



INVESTOR PRESENTATION

January - June 2024

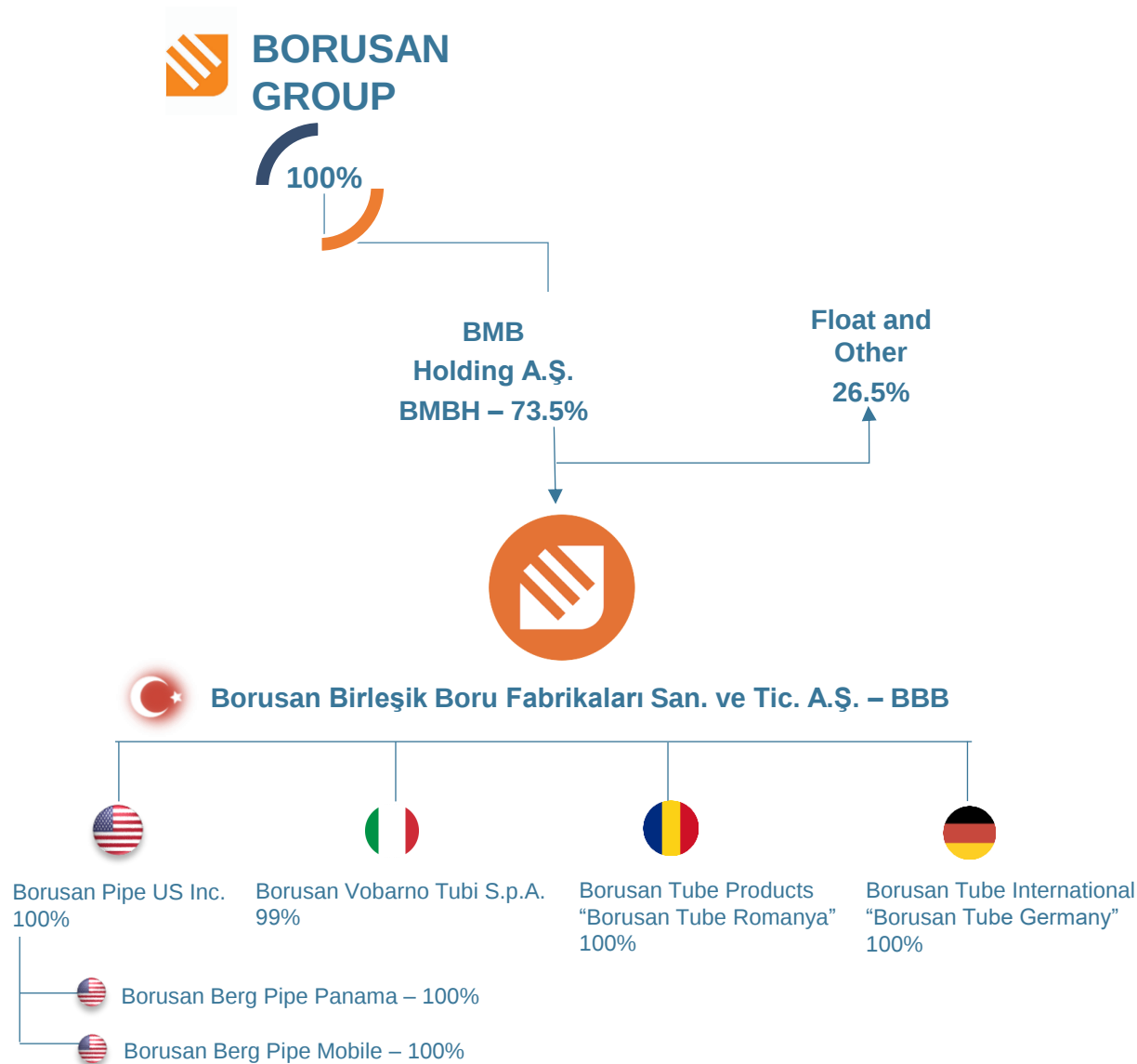


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BORUSAN BORU AT A GLANCE



- Borusan Birleşik Boru Fabrikaları San. ve Tic. A.Ş. ("BBB"), is among the pioneer manufacturers in Europe's and the world's steel pipe sector. Founded in 1958, BBB is the first industrial company of Borusan Group.
- In 1994, the Company's shares have been quoted on Borsa İstanbul and since been trading with BRSAN ticker symbol. (Float: 19.85%)
- In 1998, Borusan Group merged its operations in Turkey with the leader steel company in Europe; Salzgitter Mannesmann GMBH, and on November 27, 2023, acquired 23% share of Salzgitter Mannesmann GmbH in BMB Holding A.Ş.'s capital, for a transaction price of €52,8 million. Borusan Boru has registered its new title as of November 23, 2023.
- In 2001, in line with its strategy to grow in global markets, BBB acquired its first company abroad in Italy, established its first company in the USA in 2014, and in 2023, BBB expanded its operations in the USA by acquiring Berg Pipe.
- In 1Q24, as part of its strategy to expand its automotive business line initiated last year, BBB completed its facility investment in Romania and the installation of the SRM line in Houston, Baytown campus in the USA, and commenced trial production activities.

LEADING GLOBAL POWER IN STEEL PIPE PRODUCTION

3 Continents

11 Facilities

1.1 million m² Area

2,599 Employees

2 million ton Capacity

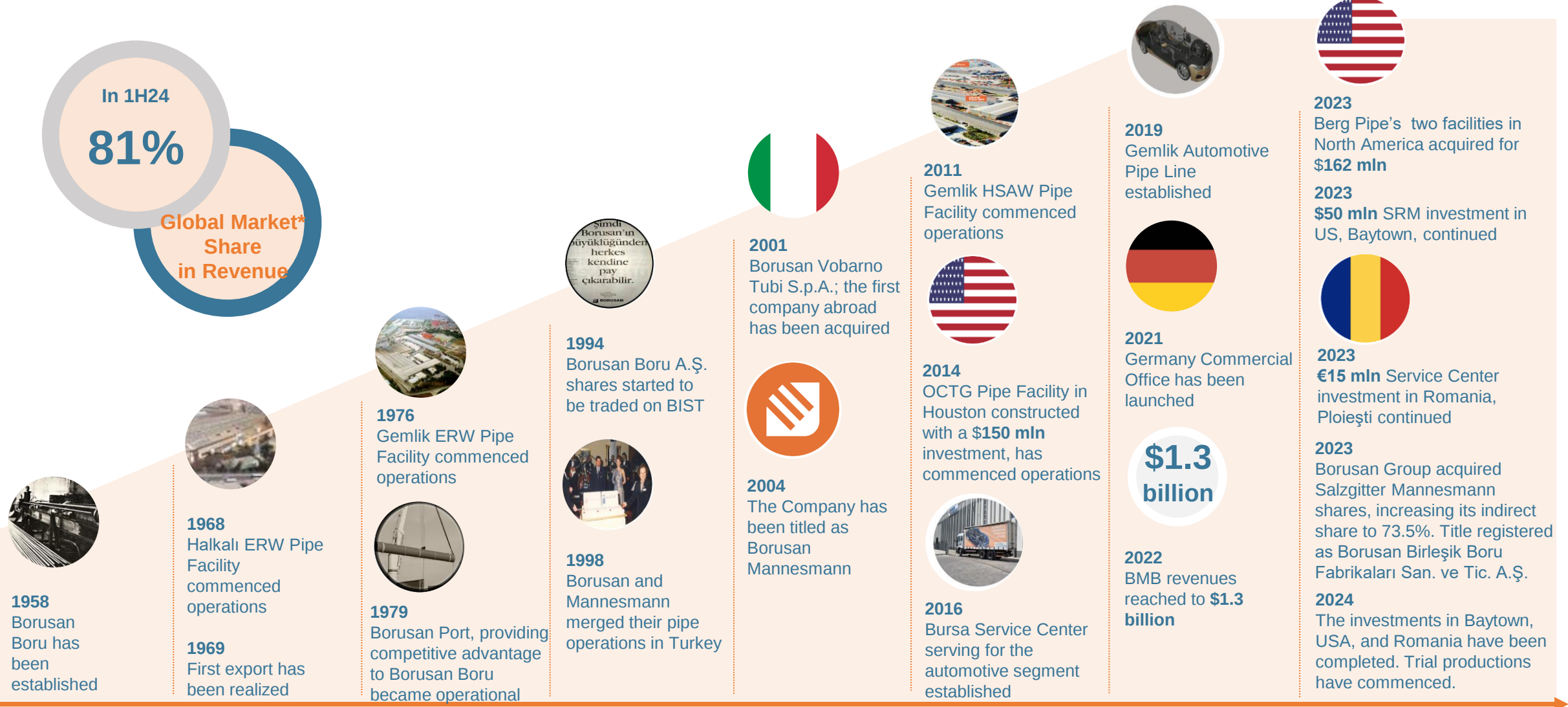
4,000 Product Types

FACILITY	PRODUCT	SECTOR	YEAR	CAPACITY (tons)
TR - Halkali	ERW and Cold Drawn Pipe	Automotive, Industry & Construction	1958	100,000 - welded 40,000 - drawn
TR - Gemlik	ERW Pipe	Industry & Construction, Infrastructure & Project, Energy	1976	550,000
TR – Gemlik**	HSAW Pipe	Infrastructure & Project	2011	300,000
TR - Bursa	Service Center	Automotive	2016	21 mln units
TR - Gemlik	Cold Drawn Pipe	Automotive	2019	60,000 - welded 50,000 - drawn
USA - Baytown	ERW Line Pipes	Energy	2014	300,000
USA - Baytown*	SRM Pipe	Industry & Construction	2023	100,000
USA - Panama City	LSAW Pipe	Infrastructure & Project	1979	330,000
USA - Mobile	HSAW Pipe	Infrastructure & Project	2007	220,000
IT - Vobarno	ERW and Cold Drawn Pipe	Automotive	2001	30,000 - drawn
RO - Romania*	Service Center	Automotive	2023	21 mln units

• The investment was completed in 1Q24, and trial productions have commenced.

• ** The land and buildings used for the production of large diameter pipes within the scope of the infrastructure and project business line at Gemlik, have been sold on February 22, 2024 and studies continue on alternatives to sell or relocate the related machinery and equipment. Aforementioned land and buildings will be completely evacuated by December 2024.

STEP BY STEP JOURNEY TO GLOBALIZATION



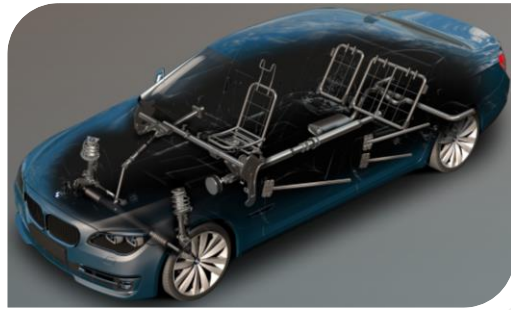
BUSINESS MODEL THAT MANAGES RISKS THROUGH SECTOR AND GEOGRAPHICAL DIVERSITY



INFRASTRUCTURE
& PROJECT



INDUSTRIAL
& CONSTRUCTION



AUTOMOTIVE



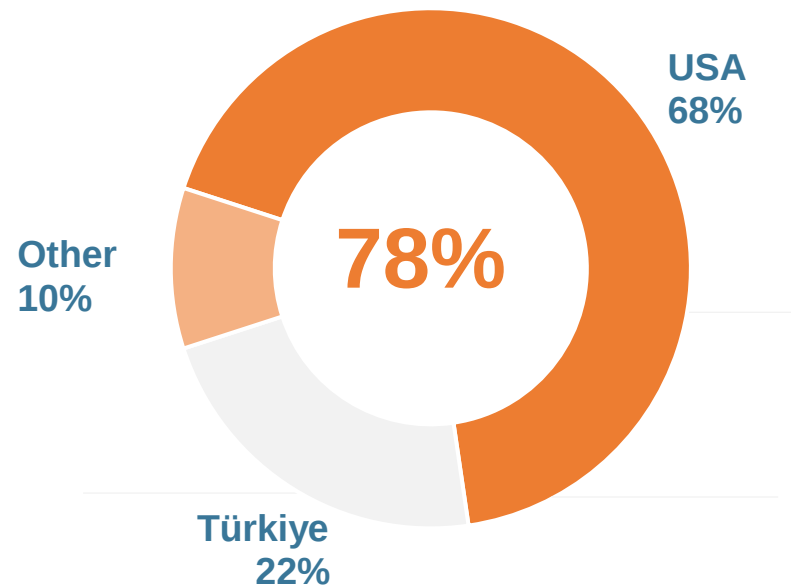
ENERGY

Revenue Breakdown				
1H23	9%	18%	13%	60%
2023	29%	18%	12%	41%
1H24	52%	15%	12%	21%
Production Centers				
	  • Gemlik (TR)* • Panama City (USA) • Mobile (USA)	  • Gemlik (TR) • Halkalı (TR) • Houston (USA)	  • Halkalı (TR) • Gemlik (TR) • Vobarno (IT)	  • Gemlik (TR) • Houston (USA)
Products				
	• Spiral Welded Pipes • LSAW Line Pipes • ERW Line Pipes	• ERW Natural Gas Pipes • Industrial Pipe and Profiles • Water Pipes • Construction Pipe and Profiles • SRM Installation Pipes	• Hydraulic Cylinder Pipe • Cold Drawn Pipes • Advance Processed Pipes • Precision Pipes and Profiles	• ERW Line Pipes • OCTG Pipes

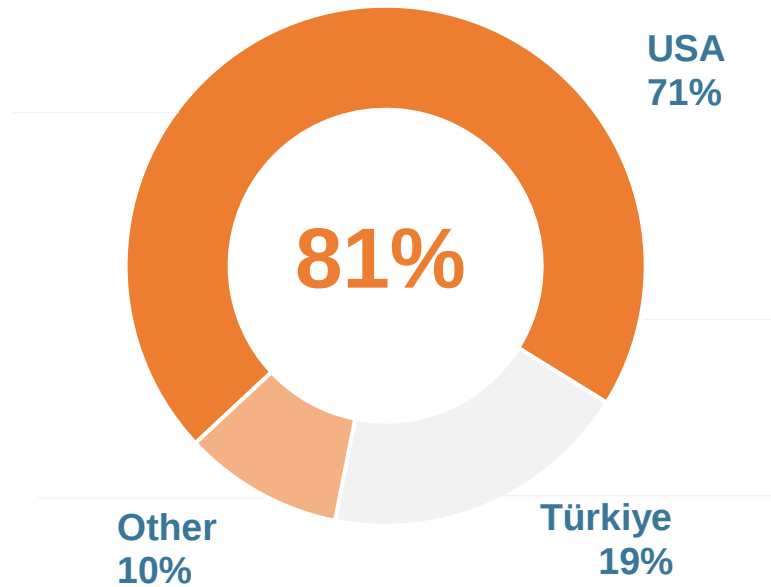
* The land and buildings used for the production of large diameter pipes within the scope of the infrastructure and project business line at Gemlik, have been sold on February 22, 2024 and studies continue on alternatives to sell or relocate the related machinery and equipment. The machinery, equipment, land, and buildings used in the production of pipes, which have been manufactured in Turkey for many years to be offered to customers in the industrial, construction, and automotive segments and are currently located at our Gemlik Facilities, are not included in the scope of the relevant sales transaction. Borusan Boru is to continue its production activities at Gemlik, Halkalı and Bursa facilities in Turkey.

IN 1H24, INCREASE IN REVENUE FROM GLOBAL MARKETS

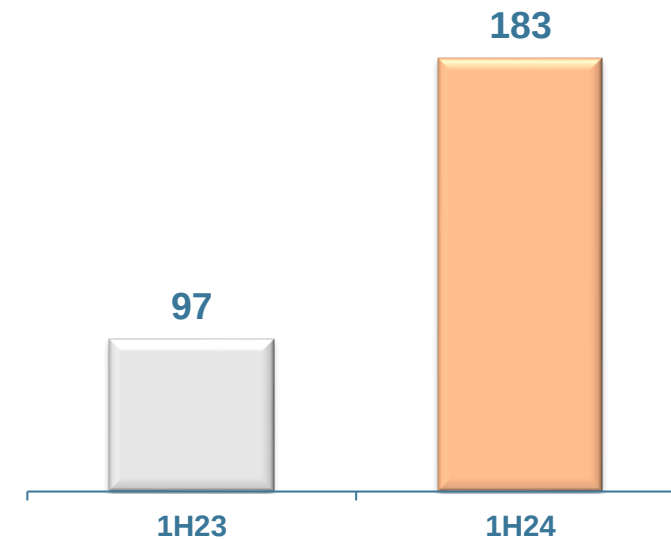
REGIONAL BREAKDOWN 1H23* (%)



REGIONAL BREAKDOWN 1H24* (%)



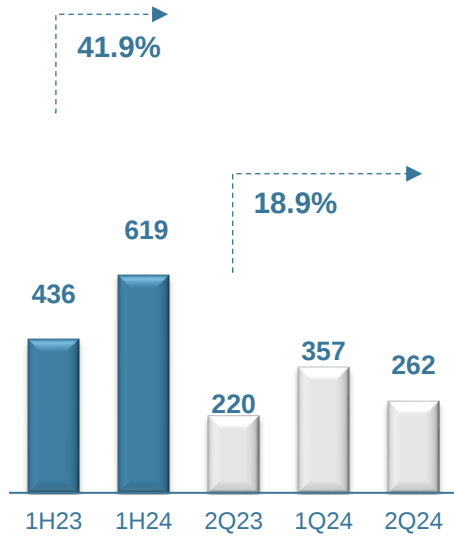
EXPORT REVENUES FROM TÜRKİYE (\$ mln)



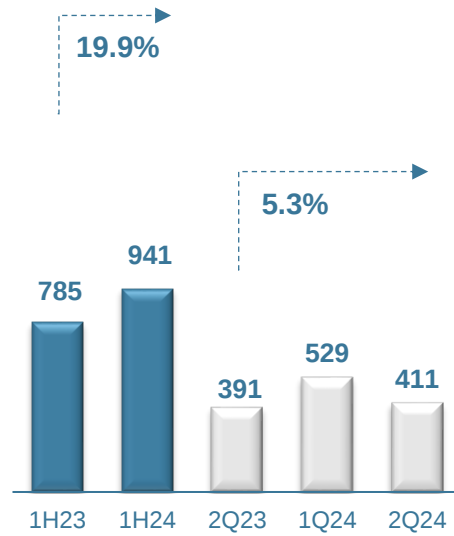
Revenue share of global markets increased to 81% as of 1H24

IN 1H24, INCREASING SALES VOLUME AND REVENUE DESPITE THE WEAK DEMAND OUTLOOK

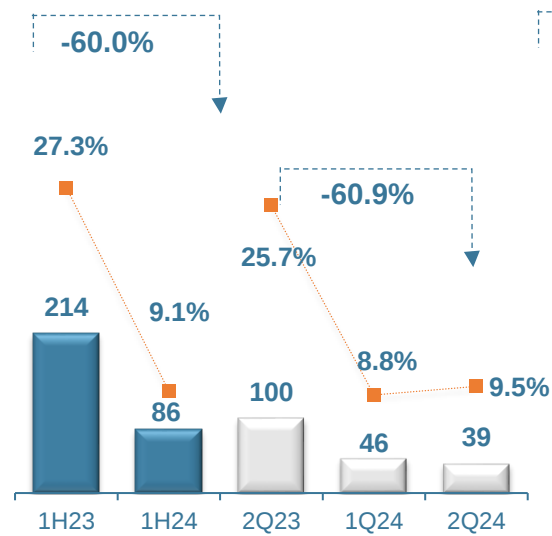
SALES VOLUME (ths ton)



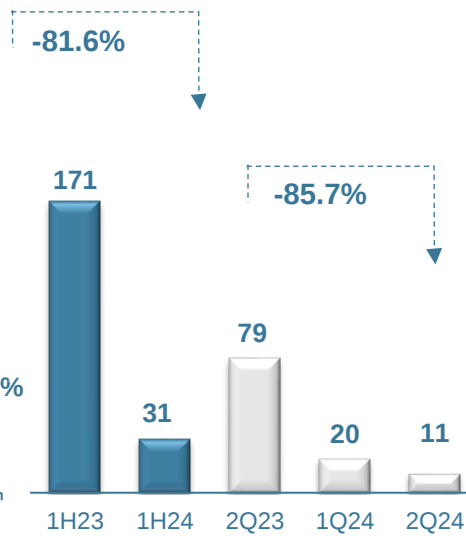
REVENUE (mln \$)



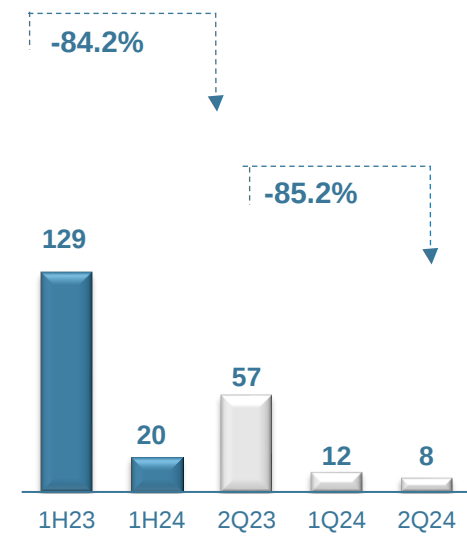
EBITDA (mln \$) & EBITDA MARGIN (%)



PROFIT BEFORE TAX (mln \$)



NET INCOME (mln \$)



Volume change in 1H 2024 compared to 1H 2023 based on business lines:

- + Infrastructure and Project: 411.9% increase
- + Automotive: 11.8% increase
- + Industrial and Construction: 15.8% increase
- Energy: 32.6% decrease

Revenue change in 1H 2024 compared to 1H 2023 based on business lines:

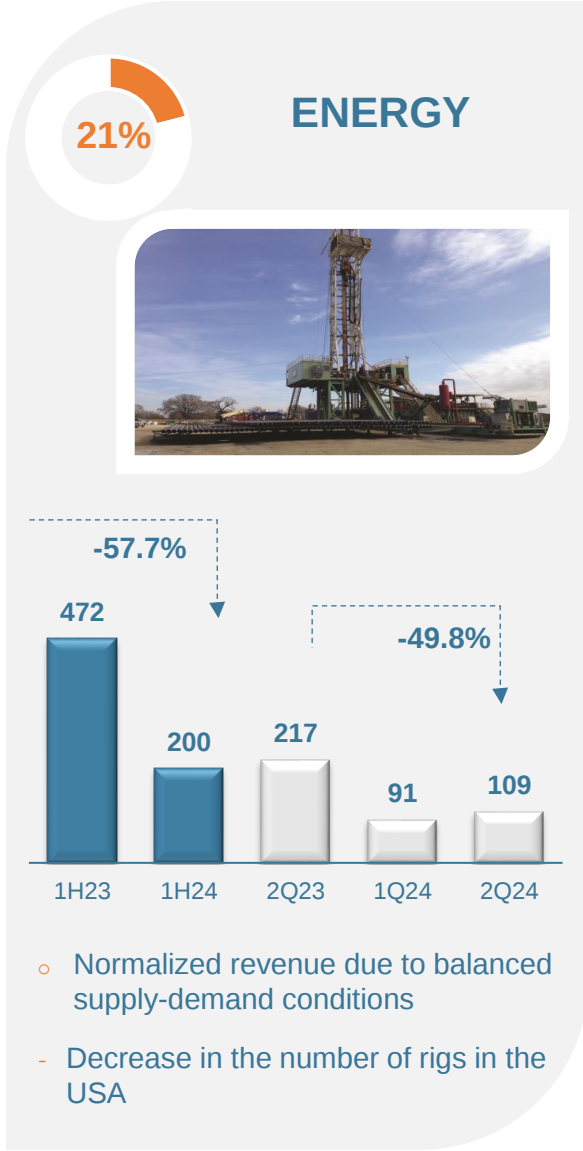
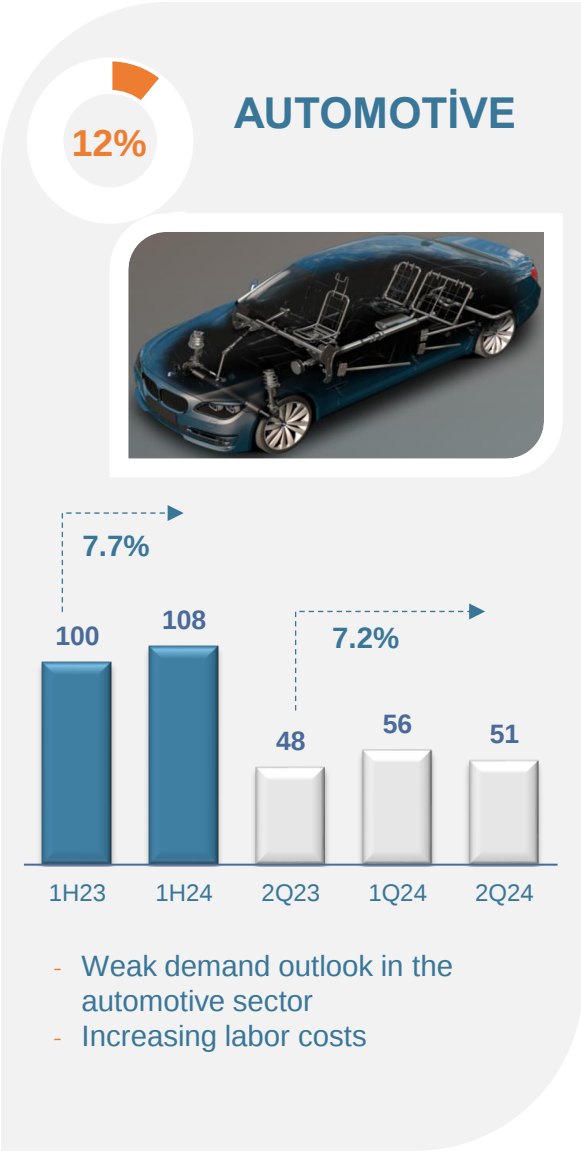
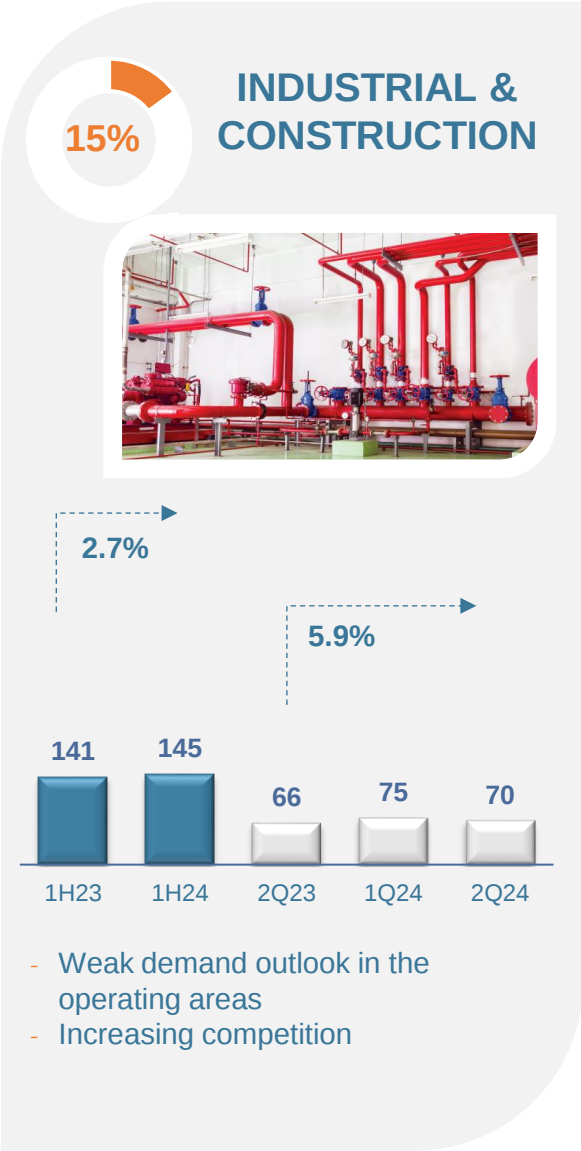
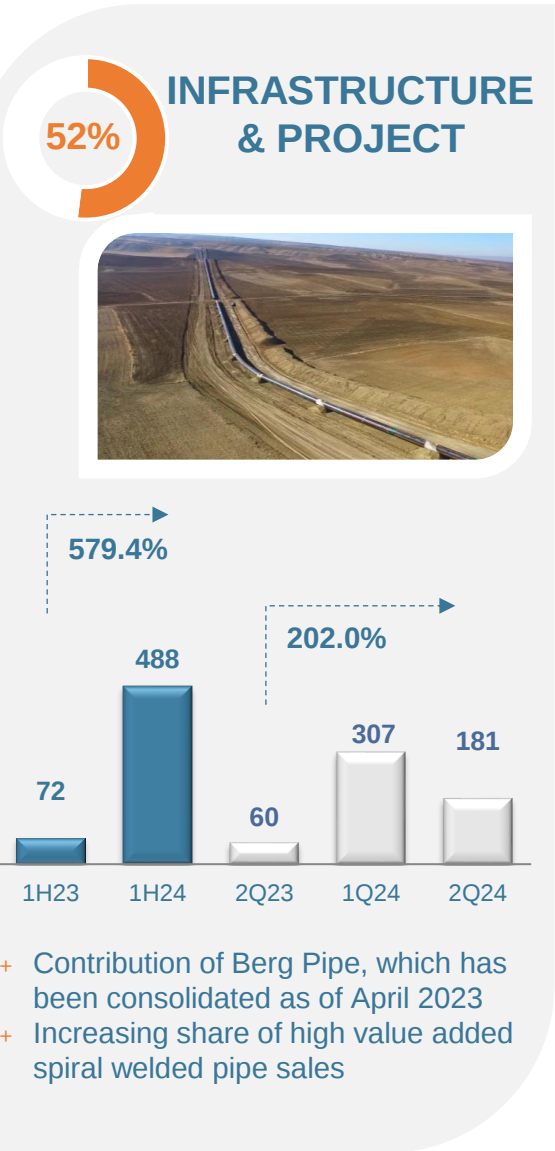
- + Infrastructure and Project: 579.4% increase
- + Automotive: 7.7% increase
- + Industrial and Construction: 2.7% increase
- Energy: 57.7% decrease

- The continuation of the normalization process, which began in 2H23, due to declining volumes and sales prices in the energy business line.
- Increasing labor costs and real appreciation of TL

SECTORAL FLUCTUATIONS BALANCED WITH DIFFERENT BUSINESS LINES

REVENUE SHARE (1H24)

REVENUE (\$ mln)



SUMMARY INCOME STATEMENT (\$ MLN)

CONSOLIDATED (\$ mln)	1H24	1H23	Change (%)	2Q24	2Q23	Change (%)	1Q24
Revenue	941	785	19.9%	411	391	5.3%	529
Gross Profit	87	221	-60.8%	44	108	-59.4%	43
Gross Profit Margin (%)	9.2%	28.2%	-19.0 pps	10.6%	27.6%	-17.0 pps	8.1%
Operational Expenses	-38	-46	-16.4%	-20	-27	-26.6%	-18
OPEX Margin (%)	-4.1%	-5.9%	1.8 pps	-4.9%	-7.0%	2.1 pps	-3.5%
Other	16	19	-19.3%	4	9	-56.0%	12
EBIT	64	194	-67.1%	28	90	-69.1%	36
EBIT Margin (%)	6.8%	24.8%	-18.0 pps	6.7%	22.9%	16.2 pps	6.9%
Financial Expenses	-33	-24	38.3%	-16	-10	56.3%	-16
Profit Before Tax	31	171	-81.6%	11	79	-85.7%	20
PBT Margin (%)	3.3%	21.8%	-18.5 pps	2.7%	20.2%	-17.5 pps	3.8%
Net Income	20	129	-84.2%	8	57	-85.2%	12
Net Income Margin (%)	2.2%	16.4%	-14.2 pps	2.1%	14.6%	-12.5 pps	2.2%
Amortization	21	21	0.5%	9	12	-21.0%	12
Other	1	-1	N/M	2	-1	N/M	-2
EBITDA*	86	214	-60.0%	39	100	-60.9%	46
EBITDA Margin (%)	9.1%	27.3%	-18.2 pps	9.5%	25.7%	-16.2 pps	8.8%

* EBITDA is calculated including Net Operating Income, Income from Investment Activities and excluding Extraordinary Income (Expense).

SUMMARY INCOME STATEMENT (TRY MLN)

CONSOLIDATED (TRY mln)*	1H24	1H23	Change (%)	2Q24	2Q23	Change (%)	1Q24
Revenue	29,646	15,578	90.3%	13,290	8,151	63.1%	16,356
Gross Profit	2,741	4,382	-37.5%	1,412	2,248	-37.2%	1,328
Gross Profit Margin (%)	9.2%	28.2%	-19.0 pps	10.6%	27.6%	17.0 pps	8.1%
Operational Expenses	-1,214	-921	31.9%	-646	-568	13.7%	-568
OPEX Margin (%)	-4.1%	-5.9%	1.8 pps	-4.9%	-7.0%	2.1 pps	-3.5%
Other	490	384	27.6%	128	187	-31.9%	362
EBIT	2,016	3,845	-47.6%	894	1,867	-52.1%	1,122
EBIT Margin (%)	6.8%	24.8%	-18.0 pps	6.7%	22.9%	-16,2	6.9%
Financial Expenses	-1,029	-465	121.4%	-529	-219	142.0%	-500
Profit Before Tax	987	3,380	-70.8%	365	1,649	-77.9%	622
PBT Margin (%)	3.3%	21.8%	-18.5 pps	2.7%	20.2%	-17.5 pps	3.8%
Net Income	640	2,537	-74.8%	273	1,190	-77.1%	367
Net Income Margin (%)	2.2%	16.4%	-14.2 pps	2.1%	14.6%	-12.5 pps	2.2%
Amortization	660	414	59.3%	299	242	23.6%	360
Other	25	-17	N/M	74	-14	N/M	-48
EBITDA**	2,701	4,242	-36.3%	1,267	2,095	-39.5%	1,434
EBITDA Margin (%)	9.1%	27.3%	-18.2 pps	9.5%	25.7%	-16.2 pps	8.8%

* Margins for TRY Consolidated Income Statement are based on USD dollar Income Statement.

** EBITDA is calculated including Net Operating Income, Income from Investment Activities and excluding Extraordinary Income (Expense).

SUMMARY BALANCE SHEET AND FX POSITION

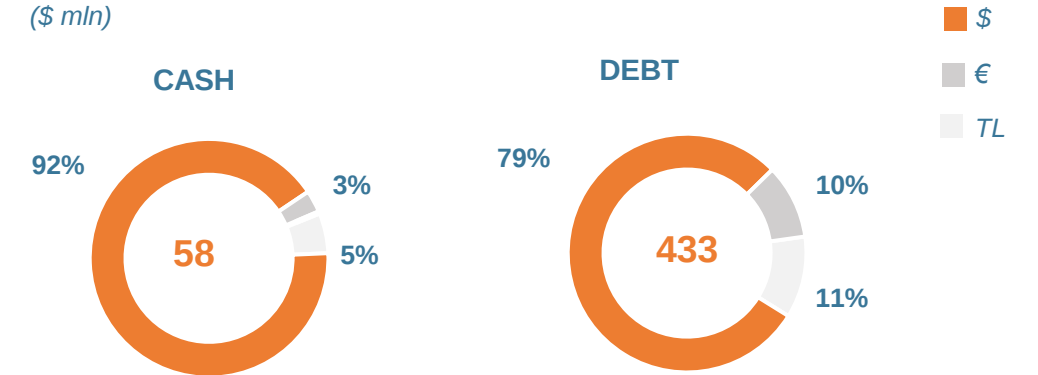
BALANCE SHEET

(\$ mln)	2Q24	1Q24	2023	2Q23
Cash and Cash Equivalents	58	130	129	178
Trade Receivables	180	177	197	224
Inventories	557	578	537	475
Current Assests	934	1,041	1,084	953
Non-Current Assets	838	827	816	857
TOTAL ASSETS	1,772	1,868	1,899	1,810
Short Term Borrowings	321	229	265	277
Trade Payables	182	325	293	229
Short Term Liabilities	704	825	874	779
Long Term Borrowings	112	83	84	139
Long Term Liabilities	201	184	178	255
Paid in Capital	69	69	69	69
Equity	868	859	848	776
TOTAL LIABILITIES	1,772	1,868	1,899	1,810

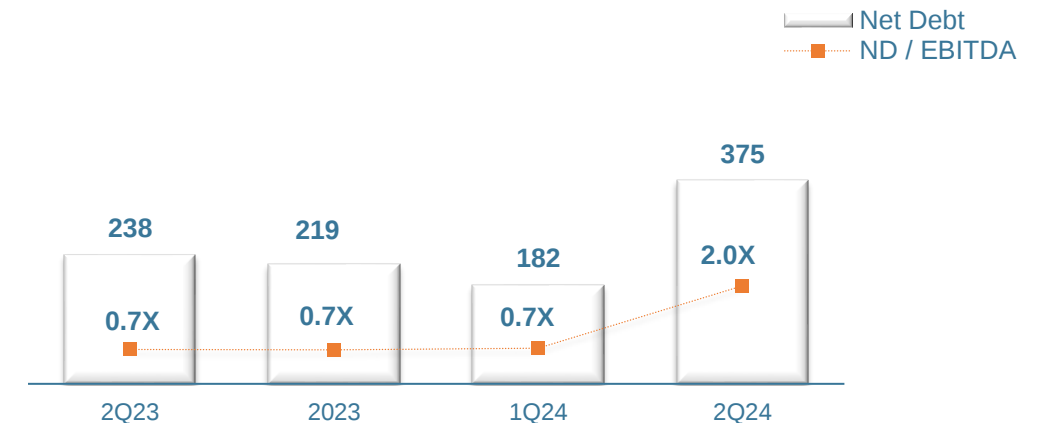
(\$ mln)	2Q24	2Q23	2023	2Q23
Net Working Capital	555	430	441	470
Net Debt	375	182	219	238

CASH – DEBT BREAKDOWN (1Q24)

(\$ mln)



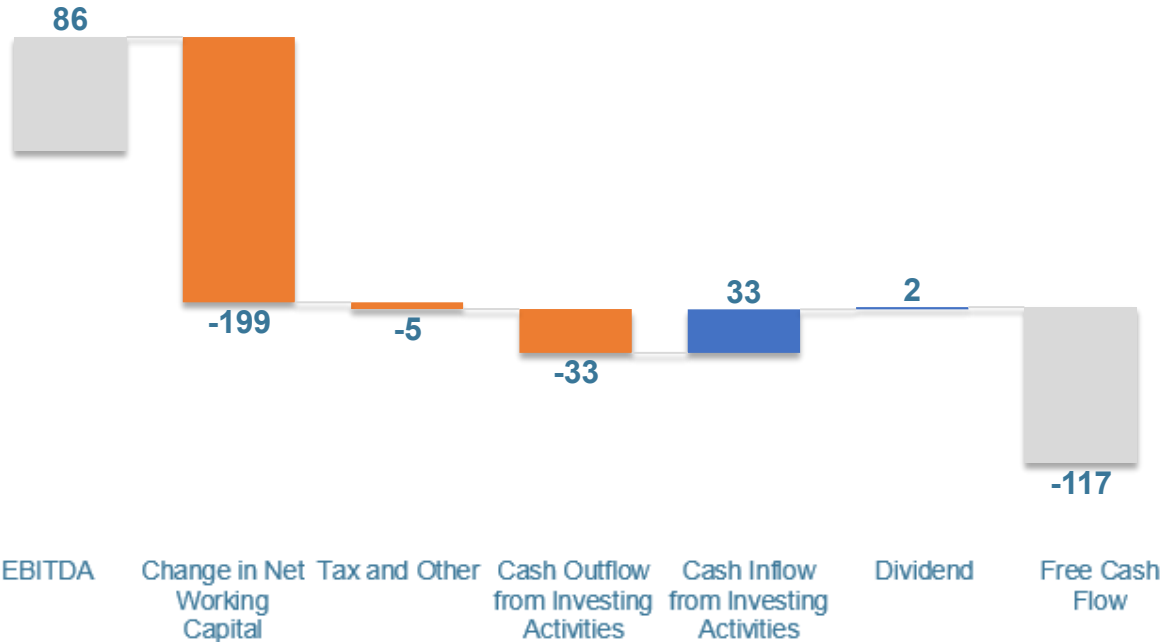
NET DEBT*/EBITDA



CASH FLOW in 2Q24

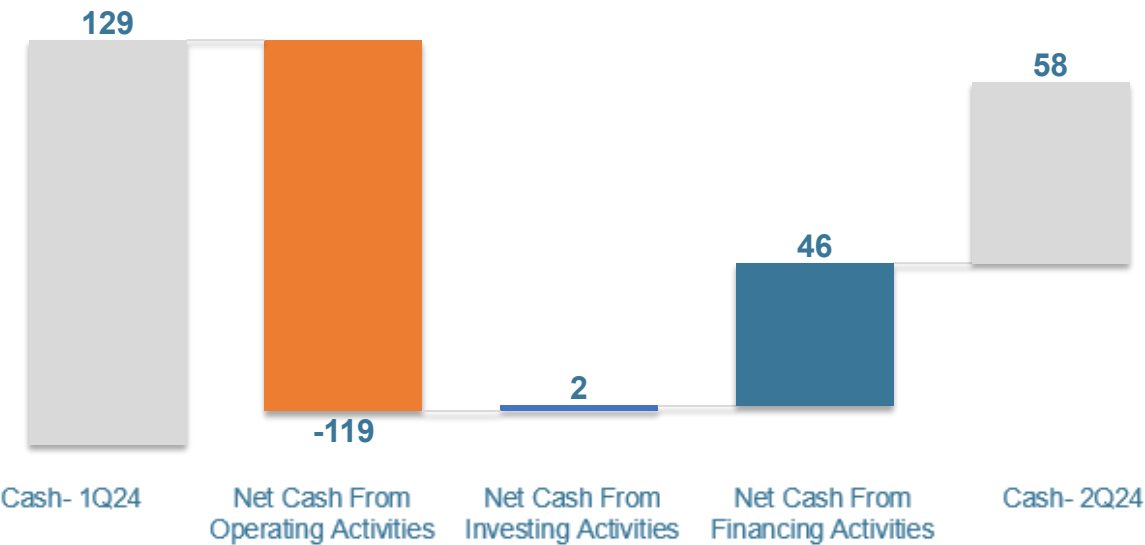
FREE CASH FLOW

(\$ mln)



CHANGE IN CASH

(\$ mln)



2024 GUIDANCE

	2020	2021	2022	2023	1H24	2024E
Sales Volume (mln tons)	0.63	0.76	0.85	1.06	0.62	1.05 – 1.20
Revenue (\$ billion)	0.5	0.8	1.3	1.7	0.9	1.7 – 2.0
EBITDA Margin (%)	9.9%	9.8%	14.9%	18.2%	9.1%	8% - 10%

- In the ordinary course of events, expectations are disclosed four times a year, with quarterly financial results. Despite the weak demand outlook and increasingly challenging competitive conditions in the first half of 2024, financial and operational results in line with expectations were achieved. Following the 1H24 financial results, no updates were made to the 2024 outlook.
- In the second half of the year, weak demand and cost pressures are expected to continue, and due to balanced supply/demand conditions in the energy sector, sales prices are anticipated to remain at long-term averages.

OUR TARGET: POSITIONING BBB FOR THE FUTURE GROWING STAKEHOLDER VALUE

COMPETITIVE ADVANTAGES

- **Qualified human resources** with agility to take prompt action and vision to turn crises into advantage
- **Quality and leading** brand perception
- **Strong customer satisfaction** thanks to customer and solution focused approach at the maximum
- **Preferred manufacturer by suppliers** due to value-added products, continuous growth and reliable partner approach
- **Wide product portfolio** continuously supported by new investments
- **Ranked 1. in Europe** in cold drawn pipes and **leading manufacturer in the USA** in welded steel pipe market
- **Balanced portfolio approach** with presence in geographies and segments having different dynamics

FOCUS FOR TRANSFORMATION

- ESG oriented **cultural transformation**
- **Compliance studies on CBAM** (Carbon Border Adjustment)
- Digital transformation initiated with the **SAP** project
- **Cost-saving** measures in operational expenses
- **Improvement** efforts in production costs
- **Profitability oriented sustainable growth** in business lines and geographic regions
- The integration of acquisitions and investments in **new regions** in the most efficient manner
- **Generating value add with smart pipes**, enabling customer and product communication
- **Targeting new markets** with hydrogen, carbon capture and energy storage products

STRATEGIC ACTIONS

- Infrastructure and Project: Growth in Northern America Market with **Berg Pipe acquisition in the USA**
- Industrial and Construction: Increasing the weight of new products in the portfolio through **SRM investment in the USA**
- Automotive: Penetration in Tier 1 – Tier 2 customer segments in Europe with the **Service Center investment in Romania**
- Energy: Sustaining profitable revenue growth by weighing on **automation and robotics investment** in existing lines
- Constantly evaluating **acquisition and mergers** options with a focus on efficiency

OUR ENVIRONMENT, SOCIAL, GOVERNANCE (ESG) ORIENTED ACTIONS

	PRIORITIES	RELATED KPI'S	RELATED SDG
HUMAN	- Occupational Health and Safety - Social Contribution - Effective People Management	- Decrease in Frequency and Weight of Accident - Female Employee Rate - Employee Loyalty - Talent Retention Rate	  
CLIMATE	- Waste Management - Circular Economy - Combating Climate Crisis - Transition to Zero Carbon Economy	- Reduction of Scope 1 and 2 Emission - Reduction of Waste - Reduction of Water Consumption - Increase of Recycled Water	  
GOVERNANCE	- Sustainability in Supply Chain - Effective Risk ve Crisis Management - Excellence in Customer Relations - Adopting Innovative Business Models	- Compliance with Corporate Governance Principles - All Sustainability KPI's - Green Purchase at Supply Chain	  
INNOVATION	- New Product and Innovation - Digital Transformation - Artificial Intelligence - Operational efficiency	- Revenue Generated from Innovative Business Models - Implementation of Circular Business Model (Product or Service)	 



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