

ECHOES OF _____ HARMONY

A Journey of Mindful Stewardship

In Zen gardens, each element, whether a stone or a ripple of sand, contributes to the whole's balance and tranquility.

Similarly, Sabancı Holding's sustainability practices, each distinct and purposeful, combine to form a cohesive and harmonious effort towards a sustainable future.



Sabancı Group in Brief

Hacı Ömer Sabancı Holding A.Ş. (Sabancı Holding), Türkiye's leading investment holding, is engaged in a wide variety of business activities through subsidiaries and affiliates mainly in the banking, financial services, energy and climate technologies, industrials, building materials and digital sectors.³

Sabancı Holding's purpose is to unite Türkiye and the World for a sustainable life with leading enterprises. The Holding has outlined five strategic priorities to fulfill its purpose: ensuring a scalable agile global/local footprint, driving digital and AI transformation, fostering innovation for growth, championing sustainability for a better life, and building a future-ready organization and talent pool.

With its dynamic portfolio management, Sabancı Holding not only fosters growth

and evolution, but also ensures that it is not only adapting to but also leading the transformation in the new economy, creating value for all stakeholders.

Sabancı Holding coordinates and supports the finance, strategy, business development, legal, human capital and sustainability functions of all Group companies. Additionally, the Holding establishes and oversees corporate governance practices across Sabancı Group with primary attention to accountability, transparency, responsible business, and effective stakeholder management that contribute to the sustainability and resilience of the Group.

Sabancı Holding is managed by an Executive Committee, a team of senior executives including the Chief Executive Officer, Group Chief Financial Officer,

Strategic Business Unit Presidents and function-based Group Presidents. The Executive Committee is mainly responsible for major capital allocation decisions and reports to the Board of Directors, which is the ultimate decision-making body of the Holding.

Sabancı Holding integrates sustainability fully into its strategy to create long-term value. Sabancı Holding Board of Directors, the highest governing body, considers sustainability an integral part of its agenda and oversees sustainability performance through a variety of committees.

The Corporate Governance, Nomination and Remuneration Committee, the Early Detection of Risk Committee, the Audit Committee and the Board Sustainability Committee operate under

the Board of Directors and contribute to oversee strategies designed to respond sustainability related risks and opportunities.

Fostering a culture centered on purpose and high performance, a short-term and long-term management incentive system is adopted across Sabancı Group. Performance evaluation is conducted annually, involving various financial and non-financial criteria. In addition to financial KPIs, actions to achieve the Group's Net Zero Emissions targets by 2050, improvement in ESG ratings, diversity, equity and inclusion, and operational excellence targets are included in the non-financial KPIs.

³In line with its strategic priorities to focus on expanding its core businesses and investing in new growth platforms; Sabancı Holding decided to restructure its Industrials and Building Materials strategic business units into Material Technologies and Mobility Solutions to further strengthen its focus on material technologies and leadership in mobility solutions. Accordingly, as of April 19, 2024, Akçansa, Çimsa and Kordsa started operating under the Material Technologies Group while Brisa, Temsa Ulaşım and Temsa Motorlu Araçlar have started operating under the Mobility Solutions Group.

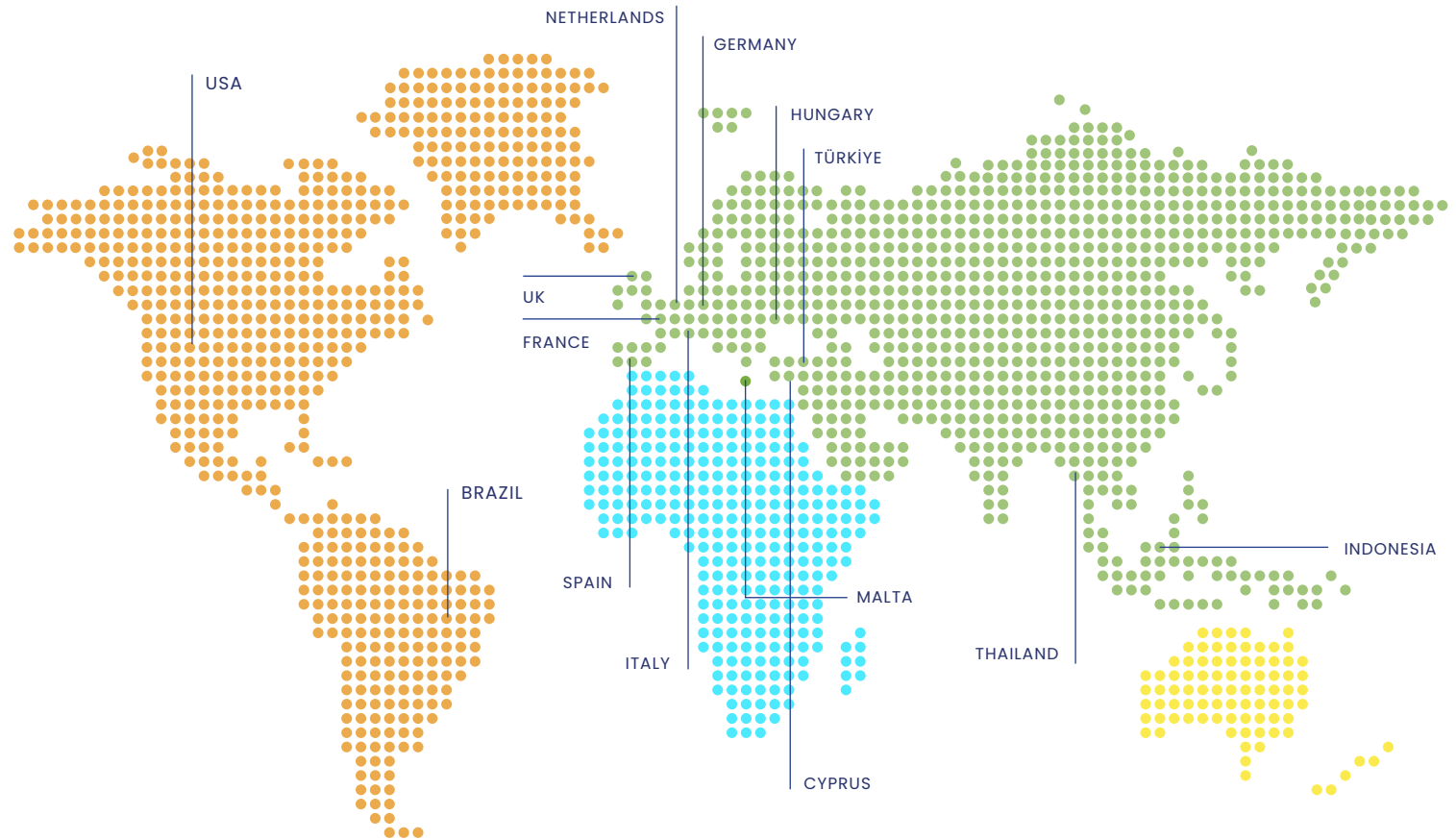
Our Global Presence

Sabancı Group companies supply their products and services around the globe with more than 60 thousand employees in 14 countries worldwide. Sabancı Holding's multinational business partners include leading global companies such as Ageas, Bridgestone, Carrefour, E.ON, Heidelberg Materials, and Skoda.

14 Countries

6 Business Partners

60 Thousand+ Employees



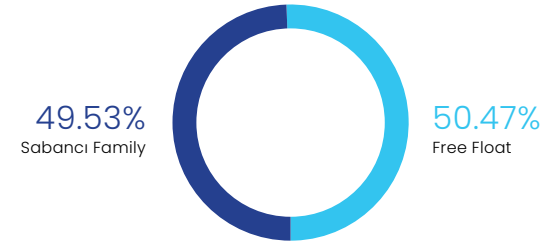
Our Shareholding Structure

Sabancı Family jointly controls Sabancı Holding as a majority shareholder, while 50.47% of the Holding's shares is publicly traded.

Sabancı Holding shares have been listed on Borsa İstanbul, Türkiye, since July 8th, 1997. Sabancı Holding stock trades under the symbol SAHOL at Borsa İstanbul Stock Exchange's Stars Market.

As of year-end 2023, Sabancı Holding and its 11 listed subsidiaries' shares constitute around 5% of the total market capitalization of Borsa İstanbul.

In 2023, Sabancı Group delivered combined revenue of TL 811 billion and consolidated net income of TL 15 billion.

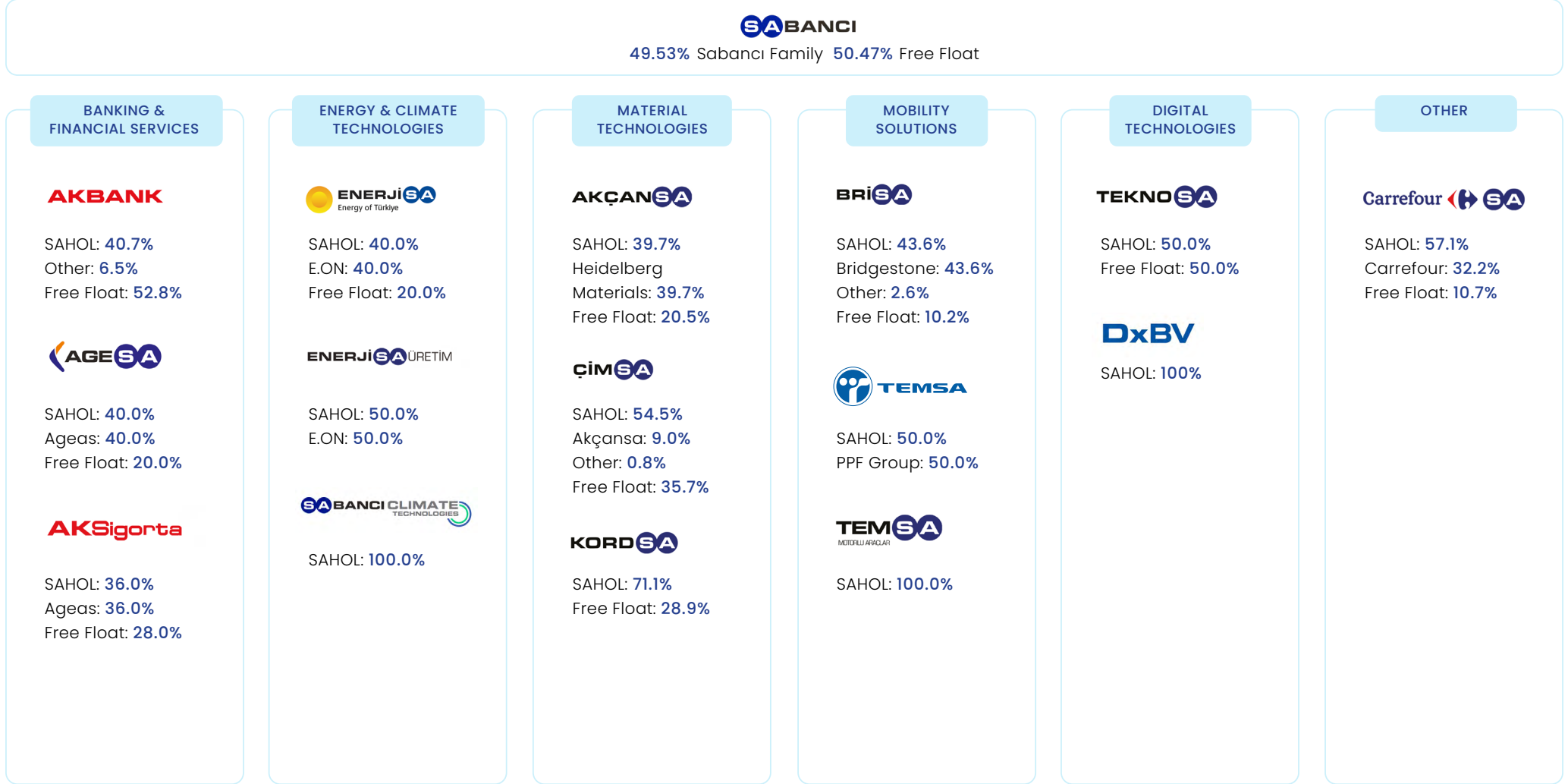


SHAREHOLDERS HOLDING MORE THAN 5% OF CAPITAL AND VOTING RIGHTS⁴

Shareholder	Share in Capital (TL)	Share in Capital (%)	Voting Right Ratio (%)
Sakıp Sabancı Holding Anonim Şirketi	287,100,000.56	14.07	14.07
Serra Sabancı	147,370,880.80	7.22	7.22
Çiğdem Sabancı Bilen	141,566,960.87	6.94	6.94
Suzan Sabancı, CBE	141,566,960.87	6.94	6.94
Other	1,322,799,127.90	64.83	64.83
Total	2,040,403,931.00	100.00	100.00

⁴ As of 31.12.2023

Our Subsidiaries and Joint Ventures



Note: In line with its strategic priorities to focus on expanding its core businesses and investing in new growth platforms; Sabancı Holding decided to restructure its Industrials and Building Materials strategic business units into Material Technologies and Mobility Solutions to further strengthen its focus on material technologies and leadership in mobility solutions. Accordingly, as of April 19, 2024, Akçansa, Çimsa and Kordsa started operating under the Material Technologies Group while Brisa, Temsa Ulaşım and Temsa Motorlu Araçlar started operating under the Mobility Solutions Group. Shareholding structure data is as of 31.12.2023.

Our Culture and Values

Sabancı Culture

- Putting the needs and expectations of customers & all stakeholders at focus,
- Valuing different perspectives and making decisions by considering comprehensive inclusion,
- Being the pioneer of innovation,
- Being courageous to make mistakes and seeing it as a learning & development opportunity,
- Focusing on long-term and sustainable value creation.

Values

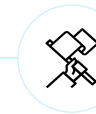
SINCERITY

We place authenticity, respect and trust at the heart of our relations with all stakeholders, thus appearing as we are and being as we appear.



PASSION

We approach all tasks with enthusiasm, excitement, and perseverance. We mobilize our community with our energy.



INCLUSION

We build environments that encourage the inclusion of all stakeholders, value different ideas, and deliver the highest benefit through multiple partnerships.



COURAGE

We express our thoughts freely and take risks. We are not afraid to make mistakes. We take the initiative and assume responsibility. We take action.



CONTINUOUS DEVELOPMENT

We question ourselves and our work with a positive curiosity based on excitement about innovation. To get better and better, we learn from our past experiences, develop in line with our vision for the future, and become the pioneer of change.



Our Purpose and Strategy

Sabancı Group reinforces its role as a global player with its contribution for a sustainable future and creates enduring value for its stakeholders and Turkish economy. By combining its solid financial structure, dynamic portfolio management and robust sense of corporate governance with its innovation and technology-oriented business approach, Sabancı Group is not only delivering a strong growth from its core businesses but also gaining significant opportunities in new growth platforms. Acknowledging sustainability as fundamental principle, and setting strong growth and stakeholders’ returns as key drivers in its investment decisions, **Sabancı Group unites Türkiye and the World for a sustainable life with leading enterprises.** With a foundation built on 98 years of global experience, a high-performance culture, and a value-focused ecosystem, Sabancı Group confidently steers towards the future, guided by its strategy to accelerate growth and transformation.



⁵ SMR: Small Modular Reactor
⁶ HFC: Hydrogen Fuel Cell
⁷ ECT: Equipment for Climate Technologies