

Foreword

As we navigate the complexities of our modern world, it becomes increasingly apparent that sustainability is not just a goal to be achieved, but a journey of mindful stewardship that must permeate every decision of our business operations. At Sabancı, we recognize the deep connection between our actions and the well-being of our planet and its inhabitants. Hence, we set 'sustainability for a better life' as our strategic priority.

In a world where actions resonate beyond their immediate impact, Sabancı Holding presents 'Echoes of Harmony: Shaping a Sustainable Future' as the central theme of our **Sustainability for a Better Life 2023 Report**. Our report's design concept is inspired by Zen gardens, which create a harmonious balance between our fast-paced lifestyles and the natural world. We believe in creating opportunities from within the ecosystem, orchestrating collaboration and innovation to drive

meaningful transformation. Much like the carefully placed stones in a Zen garden, **each initiative outlined in this report is a deliberate step towards creating balance and harmony within our operations, our communities, and our environment.**

Zen gardens exemplify resilience and adaptability, reflecting strength and flexibility amidst nature's fluctuations. **At Sabancı Holding, we integrate sustainability into our strategy, utilizing foresight and orchestrated leadership to navigate global megatrends, risks, and opportunities, thereby creating a sustainable and balanced future.** Each element in a Zen garden, whether a stone or a ripple of sand, contributes to the balance and tranquility of the whole. Similarly, our distinct and purposeful sustainability practices combine to form a cohesive effort towards a sustainable future.

The diligent arrangement of elements in Zen gardens reflects an ongoing balance of preserving existing beauty while continuously adapting to create new harmonies. **At Sabancı Holding, we embrace this dynamic approach by transforming our businesses and investing in new growth platforms, preserving our foundational strengths while innovatively creating value in an ever-evolving world.**

A Zen garden serves to create a harmonious balance between our fast-paced lifestyles and the natural world, with each carefully arranged element contributing to an overarching sense of balance, simplicity, and harmony. **At Sabancı Holding, we design an ecosystem informed by awareness of megatrends and emerging risks, leading transformation and investments that create a positive impact on society and the environment.**

Raked patterns in Zen gardens symbolize order, mindfulness, and intentionality, reflecting a commitment to responsible and purposeful action. **Our corporate governance model at Sabancı Holding mirrors these principles by emphasizing accountability, transparency, responsible business conduct, and effective stakeholder management, contributing to the sustainability and resilience of the Sabancı Group.**

Bridges in Zen gardens represent transitions, connections, and overcoming obstacles, tying together the whole garden energetically. **Our culture of SDG-linked R&D and innovation at Sabancı Holding not only unlocks opportunities for growth but also fosters the creation of shared value on the path to achieving UN SDGs.**

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Plants in Zen gardens, such as Bamboo and Bonsai Trees, symbolize resilience, harmony, patience, and balance. **We consistently invest in sustainable businesses, including energy and climate technologies, material technologies, mobility solutions, and digital technologies, to foster resilience for future generations and drive impactful change towards a sustainable economy.**

Every element in a Zen garden harmoniously coexists, symbolizing the connection and balance found in nature's diverse ecosystems. **Our Nature Agenda at Sabancı Holding reflects this harmony through ambitious goals and initiatives in decarbonization, water management, biodiversity, and circular economy, fostering a sustainable relationship between business and nature.**

Reflecting the unity and balance of a Zen garden, our Social Agenda demonstrates our commitment to creating a prosperous future through impactful societal initiatives and collaborative efforts. Besides, a Zen garden is an invitation to engage mentally and spiritually with its elements. **We prioritize cultivating a purpose-driven culture at Sabancı Holding, inspiring our employees to achieve sustainable outcomes while empowering them to unlock their full potential.**

Just as the ripples in a tranquil pond echo outward, our commitment to sustainability echoes throughout our organization and beyond. It is reflected in our efforts to **reduce our carbon footprint, promote diversity and inclusion, and foster innovation that**

respects both people and the planet.

Our journey does not end here. Like the continuous flow of a Zen garden's design, **we are committed to evolving, adapting, and embracing new challenges and opportunities on the path to a sustainable future.**

As you peruse these pages, we invite you to find inspiration in the echoes of harmony that resonate within our sustainability initiatives. Together, let us shape a future where balance, respect, and stewardship guide our every decision, paving the way for a world where sustainability and prosperity go hand in hand.