

ECHOES OF _____ HARMONY

United for Lasting Social Impact

In a Zen garden, each element harmoniously integrates, reflecting the unity and balance vital for a thriving ecosystem.

At Sabancı Holding, our Social Agenda mirrors this unity, demonstrating our commitment to creating a prosperous future through impactful societal initiatives and collaborative efforts.



Our Social Agenda

At Sabancı Holding, we are strongly committed to making a positive impact on society and the environment. We follow our core values closely and have created a wide-ranging approach to social responsibility that affects every part of our work and the communities that we operate in.

Our Social Agenda starts from the core of our operations. With over 60,000 employees in our community and impacting millions of individuals through our value chain, we are dedicated to working hard to both transform our business and contribute to the favor of society.

We achieve this through offering SDG-linked products and services, being a responsible employer, and fostering volunteering programs across our employees and their families.

As Sabancı Group, our Social Agenda extends beyond the boundaries of our businesses and where they operate and reach out to a wider society through the numerous projects aimed at driving social transformation undertaken together with Sabancı University and the Sabancı Foundation.

We mobilize our resources strategically to get involved in projects that tackle important social and environmental issues. These projects are designed to mirror our values and priorities and linked to the nature of our businesses, aiming to improve the lives of diverse communities.

We aim for every investment in our community to yield a social return on investment (SROI) of one or higher, supported by detailed social impact assessments, to make sure we achieve the greatest impact.

Our flagship project, Sabancı Republic Day Campaign embraces this promise. Through initiatives like our Republic Campaign and community engagement, we aim to create value that benefits everyone involved, promoting inclusivity and empowerment. The Campaign supports a variety of social responsibility activities and strengthens our partnerships with numerous NGOs across Türkiye. This campaign is fundamental

to our efforts to provide on-the-ground support and unity with those in need. During 2023, Sabancı Republic Day Campaign increased its efforts as response to the devastating earthquake in Southeastern Türkiye to help the people residing in most affected areas from the earthquake.

Sabancı Holding is dedicated to fostering a positive impact not only through its diverse business portfolio but also through the varied contributions of its Sabancı Foundation, Sabancı University, and Sabancı University Sakıp Sabancı Museum.

Our Social Agenda

Accordingly, Sabancı Group enriches its impact, using industrial and business capabilities to support wide-ranging initiatives in education, social change, culture, and the arts via Sabancı Foundation.

By especially focusing on supporting women, youth, and people with disabilities, the Foundation has awarded 51,000 scholarships over 47 years, promoting, and encouraging excellence.

Sabancı University also plays a key role in Sabancı Holding's mission for shaping confident, compassionate individuals who are responsive to societal needs and committed to ongoing growth and learning to support social improvement.

On the other hand, since 2002, the Sabancı University Sakıp Sabancı Museum has been instrumental in promoting cultural and artistic enrichment within the society.

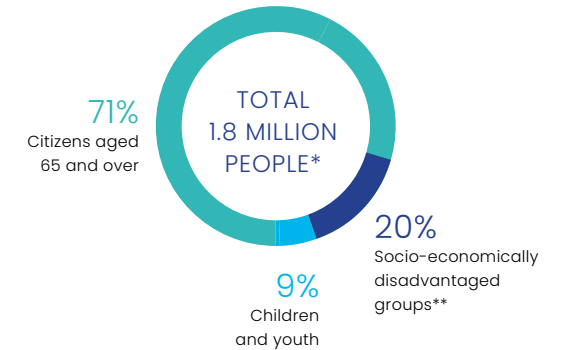
Sabancı Group also promotes innovative and inclusive business practices that support access to basic services such as finance for vulnerable groups through a variety of programs such as financial inclusion. Hence ensuring equal opportunities is a core value, each Sabancı Group company integrates Diversity, Equity, and Inclusion (DE&I) into their corporate practices.

Sabancı Group's Social Agenda highlights Sabancı Group's keen commitment to making a significant, measurable impact on society.

In collaboration with our Group companies, the Sabancı Foundation, Sabancı University, and through initiatives like the Sabancı Republic Day Campaign, Sabancı Holding is dedicated to building a future where everyone can ensure prosperity.

Together, we pledge to make a long-lasting positive impact on people's lives.

PEOPLE REACHED THROUGH INCLUSION PROGRAMS CARRIED OUT BY SABANCI GROUP COMPANIES (2023, EXCLUDING SABANCI FOUNDATION) ✓



* Akbank, Aghesa, Brisa, Carrefoursa, Çimsa, Kordsa, Teknosa, Enerjisa Enerji, and Enerjisa Üretim are included.
 ** These groups represent people with various social and/or economic disadvantages, and detailed definition may vary according to each program.

Community Investments

Sabancı Holding's purpose 'to unite Türkiye and the World for a sustainable life with leading enterprises' shapes the Group's Corporate Social Responsibility (CSR) framework as well. For this reason, social contribution and investments are at the core of Sabancı Holding's CSR strategies.

Focusing on numerous impact areas towards Sustainable Development Goals, Sabancı Group drives social transformation through Sabancı Volunteers, the roof program bringing together all Group companies under several projects, as well as Group companies' stand-alone CSR initiatives and by providing resource allocation to Sabancı Foundation.

Sabancı Volunteers Program

Sabancı Holding consistently demonstrates the importance it places on solidarity and unity in achieving common goals. Innovation and participation are actively encouraged to generate sustainable solutions for various significant social and environmental challenges.

Sabancı Holding also believes that unlocking the tremendous potential of employee volunteering is a vital component of sustainable development.

Initiated in 2015, Sabancı Volunteers Program aims to strengthen the bond between employees and Group companies, enhance employee social awareness and carry out activities that benefit society.

Sabancı Volunteers Program executed meaningful projects and initiatives that touched the lives of thousands of people across the country.

Moreover, Sabancı Volunteers Program fosters the development of an inclusive culture within Sabancı Group, where individuals feel a strong sense of belonging, align with the Group's values, and are deeply connected to its purpose and goals. A strong sense of belonging leads to higher levels of engagement, motivation, and loyalty, creating value for all stakeholders.

This initiative also acts as a catalyst, creating a multiplier effect through dynamic communication tools. By harnessing the power of digital platforms, Sabancı Volunteers raise their impact, reaching wider audiences and sparking

meaningful conversations that move beyond borders.

As active contributors to various community initiatives, Sabancı Volunteers evolve into influential individuals, embodying the core values of the Group.

Through their collective efforts, they not only raise awareness about environmental and social issues but also inspire others to join the movement, further expanding the reach and impact of Sabancı Group's community investments.

Community Investments

Sabancı Republic Day Campaign (Sabancı Cumhuriyet Seferberliği)

Sabancı Group designed Sabancı Volunteers project: Sabancı Republic Day Campaign, to address the Nature and Social Agendas of Sabancı Holding towards achieving a sustainable future.

Since its founding, Sabancı Group's highest priority has been to uphold the values of the Republic of Türkiye. Following the devastating forest fires and floods in Türkiye in 2021, the Group launched Sabancı Republic Day Campaign. This effort was designed to support restoration and healing in the aftermath of environmental disasters while also serving as a pioneer and example for sustainable living. The campaign aims to ensure a better future for new generations, the environment, and all living beings while honoring the legacy of Mustafa Kemal Atatürk.

ENVIRONMENT



PREVENTIVE ACTIONS AGAINST THE CLIMATE EMERGENCY



SUPPORT FOR SUSTAINABLE PRODUCTION

SOCIAL



PREPARATION OF YOUTH FOR THE FUTURE



EMPOWERMENT OF WOMEN IN THE WORKFORCE

Over the past three years, Sabancı Volunteers dedicated a total of approximately 170 thousand hours to activities as part of Sabancı Republic Day Campaign. In other words, Sabancı volunteers compressed 19 years of work into just three calendar years with their incredible commitment.

Community Investments

2021

Response to 'Fire Disaster'

- 11 cities affected from fire
- 7.000 volunteers
- 28 events
- 35.000 volunteer hours (4 yrs. work)

2022

Scaled Up Preventive Actions for 'Climate Crisis'

- 48 cities
- 15.000 volunteers
- 32 CSR projects
- 242 events
- 81.500 volunteer hours (9 yrs. work)

2023

Development Actions for 'Social Impact'

- All over Türkiye - (50% Earthquake zone)
- 10.000 volunteers
- High impact, all year long 8 projects
- 1,000+ Offline / Online Events
- 53,000 volunteer hours (6 yrs. work)

Agile Response and Preventive / Development Actions Against Crisis at Each Year

In its third year, Sabancı Republic Day Campaign celebrated the 100th anniversary of the Republic of Türkiye with great enthusiasm, with all volunteers participating in this effort. In 2023, the campaign once again became Türkiye's most attended social responsibility initiative.

More than 10 thousand Sabancı Volunteers participated in activities

across Türkiye organized in two focus areas: Education and Development. Sabancı Volunteers devoted 153 thousand hours to activities focused on sustainability and social impact. About half the projects were carried out in provinces affected by the highly destructive February 6 earthquake to support and revive the impact region.

All efforts as part of Sabancı Republic Day Campaign were dedicated to the great leader Mustafa Kemal Atatürk on November 10, as in previous years, honoring the lasting legacy of Atatürk.

'Running for Good'

As part of Sabancı Republic Day Campaign, 2,800 Sabancı Volunteers participated in the 45th Istanbul Marathon this year and collected donations to support education and development in the 100th anniversary of the Republic of Türkiye.



Community Investments

Education Projects (Digital, STEM*, Social-Cultural)

Prepare 2,725 children and youth for the future

<p>Çimsa SabancıDx Sabancı University Enerjisa Enerji</p>	<ul style="list-style-type: none"> 16 days of digital education for 500 university students 2,000 hours of mentoring 500 university students Internship opportunities
<p>Akçansa Temsa Motorlu Araçlar (TMA)</p>	<ul style="list-style-type: none"> 29 days of STEM education for 1,300 students Music, Visual Arts Rooms and a Library established at the Enerjisa & Sabancı Foundation school in Hatay.
<p>Aksigorta Agesa</p>	<ul style="list-style-type: none"> 38 days of Social-Cultural education/activities for 400 young people and children
<p>Akbank</p>	<ul style="list-style-type: none"> Digital & Social education for 500 young people
<p>All Group Companies</p>	<ul style="list-style-type: none"> 2,800 marathon runners with donations to 5 NGOs

*STEM: Science, Technology, Engineering, and Mathematics

Development Projects (Entrepreneurship, Sustainable Production, Women Workforce)

Support 2,520 producers, 1,500 entrepreneurs and 200 women

<p>Brisa Kordsa Temsa Teknosa</p>	<ul style="list-style-type: none"> Incubation center in Hatay & Technology classes 9-day training for entrepreneurs Idea Camps, Accelerator Programs, Demo Days and Grant support 60 hours of mentoring for 5 women's cooperatives
<p>Enerjisa Enerji Carrefoursa</p>	<ul style="list-style-type: none"> Pilot ecosystem project in Adana Karataş Energy savings of 40 KW with solar panels Recycling facility Sea and beach cleaning Trainings for fishermen
<p>Carrefoursa</p>	<ul style="list-style-type: none"> Harvest 10 tons of food and prepare for sale Material and equipment support to farmers 1-day training for producers
<p>Enerjisa Üretim</p>	<ul style="list-style-type: none"> 5 bee forests on a 4,000-hectare area Harvest of 100 tons of honey with 10,000 beehives \$500,000 income for beekeepers
<p>Sabancı Vakfı Akçansa All Group Companies</p>	<ul style="list-style-type: none"> 127 mentors for Young Women Building Their Future Trainings to gain business know how and skill set

Community Investments

INTERNATIONAL AWARDS

In 2023, Sabancı Volunteers received an award from one of the most reputable international organizations in recognition of their exceptional work and broad impact. Sabancı Holding won the prestigious global award, the ‘International CSR Excellence Gold Award 2023’ for its Sabancı Republic Day Campaign. The presentation ceremony took place at world-renowned St. Paul’s Cathedral in London in June.

Highlights From Sabancı Group Companies

In 2023, the Sabancı Hatay Incubation Center was established in Hatay, Türkiye, one of the provinces most affected by last year’s earthquakes.

This initiative, in cooperation with the Habitat Association and Sabancı Group companies Brisa, Kordsa, Temsa, and Teknosa, reached thousands of entrepreneur candidates and young people in a short time.

The center, which started its activities on October 2023 within the scope of Sabancı Republic Day Campaign, Türkiye’s most widely attended social responsibility movement, hosted over 1,300 attendees at its trainings within a brief two-month period.

Sabancı Hatay Incubation Center, which was implemented with the aim of leading the local development of the earthquake region, works to create new job opportunities in the region, thus preventing migration from the region, and reintegrating young people and women into economic and social life.

ÇİMSA

The Future is Possible With You

Within the scope of the Sabancı Republic Day Campaign, the ‘The Future is Possible With You’ project, realized in partnership with Enerjisa Enerji, SabancıDX and Sabancı University and in cooperation with Bilim Virüsü, aims to provide 500 young people with competence in digital and information technologies in the 100th anniversary of the Republic.

The program, which consists of 3 stages: ‘Learning Program’, ‘Mentoring Program’ and ‘Development Program’, will provide a total of 133 hours of training and 2,000 hours of mentoring by volunteer mentors consisting of Sabancı employees. At the end of the program, participants will be offered internship opportunities at Çimsa and other group companies.

Water is Breath

The Water is Breath Project, carried out in cooperation with the Educational Volunteers Foundation of Türkiye (TEGV), raises awareness on the importance of water and the protection of water resources and supports biodiversity through game-oriented activities designed for 2nd-5th grade students.

In 2023, 2,237 students were reached through activities organized at 20 locations.

Community Investments

Since the beginning of the project, a total of 5,467 students have gained water awareness.

Çimsa will continue to support the Sustainable Development Goals of Quality Education, Clean Water and Sanitation and Climate Action with the project.

İşimiz Eşitlik

Within the scope of the İşimiz Eşitlik project, trainings on Sustainability, Vocational Introductions, Interview, Resume Preparation and Gender Equality are provided to 11th and 12th grade vocational high school students in order to support them in entering business life, to make them aware of their potential and to increase the likelihood of finding a job when they graduate, with the aim of raising qualified employees for intermediate levels in Türkiye and increasing women's employment in industrial companies.

AKÇANSA

My Volunteer Journey

In the 100th anniversary year of the Republic, Akçansa launched the My Volunteer Journey project with Temsa Motorlu Araçlar, supporting young people as part of the Sabancı Republic Day Campaign. 24 volunteers dedicated 12 hours each, reaching 100 students.

The project began on 25 October in Reyhanlı, Hatay, with Sabancı volunteers opening the 'Visual Arts Studio,' 'Music Studio,' and 'Library' at the Enerjisa Hatay Vocational and Technical Anatolian High School, set to open in the 2023-2024 academic year. Volunteers and students engaged in rhythm work, body percussion, and a STEM workshop to enhance visual creativity.

Furthermore, partnering with Bricks4Kidz®Türkiye, second graders at

Akçansa Mehmet Akif Ersoy Primary School are receiving STEM lessons on robotic coding using Lego. Expert trainers guide the children in building, operating, coding, and developing creativity with content from Bricks4Kidz® models.

These activities teach basic theories of engineering, architecture, physics, and mathematics through hands-on learning, while also fostering socialization through play.

The program aims to develop 3D thinking and analytical skills, enhancing creativity and self-confidence in children of various age groups and experience levels.

ENERJİSA ENERJİ

I Am Protecting the Energy of the World

Energy conservation is a critical issue in Türkiye. Enerjisa Enerji aims to raise

awareness about energy efficiency, especially in primary schools, to benefit society. Through the 'I Am Protecting the Energy of the World' project, started in 2010 with the Ministry of National Education, the company educated over 300,000 students from 750 schools in 14 provinces, with 450 employees volunteering.

In 2023, for the project's fourteenth anniversary, children's theatre performances were held, reaching about 6,000 children with energy conservation information.

The project's Social Return On Investment (SROI) is 2.7 TL for every 1 TL invested.

Ranked among Türkiye's top 20 Corporate Social Responsibility Projects, 'I Protect My Energy' has been running for over a decade.

Community Investments

In 2023, the project further expanded through the Energy Savers Program, partnering with Bilim Virüsü to connect university volunteers with students aged 7-11. Coming together in this initiative are young individuals who strive to raise awareness on efficient energy use, promote sustainability, and contribute to the common good; the Program focuses on understanding the impact of individuals on Earth, and the Earth's impact on individuals with a global awareness.

Sustainable Energy-Based Tourism Practice Centre (SENTRUM)

In 2022, the 18-month SENTRUM project was completed in Ayvalık Küçükköy, in collaboration with the United Nations Development Program (UNDP) and Sabancı University.

This project supports 10 of the 17 United Nations Sustainable Development Goals.

SENTRUM aims to raise awareness of energy efficiency by developing a Sustainable Green Destination Model, support social, environmental, and economic transformation in sustainable tourism, promote society-based socioeconomic development through energy efficiency and renewable energy, and create a scalable and repeatable Sustainable Green Destination Model in Ayvalık Küçükköy. Enerjisa Enerji invested TL 10 million in transforming Küçükköy into a Green Destination.

ENERJİSA ÜRETİM

Womentum

Enerjisa Üretim implemented Womentum project to increase women's participation in the energy sector and to enable them to gain a greater place in the business world within the scope of 'gender equality'.

The company received more than 2,000 applications from 68 provinces for the project, which entered its second year in 2023.

In the program, 805 female students were entitled to receive certificates, after a comprehensive training ranging from personal development to sustainability and digital dexterity.

In addition, interview simulations were conducted with the coordination of the People and Culture team and voluntary participation of executives of Enerjisa Üretim. Selected participants were hosted at the head office and had face-to-face interview experience.

Participants evaluated event management and training contents as 9.7/10 and rated 'would recommend the program to friends' as 9.9/10.

Within the scope of the transition to high-impact projects (SROI>1), every 1 TL investment made in Womentum in 2023 had a social return of 8.40 TL.

TEKNOSA

The Technology for Women

The Technology for Women project aims to increase women's digital literacy level and ensure their access to technology. In addition, telephone donations are made to support women subjected to violence, and projects aiming to raise awareness on environment and sustainability are carried out. These projects reflect Teknosa's mission of adding value to society and focusing on sustainability.

Technology for Youth

Teknosa has been steadfast in its commitment to supporting youth through its Technology for Youth initiative. By facilitating access to technology for

Community Investments

university students and providing technological assistance for various campus events, the company empowers young individuals, fostering their engagement and contributing to their holistic development. Through these endeavors, Teknosa continues to make meaningful strides in leveraging technology for social good, enriching lives and communities alike.

CARREFOURSA

Carrefoursa has been in partnership with the Basic Needs Association (TİDER), an NGO dedicated to promoting fairness and equality in people's access to basic necessities, for 12 years.

In 2023, Carrefoursa continued to supply products to the Support Market established through its collaboration with TİDER, ensuring access for individuals in need.

AKBANK

In 2023, Akbank calculated the social impact of its community investment projects and SROI values of the Youth Academy in the field of education, the CaseCampus project in the field of entrepreneurship, the Akbank Jazz Festival in the field of Culture and Arts, and the Good State of the City in the field of volunteering were 3.16, 3.89, 2.23, and 4.38, respectively.

With the SROI value of each project surpassing the threshold of 1, Akbank has secured the success of its projects and identified areas for improvement and drafted a forward-looking action plan aimed at further increasing its social impact.

AGESA

At All Ages

At All Ages corporate social responsibility project aims to guide society's preparation for aging and to turn the negative perception of old age into a positive one.

In 2021, Agesa established the 'At All Ages Fund' to support civil society studies on aging and aging-related issues. Agesa provided grant support to a total of 9 non-governmental organizations and 12 projects within this scope. Projects include identification of the needs of people with hearing loss, support for 100 women over the age of 65, psychosocial support for elderly and their caregivers, and various trainings for Social Work Professionals.

Sabancı Foundation

Embracing the late Hacı Ömer Sabancı's life philosophy of 'Sharing what we have obtained from this land with its people' the Sabancı family established Hacı Ömer Sabancı Foundation (known as Sabancı Foundation) in 1974 to consolidate all their philanthropic activities under one organization. Sadıka Sabancı, wife of Hacı Ömer Sabancı, donated her entire wealth to the Foundation's endowment. Sabancı Foundation's financial resources consist of donations provided by the Sabancı Family and Sabancı Group, and revenues generated from the Foundation's assets.

Sabancı Group harnesses the power of its industrial and business activities to support a wide range of social and cultural efforts through Sabancı Foundation.

Today, it is one of the leading family foundations in Türkiye. During its 49-year history, Sabancı Foundation has built more than 120 institutions - schools, dormitories, teachers' centers, medical facilities, sports complexes, cultural centers, and social facilities - in 78 districts across Türkiye. Since 2007, the Foundation has supported 238 projects carried out by civil society organizations nationwide. In culture and the arts, the Foundation has provided long term support to major activities and events.

Having provided more than 54 thousand scholarships over the last 49 years, Sabancı Foundation encourages and recognizes success with awards in education, the arts, and sports. The Foundation's primary areas of activity include education, social change, culture, and the arts. The Foundation focuses particularly on women, young people, and people with disabilities within these activities.

Highlights from 2023

In February 2023, a devastating earthquake hit Türkiye affecting nearly 16 million people across 10 provinces. After the initial urgent humanitarian aid efforts, Sabancı Foundation prioritized support to resuming education in the region as soon as possible by constructing schools. In the three months after the earthquake, two steel construction schools were built by the Foundation in Hatay province. Another school under construction before the disaster also opened this year. Three more schools are planned to be opened in 2024.

Social Change

Sabancı Foundation supports projects carried out by leading civil society organizations with grants to seek lasting solutions to today's complex social issues. The Foundation engages in long-term, institutional partnerships to expand the

scope and extent of its impact. Introduced in 2007, Sabancı Foundation Grants Program supports civil society organizations in promoting social development to achieve equality and active participation of women, youth, and persons with disabilities in society. During its 17-year history, the Grants Program has extended support to 238 projects and initiatives, directly impacting nearly 300 thousand persons and indirectly reaching over 4.6 million people nationwide.

Launched in 2022, 'Young Women Building Their Future' project targets women in the NEET (Not in Employment, Education or Training) category. The initiative is implemented by Sabancı Foundation and UNDP in cooperation with the Ministry of Family and Social Services and the Ministry of Labor and Social Security. A comprehensive training program - including vocational and personal development trainings for NEET women - commenced in three pilot cities: Adana,

Sabancı Foundation

Diyarbakır, and İzmir. Some 770 NEET women were reached by trainings; 80 of them were employed. A digital portal was launched with an Opportunities Map, facilitating access to job, training, internship, and entrepreneurship opportunities for young women. Major organizations, including Sabancı Group companies, actively participate on this platform. The project expanded in 2023 by incorporating mentorship and grants programs. Mentors from diverse sectors provided invaluable career guidance to 513 NEET women this year. The grants program supported seven projects focused on enhancing NEET women's employability.

Türkiye's Changemakers Program, successfully completing its 14th year in 2023, highlights stories and efforts of individuals who significantly contribute to social development and inspire society in the country. Since its inception in

2009, the program has received nearly 14 thousand applications; stories of 210 Changemakers were selected and recorded. These inspiring videos are widely disseminated on the program's website as well as social media platforms.

Since 2021, Sabancı Foundation has published a series of children's books about animal rights and environmental issues centered around a rabbit named Papuduk. These books are distributed to civil society organizations working with children and state schools in disadvantaged areas. As of end-2023, over 150 thousand books were distributed free-of-charge; audiobook versions are also available. Workshops for children are conducted in diverse locations throughout the year to support the themes of the book series.

Sabancı Foundation is addressing the climate emergency by reviewing all its programs through a climate lens and creating a road map with the approach of 'All foundations are climate foundations no matter what their area of work.'

The Foundation is the first organization from Türkiye to sign the International Philanthropy Commitment on Climate Change.

The Foundation remains actively engaged in advancing disability rights and gender networks within Philanthropy Europe Association (Philea). Nevgül Bilsel Safkan, General Manager of Sabancı Foundation, was appointed to the Philea Advisory Board in 2023, further enhancing the Foundation's commitment and contribution to these significant initiatives.

Institutions

To date, Sabancı Foundation has built more than 120 institutions in 78 districts across Türkiye, including schools, student dormitories, healthcare facilities, cultural centers, sports facilities, libraries, teachers' centers, and social facilities as well as Sabancı University – one of the most significant investments undertaken by Sabancı Foundation.

In 2023, construction of two vocational and technical high schools in Istanbul and Hatay was completed. Reconstruction of Sakıp Sabancı Secondary School in Adana and construction of an additional building for Sabancı Vocational and Technical High School in Kocaeli was also completed this year.

Sabancı Foundation

School buildings completed in 2023:

- Enerjisa İstanbul Vocational and Technical High School
- Enerjisa Hatay Vocational and Technical High School
- Sakıp Sabancı Secondary School, Adana (completed in 2023, scheduled to open in 2024)
- Hatay - Dörtöyl / Sabancı Lassa Secondary School (steel-construction)
- Hatay - Arsuz / Sabancı Arsuz Secondary School (steel-construction)
- Hatay - Hassa / Enerjisa Atatürk Primary School (steel-construction)
- Kocaeli - Sabancı Vocational and Technical High School Additional Building

Some of these schools are constructed with donations from Sabancı Group companies and their foreign partners.

Culture & the Arts

Through the years, Sabancı Foundation has extended long-term support to culture and the arts. The Foundation has supported The State Theaters – Sabancı International Adana Theater Festival for the last 24 years and Türkiye Youth Philharmonic Orchestra for the last 15 years. In 2023, a special book on Metropolis Ancient City excavations was published on the 20th anniversary of the Foundation's support to the excavation efforts.

Sabancı Foundation Short Film Competition was launched in 2016 with the motto 'Short Film, Long Impact.' This popular competition raises awareness of social issues through art, while highlighting the creative perspective of cinema and encouraging young talent. In 2023, the theme of the 8th Sabancı Foundation Short Film Competition was 'Water Crisis.'

Recognizing the work done through Sabancı Foundation Short Film Competition, European Film Academy presented Güler Sabancı, Chair of the Board of Trustees of Sabancı Foundation, with its European Sustainability Award – Prix Film4Climate 2023.

Scholarships and Awards

During its 49-year history, the Foundation has provided more than 54 thousand scholarships to students demonstrating academic excellence through its scholarship program. Currently, Sabancı Foundation scholarships support around 1,500 students each year, 350 of whom are first time recipients. Sabancı Foundation has award programs in education, sports, arts, and culture. Under these programs, over 1,200 awards have been presented to date.

Sabancı University

Sabancı University executes numerous future-shaping strategic initiatives toward its vision: Becoming a leading global research university.

Sabancı University executes numerous future-shaping strategic initiatives toward its vision: becoming a leading global research university. The University is committed to educating self-confident individuals who embrace universal values, show compassion for the needs of society while focusing on creating solutions, internalize cooperation in creation and development, and are open to continuous development.

One of only three foundation universities in Türkiye officially recognized as a 'Research University' by the Presidency

of Strategy and Budget and the Council of Higher Education (YÖK), Sabancı University conducts research in faculties, centers, and forums with an interdisciplinary approach in basic and social sciences, engineering and technology, business and art. The University's 10 centers and forums contribute to scientific research, economic development, and society. Embracing research since its founding, Sabancı University has issued more than 8,500 publications⁵² and obtained more than 315 patents⁵⁴ to date. As of end-November 2023, the University has 285 active research projects with external funding and a total budget of TL 957 million.⁵³

According to the YÖK 2022 University Monitoring and Evaluation Report, Sabancı University ranked first among all universities in Türkiye with 30.66% of its

budget spent on R&D. In 2023, Sabancı University faculty members published more than 635 scientific publications⁵² and obtained 23 patents.⁵⁴

A Globally Recognized University

Sabancı University ranks among the top universities in Times Higher Education (THE) 2024 World University Rankings.

Sabancı University ranked 351-400 in [2024 THE World University Rankings](#) globally and first among universities in Türkiye. In subject rankings, Sabancı University ranked 301-400 in Engineering, 176-200 in Social Sciences, 251-300 in Business and Economics, 401-500 in Computer Science, and 501-600 in Physical Sciences.

Sabancı University ranked 76th in 2023 THE Asia University Rankings and 89th in 2023 THE Young University Rankings.

Sabancı University Executive Development Unit (EDU) climbed to 36th worldwide in 2023 Financial Times Executive Education Rankings and is the only Turkish university represented. Sabancı Business School placed 81st in Financial Times Executive MBA Rankings, one of only two Turkish universities on the list.

Sabancı University: Türkiye's Leader in Research Quality

According to the 2022 Performance Ranking of Research Universities compiled by the Council of Higher Education (YÖK), Sabancı University placed first among all research universities in the Research Quality category.

⁵² Data updated: 13.12.2023 (Scopus)

⁵³ Data updated: 30.11.2023

⁵⁴ Data updated: 07.12.2023

Sabancı University

Türkiye's Top University for Graduate Employability

Sabancı University was included in the top 250 universities worldwide in the 2023-2024 Global Employability University Ranking and Survey published by Times Higher Education. One of only two Turkish universities included in the rankings, Sabancı University ranked 219th globally. Some 91% of Sabancı University alumni are placed in a job within one year of graduation. Meanwhile, 26% of alumni continue their graduate studies or professional careers overseas.

University-Industry Collaborations

Since its founding, Sabancı University has emphasized university-industry collaborations. The University has developed pioneering business models and completed many successful projects

in partnership with leading companies and institutions. Sabancı University was presented with the University-Business Cooperation Award at the 2023 Outstanding Achievement Awards Ceremony held by YÖK in October 2023. Sabancı University signed a letter of intent with Siro Silk Road Clean Energy Storage Technologies, in partnership with TOGG and Farasis Energy, to design educational programs in the field of batteries and energy storage.

Under an agreement signed by Sabancı University and TEI, Türkiye's leading aviation engine manufacturer, a fan duct inner case was delivered for the TEI-TF6000 Turbofan Engine manufacturing project. Produced by Sabancı University's Integrated Manufacturing Technologies Research and Application Center (SU IMC), the case was designed and developed for the first time in Türkiye and features Kordsa semi-finished products.

Home to the Country's Best Students

More than 5,200 students are enrolled at Sabancı University: 82% undergraduate and 18% graduate students. In the 2023 Higher Education Institutions Exam, 802 students were placed at Sabancı University. The University regularly attracts the best high school graduates. Among students who chose to study at Sabancı University in 2023, 12% ranked in the top 1,000 nationwide. Foreign student enrollment at Sabancı University reached 13% in the 2023-2024 academic year.

The Make a Promise for the Future Scholarship Program provided full scholarships to eight students from the earthquake region who were placed at Sabancı University via the entrance exam. Three current students will also receive scholarships through the same program.

Disaster Awareness and Relief Management Course

After the earthquake disaster in February, Sabancı University designed a new course – Disaster Awareness and Relief Management – to give students a comprehensive understanding of disaster relief management principles and practices. The course started in Fall 2023-24 semester and is coordinated by Sabancı Business School. Topics covered include risk assessment, vulnerability analysis, logistics, and resource management, evacuation procedures and personal preparation plans, communication and coordination in disaster relief, psychological aspects, and economic burden on society.

Sabancı University

2023 Sakıp Sabancı International Research Awards

Sakıp Sabancı International Research Awards have been granted for 18 years following the will of Sakıp Sabancı, Honorary President of Sabancı University Board of Trustees, to recognize exceptional studies in the social sciences. In 2023, the theme of Sakıp Sabancı International Research Awards was 'The 100th Anniversary of the Republic of Türkiye: Republicanism in Theory and Application.' This year, the Special Jury Prize was presented to Philip Pettit, L.S. Rockefeller Professor of Human Values at Princeton University since 2002 and Professor of Philosophy at the Australian National University since 2012.

Türkiye's First Campus to Announce a Net Zero Target

Prioritizing energy and climate issues since its founding, Sabancı University now

aims to achieve a Net Zero energy target on its Tuzla campus. The University is a green campus and features a significant solar energy infrastructure.

With the I-REC-certification 100% Green Energy Agreement signed with Enerjisa Enerji, Sabancı University meets all its energy needs from renewable energy sources.

In 2023, 9,206 MWh of electrical energy consumed by the University was obtained from renewable energy sources. The Tuzla campus has a solar power plant and cogeneration system, installed in conjunction with Enerjisa. Solar panels are installed on all building roofs of the Tuzla campus to boost its total solar energy capacity to 1,1 MW. Sabancı University's campus buildings have natural ventilation and lighting. System working

hours and temperatures are optimized to save energy on campus heating and cooling. EV charging stations are installed across the campus to encourage electric vehicle use and reduce vehicle emissions.

Pioneering Work in Social Contribution

Sabancı University Istanbul International Center for Energy and Climate (IICEC) focuses on the world's current issues and Türkiye's agenda. A conference and panel were held this year with the theme 'Changing Energy Geopolitics in the World, Climate Crisis and Türkiye.' This event aimed to address changing energy geopolitics in light of new developments and the climate crisis, the most pressing problem facing humanity. The IICEC also released its Türkiye Green Hydrogen Report 2023 at the conference. Conference speakers included Minister of Energy and Natural Resources Alparslan Bayraktar, International Energy Agency (IEA) Executive

Director and IICEC Honorary Chair Fatih Birol, Sabancı University Founding Chair of the Board of Trustees Güler Sabancı, and IICEC Director Bora Şekip Güray.

In 2006, the University set out to support entrepreneurship by establishing Inovent, Türkiye's first technology commercialization company. This year, Sabancı University launched SUCool Incubation Center and J-Start Venture Capital Investment Fund in cooperation with Sabancı Holding and Abdul Latif Jameel (ALJ). SUCool Incubation Center offers start-ups a unique space to work, collaborate and network, with a state-of-the-art facility equipped with the latest technology. J-START Fund aims to invest in start-ups in Türkiye and give priority to deep-tech start-ups.

Sabancı University Sakıp Sabancı Museum (SSM)

Sabancı University Sakıp Sabancı Museum is an institution that delivers transformative cultural experiences.

SSM is committed to preserving, researching, developing and interpreting its collections and the holistic art heritage of Türkiye while creating common values with all its stakeholders in its exhibitions and events.

SSM Collections

Sakıp Sabancı Museum Book Arts and Calligraphy Collection offers a comprehensive perspective on five centuries of Ottoman calligraphy art. The collection encompasses a variety of items, including rare handwritten copies of the Koran, as well as various kitas, murakkas, calligraphic compositions, hilyes, imperial decrees and tools used by calligraphers.

In the rooms on the lower floor of Atli Köşk are Western-style furniture and decorative art pieces inspired by late Rococo, Neo-Classical, and Empire styles, used by the Sabancı family. These rooms also house 19th-century decorative artwork.

Turkish Painting: In the Pursuit of Modernism

Sakıp Sabancı Museum Painting Collection is a personal collection focusing on a specific period of Turkish painting as well as a cultural legacy that provides insight into the early development of painting in Türkiye. The exhibition Turkish Painting: In the Pursuit of Modernism, traces the trajectory of Westernization in the Ottoman Empire, spanning from artistic expressions reflecting the history of the late Ottoman era to the intellectual endeavors of the Republic generation.

As part of the exhibition, the series 'Talks on Turkish Art' featured art historians, academics, and writers discussing the modernization process extending from the Ottoman Empire to the Republic of Türkiye and addressing artists of that period.

Agnes Denes, The Living Pyramid

Sabancı University Sakıp Sabancı Museum hosted the exhibition titled *The Living Pyramid*, by Agnes Denes, a pioneering artist of ecological art.

Sponsored by Sabancı Holding, with communication sponsorship by Çimsa, the exhibition vividly portrays humanity's relationship with nature as a metaphor for our existence in the world. The artwork, along with Agnes Denes's Manifesto written in 1969, was on display in the SSM garden until October 31, 2023.

Held as part of the exhibition, 'The Living Pyramid Talks' series brought together art historians, academics and writers to discuss Agnes Denes's artistic practice in its various aspects.

SSM Learning Programs

Programs for Children

SSM Learning Programs, designed for children of different age groups, continued in 2023 with workshops on topics such as painting, science, nature, conservation, archaeology, and abstract art, paralleling current exhibitions and SSM collections. In addition, guided tours for school groups were organized throughout the year.

SSM Learning Programs also hosted workshops called 'Pusetli Aileler (Stroller Families),' focusing on texture, shape, and color concepts for babies aged 18-24 months.

Sabancı University Sakıp Sabancı Museum (SSM)

On International Day of Persons with Disabilities, recognized by the United Nations annually on December 3rd, Sabancı Foundation, in collaboration with the Inclusive Atta Festival, supported and organized inclusive performances, workshops, and discussions for children and young people with special needs on December 2-3, 2023.

Programs for Adults

SSM Learning Programs for Adults organized workshops on various topics throughout the year.

The 'Mindfulness at the Museum (Müzedeye An'da)' program, inspired by the concept of mindfulness and rooted in art therapy, was launched in 2023. Based on an in-depth exploration of eight selected works from the Turkish Painting: In the Pursuit of Modernism exhibition, the program serves as a means for visitors to deeply comprehend their emotions

and thoughts. Mindfulness at the Museum can be experienced via QR codes placed alongside artworks in the museum and on Sakıp Sabancı Museum's website. The program is conducted in Turkish.

SSM also continues to conduct art therapy workshops with the active participation of visitors, facilitated by art therapist Seren Pehlivanoglu İlkdoğan, both on-site and online.

Outdoor Events

The Stage at the Museum

Organized with the support of Sabancı Foundation since 2017, The Stage at the Museum hosts culturally significant events through performing arts.

This year's edition, held from August 17 to 20, focused on understanding shared human experiences under the theme 'Hep Yan Yana (Side by Side, Always).'

Featuring renowned actor Genco Erkal alongside Tülay Günel, Dostlar Tiyatrosu presented 'Yaşama Dair', while the Talimhane Tiyatrosu presented their production 'Harika Şeyler Listesi', starring the young and talented actor Bora Akkaş, and Herkes Kocama Benziyor by Kadıköy Emek Theater, led by Pınar Güntürkün, named the Most Successful Female Actor at the 2022 Afife Theater Awards, along with the highly acclaimed play Ne Olacak Bu Yusuf Umut'un Hali by Hakan Emre Ünal, from Theater Hemhal, took the stage at Fıstıklı Teras, one of Istanbul's most scenic venues. The program also included children's plays, storytelling sessions, a sound workshop, and dance performances.

Yoga

A highly popular annual series, 'Yoga at the Museum' was held on the terrace of SSM with sweeping views of the Bosphorus between June and September in 2023.

Special yoga sessions were held in June to commemorate the 10th anniversary of yoga events at SSM.

SSM Gift Shop

Sakıp Sabancı Museum Gift Shop (SSM Gift Shop) features unique products and services that enable art enthusiasts to cherish enduring culture and art experiences. Open to everyone with its physical store and digital platform, SSM Gift Shop closely collaborates with designers and design material suppliers.

Through these collaborations, SSM Gift Shop is committed to being accessible, innovative and distinctive in the products and services it offers, in conjunction with SSM's permanent collections and temporary exhibitions.

SSM Gift Shop operates with a conscientious regard for social responsibility and sustainability in conducting its museum retailing activities.

Financial Inclusion

[According to the statistics of the World Bank](#), approximately 70% of the population in Türkiye consists of people who have bank accounts. About half of this segment consists of people who are 'semi-banking savvy', that is, people who use 1 or 2 products in their relations with banks, make an average of 2 or fewer transactions per month, and who cannot really benefit from the services of the financial system.

Although many customers are switching to digitalized systems, customers in a certain age range still prefer to use physical channels for their financial transactions.

Young customers, on the other hand, have rapid access to financial instruments with digitalized products and services, and have the potential to improve their financial literacy.

In this direction, at Sabancı Group, we aim to design our financial products and services in a simple, accessible, and inclusive manner, especially for underserved groups.

We incentivize unbanked people to utilize our products and services to ensure that they have access to useful and affordable financial services while they can realize their transactions in a secure and practical way.

Our insurance and pension products aim to protect our customers from potential financial risks and to encourage them to make long-term savings. We tailor our financial products and services to the special needs of different groups such as small and medium-sized enterprises (SMEs), women, disabled adults, and young/elder people.

With this awareness, Sabancı Holding's banking institution Akbank made significant progress in financial inclusion in 2023 by working with 28 banks worldwide to develop impact-oriented targets and a roadmap. Akbank also set a three-year goal to increase the number of women customers.

With the products and services Akbank offers in the field of financial inclusion, the Bank aims to strengthen the society financially and to ensure the participation of all stakeholders, including disadvantaged groups, in the economy.

In this regard, Akbank aims to design all products and services in the simplest and most understandable way.

The chatbot Akbank Assistant has an average usage rate of more than 1 million times per month, and the smart search function in Akbank's mobile application

has an average of more than 6 million uses per month.

At Akbank Mobile, the Bank tries to keep financial terms in the background by anticipating the mistakes its customers may make. The focus is to highlight content that meets the needs of the customers and make the language more user-friendly.

Akbank enables customers to consolidate and view their other bank accounts on the Akbank platform, monitor their financial status holistically and easily manage their accounts from a single platform.

The Bank aims to increase the financial inclusion of existing and potential customer ecosystem with need-oriented financial solutions positioned at the interfaces of its business partner Fintechs and non-financial players.

Financial Inclusion

Akbank offers financial notifications and more than 45 tutorial videos to its customers through its website, YouTube and many channels to more than 35 million people per month from Akbank Mobile.

Akbank continues to offer advantages for young people's first loan needs.

Making a Difference in the Insurance Sector through Mobile Apps

Around 170 thousand people have already downloaded Aksigorta Mobile App with some 70 thousand active users every month. The app is a human-oriented ecosystem built on the principles of Trust, Simplicity and Companionship. The app is distinguished by features such as video risk consultancy and one-click live chat with the claims' advisor.

Aksigorta Digital Assistant (ADA) facilitates nearly 6 million transactions each year across 171 automated processes, both customer-facing such as price quotations and chatbot, and back-end operations like claims process automation. ADA has improved its capabilities and started responding to all health-related questions from agencies through Aksigorta's core insurance platform utilizing generative AI.

By the year end of 2023, Agesa Mobile recorded approximately 2.5 million downloads at the conclusion of its fifth year.

The latest version of the Agesa Mobile app introduced the Video Call service – a first in its sector. This innovative feature provides a significantly enhanced mobile application experience for hearing impaired customers where sign language certified consultants can be reached in a single click.

Financial Literacy

With Akbank Mobile, the Bank supports both retail banking and SME customers to become individuals with better financial health, while raising awareness about their financial situation with the renewed 'For You' tab. Akbank facilitates financial management with the smart suggestions and insights it offers.

The Bank published a 10-episode podcast series with discussions on financial literacy, behavioral finance, inflation, investment, financial technologies, and many other topics which was moderated by Attila Köksal, President of the Financial Literacy Association and was broadcast in cooperation with Aposto.

Additionally, Agesa supports financial inclusion by providing a variety of options to its customers tailored to different levels of financial literacy.

Agesa helps its customers with private pension plans, catering to their specific needs and preferences in fund management through its digital fund advisor application, FonPro. The limited financial literacy option 'FonPro Uzmana Birak' (Delegate to Expert) provides regular information through expert fund management, eliminating the need to actively monitor the financial markets. By adopting this approach, Agesa aims to safeguard customers' investments and enhance their comprehension of all the potential and options at their disposal.

Agesa provides basket funds (Life Cycle Funds) to assist customers who may face difficulty in selecting a specific fund, particularly during periods of market volatility. Agesa has 'fund basket' options that offer flexibility to adjust investment strategies promptly, utilizing professional investment processes and comprehensive financial models.

Financial Inclusion

This allows customers to align their investment choices with their age and risk tolerance.

Youth Banking

Akbank is aware of the social and financial needs of young people to prepare them for the future in the best way and help them improve themselves in all areas. The Bank serves young people under two different categories, namely 'Those who are about to start out in life' and 'Those who have just started out in life'.

In addition to providing value propositions that meet different financial and social needs, Akbank makes sure that young people are informed about financial issues when they start out in life and that they can make the right decisions about their budgets. For this purpose, the Bank continues to work intensively to

increase the level of 'financial literacy' so that young people can turn to the right investments and savings.

With 'Undergraduate Akbanker' program, the Bank facilitates the access of university students between the ages of 18-26 to financial transactions by offering them free banking transactions and free overdraft accounts.

Akbank also continues to work on its digital application TOSLA developed with the slogan 'The social state of money'. In its second year, Akbank offered many options to students, young professionals, and young workers with the Tosla application. In this context, Akbank provides discounts on various digital channels such as TV series/ movies, music, online shopping, and face-to-face shopping. The Bank expanded the options with the collaborations of Istanbulkart, Zorlu PSM,

Community Volunteers Foundation (TOG), Starbucks, and HelpSteps. Embracing the slogan 'The Youth are the Future', Akbank offers young people inclusive benefits in many products.

Accessible Banking Approach

Akbank signed an important collaboration deal with BlindLook, a social enterprise that develops technologies for the visually impaired, to enable all customers access to banking services with equal opportunities. Thanks to BlindLook's voice simulation technology, visually impaired customers have started to use Akbank Mobile and the internet more comfortably. In addition, with the work started in 2023, the Bank continues with the integration process so that hearing and visually impaired customers can access all banking contracts and request forms on the website with audio and sign language options.

Akbank continued to provide the skills necessary for correctly communicating with disabled employees and customers, through the 'Sign Language' training offered to field employees and the 'Inclusive and Barrier-Free Communication' e-training offered to all the employees of the Bank.

All disabled accessibility applications are available in its 98 branches.

Aksigorta and Agesa Removing Barriers

With the collaboration with BlindLook, a voice guidance feature has been activated for the visually impaired at Aksigorta's official website and the Aksigorta Mobile application. With this feature, Aksigorta offers its customers an inclusive and barrier-free digital insurance experience. In 2023, Aksigorta was also included in the EyeBrand Map,

Financial Inclusion

which sets accessibility standards in the digital world to eliminate the difficulties faced by the visually impaired, and ensures their implementation.

As part of Agesa's cooperation with BlindLook, Agesa provided its visually impaired customers with voice guidance on its digital contact channels, enabling them to perform all insurance transactions on their own without assistance.

SME Inclusion and Thematic Banking – Green Transformation

In the light of green transformation, Akbank has taken action to ensure that all SMEs evaluate the risks and opportunities they will face and increase their competitiveness.

Akbank introduced the SME Eco Transformation Package, which is the

first and most comprehensive package specially designed for SMEs within the scope of sustainability in the sector. With this package, the Bank aims to comprehensively encourage, and finance activities aimed at reducing the carbon footprint of SMEs and reducing their energy costs.

Akbank provides financing to SMEs with various loan products that serve different purposes within the scope of green transformation. The Bank also aims to provide financing under favorable conditions with the funds received from the funding institution called 'Finance in Motion'.

In addition, Akbank offers the 'IGE-Akbank Green Transformation Guarantee Support Package' for SMEs with the guarantee of İhracatı Geliştirme A.Ş. (IGE) to meet the financing needs of SMEs exporting goods and services and contribute to the green transformation process.

For the first time in the sector, a guarantee institution and a bank have launched a product hand in hand for green transformation. While the IGE guarantee provides collateral solutions to SMEs in the use of loans, Akbank provides financing support to SMEs in many areas such as renewable energy, energy and resource efficiency, and circular economy, with the SME Eco Transformation Package.

Financial Health and Inclusion

Akbank considers financial health and inclusion as one of the most important areas of impact. In this context, as one of 28 banks worldwide, Akbank is delighted to be a founding signatory of the UNEP FI Financial Health and Inclusion Pledge, which aims to promote financial health and inclusion in collaboration with the United Nations Environment Programme Finance Initiative (UNEP FI).

As a signatory to the first-of-its-kind initiative, Akbank has committed to regularly disclosing measurable targets and performance in line with financial health and inclusion, over 18 months.

In this context, Akbank aims to achieve an annual growth rate of 10% in the number of its female SME customers by 2025.

In line with the Sustainable Development Goals, and Türkiye's 11th goal, which is in accordance with the Development Plan, Akbank aims to provide products that will encourage the sustainable growth of women owned/managed SME customers by increasing their financial resilience.

In 2023, Akbank acted with the European Bank for Reconstruction and Development (EBRD) and the Credit Guarantee Fund (CGF) to support woman business owners and entrepreneurs and facilitate their access to finance.

Financial Inclusion

Within the scope of the Financing and Consultancy Support Program for Women's Enterprises, the Bank offered 'Women SME Package', which is the first and most comprehensive package specially designed for SMEs within the scope of sustainability, with USD 100 million of EBRD resources and 80% CGF collateral support, to SMEs whose founders or managers are women who have difficulty in creating collateral.

With this package, Akbank not only provides a solution to collateral problems, but also provides the necessary mentoring, consultancy, and training free of charge after the financing needs are met.

In addition, Akbank is involved in a project with Proparco that will promote green projects and women's entrepreneurship in Türkiye.

With the funding from Proparco, Akbank aims to further expand its support to SMEs for women's entrepreneurship. With this goal, Akbank contributes to the Gender Equality Goal (SDG 5), which is among the United Nations Sustainable Development Goals.

With the aim of switching to a mentoring model that will benefit more women entrepreneurs free of charge, Akbank announced the BinYaprak Women Entrepreneur Mentorship Program with Turkishwin on November 19, International Women's Entrepreneurship Day. With the relevant program, the Bank will provide social benefit and offer 100 women entrepreneurs in different provinces the chance to work with experienced mentors.

In addition, Akbank Venture Banking started to provide services in Istanbul

and Ankara with the vision of being a bank that supports technology start-ups and start-ups at all stages, from establishment to global expansion; it offers financial and non-financial products and services and grows the entrepreneurship ecosystem.