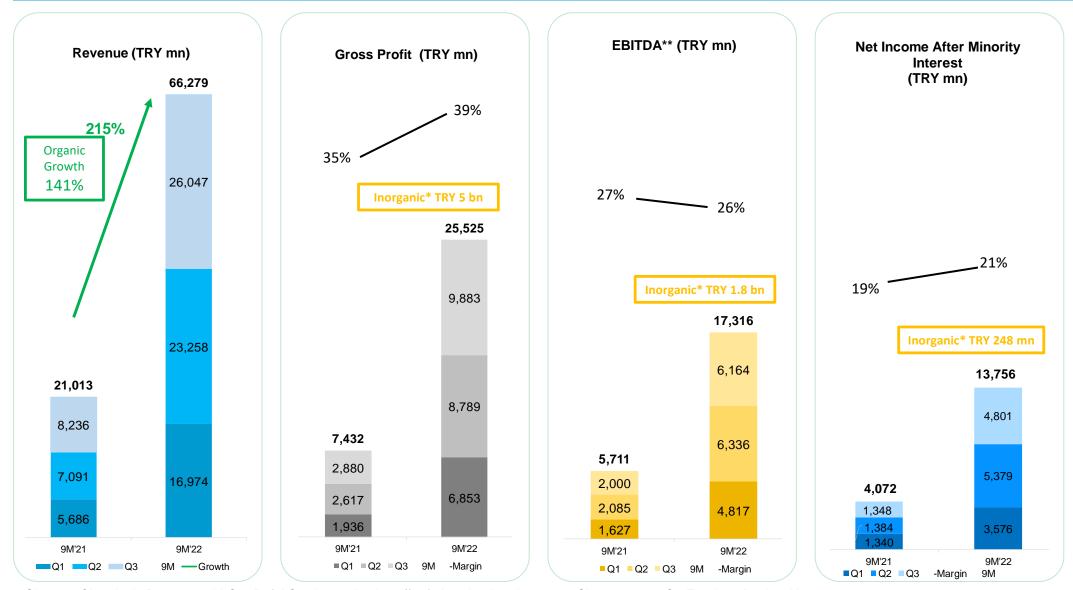
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# 9M'22 Key Financial Results





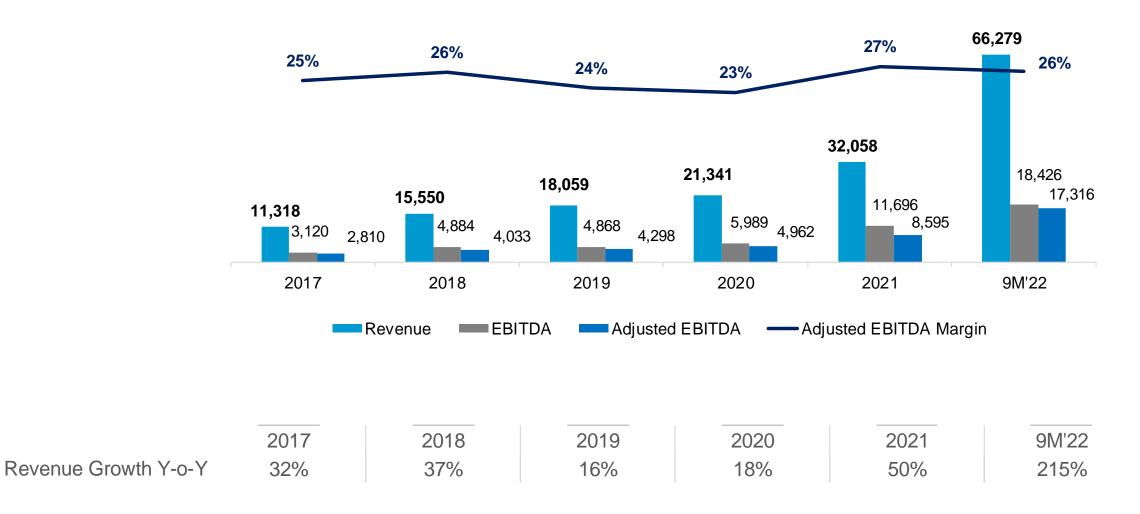
<sup>•</sup> Sisecam Chemicals Resources LLC & Refel S.p.A contributions (for futher details, please see Sisecam 2022 Q3 Earnings Review Note on <a href="https://www.sisecam.com.tr/sites/catalogs/en/Investor%20Relations/Presentations%20and%20Bulletins/Bulletins/SISE%202022%20Q3%20Results%20-%20YoY%20Comparison.pdf">https://www.sisecam.com.tr/sites/catalogs/en/Investor%20Relations/Presentations%20and%20Bulletins/Bulletins/SISE%202022%20Q3%20Results%20-%20YoY%20Comparison.pdf</a>

<sup>\* \*</sup> EBITDA and Net Income After Minority Interest are adjusted to one-off items

# Historical Financial Results



TRY mn



# 9M'22 Segmental Revenue and EBITDA

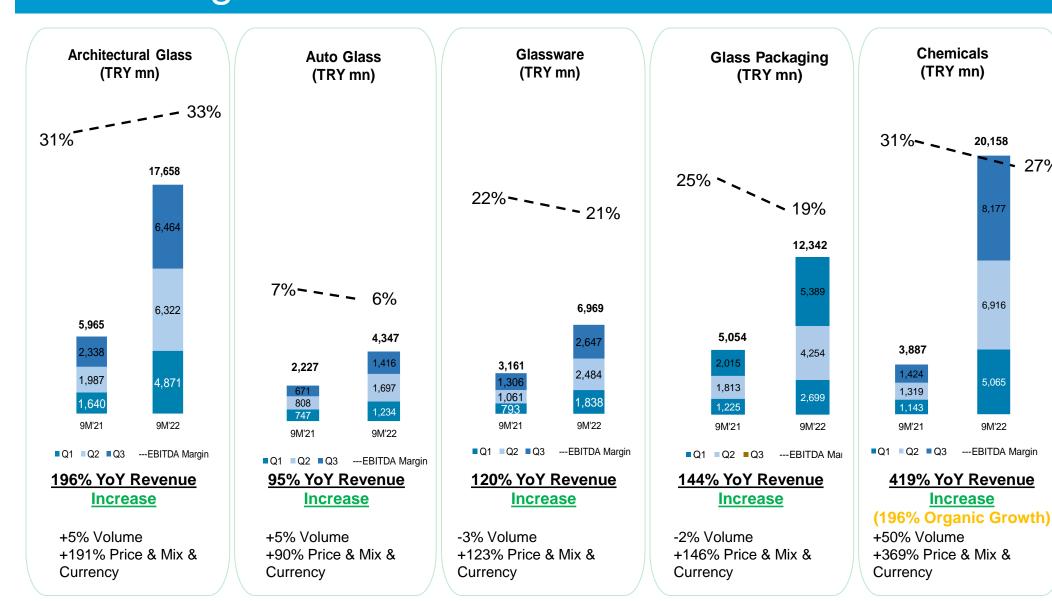


Sisecam Chemicals

Resources LLC

Contribution:

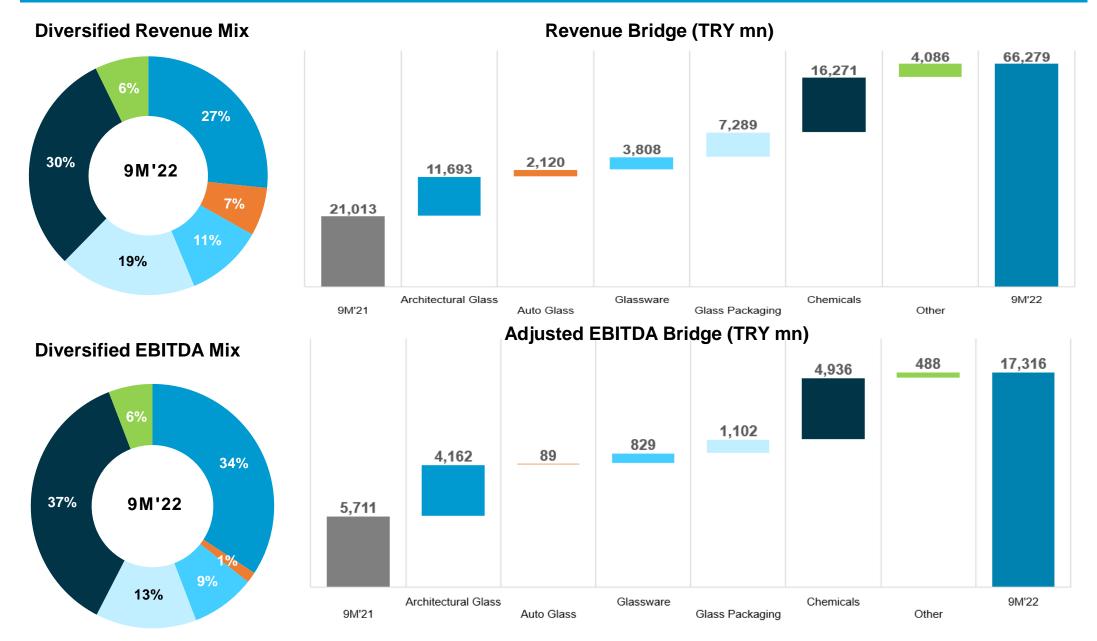
TRY 8.7 bn



- All revenue figures showing net external sales
- EBITDA Margins derived from one-off gain/loss adjusted figures

# 9M'22 Segmental Revenue and EBITDA

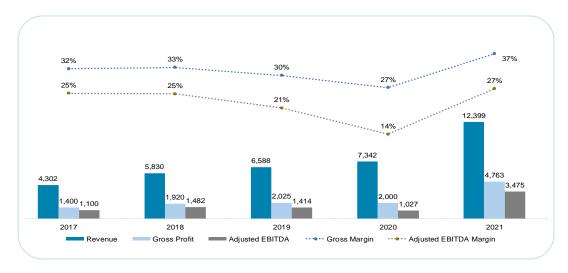




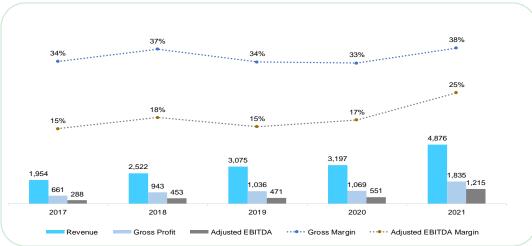
# Historical Segmental Financial Results

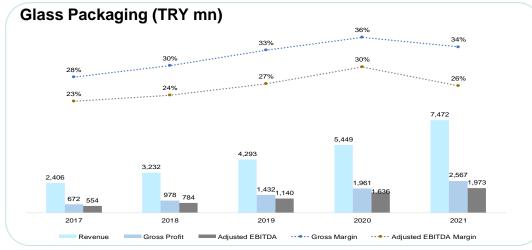


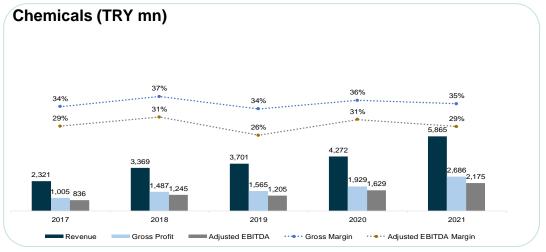
### Flat Glass (TRY mn)\*



### Glassware (TRY mn)





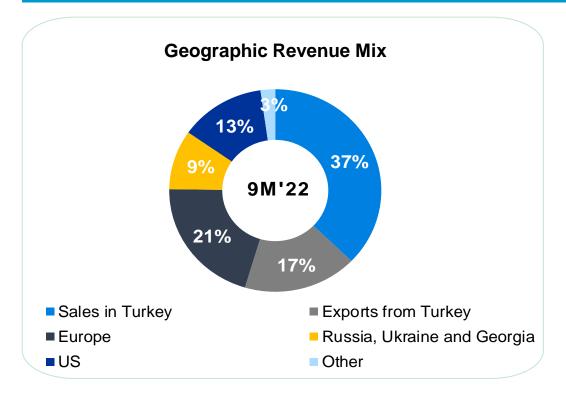


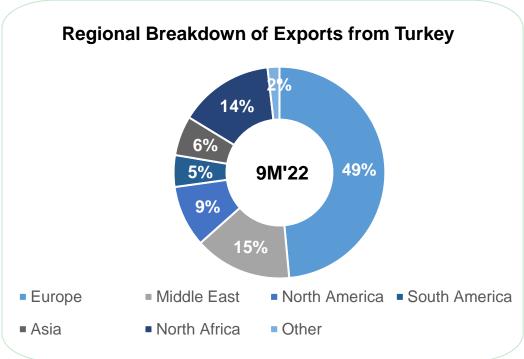
All revenue figures showing net external sales

<sup>\*</sup>Re-categorized as two separated business lines (Architectural Glass and Auto Glass) as of January 1st 2021

# 9M'22 Regional Results







Top 10 Export Countries Italy, Egypt, USA, Spain, France, Israel, Germany, Brazil, UK, Bulgaria

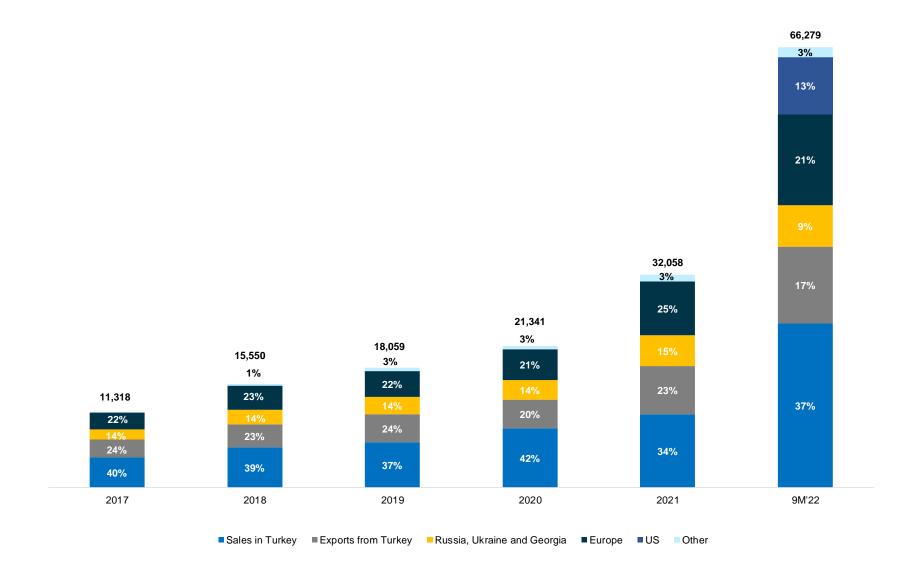
\$814mn exports revenue

Exports to 150+ Countries

# Historical Regional Results

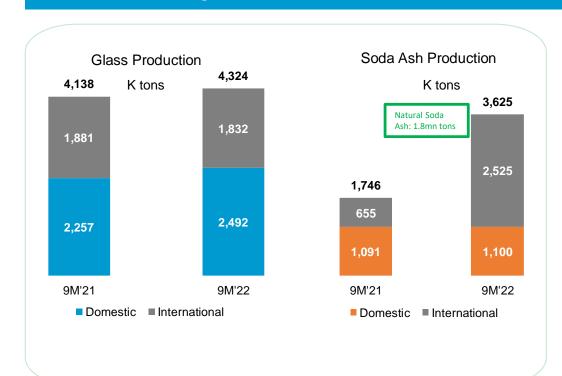


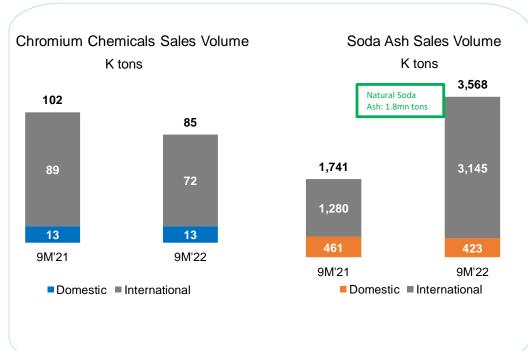
TRY mn

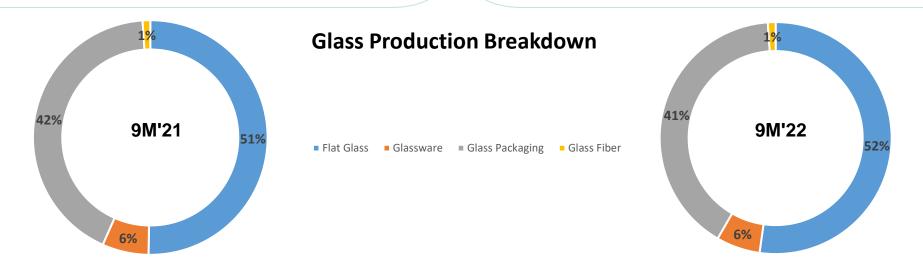


# 9M'22 Operational Results





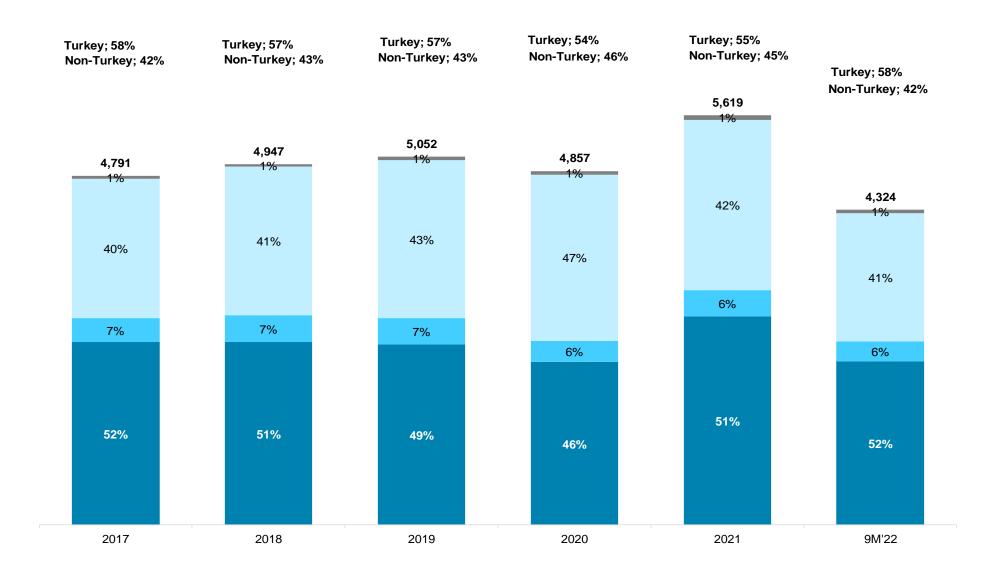




# Historical Production Results - Glass

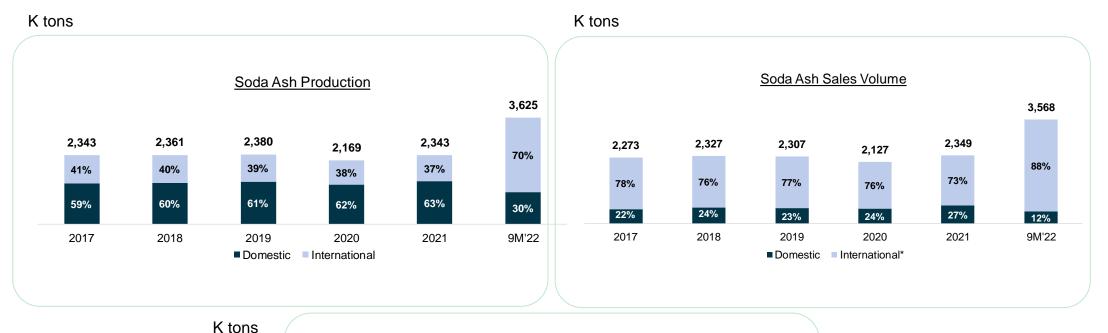


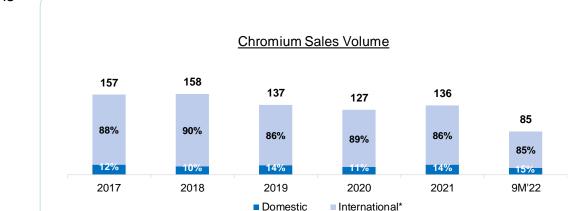
K tons



# Historical Production & Sales Volume - Chemicals



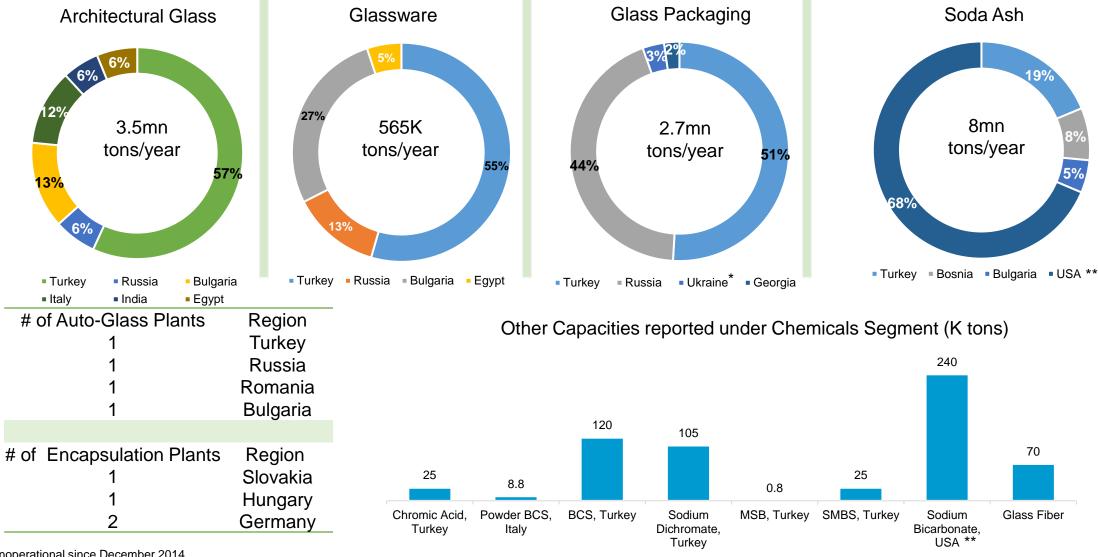




<sup>\*</sup> International: Sales from Non-Turkey Facilities + Exports from Turkey-based facilities

# **Installed Capacities**



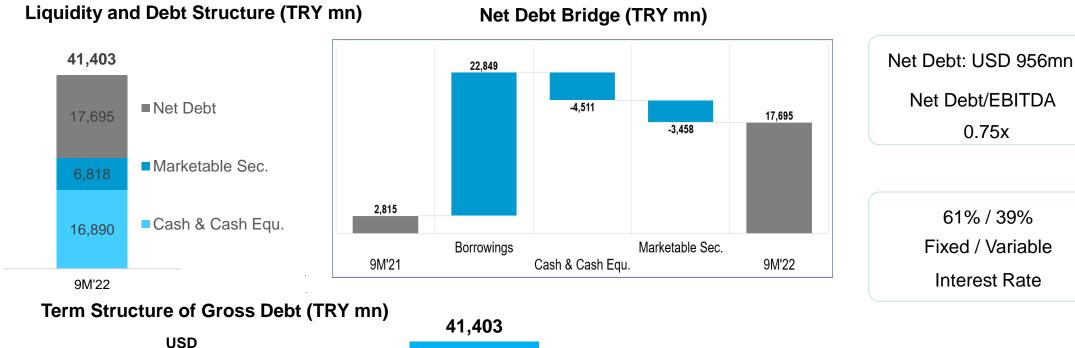


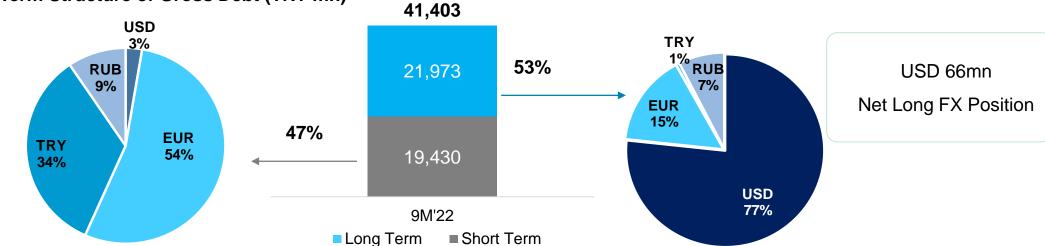
<sup>\*</sup> Inoperational since December 2014

<sup>\*\*</sup> Incl. US Natural Soda Ash Investment: Wyoming mine (operational with 2.5mn tons/year production capacity) + Pacific & Atlantic mines (total stake adjusted capacities; soda ash 3mn tons/year, sodium bicarbonate 240K tons/year expected to be gradually online starting from late 2026

# **Debt Position**





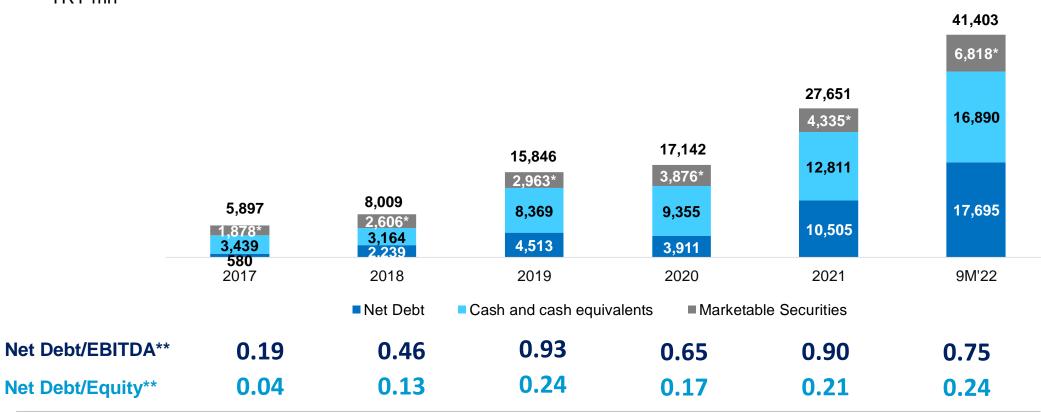


<sup>\*</sup>USD 1.2bn equivalent long-term liabilities include USD 700mn Eurobond issued back in March 2019

# Historical Debt & Liquidity Results







### **Credit Ratings**

MOODY's	LT FCY Rating	В3	Stable
FITCH	LT FCY Rating	В	Negative

<sup>(\*)</sup> Marketable securities: USD 172Mn-Eurobond investments, USD 92Mn-FX protected deposit and TRY 1.9Bn liquid fund investments

<sup>(\*\*)</sup> Marketable securities are included in net debt calculation

# Historical FX Position

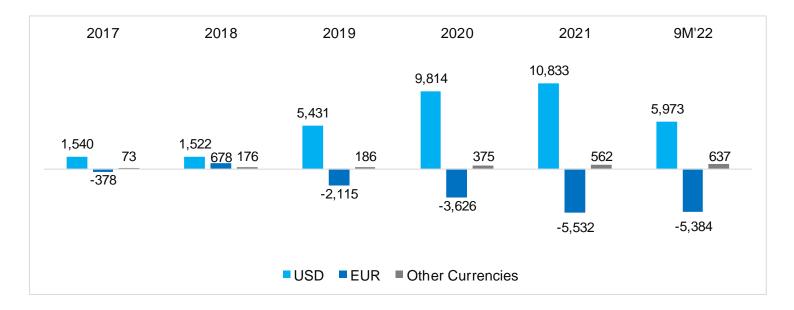


**Original Currency** 



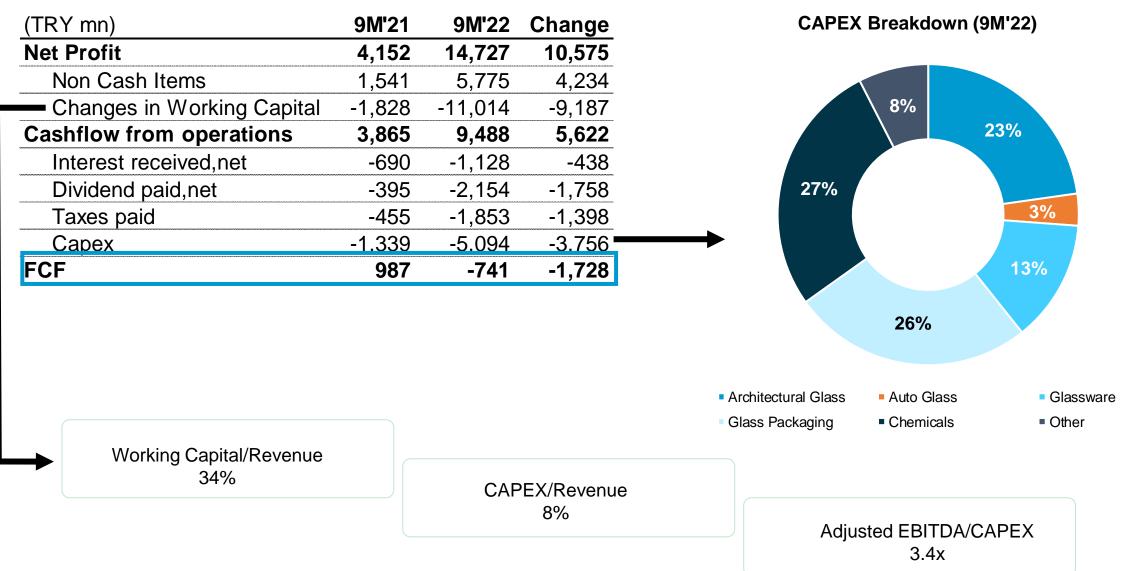


TRY mn



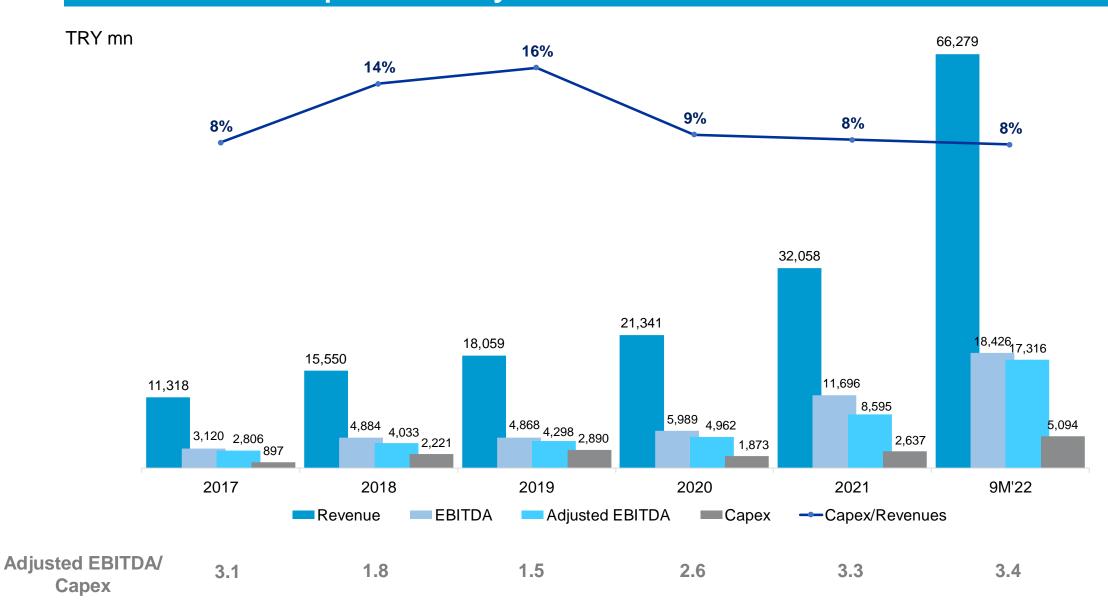
# FCF & Capex





# Historical Capex Analysis





# CareforNext 2022-2030 VISION

# Protect the PLANET EMPOWER SOCIETIES TRANSFORM LIVES

### **CareforNext Vision**

Become one of the pioneering organizations in value creation on a global scale by providing solutions and services that «Protects the Planet, Empowers Society and Transforms Life».

### About CareforNext

Our sustainability strategy in accordance with our vision for creating sustainable value is fully integrated with the UN Sustainable Development Goals.

# Circular Production Care for Next Water Use

**Climate Change** 

Value-Added Value Chain
Partnership
Equality,
Diversity & Inclusion

Talent
Acquisition,
Development
Management

Digitalized
Value
Chain
Sustainable
Products

Value Chain
Sustainability

**Occupational** 

Health and Safety

# Our 2030 Sustainability Strategy at a Glance





### PROTECT THE PLANET

### Climate Change

2050 Vision for Carbon Neutrality Setting of 2030 Target Compatible with SBTi (Science Based Targets), Development of Installed RES Capacity of 53 MW, Transition to Fully Electric Furnace



15% Reduction in Fresh Water Consumption



### Circular Production

50% Reduction in Packaging Waste, Reaching 35% Glass Cullet Use in Glass Packaging







### **EMPOWER SOCIETY**

### **Corporate Heritage**

Global Dissemination of Glass Heritage and Culture



### MAJOR SPONSOR Talent Acquisition, Management and Development

Increasing Functional and Personal Competences through Training (47 personhours of training per year) Gaining Skills of New Generation, Increasing the Rate of Employee Loyalty

### Occupational Health and Safety

Zero Work Accidents, Well-Being Program

### Equality, Diversity and Inclusion

Reaching a 25% Female Employment Rate, Implementation of Women Expression Program, Promoting the Multi-National Work Environment

















### TRANSFORM LIFE

### Digitalized Value Chain

Transition to a Digital Working Environment, Completion of Digitalization of All Organizational Operations, Decision Making Based on Data Analytics

### Sustainable Products

Increasing the Share of Sustainable Products in Turnover, Increasing the Number of Sustainable Products and Solutions for Transforming Life and. Dissemination of Life Cycle Analysis Program and Eco-Labelling

### Sustainability Across the Value Chain

Dissemination of the Supplier Capacity Development Program, Compliance with the Code of Conduct by All Suppliers

### Value-Added Partnerships

Establishment of Collaborations and Partnerships in Pursuit of SDG 17 (Partnerships for Goals)











# Key Progress Ytd – CareforNext Micro-website

**CareforNext micro-website** is now live. It is designed to interact with all our stakeholders, from our investors to the press, and provide comprehensive information about \$\sigma\secam'\secam'\secam'\secam\secam'\secam'\secam.\secam.\secam'\secam.\secam

Sections have been designed to inform all our stakeholders in detail about our sustainability approach, our sustainability governance, our sustainability journey with history, CareforNext's main three pillars and our 2030 targets.





**Sustainable Solutions** page is designed to promote our sustainable products to our customers and indirectly motivate them to purchase.

**Sustainability from A to Z** page is designed to explain in detail to our investors the issues and practices that we consider significant regarding sustainability and our actions in this direction.

**Our Core Sustainability Policies** section is designed to refer to the corporate side.

News, Events And Announcements





**News** section is designed to inform all our stakeholders, from the press to our investors, about our current sustainability developments, the awards we have received, and the events we organize.

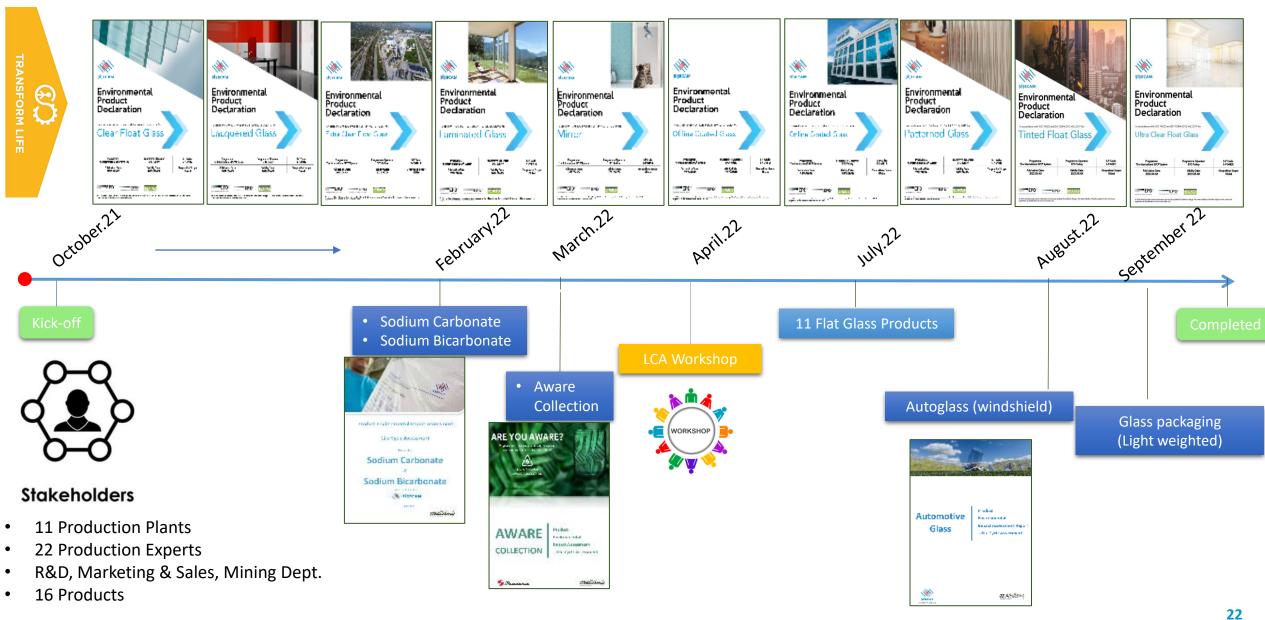


Videos section on our homepage is designed to support the promotion of our sustainability strategy, CareforNext, and our sustainable products, and to appeal to the visual and auditory senses of all our stakeholders.

**Projects** section is designed as a section where we detail our projects, from science-based goals to corporate social responsibility, and supports the information on other pages.



# Key Progress Ytd – Life Cycle Assessment & Environmental Product Declaration Project



# Sustainability: Corporate Governance



Corporate Governance Rating of Şişecam was revised to 9.551 from 9.538 in December 2021.

As a Corporate Policy, Şişecam continues to strive for reaching the highest level of Corporate Governance practices, where its heritage of «good corporate governance practices» has already been evidenced by the recent rating received.

Sustainability remains at the core of operations and strategy, with continuously improved practices.

https://www.sisecam.com.tr/sites/catalogs/tr/Documents/sustainability/Sisecams-2021-Sustainability-Report.pdf

# Şişecam at a Glance



\$3.6 Billion
Revenue in 2021

**5.6 Million Tons Glass Production** 

2.3 Million Tons
Soda ash Production

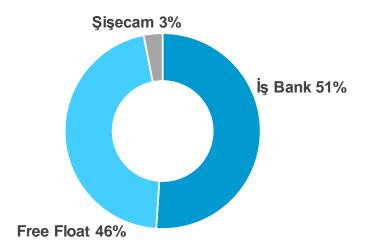
~22K Employees Presence in 14 Countries

5<sup>th</sup> Flat Glass Producer Globally 2<sup>nd</sup> Glassware Producer Globally 5<sup>th</sup> Glass Packaging Producer Globally

2<sup>nd</sup> Soda Ash Producer Globally Leader Producer in Basic Chromium Sulfate Globally

4th Chromic Acid Producer Globally

### **Shareholder Structure**



87 year of corporate history

150+ Export Countries

45 Production Facilities

\$5.8 Billion Market Cap. as of Nov 14

Listed Company since 1986

# Risk Management Policies



Leverage	Leverage with conservative Net Debt/EBITDA levels
Liquidity	Maintain sufficient liquidity to meet short-term funding and to finance equity portion of Capex
FX Position	FX position limited to -10% to 20% of shareholder's equity

Counterparty

Not only a diversified relationship banks portfolio, but also access to international debt capital and loan markets at favorable rates.

Interest Rate Balanced fixed and variable rate loan book

Derivatives Limited to hedging only, no speculative trading

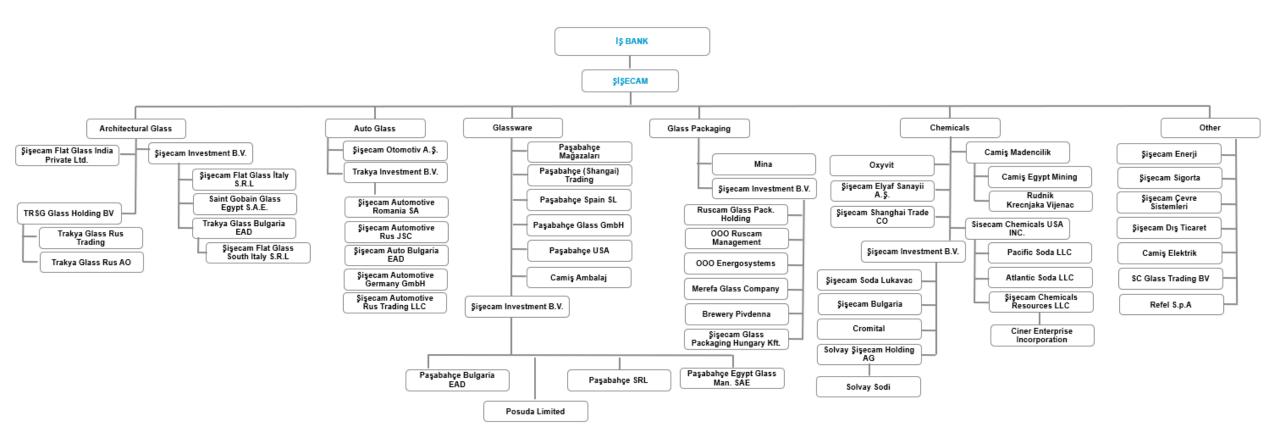
# Appendix



- Operating Structure
- Production Facilities
- FX Exposure
- COGS Analysis
- Natural Gas Prices & Profitability
- Summary Balance Sheet
- Summary Income Statement
- Covid-19 Impact & Our Response
- Post Covid Potential Benefits
- New Implementations
- V-Block Technology Paşabahçe
- One Şişecam What is Next
- One Şişecam Strategic Framework and Focus Areas

# Şişecam Operating Structure





# Şişecam Production Facilities



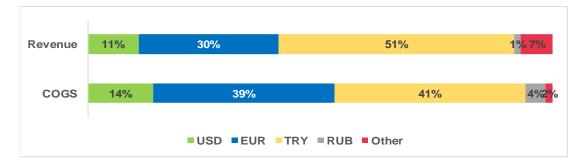
	FLAT GLASS	AUTO GLASS		GLASS		CHEMICALS			REFRACTORY
	/ ARCHITECTURAL	AUTO GLASS	ENCAPSULATION	GLASSWARE	PACKAGING	SODA CHEMICALS	CHROMIUM CHEMICALS	GLASS FIBER	MATERIAL
TURKEY	4 PLANTS	1 PLANT		4 PLANTS	3 PLANTS	1 PLANT	2 PLANTS <sup>5</sup>	1 PLANT	
BULGARIA	1 PLANT	1 PLANT		1 PLANT		1 PLANT <sup>2</sup>			
ITALY	2 PLANTS						1 PLANT		1 PLANT <sup>6</sup>
GERMANY			2 PLANTS						
ROMANIA		1 PLANT							
SLOVAKIA			1 PLANT						
HUNGARY			1 PLANT		1 PLANT <sup>4</sup>				
BOSNIA						1 PLANT			
RUSSIA	1 PLANT <sup>1</sup>	1 PLANT		1 PLANT	5 PLANTS				
GEORGIA					1 PLANT				
UKRAINE					1 PLANT				
EGYPT	1 PLANT <sup>1</sup>			1 PLANT					
INDIA	1 PLANT								
USA						1 PLANT <sup>3</sup>			
TOTAL	10 PLANTS	4 PLANTS	4 PLANTS	7 PLANTS	11 PLANTS	4 PLANTS	3 PLANTS	1 PLANT	1 PLANT

- 1. JV with St Gobain in Russia & Egypt for flat glass operations
- 2. JV with Solvay in Bulgaria for chemicals operations
- 3. Ciner Group US Operations 60% stake acquired in December 2021
- 4. Greenfield investment: announced in June 2021, planned to be fully operational with 2 furnaces in 2025
- 5. Kromsan Chromium Chemicals & Oxyvit Vitamin-K and SMBS production facilities
- 6. Refel S.p.A. fully acquired in February 2022

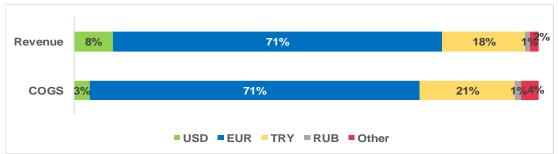
# Fx Exposure – 9M'22



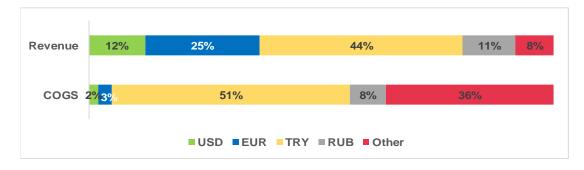
### **Architectural Glass**



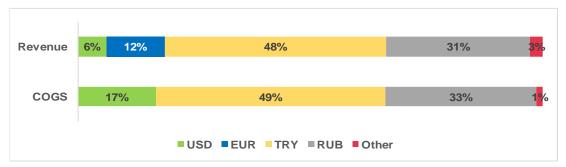
### **Auto Glass**



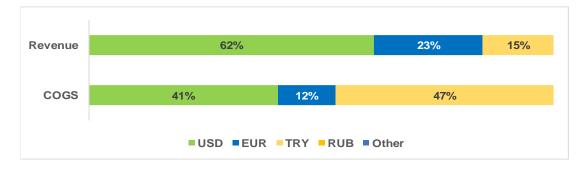
### **Glassware**



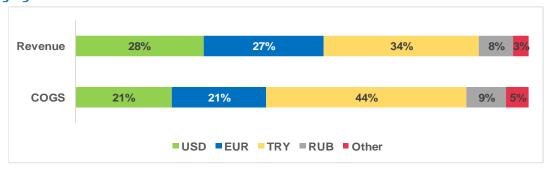
### **Glass Packaging**



### Chemicals

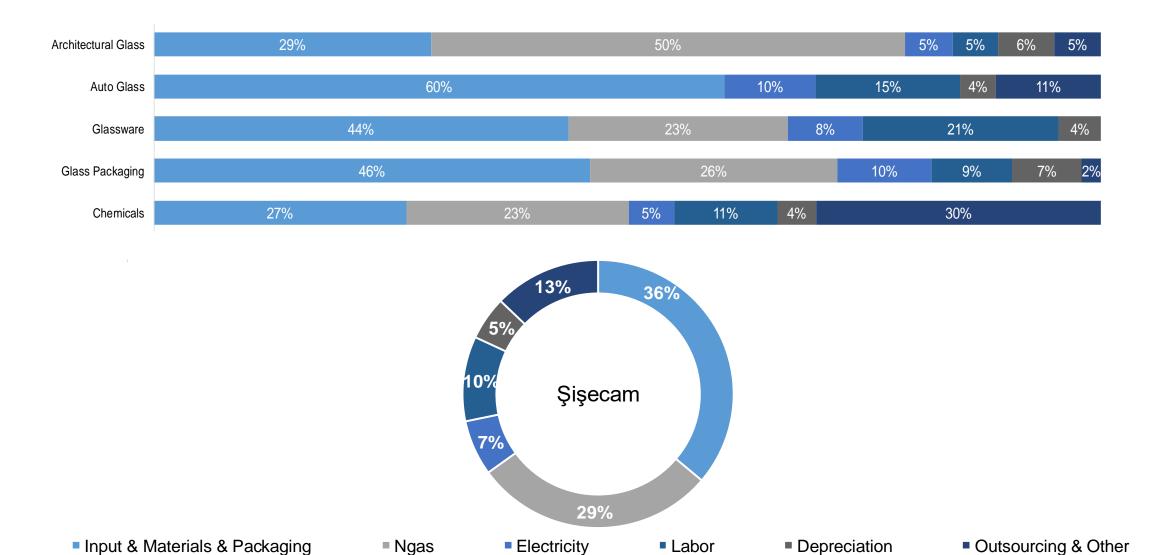


## **ŞİŞECAM**



# COGS Analysis – 9M'22



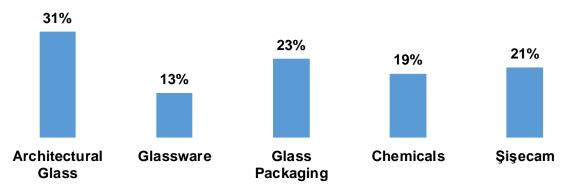


# Natural Gas Prices & Profitability – 9M'22

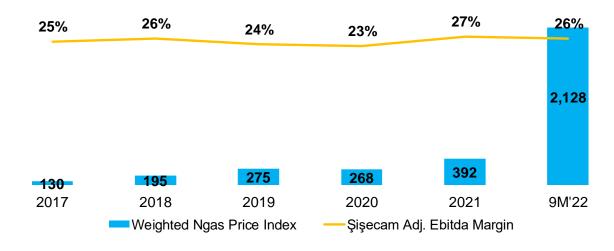


	Natural Gas Price Changes
2016 - October	10% Discount
2017- December	8% Hike for Electricity Producers
2018 - January	13.6% Hike for Industrials
2018 - January	4.8% Hike for Electricity Producers
2018 - April	9.7% Hike for Industrials
2018 - April	9.7% Hike for Electricity Producers
2018 - August	14% Hike for Industrials
2018 - August	49.5% Hike for Electricity Producers
2018 - September	14% Hike for Industrials
2018 - September	Fixed Price per Sm3 usage for Electricity Producers as 270 usd (USD/TRY=6.30)
2018 - October	18.5% Hike for Industrials
2018 - November	9% Discount for Electricity Producers
2019 - January	4% Discount on 70% of Electricity Producers' Ngas Consumption
2019 - July	6.45% Hike for Electricity Producers
2019 - August	13.73% Hike for Industrials
2020-July	9.7% Discount for Industrials
2020-July	12.5% Discount for Electricity Producers
2021-January	1% Hike for Industrials & Electricity Producers
2021-February	1% Hike for Industrials & Electricity Producers
2021-March	1% Hike for Industrials & Electricity Producers
2021-April	1% Hike for Industrials & Electricity Producers
2021-May	1% Hike for Industrials, 12% Hike for Electricity Producers
2021-June	1% Hike for Industrials, 5% Hike for Electricity Producers
2021-July	20% Hike for Industrials & Electricity Producers
2021-September	15% Hike for Industrials & Electricity Producers
2021-October	15% Hike for Industrials & Electricity Producers
2021-November	48% Hike for Industrials, 47% Hike for Electricity Producers
2021-December	20% Hike for Industrials, 20% Hike for Electricity Producers
2022 - January	50% Hike for Industrials, 15% Hike for Electricity Producers
2022 - February	14% Hike for Electricity Producers
2022 - March	18% Hike for Electricity Producers
2022 - April	50% Hike for Industrials, 44% Hike for Electricity Producers
2022 - June	10% Hike for Industrials, 16% Hike for Electricity Producers
2022 - August	10% Hike for Electricity Producers
2022 - September	52% Hike for Industrials, 50% Hike for Electricity Producers

### Actual Turkey Ngas Expense % in total COGS



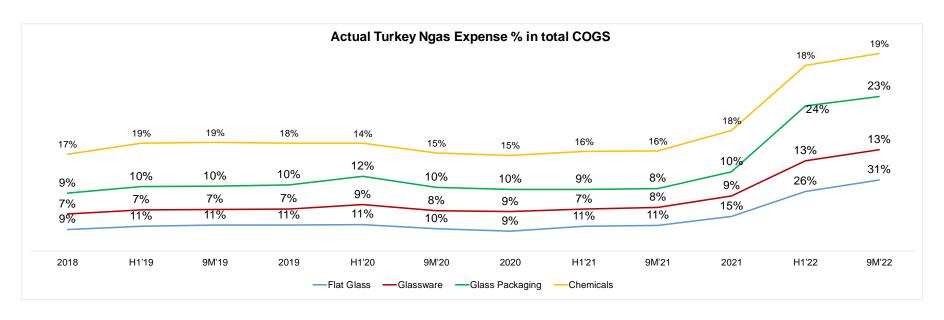
### Ngas\* (base 2011-end) vs Adjusted EBITDA Margin

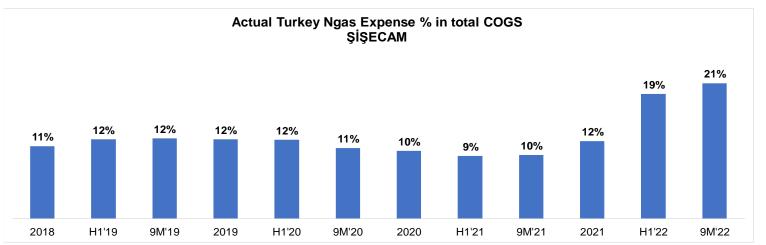


# Historical Natural Gas Prices & Profitability



### Actual Turkey Ngas Expense % in total COGS





# **Summary Balance Sheet**



SUMMARY BALANCE SHEET (Million TRY)	9M'21	9M'22	Change
Total Assets	52,242	135,240	159%
Cash & Cash Equivalents	12,380	16,890	36%
Financial Assets & Derivatives	3,913	9,002	130%
Trade Receivables	5,958	19,379	225%
Inventories	5,401	15,989	196%
Equity-Pickups	1,318	1,713	30%
Property, plant and equipment	17,565	39,821	127%
Right of Use Assets*	160	843	428%
Investment properties	891	1,331	49%
Intangible assets	966	20,135	1985%
Tax & Deferred Tax Assets*	1,062	2,605	145%
Other**	2,628	7,532	187%
Total Liabilities	24,795	61,970	150%
Interest Bearing Liabilities & Derivatives*	18,607	41,743	124%
Trade Payables	2,996	9,390	213%
Liabilities & Provisions for employee benefits	125	422	238%
Tax & Deferred Tax Liabilities	455	1,422	213%
Provisions	1,159	4,082	252%
Other***	1,453	4,911	238%
Equity*	27,447	73,270	167%
Equity holders of the parent	27,022	59,148	119%
Minority Interest	425	14,123	3223%

<sup>\*</sup>Includes impacts of change in IFRS-16

<sup>\*\*</sup>Other Receivables, Prepaid Expenses, Other Current & Non-Current Assets

<sup>\*\*\*</sup>Other Payables, Deferred Income

# **Summary Income Statement**



SUMMARY INCOME STATEMENT (Million TRY)	9M'21	9M'22	Change
Revenue	21,013	66,279	215%
Cost of Goods Sold	-13,581	-40,755	200%
Gross Profit	7,432	25,525	243%
General and administrative	-988	-3,249	229%
Sales and marketing	-2,657	-9,421	255%
Research and development	-76	-133	75%
Other operating income (expense), net	276	1, <b>4</b> 28	417%
Income from Equity Pick-ups	160	158	-1%
Income from Investing Activities	850	1,073	26%
Other income/(expense)	67	-57	-186%
EBIT	5,064	15,324	203%
EBITDA	6,528	18,426	182%
Financial income (expense), net	-252	-93	-63%
Income before Tax	4,812	15,231	216%
Tax Income (expense), net	-660	-504	-24%
Net income	4,152	14,727	255%
Net income after Minority Interest	4,096	13,756	236%
Minority Interest	56	971	1621%
Earnings per share (TRY):	1.3396	4.6197	245%

# Covid-19 Impact & Our Response



## Health & Safety

- Emergency Coordination Committee was established
- Highest-level of preventative measures in accordance with WHO, CDC and Ministry of Health directives
- Remote work, planned annual leaves and short time work

### Impacts on Our Operations

- Supply-chain activities and critical procurement needs were closely monitored and emergency plans were adopted, risk & action plans were created
- Supplier Financing Programme was introduced to support suppliers, increase the supplier cooperation and the use of digital applications
- Production and inventories were optimized due to the shrinking demand in connection with global lockdowns especially in flat glass and glassware operations
- Working capital needs were strictly monitored
- Resilient glass packaging and chemicals operations were supportive

# Post Covid Potential Benefits



Flat Glass

Increase in potential of energy glasses and export of other flat glass products

Auto Glass

Replacement market in Europe and USA, OEM market in Europe

Glassware

Glassware produced with V-Block technology

Glass Packaginç

Increase in export potential to Europe - USA

Chemicals

Increase in exports across the globe

# Şişecam: New Implementations



### **Treasury Transformation**

☐ Daily traceability of all bank accounts

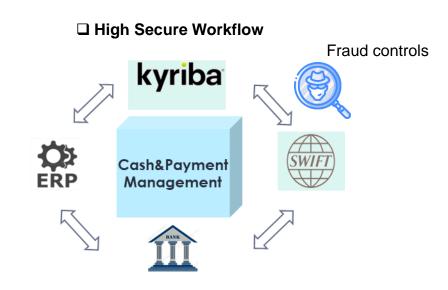


- ☐ Instant traceability in Turkey
- ☐ Connecting to banks with API (h2h) to support cash and payment management

Implementing an API connection in major countries to minimize the impact of local risks on day-to-day operations and simplify the execution of treasury operations without interruption.

☐ Şişecam,as corporate SWIFT member, has been included in SWIFT API Project.

Instant traceability of all bank accounts worldwide and payment management. One of the 10 pilot companies in the world involved in this project



☐ Global Payment Management

Initiating all payments through the system with fraud checks.

# Şişecam: New Implementations



### **Developing with SWIFT**



**SWIFT KYC**:It will help Şişecam by providing AML, CFT, and data protection compliance locally and internationally and reducing verification costs and paperwork





**SWIFT API**: It will enable Şişecam to get instant cash reporting from SWIFT API supporting bank all around the world. Standardization in payment file formats is also among the extensions of the project.



**SWIFT GPI**:Inbound tracking of all domestic and global payment via SWIFT channel.

As a Corporate SWIFT member, Şişecam is always up-to-date on the most modern SWIFT technology and mostly volunteers for pilot projects. Current projects include SWIFT KYC, SWIFT GPI, and SWIFT API.

### **Blockchain and AI technologies**

Cooperation with blockchain-based trade finance platforms

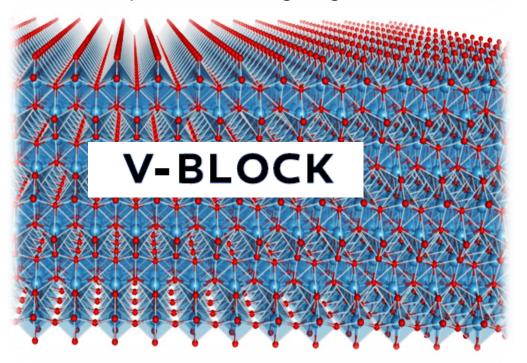




# V-Block Technology - Paşabahçe



- Neutralizes viruses and bacteria on glass surfaces
- Special chemical formula and hot coating method
- Registered Trademark
- Patent process in ongoing

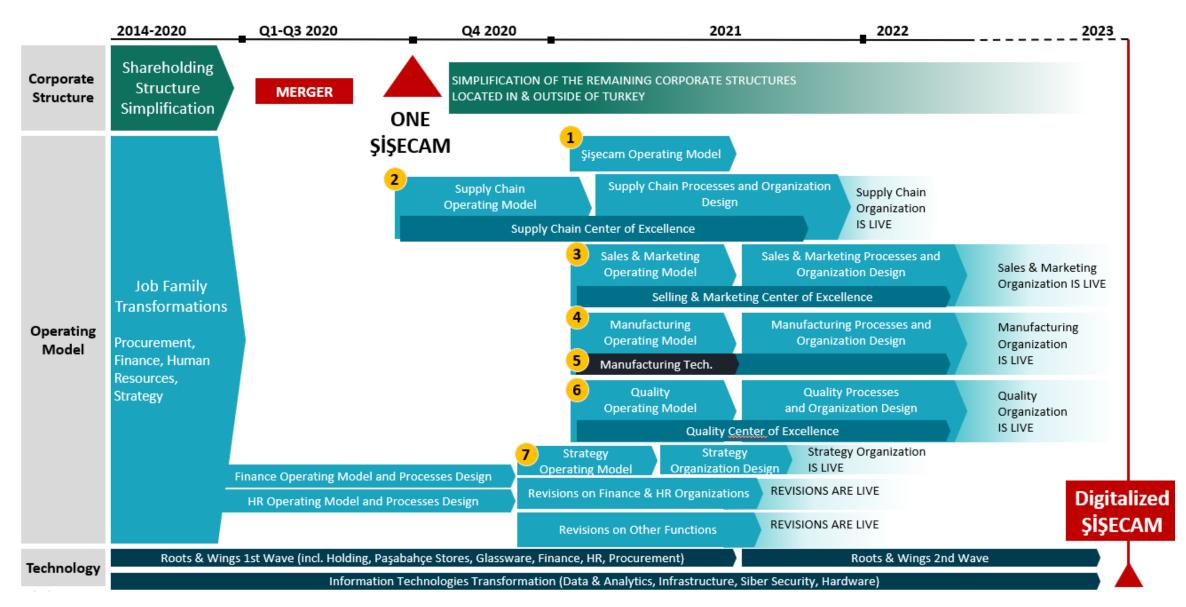


- Offered in Turkey & in export markets
- Further plans to implement this technology in glass packaging, architectural glass and glass for home appliances



# One Şişecam – What is Next?





# One Şişecam – Strategic Framework and Focus



### One Şişecam; Sustainable Value Creating Growth with Global Excellence

2020 2021 2022+







### Integrated

A multi-dimensional transformation will be energized with the integration

### **Operational Excellence**

Agile, lean and effective operations will strengthen global structure

### Optimized

Effective resource and asset management in whole value chain by synergies and unified functions

### Digitalized

Transformation will accelerate the technological developments and digitalization initiatives, advanced analytics through big data



### Technology & Innovation

Concentration on value-added innovative products and technology-based structure

### Growth

The new opportunities of organic and inorganic growth will be exploited with strengthened financial resources and unified capital management

### New Business & Partnership

Dynamic portfolio management, exploiting valuecreating new business areas and partnerships

# Care for Next

## Digitalized ŞİŞECAM

- Transforming to become «Totally Customer Centric»
- Having turned its operating model, operational efficiency and digital capabilities into COMPETITVE ADVANTAGE
- Globally functioning with full integration
- Continuously thriving and transforming
- Agile, fast in decision making and skilled to successfully adapting to change,
- Optimized in evaluating available resources and recognizing new business opportunities with an entrepreneurial mindset

# Disclaimer



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### **FX Rates**

	2017	2018	2019	2020	2021	9M'21	9M'22
USD/TL							
Period End	3.77	5.26	5.94	7.34	13.33	8.84	18.52
Period Average	3.64	4.83	5.67	7.00	8.88	8.09	15.90
EUR/TL							
Period End	4.52	6.03	6.65	9.01	15.09	10.31	18.14
Period Average	4.11	5.68	6.35	8.01	10.46	9.68	16.85

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