



Sustainability For a Better Life 2024 Report

Clarity in Vision, Consistency in Action

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About the Report

H.Ö. Sabancı Holding A.Ş. (Sabancı Holding) is pleased to present the **Sustainability for a Better Life 2024 Report** (the Report), which offers a comprehensive overview of our sustainability strategy across economic, environmental, social, and governance dimensions. The Report reflects our integrated and forward-looking approach to sustainability governance and risk management. It highlights how we pursue a balanced strategy that preserves the resilience of our core businesses while unlocking new growth opportunities through sustainability-driven transformation. The Report also covers the nature and social agendas surrounding our sustainability stewardship and presents our human capital strategy as a key enabler of long-term success. By managing both inside-out and outside-in impacts, we aim to create lasting value for all stakeholders.

Titled “Clarity in Vision, Consistency in Action”, the 2024 Report outlines how we integrate sustainability considerations into all strategic and operational decision-making processes. It details the progress of Sabancı Holding and its Group companies toward

long-term sustainability goals, covering activities from January 1 to December 31, 2024. Where relevant, data is provided at both the Holding and sectoral levels.

The Report covers the following entities:

- **H.Ö. Sabancı Holding A.Ş. (Sabancı Holding)**
- **Banking:** Akbank T.A.Ş. (**Akbank**)
- **Financial Services:** Aksigorta A.Ş. (**Aksigorta**), Agesa Hayat ve Emeklilik A.Ş. (**Agesa**)
- **Energy:** Enerjisa Enerji A.Ş. (**Enerjisa Enerji**)¹, Enerjisa Üretim Santralleri A.Ş. (**Enerjisa Üretim**), Sabancı Climate Technologies²
- **Mobility Solutions**³: Temsa Skoda Sabancı Ulaşım Araçları A.Ş. (**Temsa**), Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. (**Brisa**)
- **Material Technologies:** Akçansa Çimento Sanayi ve Ticaret A.Ş. (**Akçansa**), Çimsa Çimento Sanayi ve Ticaret A.Ş. (**Çimsa**), Kordsa Teknik Tekstil A.Ş. (**Kordsa**)
- **Digital:** Teknosa İç ve Dış Ticaret A.Ş. (**Teknosa**), Sabancı Dijital Teknoloji Hizmetleri A.Ş. (**SabancıDx**)
- **Other:** Carrefoursa Carrefour Sabancı Ticaret Merkezi A.Ş. (**Carrefoursa**)

The Report also highlights best practices from the Sabancı Foundation, Sabancı University, and the Sakıp Sabancı Museum, though these institutions are not included in quantitative performance metrics.

Prepared in accordance with the Global Reporting Initiative (GRI) Standards, the Report also draws on leading frameworks including the UN Global Compact (UNGC), Women’s Empowerment Principles (WEPs), the Task Force on Climate-related Financial Disclosures (TCFD), the Taskforce on Nature-related Financial Disclosures (TNFD), Türkiye Sustainability Reporting Standards (TSRS), and the UN Sustainable Development Goals (UN SDGs).

Selected performance indicators have been independently assured in accordance with ISAE 3000 (Revised) and ISAE 3410 standards (see Annex 5: Independent Assurance Report).

For questions or comments regarding the Report, please contact the Sustainability Directorate at sustainability@sabanci.com.

✓ Indicates verified data.

¹ Enerjisa Enerji A.Ş. data (Enerjisa Enerji) includes those related to Başkent Elektrik Dağıtım A.Ş., İstanbul Anadolu Yakası Elektrik Dağıtım A.Ş., Toroslar Elektrik Dağıtım A.Ş., Enerjisa Başkent Elektrik Perakende Satış A.Ş., Enerjisa İstanbul Anadolu Yakası Elektrik Perakende Satış A.Ş., Enerjisa Toroslar Elektrik Perakende Satış A.Ş. and Enerjisa Müşteri Çözümleri A.Ş. The data of Enerjisa Üretim Santralleri A.Ş. (Enerjisa Üretim) includes Enerjisa Enerji Üretim A.Ş., Enerjisa Elektrik Enerjisi Toptan Satış A.Ş. and Enerjisa Doğalgaz Toptan Satış A.Ş.

² Not included in non financial metrics.

³ As of April 30, 2025, the Mobility Solutions Group structure has been reorganized, and Temsa operates under the Energy Group, Brisa operates under the Material Technologies Group as of this date.

Foreword

Esteemed Stakeholders,

In 2025, as this report is published, we are proudly celebrating a momentous occasion: Sabancı Group's 100th anniversary. This milestone reflects a century of achievement, unity, teamwork, innovation and collaborative success. We extend our sincere appreciation to our stakeholders for their unwavering trust and partnership throughout our shared journey over the past 100 years. We are committed to creating value and sharing success together for centuries to come!

In today's rapidly changing world, where business models are being redefined and the pace of disruption is accelerating, long-term resilience has become more important than ever. In this environment, we do not view **sustainability** as a fixed endpoint, but **as an evolving mindset** that supports better **decision-making**, strengthens **adaptability**, and enhances our **capacity** to create enduring value. For Sabancı Holding, sustainability informs how we navigate uncertainty, prioritize investments, and align our growth with the expectations of our stakeholders. This perspective helps us move forward with **greater clarity, discipline, and purpose**.

In a time when progress must be both far-sighted and enduring, we present **Clarity in Vision, Consistency in**

Action as the central theme of our **Sustainability for a Better Life 2024 Report**. Drawing inspiration from light — its speed, its power to reveal, and its ability to connect — we view each initiative in this report as a focused beam of impact. Much like how light refracts to create a full spectrum, our sustainability strategy disperses across business lines, technologies, and geographies to deliver diverse yet unified value for the future.

Light embodies **clarity, speed, energy, and sustainability** — all qualities embedded in Sabancı Holding's strategy, governance, and value creation model. It symbolizes our agility in execution, capacity for transformation, and the interconnected impact we deliver across the economy, environment, and society.

Sabancı Holding is a **leader in transformation**, guiding its Group companies through a rapidly evolving world with vision, clarity, and progress. Just as the first ray of light pierces through darkness to signal a new beginning, Sabancı leads change through **resilient business models**, rapid adaptation, and sustainable innovation. By fostering **leadership, agility, and responsibility**, we ensure that every step forward illuminates the path to a sustainable and prosperous future.

Like a constellation forming patterns in the night sky, Sabancı Holding's interconnected businesses create

a network of **impact, stability, and trust**. Much like stars that maintain their position while influencing their surroundings, Sabancı balances long-term strategy with agile execution, illuminating the path for sustainable business practices. Our foundation is built on responsible leadership, innovation, and a commitment to value creation across generations.

Light passing through a prism transforms into a spectrum of vibrant colors — as Sabancı's investments diversify and amplify their impact across industries. By integrating sustainability into our investment strategies, we convert **challenges into opportunities, risks into resilience, and ideas into real-world transformation**. Every initiative reflects a different wavelength of value creation, whether in energy, materials, mobility, finance, or digital solutions, all converging into a cohesive and powerful impact.

Just as solar panels harness sunlight to generate clean energy, Sabancı Holding channels sustainability principles into every facet of its operations. By absorbing knowledge, adapting to new technologies, and continuously evolving, we ensure that our business remains **efficient, future-ready, and purpose-driven**. Our focus on renewable energy, biodiversity conservation, and climate resilience enables us to be a catalyst for a net-positive impact across industries.

Foreword

Governance at Sabancı Holding encodes the values and principles that guide who we are and how we evolve, in **the way that DNA carries the instructions for life**.

Our governance structure mirrors a double helix, where resilience and adaptability are built into every decision and process. Each strand — **ethics, transparency, accountability, and strategic foresight** — works in harmony to form a system that is both strong and agile. This structural integrity allows us to respond to change, protect stakeholder trust, and lead with clarity in a complex world.

Acting as light moves with unparalleled speed, Sabancı Holding embraces **agility** and **precision** in transforming core business areas. The rapid evolution of technology, digitalization, and sustainability demands an approach that moves swiftly and seamlessly toward impact. By leveraging continuous investment, R&D, and a consistent execution strategy, we ensure that our businesses adapt, innovate, and lead in a rapidly changing world.

Just as an optical lens gathers and concentrates light to reveal clarity and amplify energy, Sabancı Holding sharpens its focus to magnify the long-term value of its investments. Our portfolio transformation is driven by **strategic foresight** and precision, ensuring that every capital allocation strengthens our position in the

industries of the future. Rooted in **sustainability** and focused on **scalable growth**, we invest in new growth platforms with an emphasis on energy and climate technologies, material technologies, mobility solutions and digital technologies. Pursuing our path of innovation, resilience, and global expansion, we identify businesses that are built to thrive.

Nature has a way of illuminating itself even in the darkest environments — from bioluminescent organisms in the deep sea to fireflies lighting up the night. Similarly, Sabancı Holding continues to integrate nature-related considerations into its investment and operational decisions, with the aim of **supporting ecosystem restoration, regeneration, and protection**. Through efforts that incorporate biodiversity awareness, water stewardship, and circular economy practices, we seek to minimize environmental impact while contributing to more **balanced interactions between business and nature**.

True progress is not only about speed but about **inclusivity, equity, and empowerment**. Like a torch being passed forward, Sabancı Holding's social impact initiatives ensure that the benefits of progress reach all stakeholders — employees, communities, and future generations. Through education programs, workforce

training, and diversity and inclusion initiatives, we empower individuals with the tools and knowledge they need to thrive in a rapidly evolving world.

The aurora borealis is a phenomenon driven by energy and movement — embodying Sabancı Holding's dynamic workforce. Our people are at the heart of transformation. We invest in **continuous learning, leadership agility, and future-ready workforce** programs to ensure that our people drive transformation through their expertise, collaboration, and entrepreneurial mindset. Just as auroras light up the sky, our talent lights the way forward.

This report reflects our commitment to progress that is both purpose-driven and resilient. Mirroring light's journey — one of illumination, connection, and transformation — we continue ours with clarity, focus, and a deep sense of responsibility.

As you explore the pages that follow, we invite you to see the future we are helping to shape: one where consistent action meets long-term vision, and where sustainability is not just a priority but the lens through which we see and build what comes next.

Introduction

Leading Transformation to Illuminate the Path

Sabancı Holding is a leader in transformation, guiding its Group companies through a rapidly evolving world with vision, clarity, and progress. Just as the first ray of light pierces through darkness to signal a new beginning, Sabancı leads change through resilient business models, rapid adaptation, and sustainable innovation. By fostering leadership, agility, and responsibility, we ensure that every step forward illuminates the path to a sustainable and prosperous future.

Letter from the Chair

Dear Stakeholders,

It is with great honor that I address you for the first time as Chair of Sabancı Holding's Board of Directors. Following the General Assembly held on March 27, 2025, I assumed this role with a deep sense of responsibility. This responsibility is not only to our shareholders, but also to all stakeholders who are part of the wider Sabancı ecosystem.

For the first time in Sabancı Holding's distinguished history, the Chair role is held by a career executive from outside the founding family. This evolution, made possible by the visionary leadership and strong foundations laid by the Sabancı family, reflects the maturity, institutional strength, and future-oriented governance of our Group.

Sabancı Holding has consistently upheld strong corporate governance principles in Türkiye, guided by transparency, accountability, and long-term thinking. Today, we are building on this foundation with an even more integrated and forward-looking approach. Sustainability continues to be part of the Board's agenda, guiding how we allocate resources, assess risks and opportunities, and consider long-term impact across our operations.

Sustainability is encountering global headwinds, yet stakeholder expectations remain firm. There is a clear demand for companies to build portfolios that are resilient under a range of scenarios and to approach value creation with a broader lens than profitability alone. At the same time, evolving regulatory frameworks, growing scrutiny around green claims, and the push for more standardized, decision-useful sustainability data are reshaping the landscape. At Sabancı, we view this not as a challenge, but as a strategic imperative, one that requires discipline, transparency, and long-term thinking.

In 2024, our sustainability efforts were recognized across global platforms—from our inclusion in the CDP Global A List to top-tier sustainability ratings and certifications across our Group companies. These are not just accolades; they are a reflection of our people, our values, and our unwavering belief in giving back. As our founder Hacı Ömer Sabancı once said, "What we take from these lands, we must return to these lands."

At the heart of every achievement lies our most valuable asset: our people. We believe that purpose-driven, high-performing teams are the foundation of success. With over 60 thousand employees and millions touched through our value chain, we aim to lead change from within, guided by science, anchored in values, and inspired by shared purpose.



HAYRİ ÇULHACI
Chair

In this new chapter, I look forward to working closely with our leadership team to ensure continuity in execution, alignment on strategic priorities, and strong stakeholder engagement across all levels of the organization.

As Chair, I have full confidence in our CEO, Mr. Kivanç Zaimler, and the entire management team. Their discipline, agility, and unwavering focus will ensure we stay the course in delivering both our mid-term strategic objectives and long-term vision.

Thank you for your continued trust and partnership on this collective journey.

Yours sincerely,

Hayri Çulhacı
Chair

Letter from the CEO

Dear Stakeholders,

As Sabancı Group embarks on its second century, I am honored to take on the role of CEO of Sabancı Holding. This leadership transition coincides with a pivotal moment—not only for our Group, but for the future we are determined to shape. It is a privilege to build on our legacy, and a responsibility to carry it forward with clarity, ambition, and impact.

Sabancı Holding is more than a portfolio of investments. It is a platform for transformation, a catalyst for progress, and a driver of long-term value creation. Our commitment is not just to preserve what has been achieved, but to continuously evolve; guided by integrity, empowered by innovation, and focused on inclusive growth.

Our purpose is clear: to create sustainable value for all our stakeholders; shareholders, employees, partners, and society. For us, sustainability is not a separate agenda; it is embedded in how we drive operational excellence, manage risk, and unlock future growth.

EXECUTING WITH DISCIPLINE IN A VOLATILE WORLD

2024 was marked by global volatility, with inflation and cost fluctuations creating challenges for businesses across many markets, including Türkiye. Currency dynamics and broader economic conditions added to the complexity, particularly for export-oriented sectors.

Despite these headwinds, our businesses delivered strong results, supported by our B2B portfolio. Sabancı Holding achieved six percent combined top-line growth in real terms. Non-bank EBITDA margins improved quarter over quarter, and our net debt to EBITDA ratio remained below two times, even as we pursued strategic investments while maintaining our dividend policy. These outcomes reflect our operational discipline and financial agility.

SUSTAINABILITY AS A STRATEGIC LEVER

In a year of shifting priorities, we made deliberate choices to balance short-term pressures with long-term value creation. We recognize that sustainability requires trade-offs. But when approached with strategic precision, it enhances resilience, sharpens competitiveness, and positions us for scalable growth.

KIVANÇ ZAIMLER
Member of the Board of
Directors and CEO



By treating sustainability as a strategic lever, not a checkbox, we're building a portfolio designed to withstand disruption and deliver enduring value.

Across our 18 Group companies, we now monitor over 1,000 sustainability-related indicators. Integration of environmental and social metrics into our core business planning is no longer optional; it's how we stay ahead.

These metrics help us anticipate risks, unlock efficiencies, and uncover new growth pathways, hence strengthening both our topline and bottom-line.

This strategic approach is already yielding results. In 2024, we strengthened our sustainability leadership both globally and locally. We maintained our AA rating in MSCI ESG Ratings and received an A (Excellent) from LSEG, while being recognized once again in the S&P Global Sustainability Yearbook.

Letter from the CEO

Our inclusion in the CDP Global A List for both Climate Change and Water Security—alongside several Group companies—underscored our nature-positive ambition. Domestically, our continued presence in Borsa İstanbul's sustainability indices, along with top-tier global ratings and certifications earned by our Group companies, reflects the depth and consistency of our sustainability ecosystem. These recognitions affirm that sustainability is not just a commitment, but a competitive advantage embedded across our portfolio.

A ROADMAP FOR SCALABLE, FUTURE-FIT GROWTH

In 2024, we launched our five-year strategic roadmap for 2024–2029. Built on strong governance and disciplined capital allocation, this roadmap reflects our ambition to build a resilient, future-fit portfolio aligned with evolving stakeholder needs.

Our goal is to double the Holding's net asset value from approximately USD 10 billion at the end of 2024 to around USD 20 billion by 2029. We aim to enhance WACC adjusted return of our portfolio to a range of 120 to 150 basis points over the next five years.

We also plan to increase the foreign currency share of our combined revenues from approximately 20% in 2024 to over 30%. At the same time, we remain fully committed to investing in both Türkiye and international markets. Our capital expenditures-to-revenue ratio targeted to increase from 13.5% in 2024 to a range of 15 to 20%, underscoring our ambition to accelerate the pace of value-creating investment.

SCALING STRATEGIC INVESTMENTS ACROSS GEOGRAPHIES

In the United States, we commissioned the 272 MW Cutlass II solar plant and advanced the 232 MW Oriana project, both of which support our 1 GW renewable energy target in North America. In Türkiye, Enerjisa Üretim secured USD 1 billion in financing for the 750 MW YEKA-2 wind project. By 2026, we aim to reach over 5 GW in total installed capacity, with renewables representing at least 60%.

Çimsa's acquisition of Mannok Holdings DAC in Ireland marked our largest international investment to date. We also increased our stake in Bulutistan to 75.5%,

reinforcing our role in Türkiye's digital infrastructure. Temsa maintained its leadership in electric commercial vehicles, reaching a 67% market share over the past three years.

Through Sabancı Climate Ventures, we now invest in 13 next-generation energy startups across hydrogen, fusion, and geothermal — each aligned with our future-fit energy strategy.

Even in challenging times, we continue to invest boldly and execute decisively, because we believe that resilience is built through action, not hesitation.

DRIVING SCALABLE SOCIAL IMPACT

We believe long-term business success is inseparable from societal well-being. As one of Türkiye's leading business groups, we recognize that our long-term success is closely tied to the well-being of the communities in which we operate. This belief continues to shape how we engage with society — not through one-time initiatives, but through long-term, scalable programs that create meaningful change.

Letter from the CEO

Our social impact agenda focused on three key pillars: empowering youth, promoting equal opportunity, and supporting regional development.

In 2024, we launched the Sabancı Youth Mobilization, a nationwide initiative designed to help bridge opportunity gaps and invest in Türkiye's future talent. Through physical centers in five cities and an expanding digital platform, we have reached thousands of young people with access to entrepreneurship programs, digital skills training, and sustainability-focused learning.

By 2027, we aim to grow this network to 34 provinces and 35 universities, creating an inclusive ecosystem that nurtures next-generation leadership.

A CALL TO COLLABORATIVE IMPACT

The challenges we face are complex and interconnected. No single institution can solve them alone. At Sabancı, we believe in building ecosystems, not just enterprises. We collaborate deeply across our Group, industries, civil society, academia, and global platforms to drive collective impact.

As we embark on Sabancı Holding's second century, we do so with confidence, clarity, and commitment. We are proud of our foundation, and we are determined to build on it with purpose, integrity, and a relentless focus on long-term value creation.

Thank you for your continued trust and partnership in this shared journey toward a better future.

With respect and commitment,
Sincerely,

Kıvanç Zaimler

Member of the Board of Directors and CEO

About Sabancı Holding

The Constellation of Leadership: Guiding Sustainable Growth

Like a constellation forming patterns in the night sky, Sabancı Holding's interconnected businesses create a network of impact, stability, and trust. Just as stars maintain their position while influencing their surroundings, Sabancı balances long-term strategy with agile execution, illuminating the path for sustainable business practices. Our foundation is built on responsible leadership, innovation, and a commitment to value creation across generations.

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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, material technologies, mobility solutions and digital technologies sectors.

Sabancı Holding's purpose is to unite Türkiye and the World for a sustainable life with leading enterprises. Through dynamic portfolio management, Sabancı Holding not only drives growth and evolution, but also leads a sustainable, digital, and scalable transformation of its business model, in line with its strategic roadmap to create long-term 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, the Group's non-financial KPIs include actions to achieve Net Zero Emissions targets by 2050, progress in ESG ratings, and operational excellence targets.

Our Global Presence

As of the end of 2024, Sabancı Group companies supply their products and services around the globe with more than 60 thousand employees in 17 countries worldwide. Sabancı Holding's multinational business partners include leading global companies such as Ageas, Bridgestone, Carrefour, E.ON, Heidelberg Materials, and Skoda.

17 Countries | 60 Thousand+ Employees



* Represents England and Northern Ireland

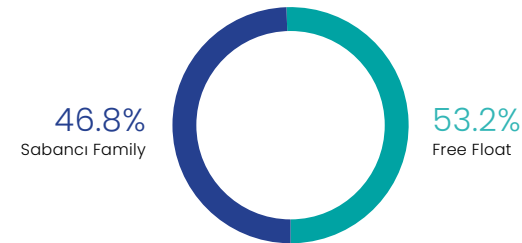
Our Shareholding Structure

Sabancı Family jointly controls Sabancı Holding as a majority shareholder, while 53.2% 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 2024, the shares of Sabancı Group companies – Sabancı Holding and its 11 listed subsidiaries Akbank, Aksigorta, Agesa, Brisa, Carrefoursa, Çimsa, Afyon Çimento (a listed subsidiary 51% owned by Çimsa), Enerjisa Enerji, Kordsa, Teknosa, and Akçansa – account for approximately 6% of the total market capitalization of Borsa İstanbul.

At the end of 2024, Sabancı Holding's net asset value reached USD 10.6 billion, marking an annual increase of 20%.



Shareholders Holding More than 5% of Capital and Voting Rights as of 31.12.2024

Shareholder	Share in Total Capital (TL)	Ratio in Total Capital (%)	Voting Right Ratio (%)
Sakıp Sabancı Holding A.Ş.	291,901,132.83	13.9	13.9
Serra Sabancı	147,370,881.70	7.02	7.02
Çiğdem Sabancı Bilen	143,672,720.64	6.84	6.84
Suzan Sabancı	143,672,720.64	6.84	6.84
Other	1,373,758,513.37	65.4	65.4
Total	2,100,375,969.18	100	100

Our Subsidiaries and Joint Ventures



46.8% Sabancı Family 53.2% Free Float

BANKING & FINANCIAL SERVICES

AKBANK

SAHOL: 40.7%
Other: 6.2%
Free Float: 53.1%

AGESA

SAHOL: 40.0%
Ageas: 40.0%
Free Float: 20.0%

AKSigorta

SAHOL: 36.0%
Ageas: 36.0%
Free Float: 28.0%

ENERGY & CLIMATE TECHNOLOGIES

ENERJİSA
Energy of Türkiye

SAHOL: 40.0%
E.ON: 40.0%
Free Float: 20.0%

ENERJİSA ÜRETİM

SAHOL: 50.0%
E.ON: 50.0%

SABANCI CLIMATE TECHNOLOGIES

SAHOL: 100.0%

MATERIAL TECHNOLOGIES

AKÇANSA

SAHOL: 39.7%
Heidelberg Materials: 39.7%
Free Float: 20.5%

ÇİMSA

SAHOL: 54.54%
Akçansa: 8.98%
Other: 36.48%⁴

KORDSA

SAHOL: 71.1%
Other: 0.3%
Free Float: 28.6%

MOBILITY SOLUTIONS

BRİSA

SAHOL: 43.6%
Bridgestone: 43.6%
Other: 2.6%
Free Float: 10.2%

TEMSA

SAHOL: 50.0%
PPF Group: 50.0%

TEMSA
MOTORLU ARAÇLARI

SAHOL: 100.0%

DIGITAL TECHNOLOGIES & OTHER

TEKNO SA

SAHOL: 50.0%
Free Float: 50.0%

SABANCI D_x

SAHOL: 100.0%

Carrefour **SA**

SAHOL: 57.1%
Carrefour: 32.2%
Free Float: 10.7%

Note: Segmentation of businesses are as of year-end 2024. As of April 30, 2025, the Mobility Solutions Group structure has been reorganized. Accordingly, Temsa (TUA) operates under the Energy Group, Brisa operates under the Material Technologies Group as of this date. As of June 6, 2025, the Group companies operating under the Digital Group Presidency together with domestic and global energy operations continue their activities within their respective organizational structures, under the CEO of Sabancı Holding.

⁴ Free Float as of 31.12.2024 is 45.03%

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

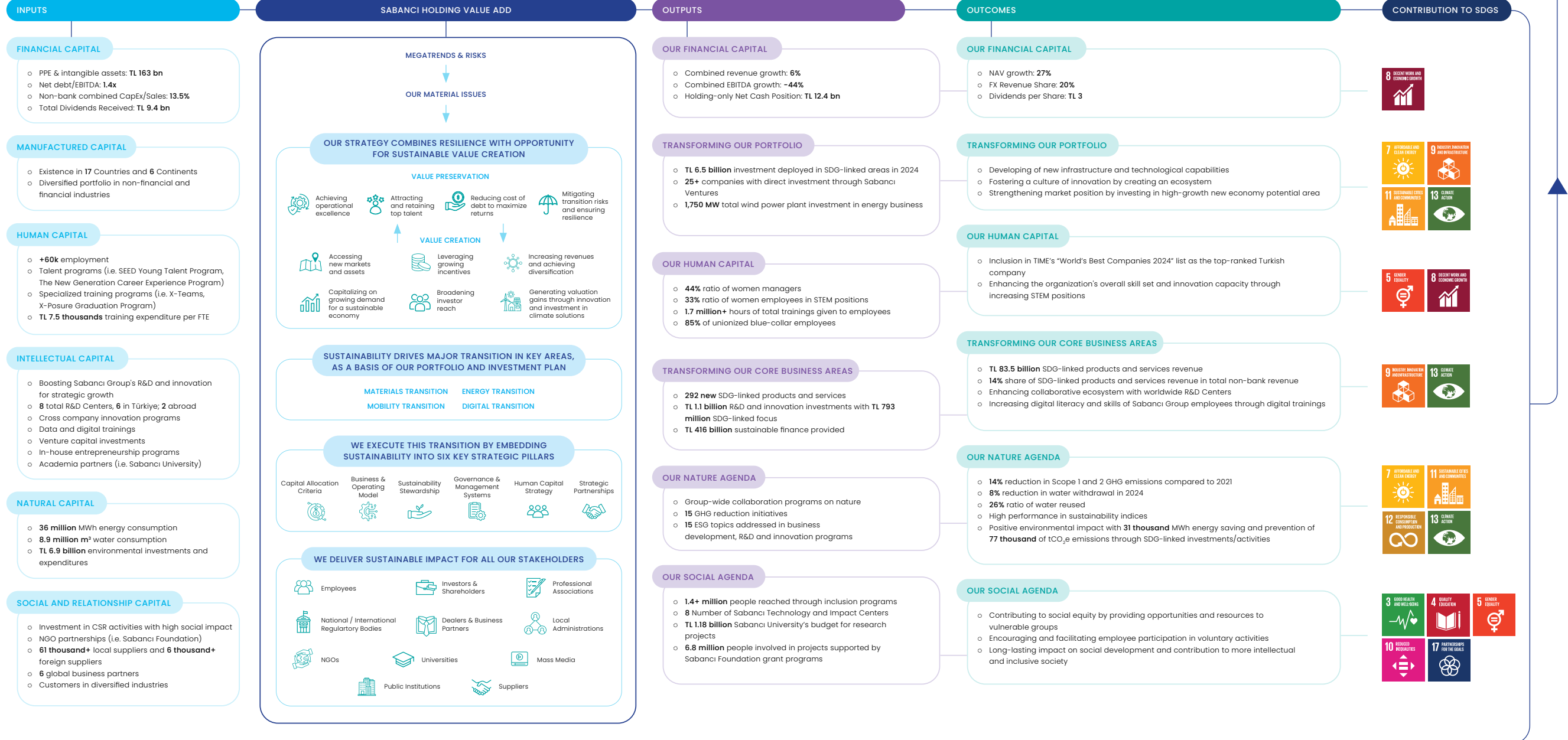
We question ourselves and our work with a positive curiosity based on excitement about innovation. To get better and better, we learn from our past experiences, develop in line with our vision for the future, and become the pioneer of change.

Our Value Creation

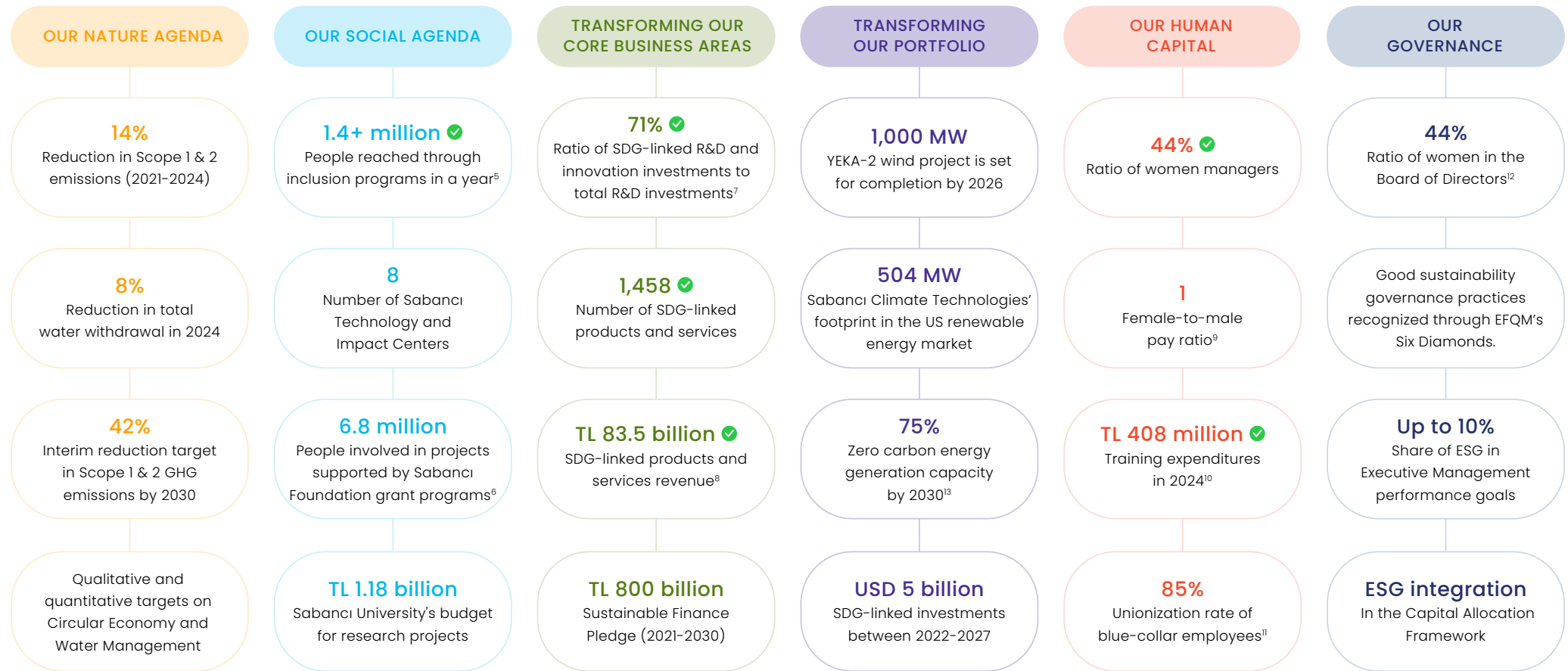
Transforming Investments into a Spectrum of Impact

Light passing through a prism transforms into a spectrum of vibrant colors—just as Sabancı's investments diversify and amplify their impact across industries. By integrating sustainability into our investment strategies, we convert challenges into opportunities, risks into resilience, and ideas into real-world transformation. Every initiative reflects a different wavelength of value creation, whether in banking, financial services, energy and climate technologies, material technologies, mobility solutions and digital sectors all converging into a cohesive and powerful impact.

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2024 Sustainability Indicators at a Glance



⁵ Inclusion programs refer to the community investment programs developed by the group companies. The number of vulnerable groups reached through these programs was followed by the breakdown of citizens over the age of 65, youth, children and socio-economically disadvantaged groups. Akbank, Agesa, Aksigorta, Brisa, Carrefoursa, Çimsa, Enerjisa Üretim, Enerjisa Enerji, Kordsa, Temsa and Teknosa are included. ⁶ The figure represents the cumulative value for over 18 years. ⁷ Agesa, Aksigorta, Akçansa, Brisa, Carrefoursa, Çimsa, Kordsa, Teknosa, Temsa, Enerjisa Enerji, Enerjisa Üretim, and SabancıDx are included. ⁸ Akbank and SBS BV are not included. ⁹ This refers to the principle of equal pay for equal work. ¹⁰ Akbank is not included. ¹¹ Decreased due to the expanded reporting boundaries including global activities. ¹² As of December 31, 2024, the percentage of women representation on the Board of Directors. ¹³ Installed Capacity

Preserving and Creating Value

At Sabancı Holding, our approach to long-term value creation is shaped by two mutually reinforcing objectives: **preserving value** and **creating value**. This balanced strategy enables us to sustain the resilience of our businesses while unlocking forward-looking growth and impact. It recognizes the importance of maintaining our existing strengths while actively pursuing progress.

VALUE PRESERVATION

We preserve value by managing current operations effectively and reinforcing the strength of our core businesses. Our integrated management systems embed sustainability and responsible practices into every aspect of how we operate to enhance business resilience. This responsible business approach emphasizes **sustainable products and services** as well as **sustainable finance**. **R&D, innovation, and digitalization** drive our transformation to serve sustainability for a better life. These efforts include **ensuring operational excellence** for efficiency and effectiveness, **reducing debt costs** to maximize returns, **attracting and retaining top talent**, and **mitigating transition risks** to reinforce resilience.

VALUE CREATION

We create value by identifying opportunities to expand our businesses in ways that generate strong financial returns while delivering positive impact for our stakeholders. We support **innovative, sustainable solutions** that reshape industries and align with responsible practices. Our investments focus on **scalable new growth platforms** such as **energy and climate technologies, material technologies, mobility solutions, and digital technologies**.

We capitalize on the growing demand for a **sustainable economy** by accessing new markets, increasing revenues, and achieving diversification, including through our **new renewables business in the United States**. We leverage growing incentives from **sustainability-driven initiatives** to maximize benefits and **capture valuation gains** through innovation and investment in **climate solutions**, making **sustainability a financial performance driver**.

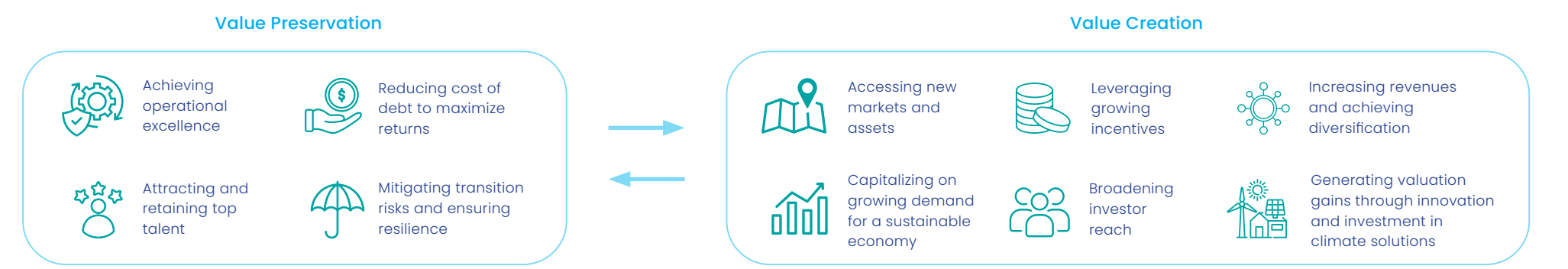
Our investments in **energy and climate technologies** address **climate change challenges** for a sustainable

future. Our **material technologies** and **mobility solutions** enhance **resource efficiency and resilience**, promote a **circular economy**, and **reduce waste**. By leveraging **digital technologies**, we empower our businesses to **optimize operations, minimize environmental impact, and improve social well-being**.

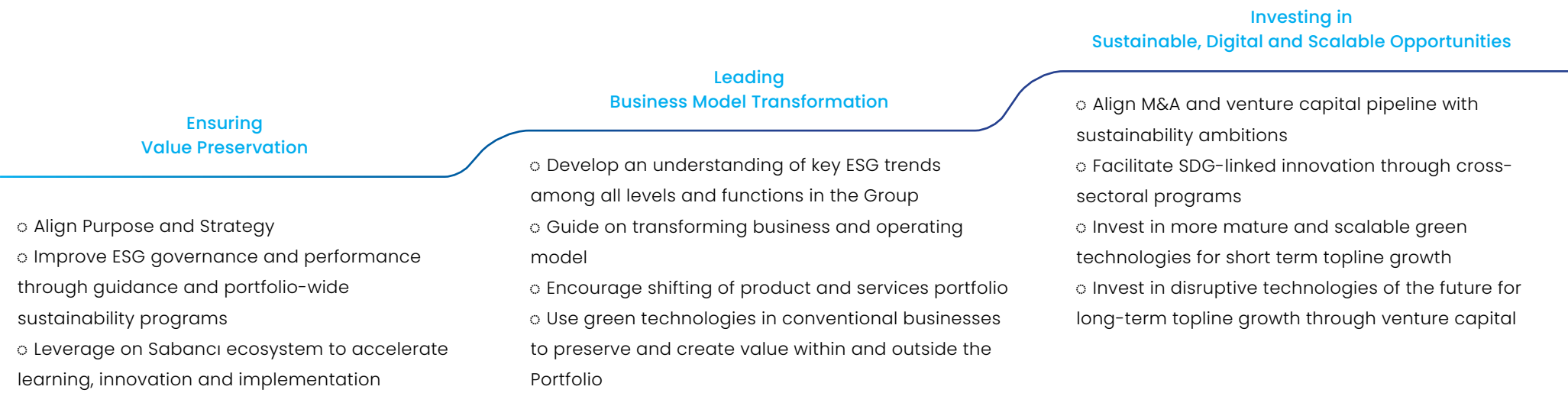
By integrating sustainability into our investment decisions, we generate value for shareholders and contribute to a **resilient and thriving global society**. We believe this **value creation model** is essential for the continuity of the **planet, society, and our business**.

Preserving and Creating Value

OUR FOUNDATION COMBINES RESILIENCE WITH OPPORTUNITY FOR SUSTAINABLE VALUE CREATION

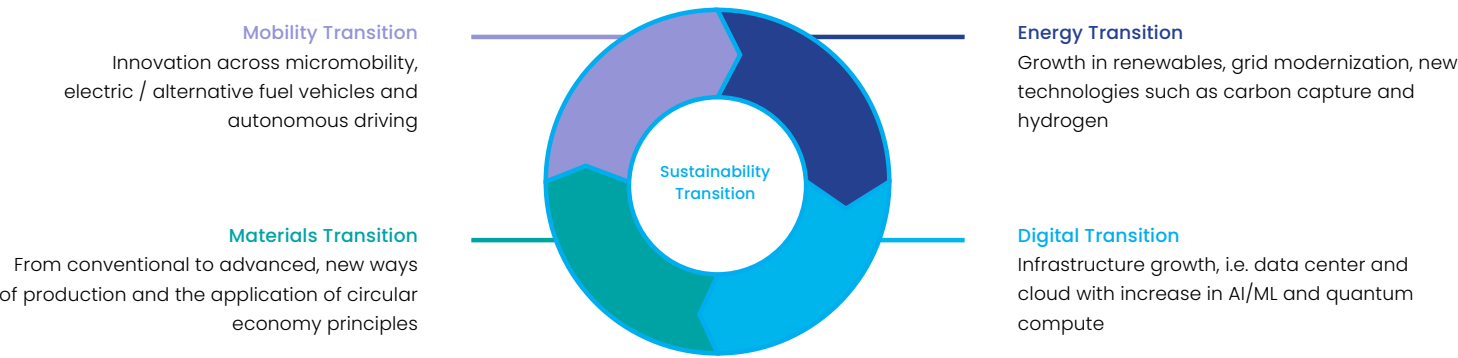


OUR VALUE-ADD TOWARDS A SUSTAINABLE PORTFOLIO IS THREE-FOLD



Preserving and Creating Value

SUSTAINABILITY DRIVES MAJOR TRANSITION IN KEY AREAS, AS A BASIS OF OUR PORTFOLIO AND INVESTMENT PLAN.



WE EXECUTE THIS TRANSITION BY EMBEDDING SUSTAINABILITY INTO SIX KEY STRATEGIC PILLARS.



* Sabancı Transformation Team

Aligning Financial Success with Long-Term Value Creation

A STRATEGIC ROADMAP FOR A SUSTAINABLE, DIGITAL AND SCALABLE TRANSFORMATION OF THE BUSINESS MODEL

In 2024, we unveiled our strategic roadmap for 2024 to 2029, guided by the theme “Sustainable, Digital and Scalable.” This vision forms the foundation of our growth strategy, anchored in a balanced portfolio over the next five years, across energy and climate technologies, material technologies, mobility solutions, and digital technologies, alongside our strong banking and financial services businesses.

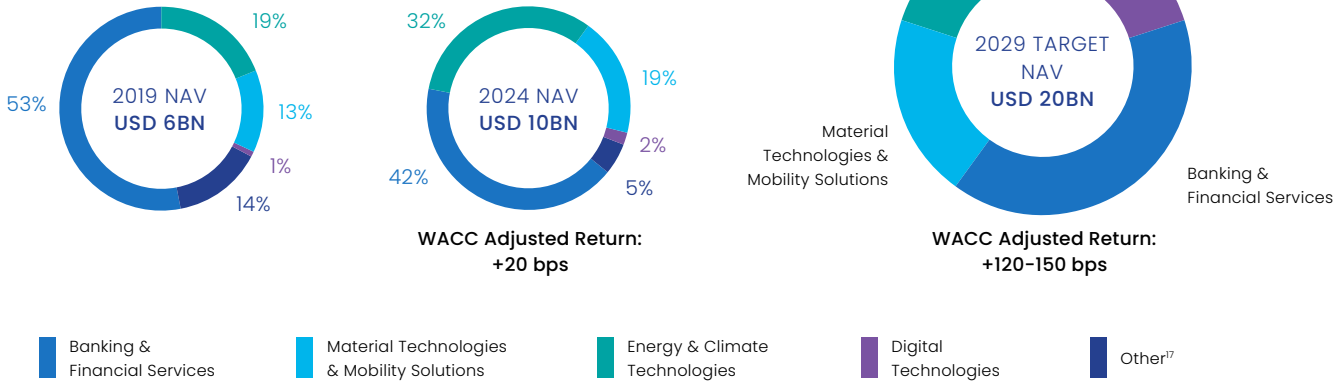
Our goal is to double the Holding’s net asset value¹⁴ from approximately USD 10 billion at the end of 2024 to around USD 20 billion by 2029. We aim to enhance the return on our portfolio, increasing the weighted average cost of capital (WACC) adjusted return¹⁵ by at least 100 basis points, achieving a range of +120-150 basis points over the next five years.

We also plan to increase the foreign currency share of our non-bank combined revenues from approximately 20% in 2024 to over 30%. At the same time, we remain fully committed to investing in both Türkiye and international markets. Furthermore, we target expanding our non-bank combined capital expenditures-to-revenue ratio from 13.5% in 2024 to a range of 15 to 20%¹⁶ over the next five years, underscoring our ambition to accelerate the pace of value-creating investment.

A CLEAR CAPITAL ALLOCATION FRAMEWORK PROVIDING LONG TERM VISIBILITY



More Balanced NAV with a Solid Growth and Higher Return



¹⁴ End of guidance period, excluding cash. ¹⁵ Average of guidance period, WACC adjusted return for 2018-2023 is at 12.43%, for 2024-2029 WACC assumed at 12%. ¹⁶ Average of guidance period. Note: Cash is not included in NAV calculations. 2019 NAV calculation includes market values for listed assets and book values for unlisted assets. 2024 NAV calculation includes market values for listed assets, independent valuation for Enerjisa Üretim, Sabancı Building Solutions and Sabancı Climate Technologies, and book values for the rest of unlisted assets ¹⁷Other segment: Carrefoursa, Tursa and AEO. In 2019 other segment also consists of Exsa (merged into Tursa as of December 2024) and Philsa, which was sold in 2022.

Aligning Financial Success with Long-Term Value Creation

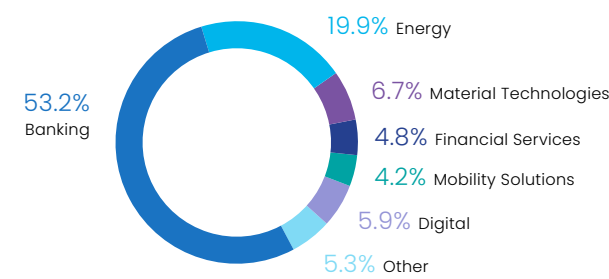
MAINTAINING FINANCIAL AGILITY THROUGH VOLATILITY

2024 was a year of continued global turbulence. High inflation and persistent cost volatility impacted businesses worldwide, while macroprudential measures in Türkiye introduced additional complexities. The gap between inflation and Turkish Lira depreciation further challenged exporting sectors.

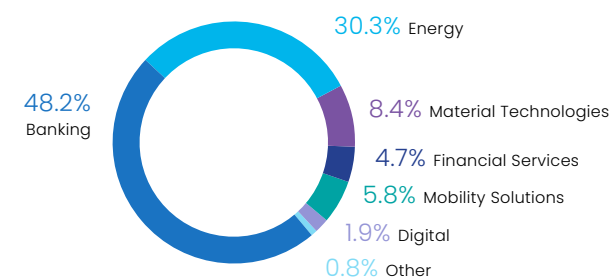
Despite this backdrop, our businesses delivered strong operational performance, supported by our B2B portfolio. Sabancı Holding achieved 6% combined top-line growth in real terms. Our non-bank EBITDA margins improved quarter over quarter, and our net debt to EBITDA ratio remained below two times despite strategic investments. These results provided the financial agility needed to pursue global growth initiatives.

With IAS29 (TL Billion)	2023	2024	y/y
Combined Revenue ¹	1,172.6	1,243.5	6%
Combined EBITDA	231.2	129.0	(44%)
Consolidated Net Income (Share of Parent Company)	22.3	(15.5)	n.m.
Consolidated ROE	7.0%	(5.1%)	n.m.

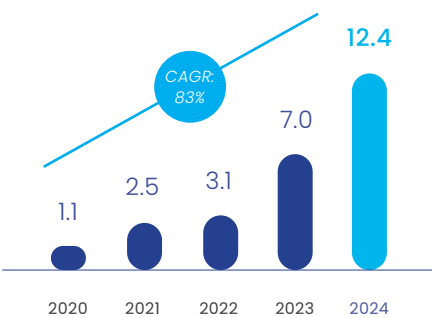
2024 Combined Revenue Breakdown¹⁸



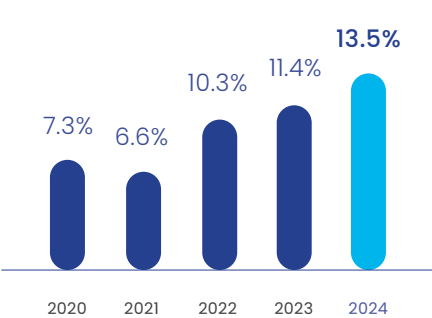
2024 Combined EBITDA Breakdown



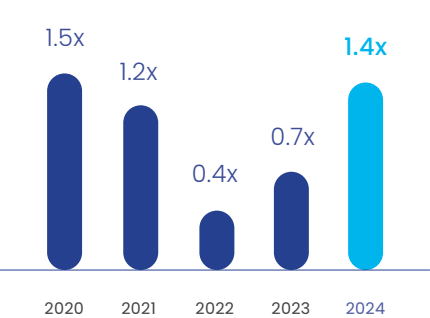
Holding Only Net Cash Position (TL Billion)



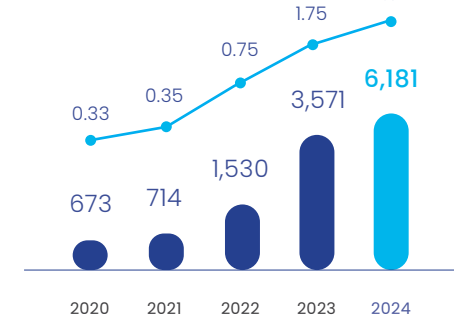
Non-bank Combined Capex/Sales



Non-bank Combined Net Debt/EBITDA



Dividends Paid (TL Million)



Driving Sustainability from Targets to Impact

At Sabancı Holding, we have expanded our sustainability vision from a climate-focused approach to a holistic, nature-based strategy, including not only decarbonization, but also water, biodiversity, and the circular economy. In parallel, we are deepening our social impact through community investments, gender equality initiatives, and actions that create long-term value for society under our social agenda. We measure our progress for each of these metrics annually. These combined efforts have led to tangible, internationally recognized results that reflect our commitment to both people and the planet throughout 2024.

WE IMPLEMENT PIONEERING AND EXEMPLARY PRACTICES TO ACHIEVE OUR SUSTAINABILITY GOALS.

	2021	2022	2023	2024	Targets ²⁰	
Decarbonization¹⁹ *					2030	2050
GHG emissions (Scope 1+2, Mt)	11.20	9.95	8.94	9.68	6.49	Net Zero
GHG emissions (Scope 3, Mt)	11.59	10.29	9.37	10.07	6.72	Net Zero
Renewables						
Renewable Electricity Usage	-	27%	54%	59%	≥80%	-
CO ₂ -free energy generation ²¹	43.7%	45.5%	46%	52%	75%	100%
Circularity*					Circularity KPIs to be published 2025 onwards ²³	
Total waste (thousand tons) ²²	42.76	52.45	55.28	72.68	Achieving circular inflow targets	Achieving circular design and outflow targets
Total recycled/reused ²²	80%	78%	94%	57%		
Water²⁴ *					Target ²⁵	
Water consumption (million m ³)		10.3	9.8	8.9	15% reduction	
Water withdrawal (million m ³)		422	345.5	316.7	10% reduction	

19 Sabancı Holding's GHG emissions have been calculated by using the equity share approach in accordance with the Greenhouse Gas Protocol. Accordingly, Sabancı Holding accounts for GHG emissions from operations according to its share of equity in the operation. 20 Base year 2021. 21 Installed capacity. 22 Excluding Enerjisa Üretim's ash waste. 23 Detailed roadmap will be provided in the 2025 Sustainability Report. 24 Following the completion of our Water Ambition Project in 2023, we have restated the water consumption and withdrawal figures for 2022 and 2023 due to the change in scope, which now includes all operations globally. Based on 2022 baseline year, we have set a target to reduce water withdrawal by 10% and water consumption by 15% by 2030. 25 Based on 2024 portfolio. The 2024 portfolio refers to the operations of Sabancı Group companies as of the end of 2024. It excludes any future organic growth not planned during 2024, as well as inorganic growth anticipated from 2025 onwards, since these factors would require recalculating baselines and targets. The target reflects how Sabancı Group companies are proactively driving efficiency within their operations. * For verified data, please refer to [Annex 3: Performance Indicators](#) section.

Science-Based Targets, Backed by Strategic Capital Allocation

- Sabancı Holding is the first holding company in Türkiye to announce not only Net Zero Emissions target by 2050 but also a 15% reduction in Scope 1 & 2 GHG emissions by 2025 and a 42% reduction by 2030 versus 2021 baseline without using carbon offsets.
- We are the first holding company to embed sustainability criteria into our capital allocation criteria.
- Sabancı Holding's climate target is in parallel with the 1.5°C pathway of the globally recognized Science Based Targets initiative (SBTi).
- Our Group companies Brisa, Çimsa, Kordsa, and Temsa have officially set their science-based targets aligned with the SBTi's 1.5°C scenario, while Aksigorta, Agesa, and Teknosa have formally committed to the SBTi and are currently in the approval process.

Driving Sustainability from Targets to Impact

OUR RESPONSIBLE INVESTMENT STRATEGY INTERSECTS WITH BOTH OUR NATURE AND SOCIAL AGENDAS.

	2021	2022	2023	2024	2030 Target
Sustainable Finance					
Sustainable Finance Pledge (TL, %) ²⁶	13.5%	30%	113%	52%	Exceeded TL 200 bn target in 2023 and raised Sustainable Finance Pledge to TL 800 bn
Responsible Investment					
Ratio of SDG-linked R&D and innovation investments*	51%	53%	50%	71%	≥70% ²⁷
USD 5 billion SDG-linked Investment Pledge ²⁹	–	10%	24%	28%	100% ²⁸

We are the first holding company to issue a Responsible Investment Policy.

Alignment to the UN SDGs serves as a guiding principle in our strategic decision-making processes, ensuring that every initiative we undertake contributes positively to the advancement of the SDGs. This approach not only drives financial performance but also generates positive impact for the communities we serve.

By 2027, our cumulative SDG-linked investments will reach USD 5 billion.

In 2024, 71% of Sabancı Group’s overall R&D and innovation investments were allocated to areas that serve SDGs.

Sabancı Renewables, has substantially expanded its operations, scaling to 504 MW through the development of renewable energy projects.

Sabancı Group operates Türkiye’s largest electric vehicle high speed charging station network.

As a member of the Net-Zero Banking Alliance, Akbank aims to become a Net Zero Bank by 2050. In 2024, Akbank provided TL 190 billion in sustainable financing, bringing its cumulative contribution to TL 416 billion since 2021.

Akbank targets to reach TL 800 billion in sustainable financing by 2030.

Mannok acquisition marks the largest overseas expansion in our Group’s recent history.

Çimsa acquired 94.7% of Mannok Holdings DAC, an Ireland-based company and a leading player in its sector within Europe and the UK.

Pioneering Sustainable Finance in Türkiye

In 2024, Enerjisa Üretim secured USD 1 billion project finance loan for 750 MW of its YEKA RES-2 project in line with the IFC Performance Standards, demonstrating its strong alignment with international environmental and social risk management frameworks.

In 2024, Brisa secured a USD 100 million sustainability-linked loan from EBRD, earning the “IFI Loan Deal of the Year” award and reinforcing its leadership in sustainable growth.

Çimsa secured EUR 25 million in financing from the EBRD and USD 70 million from the IFC. These agreements marked a first for Türkiye’s cement industry and positioned Çimsa as a pioneer in green finance for the sector.

26 Akbank exceeded its TL 200 bn target in 2023 with TL 226 bn and raised its target to TL 800 bn. Figures are per non-consolidated management reporting data and include green (e.g., renewable energy, clean transportation) and social (e.g., access to basic services, women-owned SMEs) loans aligned with the Sustainable Finance Framework, as well as Eurobonds and syndication acquisitions of the Sustainable and Social Eurobond ESG type. 27 Target is planned to be completed as of 2025. 28 The target is planned to be completed as of 2027. 29 Figures are presented cumulatively. * For verified data, please refer to Annex 3: Performance Indicators section.

Driving Sustainability from Targets to Impact

WE KEEP DIVERSITY, EQUITY AND INCLUSION AT THE CORE OF OUR SOCIAL AGENDA.

	2021	2022	2023	2024	Targets 2030
Women leaders at Holding*	40%	41%	41%	44%	50%
Ratio of women in STEM positions*	33%	33%	34%	33%	50%
Ratio of women managers in revenue generating positions*	43%	44%	46%	45%	50%

Sabancı Holding has implemented specific quotas to promote gender equality.

The Holding has achieved equal pay for equal work and established a 50% women quota in all development programs, along with a 30% women quota in the Senior Management recruitment shortlist.

In 2024, 50% of newly appointed CEOs across our Group were women. All Group companies have women Board Member at their Board of Directors.

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

In 2024, we launched the Sabancı Youth Mobilization establishing a new social enterprise model across Türkiye. With the goal of “transforming brain drain into brain power,” Sabancı Youth Mobilization will expand to university campuses across Türkiye through Sabancı Technology and Impact Centers.

In 2024, a total of eight centers were established, including seven Technology and Impact Centers across five different cities and the digital hub, hosted at sabancigenclikseferberligi.com.

Looking forward, we aim to reach 30,000 young people by 2026, scaling our presence to 34 provinces, 35 universities, and two international centers.

Sabancı Holding was ranked 405th on TIME’s “World’s Best Companies 2024” list as the top-ranked Turkish company and was also featured in Forbes’ “World’s Best Employers 2024.”

Sabancı Youth Campaign was awarded the Silver Prize in the ‘Best Corporate Social Responsibility / ESG’ category at the Davos Communications Awards.

Sabancı Holding was recognized with the ‘Best ESG Program’ award in the Extel Developed Europe and Emerging EMEA Executive Team survey, based on evaluations by investment professionals.

Sabancı Holding has been awarded with six diamonds by EFQM and won special award of Outstanding Achievement for Sustainability.

* For verified data, please refer to [Annex 3: Performance Indicators](#) section.

Driving Sustainability from Targets to Impact

ADVANCING SUSTAINABILITY ACROSS OUR SUPPLY CHAINS

In 2024, we deepened our efforts to embed sustainability standards across all our value chains.

Akbank launched Türkiye's first **Sustainable Supplier Financing Program**, offering EU-backed financial solutions that reward sustainability performance among suppliers.

Brisa, through the **SUSPRO Program**, engaged **45%** of its critical suppliers to commit toward **SBTi-aligned climate targets**, advancing Scope 3 emissions management.

Enerjisa Enerji fully implemented its **Responsible Supply Chain Management System**, while **Enerjisa Üretim** conducted detailed supplier risk mappings and incorporated **ESG clauses** into all supplier agreements.

Akçansa audited **80 suppliers** against ESG criteria and established a **structured corrective action process**.

Carrefoursa advanced its sustainability-based supplier performance model, initiated **Life Cycle Assessment (LCA)** projects for private label products, and expanded social compliance audits across its supplier base.

Temsa expanded its **IMPACT Sustainable Supplier Development Program**, emphasizing resilience, ESG audits, and green logistics initiatives.

Kordsa invited **80 suppliers** into its annual **Sustainability Survey** and enhanced supplier ESG evaluations.

Teknosa further strengthened sustainable procurement practices and resilience planning across its network.

Çimsa conducted ESG self-assessments with **63 priority suppliers** via the **Synesgy platform**, fostering a systematic approach to supplier development. Furthermore, **Çimsa** is advancing its supplier engagement by moving from assessment to action. At the inaugural **"Supply & Sustain"** event, the company invited its suppliers to become active participants in its

"Gray to Green" transformation roadmap, reaffirming its commitment to building a more sustainable supply chain together. Building on the foundation established through its **Responsible Procurement, Supplier Code of Conduct, and Supplier Management Policies**, Çimsa will begin providing **performance scorecards** and **tailored improvement feedback**. Starting in **2025**, this will evolve into a comprehensive support program including **trainings, seminars, and periodic site visits**.

By fostering **long-term, sustainability-focused action plans** in collaboration with its suppliers, Çimsa aims to create a more **responsible, resilient, and future-ready ecosystem**.

These efforts represent a shift from passive procurement practices to proactive, collaborative value chain transformation, reinforcing our vision for inclusive and resilient growth.

Driving Sustainability from Targets to Impact

OUR ESG RATINGS AND INDEX PERFORMANCE

In 2024, we maintained our **AA rating** in the MSCI ESG Ratings, demonstrating consistency in our ESG risk management and reporting practices. Our performance in the **LSEG ESG Ratings** was rated **A (Excellent)**, reflecting our leading disclosure quality among more than 50 investment holding companies globally.

For the second consecutive year, we were included in the **S&P Global Sustainability Yearbook**, recognizing the strength and depth of our sustainability strategy at the global level.

Our leadership position was further reaffirmed within Türkiye's capital markets. We continued to be part of the **Borsa İstanbul Sustainability 25 Index (XSD25)**, alongside our Group companies **Akbank, Çimsa, and Enerjisa Enerji**. This index highlights Türkiye's leading companies in both sustainability performance and market liquidity.

In addition, ten of our Group companies — including **Sabancı Holding, Agesa, Akbank, Akçansa, Aksigorta, Brisa, Çimsa, Enerjisa Enerji, Kordsa, and Teknosa** —

were listed in the broader **BIST Sustainability Index (XUSR)**, exemplifying the depth and consistency of our sustainability ecosystem across sectors.

Nature remains at the core of our agenda. In 2024, we were proud to be included in the CDP Global A List for both Climate Change and Water Security, together with seven of our Group companies³⁰: Akbank, Brisa, Carrefoursa, Çimsa, Enerjisa Enerji, Kordsa, and Teknosa.

This distinction reflects the collective ambition of our Group to lead not only in carbon management but also across broader nature-related risks and opportunities. Furthermore, **Carrefoursa** secured an **A- leadership rating** in the **Deforestation Program** as the first and only company from Türkiye.

Complementing these achievements, **Sabancı Holding** was awarded **six diamonds** in the **EFQM Global Award**, along with a special distinction for **Outstanding Achievement in Sustainability**. These recognitions affirm that sustainability at Sabancı is not confined to compliance, but embedded in how we think, act, and grow.

Beyond Group-wide recognitions, our Group companies continued to strengthen their sustainability leadership through globally recognized benchmarks and certifications.

Brisa, Çimsa, and Kordsa achieved **EcoVadis Gold Medal** status, ranking in the top 5%, while **Temsa** attained **Silver Medal** status, placing it in the top 15% across all companies in all industries, all being recognized for their excellence in environmental, labor, ethics, and sustainable procurement practices.

In certification achievements, **Akçansa** became the first company in Türkiye to achieve **Platinum level CSC certification** in aggregates production, while **Çimsa** expanded its global footprint with new **CSC Gold level** certifications and **LEED Gold** certifications across key operations. **Kordsa** strengthened its circular economy transition by securing **ISCC+ certification** for sustainable raw material sourcing.

³⁰ Included in the CDP Global A List in recognition of leadership in climate and/or water stewardship.

Integrated Sustainability at Sabancı Group

Capturing Light for a Sustainable Future

Just as solar panels harness sunlight to generate clean energy, Sabancı Holding channels sustainability principles into every facet of its operations. By absorbing knowledge, adapting to new technologies, and continuously evolving, we ensure that our business remains efficient, future-ready, and purpose-driven. Our focus on renewable energy, biodiversity conservation, and climate resilience enables us to be a catalyst for a net-positive impact across industries.

Our Material Issues

To determine our material issues, we conducted a double materiality analysis, considering evolving international standards.

Our goal was to identify material issues from a comprehensive perspective, ensuring the participation of both our internal and external stakeholders.

Initially, we compiled a comprehensive list of potential material issues through literature reviews, stakeholder consultations, and benchmarking against international standards. At this stage, we considered feedback that we have taken throughout the year from both our internal and external stakeholders and reviewed current developments in sustainability reporting standards, global trends, global best practices, and prior material issues from previous materiality assessments.

We also incorporated guidelines from various sources, such as:

- The European Sustainability Reporting Standards (ESRS) double materiality guidance document.
- The Sustainability Accounting Standards Board (SASB) material issues for the Asset Management and Banking sectors.

- MSCI ESG materiality map.
- S&P Sustainability Index criteria, including the Dow Jones Sustainability Index.
- The World Economic Forum 2024 Global Risk Report.

In parallel with these efforts, and considering feedback from global development and assessment organizations, we identified a total of eighteen material issues.

We evaluated the material issues considering how we can use the results of the analysis in the context of double materiality framework. We analyzed the similarities and differences between the eighteen material issues we identified, and the topics mentioned in the ESRS guidance document. We considered the important factors such as the nature of our operations and business model, the sectors we operate in, the geographical locations of our operations, our tangible assets, and our internal and external stakeholders.

Once we identified our material issues, we proceeded with a survey to our stakeholders through questionnaires created by our selected 18 material topics to be assessed by our internal and external stakeholders on a materiality basis.

Our Material Issues

- Biodiversity and Nature Positive Actions
- Digital Technologies
- Circular Economy
- Opportunity Management and Agility
- Financial Performance
- Climate Emergency
- Human Rights and Equal Opportunity
- Innovation and R&D
- Occupational Health and Safety
- Reputation Management
- Corporate Governance
- Collaboration and Effective Communication with Stakeholders
- Risk Management and Resilience
- Cybersecurity and Data Privacy
- Responsible Investment and Sustainable Business Models
- Supply Chain Management
- Social Contribution and Investments
- Talent Management

Our Material Issues

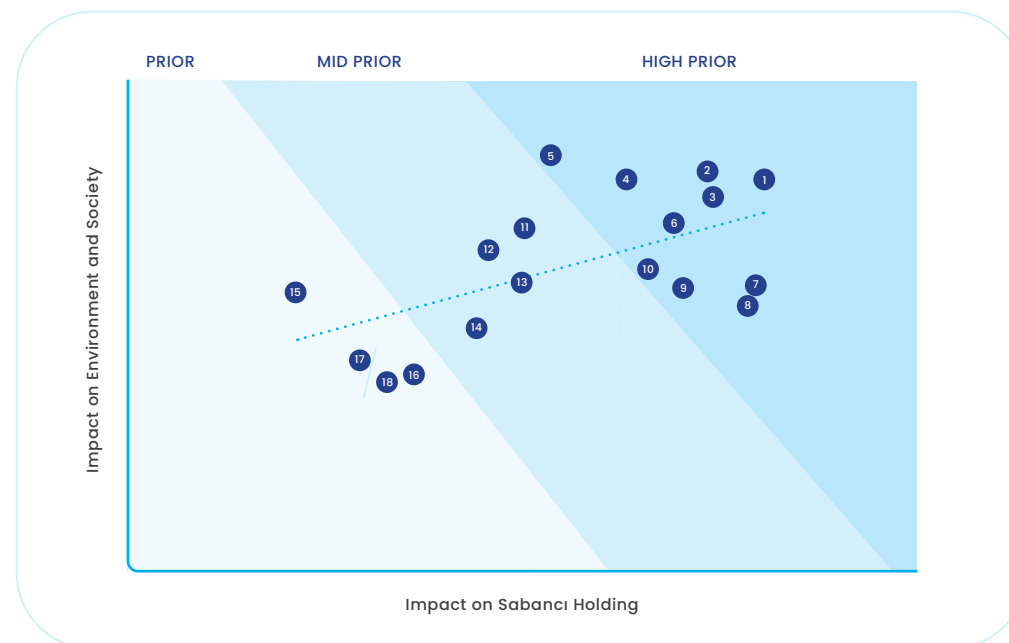
We categorized our stakeholders, who are affected by Sabancı Holding's operations and with whom we actively collaborate throughout the fiscal year, into eight groups:

- Senior Management,
- Group companies and their representatives,
- Employees,
- Investors,
- Business Partners,
- Academia,
- NGOs,
- Thought Leaders.

We decided on the sustainability impact of material issues that would influence our short-term strategic direction, daily operations, and long-term strategic decisions based on the survey results from these stakeholder groups.

After collecting the survey results, all stakeholder feedback and assessments were scored and weighed according to predetermined criteria. In parallel, we held face-to-face and online meetings with relevant stakeholders to evaluate Sabancı Holding's strategic perspective on material issues. Additionally, using the SASB Four-Stage Impact Analysis, we evaluated financial impact and risks, legal impacts, potential to create competitive advantage, and innovation opportunities. Based on these assessments, issues with higher scores were considered more important. The final scores are shown in a materiality matrix. On the vertical axis of the matrix, we analyzed the impact of our business activities on the environment and society under the heading 'Impact on Environment and Society' while on the horizontal axis, we addressed the impact of the environmental and social issues on our business operations and financials under the heading 'Impact on Sabancı Holding'.

DOUBLE MATERIALITY MATRIX ✓



1 Financial Performance

2 Climate Emergency

3 Circular Economy

4 Responsible Investment and Sustainable
Business Models

5 Talent Management

6 Corporate Governance

7 Opportunity Management and Agility

8 Digital Technologies

9 Collaboration and Effective Communication
with Stakeholders

10 Risk Management and Resilience

11 Innovation and R&D

12 Supply Chain Management

13 Reputation Management

14 Occupational Health and Safety

15 Social Contribution and Investments

16 Human Rights and Equal Opportunity

17 Biodiversity and Nature Positive Actions

18 Cyber Security and Data Privacy

Our Material Issues

COMPREHENSIVE RISK AND OPPORTUNITY ASSESSMENT

Through international standards, ESRS requirements, and literature review, we compiled a list of 152 risks and opportunities, and 114 positive and negative impacts relevant to all current and future issues for Sabancı Holding.

This list is designed to be reviewed annually until the double materiality analysis is renewed after two fiscal years (to be renewed for the fiscal year 2025).

EVALUATING SUSTAINABILITY IMPACTS

We assessed our sustainability impacts, risks, and opportunities across the entire value chain.

In line with ESRS requirements, we evaluated impact materiality based on the magnitude, scope, manageability of negative impacts, and frequency of occurrence.

On the financial materiality side, we considered the financial impacts of risks/opportunities and the frequency of occurrence.

These evaluations have been integrated into the Enterprise Risk Management (ERM) process with the input of Sabancı Holding's Risk Department.

The results of our 2023 double materiality analysis were signed by the Holding Executive Committee and the Board Sustainability Committee.

In 2024, we reassessed our material issues to ensure they continue to reflect the key priorities of Sabancı Holding. The results confirmed that the existing materiality matrix remains valid and will continue to be used for the 2024 fiscal year. A comprehensive double materiality assessment will be conducted for the 2025 fiscal year, subject to approval by the Board Sustainability Committee and the Executive Committee, as well as third-party assurance.

THIRD-PARTY AUDIT AND VALIDATION

The materiality assessment process at Sabancı Holding is verified by a third-party assurance provider to ensure the accuracy, credibility, and transparency of our evaluation.

This independent verification affirms that our methodology, data collection, and analysis align with the international standards, providing confidence to our stakeholders in the robustness of our materiality determinations.

Through this verification, we demonstrate our commitment to accountability and continuous improvement in our sustainability practices.

Our Response to Emerging Global Risks

We operate in an environment marked by intensifying uncertainty and diverging global trajectories. The rules of value creation are being reshaped by new regulatory paradigms, geopolitical tensions, and shifts in societal expectations.

Among the most urgent developments are the expansion of carbon pricing mechanisms, particularly in Türkiye and key export markets, and the growing polarization of ESG policies across the globe. These risks challenge not only the resilience of business models but also the consistency of long-term planning and stakeholder alignment.

At Sabancı Holding, we view risk not as a variable to be contained but as a strategic lens through which we navigate transformation. Emerging risks, whether regulatory, financial, environmental, or reputational, are interconnected and dynamic. They demand foresight, adaptability, and a consistent commitment to sustainability principles, even when external signals are fragmented or contradictory.

Our governance framework ensures disciplined oversight and coordinated response. The Board of Directors, supported by the Board Sustainability Committee, the Early Detection of Risk Committee,

and the Audit Committee, plays a central role in this effort. The Sustainability Leadership Committee fosters executive-level alignment across Group companies, while the Investment Committee integrates ESG criteria and transition risks into capital allocation decisions.

This integrated model allows us to evaluate risks holistically across sectors and geographies and to translate early signals into informed action. We apply this model to navigate two emerging challenges in particular: the rollout of emissions trading and carbon border regulations in Türkiye and the European Union, and the increasingly fragmented global discourse around ESG. Both issues have direct implications for our portfolio, investment planning, and access to markets.

In response, we continue to strengthen our organizational capacity to address regulatory uncertainty, shifting market expectations, and sustainability challenges. This includes enhancing scenario analyses, expanding science-based climate targets across subsidiaries, investing in scalable low-carbon solutions, and reinforcing ESG data infrastructure in line with local and global regulations, and other global standards. At the same time, we maintain close engagement with global investors, reaffirming our long-term view of sustainability as a source of resilience and

competitive advantage.

These emerging risks are directly linked to a broad set of material issues identified by Sabancı Holding, including Corporate Governance, Reputation Management, Financial Performance, Responsible Investment and Sustainable Business Models, Opportunity Management and Agility, Risk Management and Resilience, and Collaboration and Effective Communication with Stakeholders. By connecting risk management practices with these material topics, we ensure that our strategy remains both opportunity-driven and impact-aware.

At Sabancı Holding, we see leadership not as a title but as a commitment to act decisively in the face of uncertainty. Resilience today means embedding risk into strategy and sustainability into governance. It means responding with agility to evolving dynamics while building the systems, culture, and partnerships needed for long-term success. And it means moving forward with clarity, transparency, and a deep sense of responsibility toward all stakeholders. In doing so, we aim not only to preserve value but to create it ethically, inclusively, and for the long term.

Our Response to Emerging Global Risks

EMERGING CARBON MARKET REGULATIONS IN TÜRKİYE AND KEY EXPORT REGIONS

Description of the Emerging Risk

With the recent enactment of the Climate Law by the Turkish Parliament, Türkiye has taken a major step toward building a solid regulatory framework to support its net-zero targets and align with the European Green Deal. The law establishes the legal foundation for the launch of a national Emissions Trading System (ETS), which will introduce carbon pricing in key sectors, starting with emissions-intensive industries such as cement and energy businesses where Sabancı Holding has a strong presence.

The ETS will require companies to monitor, report, and meet their emission obligations through the purchase and surrender of allowances, highlighting the growing importance of effective carbon management and compliance systems.

In addition, Carbon Border Adjustment Mechanism (CBAM) presents a transition risk for Sabancı Holding, particularly in energy-intensive business lines with export exposure to the EU. Embedded carbon reporting requirements and the upcoming cost of carbon certificates may increase operational expenses and reduce competitiveness. The risk is more pronounced in areas where low-carbon production technologies are not yet fully scalable.

Impact

While regulatory frameworks such as the EU ETS and CBAM initially originated in Europe, similar carbon pricing mechanisms are now rapidly expanding across other regions, including Asia and Türkiye. This global shift toward regulated carbon markets poses increasing cost pressures and compliance requirements for emissions-intensive sectors such as cement and energy businesses where Sabancı Holding has significant operations and which collectively accounted for 24% of its total revenue as of year-end 2024. This evolving regulatory landscape compels Sabancı Holding to proactively align with emerging climate-related regulations, not only to maintain its competitiveness in international markets, but also to preserve its license to operate domestically as Türkiye’s climate policy framework continues to develop. The primary risks stem from rising carbon costs, increased compliance obligations, and potential limitations in market access for high-emission products.

Our Response to Emerging Global Risks

EMERGING CARBON MARKET REGULATIONS IN TÜRKİYE AND KEY EXPORT REGIONS

Mitigating Actions

To address the growing regulatory risks associated with emerging carbon market mechanisms, particularly Türkiye's ETS and the EU CBAM, Sabancı Holding has implemented a structured and forward-looking risk management approach across its portfolio. All Group companies that are either currently within scope or are likely to be affected by these mechanisms have conducted detailed scenario analyses to assess potential financial and operational impacts under various carbon pricing trajectories. These analyses guide strategic decision-making and inform the design of tailored decarbonization pathways, supporting the Group's transition planning efforts.

A significant number of Sabancı Holding's subsidiaries have already set Science Based Targets initiative (SBTi) aligned emission reduction targets. These companies are prioritizing investments in low-carbon technologies, energy efficiency, and clean energy solutions as part of their long-term strategies. This proactive stance has enhanced the Group's regulatory readiness while enabling it to mitigate potential compliance costs and maintain competitiveness in both domestic and international markets with increasingly stringent climate policies.

To further support implementation, Sabancı Holding continues to strengthen its carbon data infrastructure, digital systems, and reporting capabilities. A centralized and harmonized ESG reporting framework, aligned with local and global regulations and standards, enables transparent, verifiable, and decision-useful sustainability disclosures across all Group companies. These efforts are supported by ongoing investments in digital ESG infrastructure, which reduce operational complexity and enhance data integrity.

Sabancı Holding's governance model embeds sustainability into decision-making at the highest level. Oversight is provided by the Board of Directors, while implementation is coordinated by the Holding Sustainability Directorate. ESG performance is increasingly integrated into executive remuneration, capital allocation, and risk management processes, reinforcing internal accountability.

Related Material Issues

- Financial Performance
- Responsible Investment and Sustainable Business Models
- Innovation and R&D
- Risk Management and Resilience

Our Response to Emerging Global Risks

ESG POLARIZATION

Description of the Emerging Risk

The global ESG landscape is entering a more complex and fragmented phase as political and regulatory dynamics shift across key markets. In the United States, ESG-related practices have faced growing backlash. Several states have introduced or proposed legislation that challenges the integration of ESG considerations in investment and corporate decision-making. Critics argue that ESG may conflict with fiduciary duty or reflect politically motivated agendas, and this sentiment is gaining influence in both political discourse and financial policy.

In parallel, the European Union, long considered a frontrunner in sustainability regulation, has signaled a more cautious stance. The recently introduced Omnibus Regulation includes revisions aimed at simplifying and, in certain cases, reducing ESG disclosure obligations. This move reflects increasing sensitivity to regulatory burden and implementation challenges, suggesting that even the most ambitious jurisdictions are re-evaluating the pace and scope of ESG-related rulemaking.

In this environment, companies are finding themselves on slippery ground, unsure of how their sustainability efforts will be interpreted or received by different stakeholders. As ESG becomes more politically charged, organizations must navigate this landscape with caution, balancing their long-term sustainability goals against short-term external pressures and uncertainty.

Impact

The increasing polarization of the global ESG landscape introduces a strategic risk that may directly affect Sabancı Holding's long-term investment planning, access to incentives, and alignment with evolving regulatory expectations. In the United States, the growing backlash against ESG-related practices has led to legislative uncertainty in several states. This may create potential inconsistencies in the implementation or continuity of major federal-level policies such as the Inflation Reduction Act (IRA), which currently offers significant incentives for clean energy and climate technologies. For Sabancı Holding, which has ongoing and planned investments in renewable energy in the U.S. and globally, any weakening or reversal of such incentive schemes may alter expected return profiles, affect capital allocation decisions, or delay project timelines.

Similarly, the European Union's recent efforts to moderate ESG disclosure requirements, while aiming to reduce administrative burden, may lead to a fragmented regulatory landscape that challenges consistent reporting and comparability across jurisdictions. This could increase the complexity and cost of compliance for multinational companies due to differing levels of expectations around reporting scope.

Overall, the divergence in ESG policies across key markets increases uncertainty in regulatory planning, financial forecasting, and stakeholder engagement. This dynamic may influence Sabancı Holding's portfolio strategies, expansion decisions, and its ability to leverage sustainability-linked financing instruments.

Our Response to Emerging Global Risks

ESG POLARIZATION

Mitigating Actions

Sabancı Holding acknowledges the growing polarization around ESG topics but believes that sustainability continues to offer significant opportunities for long-term value creation. Sabancı Holding views this transition not as a constraint, but as a catalyst for innovation and competitive advantage.

To reinforce this belief, the Holding maintains continuous, transparent engagement with institutional investors and stakeholders. Through initiatives such as ESG-focused roadshows, dedicated ESG Days, and investor visits, Sabancı Holding shares its strategic direction, performance, and sustainability roadmap. These efforts have reaffirmed that investors largely continue to approach ESG from an opportunity-driven lens.

Despite growing ESG polarization, Sabancı Holding continues to view sustainability as a strategic opportunity especially in areas with strong return potential like energy business. Rather than stepping back, the Holding focuses on targeted investments where sustainability and financial performance go hand in hand.

For instance, Sabancı Renewables increased its portfolio to 504 MW in US, advancing its position in utility-scale clean energy. These efforts align with global trends, such as the IEA's forecast that renewables will account for 35% of global power generation by 2025 demonstrating that sustainability, when focused and strategic, continues to create value even in a polarized ESG environment.

Related Material Issues

- Corporate Governance
- Reputation Management
- Financial Performance
- Responsible Investment and Sustainable Business Models
- Opportunity Management and Agility
- Risk Management and Resilience
- Collaboration and Effective Communication with Stakeholders

Our Governance

Governance as the DNA of Sustainable Transformation

*Just as DNA carries the instructions for life, governance at Sabancı Holding encodes the values and principles that guide who we are and how we evolve. Our governance structure mirrors a double helix, where **resilience and adaptability are built into every decision and process.** Each strand — **ethics, transparency, accountability, and strategic foresight** — works in harmony to form a system that is both strong and agile. This structural integrity allows us to **respond to change, protect stakeholder trust, and lead with clarity in a complex world.***

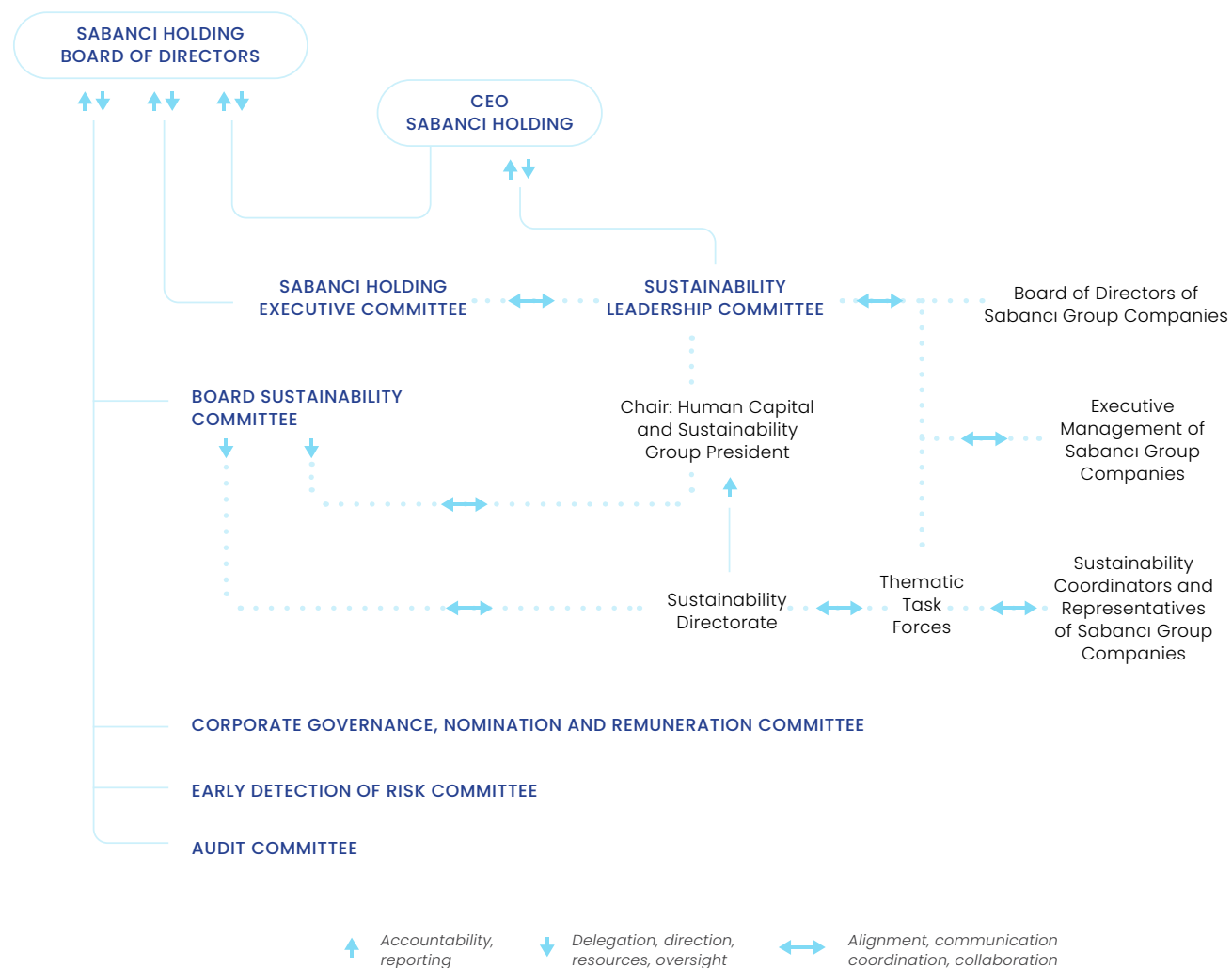
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Risk and Opportunity Management – Our Governance Model

Sabancı Holding assesses risks and opportunities emerging from both global and local developments. We formulate strategies to navigate them through a holistic approach, involving diverse teams. This strategy, centered on double-materiality analysis, empowers us to coordinate actions that capitalize on opportunities and mitigate risks throughout our entire Group. Our risk and opportunity management framework considers not only financial aspects but also, extra-financial factors relevant to our diverse business portfolio, ensuring robust opportunity management and agility. By incorporating double-materiality analysis into our strategy, we ensure that our decisions not only consider traditional financial metrics but also account for their broader societal and environmental implications. This integrated approach enables us to align our business practices with sustainability goals while simultaneously maximizing long-term value creation for all stakeholders.

Corporate Governance as the Pillar of Success

Sabancı Group acknowledges that a sound corporate governance system is the key driver of financial and extra-financial success. Based on this understanding, we design corporate governance practices that apply across Sabancı Group with primary attention to accountability, transparency, responsible business, and effective stakeholder management through collaboration and effective communication with stakeholders, all of which contribute to the sustainability and resilience of Sabancı Group.



Integration of Sustainability into Strategy

With our purpose to ‘unite Türkiye and the World for a sustainable life with leading enterprises’, 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.

Sustainability-related risks and opportunities are analyzed by various groups within Sabancı Holding. The Sustainability Directorate is primarily responsible for identifying and assessing these potential risks and opportunities before presenting them to the Sustainability Leadership Committee, which includes members of the Holding’s Executive Committee. The analysis is conducted both quantitatively and qualitatively, supported by relevant benchmarks and scenario-based comparisons, for example, evaluating the implications of investing in a new technology or

facility and the sustainability impacts associated with such decisions. The Sustainability Directorate also works in close collaboration with the Risk Department during the evaluation phase to ensure a comprehensive and aligned approach to risk assessment.

In addition, the Sustainability Director is also a member of the Investment Committee who contributes to the evaluation of potential investments or M&As from both climate and social sustainability perspectives. The Investment Committee plays a significant role in reviewing major investment decisions across the Group, and the Sustainability Directorate provides in-depth assessments to ensure alignment with Sabancı Holding’s long-term sustainability goals. In line with the Group’s capital allocation framework, sustainability is embedded in the due diligence processes for both investments and M&As. Once the required evaluations are completed, findings are submitted to the Sustainability Leadership Committee. If a risk or opportunity is found to be strategically significant, it is escalated to the Board Sustainability Committee, which includes independent Board members. This committee collaborates closely with both the Sustainability Leadership Committee and the Early Detection of Risk Committee. Prior to final decisions, the Board Committee considers the consolidated insights of these two committees.

The Corporate Governance, Nomination and Remuneration Committee aims to maintain the continuity of the management process based on the ethical values of the company, having internal and external accountability, risk awareness, and that is transparent and responsible in its decisions; and oversees the benefits of the stakeholders, and has a sustainable success goal.

The duty of this Committee is to make suggestions and recommendations to the Board of Directors with regard to establishing the corporate governance principles in line with the principles of the Capital Markets Board, or other internationally recognized Corporate Governance Principles.

The Corporate Governance, Nomination and Remuneration Committee ensures the implementation of the Corporate Governance Principles within Sabancı Holding and if these principles are not implemented, the Committee makes suggestions for improvement to the Board of Directors. The Committee also oversees the activities of the Investor Relations Department. Alongside the determination of the principles and evaluation of the performance and remuneration of the Board of Directors and Senior Executive Managers, the Committee submits the nominations for independent Board directors to

Integration of Sustainability into Strategy

the Board of Directors by evaluating the independence qualifications of the candidates, also taking into account the candidates nominated by the management and the shareholders. The Independent Board Member Candidate submits a written declaration to the Corporate Governance, Nomination and Remuneration Committee at the time of nomination.

According to the bylaws, the Corporate Governance, Nomination and Remuneration Committee must convene 4 times at minimum annually. The Committee convened 4 times in 2024.

The Early Detection of Risk Committee (EDRC) reviews the company's exposure for strategic, operational, financial and compliance risks that may jeopardize Sabancı Holding's development and continuity. Then, EDRC evaluates, identifies, and determines necessary risk measures and management processes. Finally, it informs the Board of Directors of critical risks so proactive measures are put in place and fully implemented.

EDRC meetings are held at least 6 times a year. In 2024, the EDRC convened on 6 occasions to review risk exposures, and the audit was conducted by the external auditor. Additionally, guest participants may be invited to EDRC meetings if relevant to the agenda.

The Audit Committee supervises Sabancı Holding's accounting system, financial reporting, disclosure of financial statements, progress and effectiveness of independent audit, and internal control systems, on behalf of the Board of Directors. The Audit Committee reports its activities, evaluations, and suggestions with respect to its duties and area of responsibility to the Board of Directors in writing.

The Chair and the Members of the Audit Committee are appointed by the Board of Directors from among the Independent Members. The Audit Committee held 4 meetings in 2024 and the main agenda items were the review of the independent audit report and the examination of the presentations of the Audit Department.

Role of the Board Sustainability Committee

The Board Sustainability Committee plays a significant role in supporting the Board of Directors by monitoring local and international sustainability-related developments and guiding the Executive Committee. It oversees transparency and sustainability reporting, policy formulation, and ESG issues, ensuring alignment with stakeholder expectations.

The Committee is comprised of a Rapporteur and a maximum of three Board Members including Chair who

are appointed by the Board of Directors. The Chair of the Committee is selected from among the independent Board Members. The Committee meets in ordinary session at least twice a year. The Board Sustainability Committee convened 2 times in 2024.

The Board Sustainability Committee, in coordination with the Sabancı Holding Human Capital and Sustainability Group Presidency, oversees sustainability-related issues raised by the Sustainability Leadership Committee or directly by the Sustainability Directorate.

The Board Sustainability Committee monitors:

a) Sustainability Governance

- Structure and functioning of sustainability governance which was established to implement sustainability initiatives in accordance with expectations of internal and external stakeholders.
- Managing all risks which may arise in environmental and social issues, and which may transform into financial risks at times, including reputation risks, with the coordination of the EDRC.
- Having the necessary knowledge level to comply with all local and international developments to execute managerial duties of Sabancı Holding executive level in sustainability areas.

Integration of Sustainability into Strategy

b) Sustainability Performance

- Keeping performance indicators and targets of Sabancı Group up to date.

c) Transparency

- Disclosure of Sustainability Report and environmental and social performance at the Investor Relations web site or other platforms suggested by Human Capital and Sustainability Group Presidency.

d) Policies

- Establishment of environmental and social policies, which should be treated at the Board of Directors level, primarily Responsible Investment principles, and updating of current policies.

Empowering Executive Leadership for Sustainability

Our Executive Committee supports sustainability leadership within the organization, facilitating informed decision-making through proactive engagement with sustainability initiatives. Sabancı Holding's Executive Committee not only plays an important role in sustainability leadership within Sabancı Group but also provides and facilitates the culture of sustainability integrated strategic decision-making. Hard and soft controls are implemented to foster a cohesive approach across all executive functions.

The Sustainability Leadership Committee

The Sustainability Leadership Committee, chaired by the Human Capital and Sustainability Group President, leads sustainability initiatives and the Group's sustainability agenda and advises the Thematic Task Forces accordingly.

The Sustainability Leadership Committee includes all Strategic Business Unit Group Presidents, who are members of the Board of Directors of Group companies in their respective areas, that are responsible for monitoring the progress of the sustainability agenda.

The Sustainability Leadership Committee is primarily responsible for developing, overseeing and monitoring sustainability-related targets, including GHG emissions reduction goals, performance indicators related to the nature and social agendas, responsible investment pledge and other sustainability-related strategic KPIs. The Committee oversees the consolidated performance data and monitors progress reports mainly prepared by the Sustainability Directorate. Then these findings are presented regularly to the Board Sustainability Committee, which provides the final oversight and strategic direction when required. This approach ensures that target-setting and performance monitoring are both operationally robust and strategically aligned with the Holding's long-term objectives.

Sustainability metrics, including climate-related performance, are also embedded in the remuneration policies for Group Presidents and CEOs of Group companies. These metrics account for up to 10% of total variable compensation.

The Committee follows international developments, regulations, and trends in sustainability. The Committee reports directly to the CEO via the Committee Chair. The Chair of the Committee informs the Board Sustainability Committee biannually and receives their guidance and approval. In 2024, the Committee met 4 times.

Thematic Task Forces

Consisting of sustainability coordinators and representatives from Group companies, the Thematic Task Forces operate with agile working logic, that are responsible for program and project design to implement items detailed in the action plan. They report their work to the Sustainability Leadership Committee through the Sustainability Directorate.

This collaborative structure ensures alignment of sustainability goals and actions across Sabancı Group. In 2024, the Thematic Task Forces met 8 times.

Integration of Sustainability into Strategy

Role of the Sustainability Directorate

The Sustainability Directorate is a key driver of Sabancı Holding's sustainability efforts, overseeing various aspects of sustainability initiatives, facilitating connections between the Board Sustainability Committee, the Sustainability Leadership Committee and the Thematic Task Forces. It coordinates meetings, selects discussion topics, and invites relevant stakeholders to both Sustainability Leadership Committee and Thematic Task Force meetings as necessary to ensure comprehensive engagement.

Comprising a dedicated team of four full-time professionals, including a director, two managers, and one specialist, the Directorate acts as a strategic advisor by prioritizing key sustainability topics, offering insights into sustainability trends and best practices, thereby guiding decision-making processes.

Sustainability Directorate plays a major role in the governance model.

The Sustainability Directorate:

- Collaborates closely with senior management and key stakeholders to embed sustainability principles into corporate strategy. By aligning sustainability goals with business objectives, the Directorate ensures that

sustainability becomes an integral part of decision-making processes at all levels of the organization.

- Conducts thorough assessments to identify material sustainability issues that are most relevant to operations, industry, and stakeholders.
- Establishes clear and measurable sustainability targets that address priority areas such as carbon emissions reduction, resource efficiency and diversity and inclusion.
- Conducts scenario planning exercises to anticipate and mitigate potential sustainability related risks that could impact long-term viability. By identifying emerging trends, regulatory changes, and stakeholder expectations, the Directorate helps Sabancı Holding adapt and thrive in a rapidly changing landscape.
- Promotes a culture of innovation and resilience by exploring new technologies, business models, and partnerships that enhance the Holding's ability to address sustainability challenges.
- By recognizing the interconnected nature of sustainability challenges, collaborates with international organizations, industry peers, and multi-stakeholder initiatives to exchange best practices, advocate for policy change, and drive collective action on global issues such as climate change, human rights, and supply chain sustainability.
- Develops a long-term vision for sustainability that goes beyond short-term targets and incorporates a

holistic understanding of the Holding's role in creating a more sustainable future. This involves anticipating future trends, identifying emerging opportunities, and positioning the Holding as a leader in sustainable business practices.

- Raises awareness of sustainability issues among employees and empowers them to contribute to sustainability goals through training programs, internal communications, and engagement initiatives.

By taking a proactive and strategic approach to sustainability planning, the Sustainability Directorate helps the Holding navigate complexity, manage risks, and seize opportunities for innovation and growth while creating value for all stakeholders.

The Sustainability Directorate reports directly to the Human Capital and Sustainability Group President, ensuring alignment with organizational strategies and objectives. It plays a significant role in reporting progress on sustainability initiatives and outcomes to relevant stakeholders, fostering transparency and accountability.

Integration of Sustainability into Strategy

Name of Task Force/Committees	Level of Participation	Number of Meetings in 2024	Examples of Issues Discussed
BOARD SUSTAINABILITY COMMITTEE	Independent Board Members, CEO, Sustainability Leadership Committee Chair, Sustainability Director and Sustainability Managers	2	<ul style="list-style-type: none"> ◦ Nature Projects and Targets ◦ ESG Indices ◦ Interim GHG Emissions Reduction Targets ◦ SDG-linked Investment Pledge ◦ International Sustainability-related Regulations ◦ Alignment with Local and International Frameworks (e.g., TSRS, CSRD, ISSB) ◦ Scenario Analysis ◦ Digitalization and AI ◦ UN Biodiversity Conference (COP16) Outcomes ◦ UN Climate Change Conference (COP29) Outcomes ◦ ESG Backlash ◦ Human Rights and Due Diligence Processes
SUSTAINABILITY LEADERSHIP COMMITTEE	Group Presidents, Corporate Brand Management and Communications Department President, Investor Relations Director, Sustainability Director, Sustainability Managers	4	
OTHER EXECUTIVE MEETINGS	Executive Members, Sustainability Director, Sustainability Managers	2	
SUSTAINABILITY THEMATIC TASK FORCE	Sustainability team of Sabancı Holding, Sustainability Coordinators, Representatives and manager-level representation from other functions at Group companies (i.e. Human Capital, R&D, Risk Management etc.)	8	<ul style="list-style-type: none"> ◦ Nature Agenda (Decarbonization, Circular Economy, Water Management, Biodiversity) ◦ Local and International Frameworks (e.g., TSRS, CSRD, ISSB) ◦ Voluntary Carbon Markets ◦ Sustainability Assurance Process ◦ EU ETS and CBAM ◦ Human Rights and Due Diligence Processes ◦ Sustainable Innovation ◦ UN Biodiversity Conference (COP16) Outcomes ◦ UN Climate Change Conference (COP29) Outcomes

Three Lines Model in Sabancı Holding

Sabancı Holding adopts the three lines model that identifies clear processes and roles to guide Sabancı Group toward effective governance, risk management and internal controls. To embed sustainability considerations, all roles work in close collaboration to ensure feedback loops and collectively contribute to the creation and protection of value with the prioritized interests of stakeholders, thus making the business model future-proof.

The first line of defense comprises Strategic Business Units (SBUs) and support functions like Human Capital and Finance. The primary responsibility of the first line of defense is to make decisions based on Sabancı Holding's strategy and to assess the risks defined within the framework of the Enterprise Risk Management System. They play a significant role in identifying and mitigating risks during daily operations.

The second line of defense supports the first line by independently evaluating decisions and identifying additional risks. Oversight bodies like the Sustainability Leadership Committee and the Legal and Compliance Presidency assess decisions made by the first line and report findings to the Board Sustainability Committee and EDRC. Two directorates, Risk Directorate and Sustainability Directorate, under the second line monitor

financial and non-financial risks and escalate significant issues to relevant committees or senior management.

The third line of defense is the Sabancı Holding Internal Audit Department, which provides independent assurance on the effectiveness of control, governance, and risk management practices. Using a risk-based approach aligned with the Holding's strategies, audits are conducted, and results reported to senior

management as well as the Audit Committee. Follow-up on action plans ensures timely mitigation of identified risks.

Overall, this three-tiered approach ensures robust governance, risk management, and compliance practices within Sabancı Holding, safeguarding its sustainability and continuity.



Enterprise Risk Management at Sabancı Group

Sabancı Group is committed to robust risk management practices to ensure the continuity of its operations, safeguard stakeholder interests, and drive sustainable growth. Our approach to risk management is built upon proactive strategies designed to identify, assess, and mitigate potential threats effectively.

KEY PRINCIPLES AND FRAMEWORK

At Sabancı Group, we adhere to corporate risk management principles aimed at maximizing stakeholder value while minimizing risks that could hinder our progress. In 2024, we incorporate a risk training framework to enhance risk awareness across all levels. Regular AI-supported training sessions include Corporate Risk Management Training, Global Corporate Financial Crises Training, and Artificial Intelligence Risks Training.

We manage risks both at the Holding and at the Group level. Our framework encompasses a blend of quantitative and qualitative metrics to gauge risk exposure accurately. We prioritize risks based on their potential impact and likelihood, addressing them through strategies of avoidance, transfer, reduction, or acceptance. Each prioritized risk's tolerance and critical thresholds, along with the overall risk management

system, are reviewed and updated annually. The review process includes quantitative and qualitative approaches – statistical analysis by historical data, Monte Carlo simulations – incorporating Sabancı Holding's strategic direction and financial performance targets.

At Sabancı, risk management is a proactive process which includes different stress scenarios pursued regularly by considering an integral and forward-looking view of all risks. Not only for financial risk such as foreign currency and inflation but also for non-financial risk, stress scenarios are used. For instance, Sabancı Group Disaster communication exercise was held on an earthquake scenario with the participation of more than 30 thousand Sabancı employees in 2024.

Furthermore, we conducted a thorough Business Continuity Training in 2024 for all Sabancı Group Companies' Risk employees underlying the importance of developing comprehensive disaster recovery plans, conducting regular supply chain risk assessments, and integrating climate risk scenarios into business continuity strategies.

In addition to the stress scenarios, we used sensitivity analyses to see the impact of different components in 2024.

COMMITTEE OVERSIGHT AND GOVERNANCE

Our risk management operations are overseen by dedicated committees, including the Risk Coordination Committee and the EDRC. These committees play a critical role in evaluating risk operation results, updating risk tolerance levels, and ensuring alignment with our strategic objectives. Additionally, guest participation in EDRC meetings enriches our discussions with diverse perspectives.

RISK MANAGEMENT ACROSS GROUP ENTITIES

Our banking subsidiary, Akbank, maintains a multidimensional approach to risk management, legal compliance, and environmental-social impact assessments across key operational domains including balance sheet management, capital allocation, and product development. With its prudent risk management practices, the Bank contributes to Sabancı Holding's long-term strategies and goals.

At Sabancı Group's non-bank subsidiaries, executive leadership and Senior Management oversee corporate risk management practices. Under the guidance of relevant Boards of Directors and affiliated risk committees, risks are identified, prioritized based on

Enterprise Risk Management at Sabancı Group

likelihood and potential impact, and systematically monitored. These entities regularly report potential risks to the EDRC and the Board of Directors, ensuring transparency and accountability. Furthermore, the management of financial, strategic, operational, and compliance risks across Group subsidiaries is overseen by the Holding's Strategic Business Unit Presidents, in collaboration with key departments including the Office of the Chief Financial Officer, the Risk Management Directorate, and the Legal and Compliance Group Presidency.

KEY FOCUS AREAS

Sabancı Group prioritizes risk management across various categories, including financial, strategic, operational, and compliance risks. This methodology is backed by the risk surveys that are repeated every year. In 2024, the risk perception survey was conducted by the Risk Management Department across all Sabancı Group Companies with the participation of more than 2 thousand employees. The results were presented to senior and executive management teams, accompanied by a comparison with international risk survey results.

Financial Risks

The Sabancı Holding Treasury Management Policy defines the rules and principles of the company's investment policy encompassing interest, exchange rate and liquidity risks. The Holding's Finance and Risk Management teams closely monitor and manage financial risks using various indicators at both the company and consolidated levels, ensuring these risks remain within defined thresholds.

Strategic Risks

Strategic risks are assessed within the scope of corporate risk, industrial risks, economic risks, regulatory changes, reputational risk, and sustainability risk. Sabancı Holding manages strategic risks with a long term dynamic business lines management approach. This approach focuses on cultivating highly profitable and sustainable businesses to gain a competitive edge. Sabancı Holding categorizes sustainability risks within the framework of strategic risks. Sustainability risks include the potential for non-compliance with sustainability policies, regulations, and international standards in addition to transition risks stemming from investments aimed at aligning with a lower-carbon economy. This risk type also encompasses physical risks, such as financial implications resulting from extreme weather events.

These risks and associated opportunities are managed systematically by the Holding to align them to the overall strategic direction.

Operational Risks

The Audit Department conducts regular checks of company processes and systems to determine and eliminate operational risks. The Information Technology Department manages technology risks, such as damage to information systems, cyberattacks, and the like, via preventive actions, regular tests and backup plans. Sabancı Group utilizes cyber risk insurance to ensure an effective level of cyber security and mitigate technology risks. The Human Resources Department manages occupational health and safety risks.

Compliance Risks

Compliance with applicable laws, rules and regulations is a key responsibility of Sabancı Holding. The Holding's Legal and Compliance team conducts thorough compliance risk analyses across key areas including competition law, sanctions and export controls, third-party due diligence, and data privacy.

Enterprise Risk Management at Sabancı Group

BUSINESS ETHICS, ANTI-BRIBERY AND ANTI-CORRUPTION

At Sabancı Group, we define the framework of our mutual responsibilities with our employees and stakeholders with the Sabancı Group Code of Business Ethics (SA-ETHIC). Based on the principles of honesty and integrity, SA-ETHIC guides the laws, regulations, and internal procedures that are decisive in all decisions and activities and complies with the Universal Declaration of Human Rights and the fundamental conventions of the International Labor Organization.

SA-ETHIC is binding on all Board Members, managers, and employees of Sabancı Holding and Group companies. We also expect all our suppliers, subcontractors, dealers, business partners, and similar stakeholders to respect this Code. The Sabancı Holding Board of Directors is primarily responsible for the adoption, implementation, and compliance control with SA-ETHIC across the Group. Holding and Group companies' senior management are responsible for implementing SA-ETHIC, or in this context, for their companies' specific business ethics rules and for creating a culture that supports its implementation. SA-ETHIC and all concerning relevant policies are reviewed, revised and documented by the Human

Capital and Sustainability Group Presidency upon the recommendations of the Board of Ethics and the revisions are announced to the Holding and Group Companies upon the approval by the Sabancı Holding's CEO and the Chair of the Board of Directors.

- The Holding and Group companies' Human Resources are responsible for informing all employees (including our part-time and contracted employees) at least once a year about SA-ETHIC to ensure the clarity of policies and rules, providing training, and ensuring constant communication with employees.
- The Holding and Group companies are responsible for employees reading the ethical rules, being informed about this matter, and ensuring they sign the Employee Statement.
- At the beginning of each year, the Holding and Group companies ensure all employees renew their notifications by signing the Business Ethics Compliance form.

Within the scope of Sabancı Holding, there are no lawsuits filed and/or concluded against ESG issues, which are important in terms of ESG policies and/or which will significantly affect the activities, for the 2024 fiscal year.

Sabancı Group does not tolerate bribery or corruption under any circumstances. We expect all Group managers and employees to comply with the duties and responsibilities in the Anti-Bribery and Anti-Corruption Policy. The Anti-Bribery and Anti-Corruption Policy is binding on Group executives and employees, all relevant stakeholders, suppliers, business partners, and consultants. In contracts, we impose as a condition that our business partners comply with SA-ETHIC and the Anti-Bribery and Anti-Corruption Policy.

We follow black-listed individuals and companies in close coordination with public authorities. We black-list suppliers deemed objectionable or risky by public institutions for any reason, act contrary to our Group culture, or violate our processes, and we terminate our business relationship with them. We can thus identify suppliers, contractors, and customers who are known or suspected of being involved in bribery.

We apply sanctions on people who urge, encourage, and legitimize violating acts, as well as those who tolerate such acts by not reporting them despite being aware of them. Nevertheless, those suppliers can be re-evaluated every year and added to the suppliers' list once they have remedied the violations.

Enterprise Risk Management at Sabancı Group

The Sabancı Holding Board of Ethics is responsible for supporting the Board of Directors in fulfilling oversight and audit functions. All stakeholders can report ethical violations to the Board of Ethics by e-mailing etik@sabanci.com, dialing +90 212 385 85 85, or mailing to the Sabancı Holding Headquarters. The Board of Ethics is responsible for reviewing all reported notifications thoroughly according to the privacy policy and resolving them as soon as possible. The person reporting to the Board of Ethics is under the protection of this Committee and is guaranteed that they shall not endure any repression, pressure, or penalty for raising concerns.

[Sabancı Group Code of Business Ethics](#) and [Anti-Bribery and Anti-Corruption Policy](#) cover corporate issues, primarily the fight against bribery and corruption, human resources and environmental matters, and compliance with operating principles and legal obligations. The respective Audit Departments carry out periodic or on-demand custom audits under the control of the Audit Committee per International Internal Auditing Standards and Ethical Rules to ensure compliance with legal regulations, contracts, company policies and procedures and ethical rules; to prevent errors and irregularities; to protect assets; to ensure the effectiveness of the risk management and internal control environment, the accuracy and integrity of operational and

financial information, and to identify opportunities for improvement. The audits encompass all Group companies entering the sustainability reporting scope, and the business units to be audited are prioritized from a risk perspective. In addition, the Internal Audit Units of Group companies also carry out regular audits for the same purpose under the supervision of Audit Committees at least once every three years.

The audit scope covers all Group companies and the units to be audited within the relevant year are prioritized from a risk perspective. Audit activity covers notifications and complaints submitted through the Ethics Hotline or other channels, and special examinations into violations against legal regulations, our code of ethics and the other company regulations. The number of ethical notifications made in 2024 is 916 excluding the bank. Of these notifications, 4% were made to the Board of Ethics, and the rest were made directly to the companies. Notifications and violations are divided into the following five categories: negligence, poor and irresponsible management, bribery and corruption- conflict of interest, mobbing and harassment, working conditions- wages-job complaints, complaints and notifications from customers and suppliers. Following the evaluation of the notifications, all cases were examined, and ethical violations were observed at a rate of 48%.

Of the violations, 45% were related to administrative issues. Mobbing and harassment related issues, cases relating to working conditions, wages and other job-related complaints follow this at 32%. As a result of the investigations, the employment contracts of 162 employees were terminated in 442 cases due to ethical violations. At H.Ö. Sabancı Holding A.Ş. in particular, no ethical notifications or cases have occurred.

Training on Ethics, Anti-Bribery and Anti-Corruption

To foster a culture of integrity and compliance within Sabancı Group, we provide comprehensive training on Ethics, Anti-Bribery, and Anti-Corruption. We annually provide refresher training for current employees to keep their SA- ETHIC knowledge up-to-date and raise awareness. We ensure that every new employee in the Group receives SA- ETHIC training. The university students participating in the New Generation Career Experience Program also receive SA-ETHIC training. At the end of the training, we request a written statement from the employees signifying their willingness to comply with SA-ETHIC.

In 2024, we provided approximately 15 thousand hours of Ethics Training and 36 thousand hours of Anti-Bribery and Anti-Corruption Training.

Enterprise Risk Management at Sabancı Group

COMPLIANCE

Compliance with laws, regulations, and ethical standards is essential at Sabancı Holding. Our standards apply to all Group companies and require acting lawfully, ethically, and in the best interests of Sabancı Group wherever Sabancı Group's business operates.

In 2024, Sabancı Group completed its policies and procedures on compliance and initiated a unified ethics and compliance program ensuring consistent standards across subsidiaries, streamlined data reporting and enhanced transparency through clear, tangible metrics.

Competition and Anti-trust

We ensure fair and ethical competition within our Group, aligning with competition laws. In mergers and acquisitions involving Group companies, we conduct thorough competition risk assessments and fulfill mandatory filings prior to transaction closure.

Sanctions and Export Controls

Sabancı Group companies operate in regions throughout the world. This expansive geographic footprint requires dedicated attention to complex trade sanctions and export control laws and regulations that prohibit the import, export or re-export of certain

products and services to or from certain countries or parties.

We have established policies and procedures to ensure compliance with all applicable sanctions and export control regimes.

Third Parties

Sabancı Group companies supply a diverse array of products and services in banking, financial services, energy and climate technologies, material technologies, mobility solutions and digital sectors around the globe in 17 countries worldwide. This expansive scope includes engaging with a wide range of third parties, including suppliers, distributors, intermediaries, agents and business consultants, and thus increasing the likelihood of Sabancı Group companies being held accountable for non-compliant activities and behaviors of business partners. To mitigate such risks, we have implemented policies and procedures for third party risk assessment, enhanced due diligence, and risk mitigation measures.

Cybersecurity and Data Privacy

It is essential for Sabancı Group to protect personal data, confidential information, and IT systems from unauthorized access, use, or disclosure. The Information Security Committee adopts and implements

industry best practices to keep pace with emerging developments, providing company wide guidance and implementing security measures in collaboration with the cyber security team.

INTERSECTION OF SUSTAINABILITY WITH STRATEGIC RISK MANAGEMENT

In today's complex business environment, the intersection of sustainability with strategic risk management is critical for long-term success. At Sabancı Group, we recognize the connection of sustainability with our business model, strategy, and risk management framework. Through a holistic approach, we navigate through a broad spectrum of sustainability risks with foresight, supporting resilience, innovation, and stakeholder value creation. Our risk spectrum encompasses physical risks, compliance risks, transition risks, and emerging sustainability risks, ensuring a thorough understanding of the challenges we face.

Mitigating Climate-Related Risks and Opportunities

The Sustainability Directorate collaborates closely with a broad network of internal and external stakeholders to assess climate-related risks and opportunities. These stakeholders include Group companies' sustainability as well as risk professionals through Thematic Task

Enterprise Risk Management at Sabancı Group

Force meetings, senior executives via the Sustainability Leadership Committee, and governance bodies such as the Board Sustainability Committee and the EDRC. External stakeholders, including investors—one of Sabancı Holding's key stakeholder groups—are also engaged in the process.

Through these multi-level engagements, material climate-related risks and opportunities with the potential to significantly affect the Holding's operations are identified. Following this identification, detailed analyses are primarily conducted by the Sustainability Directorate in collaboration with the Risk Department and evaluated at the Executive Committee level through the Sustainability Leadership Committee, with additional input from the EDRC.

Once key risks are identified, comprehensive roadmaps are developed with the active participation of sustainability teams across Group companies. For example, in response to emerging international sustainability regulations, transition risks were identified in key sectors of the Group's diversified portfolio, particularly in energy and material technologies. As a result, a strategic decarbonization roadmap was developed for a two-year period. Building on this foundation, the scope has since expanded to address

broader nature-related themes, including biodiversity, circular economy, and water management.

These initiatives incorporate scenario analysis, impact and dependency assessments, and comparative evaluations across different operating conditions to define climate-related targets.

These assessments strengthen both risk mitigation and opportunity planning. A proactive approach is sustained through internal monitoring systems, policies such as the Sabancı Holding Responsible Investment Policy, and continuous engagement with Group companies and external stakeholders. For investments and mergers and acquisitions, climate-related scenarios are evaluated under this policy and reviewed by the Investment Committee, with the participation of the Sustainability Director.

Mitigating Physical Risks

Physical risks, ranging from natural disasters to resource scarcity, pose significant threats to our operations and communities. Leveraging sector-specific practices and robust supply chain management resilience measures, we fortify our infrastructure against wildfires, hurricanes, water scarcity, and other climate-related hazards. By prioritizing water efficiency measures, biodiversity

conservation, and ecosystem protection, we mitigate risks and foster sustainable growth in harmony with nature.

Navigating Compliance Risks

Adherence to evolving regulations and ethical standards is central to our commitment to sustainability. We adopt a proactive stance towards compliance risks, aligning with GHG emissions regulations, advancing sustainable development goals, and upholding human rights across our value chain. Through continuous monitoring, digitalization, and capacity-building initiatives, we ensure compliance with regulatory requirements and mitigate legal penalties, reputational damage, and loss of social license to operate.

Managing Transition Risks

As technology develops rapidly and industries undergo transformative shifts towards sustainability and digitalization, we recognize the inherent risks and opportunities. Our sustainable business model prioritizes investments in green technologies, innovation, and talent development, positioning us to thrive in a rapidly changing landscape. By embracing circular economy principles, decarbonization strategies, and sustainable supply chain practices, we mitigate transition risks and capitalize on emerging market trends.

Enterprise Risk Management at Sabancı Group

Embracing Emerging Sustainability Risks

Anticipating future challenges is part of our risk management philosophy. We closely monitor emerging sustainability risks and proactively develop mitigation strategies. Through scenario analysis, stakeholder engagement, and horizon scanning, we enhance our resilience to unforeseen threats and seize new opportunities for sustainable growth.

SUSTAINABLE VALUE CREATION

Our commitment to sustainability goes far beyond managing risks. It serves as a compass that guides our overall strategy and decision-making. By embracing integrated thinking and fostering collaboration across business functions, we unlock synergies that drive innovation and long-term resilience. This approach enables us to create shared value for all our stakeholders, from shareholders and customers to employees and communities.

Transparent reporting, open stakeholder dialogue, and a culture of continuous improvement are central to how we operate. With these pillars, we aim to be a catalyst

for positive change, contributing meaningfully to the economic, social, and environmental transformation of the world around us.

FUTURE OUTLOOK

As Türkiye's regulatory environment continues to evolve in alignment with global sustainability developments, Sabancı Group has remained committed to foresight and proactive preparation. Thanks to the structured efforts across our Group, we are well-positioned to adapt and lead responsibly. This preparedness strengthens our ability to respond with agility while reinforcing our leadership position across all areas of operation.

Looking ahead, we will continue to embed risk and opportunity management into our strategic agenda. This will enhance our resilience and support our pursuit of new avenues for sustainable growth and innovation. With a long-term mindset and a strong foundation of trust, we remain committed to creating lasting value and contributing to a future defined by purpose, prosperity, and progress.

Board of Directors



HAYRİ ÇULHACI
Chair



EROL SABANCI
Vice Chair



SUZAN SABANCI, CBE
Board Member



**E. MELİSA
SABANCI TAPAN**
Board Member



SERRA SABANCI
Board Member



KIVANÇ ZAIMLER
Board Member
and CEO



HÜSEYİN GELİS
Independent Board
Member



MEHMET KAHYA
Independent Board
Member



TAYFUN BAYAZIT
Independent Board
Member

Note: As of March 27, 2025, Hayri ÇULHACI has been appointed as the Chair of the Board of Directors and Tayfun BAYAZIT has been appointed as an Independent Member of the Board of Directors. Following the resignation of Mr. Cenk ALPER from his duties as Chief Executive Officer and Member of the Board of Directors, effective as of 31 May 2025; Mr. Kivanç ZAIMLER has been appointed as Chief Executive Officer and Member of the Board of Directors, effective as of 1 June 2025.



Please click [here](#) for the detailed resumes of the Members of the Board of Directors.

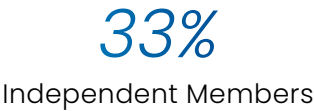
Skill Matrix

At Sabancı Holding, we believe that a Board of Directors enriched with a broad spectrum of skills, knowledge, and experience enhances its functionality and the quality of its decision-making processes. [Studies indicate that companies with diverse executive teams see a 39% increase in profitability compared to their counterparts.](#)

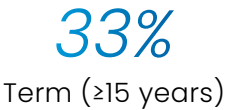
Our nomination process for the Board of Directors goes beyond merely ensuring gender equality in diversity and inclusion. We meticulously assess candidates' competencies, considering a wide array of factors, including industry expertise, management experience, proficiency in ESG matters, crisis management skills, and a capacity for global and long-term strategic thinking.

We uphold a strict non-discrimination policy, ensuring that no candidate is discriminated against based on gender, age, ethnicity, religion, language, race, or any other characteristic.

Board Members Composition



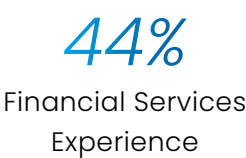
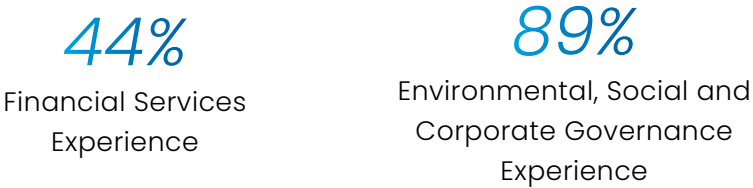
Term and Tenure of Board Members



Board Meeting Attendance



Board of Directors Experience Composition



The relevant data have been prepared based on the members of the Board of Directors serving during the 2024 fiscal year. Data reflecting the changes in 2025 will be included in the 2025 fiscal year Sustainability Report, to be published in 2026.

Executive Committee



KIVANÇ ZAIMLER
Board Member
and CEO



GÖKHAN EYİGÜN
Strategy and Business
Development



N. ORHUN KÖSTEM
Finance



YEŞİM ÖZLALE ÖNEN
Human Capital and
Sustainability



BURAK ORHUN
Material Technologies



HAKAN BİNBAŞGİL
Banking and Financial
Services



ŞEBNEM ÖNDER
Legal and Compliance



FİLİZ KARAGÜL TÜZÜN
Corporate Brand
Management and
Communications



ŞERAFETTİN KARAKIŞ
Secretary General

Note: Effective April 1, 2025, the Financial Services Strategic Business Unit (SBU) and the Banking SBU of Sabancı Holding have been merged into a single structure as Haluk DİNÇER left his role as Sabancı Holding Financial Services Group President as of March 31, 2025. Accordingly, Hakan BİNBAŞGİL, who served as Sabancı Holding Banking Group President, continues to serve as Sabancı Holding Banking and Financial Services Group President. Following the resignation of Mr. Cenk ALPER from his duties as Chief Executive Officer and Member of the Board of Directors, effective as of 31 May 2025; Mr. Kivanç ZAIMLER has been appointed as Chief Executive Officer and Member of the Board of Directors, effective as of 1 June 2025. As of June 20, 2025, Max SPEUR, left his position. As of April 30, 2025, Cevdet ALEMDAR, left his position. As of April 30, 2025, Fuat ÖKSÜZ has been appointed as the President of Audit, while Şerafettin KARAKIŞ has been appointed as the Secretary General.



Please click [here](#) for the detailed resumes of the Members of the Executive Committee.

Committees and Policies

Sabancı Holding has established a robust framework of committees dedicated to upholding the principles of good corporate governance and sustainability. These committees serve a vital supervisory function, overseen and audited by the Board of Directors, ensuring the integrity and effectiveness of the entire Holding.

Regular reviews of the structure, activities, and impact of these committees are conducted to uphold their effectiveness. Furthermore, meticulous documentation and traceability of committee processes are maintained to ensure accountability and transparency.

The Board of Directors has established four key sub-committees; namely the Audit Committee, Corporate Governance, Nomination and Remuneration Committee, Early Detection of Risk Committee, and Sustainability Committee. Each of these sub-committees reports directly to the Board of Directors, aligning their functions with the overarching goals of the organization.

Additionally, the Holding has formed other committees such as the Board of Ethics, Information Security Committee, Risk Coordination Committee, Sustainability Leadership Committee, Investment Committee, Communication Committee and more. Sabancı

Holding's Sustainability Director is a member of the Investment Committee, underlining the sustainability integrated governance, decision-making structure, and business model of Sabancı Holding. This strategic inclusion ensures that all investment decisions are aligned with Sabancı Holding's commitment to sustainable practices, promoting long-term value creation and responsible growth. By embedding sustainability at the core of its governance framework, Sabancı Holding is better positioned to address ESG considerations, ultimately driving the business towards a more resilient and sustainable future.

Additionally, the Sustainability Team is an integral part of the M&A process, ensuring that all potential acquisitions align with Sabancı Holding Responsible Investment Policy. The team conducts thorough ESG due diligence and sustainability business model assessment on prospective companies, evaluating their environmental, social, and governance practices to identify any risks and opportunities. This assessment helps to ensure that new investments contribute positively to Holding's sustainability objectives and long-term strategy. By incorporating ESG due diligence into the M&A process, Sabancı Holding reinforces its commitment to responsible growth and sustainable value creation.

All these committees collectively address various aspects of governance, risk management, and sustainability, reflecting the Holding's comprehensive approach to responsible business practices.

Sabancı Holding's unwavering commitment to core values such as trust, integrity, accountability, and transparency underscores its responsibility to all stakeholders. These values not only guide the Holding's actions but also serve as the cornerstone of its reputable standing in the business community.

For detailed information on the committees please refer to [Integration of Sustainability into Strategy](#) section.

Committees and Policies

Board of Directors

Board Committees

- Audit Committee
- Corporate Governance, Nomination and Remuneration Committee
- Early Detection of Risk Committee
- Sustainability Committee

Executive Committees

- Board of Ethics
- Information Security Committee
- Risk Coordination Committee
- Sustainability Leadership Committee
- Investment Committee
- Communication Committee

Policies and Principles

- Donations and Grants Policy
- Dividend Policy
- Disclosure Policy
- Corporate Social Responsibility Policy and Principles
- Health and Safety Policy
- Communication Principles
- Environmental Policy
- Responsible Investment Policy
- Anti-Bribery and Anti-Corruption Policy
- Equality, Diversity and Inclusion Regulation
- Diversity Policy for the Board of Directors
- Remuneration Policy For the Board of Directors and Senior Executive Officers
- Data Protection and Processing Policy
- Sabancı Group Code of Business Ethics
- Women's Empowerment Principles
- Equity at Work Declaration
- Tax Policy
- Transfer Pricing Policy



[For detailed information about each policy, please click on the headline of the relevant policy.](#)

Transforming Our Core Business Areas

Driving Impact at Light Speed

*Just as light moves with **unparalleled speed**, Sabancı Holding embraces **agility and precision** in transforming core business areas. The rapid evolution of **technology, digitalization, and sustainability** demands an approach that moves swiftly and seamlessly toward impact. By leveraging **continuous investment, R&D, and a consistent execution strategy**, we ensure that our businesses **adapt, innovate, and lead** in a rapidly changing world.*

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R&D and Innovation

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Digitalization for Sustainable Business Models

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Environmental Investments and Expenditures

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SDG-linked Products and Services

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Sustainable Finance

Transforming Our Core Business Areas

We are transforming our core businesses by accelerating scalable growth through innovation, ecosystem synergy, and sustainability.

In 2024, we continued to advance our portfolio across energy and climate technologies, material technologies, mobility solutions, financial services, and digital technologies, with a clear focus on **sustainability**, **digitalization**, and **scalability**.

We believe that the long-term competitiveness of our core businesses depends on our ability to build **interconnected ecosystems** that continuously evolve. In 2024, we reinforced this mindset across our value chain, connecting Group companies, entrepreneurs, R&D centers, and global partners to co-develop solutions aligned with our sustainability vision. Programs such as **Sabancı ARF**, **Sabancı Ventures**, and our global partnerships provided critical platforms for business model innovation, open collaboration, and the incubation of high-impact technologies.

All of our strategic M&A or investment decisions are guided by our **capital allocation framework**, which integrates financial returns with long-term strategic

alignment and sustainability criteria. This disciplined approach allows us to **preserve value** by reinforcing the resilience and efficiency of our operations, while also **creating value** through future-focused initiatives and innovation-led growth.

We continued to empower our human capital to lead this transformation from within. In 2024, initiatives such as the **Generative AI Upskilling Program**, the **Sustainability Academy**, and the expansion of internal mobility ensured that our workforce remains adaptable, engaged, and aligned with the Group's long-term ambitions. Through platforms like **Sabancı Minds**, **Digital Minds**, and the **Sabancı Leadership Model**, we fostered a culture of forward thinking, collaborative problem-solving, and shared purpose.

Group companies also scaled transformation through internal entrepreneurship and innovation platforms such as **Enerjisa NAR**, **Brisa Raket**, **Akbank+**, **Akbank LAB**, **Aksigorta PURA**, and **Teknosa360**. These initiatives accelerate business model innovation, enabling agile, cross-functional responses to emerging needs in areas like decarbonization, resource efficiency, and digital enablement. In parallel, our **R&D and technology centers across Türkiye, Europe, Asia, and the United States**

served as enablers of product innovation, global market access, and collaborative development with startups and academia, reinforcing our ecosystem-based approach to sustainable transformation.

Our transformation is also shaped by rigorous risk foresight. At both the Holding and company level, we monitor emerging global trends through a **double materiality lens**, integrating financial and non-financial considerations into business planning. This ensures that **sustainability**, **innovation**, and **technology** are embedded into every function, every process, and every product. As we decarbonize our operations, advance nature-positive initiatives and targets, expand inclusive finance, and invest in sustainable digital infrastructure, we are building a **resilient and opportunity-focused foundation**.

The transformation of our core businesses is not only about preserving what makes us strong. It is about **shaping the future with purpose, agility, and lasting impact**.

R&D and Innovation

SCALING SUSTAINABLE IMPACT THROUGH RESEARCH, INNOVATION, AND COLLABORATIVE PLATFORMS

At Sabancı Holding, R&D and innovation are core to how we preserve and grow value in our businesses.

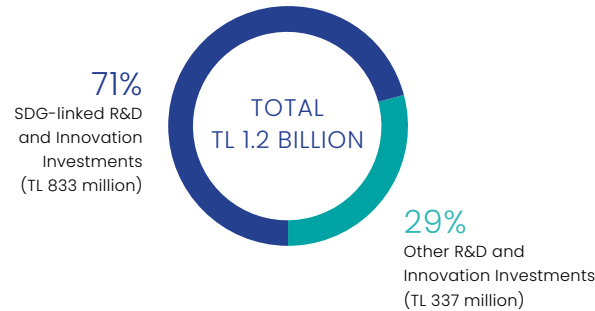
In 2024, we continued to strengthen this commitment by advancing our investments in technology, sustainability-linked innovation, and nature-based collaboration.

We aim to ensure that our businesses are resilient to future trends, while also contributing to transformative impact on a scale.

Our transformation is driven by a clear ambition to grow the share of R&D and innovation investments aligned with the UN Sustainable Development Goals.

We aim for 70% of our total R&D and innovation investments to serve the UN SDGs by 2025. As of December 31, 2024, we have already surpassed this target.

R&D and Innovation Investments³¹ ✓



Our R&D and innovation approach is not limited to technology development. It also enables **value preservation** through increased efficiency, regulatory preparedness, and risk mitigation.

At the same time, it unlocks **value creation** by supporting the commercialization of low-carbon solutions, driving international expansion, and strengthening Sabancı Group's role in shaping the sustainable economy.

As we scale circular production models, launch AI-powered platforms, and strengthen our collaborative innovation ecosystems, we remain focused on generating long-term value for our stakeholders and for the planet.

In 2024, we advanced this transformation through three interconnected platforms:

1. Ideation Platforms
2. Execution Platforms
3. Cross-Functional Collaboration Platforms

³¹ Includes Aksigorta, Agesa, Akçansa, Brisa, Carrefoursa, Çimsa, Kordsa, Teknosa, Temsa, Enerjisa Enerji, Enerjisa Üretim, SabancıDx

R&D and Innovation

IDEATION PLATFORMS

We foster early-stage innovation across the Group through structured ideation platforms that help identify opportunities aligned with our strategic vision. These include:

Group Company Innovation Programs

such as Enerjisa NAR, Brisa Raket, Akbank+, Akbank LAB, Aksigorta PURA, and Teknosa360, which enable company-level experimentation and entrepreneurial thinking.

International initiatives

such as the EIT ClimAccelerator, which supports climate-focused start-ups aligned with ,global decarbonization goals.

EXECUTION PLATFORMS

To bring innovation to life, we leverage robust execution mechanisms that convert ideas into scalable solutions and business models. These include:

Sabancı ARF, our early-stage acceleration platform, which supports internal and external start-ups with seed funding, mentoring, and collaboration opportunities with Group companies.

Sabancı Ventures, our corporate venture capital arm, which invests in post-revenue technology ventures that align with the Group's growth themes and sustainability priorities.

R&D and Innovation Centers across Türkiye, Europe, Asia, and the United States, which serve as critical enablers of product development, market expansion, and deep tech collaboration.

Strategic Initiatives and M&A, where innovation is integrated into investment decisions using our capital allocation framework, ensuring long-term value creation through responsible investment.

CROSS-FUNCTIONAL COLLABORATION PLATFORMS

To accelerate ideation and execution, we cultivate collaboration through dedicated knowledge and capability-sharing platforms across the Group:

Sabancı Minds, Digital Minds, and HR Minds

bring together employees from different sectors and functions to co-develop innovation roadmaps, explore emerging technologies such as generative AI, and align business transformation with sustainability and leadership goals.

These platforms foster an innovation culture that is **adaptive, participatory, and purpose-driven**, enabling the Group to move faster in a complex global environment.

R&D and Innovation

HIGHLIGHTS FROM SABANCI GROUP COMPANIES

Çimsa

Çimsa pioneers green hydrogen use in white clinker production

In 2024, Çimsa continued to strengthen its leadership in sustainable and low-carbon construction materials. The company launched a hydrogen usage project at its Buñol Plant, replacing fossil fuels with green hydrogen in the rotary kiln and calciner, increasing the share of alternative fuels to 50% in white clinker production.

3D Mortar project advances low-carbon construction solutions

TÜBİTAK supported Çimsa's "3D Mortar" project. The two-year project focuses on developing and commercializing an innovative concrete mortar made from waste materials, aimed at enhancing the sustainability of cement-based mortars used in 3D printing applications. By enabling the construction of more environmentally friendly and low-carbon 3D structures, the project represents a significant advancement in eco-friendly technologies.

RapiDome: 3D-Printed, Low-Carbon Housing in 48 Hours with OpaCrete

Çimsa also launched the RapiDome project. Through this project by integrating 3D printing technology with its proprietary OpaCrete white concrete, Çimsa has introduced a groundbreaking solution that significantly reduces the carbon footprint of construction. The project enables the rapid production of 3D-printed houses within 48 hours and offers strong potential for climate-resilient and post-disaster housing.

Akçansa

Akçansa's R&D and innovation agenda was aligned with its CO2 Roadmap and the Development Plan for New Low-Carbon/Low-Clinker Products.

In 2024, the company conducted research on the application of **carbon capture, utilization, and storage (CCUS) technologies** in building materials.

Akçansa also successfully completed work focused on predicting quality control parameters in cement and concrete production using advanced data analytics.

Akçansa also continues to set an example in the industry by actively supporting the circular economy through the implementation of its **Construction and Demolition**

Waste (CDW) project, which allows for the reuse of construction and demolition waste in production.

Kordsa

Scaling Recycled PET Yarn Production Across Global Facilities

In 2024, Kordsa continued to embed sustainability into its core business through advanced R&D across tire reinforcement, composite technologies, and construction solutions. The company expanded its efforts to produce PET cord fabric from recycled and bio-based materials. Following its adoption in the Indonesian factory, other facilities also began manufacturing 100% chemically recycled polyester yarn. Additionally, the factory in Brazil completed production of 100% mechanically recycled polyester yarn.

Driving Circular, Low-Carbon Material Solutions Across Mobility, Aviation, and Construction

Kordsa contributed to European Commission-supported initiatives such as WhiteCycle and EcoPlast, which focus on recycling plastic waste and advancing circularity in automotive materials. Its **solvent-based polyolefin recycling pilot line**, developed with Sabancı

R&D and Innovation

University, enables recovery of high-quality materials from challenging waste types, supporting sustainable material use.

In composites, Kordsa advanced product certifications for the aviation sector and invested in BPREG, a company specializing in natural fiber-based biocomposites. This collaboration supports lower-carbon alternatives for industries such as mobility and consumer goods.

In construction, Kordsa's **Kratos** brand continued to offer synthetic fiber reinforcements that extend the durability of concrete structures and contribute to sustainable building practices.

Brisa

Brisa leads in EV-compatible, eco-conscious, and EUDR-ready tire innovation in Türkiye

Brisa maintained its leading position in Türkiye's tire sector with TL 421.6 million in R&D investments and the launch of 148 new products in 2024. Among these was **Lassa REVOLA**, the first domestically developed electric vehicle-compatible tire. Brisa also introduced the **Ecopia**

Enliten and **Competus H/P 3 series**, designed to reduce environmental impact through lighter construction and lower rolling resistance. Brisa's response to the EU's deforestation-free regulation included developing its first EUDR-compliant tire ahead of enforcement.

Temsa

Driving Next-Gen Electric and Hydrogen Mobility Solutions from Türkiye

Temsa continued to lead in electric mobility R&D with projects covering modular battery packs, hydrogen buses, and electrified transport platforms. In 2024, the company progressed second-generation battery packs with diverse chemistries such as LFP, LFMP, and Na-Ion, using in-house developed battery management systems.

Temsa also delivered **Türkiye's first intercity hydrogen bus** in collaboration with CaetanoBus and continued to develop **E-quad micro-mobility vehicles** and **electrified refrigerated trailers** to serve sustainable cold chain logistics.

Enerjisa Üretim

Bandırma Energy Base: Hub for Renewables, Storage, and Hydrogen Innovation

In 2024, Enerjisa Üretim's Bandırma Energy Base became a key innovation hub, focusing on renewable energy efficiency and reliability, battery storage systems, hybrid energy models, and hydrogen production. Partnership projects included the Enercon-Enerjisa Wind Energy Hub with a one of the world's largest 175-meter rotor wind turbine of 6 MW capacity, a 2 MW/4 MWh battery system installation, and collaborative R&D on climate technology, renewable energy solutions, hydrogen production, energy storage and solar cells with partners such as TÜBİTAK MAM, MIT Energy Initiative, Greentown Labs, CC4E, and İYTE.

Pioneering Circular CO₂ Utilization

Enerjisa Üretim is collaborating on a project at **Tufanbeyli Lignite Plant** to capture CO₂ emissions and convert them into commercial fertilizers.

R&D and Innovation

Enerjisa Enerji

Innovating for Impact: Digital, Decentralized, and Low-Carbon Solutions

R&D and innovation remained central to Enerjisa Enerji's sustainability strategy in 2024, advancing impactful projects through its structured innovation platforms. Under **IVME**, the company developed **Werer**, an off-grid electric vehicle charging station powered by renewable energy.

Through **NAR**, Enerjisa Enerji launched **Buradayım**, a digital workforce optimization tool that improves field efficiency while reducing emissions.

Additional innovations included **Carb-Zero**, a carbon tracking and management platform and **VoVo**, a battery life optimization solution.

Akbank

Akbank continued to advance inclusive financial innovation through its intrapreneurship and open innovation platforms. The **Akbank+** program enabled employees to develop ventures full-time, with USD 1.4 million invested in three initiatives by the end of the year.

These included **Waste Log**, a digital waste management platform; **Voltla**, a navigation and payment solution for electric vehicle users; and **Metriqus**, an AI-powered analytics tool for mobile game studios.

Through **Akbank LAB**, 42 PoC studies have been conducted to date, with 21 successfully implemented. In 2024, four new PoC projects were approved. Akbank also completed the **third edition of the ReFi Türkiye program** on regenerative finance, carried out in collaboration with the Social Innovation Platform imece.

In 2024, Akbank launched the **Sustainable Supplier Financing Program** in partnership with the EBRD, offering working capital and cash incentives linked to sustainability performance. The program focused on supporting SME suppliers, particularly those in the earthquake-affected region.

Agesa

In 2024, Agesa expanded its **Barrier-Free Digital Experience** program to enhance accessibility for visually and hearing-impaired users. Voice simulation features were added to the Online Individual Internet Branch, enabling screen reader-compatible, step-by-step navigation. The company also scaled its sign language video call feature on Agesa Mobile, allowing users to

perform transactions with live guidance. Recognized with the EyeBrand certificate for inclusive service design, Agesa recorded 36 thousand average monthly simulation uses and high satisfaction scores, reinforcing its commitment to digital inclusivity.

Teknosa

In 2024, Teknosa advanced its sustainability-focused innovation agenda through **circular retail solutions and AI-powered efficiency tools**. The company expanded its **Refurbished Phone Program** to physical stores, reinforcing its commitment to electronic waste reduction and responsible consumption. It also rolled out **Bilge**, an AI-powered sales assistant deployed across all stores, which significantly reduced paper usage by replacing printed reports with real-time digital insights. Bilge analyzes sales performance on the spot and provides actionable recommendations, improving operational effectiveness and decision-making at the store level.

Digitalization for Sustainable Business Models

LEVERAGING DIGITAL CAPABILITIES TO DRIVE SUSTAINABILITY, EFFICIENCY, AND INNOVATION

At Sabancı Group, digitalization is a strategic enabler of our sustainability transformation. In 2024, we continued to expand our digital capabilities to create more connected, intelligent, and inclusive business models. These models are designed not only to increase efficiency but also to contribute directly to sustainability impact on a scale.

From energy optimization to circular business processes, digitalization is embedded into the way we decarbonize, streamline, and future-proof our operations.

Our Group-wide digital strategy focuses on building and scaling infrastructure for the connected enterprise of tomorrow.³² It includes **potential global investments in hyperscale data centers, multi-hybrid cloud services, and AI-powered platforms,** alongside digital retail, ESG data tools, and cybersecurity solutions. By combining cloud-native innovation with enterprise-grade resilience, we are enabling not just transformation but long-term value creation through sustainability-driven digital infrastructure.

In 2024, we reinforced this strategy by increasing our stake in Bulutistan to 75.5%. These investments strengthen our ability to deliver scalable and low-emission digital services while meeting data sovereignty and regulatory expectations.

In parallel, we supported the digitization of procurement, HR, and performance management systems across Group companies. These efforts resulted in measurable reductions in paper use, improved data traceability, and stronger ESG performance management.

Our commitment goes beyond internal transformation. We are building a full-stack ecosystem that links data generation, distribution, and intelligent processing. **This ecosystem supports the transition toward a low-carbon, digitally enabled economy.**

As we move forward, we will continue to deepen strategic partnerships, invest in sustainable digital innovation, and scale technology solutions across sectors and regions. Our goal is to turn electrons into data, and data into insight. This is how we are **shaping a connected future that is smart, secure, and sustainable by design.**

HIGHLIGHTS FROM SABANCI GROUP COMPANIES

SabancıDx

Scaling Sustainable Digital Infrastructure and Cloud Solutions

In 2024, SabancıDx leveraged its R&D Center to develop sustainability-driven digital solutions that enhance operational efficiency and reduce environmental impact, playing a central role in advancing digital infrastructure across the Group and beyond.

As a fast-growing hybrid cloud and managed services provider, SabancıDx scaled its operations through partnerships and platform integration. The company continued its transition into a **leading Managed Cloud Solutions Provider**, supporting over 5,000 clients with multi-hybrid cloud services. **Strategic alliances,** including with **Microsoft Azure**, enabled high-availability, low-emission infrastructure solutions aligned with green computing principles.

SabancıDx also expanded its digital product suite across procurement, HR, and performance management systems. Platforms like **PratisPro**, **HrWe**, and **Perfx**

³² For further details please refer to [Sabancı Holding 2024 Annual Report](#).

Digitalization for Sustainable Business Models

supported **transparent, paperless, and data-driven enterprise operations**. With growing adoption among Group companies and external clients, SabancıDX reinforced its role in delivering scalable, secure, and sustainable digital business models.

Teknosa

Advancing AI-Powered Retail and Sustainable Digital Operations

In 2024, Teknosa deepened its digital-first transformation by advancing AI-powered, omnichannel retail technologies. The rollout of **Bilge**, its in-store AI sales assistant, replaced printed reports with real-time insights, significantly reducing paper use and improving sales performance. The company also launched ERP and enterprise architecture transformation initiatives to optimize operations, enable agile decision-making, and enhance customer experience. These efforts contributed to greater operational efficiency and reduced environmental impact, aligning digitalization with the Group's broader sustainability goals.

Çimsa

AI-Powered Platforms Driving Efficiency and Sustainable Growth

In 2024, Çimsa advanced its digital transformation through integrated, AI-driven platforms that improved operational efficiency, traceability, and decision-making across the value chain. The **CemClone digital twin initiative** modeled plant performance using real-time data from automation systems and sensors, enabling scenario-based simulations that enhance energy efficiency and support decarbonization goals.

To optimize logistics, the company launched its **Digital Warehouse Project**, combining wearable smart gloves with an SAP-integrated warehouse management system for hands-free, real-time inventory tracking and process traceability. This improved productivity in stocking, order fulfilment, and dispatch operations.

Complementing these efforts, the **Inventory Insight & Optimization Platform** applied machine learning for demand forecasting and stock optimization, while **SpendAI** supported strategic cost management through real-time spend analytics, risk detection, and customized dashboards. These initiatives reflect Çimsa's

commitment to leveraging digitalization as a core driver of sustainable, efficient growth.

Akçansa

Scaling AI and Digital Excellence for Operational and Energy Efficiency

In 2024, Akçansa advanced its digital transformation agenda by embedding AI and data analytics into operational and planning systems. The company launched several key initiatives to improve efficiency, strengthen customer engagement, and support energy optimization. **The digiFactory platform** transitioned to a cloud-based infrastructure to enable broader internal application and commercialization. Through **the Pro-Cure AI project**, generative AI was introduced into procurement processes to streamline sourcing decisions. **The S&OP Planner** and **CRM** projects supported more integrated planning and improved customer relationship management in the ready-mix concrete business. Ongoing work on **rotary kiln optimization** aims to enhance energy efficiency and process control, aligning digital innovation with Akçansa's decarbonization goals. These efforts reflect a systematic approach to scaling internal capabilities and building a culture of digital excellence.

Digitalization for Sustainable Business Models

Kordsa

ERP and AI Drive Global Efficiency and Sustainability

In 2024, Kordsa leveraged digitalization to enhance efficiency, reduce environmental impact, and strengthen data-driven decision-making across its global operations. **The Project Janus** ERP transformation initiative standardized digital infrastructure in Türkiye, Indonesia, Thailand, and Brazil, enabling faster, more flexible production with reduced setup times. The company also integrated AI and advanced data analytics into its operations to monitor environmental performance, optimize energy use, and minimize its carbon footprint. These digital enhancements supported Kordsa’s broader sustainability strategy while reinforcing operational agility and global consistency.

Brisa

Smart Mobility and Industry 4.0 Solutions Enhance Efficiency and Resilience

In 2024, Brisa advanced its digitalization efforts to create more connected, efficient, and sustainable mobility

solutions. By combining digital platforms with its tire and fleet services, the company delivered **integrated mobility experiences** that improve performance and reduce environmental impact. Its **Digital Fleet services**, accessible via mobile application, enabled real-time tire condition monitoring to help reduce fleet fuel consumption. In manufacturing, **digital twin simulations** and **predictive maintenance** enhanced operational efficiency and energy optimization. Brisa also introduced **smart dashboards** for real-time tracking of sustainability KPIs, supporting more agile and data-driven management. In parallel, the company strengthened its **Industry 4.0** capabilities by participating in the EU’s Digital Europe cybersecurity program, reinforcing digital infrastructure and operational resilience. On the customer front, the **AI-powered Arvi Chatbot and digital tachograph integration** improved responsiveness and data precision for commercial vehicle services.

Temsa

Smart Platforms Enable Low-Emission Mobility

Temsa advanced its digital transformation by embedding **AI-supported battery management systems** and analytics into its electrification strategy.

In 2024, the company scaled **smart energy platforms** across logistics, marine, and agricultural use cases, improving performance tracking and reducing diesel dependency. The rollout of the **E-quad** electric vehicle and **modular battery technologies** reflected Temsa’s commitment to building connected, low-emission mobility systems through digital innovation.

Enerjisa Üretim

Smart and Secure Platforms Power Global Renewable Energy Management

Digitalization played a transformative role in enabling sustainable energy systems at Enerjisa Üretim and its digital spinoff, Senkron Digital.

Through Senkron Digital, Enerjisa Üretim offers its Renewable Energy Management Suite (REMS) and Cyberpact solutions to provide comprehensive renewable energy management and cybersecurity services to third parties, **managing a total capacity of 6 thousand MW across 11 countries on 4 continents.**

In 2024, Enerjisa Üretim expanded its **ONEPACT Suite** and **CYBERPACT** offerings, leveraging AI and digital tools

Digitalization for Sustainable Business Models

to enhance the efficiency, security, and resilience of its renewable energy infrastructure.

Onepact Monitor enabled 24/7 remote operations and fault detection, reducing manual labor and maximizing renewable energy output. **Onepact Predict** extended asset life through predictive maintenance, while **Onepact Feasibility** guided energy storage investments with data-driven battery analysis. Complementing these tools, **Cyberpact OT Soc** and **Cyberpact Audit** strengthened cybersecurity and compliance, safeguarding critical systems against operational disruptions. Together, these platforms reflect a comprehensive approach to smart, secure, and sustainable energy transformation.

Enerjisa Enerji

Pioneering a Responsible and Transparent AI Strategy

In 2024, digitalization became a key enabler of resilience, accessibility, and operational excellence at Enerjisa Enerji. The company formalized its AI strategy around efficiency, capability transformation, and ethical implementation. It published its first **AI Manifesto**, emphasizing a sustainable, transparent, and responsible approach to artificial intelligence.

The North Star project marked a milestone in disaster preparedness, enabling real-time tracking of power outages in disaster zones through an interactive digital platform. Drawing on remote data and field personnel updates, the tool accelerated energy restoration efforts and improved decision-making during emergencies.

Following the 2023 earthquakes, Enerjisa Enerji deployed **solar-powered trailer stations** and expanded **vehicle radio communication systems**, strengthening crisis response capacity.

Akbank

Driving Digital Banking Transformation Through Strategic Innovation

Akbank's digital infrastructure and strategic collaborations with innovation partners continued to create measurable value for its stakeholders in 2024. By accurately analyzing evolving trends and customer expectations, Akbank remained committed to delivering a seamless, simple, and practical banking experience through personalized digital solutions.

Throughout the year, the Bank ensured uninterrupted, high-quality service and achieved a **digital penetration rate of 86.79%**, while also supporting its digital

transformation journey through a comprehensive cultural transformation program.

As part of its **partnerships with FinTech companies**, Akbank provided an affordable platform for businesses aiming to operate in e-commerce through IdeaSoft, an e-commerce infrastructure provider offering web and mobile-based software solutions. In addition, Akbank offered a comprehensive financial support package tailored for SMEs, including business credit cards with exclusive promotional campaigns, working capital loans, and virtual POS services.

To address the risks associated with cash handling in second-hand vehicle transactions, Akbank implemented its **"Secure Payment System"**, which ensures that the transfer of the sale amount occurs securely and simultaneously with the vehicle registration process.

Furthermore, to enhance customer experience and reduce the operational workload for its employees, Akbank expanded its **Robotic Process Automation (RPA) initiatives**, which began in 2018. In 2024, the Bank deployed approximately 23 virtual colleagues across various business lines including ATMs, POS, merchants, credit cards, money transfers, insurance, and internal control systems.

Digitalization for Sustainable Business Models

Aksigorta

Digital Innovation in Insurance and Cybersecurity

In 2024, Aksigorta advanced its sustainability agenda through digital innovation in insurance and cybersecurity. The company's **Digital Security Platform** emerged as a flagship initiative, helping raise awareness and preparedness across society for future digital risks. By recognizing data as a vital asset, Aksigorta prioritized investments in cybersecurity, AI, advanced analytics, and blockchain, reinforcing both operational resilience and customer trust.

Internally, Aksigorta continued to scale **paperless insurance issuance** and **online expertise applications**, reducing resource use while enhancing service speed and transparency.

Agesa

End-to-End Digital Pension and Communication Solutions

In 2024, Agesa scaled digital transformation to enhance customer experience, operational efficiency, and environmental sustainability. Through its **BES2Bİ'Tikla** project, the company fully digitized private pension application processes. By eliminating face-to-face paperwork, Agesa reduced average application time from 55 minutes to just 12 minutes. The digital system also delivered a 35% gain in software development cycle efficiency and substantial cost savings, while receiving over 91% satisfaction in field surveys.

With the **DeliverX** project, Agesa replaced physical mailings with digital communications, reducing shipment volumes and enabling real-time status tracking via a newly scalable, Kafka-based infrastructure. The transition reduced server load by 1 terabyte, cut complaint-related workload by 95%.

Environmental Investments and Expenditures

At Sabancı Group, we categorize our environmental expenditures in two distinct groups: those mandated by regulatory requirements, and those that go beyond compliance, reflecting our proactive environmental stewardship.

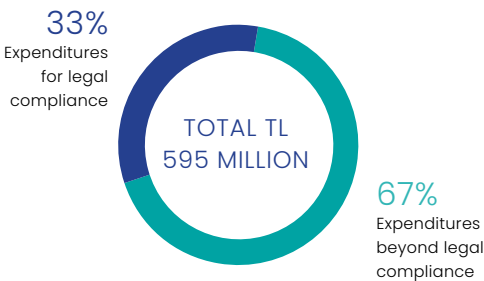
In 2024, total environmental expenditures by Group companies exceeded TL 595 billion, with 67% allocated to voluntary efforts that go beyond regulatory compliance.

We also continued to advance **environmental investments in our strategic growth areas**, which approached TL 4.2 billion in 2024. These investments are monitored under three core categories, each reflecting a different dimension of our contribution to sustainable development.

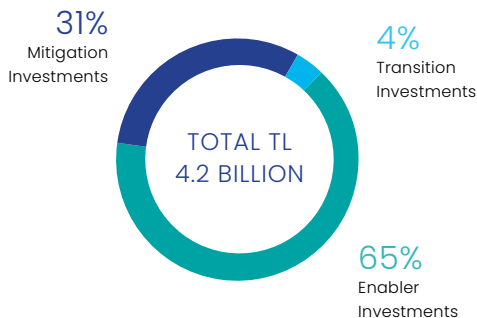
In 2024, the largest share of our environmental investment portfolio fell under the enabler category, accounting for 65% of the total.

This reflects our continued emphasis on long-term value creation, resilience, and alignment with our Nature Agenda.

Breakdown of Environmental Expenditures³³ (2024) ✓



Environmental Investments in Our Growth Areas³⁴ (2024) ✓



1.Mitigation Investments: These include projects that significantly reduce resource consumption or greenhouse gas emissions and have a direct positive impact on sustainability.

2.Transition Investments: Covering resource and/or carbon-intensive activities that represent a shift toward more sustainable solutions. Examples include cement products utilizing alternative fuels or raw materials.

3.Enabler Investments: These are investments that, while not directly reducing emissions or resource use, enable decarbonization or sustainability in adjacent industries through supporting infrastructure or inputs.

33 Usually refers to operational expenses (OpEx) or capital expenditures (CapEx), such as the purchase of energy efficiency equipment or modernization. It is aimed at making existing activities more sustainable. Routine maintenance-repair, environmental measurement, etc. expenses are not included. It expresses expenditures that result in reduction in raw materials, waste or GHG emissions. 34 Usually refers to capital expenditures (CapEx). Growth investments in Sabancı Holding's core business areas are included in this category. This includes the relevant M&A activities.

SDG-Linked Products and Services

At Sabancı Holding, our commitment to transforming our portfolio towards sustainable business models is embedded in our strategic approach, with a strong emphasis on decarbonization across diverse industries, strengthen positive impact, and invest in the industries of the future.

As part of this transformation, we invest in SDG-linked products and services that help accelerate the shift

towards low-carbon operations within a diversified portfolio. These efforts are aligned with our principles of responsible business and sustainability.

We track and evaluate products and services that contribute to reducing resource consumption and greenhouse gas emissions, enable the transition to cleaner technologies, support their implementation, and generate positive social outcomes.

To guide investment decisions in SDG-linked economic activities, we promote a shift in mindset across all Sabancı Group companies. At the same time, we regulate and monitor SDG-linked products and services through an internal classification system grounded in global standards and best practices.

This approach supports our ongoing transformation into a more sustainable portfolio and strengthens our role as a catalyst for positive change.

We are embedding a Group-wide mindset and monitoring SDG-linked products and services across four key categories:

MITIGATION

Includes products and services that directly reduce environmental resource use and greenhouse gas emissions.

Examples:
Energy: Green tariffs, renewable energy generation and sales
Financial services: Green loans and/or sustainability-linked funds directed toward low-carbon economy and climate-positive investments
Mobility: Electric vehicles and low-emission transport

TRANSITION

Covers resource- and/or carbon-intensive products and services that are aligned with a shift toward more sustainable technologies.

Examples:
Materials: Cement products with lower clinker ratios and extended lifecycle performance

ENABLER

Refers to solutions that support customers’ environmental goals or act as inputs for sustainable industries.

Examples:
Energy: E-mobility charging infrastructure
Retail and technology: In-store electronics repair services to extend product life
Mobility & materials: Lightweight components and battery solutions that lower end-user emissions

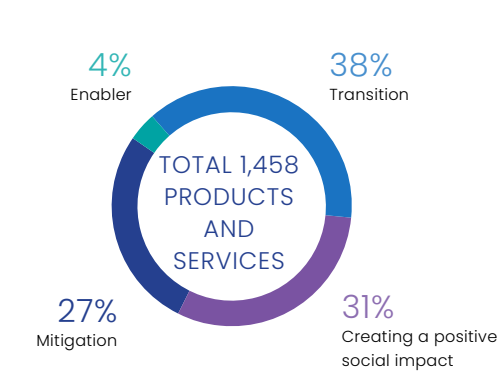
CREATING A POSITIVE SOCIAL IMPACT

Includes products and services that improve access, safety, and well-being in underserved communities.

Examples:
Energy: Distributed energy solutions for critical facilities and regions with limited grid access

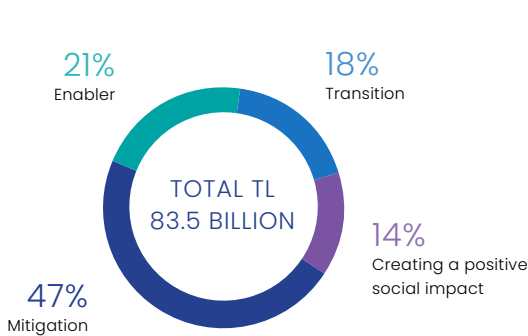
SDG-Linked Products and Services

Category Breakdown of SDG-Linked Products and Services ✓



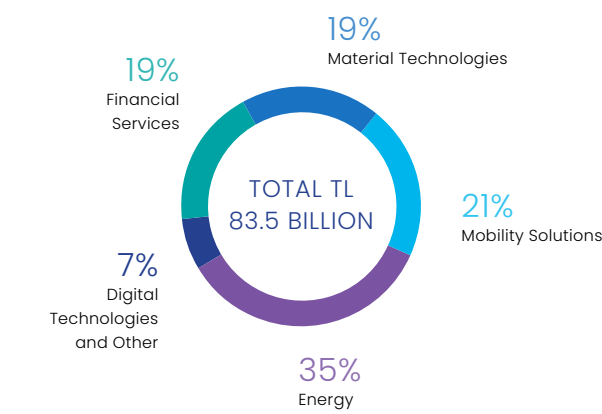
The total number of SDG-linked products and services in our Group reached 1,458 in 2024.

Distribution of SDG-Linked Revenues ✓



The revenues from SDG-linked products and services amounted to TL 83.5 billion.

Sectoral Breakdown of SDG-Linked Product and Service Revenues³⁵ ✓



The largest revenue stream was generated through the mitigation category, with energy companies leading in SDG-linked revenues by sector.

³⁵ Akbank is not included. Akbank's performance regarding its sustainable business model is monitored under the Sustainable Finance heading.

SDG-Linked Products and Services

HIGHLIGHTS FROM SABANCI GROUP COMPANIES

Akbank

Market-Leading SDG-Linked Finance Portfolio Accelerates Türkiye's Green and Inclusive Transition

Akbank contributes to sustainable development through a growing portfolio of financial products and services that deliver measurable environmental and social value. The bank actively channels capital toward low-carbon and inclusive economic activities, offering a robust suite of SDG-linked products across **climate mitigation, climate adaptation, and climate transition** finance categories.

In climate mitigation, Akbank provides products such as rooftop solar panel investment loans, environmentally friendly vehicle loans, and **EcoLease by AkLease—Türkiye's first and only sustainable lease offering**, designed to accelerate investments in renewable energy and clean transportation. For climate adaptation, the bank offers agricultural loans, sustainable water and waste management loans, and EcoLease solutions that support resilience across supply chains and food systems.

Akbank's climate transition finance offering includes the **SME Eco Transformation Package, Türkiye's first and only comprehensive green credit bundle tailored for SMEs**. This package supports investments in energy efficiency, clean transportation, waste management, water systems, and sustainable agriculture. The bank also supports blue economy initiatives through its **Blue Finance Package, Türkiye's only product set for blue port, blue sea transport, and blue tourism investments**.

To further scale its impact, Akbank integrates sustainability-linked supply chain finance, direct debit systems, and a sustainable foreign trade system into its product architecture. These solutions are strategically designed to address transition risks in carbon-intensive sectors while contributing to SDGs such as affordable clean energy, sustainable cities, responsible production, and climate action. Akbank's SDG-linked offerings represent a comprehensive, market-leading approach to financing Türkiye's transition to a greener and more inclusive economy.

Aksigorta

Sustainability-Linked Insurance Backed by Strong Governance

In 2024, Aksigorta advanced its efforts to align insurance products with sustainability objectives, guided by its Sustainability Committee and a dedicated Sustainable Product and Service Working Group. These structures work collaboratively to inform product design, raise internal awareness, and embed sustainability features into offerings across the value chain.

The company places particular emphasis on helping customers manage environmental and social risks through insurance solutions that offer protective coverage in the face of climate-related, operational, and social challenges. Educational materials and internal communication initiatives have been developed to strengthen the sales team's understanding of these features and improve customer engagement.

Looking ahead, Aksigorta aims to expand the share of sustainability-linked products in its overall portfolio while continuing to focus on solutions that generate positive environmental and social outcomes. This direction reflects the company's broader ambition to serve as a catalyst for sustainable transformation within the insurance sector.

SDG-Linked Products and Services

Agesa

Inclusive Financial Protection and Literacy Initiatives

Agesa enhanced the inclusivity of its **Kredim Gvende** credit-related product by expanding the eligible age range for critical illness coverage and increasing coverage limits, thereby making financial protection more accessible to a broader customer base.

In parallel, the company launched a proactive engagement program targeting paused customers and introduced the **Financial Therapy** initiative to support financial literacy and behavioral change. Delivered through a dedicated YouTube video series, this program reflects Agesa's commitment to empowering individuals on their journey toward financial well-being.

By integrating digital accessibility, proactive customer engagement, and socially inclusive product offerings, Agesa continues to position its insurance and pension solutions as effective tools for promoting sustainable living.

Brisa

Mobility Transformation Through Smart and Sustainable Solutions

Brisa continues to position sustainability as a core driver of innovation across its mobility solutions, aligning its products and services with the UN Sustainable Development Goals. In 2024, the company advanced its SDG-linked strategy under three transformation dimensions: **Transition to a Low-Carbon Economy**, **Low-Touch Economy**, and **Cultural and Social Transformation**. This multidimensional approach guides Brisa's development of offerings that contribute to environmental efficiency, safer mobility, and inclusive access.

Brisa's product portfolio incorporates a wide range of smart and sustainable tire solutions, including **fuel-efficient and sensor-enabled tires** that reduce emissions and improve road safety. These innovations support customers in lowering their carbon footprint, particularly in commercial transport fleets, and contribute to a more sustainable mobility ecosystem.

With operations aligned to 10 of the 17 UN SDGs, Brisa integrates risk assessment and scenario analysis into its product development process to proactively address emerging sustainability challenges. The company's activities span beyond product design, encompassing value chain engagement, customer education, and digital service platforms that enable better performance monitoring and lifecycle management.

Temsa

Leading Clean Mobility with Zero-Emission Buses and Hydrogen Innovation

Temsa continues to lead the transformation toward sustainable transportation with one of the most comprehensive zero-emission bus portfolios in Europe. As of 2024, the company offers a wide range of fully electric and hydrogen-powered vehicles, serving urban, intercity, and long-distance markets across global geographies.

A key highlight in 2024 was the advancement of the **HD12 Fuel Cell coach**, co-developed with CaetanoBus and Toyota. This long-range hydrogen bus is designed to meet next-generation safety and performance standards and is expected to support the decarbonization of intercity travel.

Temsa's clean vehicle lineup includes models such as the **LD SB E**, promoted as Europe's first electric intercity bus, and the **Avenue Electron**, which has earned Environmental Product Declaration (EPD) certification, positioning Temsa among a select group of global manufacturers committed to product transparency and lifecycle sustainability.

SDG-Linked Products and Services

The company continues to prioritize R&D investments focused on sustainability and clean mobility technologies. In 2024, it recorded strong international performance and marked a milestone year in terms of commercial scale and global market expansion.

Enerjisa Enerji

Enabling 360° Energy Transformation Through Integrated Low-Carbon Solutions

Enerjisa Enerji contributes to the UN SDGs by delivering integrated, customer-centric solutions that support the transition to a low-carbon, resource-efficient energy ecosystem. Operating as a 360-degree energy transformation partner, the company offers SDG-linked products and services that address environmental challenges, energy access, and economic resilience.

Through its **“Energy of My Business”** platform, Enerjisa Enerji enables customers to reduce their environmental impact and optimize energy use by offering tailored **renewable energy installations, energy efficiency projects, and smart energy management systems**. These solutions are designed to accelerate the decarbonization of commercial and industrial operations.

The company also supports customers in demonstrating environmental responsibility through instruments such as I-REC and Carbon Reduction Certificates, helping them meet global disclosure standards and carbon reporting obligations.

In the realm of sustainable mobility, Enerjisa Enerji leads the expansion of EV charging infrastructure through its **Eşarj** network, while also investing in **electricity storage systems, smart home technologies, and consumer-driven electricity generation**. These offerings empower individuals and businesses to take an active role in the energy transition.

Enerjisa Üretim

Advancing Türkiye’s Energy Transition Through Scalable Renewable Investments

Enerjisa Üretim continues to strengthen its role in Türkiye’s energy transition by expanding its renewable energy portfolio and reducing the carbon intensity of its electricity generation. As of the end of 2024, approximately 48% of its total installed capacity comes from renewable sources including **hydro, wind, and solar**.

Through large-scale investments like the YEKA-2 and YEKA RES-2024 projects, Enerjisa Üretim is contributing to one of Türkiye’s most ambitious renewable energy programs. These projects form a strategic pillar of the company’s climate mitigation efforts, while also supporting national energy security through the utilization of domestic and sustainable resources.

In line with its long-term decarbonization vision, **Enerjisa Üretim aims to expand its installed capacity significantly by 2028**. Future investments will continue to focus on high-efficiency, flexible generation technologies and maximizing the use of renewable energy for a low carbon, sustainable energy future.

Akçansa

Transforming Cement and Concrete with Certified Low-Carbon Solutions

Akçansa contributes to the UN SDGs by transforming its product portfolio through low-carbon cement and concrete solutions. The company structures its sustainability offering under the **“Green Formulation”** platform, which categorizes products into **“Green For Cement”** and **“Green For Concrete”**. This product framework aligns with the transition to climate-resilient infrastructure and more responsible production practices.

SDG-Linked Products and Services

Under “Green For Cement”, Akçansa offers low carbon cement (**Actioncem**), durable cement (**Duocem**), and environmentally resistant cement (**Solidcem**). In the “Green For Concrete” category, products like **Ecocrete** represent next-generation ready-mix concretes designed to minimize lifecycle emissions. Additional specialty concretes—including **Performix**, **Solidmix**, **Hidromix**, **A+Beton**, **100+Beton**, **Yolbeton**, and **TunnelMix**—offer tailored sustainability benefits across a range of infrastructure applications.

Akçansa obtained green cement certification for its Büyükçekmece, Ladik, and Çanakkale plants under Türkiye’s new regulation promoting low-emission materials in public procurement. Akçansa reaffirmed its goal to make all cement and concrete products sustainable by 2030.

Çimsa

Leading Low-Carbon Cement Innovation with the Green Wave Program

Çimsa continues to drive the transformation from grey to green in the cement industry by advancing its portfolio of low-carbon, value-added products.

In 2024, the company redefined its sustainable product framework by classifying cement types with clinker content below 80% as sustainable, in line with the EU Taxonomy and global standards.

Through its flagship “**Green Wave**” program, Çimsa consolidated its environmentally friendly next-generation cement offerings under a single platform, expanding its low-carbon portfolio and strengthening market leadership. Developed through detailed market analysis and the expertise of its R&D center, Çimsa’s **CEM II** product line responds to rising demand for technically robust, low-emission cement alternatives.

In anticipation of Türkiye’s new green cement regulation, the company organized a dedicated customer webinar to explain the expected clinker thresholds in public procurement and its own readiness to meet these requirements. This proactive engagement reinforces Çimsa’s role as a strategic enabler of low-carbon transformation in the construction sector.



[For the Sabancı Group facilities certified with ISO 9000, please read the ISO Certifications Document available at the Download Center section of the Report’s website.](#)

Kordsa

Advancing Material Innovation for Low-Emission and Circular Solutions

In 2024, Kordsa continued to expand its portfolio of SDG-linked technologies designed to reduce emissions, improve efficiency, and support a circular economy. Its **tire reinforcement products** are engineered to lower rolling resistance and reduce fuel consumption, while **advanced composite materials** enable the production of lighter vehicles that consume less energy. In construction, Kordsa’s reinforcement solutions contribute to the durability and sustainability of critical infrastructure.

The company also advanced the use of **compounding products** that support lower-emission manufacturing, demonstrating a strong link between material innovation and environmental performance. These offerings reflect Kordsa’s integrated approach to product sustainability, driven by R&D and informed by its commitment to responsible industry transformation.

Sustainable Finance

Mobilizing Sustainable Finance to Accelerate Climate and Impact-Driven Growth

At Sabancı Holding, we recognize sustainable finance as a strategic enabler that mobilizes capital toward climate action, nature preservation, and social impact.

In 2024, our Group companies in the financial services and banking sector continued to expand their sustainable finance product and services, advancing solutions aligned with responsible banking and insurance principles. At the same time, other Group companies across industries accessed green and sustainability-linked financing instruments to support low-carbon investments, improve financing terms, and enhance their resilience to emerging environmental and social risks.

We also leveraged international mechanisms to accelerate our global sustainability investments. Sabancı Climate Ventures secured **USD 184 million in tax equity financing for the Cutlass Solar II Project**, a 272 MW solar energy investment in the United States. This milestone marked a significant step in scaling our renewable energy portfolio and demonstrated our ability to mobilize financial capital for impactful, future-shaping projects.

The following highlights present how Sabancı Group companies are integrating sustainable finance into their operations, investments, and long-term strategies, reinforcing our collective transition toward a just, low-carbon economy.

HIGHLIGHTS FROM SABANCI GROUP COMPANIES

Akbank

Leading Türkiye's Sustainable Finance Transition with Impact and Innovation

Akbank continues to lead sustainable finance efforts in Türkiye, aligning its lending and investment activities with a long-term commitment to climate action and inclusive economic growth.

By the end of 2023, the bank reached its initial sustainable finance target of TL 200 billion and subsequently increased this goal to TL 800 billion by 2030, reflecting its strengthened ambition.

In 2024, Akbank provided TL 190 billion in sustainable financing, bringing its cumulative contribution to TL 416 billion since 2021. This includes innovative instruments such as green trade finance, supplier financing,

and ESG-linked loans that empower clients on their sustainability journeys. The bank also issued a **USD 500 million sustainability bond**, completed **two syndicated sustainability loans totaling USD 1.35 billion**, and expanded its product range to include **Türkiye's first global sustainable foreign trade financing**, developed in cooperation with a major European bank.

Sustainability-themed funds under Ak Asset Management reached TL 13.6 billion in assets under management, with 402 thousand investors — a 132% increase year to date.

The share of sustainability-linked transactions in Akbank's total wholesale funding reached 69%, further advancing its **goal of achieving 100% sustainability in wholesale funding by 2030**.

To support investor access to ESG opportunities, Akbank launched **iyigelecegeyatirim.com**, a platform guiding capital toward companies with positive environmental and social impact. The bank's leadership was recognized with two international awards in 2024: **the Platinum Award for "Social Bond of the Year"** at the Global SME Finance Awards and the **"Best Bank for Social Bonds"** in Central and Eastern Europe at the Sustainable Finance Awards.

Sustainable Finance

Akbank's sustainable finance approach is governed by its published **Sustainable Finance Framework and Environmental and Social Risk Framework**, ensuring alignment with international best practices.

The bank's Net Zero Strategy, which includes interim 2030 targets and a coal phase-out by 2040, further reinforces its role in enabling a just and inclusive transition.

Aksigorta

Aksigorta integrates sustainability into its financial operations by prioritizing investments that support environmental and social impact. In 2024, sustainable and green investment instruments were given increased weight in the company's fund management decisions, reflecting its intent to align financial returns with long-term sustainability goals.

The company emphasizes the role of insurance providers in facilitating the green transformation through innovative products and responsible investment practices. By embedding ESG criteria into its investment approach, Aksigorta supports a more resilient financial ecosystem while advancing the broader transition toward a sustainable economy.

Agesa

Empowering Sustainable Savings: Agesa Sustainability Fund

Agesa contributes to sustainable finance through long-term savings instruments that align individual investment goals with environmental and social impact. A key milestone is the **Sustainability Fund**, launched in 2021 to provide private pension participants with a vehicle that channels capital toward companies demonstrating strong ESG performance.

The fund invests at least **80% of its portfolio in sustainability-focused equities**, including companies listed on the BIST Sustainability Index, international sustainability indices, and exchange-traded funds tracking ESG benchmarks. Through this offering, Agesa empowers customers to make purposeful investment choices while supporting the growth of a sustainable capital market in Türkiye and beyond.

Brisa

Integrating Lifecycle Risk Perspective for Sustainable Growth

Brisa integrates sustainability into its financial strategy by closely managing environmental and social risks across its operations and value chain. The company adopts a lifecycle risk perspective, addressing not only economic parameters but also environmental and social dimensions in its financing and planning decisions.

In 2024, Brisa secured a **USD 100 million sustainability-linked loan from the European Bank for Reconstruction and Development (EBRD)**, marking a significant milestone in its sustainable finance journey. This transaction was recognized with the **"IFI Loan Deal of the Year"** award at the Global Banking & Markets: CEE, CIS & Türkiye Awards 2024.

Enerjisa Enerji

Integrating Green and Sustainability-Linked Frameworks into Business Strategy

Enerjisa Enerji has strengthened its sustainable finance strategy by establishing formal frameworks that integrate environmental and social performance into funding activities. In July 2023, the company published its inaugural **Green Finance Framework**, designed to support financing for renewable energy, energy

Sustainable Finance

efficiency, clean transportation, and innovation in sustainability-focused technologies.

Building on this foundation, Enerjisa developed a **Sustainability-Linked Financing Framework**, aligning its business strategy with funding practices through measurable performance targets. This framework enables the company to issue sustainability-linked bonds and loans in accordance with the [ICMA Sustainability-Linked Bond Principles](#) and [LMA Sustainability-Linked Loan Principles](#).

Enerjisa Üretim

Advancing Türkiye's Clean Energy Transition with IFC-Aligned Project Finance Loan

In 2024, Enerjisa Üretim advanced its sustainable finance strategy by securing a **USD 1 billion project finance loan for the 750 MW portfolio** awarded under the YEKA RES-2 wind power tender. This financing was structured in line with the **IFC Performance Standards**, demonstrating the company's strong alignment with international environmental and social risk management frameworks.

As part of the financing process, the company conducted comprehensive environmental and social impact assessments and embedded safeguards throughout the project lifecycle. This included **biodiversity protection, land acquisition and resettlement standards, cultural heritage assessments, and labor rights compliance**, ensuring that all sub-projects meet rigorous sustainability criteria.

By aligning its renewable energy investments with international sustainability standards, Enerjisa Üretim continues to strengthen its leadership in Türkiye's clean energy transition while enhancing its ability to attract ESG-aligned capital from global financial markets.

Akçansa

Akçansa is enhancing its sustainable finance strategy to support its low-carbon transition and long-term investment goals. In 2024, the company expanded its strategic focus to include Sustainability-Linked Finance and Reporting, integrating these areas into its updated 2030 sustainability targets.

Çimsa

Pioneering Green Finance in Cement with EBRD and IFC-Backed Loans

Çimsa views sustainable finance as a strategic tool to accelerate its low-carbon transition and align capital allocation with long-term environmental goals. In 2024, the company entered into two landmark loan agreements with international financial institutions, following rigorous due diligence processes that validated the strength of its sustainability strategy.

The company secured **EUR 25 million in financing from the EBRD** and **USD 70 million from the IFC**. These agreements marked **a first for Türkiye's cement industry** and positioned Çimsa as a pioneer in green finance for the sector.

To formalize its approach, Çimsa published a **Green Finance Framework** in 2024. The framework outlines eligible project categories and guides the issuance of green financial instruments in support of the company's sustainability-linked 2030 targets. By integrating financial discipline with its sustainability roadmap, Çimsa is strengthening investor confidence and supporting the long-term decarbonization of its operations.

Transforming Our Portfolio

Refining Vision for Scalable Growth

*Just as an **optical lens** gathers and concentrates light to reveal clarity and **amplify energy**, Sabancı Holding sharpens its focus to **magnify the long-term value** of its investments. Our portfolio transformation is driven by **strategic foresight** and **precision**, ensuring that every capital allocation strengthens our position in the **industries of the future**. Rooted in **sustainability** and **focused on scalable growth**, we invest in new growth platforms with an emphasis on **energy and climate technologies**, **material technologies**, **mobility solutions** and **digital technologies**. Pursuing our path of innovation, resilience, and **global expansion**, we identify businesses that are **built to thrive**.*

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Investing in New Growth Platforms

TRANSFORMING OUR PORTFOLIO FOR SCALABLE, SUSTAINABLE GROWTH

At Sabancı Group, we are strengthening our global presence by driving transformation toward a sustainable future and creating long-term value for our stakeholders. In 2024, we advanced our portfolio transformation through a strategic and disciplined capital allocation framework — reinforcing our core businesses while expanding into new growth platforms. These platforms, including energy and climate technologies, material technologies, mobility solutions, and digital technologies, are selected based on their alignment with our strategic direction and sustainability priorities.

This evolution is grounded in our strong financial foundation and robust governance model. Together, they provide the clarity, agility, opportunity-focus, operational efficiency, and resilience needed to deliver meaningful impact.

DRIVING FUTURE GROWTH THROUGH STRATEGIC INVESTMENT AND INTERCONNECTED TRANSITION

We look ahead and seize new opportunities aligned with our sustainability goals. Across our M&A and corporate venture capital activities, we apply a structured evaluation process that prioritizes scalability, strategic fit, and alignment with our sustainability agenda. We focus on capturing

opportunities in disruptive technologies with long-term growth potential. These governance mechanisms ensure that new investments not only support growth but also enhance portfolio resilience and risk diversification.

More than reacting to global trends, we are proactively investing in areas where Sabancı Group can lead — leveraging our industrial capabilities, cross-sectoral expertise, and ecosystem reach. We continue to cultivate partnerships with startups, technology developers, and strategic players to strengthen our innovation capacity and gain early access to future markets.

As Sabancı Group, we began tracking SDG-linked activities in 2022. In 2024, we allocated TL 6.5 billion to investments in these areas, reinforcing our commitment to aligning long-term financial performance with social and environmental impact.

LEADING STRATEGIC TRANSITIONS

We are investing in new growth platforms and accelerating solutions across four strategic pathways:

Materials Transition

Enabling low-carbon, lightweight, and circular material systems through next-generation production and sustainable design.

This transition supports the decarbonization of the built environment and industrial ecosystems, creating material technologies that reduce resource use while enhancing performance and sustainability.

Mobility Transition

Advancing electrification, e-mobility, connected technologies, and smart infrastructure to shape sustainable mobility ecosystems.

We aim to become a frontier of Net Zero and nature-positive transformation in mobility by decoupling growth from material and energy intensity.

Energy Transition

Scaling renewable energy, storage, carbon capture, and hydrogen solutions to accelerate clean energy transformation.

We are committed to powering additional energy demand without CO₂ emissions or negative impacts on nature, enabling the decarbonization of both the physical and digital economies.

Digital Transition

Accelerating data-driven transformation across energy, mobility, finance, and industry through AI, advanced analytics, and next-generation digital infrastructure.

Digital technologies are key to delivering faster and more effective solutions for sustainable development.

Investing in New Growth Platforms

MATERIALS TRANSITION

Enabling low-carbon, lightweight, and circular material systems through next-generation production and sustainable design



Sustainable Building Materials

Supports decarbonization of the built environment through next-generation construction solutions.

Examples: Low-carbon, sustainable cement and concrete products by Çimsa and Akçansa (e.g., Ecoshine, Ecofort, Green for Cement/Concrete); Kratos synthetic fiber reinforcements for durable concrete, Çimsa's acquisition of Mannok



Lightweight & High-Performance Materials

Delivers material innovations that reduce weight, enhance durability, and improve energy efficiency across sectors.

Examples: Exenco engineering plastics and bio-based composites by Kordsa for mobility, electronics, and aerospace



3D Printing & Smart Construction Technologies

Drives low-carbon, rapid-build, and digitally enabled construction innovation.

Examples: Çimsa's OpaCrete-based RapiDome housing system, TÜBİTAK-supported 3D mortar, and digital twin integration



Sustainable Chemicals

Accelerates the shift to eco-conscious chemicals and polymers for mobility and manufacturing.

Examples: Kordsa's REV brand, recycled polyester yarns, hybrid cords, and green bonding resins for EV and tire sustainability



Circular Materials & Systems

Enables circular value chains through industrial-scale reuse, recycling, and certified sustainable sourcing.

Examples: Brisa's tire retreading network, advanced recycling pilots with C2CA and FenX, and ISCC+ certified operations across Kordsa, including recycled polyester yarns and sustainable nylon alternatives

Investing in New Growth Platforms

MOBILITY TRANSITION

Advancing electrification, e-mobility, connected technologies, and smart infrastructure to shape sustainable mobility ecosystems



E-Mobility

Covers vehicle-level electrification and associated product innovations supporting clean transport.

Examples: Temsa's electric and hydrogen buses; Brisa's EV-compatible tires



Telematics & IoT 4.0

Highlights advanced connected fleet intelligence and smart vehicle systems.

Examples: Arvento's BLE sensors, vehicle tracking, and predictive fleet analytics supporting over 830 thousand connected vehicles



Autonomous Vehicle R&D

Early-stage autonomous development with multi-sensor perception architecture.

Examples: Temsa MD9 electriCITY prototype equipped with LIDAR and advanced driving systems



Electrification of Transport & Systems

Focuses on electrified subsystems and multi-sector battery integration beyond standard EVs.

Examples: Temsa's modular battery packs for marine vessels, tractors, and off-grid logistics



Connected Vehicle Technologies

Focuses on the infrastructure and software layer that enables vehicle interconnectivity and data exchange (V2X, telemetry).

Examples: Digital mobility integration and real-time data capabilities across Brisa and Arvento



Smart Mobility Infrastructure

Captures the physical and service infrastructure enabling mobility adoption and scalability.

Examples: Brisa's EV charging stations across 36 cities and fast-fit service networks, including Otopratik and Propratik



Micromobility & Urban Logistics

Reflects compact, last-mile mobility innovation and city logistics.

Examples: Temsa's eQuad electric cargo vehicle developed with Fernhay

Investing in New Growth Platforms

ENERGY TRANSITION

Scaling renewable energy, storage, carbon capture, and hydrogen solutions to accelerate clean energy transformation



Renewables

Reflects Sabancı Group's strategic scaling of renewable capacity across Türkiye and global markets.

Examples: Enerjisa Üretim's 3.9 GW portfolio and YEKA-2 wind expansion (1 GW); Sabancı Renewables' solar plants in the U.S.



Carbon Capture

Supports Sabancı Group's ambition to pioneer industrial decarbonization and circular CO₂ utilization in Türkiye's energy sector.

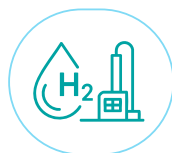
Examples: Enerjisa Üretim's CO₂-to-fertilizer conversion at Tufanbeyli Lignite Plant



Energy Digitalization

Drives smart optimization, emissions tracking, and cybersecurity across distributed energy operations.

Examples: Senkron.Energy's REMS and Cyberpact platforms; AI-powered asset management by Sabancı Renewables



Green Hydrogen

Reflects Sabancı Group's multi-sectoral commitment to green hydrogen as a next-generation clean energy and mobility solution.

Examples: Enerjisa Üretim's hydrogen R&D at Bandırma; Temsa's intercity hydrogen bus; Çimsa's hydrogen rotary kiln; Sabancı Renewables' solar-to-hydrogen potential



Battery Energy Storage Systems (BESS)

Enables grid reliability, flexibility, and renewable integration through advanced energy storage.

Examples: Enerjisa Üretim's 2 MW/4 MWh storage project and U.S. BESS integration plan by Sabancı Renewables (Cutlass-II, Oriana)



Electrification of Operations

Showcases low-carbon innovation by replacing diesel vehicles with electric alternatives and integrating electrification into heavy industrial operations.

Examples: Enerjisa Üretim's electric mining fleet at Tufanbeyli with remote-controlled and renewable-powered systems



Grid Modernization & E-Mobility Services

Supports the electrification of transport and decentralized energy systems through infrastructure upgrades and digital grid solutions.

Examples: Enerjisa Enerji's resilient infrastructure across 81 cities serving 22 million people, investments in grid capacity, smart distribution, and Türkiye's largest fast charging network via Eşarj

Investing in New Growth Platforms

DIGITAL TRANSITION

Accelerating data-driven transformation across energy, mobility, finance, and industry through AI, advanced analytics, and next-generation digital infrastructure



AI-Powered Optimization & Climate Tech

Supports smarter energy and sustainability management through advanced analytics and decision tools.

Examples: Sabancı Renewables' AI-driven asset management; Senkron.Energy's REMS and Cyberpact platforms; VC investments in AiDash and Pulsora, and other climate tech firms



Industry 4.0 & Smart Operations

Drives operational efficiency and smart asset management through industrial digitalization.

Examples: Akçansa's predictive cement quality analytics; Teknosa's AI-powered sales assistant Bilge; Arvento's telematics and BLE-based fleet solutions



Cybersecurity & Digital Resilience

Strengthens cyber readiness and resilience in mission-critical digital systems.

Examples: Cyberpact by Senkron.Energy; digital risk monitoring across energy and critical infrastructure



Cloud Infrastructure Services

Enables enterprise cloud transformation through scalable, secure, and flexible infrastructure.

Examples: SabancıDX's multi-hybrid cloud offerings in partnership with Microsoft Azure; Bulutistan's domestic and regional market expansion



Hyperscale Data Centers

Reflects Sabancı Group's ambition to meet rising data and compute needs with future-ready digital capabilities.

Examples: Exploring potential next-generation data center platforms to support AI-driven workloads and infrastructure scale-up

Energy and Climate Technologies

Sabancı Group holds a leading position in the Turkish energy market, operating across all private-sector segments of the electricity value chain, including distribution, retail, generation, and trade.

In 2024, we strengthened our renewable energy portfolio, adapted to both local and global developments, and accelerated the energy transition.

Enerjisa Enerji, our leading electricity distribution and retail company, serves **22 million people**, representing approximately a quarter of Türkiye's population across three regions and 14 cities, including six metropolitan areas.

Through strategic investments, Enerjisa Enerji enhanced **grid capacity and resilience**, ensuring reliable energy supply and strengthening its portfolio of business-to-customer solutions in **energy efficiency, distributed generation, and e-mobility**.

Additionally, Enerjisa Enerji holds **SPP with battery storage pre-licenses**, reinforcing its future capabilities in distributed generation.

Eşarj, Enerjisa Enerji's subsidiary, operates **Türkiye's largest fast charging network**, which expanded to **2,563 sockets across 1,508 stations in all 81 cities**, maintaining market leadership in fast DC charging.

Enerjisa Üretim, our energy generation and trading company, expanded its generation portfolio to exceed **3,872 MW**, covering five different technologies.

The company's high availability performance and diversified portfolio provide a strategic advantage to capitalize on market opportunities while mitigating risk.

In line with its **2040 Net Zero target³⁶**, Enerjisa Üretim launched a landmark **electrification project at the Tufanbeyli mining field**, replacing diesel vehicles with electric ones, integrating renewable energy storage systems, and implementing autonomous, remote-

controlled operations. This project serves as a model for **sustainable and decarbonized lignite extraction**, prioritizing a just-transition for all stakeholders.

Major investments in renewables continued in 2024, including the **1,000 MW YEKA-2 wind project**, one of Europe's largest, scheduled for completion by 2026. Enerjisa Üretim also secured two significant wins in the **YEKA WPP-2024 tender: Edirne WPP (410 MW)** and **Balkaya WPP (340 MW)**. Financing efforts included a USD 1 billion loan for 750 MW of YEKA-2, with ongoing arrangements for the remaining 250 MW.

Enerjisa Üretim continues to grow in **international energy trading and digital services**, reaching a trading volume of **71 TWh in 2024**, with plans to expand into new markets.

Through its digital subsidiary **Senkron Energy Digital Services (Senkron.Energy)**, it delivers innovative platforms such as the **Renewable Energy Management Suite (REMS)** and **Cyberpact**, managing **6,000 MW** of renewable assets across **11 countries and 4 continents**.

³⁶ The year 2040 reflects Enerjisa Üretim's target of achieving net zero emissions. This plan may be reassessed based on the energy security requirements and the effective implementation of transition mechanisms of the country in which Enerjisa Üretim operates.

Energy and Climate Technologies

Sabancı Renewables, a subsidiary of Sabancı Climate Technologies, advanced its presence in the US renewable energy market, reaching **504 MW** through utility-scale projects. In 2024, the **272 MW Cutlass-II solar power plant** was commissioned and became profitable within two years. Construction of the **232 MW Oriana Solar Power Plant** is also underway, with commissioning set for 2025.

These projects mark key milestones in our goal to build a sizeable US-based renewable platform covering **solar, battery storage, and onshore wind**.

Sabancı Climate Ventures, the venture capital arm of Sabancı Climate Technologies, accelerated its investments in emerging energy and climate technologies, supporting innovation across borders.

In 2024, it invested in three leading VC funds; **Future Energy Ventures, Clean Energy Ventures, and DCVC Climate Select Fund**, along with five startups: **AiDash, Noon Energy, Aikido Technologies, Tokamak Energy, and Fervo**. These strategic moves aim to create scalable climate solutions while connecting Türkiye's capabilities to global innovation ecosystems.

Looking ahead, our energy strategy will prioritize innovation, scalability, and global expansion, while maintaining strong financial discipline.

In distribution, we will continue to invest in **grid modernization** and **smart infrastructure**.

In generation, our focus will remain on maximizing value from existing capacity, targeting a portfolio of at least **6,250 MW by 2028**, through **greenfield and brownfield developments, hybrid solar integration, and M&A opportunities**.

Across all segments, we are shaping the **future of energy** by combining technological leadership with responsible growth.

These efforts position Sabancı Group as a driving force in **electrification, renewable energy, digital energy solutions, and climate innovation**, creating long-term sustainable value for all stakeholders.

Material Technologies

In 2024, Sabancı Group advanced its leadership in material technologies through innovation, sustainability-driven investments, and global expansion across the cement, construction reinforcement, and composite industries.

From delivering eco-conscious solutions for electric vehicles to transforming building materials for a low-carbon future, we continued to play a key role in the material transition, contributing to more sustainable and resilient value chains.

Kordsa drove innovation across its tire reinforcement, construction reinforcement, and composite technologies. In response to the growing demand for electric vehicles and sustainable mobility, Kordsa launched the **REV brand**, offering next-generation reinforcement materials engineered for electric vehicle tires. These advanced solutions reduce rolling resistance, improve durability, and support environmental performance. The company expanded its portfolio of **hybrid tire cord fabrics** and **single-end cords** by incorporating **sustainable nylon alternatives**, and **recycled polyester yarns**, enhancing both safety and efficiency.

To strengthen its production capacity, Kordsa invested in two strategic projects, a new **Single End Cord finishing line in Türkiye** and scaling the production of

Polypropylene Monofilament fiber under the **Kratos** construction reinforcement brand. At the same time, Kordsa introduced **Exenco**, its compounding brand for **bio-based, thermally stable engineering plastics**, addressing the needs of the automotive, electronics, and aerospace industries and meeting the demand for **lightweight, durable materials** with minimal environmental impact. In collaboration with **Sabancı University**, Kordsa continued to develop solvent-based recycling technologies to support material circularity.

In 2024, the company opened the **Kordsa Advanced Materials Technical Center** in USA, a global innovation hub focused on developing high-performance solutions for the **mobility, aviation, and space technology sectors**.

Kordsa's facilities in Türkiye and Indonesia achieved **ISCC Plus certification**, underscoring its commitment to international sustainability standards.

Following the **SBTi's approval** of its 2030 targets in 2023, its **2050 targets** were likewise **validated** in 2024, reinforcing the company's long-term climate commitment. Kordsa aims to achieve **40% sustainable products by 2030 and 100% by 2050**, supporting our broader commitment to climate action and sustainable innovation.

Çimsa advanced its global expansion and sustainability agenda through its three-pillar strategy: **From Cement to Building Materials, From Local to Global, and From Grey to Green**.

In 2024, the company acquired **94.7% of Mannok Holdings DAC**, a leading Irish building materials company, for **EUR 253.5 million**. This marked Çimsa's third major international expansion in three years, strengthening its footprint in the **UK and Irish markets**. Mannok's portfolio includes cement, concrete, insulation materials, and recyclable packaging, with over 800 employees.

Çimsa continued its low-carbon transformation through the **Green Wave project**, which brings together sustainable product lines such as **Ecoshine** and **Ecofort**.

To meet rising global demand for specialty cements, **Çimsa launched a USD 32 million calcium aluminate cement (CAC) investment at its Mersin plant**, following the successful completion of a **USD 45 million CAC investment** the previous year. The new facility is **scheduled for completion in the first half of 2026**, further strengthening Çimsa's global CAC production capabilities. In addition, the **USD 82 million grinder investment in the United States** remains on track for completion by the end of **2025**.

Material Technologies

Çimsa also introduced **3D-printed construction solutions** using **OpaCrete** white concrete, enabling the creation of housing structures in **48 hours** with significantly lower emissions. The **RapiDome** innovation reflects the company's commitment to socially impactful, climate-resilient design for post-disaster applications.

Çimsa further advanced its decarbonization efforts through renewable energy and energy efficiency investments. At the **Eskişehir plant**, the company invested in a **solar power plant** and **waste heat recovery system**, expected to supply around **40% of the facility's electricity needs** upon commissioning.

At the **Buñol plant in Spain**, the new **EUR 4.2 million solar power plant (SPP)**, consisting of **11 thousand solar panels** spread over **100 thousand square meters** – approximately 14 football fields, became operational. This SPP has been widely recognized as a **benchmark sustainability project** within the European building materials industry. These efforts support Çimsa's **2050 Net Zero emissions goal** and were backed by **EUR 25 million in financing from the EBRD**, the first loan

provided to the Turkish cement sector, and **USD 70 million in green financing from the IFC**.

In 2024, Çimsa also expanded its innovation partnerships and startup investments. The company invested in **C2CA**, a waste concrete upcycling startup, and launched a **pilot plant project at Buñol with FenX**, focused on converting mineral waste into insulation materials. With these additions, the number of directly invested startups reached four, including previous partnerships with **FenX**, **Ecolocked**, and **Ecoworks**.

Akçansa advanced its sustainability agenda through the **Sustainable Product Movement**, grouping eco-friendly offerings under **Green for Cement** and **Green for Concrete**. In 2024, sustainable product sales for Akçansa exceeded 33%. Akçansa aims to make all cement and concrete products sustainable by 2030.

The **Sabancı Technology Center in Munich**, operational since 2023, continued to serve as a Group-wide innovation hub, supporting the development of next-generation construction materials and sustainable solutions across the building materials portfolio.

Looking ahead, we will continue to strengthen our position in advanced materials by expanding sustainable product offerings, scaling global operations, accelerating circular solutions, and deepening innovation across our portfolio.

In parallel, we will continue to track emerging technologies through startup collaborations, ensuring we remain at the forefront of sustainable transformation.

Our material technologies journey is guided by a clear vision: to drive innovation, reduce environmental impact, and create long-term value across industries and geographies.

Mobility Solutions

In 2024, Sabancı Group continued to invest in next-generation mobility by advancing integrated, sustainable, and scalable solutions across the value chain.

Represented by **Temsa** in commercial vehicles, **Brisa** in tire technologies, and **Arvento** in telematics and connected fleet services, Sabancı Group continued to shape the evolving mobility landscape through electrification, digitalization, and circular economy practices.

We focused on scaling our innovations across commercial vehicles, smart tires, battery technologies, and connected services to deliver more accessible, efficient, and sustainable mobility experiences.

Despite geopolitical and macroeconomic headwinds, our mobility businesses demonstrated strong operational performance and strategic agility.

In commercial vehicles, **Temsa** expanded its global footprint with the delivery of **11 zero-emission bus models, nine electric and two hydrogen-powered**, to key markets including the **United States, France, Sweden**, and other European countries.

The company further solidified its position in **North America**, achieving notable market share in a highly competitive landscape.

In **France**, Temsa increased its vehicle presence to **6 thousand units**, making it the largest market for Temsa-branded vehicles outside Türkiye.

The **Avenue EV**, Türkiye's **first domestically produced electric bus**, remained a flagship example of public transport innovation.

In urban and last-mile mobility, Temsa showcased its innovation mindset through the **eQuad**, a micromobility cargo vehicle co-developed with **Fernhay Solutions**, contributing to more efficient and sustainable logistics.

Brisa, the Group's tire company, launched over **148 new products** in 2024 and continued to lead in the development of high-tech, EV-compatible tire solutions.

Flagship sustainable tire models, **Bridgestone Enliten** and **Lassa Revola**, gained strong market traction.

Brisa's **Otopratik** and **Propratik** fast-service networks served over 1 million vehicles through **149 locations** in **58 cities**, while also expanding **EV charging infrastructure** to **72 stations** in **36 cities**.

Brisa combined digital solutions with tire and fleet services to create seamless, integrated mobility experiences. In parallel, Brisa enhanced its cybersecurity and manufacturing capabilities by participating in the **EU Digital Europe Cybersecurity program**, reinforcing its **Industry 4.0 maturity**.

Arvento, the Group's telematics and connected mobility provider, expanded its platform to support over **830 thousand vehicles** through advanced fleet tracking and **Bluetooth Low Energy (BLE)** sensors, offering predictive analytics for commercial mobility clients.

On the sustainability front, Brisa accelerated its decarbonization strategy by expanding **solar energy systems** at its **Aksaray production facility**, supporting a transition toward 100% renewable energy.

Mobility Solutions

The company also introduced its **first domestically produced retreading brand**, addressing critical needs in the **circular economy** and scaling retreading services across **20 facilities**.

Beyond land-based transport, Temsa broadened its impact through **battery electrification across multiple applications**.

Temsa's **Marine Electrification Project** powered **Istanbul's hybrid sea taxis**, while its **Agricultural Battery Initiative** delivered custom-designed battery packs for **tractors**, reducing diesel dependence in agriculture.

These efforts reflect Temsa's versatility in applying **modular battery technology** across mobility ecosystems.

Temsa secured a new club loan to fund growth, technology, and sustainability investments, demonstrating its long-term commitment to scalable innovation and exited from the Financial Restructuring Agreement signed in 2020, signaling restored financial resilience.

Looking ahead, we will continue to drive the transformation of mobility by advancing electrification, strengthening our position in EV-compatible products and services, and scaling innovative battery and fleet technologies.

We aim to evolve into a modular, smart manufacturing hub that supports multiple mobility formats, from heavy vehicles to micromobility and connected logistics.

By leveraging our expertise in commercial vehicles, tires, and digital platforms, **we are building a flexible and future-ready mobility ecosystem that supports cleaner transport, smarter cities, and inclusive access.**

Digital Technologies

In 2024, rapid advances in artificial intelligence, cloud computing, and digital infrastructure reshaped industries across the globe.

The rise of generative AI accelerated data center investments and energy demand, driving new urgency around sovereign cloud solutions, digital scalability, and data resilience.

In this evolving landscape, digital transformation has shifted from a competitive advantage to a foundational requirement for innovation, growth, and long-term success.

We continued to lead this transition through our vision of creating the connected enterprises of tomorrow, delivering scalable, AI-powered, and cloud-based solutions across industries.

Our strategy combines digital infrastructure, enterprise AI platforms, omnichannel customer engagement, and data-driven innovation, underpinned by a firm commitment to sustainability and business resilience.

SabancıDx advanced its position as one of Türkiye's fastest growing providers of cloud infrastructure and managed cloud services.

Through its strategic partnership with **Microsoft Azure**, SabancıDx enhanced the scalability and reliability of its AI and cloud-based offerings. With a strong portfolio in **multi-hybrid cloud**, the company continued its transformation into a **best-in-class Managed Cloud Solutions Provider**, delivering tailored solutions across **public, private, and hybrid environments**.

Bulutistan, in which Sabancı Holding increased its stake to **75.5%**, solidified its status as a premier **public and hybrid cloud provider** in Türkiye and the region.

Supported by **DxBV** and **Sabancı Ventures**, Bulutistan expanded its reach in both domestic and international markets.

The company was named a winner in **Deloitte's Technology Fast 50 Türkiye** and recognized as a **4-star**

Outstanding Organization by EFQM, highlighting its excellence in sustainable and innovative cloud solutions.

To meet growing market demand, the Group is exploring the potential development of a **hyperscale-grade data center platform**. This initiative is part of broader efforts to strengthen Türkiye's and the region's digital infrastructure, accelerate AI capabilities, and support a scalable and resilient digital economy.

In **technology retail**, Sabancı Group's focus is accelerating digital business and enhancing customer experience through AI-powered solutions.

Teknosa embraced a digital-first approach to enhance customer experience and to become a connected enterprise through the introduction of AI-powered omnichannel solutions.

In 2024, it introduced **Bilge**, Türkiye's first and most advanced **AI-powered sales assistant**, alongside the Sales Wizard solution, redefining retail experiences and operational efficiency.

Digital Technologies

Teknosa also scaled its marketplace model, doubling the number of sellers and surpassing 200 thousand SKUs, while launching **Teknosanet**, a new home internet brand that complements **Teknosacell** and expands connectivity solutions.

Investments in retail media technology furthered Teknosa's transformation, with Teknosa Ads attracting over 100 advertisers and driving performance through programmatic and video advertising.

The company also initiated end-to-end ERP, data management, and enterprise architecture transformation projects, integrating **AI-driven business optimization systems** to elevate productivity and customer experience. These efforts contributed to a **Net Promoter Score (NPS) of 72** and a **GMV of TL 13.3 billion**,

reflecting balanced, profitable online growth aligned with financial sustainability goals.

SabancıDx, **Bulutistan**, and **Teknosa** also focused on **minimizing the environmental impact of digital operations**.

Through energy-efficient infrastructure, low-emission energy sourcing, and optimized multi-tenant cloud architectures, the companies supported carbon-conscious digital transformation.

SabancıDx and Bulutistan operate locally optimized data centers, integrate eco-friendly equipment, and partner with suppliers to reduce their environmental footprint while helping enterprise clients decarbonize digital operations.

Looking ahead, we will continue to strengthen our digital infrastructure, scale our AI-driven platforms, and expand our reach beyond Türkiye and the region, positioning Sabancı Holding as a global force in sustainable, connected innovation.

We will deepen strategic partnerships, pursue targeted acquisitions, and invest in both organic and inorganic growth to build competitive advantage across digital value chains.

With a focus on cloud scalability, enterprise AI, and digital business model transformation, we are laying the foundation for long-term innovation leadership, creating value not only for our stakeholders, but for the wider digital ecosystem.

Impact Investment

FOSTERING INNOVATION THROUGH CORPORATE VENTURE CAPITAL

Sabancı Ventures (SV) is the corporate venture capital arm of Sabancı Holding. SV adopts global best practices and creates value for both startups and the Group by formalizing commercial partnership plans and leveraging the know-how, operational excellence, and global network of Sabancı Group companies. SV accepts the UN Principles for Responsible Investment (PRI) as a guide for evaluating investment decisions. It typically invests in post-revenue scale-ups, prioritizing synergies that unlock long-term growth and transformation opportunities within the Group. Investments focus on

companies led by exceptional founders with scalable business models and global ambition, generally at the post-seed to Series A stage.

DEPLOYING CAPITAL WITH STRATEGIC INTENT

Sabancı Ventures acts as a “sensor” for Group companies to identify new growth areas, actively evaluating ventures with innovative business models and cutting-edge technologies. In alignment with Sabancı Holding’s strategic initiatives, SV targets four focus areas: digital technologies, advanced material technologies, energy and climate solutions, and mobility solutions.

Sabancı Ventures has made direct corporate venture capital investments in 14 companies across five countries, deploying over USD 14 million to date.

As part of its broader corporate venture capital strategy, Sabancı Group has utilized multiple investment vehicles, reaching over 25 direct investments globally and deploying more than USD 60 million in total CVC-related capital since 2020.

CONSOLIDATED PORTFOLIO SUMMARY



FOCUS INVESTMENT VERTICALS

- Digital Technologies
- Advanced Material Technologies
- Energy and Climate Technologies
- Mobility Solutions

Impact Investment

TARGETING HIGH-IMPACT TECHNOLOGIES

In recent years, SV has sharpened its focus on transformative technologies that align with the Group's long-term growth priorities. Key areas of emphasis include generative AI and data center technologies, supporting productivity, automation, and the Group's digital infrastructure roadmap; climate technologies, including clean energy, hydrogen, and decarbonization solutions; and sustainable mobility, encompassing electric transport and last-mile logistics innovations.

UNLOCKING STRATEGIC SYNERGIES THROUGH CORPORATE VENTURE CAPITAL

The SV investment model is designed to maximize strategic fit and execution capability. Startups with strong alignment to Group operations are identified through a rigorous evaluation process that incorporates both technical and commercial due diligence by internal experts. Commercial collaboration frameworks are formalized prior to investment, ensuring a clear roadmap for value creation. Legal structuring is kept flexible to avoid limiting a startup's growth potential, preserving agility while unlocking Group-wide synergy.

BACKING STARTUPS WITH MEASURABLE IMPACT

The portfolio includes companies operating across diverse new growth areas. Examples include **Sungreen** and **GRZ Technologies**, contributing to the hydrogen and climate tech ecosystem; **Fernhay**, a pioneer in last-mile sustainable mobility; **Wellbees**, focused on employee well-being and digital HR solutions; and **Novus**, offering AI-powered analytics with strategic relevance across Group operations.

Additional investments include: **Supply Chain Wizard**, a digital factory platform; **Bulutistan**, a leading public and private cloud solutions provider in Türkiye; **Albert Health**, a UK-based provider of voice-based disease management and telehealth services; **Thread in Motion**, developer of industrial wearable technologies; **Lumnion**, focused on insurance technologies; **Zack.ai**, offering AI-powered smart assistant services; **Figopara**, a digital supply chain finance platform; **SCW.AI**, serving the pharma industry with digital factory solutions; **Segmentify**, providing client management software; and **Brandefense**, focused on digital risk protection.

EXPANDING GLOBAL REACH THROUGH STRATEGIC PARTNERSHIPS

SV has expanded its global presence, now operating across three continents and five countries, with a strategic focus on the U.S., Europe, and Türkiye. Collaborations with more than 30 VC funds and accelerators provide access to high-quality deal flow, co-investment opportunities, and scale-up support. These networks enhance the global visibility and market potential of SV's portfolio companies.

SHAPING THE FUTURE THROUGH INNOVATION AND IMPACT

Looking ahead, SV aims to expand its portfolio in digital technologies, with a focus on AI, cloud computing, and data centers. Strategic investments will also advance energy and climate technologies, including renewables, hydrogen, and storage solutions, as well as mobility innovations such as electric vehicles, autonomous systems, and smart transport platforms. Advanced material technologies for next-generation manufacturing and sustainability applications will also remain a key priority. By combining financial discipline with strategic foresight, Sabancı Ventures will continue to catalyze sustainable innovation and global expansion across the Sabancı ecosystem.

Impact Investment

INTEGRATING SUSTAINABILITY INTO THE INVESTMENT LIFECYCLE

Considerations related to sustainability and the UN Sustainable Development Goals (SDGs) are embedded across every stage of the SV investment lifecycle. Each portfolio company is linked to at least one UN SDG, with impact KPIs defined pre-investment in collaboration with startup teams. Progress is monitored and reported quarterly. The current portfolio supports SDGs 3 (Good Health and Well-being), 5 (Gender Equality), 7 (Affordable and Clean Energy), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation and Infrastructure), 12 (Responsible Consumption and Production), and 13 (Climate Action). Future-oriented focus areas include SDG 11 (Sustainable Cities and Communities).



Our Nature Agenda

Building a Nature-Positive Ecosystem

*Nature has a way of illuminating itself even in the darkest environments—from bioluminescent organisms in the deep sea to fireflies lighting up the night. Similarly, Sabancı Holding is committed to **nature-positive investments** that restore, regenerate, and protect ecosystems.*

By integrating biodiversity protection, water stewardship, and circular economy principles, we ensure that businesses enhance, rather than deplete, natural resources. Our focus is on creating a thriving, self-sustaining balance between industry and nature.



101	Decarbonization Initiatives
108	Water Management
112	Biodiversity
119	Circular Economy

Our Nature Agenda

In recent years, the global sustainability agenda has expanded from a primary focus on decarbonization to a broader “nature agenda”, reflecting a more holistic understanding of environmental challenges. While the reduction of greenhouse gas emissions continues to be a key priority, it is now widely recognized that climate and nature are part of an interconnected system. Issues such as biodiversity loss, freshwater scarcity, and land degradation are not only environmental concerns but also critical factors influencing long-term business resilience and value creation.

As many regulatory frameworks with nature-related disclosure requirements, such as [the EU's Corporate Sustainability Reporting Directive \(CSRD\)](#) and [the Taskforce on Nature-related Financial Disclosures \(TNFD\)](#), gain prominence, companies are expected to assess and disclose their broader impacts and dependencies on nature. In this context, **embedding nature into corporate strategy** is not only about managing risk; it is also about identifying **new opportunities for innovation, resilience, and future-fit growth** in a rapidly changing operating environment.

At Sabancı Holding, we approach sustainability through a **holistic lens** and are committed to advancing a broader Nature Agenda. By integrating **climate efforts**

with nature-positive actions, we aim to contribute to a more balanced and thriving future for both our business and society as a whole.


In this regard, our efforts have expanded from decarbonization to a comprehensive nature program, employing both an outside-in and inside-out perspective in line with the double materiality approach.

Sabancı Holding's Nature Agenda includes our efforts in four key areas: Decarbonization Initiatives, Water Management, Biodiversity and Circular Economy

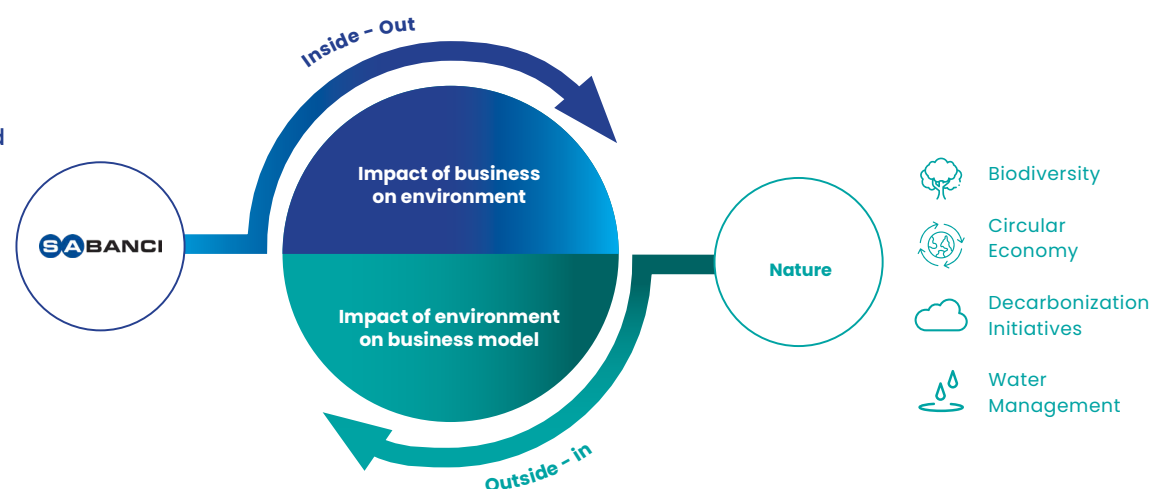
Through these pillars, we aim to support the resilience of natural systems while also strengthening long-term value creation for our stakeholders.

In 2024, building on the outcomes of our nature-focused initiatives, we became the first company in Türkiye to publish a Nature Pledge outlining our future goals.

This marked a significant evolution in our sustainability journey—expanding beyond decarbonization to embrace a broader, more impactful Nature Agenda. By doing so, we reaffirmed our commitment to driving transformation within our business while creating positive value for our stakeholders.

 [For further details, please read our Nature Pledge available at the Download Center of the Report's website.](#)

The Efforts Extended from Focusing on the Impact of the Operations to the Impact on The Business Model



Decarbonization Initiatives

According to the latest [WEF Global Risk Report](#), our world is facing major global challenges that matter to our future both in the short and long term. In a 10-year period, four of the five major global risks are related to climate and environmental issues: extreme weather events, biodiversity loss and ecosystem collapse, critical change to Earth systems, and natural resource shortages.

The year 2024 marked a critical turning point in the global climate crisis, as it became the first calendar year during which global average temperature exceeded 1.5°C above pre-industrial levels. According to the [Copernicus Climate Change Service Global Climate Highlights Report](#), the global average temperature reached approximately 1.6°C, crossing a key threshold identified in the Paris Agreement. This milestone signals not only the pace at which human-induced climate change is accelerating but also the growing urgency for coordinated global climate action.

Throughout 2024, virtually every month recorded temperatures above the 1.5°C limit, with extreme heat observed across most regions of the world. Sea surface temperatures reached record highs, further intensifying the frequency and severity of extreme weather events. Europe experienced its hottest spring and summer on record. Türkiye also experienced its hottest year on record, with an average temperature of 15.6°C, which is 1.7°C above the 1991–2020 average of 13.9°C. Remarkably, new monthly temperature records were observed in January, April, June, and July. Both the winter and summer seasons were the warmest ever recorded, highlighting the intensifying impacts of climate change at the national level.³⁷

In parallel with these critical insights, the climate emergency has also been determined as one of the most material issues for our business.

To respond to this emergency, we advanced in the course defined by our comprehensive decarbonization strategy, which focuses on growing our business in sustainable areas while reducing our negative impact on the planet.

In alignment with our strategic framework, we addressed potential risks to achieving the 1.5°C goal and identified key areas for improvement on our path toward Net Zero Emissions. Specific measures and actions have been outlined for both Sabancı Holding and its Group companies to help mitigate their environmental impact.

We are implementing our set of 15 Decarbonization Levers, which serve as a structured roadmap to accelerate the transition process and decarbonize the diverse industries in which Sabancı Group is actively engaged.

List of Decarbonization Levers



Renewable Electricity Usage/ Generation



Switching away from CO₂ Intensive Fuels



Electrification of Kiln/Boiler



Theft & Loss Reduction



Alternative Cooling Gas



Bio Diesel Blend



SF₆ Recovery



Blending of Renewable Natural Gas (RNG)



Grid Decarbonization



Raw Material Substitution



Fleet EV Transformation



Clinker Substitution



Alternative Fuels



Heat Pumps



Product/Network Optimization

³⁷ http://www.emcc.mgm.gov.tr/files/State_of_the_Climate_in_Turkey_in_2024.pdf

Decarbonization Initiatives

Building on the journey we started in 2021, we further elevated our commitment by introducing **interim GHG emissions reduction targets** within the scope of our Nature Agenda starting in 2023.

Committed to 2050 Net Zero goals, Sabancı Group has set ambitious science-based targets.

As an investment holding, we have committed to a 15% reduction in Scope 1 & 2 GHG emissions by 2025 and a 42% reduction in Scope 1 & 2 GHG emissions by 2030 versus 2021 baseline, without using carbon offsets, based on the equity share approach.

Our targets align with the 1.5°C pathway of the globally recognized [Science Based Targets initiative \(SBTi\)](#).

Group companies have begun establishing their Scope 3 GHG emissions targets and are actively engaging in the SBTi approval process.

³⁸ Includes Akçansa, Brisa, Carrefoursa, Kordsa, Teknosa, Temsa, Enerjisa Enerji, and SabancıDx.
³⁹ Includes Holding, Aksigorta, Akçansa, Brisa, Çimsa, Kordsa, Teknosa, Temsa, Enerjisa Enerji.

100% of our financial services companies have set portfolio decarbonization targets, while the rest have Scope 1 and 2 decarbonization plans, some of which are based on SBTi methodologies.

7 Sabancı Group Companies Take Action on Climate Goals.

4 of our Group companies — Brisa, Çimsa, Kordsa, and Temsa — have officially set science-based targets aligned with the SBTi’s 1.5°C scenario. Meanwhile, Aksigorta, Ageda, and Teknosa have formally committed to the SBTi and are currently undergoing the approval process.

Akbank’s commitment to becoming a Net Zero Bank by 2050, in accordance with the guidelines of the Net-Zero Banking Alliance, marks a significant milestone in its Scope 3 decarbonization journey.

ENERGY AND GHG EMISSIONS MANAGEMENT

At Sabancı Group, energy and emission management means reducing the impact of Group companies from

different industries by taking various initiatives and innovative actions to support the Group’s interim GHG reduction and ultimate Net Zero targets. In parallel with this understanding, our **energy intensity decreased by 12%** in 2024. Our **Scope 1 and 2 GHG emissions increased by 8%** during the reporting year compared to 2023, due to the expanded reporting boundaries covering all operations, including global activities, and the full-capacity operation of natural gas plants that had been under maintenance in the previous year. The full-capacity operation was driven by higher energy demand to ensure supply security.

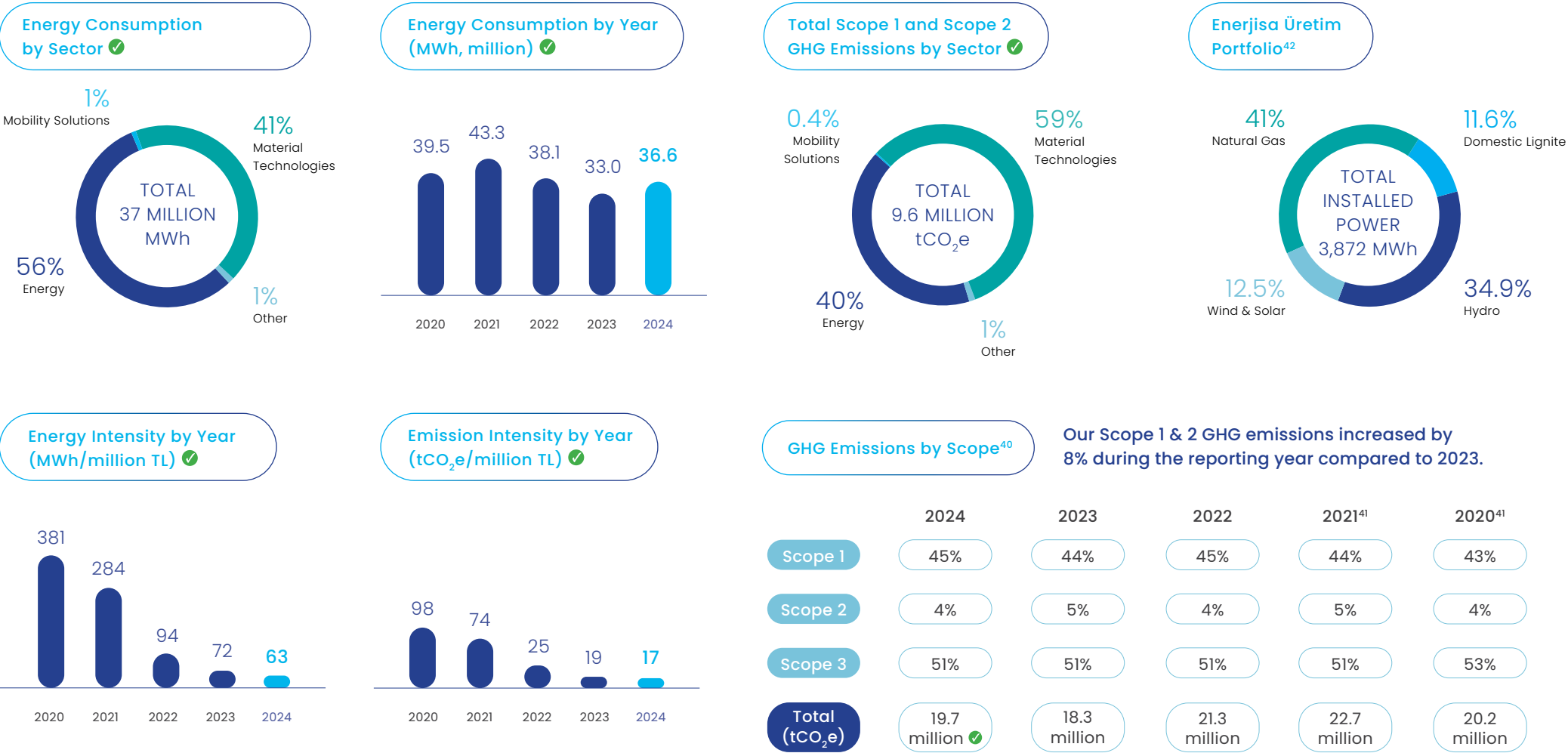
The reduction was mainly driven by energy efficiency, increased use of renewable electricity across all our businesses, **increased use of alternative raw materials and fuel** in material technologies, and the **decrease of natural gas use** in the energy business.

We achieved 31 thousand MWh of energy savings³⁸ with efficiency projects implemented.

As a result of carbon emission reduction projects, **we prevented approximately 77 thousand of tCO₂ equivalent GHG emissions**.

In addition, we procured nearly 1.8 million MWh of our electricity from renewable sources.³⁹

Decarbonization Initiatives



40 In accordance with the Equity Share Approach defined in the Greenhouse Gas Protocol, Sabancı Holding accounts for GHG emissions from operations according to its share of equity in the operation.

41 The GHG emissions of the Group for the year 2020 and 2021 have been restated due to the change in consolidation approach.

42 YEKA-2 and capacity increase projects under construction have been included in Wind & Solar.

Decarbonization Initiatives

Sabancı Group aims to reach its decarbonization targets through a variety of technological levers and strategic initiatives, including **renewable electricity use, grid modernization, alternative raw materials and fuel use, process changes, and product and network optimization** in carbon-intensive businesses.

In our Material Technologies companies, 84% of cement is manufactured at CSC Gold certified plants.

According to International Energy Agency (IEA) data, if the Net Zero scenario is applied successfully, renewables' share of power generation is expected to increase by almost 90% by 2050. It is indicated that related activities need to increase rapidly to meet the requirements for the Net Zero scenario and to achieve the required percentage. Both wind and solar PV are expected to play significant roles in renewable power generation by 2030, followed by hydropower, bioenergy, and other sources.

In Türkiye, Sabancı Group operates in every aspect of the electricity value chain open to the private sector, from electricity generation to trade, distribution, and retail.

 For the Sabancı Group facilities certified with ISO 50001, please refer to the ISO Certifications Document available in the Download Center section of the Report's website.

Enerjisa Üretim strengthens its commitment to tackle the climate emergency by:

- Investing in renewable energy, thereby pledging to fight against the climate emergency.
- Supporting its existing facilities with renewable technologies.
- Leading the industry in low-carbon alternatives through research and development investments, such as green hydrogen.
- Reducing its carbon footprint by embracing digitalization in its operations as much as possible and directing the sector towards this direction.

OUR GROUP'S TRANSITION TO CLEAN ENERGY

In 2024, our Group companies, including **Akbank, Aksigorta, Akçansa, Çimsa, Brisa, Kordsa, Temsa, Enerjisa Enerji, Enerjisa Üretim, and Teknosa, continued to obtain their electricity from renewable sources.**

Our Group's renewable energy transition plans include both the purchase of renewable energy certificates and on-site renewable energy installations where technically feasible.

HIGHLIGHTS FROM SABANCI GROUP COMPANIES

Çimsa

Çimsa has committed to **reducing its gross Scope 1 and 2 GHG emissions by 42.1%** per ton of cementitious product by 2033, compared to the 2021 baseline. Additionally, the company has committed to **reducing gross Scope 3 GHG emissions from purchased clinker and cement by 43.4%** per ton purchased by 2033, using 2022 as the base year. In April 2024, Çimsa's near-term emission reduction targets were officially validated by the SBTi, confirming its alignment with the 1.5°C pathway.

Çimsa achieved a 73% reduction in Scope 2 emissions and targets 80% renewable electricity by 2030.

As of 2024, Çimsa has already achieved a 4.8% reduction in total Scope 1 emissions and a 73% reduction in Scope 2 emissions. The company has also achieved a 14.5% decrease in Scope 1 and 2 emission intensity per ton of cementitious product.

As part of its transformation from gray to green, Çimsa advanced its renewable energy strategy through on-site generation and the use of certified renewable electricity. The company sourced I-REC and Guarantee

Decarbonization Initiatives

of Origin certified electricity for its operations in Türkiye and Spain, significantly reducing market-based Scope 2 emissions. Through solar power and waste heat recovery investments at key facilities, Çimsa reinforced its commitment to climate action and remains on track to reach its goal of 80% renewable electricity consumption by 2030.

Akçansa

In 2024, Akçansa advanced its decarbonization strategy focused on reducing fossil fuel use, lowering clinker ratios, and investing in low-carbon cement production. **The clinker ratio dropped to 85.5%, down 1.7 percentage points from the previous year.**

The company continued to neutralize Scope 2 market-based emissions through I-REC and YEK-G certificates and is exploring Carbon Capture, Utilization, and Storage (CCUS) technologies while expanding the use of alternative fuels and renewable energy across its operations. **Its 2030 GHG emission reduction roadmap has been revised to fully reflect SBTi expectations and the Paris Agreement.**

Kordsa

Kordsa has committed to achieving Net Zero emissions by 2050 and aligning with the 1.5°C target. The company's **mid-term targets were approved by the SBTi**

in June 2023, followed by the approval of its **long-term targets in July 2024**. By 2030, Kordsa aims to reduce absolute **Scope 1 and 2 GHG emissions by 46.2%** from a 2019 baseline.

For Scope 3, Kordsa targets that by 2027, 64% of "Purchased Goods and Services" (Category 1) will be covered by SBTi-aligned targets. Additionally, the company aims to reduce absolute Scope 3 GHG emissions from "Fuel- and Energy-Related Activities" (Category 3) and the "Processing of Sold Products" (Category 10) by 25% by 2030, using 2021 as the baseline. In 2024, Kordsa achieved a **21% reduction in Scope 1 and 2 GHG emissions** compared to 2019.

Brisa

Brisa has committed to **reducing its GHG emissions by 56% by 2030** in line with the 1.5°C pathway, compared to 2020 baseline.

In 2024, Brisa achieved a 33% reduction in absolute Scope 1 and 2 GHG emissions.

With over 60% of the emissions stemming from Scope 2 electricity use, Brisa focuses on transitioning away from natural gas by investing in renewable energy and has completed major projects at both of its factories. The

company sources IREC-certified renewable electricity to support this shift.

Brisa also published a **TCFD-aligned Climate Transition Plan** in 2024. In Scope 3, "Use of Sold Products" (Category 11) represents 87% and "Purchased Goods and Services" (Category 1) accounts for 11% of emissions. While the former requires collaboration with automotive customers, Brisa focuses on supplier engagement for the latter. Through **the SUSPRO program**, launched in 2023 with Bridgestone, 45% of Scope 3 GHG emissions under supplier responsibility were covered by science-based targets by the end of 2024, progressing toward the 2028 target of 79% coverage.

Temsa

Temsa's decarbonization planning is aligned with the SBTi. The company's target-setting process was affected by the temporary pause on SBTi validations for automakers due to the lack of a defined pathway for Scope 3 Category 11 emissions. **With the release of the updated Land Transport Guidance by SBTi in March 2024, Temsa has resumed work on aligning its near- and long-term targets with the 1.5°C pathway.** The company is currently revising its climate targets in line with this updated framework.

Decarbonization Initiatives

Enerjisa Enerji

Enerjisa Enerji aims to achieve a **10% reduction in absolute Scope 1 and 2 GHG emissions by 2025, progressing toward a 30% reduction by 2030** compared to the 2021 baseline and covering all operational buildings.

Enerjisa Enerji sets first Scope 3 target.

In 2024, Enerjisa Enerji established its first Scope 3 emissions reduction target, adopting a more comprehensive approach that encompasses all GHG emission scopes. Based on the 2021 baseline, the company targets a 40% reduction in total GHG emissions by 2030 and a 25% reduction in Scope 3 emission intensity by 2025, reinforcing its dedication to building a sustainable and responsible value chain.

Enerjisa Üretim

Enerjisa Üretim advanced Net Zero target to 2040.

Enerjisa Üretim advanced its decarbonization journey in 2024 by revising its Net Zero carbon target from 2045 to

2040, following a strategic reassessment of its thermal power plant operations. This updated goal reflects the company's increased commitment to sustainability, while allowing flexibility in response to energy security needs and evolving transition mechanisms.

In line with its new growth strategy, the company raised its **Scope 1 and 2 emission intensity reduction target from 18% to 23% by 2026**. Enerjisa Üretim also took a significant step in emissions transparency by obtaining third-party assurance for nine subcategories of its 2023 Scope 3 emissions. These categories now include purchased goods and services, capital goods, electricity sales, and natural gas sales.

Building on these efforts, the company updated its Scope 3 baseline using 2022 as the reference year and **committed to a 30% reduction in Scope 3 emissions by 2035**.

Akbank

In 2024, Akbank strengthened its climate strategy by launching the Akbank Net Zero Strategy, reaffirming its **Net Zero by 2050** commitment and becoming a member of the Net-Zero Banking Alliance.

Akbank became the first deposit bank in Türkiye to announce a sectoral decarbonization strategy, with 2030 interim targets and roadmaps aligned with the 1.5°C scenario.

Key carbon-intensive sectors include cement, iron and steel, real estate, and energy. This strategy addresses climate risks in the loan portfolio and supports clients' low-carbon transitions through Akbank's **Sustainable Finance Ecosystem**.

For operational emissions, the bank aims to **reduce Scope 1 and 2 GHG emissions by 90% by 2030**, using 2019 as the base year, in alignment with SBTi methodologies. Akbank transitioned to **100% renewable electricity** in 2023, effectively eliminating Scope 2 GHG emissions, and is advancing energy efficiency initiatives to address Scope 1.

While Scope 3 GHG emissions remain a measurement and impact challenge in the financial sector, Akbank continues to make progress through green investments and sustainable finance mechanisms, reinforcing its role in Türkiye's **low-carbon transformation**.

Decarbonization Initiatives

Aksigorta

Aksigorta has committed to achieving **Net Zero emissions by 2050**, with a near-term target of reducing **combined Scope 1 and 2 GHG emissions by 65% by 2030**, using 2019 as the base year. The company is in the process of finalizing its commitment and target submission to the SBTi by the end of 2025.

For Scope 3 GHG emissions from its investment portfolio, Aksigorta follows the Portfolio Coverage methodology recommended for the financial services sector. The company aims for **40% of its portfolio to consist of firms with SBTi-aligned targets by 2030, and 100% by 2040**. Starting in 2025, Aksigorta will work with key portfolio companies on SBTi alignment and, from 2027, give investment preference to those with validated targets, while considering phasing out support for those that do not commit.

These steps reinforce Aksigorta's commitment to integrating climate considerations into investment decisions and supporting a science-based transition to a low-carbon economy.

Agesa

Agesa has committed to achieving **Net Zero emissions by 2050** and aligned its near-term climate ambition

with the SBTi. To support this goal, the company aims to **reduce total operational GHG emissions by 75% by 2030**, using 2019 as the base year. These targets are currently under evaluation by SBTi for alignment with the Paris Climate Agreement.

Recognizing that over 90% of its total GHG emissions come from its investment portfolio, Agesa is implementing the Portfolio Coverage methodology recommended by SBTi for financial institutions. Under this approach, **47% of the portfolio is expected to be composed of companies with science-based targets by 2030, increasing to 100% by 2040**. This aligns with the company's commitment to a low-carbon and stakeholder-focused growth model.

Teknosa

Teknosa published Climate Transition Plan.

In 2024, Teknosa published its [Climate Transition Plan](#) for its comprehensive commitment to combat climate change and building a sustainable future. Accordingly, the company committed to **reduce Scope 1 and 2 GHG emissions by 42% by 2030** compared to the 2021 baseline in line with the SBTi 1.5°C pathway.

In addition, Teknosa aims to **reduce Scope 3 GHG emissions in its supply chain by 67%, including a 52% cut in emissions intensity by 2030**. This focuses specifically on high emission sources such as "Purchased Goods and Services" (Category I) and the "Use of Products Sold" (Category II). Finally, Teknosa aims to switch to **80% renewable energy use by 2025 and 100% by 2030**.

Carrefoursa

In 2024, Carrefoursa sourced 100% of its electricity from renewable sources, certified through the YEK-G Renewable Resource Guarantee System, thereby eliminating all Scope 2 emissions from electricity consumption. This initiative led to a **40.5% reduction in operational carbon emissions**, covering all stores, warehouses, and headquarters.

Aligned with Sabancı Holding's Net Zero by 2050 goal, the company continues to scale up solar energy investments and implement energy efficiency projects, including a high-efficiency solar panel installation. Carrefoursa has also committed to **reducing GHG emissions by 5% per unit sales area annually**.

Water Management

Climate change and water are closely interconnected. Rising global temperatures lead to more frequent and severe water-related challenges such as droughts, floods, and water scarcity. At the same time, inadequate water management can make the effects of climate change worse. This two-way relationship can create growing environmental, social, and economic risks, highlighting the need for coordinated action on both climate and water issues.

According to the latest [United Nations World Water Development Report](#), by 2025, 25 countries representing one quarter of the global population will face extremely high water stress. In addition, around 4 billion people, half of the world's population, are already experiencing severe water scarcity during at least part of the year. Although water covers 71% of the Earth's surface, only 1% is accessible for human use, and not all of it is safe or clean. [Every 10 seconds, a person dies from lack of access to clean water](#). Many communities continue to suffer from waterborne diseases, dehydration, and poor sanitation.

The [2024 Global Water Monitor Report](#) also highlights the escalating risk, reporting that water-related disasters caused more than 8,700 deaths, displaced 40 million

people, and resulted in over USD 550 billion in economic losses. Flash floods, landslides, and tropical cyclones were among the most devastating events in terms of both human impact and financial cost.

These findings highlight the rising materiality of water-related risks for businesses. Effectively addressing water and climate challenges in a coordinated and integrated way is essential to ensure long-term business resilience, operational continuity, and sustainable growth.

At Sabancı Group, we approach water as a core element of natural capital. It is essential not only for the continuity of our business operations, but also for the well-being of the communities we serve. We recognize that water supply disruption can adversely affect every part of our value chain and society at large.

To proactively address these risks and strengthen our Group-wide water management practices, we completed a comprehensive water stewardship project. This initiative was designed to establish consistent definitions, methodologies, and performance metrics across all Group companies, aligned with each sector's specific water-related realities.

As a first step, we worked with each company to clarify key concepts and define relevant indicators. This enabled us to establish a consistent and reliable baseline for water consumption, and to set realistic, measurable reduction targets.

Following this, we introduced a Group-wide medium-term water reduction target and updated our baseline figures to reflect refined boundaries and definitions. This alignment ensures data accuracy and consistency across reporting periods.

For existing assets, we have established the following roadmap for water⁴³:

- Reduce freshwater withdrawal of the 2024 portfolio⁴⁴ by 10% by 2030
- Reduce water consumption of the 2024 portfolio⁴⁴ by 15% by 2030
- Integrate water management into investment due diligence and prioritize efficiency after acquisition

⁴³ Following the completion of Sabancı Holding's Water Ambition Project in 2023, the water consumption and withdrawal figures for 2022 and 2023 have been restated due to a change in scope. The revised scope now includes all global operations. The base year for target-setting purposes is 2022. ⁴⁴ The 2024 portfolio refers to the operations of Sabancı Group companies as of year-end 2024. It excludes future organic growth not planned during 2024, as well as any inorganic growth expected from 2025 onward. Including these would require recalculating baselines and targets. The current targets reflect how Sabancı Group companies are proactively enhancing efficiency within their existing operations.

Water Management

In parallel, Sabancı Holding is exploring the expansion of water-related risk quantification practices to all relevant Group companies, starting with the material technologies and energy sectors.

By consolidating water data and targets at the Holding level, we have gained valuable insights that inform strategic decision-making for new investments and enable more effective resource allocation.

We also recognize the critical role of governance in driving performance toward our water targets. Progress is tracked across the organization, and incentive mechanisms are aligned to reinforce action and accountability.

By integrating scenario thinking into our approach, we are better prepared to anticipate future risks and opportunities. The financial quantification of top climate risks, including water, enables us to prioritize investments and allocate resources more effectively.

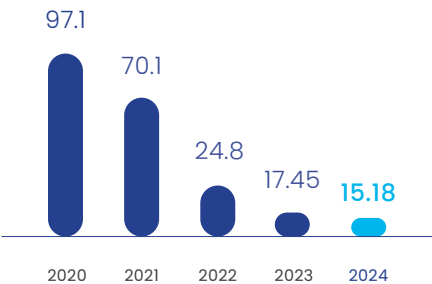
In 2024, our total water consumption increased to 8.9 million m³ due to the expanded reporting boundaries covering all operations, including global activities. The percentage of water recycled and reused across the Group reached 26%. Going forward, we will continue to focus on increasing water efficiency, especially in sectors with high water use and emission intensity.

Double A from CDP for Climate and Water

Sabancı Holding and six Group companies were featured on the CDP Global Leadership list with a prestigious “Double A” score for excellence in Climate Change and Water Security reporting.

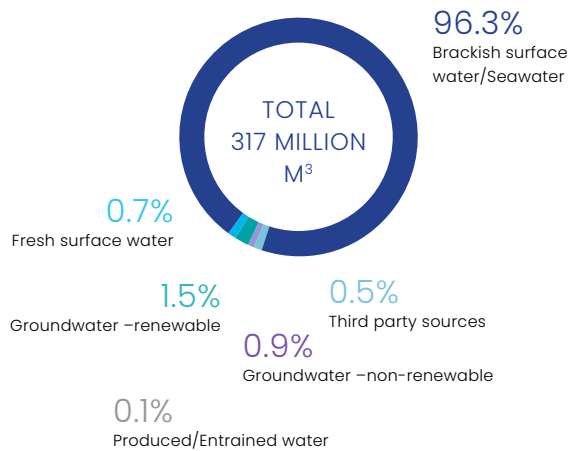
This recognition reflects our strong environmental disclosure performance and the high governance standards embedded across the Group’s sustainability practices.

Water Consumption Intensity by Year (m³/million TL)

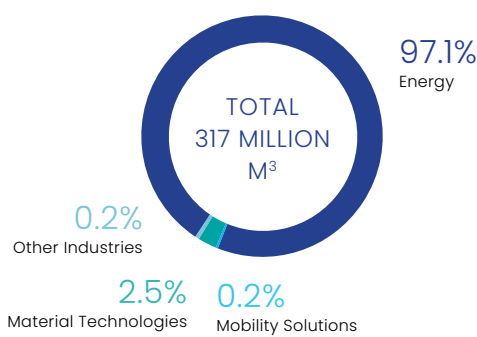


26%
Water recycled and reintroduced to the economy.

Water Withdrawal by Source



Water Withdrawal by Sector



Water Management

HIGHLIGHTS FROM SABANCI GROUP COMPANIES

Çimsa

Çimsa cuts water use by 31% with Strategic Water Project.

In 2024, Çimsa launched its **Strategic Water Management Project**, developed in alignment with global reporting standards, WASH principles, and Global Cement and Concrete Association (GCCA) Water Guidelines. This initiative enabled a comprehensive assessment of water use across its operations, supported by real-time data from digital meters, leading to the identification of efficiency opportunities and the setting of strategic goals to reduce environmental impact.

As part of its water strategy, Çimsa **invested TL 13 million in the modernization of wastewater treatment plants**, aiming to improve discharge quality and explore reuse potential. It also developed rainwater harvesting projects tailored to site-specific conditions in Afyon, Eskişehir, Mersin, and Adana. In high water stress areas, Çimsa **reduced freshwater withdrawal by 17% in 2024**, building on a 98% reduction achieved in 2022. Çimsa achieved a **31% reduction in total water consumption** and a **41% decrease in specific water consumption** compared to the 2022 baseline.

Akçansa

Akçansa leads with CEO Water Mandate

Akçansa integrates water management into corporate risk processes to protect water and marine resources across operations. In 2024, it **became the first company in Türkiye's building materials sector to sign the CEO Water Mandate, a UN Global Compact initiative.**

Water-related risks are assessed in line with ISO 14001 and TCFD recommendations, with proactive measures implemented to address risks such as water stress, drought, and scarcity at facilities located in the Marmara, Northern Aegean, and Yeşilırmak basins. The Water Management Plan and Water Master Plan, approved by the Board in 2024, guide facility-level optimization based on local conditions.

A **digital monitoring system** launched at the Çanakkale plant enables real-time tracking, with expansion planned for all cement plants by 2026. Water efficiency continues to improve through closed-loop systems and targeted projects, including **a surface water recycling system at Ladik, treatment plant modernization at Çanakkale, and rainwater reuse at Büyükçekmece**, where 81 thousand tons of water are repurposed annually for dust suppression.

Brisa

Brisa achieves 95% water recovery and leads with ISO 14046 Water Footprint Reporting.

Brisa supports international water initiatives and actively monitors its water footprint. It is one of only 19 companies in Türkiye to sign the **CEO Water Mandate**, and the **first company** in both Bridgestone Global and Europe to report and verify its performance under the **ISO 14046 Water Footprint Standard**.

Comprehensive water management practices are in place across its plants, including **real-time monitoring systems, loss and leakage analysis, wastewater recovery, gray water reuse, and rainwater collection**. The company uses MBR membrane filter technology to achieve 95% recovery efficiency from its well water filtration system.

Temsa

The company has set a target to **reduce water consumption per vehicle by 42% by 2030**, using 2022 as the baseline, and achieved a **14% reduction per equivalent bus** in 2024. Guided by strong governance and a comprehensive water policy, Temsa implemented several efficiency initiatives across its operations.

Water Management

Key projects included optimizing the Shower Test Unit, reusing reverse osmosis wastewater in the power plant and for garden irrigation, improving boiler feedwater recovery, and installing smart water fixtures. Together, these efforts resulted in a **total annual water saving of 14.8 thousand m³**, supporting both operational efficiency and long-term sustainability goals.

Enerjisa Üretim

Enerjisa Üretim adopts a holistic and proactive approach to water management as a key component of its sustainability strategy. Recognizing the important role water plays in its operations and ecosystems, the company ensures **full compliance** with local regulatory requirements in water management, while continuously enhancing its practices in line with international standards.

In its water management processes, Enerjisa Üretim **considers the characteristics of each receiving water body**, such as, sea, river, or lake and **applies source-specific standards** accordingly. Beyond regulatory compliance, the company prioritizes responsible water use through **risk-based assessments and adaptive management practices** to minimize environmental impact and ensure long-term water availability.

To effectively manage wastewater resulting from its operations, Enerjisa Üretim **implements a robust discharge management system** in alignment with **the Water Pollution Control Regulation (WPCR)** and internationally recognized environmental standards. This system is designed to ensure the quality of discharged water and protect surrounding ecosystems. In addition to meeting regulatory thresholds, the company adopts **enhanced environmental safeguards aligned with global best practices, including the IFC Performance Standards and the EBRD Environmental and Social Performance Requirements.**

Complementing these efforts, Enerjisa Üretim has **established its own internal environmental standards**, developed in accordance with both the sustainability criteria of financial institutions and the company's long-term environmental commitments. These internal standards enable consistent implementation and performance tracking across all operational sites.

To ensure effective implementation, wastewater treatment plants at relevant facilities are subject to regular monitoring and analysis based on defined environmental parameters. The company performs regular checks to verify that discharge levels remain well within the limits.

As part of its forward-looking strategy, Enerjisa Üretim has also initiated alignment efforts with **the EU Taxonomy and the EU Water Framework Directive (WFD)**. The alignment process enables Enerjisa Üretim to further integrate water efficiency, circularity, and resource protection into its core operations, ensuring its water management practices remain resilient, compliant, and future-ready.

Akbank

Akbank approaches water management through both operational efficiency and sustainable finance. In its operations, the bank focuses on reducing water consumption and preventing waste by using sensor-type faucets, storing rainwater at its Data Center for reuse, and monitoring daily faults to quickly address leakages. In 2024, **total water withdrawal was approximately 168 million liters**, tracked through monthly and annual monitoring systems to ensure accuracy.

On the portfolio side, Akbank offers **Blue Finance products** including Blue Tourism, Blue Port, and Blue Transportation Loans, aimed at reducing the environmental impact of marine and tourism activities and promoting sustainable water use. The bank also finances sustainable water and wastewater management projects under its **Sustainable Finance Framework**, which references the EU Taxonomy.

Biodiversity

According to [the World Wildlife Fund's \(WWF\) 2024 Living Planet Report](#), 55% of global GDP—estimated at US\$ 58 trillion—is moderately or highly dependent on nature and its ecosystem services. The report also highlights a 73% decline in the Living Planet Index (LPI) between 1970 and 2020, reflecting a significant reduction in monitored animal populations. This alarming trend signals the increasing risk of species extinction and the potential loss of ecosystem functionality and resilience.

Over the past 50 years, monitored wildlife populations covered by the LPI have declined on average by nearly three quarters. When disaggregated by ecosystem, the decline is most severe in freshwater species at 85%, followed by terrestrial species at 69% and marine species at 56%.

These figures highlight the urgent need for coordinated global efforts to preserve and restore biodiversity. Among the most critical drivers of biodiversity loss is habitat degradation and destruction. Businesses have a significant role to play and can take bold, proactive steps to lead efforts in habitat restoration and biodiversity conservation.

From a business standpoint, biodiversity loss also poses material risks to operations and finance, stemming from both the impacts companies have on natural resources and their direct or indirect dependency on them.

Sabancı Group launched group-wide Biodiversity Program aligned with TNFD.

In this context, in 2023, Sabancı Group launched a comprehensive biodiversity project across the entire organization to address the risks involved and mitigate their potential impact. Sabancı Group companies are continuing to embed biodiversity preservation into their operational frameworks.

Recognizing that the journey to establish biodiversity targets is not a one-size-fits-all process, Group companies have undertaken a tailored approach to align their activities with nature-related standards.

The project began with comprehensive training and alignment programs to ensure that employees across relevant departments understand the critical

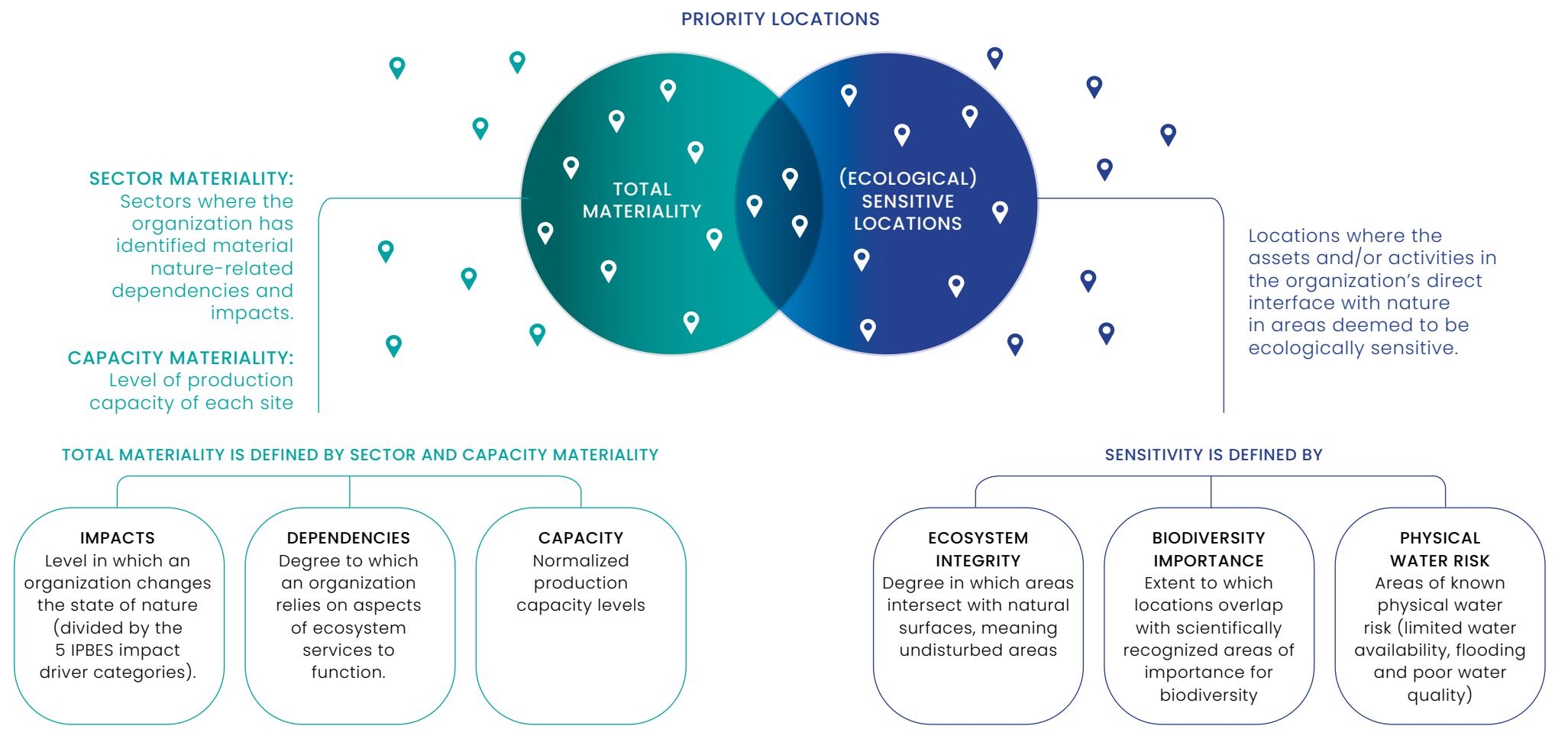
importance of biodiversity preservation. Building on this foundation, prioritized Group companies systematically identified priority areas and locations where their operations intersect with sensitive ecosystems, in line with [the Taskforce on Nature-related Financial Disclosures \(TNFD\) Guidance](#) for assessing priority locations.

Through this process, we evaluated the potential impacts and dependencies of our activities on biodiversity across relevant geographies, enabling us to better understand the risks and opportunities associated with our operations. In this way, we have taken our management of biodiversity and nature-positive actions to the next level.

Biodiversity

Locations are prioritized according to their materiality and ecological sensitivity

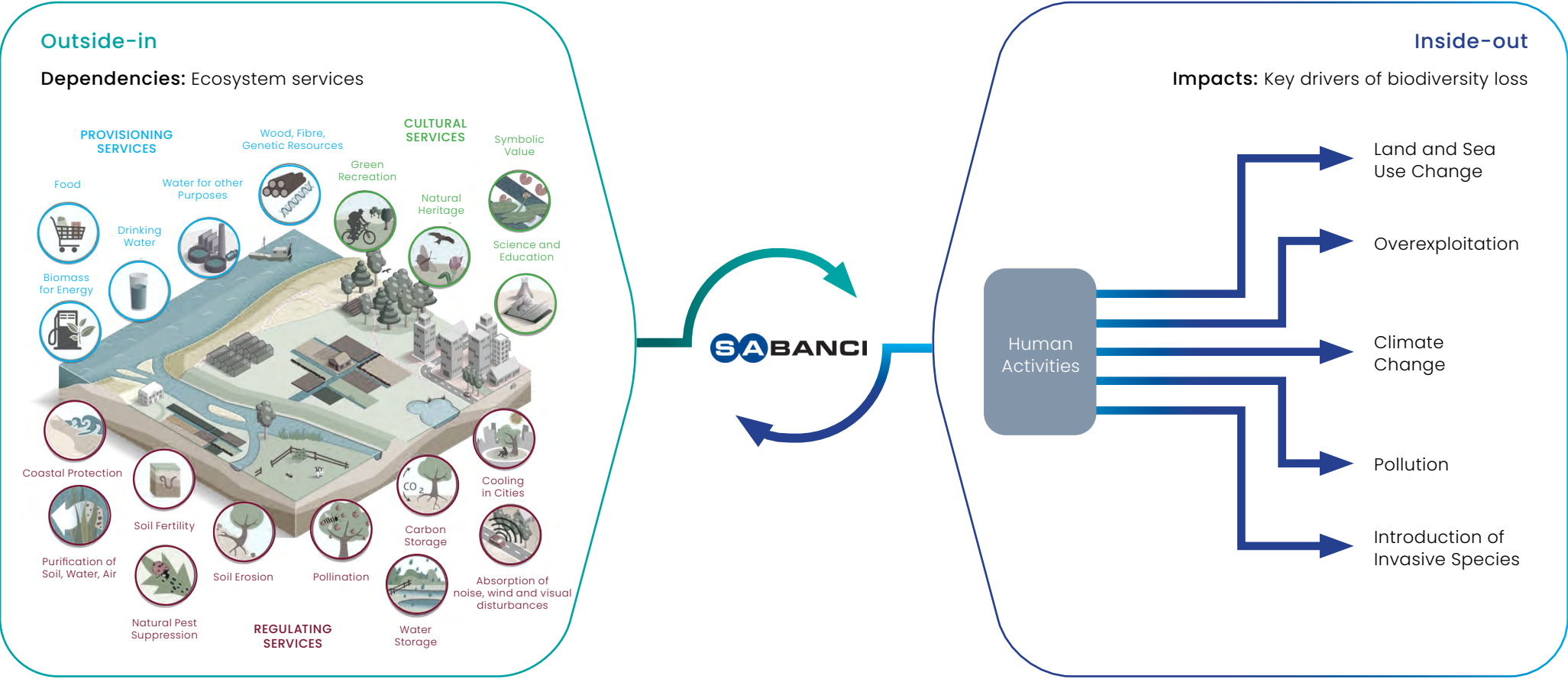
TNFD Guidance on the assessment of priority locations:



Biodiversity

We looked into impact and dependencies of biodiversity for Sabancı Holding and its Group companies.

With a comprehensive understanding of their impacts and dependencies on biodiversity, Group companies then mapped out their value chain to identify areas where interventions can be most effective. This holistic approach ensures that efforts to preserve and restore biodiversity are integrated into their operations.



Biodiversity

As these efforts persist, the implementation of our policies focused on biodiversity and nature further enable impactful outcomes. Our **Responsible Investment Policy** establishes an exclusion list based on various biodiversity standards. These standards apply to all investments, regardless of size. Additionally, evaluating large-scale investments exceeding **USD 10 million**, incorporating production activities that could pose significant environmental or social risks if not managed properly, we meticulously consider the **IFC Performance Standards** or **EBRD Performance Requirements**.

Moreover, our Policy outlines how ESG due diligence, including biodiversity criteria, will be implemented across the Sabancı Group value chain.

Material investments screened for biodiversity risks using Global ESG and Performance Standards.

In parallel with our strategic efforts, we actively engage in biodiversity conservation programs and collaborate with local public and non-governmental organizations.

Throughout 2024, relevant Sabancı Group companies advanced comprehensive biodiversity management by identifying their most impacted operational locations and conducting in-depth assessments of local **water**

resources and **ecosystems**. These studies included **flora and fauna assessments** and **field observations** supported by experts such as ecologists, wetland specialists, forest biodiversity experts, and botanists. Based on these site-specific studies, detailed reports were developed to inform targeted conservation and restoration actions.

Field-based ecosystem assessments guide site-specific conservation and restoration actions.

The next phase of our biodiversity journey will focus on implementing conservation and restoration actions, with continuous support from field-based assessments. Group companies will explore full alignment with the Taskforce on Nature-related Financial Disclosures (TNFD) by assessing ecosystem services at selected sites and embedding related actions into their operational models.

Additionally, companies will evaluate opportunities to establish carbon sink areas in alignment with their biodiversity ambitions, ensuring these actions complement one another. Together, these steps will support the advancement of **nature-positive outcomes** across the Sabancı Group.

HIGHLIGHTS FROM SABANCI GROUP COMPANIES

Çimsa

Based on 2022 as the reference year, Çimsa has committed to **halting and reversing biodiversity loss by 2030** across high-impact areas in its value chain, including raw material quarry operations, suppliers, and direct operations. The long-term goal is to achieve **full ecosystem recovery by 2050**. The company finalized and officially published its [*Biodiversity Management Policy*](#) positioning biodiversity as a strategic priority and initiating long-term plans to protect and sustain the ecosystems in which it operates.

To support this strategy, Çimsa partnered with **the Nature Conservation Centre (DKM)** to prepare **site-specific Biodiversity Management Plans** for its locations in Türkiye. In 2024, extensive ecological fieldwork was conducted around factory vicinities and material sourcing regions, including forest and steppe ecosystems. These studies, led by expert teams, provided in-depth analyses of local biodiversity and the impact of human activity, forming the scientific basis for future action plans.

Building on the results of a Materiality Analysis completed in 2023, which evaluated sectoral impact,

Biodiversity

operational dependency, and ecosystem value, Çimsa identified 13 candidate sites. A follow-up **Sensitivity Analysis** prioritized 6 locations based on ecological importance and water-related risks. Biodiversity Management Plans for two of these priority areas were initiated, outlining science-based actions for species and habitat protection, sustainable water use, and ecosystem restoration. These plans aim to integrate biodiversity into day-to-day operational management and guide long-term sustainability.

Çimsa prioritizes 6 biodiversity sites and protects thriving wetland ecosystem in Eskişehir.

The ecological transformation observed at a former quarry site in Eskişehir stands as a striking example of **natural regeneration**. Following the end of operations, natural rainwater accumulation led to the formation of an artificial lake, which has since evolved into a thriving wetland ecosystem. The area now supports diverse species of amphibians, waterfowl, insects, and aquatic plants. **This site has been formally included in Çimsa's Biodiversity Management Plans to ensure its continued protection and ecological enrichment.**

Çimsa continues to develop its biodiversity roadmap through collaboration with stakeholders, local

communities, suppliers, and ecosystem experts—shifting from a mindset of managing impact to taking nature-positive action.

Akçansa

Akçansa considers biodiversity management a core element of its business strategy and works within the framework of clearly defined goals to prevent biodiversity loss and protect ecosystems. In line with this commitment, the company published its [Biodiversity Policy](#) in 2024.

In the same year, Akçansa initiated the development of **Biodiversity Management Plans (BMPs)** for two active quarry sites, Çamtepe and Bozalan. These efforts mark the beginning of a broader commitment to **cover all active quarries with BMPs by 2030**, as part of the company's long-term sustainability targets. To minimize the ecological impacts of mining operations, Akçansa also advances site rehabilitation projects. In 2024, an additional **0.5 hectares of land were rehabilitated, bringing the total restored area to 29 hectares. The goal is to reach 50 hectares of rehabilitated mining sites by 2030.**

Akçansa restores marine life with reef project and scales quarry biodiversity plans.

The Marmara Islands Artificial Reef Project, launched in 2023, continues to show promising results in restoring marine biodiversity. Within the first year of implementation, monitoring activities recorded 33 distinct marine species, including 10 fish species. Notable population increases were observed in economically significant fish such as the Common Two-Banded Seabream (*Diplodus vulgaris*) and the Brown Meagre (*Sciaena umbra*). The reefs have also become habitats for protected species like the European Spider Crab (*Maja squinado*) and the Noble Pen Shell (*Pinna nobilis*), the latter classified as critically endangered by the **International Union for Conservation of Nature (IUCN)**.

Through this project, Akçansa aims to contribute to the sustainability of the Marmara Sea's marine ecosystems, enhance local marine habitats, and actively support the regeneration of underwater biodiversity in the region.

Brisa

Brisa recognizes biodiversity as an integral part of its sustainability strategy and a key enabler in the global transition toward both a **carbon-neutral** and **nature-positive future**. The company strictly avoids operational processes that may harm biodiversity and ensures that all new investments comply with **the Environmental Impact Assessment (EIA) Regulation**.

Biodiversity

Brisa's commitment to biodiversity dates back to 2013, when it launched its first conservation initiative in collaboration with WWF-Türkiye, focusing on the protection of cranes. This early leadership in nature stewardship earned the company **five Gold Awards under the Bridgestone Global Biodiversity Recognition Program**.

Brisa adopts impact-based biodiversity strategy and turns organic waste into forest fertilizer.

In 2024, Brisa transitioned from an activity-based to an impact-based biodiversity strategy, aligned with emerging global guidelines. The company began systematically analyzing both the pressures of its manufacturing activities on natural ecosystems and its operational dependency on nature. This assessment focused initially on production-related impacts in cities where its factories operate, identifying water, pollution, and carbon emissions as the most critical pressure points.

As regulatory authorities continue to release subsequent phases of biodiversity guidelines, Brisa plans to set science-based targets and develop a comprehensive roadmap for nature-positive action.

In practice, Brisa's 2024 initiatives reflect a strong commitment to circularity and ecological restoration. **Approximately 1,000 kilograms of daily cafeteria organic waste are composted and converted into 200 kilograms of fertilizer—amounting to 60 tons of fertilizer annually.** This nutrient-rich product is used in afforestation projects to enhance soil quality. In parallel, the company has maintained its support for reforestation efforts since 2021 by donating **18 thousand saplings annually** to the TEMA Foundation, contributing to forest regeneration following fire damage.

Temsa

Temsa is committed to advancing nature-positive business practices by assessing and mitigating the environmental impact of its industrial activities through science-based methodologies. In 2024, the company implemented its **Carbon Footprint Reduction and Carbon Sink Analysis Project**, designed to quantify emissions and evaluate their effects on local ecosystems with precision. As part of this initiative, **the Gauss Dispersion Model** was used to simulate the spatial distribution of industrial emissions from the Adana Campus. The analysis enabled the company to visualize pollutant concentration zones and understand their cumulative environmental effects.

Temsa Uses Remote-Sensing and Spatial Mapping to Guide Local Ecosystem Safeguards.

To further enhance its impact assessment capabilities, Temsa developed **high-resolution spatial emissions maps** (10m x 10m grid scale) across its industrial zones. This granular approach facilitates detailed monitoring of pollutant distribution and provides a robust foundation for implementing localized environmental interventions. In parallel, **remote-sensing technologies** are being deployed to evaluate how emissions influence surrounding ecosystems, offering a dynamic, data-driven perspective on the relationship between operations and biodiversity health.

These scientific evaluations not only support regulatory compliance but also enable Temsa to design forward-looking mitigation strategies. By integrating geospatial insights into its decision-making processes, the company is enhancing its ability to protect biodiversity, improve air quality, and align with its long-term sustainability and decarbonization goals.

Enerjisa Enerji

In 2024, Enerjisa Enerji published its **biodiversity strategy and ambition statement**, reinforcing its commitment to preserving ecosystems across its operations and value

Biodiversity

chains. Recognizing both its dependencies and impacts, the company considers biodiversity a strategic priority in daily operations and long-term planning.

Despite challenges such as limited data and the lack of standard biodiversity metrics, Enerjisa Enerji aims to support the global goal of reversing biodiversity loss.

Over the next two years, it will establish a baseline across all business units, reassess its Biodiversity Action Plans, and update them with science-based and measurable targets. These efforts will be carried out in collaboration with stakeholders, ensuring alignment with its nature-related priorities.

Enerjisa Üretim

Throughout 2024, extensive biodiversity monitoring efforts were conducted across **Renewable Energy Resources Zone (YEKA)** investment sites and extension projects financed by the **IFC** and **EBRD**. These studies assessed birds, bats, terrestrial fauna, and flora, and were expanded to include additional endemic invertebrate species. Construction managers and project directors received **biodiversity and topsoil management training to preserve critical habitats during site preparation**. Enerjisa Üretim actively collaborates with **the Directorate of Nature Conservation and National Parks (DKMP)** at every stage of project implementation.

The alignment of Enerjisa Üretim with **the Taskforce on Nature-related Financial Disclosures (TNFD)** further demonstrates its nature-positive approach. YEKA investments are currently being assessed under TNFD's **LEAP (Locate, Evaluate, Assess, Prepare) framework**, ensuring that biodiversity considerations are embedded into long-term financial and operational planning.

To reinforce biodiversity-conscious practices across the company, **biodiversity awareness training programs** have been developed for Enerjisa Üretim's workforce.

Post-Construction Fatality Monitoring (PCFM) programs were launched in February 2025 at operational YEKA sites to assess bird and bat mortality related to wind turbine operations. **Biodiversity Management Plans (BMPs)** and an **Invasive Species Management Plan** have been developed for these sites, with external consultants overseeing implementation in line with international conservation standards. **Biodiversity Action Plans (BAPs)** were also prepared for extension projects to address site-specific ecological risks and strengthen restoration efforts.

Enerjisa Üretim is further advancing regulatory compliance and sustainability leadership **by aligning its hydropower operations with the EU Taxonomy for Sustainable Activities**. New monitoring and data collection programs are being planned for aquatic organisms, expanding ecological oversight beyond national regulations. As part of its broader sustainability

strategy, the company is extending biodiversity-related expectations to its supply chain by developing standards and evaluation questions to guide conservation-minded procurement practices.

These collective efforts underscore Enerjisa Üretim's commitment to integrating biodiversity into its sustainability strategy and contributing to Türkiye's nature-positive energy transition.

Akbank

In 2024, Akbank advanced its **nature-positive finance approach by integrating biodiversity considerations into its lending practices and sustainable finance strategy**. Biodiversity risk is systematically evaluated during **Environmental and Social Impact Assessments (ESIA)**. Akbank does not finance projects located in **Alliance for Zero Extinction (AZE)** areas and requires biodiversity action plans for high-risk projects. These plans must be prepared and implemented by qualified experts when not already available. The bank also assesses impacts on terrestrial, aquatic, and aerial species to ensure that appropriate mitigation and monitoring measures are in place.

These practices are guided by Akbank's **Environmental and Social Risk Framework** and **Sustainable Finance Framework**, reinforcing the bank's commitment to biodiversity preservation across its portfolio.

Circular Economy

According to the recent [Circularity Gap Report](#), without profoundly rewiring systems of production and consumption and applying structural changes across key systems—from housing and food to mobility and manufacturing—we will not be able to close the loop on material consumption. As of 2023, we've also surpassed six of the nine planetary boundaries vital to life on this planet. Within this context, businesses have a clear responsibility to transform these systems by embracing circularity and promoting the sustainable use of natural resources within planetary limits.

Recent findings show that the global circularity rate has stagnated at 6.9%, declining from 8.6% in 2021. This means that, of the approximately 100 billion tons of materials consumed globally each year, only 6.9% are reused as secondary raw materials, highlighting a significant gap in circular resource flows.

At Sabancı Holding, we are committed to strategically investing in a sustainable future strengthened by our circular economy framework. Recognizing the urgent need to address material scarcity, we focus on enhancing resource productivity across both our existing operations and new investments. Our goal is to minimize reliance on landfilling and incineration, ultimately targeting Zero Waste by 2050.

Circular practices are essential to future-proof business as they address major environmental and societal challenges.

There are 3 major environmental and societal challenges of our current time, Circular Economy can help address these



A SYSTEMIC CHANGE IS REQUIRED MOVING FROM OUR CURRENT LINEAR ECONOMY TOWARDS A CIRCULAR ECONOMY.

To become future-proof, businesses need to move from linear towards circular business practices. 3 factors are moving the needle.



Businesses to rethink their end-to-end value chain approach:

- Procurement criteria
- Design-criteria of goods and services
- Business model innovation
- Address waste and recovering materials

The aim is to:

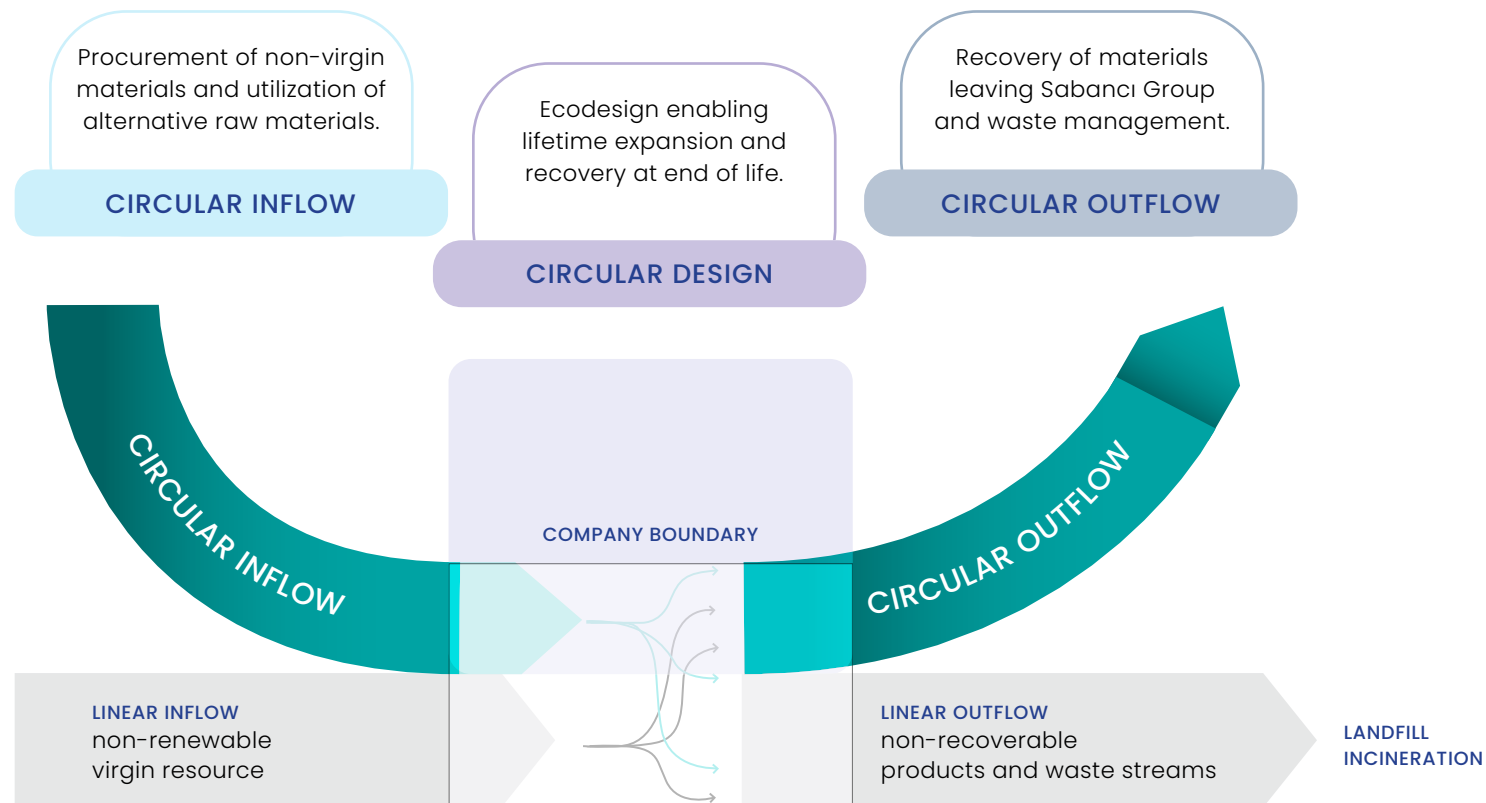
- Decouple revenue growth from virgin non-renewable material use
- Secure tomorrow's resources for today's prices
- Sell functionality over ownership

Circular Economy

At Sabancı Group, embedding the circular economy principles is one of the core ambitions for each Group company based on their specific stage of circularity maturity.

Three circular economy pillars; Circular Inflow, Circular Design and Circular Outflow, based on the [Circular Transition Indicators \(CTI\) framework](#) helped us to dive into circularity at Sabancı Holding.

Circular Economy pillars based on the CTI framework with definitions



Circular Economy

In 2024, Sabancı Holding and our Group companies actively implemented strategies to support the circular economy, achieving tangible and long-lasting impacts. We built upon the groundwork laid in 2023 by exploring circular opportunities across our portfolio, including material technologies, mobility solutions, energy sectors, and other key industries. Dedicated workshops equipped our Group companies with the tools to develop circular strategies tailored to their operational realities.

This journey led to the formalization and execution of Sabancı Holding's Circular Economy Strategy, which defines our ambition, strategic pillars, and targets. Throughout the year, several Group companies established quantitative targets aligned with our circular objectives, while others advanced circular practices through stronger supplier engagement and innovation efforts. This Group-wide commitment continues to shape our circularity strategy, built around the following three core pillars:

- Circular Materials & Partnerships
- Circular Design Principles
- Enhanced Recovery Routes

AMBITION

Sabancı Holding's Circular Ambition

'At Sabancı Holding, we strategically invest into a circular future, anchored by our pillars of the circular economy. Acknowledging the pressing need to address material scarcity, we emphasize enhancing resource productivity in our existing operations and new investments, while transitioning away from landfills and incineration on our path to Zero Waste by 2050.'

To succeed in our ambition we will focus on our 3 pillars 'Circular Materials and Partnerships', 'Circular Design Principles' and 'Enhanced Recovery Routes' to improve our circularity performance and grasp new opportunities.

PILLARS

CIRCULAR MATERIALS & PARTNERSHIPS



CIRCULAR DESIGN PRINCIPLES



ENHANCED RECOVERY ROUTES



TARGETS

By 2030, Sabancı Holding aims to achieve the Circular Inflow⁴⁶ targets and milestones for relevant Group companies⁴⁵.

By 2050, Sabancı Holding aspires for relevant Group companies⁴⁵ to design all key products⁴⁷ with the Circular Principles.

By 2050, Sabancı Holding aspires to eliminate landfill and incineration⁴⁸, across relevant Group companies.⁴⁵

⁴⁵ Relevant Group companies refer to Akçansa, Çimsa, Temsa, Tekno sa, Enerjisa Enerji and Enerjisa Üretim which are in scope of the Circular Economy Project.

⁴⁶ Further analysis needed to understand current % circular inflow.

⁴⁷ Key products are identified at the company level. Principles are durability, repairability and circular composition.

⁴⁸ Incineration of hazardous waste is out of scope.

Circular Economy

CIRCULAR MATERIALS & PARTNERSHIP

The primary objective under this pillar is to achieve circular inflow targets and milestones, which will **increase the percentage of circular inputs such as recycled or reused inputs rather than virgin resources**. This ambition is crucial, as it demonstrates companies' efficiency in resource utilization and their commitment to mitigating the negative impact on nature by reducing the demand for extracting raw materials. For this pillar, Sabancı Group will focus on analyzing the weight of material flows sourced from recycled or other types of circular content and reused from other processes, seeking ways to increase overall consumption through this approach. **By 2030, Sabancı Holding aims to achieve the Circular Inflow targets and milestones which were set in 2024 by relevant Group companies.** Some of these targets are quantitative whereas the others are qualitative milestones since some of our Group companies' value chains are extensive and more complex to transform. We expect to increase the maturity of our supply chain on circular economy practices as we engage with them in the coming years.

CIRCULAR DESIGN PRINCIPLES

Circular design principles are fundamental to creating products, services and systems that support the requirements of circular economy. During the implementation of circular design principles, specific pillars such as **longevity and durability, safe and circular material choices, modularity and flexibility, and designs with circular end-of-life cycles** will be considered in production facilities of Sabancı Group companies. Circular design principles deliver tangible benefits for nature by maximizing resource use and product quality, while simultaneously generating economic benefits through optimizations. Sabancı Group will analyze the entire lifecycle of products from beginning to the end-of-life processing to improve the circularity of design. **By 2050, Sabancı Holding aspires for relevant Group companies to design all key products with Circular Principles.** Group companies will implement their interim targets and milestones towards 2050 with different speeds based on their level of maturity and the nature of their industries, while working with suppliers and other stakeholders to enhance the mapping and circular performance of their supply chains.

ENHANCED RECOVERY ROUTES

Enhanced recovery routes aim to implement advanced strategies in **improving the efficiency and effectiveness of resource recovery at the end of product lifecycles**. Through improved recovery routes, it is possible to maximize the value retained from products at the end of their life cycle, transforming them back to valuable materials or energy through innovative and efficient recycling and reuse processes. The goal is to recover high- value materials from waste materials such as plastics at the end of the process. Through these recovered routes, it is possible to close the loop on material use and ensure sustainable resource management by integrating advanced technological and process innovations. **By 2050, Sabancı Holding aspires to eliminate landfill and incineration across relevant Group companies.**

Circular Economy

Classification of Group Companies Based on the Nature of Their Operations⁴⁹

With Production Facilities



Bigger influence to implement the circular pillars

In service, Utility or Retail Sectors



Lower influence on the circular pillars and need for supplier engagement



Mature Value Chain in implementing circular pillars into their processes



Less Mature Value Chain in implementing circular pillars on inflow and design into their processes



Quantitative targets



Qualitative actions and milestones

GROUP COMPANIES WITH PRODUCTION FACILITIES



2030

- 10% Alternative Raw Material use in cement (Inflow)
- 10% Alternative Raw Material use in concrete (Inflow)

2050

- Become a Zero Waste company⁵⁰ (Outflow)



2025

- Innovate on CDW (Design)
- in concrete
- powder as cementitious material.

2030

- 10-15% Alternative Raw Material use Grey cement (Inflow)
- 10% Alternative Raw Material use White cement (Inflow)

2050

- Become a Zero Waste company⁵⁰ (Outflow)



2030

- Design all key products with the Circular Principles (Design)

2045

- Become a Zero Waste company⁵⁰ (Outflow)

2050

- Achieve 50% circular inflow (Inflow)

GROUP COMPANIES IN SERVICE, UTILITY OR RETAIL SECTORS



2025

- Engage with suppliers to gather data on circular inflow.
- Explore opportunities to increase circular inflow and design.
- Calculate quantitative Circular Economy baselines for business units.

2030

- Set quantitative Circular Economy target for 2050.
- Start tracking performance improvement on Circular Economy KPIs towards the 2050 targets.

2050

- Be a Zero Waste company.⁵⁰ (Outflow)

⁴⁹The targets have been abbreviated, a summary of key actions and milestones have been provided.
⁵⁰Incineration of hazardous waste is not part of the Zero Waste target scope.

Circular Economy

WASTE MANAGEMENT (MATERIAL OUTFLOW)

For Sabancı Group, waste management means **treating the materials outflow as an opportunity in terms of a new resource** of materials. Decreasing the number of single-use materials and providing innovative and unique solutions to materials outflow as a new alternative resource like energy are among our enhanced recovery route initiatives.

In addition to these measures, we aim to **reduce our customers’ waste generation** through effective maintenance and repair services and by offering sustainable, resource-efficient, and durable products.

Materials Outflow by Type



51 Waste recycled and reintroduced to the economy without ash waste. Although it is difficult to recycle given the composition of the waste, Enerjisa Üretim is still working on how to repurpose/reuse the ash waste in other sectors.

52 Total waste without Enerjisa Üretim ash waste.

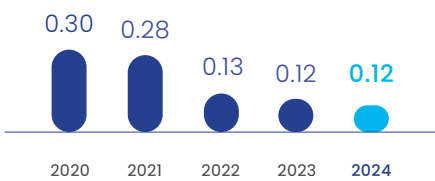
53 Total materials outflow intensity without Enerjisa Üretim ash waste.

57% of total waste was recycled and reintroduced to the economy⁵¹ in 2024, supporting our circularity goals.

As Sabancı Holding, we **began tracking new circularity KPIs in 2024** to monitor how Group companies are progressing toward their circular economy targets and milestones. In the initial phase, we focused on monitoring circular inflow and circular design objectives, including supplier collaboration, the quantification of circularity targets and baselines, and the development of qualitative roadmaps and milestones.

In the next phase, we will continue to monitor these metrics while **expanding our KPI framework** to establish a **robust follow-up and monitoring system** that ensures the achievement of our circularity goals within the set timelines.

Materials Outflow Intensity by Year⁵³ (ton)



HIGHLIGHTS FROM SABANCI GROUP COMPANIES

ÇİMSA

Circular Materials & Partnerships

Çimsa is reshaping its raw material strategy by **increasing the use of secondary materials** to reduce environmental impact and accelerate its contribution to the circular economy. The company is steadily **increasing the use of alternative raw materials** in its cement production, advancing both circularity and decarbonization goals. This approach enhances resource conservation, operational efficiency, and long-term environmental stewardship under the company’s circular economy vision.

Performance milestones also include a **progressive reduction in clinker usage in gray cement from 84% in 2023 to 80% in 2024, with a target to reach 75% by 2025 and maintain it through 2030.**

Circular Design Principles

Adopting the **Butterfly Model**, Çimsa has established a holistic framework to transform its processes from linear to circular. This model emphasizes strategies such as

Circular Economy

repair, reuse, recycling, and recovery across input and output flows. By embedding this model in daily operations, Çimsa aims to strengthen its circularity practices and reduce dependency on virgin resources.

Enhanced Recovery Routes

The company aims to **achieve zero waste across all operations and the value chain by 2050, and has set intermediate targets to develop construction and demolition waste reuse projects by 2025, and to increase alternative raw material usage to 15% in gray cement and 10% in white cement by 2030.**

Çimsa manages production waste in alignment with the Butterfly Model, prioritizing **process efficiency, environmental protection, and internal material circularity**. The company is implementing **advanced separation and recovery systems** that match waste types with appropriate reuse solutions, reducing reliance on external waste services and enabling the transformation of waste into valuable inputs.

The company also continues to invest in innovative technologies and explore solutions for reintroducing construction and demolition waste into the production cycle.

AKÇANSA

Circular Materials and Partnership

In 2024, Akçansa established a major collaboration with **ODAŞ Energy**, integrating **fly ash from the Çan2 Thermal Power Plant into cement production**. This initiative aims to reduce the consumption of virgin resources and promote circularity. Within the scope of this collaboration, Akçansa plans to utilize approximately 2 million tons of fly ash.

In 2024, compared to the previous year, the use of **alternative raw materials increased by 21% in cement and 12% in concrete**. The company targets a **10% alternative raw material share** in both product groups by 2030.

Enhanced Recovery Routes

Akçansa continues to improve its waste management processes by **increasing the use of alternative raw materials and fuels** in both cement and ready-mixed concrete production. The company applies **effective waste reduction strategies and recycling initiatives** to support its broader circular economy goals.

In 2024, **680 thousand tons of waste were diverted from landfills and repurposed as alternative resources**. Akçansa also continued to reduce reliance on fossil

fuels by **utilizing industrial waste, sewage sludge, ship-collected liquid waste, and end-of-life tires as alternative fuels**. A total of **248 thousand tons of waste were used as alternative fuel** in 2024.

At the Çanakkale plant, **22 thousand tons of biomass waste were converted into energy**, contributing to both fossil fuel substitution and carbon emissions reduction. The company aims to **increase its alternative fuel usage rate to 35% by 2030**.

Through recovery units installed at ready-mixed concrete facilities, **31 thousand tons of aggregate were reclaimed** in 2024. Akçansa achieved a **total waste recovery rate of 95%**, reinforcing its commitment to circularity and sustainable resource use.

KORDSA

Circular Materials and Partnerships

Kordsa is a core partner of the **WhiteCycle project**, funded by the European Commission, developing **biotechnology-based polyester recycling technologies** from tire and textile waste. **Kordsa's R&D teams explore potential applications for these recycled materials across industries, promoting sustainable material use, enhancing resource efficiency, and supporting industrial decarbonization.**

Circular Economy

Aligned with the automotive industry's target of **40% sustainable material use by 2030 and 100% by 2050**, Kordsa continued its efforts to develop PET tire cord fabric using recycled and bio-based materials.

In 2024, Kordsa achieved pilot and industrial-scale production using 100% chemically recycled PET yarn in its Indonesian facility, followed by production in other plants. **In Brazil, 100% mechanically recycled yarn production was successfully completed.**

Circular Design Principles

Through its R&D Center, Kordsa continues product development to reduce rolling resistance and fuel consumption, with a focus on mechanical recycling and bio-based materials, contributing to long-term circular innovation in the mobility sector.

Enhanced Recovery Routes

In collaboration with Sabancı University, Kordsa developed a **Solvent-Based Polyolefin Recycling Pilot Line**, enabling the recovery of high-quality polyolefins from waste materials that are difficult to recycle mechanically. This innovative process uses **eco-friendly solvents to recover polyolefins from complex waste types** such as composite, laminated, and additive-containing materials, significantly contributing to circularity and advanced waste management.

BRISA

Circular Materials and Partnership

Brisa supports the circular economy by applying sustainable production models across the entire product lifecycle. The company takes action at every stage, **from responsible raw material sourcing and efficient manufacturing to eco-conscious distribution, maintenance services that extend product life, and the recycling of end-of-life tires into energy, oil, and granules for reuse in other sectors.**

Circular Design Principles

Brisa continues to develop new-generation tires with reduced rolling resistance, emissions, noise, and weight. Its strategy to expand the sustainable product portfolio is monitored through key performance indicators such as the weighted average rolling resistance of products sold and the share of sustainable products.

Enhanced Recovery Routes

To further promote circularity, Brisa offers **tire retreading services that extend tire life up to three times, reducing waste and lowering fleet costs by up to 40%**. The use of high-quality materials and controlled production processes ensures resource conservation and supports the national economy.

In a major step forward, Brisa launched **Veloxia**, its dedicated retreading brand, and introduced **Carcas World**, a digital platform for managing the collection, reuse, and reintegration of used tires, thereby closing the loop in tire lifecycle management.

In 2024, Brisa enhanced its circularity measurement systems, calculating its **material circularity rate at 40%**, marking an important milestone in embedding circular economy principles into its core operations.

TEMSA

Temsa integrates circular economy principles across its R&D, manufacturing, and waste management processes to minimize environmental impact and optimize resource efficiency.

Circular Materials and Partnership

The company prioritizes **eco-design and material sustainability** by using lighter and more environmentally friendly materials without compromising safety or performance. To promote **battery circularity**, Temsa develops systems that reuse electric bus batteries in secondary applications, such as energy storage projects.

In 2024, it became **the first Turkish bus manufacturer and the sixth globally to receive an Environmental**

Circular Economy

Product Declaration (EPD) certificate, demonstrating its commitment to transparent lifecycle impact assessments.

Circular Design Principles

Temsa targets **50% circular flow by 2050**, with a roadmap focused on circular design principles, expanding supplier engagement on material sustainability, and **developing innovative end-of-life applications for EV batteries** through strategic R&D collaborations.

By prioritizing design for circularity, zero waste, and material efficiency, Temsa continues to lead the sustainable transformation of the mobility sector.

Enhanced Recovery Routes

In line with its **2045 Zero Waste Vision**, Temsa aims to eliminate landfill and incineration waste entirely. A **comprehensive waste segregation system** has been implemented at its facilities, identifying 27 waste types (13 non-hazardous, 14 hazardous), and installing 600 bins for separate collection. Ten licensed facilities are engaged for the recycling and recovery of waste. Temsa also received a **Basic Level Zero Waste Certificate** from the Ministry of Environment, Urbanization, and Climate Change of Türkiye.

Spare parts packaging waste is minimized by repurposing production boxes and crates for outbound shipments, contributing to **broader waste reduction across the logistics chain**.

ENERJİSA ENERJİ

In 2024, Enerjisa Enerji established its **circularity strategy** to consolidate ongoing efforts under a unified framework and define a clear roadmap. Alongside this development, the company published a formal **ambition statement**, reinforcing its long-term commitment to sustainable resource management. Recognizing that the **circular economy supports both zero-waste targets and 2050 decarbonization goals**, Enerjisa aims to increase circular inflow usage, focus on circular design of assets, and enhance outflow efficiency across all operations in collaboration with value chain partners.

Circular economy principles have been embedded into business operations by launching initiatives that minimize waste, improve material efficiency, and extend product lifecycles.

Circular Material & Partnerships

E-Waste Recycling with Köstebek: A strategic partnership that ensures proper recycling and

safe disposal of electronic components, mitigating environmental harm while repurposing valuable materials.

Wastepresso – Upcycling Coffee Waste: A circular initiative that transforms coffee waste into biofuel or agricultural inputs, turning a common byproduct into a sustainable resource.

Circular Design Principles

Battery Lifecycle Optimization (VoVo): Extends battery use by applying AI and predictive maintenance, reducing premature battery disposal and advancing energy storage sustainability.

Enhanced Recovery Routes

Carb-Zero – Decarbonization and Resource

Optimization: Provides an integrated carbon management platform that helps organizations track and reduce emissions, while promoting efficient resource use across sectors.

Scope 2 and 3 Emissions Reduction Initiatives: Projects like **Buradayım** and **EDAS** deploy digital solutions to optimize field operations and logistics, reducing unnecessary energy use and indirect emissions.

Circular Economy

ENERJİSA ÜRETİM

Integrating **circular economy principles** is a core pillar of Enerjisa Üretim's sustainability strategy. The company focuses on **maximizing resource efficiency** and **minimizing environmental impact** across all operational processes.

Enhanced Recovery Routes

At the **Tufanbeyli Power Plant**, a dedicated **Water Treatment Unit (WTU)** and **waste tracking system** have been established to reduce hazardous waste generation and ensure proper disposal of industrial by-products. A **waste compaction system** has also been implemented to reduce the frequency of transportation trips, thereby lowering carbon emissions from waste logistics.

Enerjisa Üretim has evaluated nine subcategories of its Scope 3 carbon footprint to identify and minimize indirect emissions linked to its supply chain. Across all facilities, the company conducts **systematic monitoring of hazardous and non-hazardous waste**, aligning its practices with international environmental standards including the **IFC guidelines**, **EU Waste Framework Directive (WFD)**, and **EU Taxonomy regulations**.

TEKNOSA

Enhanced Recovery Routes

In 2024, Teknosa advanced its circular economy approach by installing **e-waste and waste battery collection stations** across all stores, supporting responsible disposal and recycling. The transition to biodegradable shopping bags led to a significant reduction in plastic use. Additionally, **buyback and reuse campaigns** were launched to encourage resource efficiency and consumer participation in circular practices.

CARREFOURSA

Enhanced Recovery Routes

Carrefoursa collaborates with **Fazla** and the **Food Rescue Association** to ensure that food losses are **analyzed, categorized, and repurposed** before becoming idle. Through **Food Banking**, losses suitable for consumption are **re-evaluated and delivered to those in need**.

In 2024, the company made **29,626 donations**, totaling **8,685 tons of food** valued at **38 million TL**.

As a food retailer, Carrefoursa places strong emphasis on **managing global food scarcity and preventing food waste**. The company aims to **minimize waste generation** across all stores and warehouses, embracing a "Zero Waste" approach and continuously improving recycling and recovery performance.

As part of this effort, **95% of Carrefoursa stores received Basic Level Zero Waste Certificates** in 2024. Valuable waste materials such as paper, metal, glass, plastic, vegetable oil, and batteries are separated at store level and forwarded to licensed recycling firms.

In 2025, Carrefoursa began implementing **the deposit return system introduced by the Türkiye Environment Agency**, covering glass, PET, and aluminum beverage containers. This initiative plays a key role in promoting **waste reprocessing** and significantly contributes to **reducing waste leakage into the natural environment**, reinforcing the company's commitment to circular economy and environmental sustainability.

Our Social Agenda

Creating Lasting Social Impact

True progress is not just about speed but about inclusivity, equity, and empowerment. Like a torch being passed forward, Sabancı Holding's social impact initiatives ensure that the benefits of progress reach all stakeholders—employees, communities, and future generations. Through education programs, workforce training, and diversity & inclusion initiatives, we empower individuals with the tools and knowledge they need to thrive in a rapidly evolving world.

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Our Social Agenda

At Sabancı Holding, we believe that the purpose of business is to generate value by addressing the challenges faced by people and the planet. Companies should grow by offering meaningful solutions, not by contributing to the problems themselves. Our Social Agenda is built on this belief and reflects our long-term commitment to both business success and social wellbeing.

With over 60 thousand employees and millions of people touched across our value chain, we are committed to driving positive change from within. We promote inclusive and sustainable practices through SDG-linked products and services, responsible employment, and volunteering programs that engage not only our employees but also our society.

Beyond the boundaries of our businesses, we work closely with Sabancı Foundation and Sabancı University to amplify our impact. Through joint initiatives, we address critical societal needs in education, equality, cultural access, and inclusion. These partnerships, grounded in our commitment to social contribution and investments, allow us to extend our reach and deliver programs that create long-term social value.

In 2024, Sabancı Group launched the Sabancı Youth Mobilization establishing a new social enterprise model across Türkiye.

Aiming to retain national intellectual capital and ensure equal access to innovation and technology for young people and entrepreneurs, the campaign builds on the three-year Sabancı Republic Day Campaign (2021–2023) to invest in youth competencies and leadership development.

With the goal of “transforming brain drain into brain power,” Sabancı Youth Mobilization will expand to university campuses across Türkiye through Sabancı Technology and Impact Centers. These centers will support young people in areas such as entrepreneurship, innovation, and sustainability. Focusing on Sabancı Group’s key focus areas – energy and climate technologies, material technologies, mobility solutions, and digital technologies – the centers will provide mentorship, education, and project development opportunities, enabling young people to realize their ideas.

A Sabancı Technology and Impact Centers Network will be established across various regions of Türkiye. Initially implemented in cities with Sabancı Group operations, the centers will be supported by Sabancı Volunteers and open to young talent aged 18–34.

Over three years, the project aims to establish a presence in 34 provinces and at 35 universities in Türkiye, and at least two centers and two universities abroad, reaching a minimum of 30 thousand young people.

Sabancı Technology and Impact Centers will foster an ecosystem for idea development and value creation, support sustainability- and social impact-focused entrepreneurs, and cultivate next-generation leadership skills.

In 2024, a total of eight centers were established, including seven Technology and Impact Centers across five different cities and the digital hub, hosted at sabancigenclikseferberligi.com.

Our Social Agenda

The Sabancı Youth Mobilization strategically empowered young talents to develop sustainable solutions, aligning with our long-term impact goals. By fostering youth engagement in sustainability and innovation, the initiative contributed to building a future-ready society and enhancing our stakeholder value.

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

Since its establishment, the Foundation has supported thousands of impactful projects across Türkiye, with a strong emphasis on empowering women, youth, and individuals with disabilities. By working with non-governmental organizations, public institutions, and universities, the Foundation addresses pressing societal challenges and helps build stronger, more inclusive communities.

The Sabancı Foundation has awarded over 51 thousand scholarships, supported more than 900 civil society projects, and made significant contributions to education, culture, and the arts. Through long-standing grant programs, capacity-building efforts,

and nationwide awareness campaigns, the Foundation continues to be a catalyst for sustainable social transformation.

Sabancı University also plays a key role in strengthening the Group's efforts to generate positive social impact with its mission to educate competent and self-confident individuals at both national and international levels. The University contributes to the production and development of knowledge in the fields of natural sciences and engineering, as well as social sciences, humanities, and management sciences through innovative and interdisciplinary research.

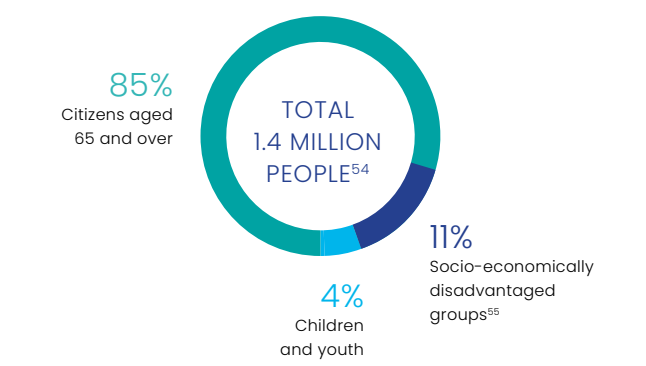
The University has contributed to society by producing a new generation of professionals who are committed to lifelong learning and positive change. Thousands of its graduates now lead impactful careers across various sectors in Türkiye and around the world.

In addition to academic excellence, the university emphasizes community engagement through volunteering, entrepreneurship, and research projects that tackle key societal issues such as climate change, digital inclusion, and social inequality. This ecosystem of

learning and contribution reinforces Sabancı Holding's vision of building a more equitable and forward-looking society.

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

People Reached through Inclusion Programs Carried out by Sabancı Group Companies (2024, excluding Sabancı Foundation) ✓



⁵⁴ Akbank, Agesa, Brisa, Carrefoursa, Çimsa, Kordsa, Teknosa, Enerjisa Enerji, and Enerjisa Üretim are included.
⁵⁵ These groups represent people with various social and/or economic disadvantages, and detailed definition may vary according to each program.

Community Investments

Our community investment efforts are anchored in two strategic pillars: empowering youth through the Sabancı Youth Mobilization and activating employees through the Sabancı Volunteers Program. Together, they embody our commitment to inclusive and lasting social value creation.

EMPOWERING YOUTH THROUGH THE SABANCI YOUTH MOBILIZATION

In line with Mustafa Kemal Atatürk's vision – “All my hope is in the youth” – we launched the Sabancı Youth Mobilization in 2024, establishing a new social enterprise model across Türkiye. At the heart of our 2024 efforts lies the Sabancı Technology and Impact Centers Network, a nationwide initiative to equip young people aged 18–34 with future-focused skills aligned with our four strategic domains: energy and climate technologies, material technologies, mobility solutions, and digital technologies.

The Sabancı Technology and Impact Centers Network includes seven physical centers and a digital hub, each designed to offer targeted education, mentorship, and entrepreneurship opportunities:

Izmir (IYTE, İzmir Institute of Technology – Enerjisa Üretim)

Two centers that promote hands-on learning in the Remote Monitoring Room and AI powered energy analytics. Students connect with real-world data from over 25+ renewable energy plants (~3,940 MW capacity).

Eskişehir (ESTU, Eskişehir Technical University – Çimsa)

Türkiye's first 3D-printed tech center. A six-week materials innovation program introduces sustainable cement applications and next-gen design.

Aksaray (ASU, Aksaray University – Brisa)

Features digital manufacturing labs and an entrepreneurship program tailored to the automotive and mobility sectors.

Kocaeli (KOÜ, Kocaeli University – Kordsa & Carrefoursa)

Separate centers from both companies which integrate sustainable materials workshops with career development and coaching for young innovators.

Ankara (Söğütözü MHM – Enerjisa Enerji)

Offers startup support tools and deep dives into energy transition strategy, grid tech, and sustainable innovation.

The digital hub, hosted at sabancigenclikseferberligi.com, featured 61 free training modules spanning AI, cloud technologies, sustainability, leadership, personal development, and crisis response simulations. From over 10 thousand applicants, 4,450 active learners engaged in immersive, practical content with measurable outcomes.

Community Investments

Group companies played an integral role in enabling this impact:

- **Enerjisa Üretim** led AI-based energy education using its plant infrastructure.
- **Çimsa** pioneered additive manufacturing for sustainable construction.
- **Brisa** provided digital production training and mobility-themed innovation modules.
- **Kordsa** supported future material sciences programming.
- **Carrefoursa** contributed to life skills and personal development sessions.

Looking forward, we aim to reach 30 thousand young people by 2026, scaling our presence to 34 provinces, 35 universities, and two international centers.

ACTIVATING EMPLOYEES THROUGH THE SABANCI VOLUNTEERS PROGRAM

Our Sabancı Volunteers Program channels the energy and expertise of our employees toward social impact.

In 2024:

- 1,000 volunteers ran in the 46th Istanbul Marathon as part of our “Running for Good” initiative, supporting educational equality.

- Employees delivered mentoring sessions, led workshops, and contributed to center programming.

Through these united efforts, we foster a culture of purpose and action—mobilizing talent, inspiring the next generation, and building resilient communities throughout Türkiye and beyond.

HIGHLIGHTS FROM SABANCI GROUP COMPANIES

Çimsa

In 2024, Çimsa launched the **Çimsa Technology and Impact Center** at **Eskişehir Technical University**, Türkiye’s largest 3D-printed structure, as part of the Sabancı Youth Mobilization. The company introduced 6-week training programs for 20 students at the undergraduate, graduate and doctoral levels in the building materials industry, introducing them to the dynamics of the industry much more closely. The programs aim to reach 500 students in five years.

Through its **“Our Work is Equality”** initiative, Çimsa promoted gender equality and realized career training to 600 students in 2024, expanding total reach to 5,950. In Mersin, the company also marked the 10th year of its powered wheelchair support program, delivering mobility solutions to nearly 500 individuals with disabilities.

Akçansa

In 2024, Akçansa advanced its social impact through four flagship programs, **“Artificial Reef”**, **“Young Women Building Their Future”**, **“STEM Talks & STEM Education”**, and **“My Volunteer Journey”**, mobilizing 420 volunteers across 95 projects, contributing 2,380 hours of community engagement. These efforts supported youth education, gender inclusion, and environmental awareness, reinforcing the company’s commitment to inclusive development.

To strengthen regional ties and support employment, 20 blue-collar workers from nearby villages were hired at the Çanakkale plant. Akçansa also partnered with Çanakkale 18 March University to upgrade technical training infrastructure and offer student internships.

Kordsa

In 2024, Kordsa advanced its social impact through **“Future Reinforcers”** project, an eight-year initiative rooted in the UN SDGs to provide accessible, high-quality education in material technologies. A new phase launched in 2024 includes a protocol with the Ministry of National Education to deliver comprehensive technical textile training for vocational high school students and teachers in the İzmit region. The pilot program began at Sabancı Vocational and Technical Anatolian High School in İzmit, where 11th and 12th graders receive practical,

Community Investments

profession-aligned education. Successful graduates may receive employment offers based on performance.

Kordsa also established the **Kordsa Technology and Impact Center at Kocaeli University** in December 2024, designed to equip students with advanced technical and leadership skills related to material technologies through training and mentorship. Supported by Sabancı Group's technology infrastructure, the center facilitates direct knowledge transfer from industry professionals. Since its opening, over 120 students have engaged, with a goal to reach 1,500 by the end of 2025.

Brisa

In 2024, **"Young Women Building Their Future"** project of Brisa trained over 250 young women in vocational skills, job placement, and mentorship, enhancing their workforce participation.

Brisa Academy supported over 14,500 individuals with technical training and social mobility programs.

Brisa launched the **Brisa Technology and Impact Center in Aksaray** as part of the Sabancı Youth Mobilization, serving as a hub for youth innovation and digital manufacturing education tailored to the automotive and mobility sectors.

Temsa

In 2024, Temsa's **"We Removed Barriers in Career (KAEK)"** project continued supporting disabled individuals in overcoming employment obstacles and raising social awareness over its 10-year journey.

The **"Strong Women of Automotive"** project, launched in 2023, empowered NEET women in Çukurova with technical training, leading to the employment of 28 women and wider social awareness. Additionally, the **"Changemakers"** program recognized sustainability-focused projects, promoting innovation and best practices within Temsa.

The **"Temsa Dream Partners"** initiative, marking its 10th year, organized a Children's Festival in Hatay for children affected by the earthquake. The project aims to create equal opportunities in education, support the development of children, and ensure mental and physical well-being; reaching thousands of students to date.

Enerjisa Enerji

The **"Karataş Sustainable Fisheries Support Project"** of Enerjisa Enerji addresses marine pollution and ecosystem threats in one of Türkiye's largest fishing districts, tackling ghost nets, plastic waste, and climate risks.

This initiative aligns with nine UN SDGs and achieved an **SROI of 8.7** in 2024.

The long-running **"I Am Protecting the Energy of the World"** program has educated over 300 thousand primary school students on energy conservation since 2010, supported by hundreds of employee volunteers.

The **"She-nergy"** program promotes female employment in electricity distribution, winning multiple awards including first place in the New Generation of Sabancı category at the 15th Sabancı Golden Collar Awards.

Enerjisa Üretim

Enerjisa Üretim's high-impact social initiative, the **"Womomentum Program"**, which supports women's career development and workforce participation, achieved a remarkable **SROI of 17.37** in 2024, reflecting significant improvements in confidence, professional skills, and gender awareness among participants.

The **"REDKA"** project successfully operated the Ovacık Wind Energy Power Plant end-to-end with an all-female team, earning recognition at the 5th International Awareness Awards for promoting women's employment and equal opportunities.

Community Investments

The company also supports local communities near its power plants and renewable energy sites through partnerships with public institutions and civil society.

A key milestone in 2024 was the establishment of a **dedicated Social Business team** within the company's sustainability unit, creating a systematic approach to social impact management and ensuring the continuity of social sustainability efforts across all operations.

Akbank

In 2024, Akbank's key programs such as the **"Youth Academy"**, reaching over 180 thousand youth, and **"CaseCampus"** demonstrated measurable social returns, confirming their societal value.

Through **"Transformation Holds the Future"**, Akbank upcycles office furniture into school supplies, supporting vocational students in the earthquake zone. Over 18 thousand pieces will benefit nearly 400 thousand students in more than 1,300 schools by project completion.

As the only Turkish bank in the UNEP FI & UN Women's Gender Equality Working Group 2024, Akbank leads on advancing gender equality and women's empowerment in the financial sector.

Akbank also hosted over 700 cultural events and introduced Türkiye's first permanent AI artwork by Refik Anadol, inspiring youth with the fusion of art and technology.

Teknosa

In 2024, Teknosa advanced its social impact primarily through the **"Technology for Women"** project, which delivered digital skills training to thousands of women and achieved an SROI of 4.27, empowering greater digital inclusion.

SabancıDx

The **"Yarınlar Seninle Mümkün" (Tomorrow is Possible with You)** project concluded in 2024, empowering 500 university students across Türkiye, including a 20% quota for earthquake-affected youth. Over five semesters, participants engaged in workshops, mentorship, and webinars to build career planning and personal development skills.

SabancıDx experts delivered key trainings covering cybersecurity, human-centered design, cloud transformation, artificial intelligence, agile software development, lifelong learning, and career management. These sessions provided participants with practical skills and insights to navigate the digital era confidently.

Sabancı Foundation

50

Years of
History

120+

Institutions

55K+

Scholarships

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.

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.

2024 marked the 50th anniversary of Sabancı Foundation's establishment.

During its 50-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 247 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 55 thousand scholarships over the last 50 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 THE YEAR

On March 23–24, a search conference was held with the participation of national and international philanthropic organizations. Insights, expertise and a collaborative spirit fostered meaningful discussions and generated innovative ideas regarding the Foundation's future. The review of findings from this strategic change search conference continued throughout the year and will be

further structured in 2025 to inform the Foundation's future strategy. A documentary film and a special book were produced to commemorate Sabancı Foundation's 50th anniversary.

SOCIAL CHANGE

Sabancı Foundation supports projects implemented by civil society organizations with grants aimed at finding lasting solutions to today's complex social issues. The Foundation engages in long-term, institutional partnerships to expand its scope and impact.

Introduced in 2007, Sabancı Foundation Grants Program supports civil society organizations in promoting social development to achieve equality and the active participation of women, youth, and persons with disabilities in society. Over its 18-year history, the Grants Program has provided support to 247 projects and initiatives, directly impacting nearly 422 thousand individuals and indirectly reaching over 6.8 million people nationwide.

Türkiye's Changemakers Program, which successfully completed its 15th year in 2024, highlights the stories and efforts of individuals who significantly contribute to social development and inspire society across the country. Since its inception in 2009, the program has received nearly 20 thousand applications; the remarkable stories

Sabancı Foundation

of 216 Changemakers were selected and video recorded. These inspiring videos are widely disseminated on the program’s website and social media platforms.

In 2024, Sabancı Foundation hosted Dr. Jane Goodall, founder of the Jane Goodall Institute and Roots & Shoots, United Nations Peace Ambassador, and renowned ethologist at a special event. The event focused on biodiversity, climate action, and the role of youth in driving change. Dr. Goodall delivered an inspiring speech, sharing her life story, emphasizing hope and the interconnectedness of all life, and calling for collective action.

Launched in 2022, the first phase of the ‘Young Women Building Their Future’ project, an effort aimed at raising awareness of the challenges faced by NEET (Not in Education, Employment or Training) young women in Türkiye, was completed in 2024. According to an SROI analysis, the first phase generated a social return of TL 4.14 for every TL 1 invested through training, mentorship, and grant programs, enhancing employability and empowerment and influencing national policies.

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 –the most significant investment undertaken by Sabancı Foundation.

In 2024, the Foundation continued its school investments in the country’s earthquake region. Construction of Enerjisa Atatürk Primary School in Hassa district of Hatay was completed with a donation of Enerjisa Enerji’s partner, E.ON. The Hatay Arsuz Sabancı Secondary School Agesa Annex Building was also completed with a donation from Agesa. School buildings completed in 2024 are: Hatay – Hassa Enerjisa Atatürk Primary School, Hatay – Arsuz Sabancı Secondary School Agesa Annex Building, Adana – Sakıp Sabancı Secondary School, İstanbul – Sakıp Sabancı Anatolian High School Gymnasium

CULTURE & THE ARTS

Over the years, Sabancı Foundation has provided long-term support to culture and the arts. The Foundation has supported The State Theaters – Sabancı International Adana Theater Festival since 1998 and Türkiye Youth Philharmonic Orchestra since 2009. The Foundation’s support to Metropolis Ancient City excavations also continued in 2024.

Sabancı Foundation Short Film Competition was launched in 2016 with the tagline “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 2024, “Climate Migration” was the theme of the Sabancı Foundation 9th Short Film Competition, held under the tagline “Film It Before They Immigrate.”

SCHOLARSHIPS AND AWARDS

Over its 50-year history, Sabancı Foundation has provided more than 55 thousand scholarships to students demonstrating academic excellence through its scholarship program. Currently, Sabancı Foundation scholarships support approximately 1,500 students each year, with 350 being new recipients. Sabancı Foundation has award programs in education, sports, arts, and culture. To date, these programs have presented 1,280 awards to deserving recipients in these diverse fields. Sabancı Foundation’s various activities have also received awards in recognition of their excellence. The Foundation’s awareness campaigns, such as the video film produced for the October 11 International Day of the Girl Child, garnered significant positive feedback and recognition. In 2024, Sabancı Foundation received a total of 13 awards for this video film and other projects.

Sabancı University

5,228

Students

350+

Patents

9,200+

Publications

SHAPING THE FUTURE THROUGH RESEARCH AND EDUCATION

Sabancı University is committed to educating self-confident individuals who embrace universal values, demonstrate compassion for society's needs while focusing on solutions, internalize collaborative creation and development, and pursue continuous development.

One of Türkiye's three officially recognized Research Universities by the Presidency of Strategy and Budget and Council of Higher Education (YÖK), Sabancı

University conducts interdisciplinary research across its faculties, centers, and forums in basic and social sciences, engineering and technology, business and art. Its 10 centers and forums contribute to scientific research, economic development, and society.

Sabancı University has made significant contributions with over 9,200 publications and has secured more than 352 patents to date.

Founded on a research-driven ethos, Sabancı University has produced over 9,200 publications⁵⁶ and secured more than 352 patents⁵⁸ to date. As of end-November 2024, the University has 276 active externally funded research projects with a total budget of TL 1.8 billion⁵⁷. The University ranked first among 165 universities in TÜBİTAK-supported project budgets at TL 497 million. Sabancı University faculty published over 650 scientific publications⁵⁶ and obtained 36 patents⁵⁸.

ACHIEVEMENTS UNDERSCORING "RESEARCH UNIVERSITY" STATUS

Sabancı University has reaffirmed its status as a Research University through numerous achievements throughout the year.

- In the 2025 Times Higher Education (THE) World University Rankings, the University ranked in the 351-400 band among 2,092 educational institutions, sharing first place among 91 Turkish universities.
- Sabancı University Executive Development Unit (EDU) has climbed 44 places since 2018, ranking 34th in the 2024 Financial Times Executive Education World Rankings.
- Sabancı University's European MBA program achieved the highest ranking among Turkish programs in the QS European Rankings this year, reaching 64th place in Europe and first in Türkiye.
- As of end-November 2024, 110 externally funded research projects, including significant international studies, were completed, and 111 new projects were launched.

⁵⁶ Data updated: 25.12.2024 (Scopus)

⁵⁷ Data updated: 30.11.2024

⁵⁸ Data updated: 13.12.2024

Sabancı University

TOP PERFORMANCE IN COUNCIL OF HIGHER EDUCATION RANKINGS

Sabancı University ranked second in the Council of Higher Education's 2023 Research Universities performance ranking, up one position from the previous year. In the ranking, based on 2023 research university data, Sabancı University shared first place for Research Quality and achieved the highest score among 23 universities for Interaction and Collaboration.

TÜRKİYE'S TOP UNIVERSITY FOR GRADUATE EMPLOYABILITY

Sabancı University ranked among the top 250 universities globally in the 2025 Times Higher Education Global Employability University Ranking.

As one of only two Turkish universities included, Sabancı University placed 218th worldwide.

Some 91% of Sabancı University alumni secure employment within one year of graduation, while 32% pursue graduate studies or careers internationally.

UNIVERSITY-INDUSTRY COLLABORATIONS

Sabancı University supports student, faculty, and university-wide initiatives, innovative studies, and research. Seventeen percent of full-time faculty members in the Faculty of Engineering and Natural Sciences are active entrepreneurs with established companies. As a leading research university in Türkiye and globally, Sabancı University strives to maintain its top ranking in the annual TÜBİTAK Entrepreneurial and Innovative University Index.

ATTRACTING TOP STUDENTS

Over 5,228 students are enrolled at Sabancı University: 83% undergraduate and 17% graduate. In the 2024 Higher Education Institutions Exam, 803 students enrolled at Sabancı University, with 15% ranking in the top 1,000 nationwide. Foreign student enrollment reached 13% in the 2024-2025 academic year.

The Make a Promise for the Future Scholarship Program provided full scholarships to eight students from the earthquake region who enrolled via the entrance exam. Three current students will also receive scholarships through this program.

NEW DATA SCIENCE AND ANALYTICS UNDERGRADUATE PROGRAM

Sabancı University launched a new undergraduate Data Science and Analytics program in the 2024-2025 academic year, providing education in highly sought-after data analysis skills crucial for future professions.

NEW INTERDISCIPLINARY MINOR PROGRAM: BATTERY SCIENCE AND ENGINEERING

The dynamic, interdisciplinary Battery Science and Engineering minor program integrates materials science, nanoengineering, mechatronics, electronics, and computer science to address global challenges in e-mobility and energy storage.

SAKIP SABANCI INTERNATIONAL RESEARCH AWARDS AND 20TH ANNIVERSARY COMMEMORATION

The late Sakip Sabancı, Honorary Chair of Sabancı University, was commemorated at a special ceremony marking the 20th anniversary of his passing. The Sakip Sabancı International Research Awards and 20th Anniversary Commemoration Ceremony at Sabancı Center included a panel discussion on "Sakip Sabancı's Vision: Navigating the Future in Our Globalizing World:

Sabancı University

Trends, Risks, and Opportunities,” attended by leading scientists from Türkiye and abroad. “The Vision of Sakıp Sabancı Project,” created for the 2024 commemoration, received six awards including the “European Excellence Awards 2024: AI in Communication.”

Türkiye’s First Campus to Announce a Net-Zero Target

Sabancı University aims for net-zero energy on its Tuzla campus. As a green campus with significant solar energy infrastructure, and through its I-REC certification and 100% Green Energy Agreement with Enerjisa Enerji, the University meets all its energy needs from renewable energy sources. The Tuzla campus features a 1,100 kWe solar power plant and cogeneration system.

PIONEERING SOCIAL CONTRIBUTION

Sabancı University’s Istanbul International Center for Energy and Climate (IICEC) held two key conferences in 2024: “Business World and Sustainable Energy” (April) and “Economic Growth and Energy: Shaping the Economy of the Future ” (December). The December conference was hosted by Güler Sabancı, Founding Chair of Sabancı University Board of Trustees, and Dr. Fatih Birol, Executive Director of the International Energy Agency (IEA) and Honorary Chair of IICEC. Turkish Treasury and Finance Minister Mehmet Şimşek was guest of honor.

Since establishing its technology commercialization company, Sabancı University Inovent Inc., in 2006, the University has accelerated its contributions to the entrepreneurial ecosystem. As of 2025, Inovent’s portfolio includes over 20 academic spin-offs. As an official TÜBİTAK BiGG Fund implementing organization, Inovent provides co-investment opportunities for early-stage startups. Inovent also manages startup scouting and evaluation for the Sabancı Holding and Abdul Latif Jameel-established J-Start Venture Capital Investment Fund, which focuses on deep-tech startups.

The SUCool Entrepreneurship Center, initially a 2014 pre-incubation program, expanded in 2023 with a dedicated center building to enhance support for entrepreneurs, providing a modern facility for co-working, collaboration, and networking.

To further these efforts, an innovation office – the first among Turkish universities – was established last year, with a dedicated Chief Innovation Officer.

Sabancı University Sakıp Sabancı Museum (SSM)

2,000+

Artworks Accessible via digitalSSM

10,000+

Children & Students Enriched by the Arts

Sabancı University Sakıp Sabancı Museum (SSM) aims to preserve, develop, and research artistic heritage through its collections, exhibitions, and programs.

SSM COLLECTIONS

Housed within the historic Atlı Köşk, the Sakıp Sabancı Museum collections reopened to the public in December 2024 following an extensive nine-month restoration.

Atlı Köşk now offers visitors a renewed and enriched experience, showcasing refined presentations of the Arts of the Book and Calligraphy Collection, the Painting Collection, and the Furniture and Decorative Arts Collection, blending newly acquired works with the established collection.

The enhanced displays underscore the museum's commitment to a dynamic approach to its collections, introducing previously unseen pieces to the public. Research on the Furniture and Decorative Arts Collection has yielded valuable insights into the history of the mansion and the context of its collections, providing new dimensions to both the exhibition arrangements and the museum's digital platforms.

The reopening of Atlı Köşk is further complemented by the expanded offerings of digitalSSM, the museum's digital archive platform. Accessible works now include

610 items from the Arts of the Book and Calligraphy Collection, 700 items from the Painting Collection, and 370 items from the Emirgan Archive. With the addition of sections dedicated to Archaeological Artifacts and the Furniture and Decorative Arts Collection, digitalSSM has evolved into an invaluable resource for all art enthusiasts.

EXHIBITIONS AT SSM

Georg Baselitz: The Last Decade

On September 13, 2024, SSM unveiled Georg Baselitz: The Last Decade, an exhibition dedicated to the works of the renowned German painter, sculptor, and printmaker.

Spanning all gallery spaces and the museum's gardens, the exhibition features nearly 100 monumental paintings and sculptures created over the last decade. A concurrent exhibition at Akbank Sanat presents an extensive selection of Baselitz's prints, providing an in-depth perspective on the artist's lifelong creative evolution.

Since the 1980s, Baselitz has made an indelible mark on the international art world, redefining German art in the post-war era. His works, deeply influenced by personal experiences and Germany's collective trauma,

Sabancı University Sakıp Sabancı Museum (SSM)

reflect the enduring scars left by the Nazi period. The exhibition prominently features his iconic upside-down compositions, a hallmark of his artistic practice since 1969.

Accompanying the exhibition, a series of conferences brought together renowned historians and art experts to explore the artist's life, era, and oeuvre. The exhibition catalog features essays by Norman Rosenthal, Beral Madra, Eric Darragon, and John-Paul Stonard, offering critical insights into Baselitz's practice. Additionally, a children's book titled *Introducing Baselitz* invites young readers to delve into the artist's inspiring world, exploring his life and works through narratives rooted in his childhood.

SSM LEARNING PROGRAMS

Children's Programs

In 2024, SSM Learning Programs continued to conduct workshops inspired by its collections and current exhibitions, covering disciplines such as painting, architecture, archaeology, and abstract art. Guided tours for school groups also remained a key feature of the program.

Workshops such as "Families with Strollers" catered to children aged 18–24 months, focusing on textures, shapes, and colors. In total, approximately 2,000 children participated in specially designed workshops, while 120 schools and nearly 4,500 students attended complimentary guided school tours.

Adult Programs

Adult programs at SSM in 2024 featured a range of enriching and interdisciplinary workshops and conferences, offering participants creative and intellectual engagement across diverse fields.

As part of the Georg Baselitz: The Last Decade exhibition, three seminars were held: "The Desolation into Which Baselitz Was Born: Nazism and Its Wreckage" by Prof. Halil Berktaş, "Memory in German Contemporary Art" by Dr. Osman Erden, and "From Illustrated Manuscripts to Wall Paintings: Visual Culture in a Modernizing Ottoman Society" by Prof. Tarkan Okçuoğlu.

The museum also hosted creative art therapy workshops titled *In Search of Raw Form: The Creative Process with Clay*, led by certified expressive art therapist Bihter Yasemin Adalı. Some 1,000 participants attended the year's adult-focused workshops and conferences.

OUTDOOR EVENTS

Soirée at the Museum

Held on SSM's Bosphorus-view terrace from June 4–9, 2024, Soirée at the Museum, organized with the support of Sabancı Foundation and in collaboration with Başka Sinema, offered an exceptional open-air cinematic experience for cinephiles.

Curated under the theme "Different Colors, Voices, Faces," the program presented an insightful selection of films. Among the Turkish productions, *Yurt* was a standout, having garnered the Best Screenplay award at the 2023 Venice Biennale d'Oro Awards and the Best Film accolade at the 2024 Annonay Film Festival. Another highlight was *Faruk*, celebrated with the FIPRESCI Award at the 2024 Berlinale Panorama. Also featured was *Bildiğin Gibi Değil*, directed by Vuslat Saraçoğlu, with stellar performances by Alican Yücesoy, Hazal Türesan and Serdar Orçin. This poignant narrative of three siblings triumphed at the 43rd Istanbul Film Festival, receiving the Jury Special Prize, Best Screenplay, Best Editing and Best Actor awards.

Sabancı University Sakıp Sabancı Museum (SSM)

The international segment featured *The Peasants*, an adaptation of Wladyslaw Reymont's Nobel Prize-winning novel; *Daliland*, an intricate exploration of Salvador Dalí's life and art; and *Vanya*, a National Theatre Live adaptation of Chekhov's classic *Uncle Vanya*, reimagined by Simon Stephens.

Stage at the Museum

Since 2017, Stage at the Museum has been organized with the support of the Sabancı Foundation. From August 22-25, 2024, the program, themed "Eyes Hear, Ears See," featured not only the most compelling plays of the season but also innovative performances and workshops that synthesized auditory and visual perception.

The theatrical component of the program featured performances of *Bana Kimse Ne Olduğunu Anlatmadı*, a play that earned İbrahim Selim the award for Actor of the Year at the 2016 Afife Theatre Awards; *Baba*, starring Şerif Erol and Özlem Zeynep Dinsel, regarded as one of the most significant international plays of recent times; *Mahallemiz Eşrafından*, set on an island where Greeks and Turks coexist; *Geçen Gün*, which portrays the intersecting, overlapping, and colliding encounters of two individuals; *Parrhesia 2*, examining the necessities of being human in an era where defending truth has

become both challenging and essential; and *Ama*, a humorous exploration of the intersections between the professional and personal lives of artists living in Istanbul. Additionally, the extensive program offered a wide array of activities, including the dance event *Sessiz Disko*; an interactive sound installation by Serkan Aka; sound painting workshops for children and adults; site-specific sound meditations, sound walks, and sound-mapping exercises led by sound designer and researcher Dr. Oğuz Öner; and ATTA's immersive and participatory performances designed for infants and children.

YOGA AT THE MUSEUM

The highly anticipated Yoga at the Museum series, renowned for its annual appeal, drew participants to SSM's unique Bosphorus-view terrace from June to September 2024.

CONCERTS

Akbank Jazz Festival

As part of the 34th Akbank Jazz Festival, SSM hosted a harp concert by Meriç Dönük in its enchanting garden setting on September 29, 2024.

SSM SHOP

In 2024, the Sakıp Sabancı Museum Shop featured products and services designed to create unforgettable cultural and artistic experiences for art enthusiasts. With both physical and digital spaces accessible to all, the SSM Shop maintained its commitment to accessibility and innovation, offering products and services that complement both permanent collections and temporary exhibitions through collaborations with designers and suppliers of design products. In all its operations, the SSM Shop remained dedicated to social responsibility and sustainability, seamlessly integrating these principles into its thoughtfully curated offerings.

Financial Inclusion

According to the [World Bank's Global Findex Database 2021 Türkiye Country Brief](#), 74% of adults in Türkiye have an account at a financial institution. However, the data reveals a persistent gender gap in account ownership: 63% of women compared to 85% of men. Moreover, over one-third of account holders opened accounts primarily to receive government or wage payments, indicating that access to accounts is often functional but not always fully empowering. Around 68% use their accounts for digital payments, pointing to both the opportunity and necessity to drive deeper engagement and literacy.

Financial services today are more than mere tools for economic transactions, but an instrument of social empowerment. Equitable access to financial tools enables individuals and communities facing systematic barriers to stabilize their income, build resilience, and unlock opportunities. Without such access, social and economic disparities worsen, slowing the progress towards achieving the UN SDGs.

As digital innovation reshapes the global financial landscape, emerging technologies are unlocking possibilities for expanding financial inclusion. However, sustainable financial inclusion does not only flourish with access but requires efforts to promote financial literacy, strengthen trust and encourage active use of financial

services; being integral to any strategy aimed at building sustainable and equitable communities.

At Sabancı Group, financial inclusion enables us to serve a broader customer base, enhance income diversification, promote social equity, and contribute to sustainable economic growth.

We recognize the importance of building a financial system that is not only digitally accessible and innovative but also inclusive; capable of empowering every segment of society, including women, youth, entrepreneurs, and underserved customer groups.

Through the integrated strength of our banking, insurance, and pension companies, we aim to make financial services more equitable, barrier-free, and effective in improving the financial health of individuals and businesses across Türkiye.

DIGITAL SOLUTIONS AND FINANCIAL LITERACY

Türkiye's rapid digitalization offers a meaningful pathway to inclusion. Akbank, as Sabancı Group's flagship financial institution, remains committed to offering simple, personalized, and user-friendly financial experiences through its mobile platform.

Akbank Assistant and smart search features manage **over 7 million interactions monthly**. The **"For You"** app delivers **35 million personalized notifications** and **over 45 video tutorials each month**, helping users better understand and manage their financial activities. Features such as **"My Expenses"**; **"My Home"**; **"My Travel"**; offer contextual insights for proactive financial planning, while interactive quizzes and content co-developed with **Microfon.co** help improve financial literacy in a relevant and engaging format. In addition, with the collaboration of **FODER** (Financial Literacy and Inclusion Association), Akbank organizes financial seminars for retirees and homemakers to raise awareness on saving, accumulation and investment.

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 Bırak'** (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.

Financial Inclusion

Moreover, Aagesa continued to work to improve financial literacy and help individuals achieve their financial goals; improve their financial health, behaviors, attitudes and habits. With their **YouTube Project “Financial Therapy”** the industry’s first financial literacy video series, Aagesa achieved **4.6 million views**.

ACCESSIBILITY AND INCLUSIVE BANKING SERVICES

Sabancı Group prioritizes universal access across physical and digital channels. Akbank continues its collaboration with BlindLook, delivering **voice-assisted mobile banking for visually impaired users and sign language-supported customer service**. Branch accessibility is continuously improved through tactile paving, induction loops, Braille signage, and inclusive communication training for staff. In addition, audio and sign language formats are being introduced across customer documentation and service processes, reflecting our broader ambition to eliminate barriers and extend service reach. Akbank continues to foster effective communication with their employees and customers with disabilities through the **“Inclusive and BarrierFree Communication”** e-training, available to all bank employees. Accessibility features for the disabled are available across all 98 of Akbank’s branches.

Aagesa received the **EyeBrand Award at BlindLook’s EyeBrand Ceremony for its voice simulation technology** developed for visually impaired customers. Through this technology offered on Aagesa Mobile and website, visually impaired customers can perform all insurance transactions autonomously. In addition, Aagesa launched a **video call service for hearing-impaired customers**, a first in the sector.

As part of its Barrier-Free Digital Experience efforts, Aagesa won a Bronze Stevie in the “Sustainability Service of the Year in Europe” category at the Stevie Awards, a Silver Award in the Positive Social Benefit category at the PSM Awards, and a Gold Award in the “Social Responsibility” category at the 2024 Smart-i Awards with its Audio Simulation Support for Visually Impaired Users project.

Aksigorta develops inclusive solutions in its digital channels to ensure equal access to insurance services for everyone. As part of the BlindLook collaboration, Aksigorta added **voice guidance for the visually impaired to aksigorta.com.tr, online.aksigorta.com.tr and Aksigorta mobile application**, offering a barrier-free digital insurance experience. In addition, the Company strengthened its commitment to increasing financial inclusion by taking part in the EyeBrand Map, which sets digital accessibility standards.

SUPPORTING SMEs AND WOMEN ENTREPRENEURS

SMEs are central to Türkiye’s economic fabric, and Sabancı Group actively supports their growth through accessible finance and advisory services.

Akbank’s embedded finance platform **Tosla İşim** and the **SME Eco Transformation Package** are designed to help SMEs -especially those facing sustainability transitions- manage cash flow, digitize operations, and reduce emissions.

As part of its commitment to financial health and inclusivity, Akbank has set measurable targets and regularly reports on its progress. The bank provides a wide range of products and services to enhance women entrepreneurs’ financial resilience and foster sustainable growth.

Since launching the Women’s SME segment in 2021, Akbank has doubled its customer base and increased its loan balance sevenfold.

By 2025, Akbank aims for a 10% annual growth rate in the number of women SME customers, surpassing expectations with a 23% increase in 2023 and a 19% increase in 2024.

Financial Inclusion

Through the Women Enterprises Financing and Consultancy Support Program, **Akbank introduced the Women's SME Package, Türkiye's first and most comprehensive SME-focused package, backed by \$100 million from the EBRD and 80% Credit Guarantee Fund (CGF) support for women-led or managed SMEs facing guarantee challenges.** This package not only provides financing but also offers free mentorship, consultancy, and training. Additionally, through the **Binyaprak Women's SME Mentorship Program**, in collaboration with Turkishwin, the bank provided one-on-one mentorship to 100 Women SMEs, with the same support planned for another 100 in 2025.

ENTREPRENEURIAL ECOSYSTEM AND INNOVATION SUPPORT

Inclusion also means enabling bold ideas and new ventures. **Akbank's Entrepreneurial Banking model** addresses the unique needs of early-stage startups and technology entrepreneurs through a mix of financial products, mentoring, networking, and capital access. **By 2024, this model had expanded to six dedicated branches in three provinces.** More than **300 entrepreneurs** joined workshops, and around **100 startups** participated in Akbank's development programs.

Through the **Technological Entrepreneurship Package**, Akbank also provides access to value-added services including cloud infrastructure, legal support, and digital marketing tools helping startups overcome non-financial barriers to scale.

Akbank also supports employee entrepreneurs through the **Akbank+** program, which has **invested USD 1.4 million** in intrapreneur-founded startups.

Case Campus – a boot camp connecting university students and recent graduates with the entrepreneurial ecosystem – and **Boost the Future** startup acceleration program continued successfully in collaboration with Endeavor, further strengthening Türkiye's entrepreneurship ecosystem.

By offering a customer-oriented insurance experience through digital transformation, **Aksigorta** supported start-ups developing artificial intelligence technologies at the Big Bang Startup Challenge as an ITU Çekirdek Gold Stakeholder. In this context, the Company provided a total of **TL 600 thousand in grants** (TL 300 thousand each) to Sensed AI, which offers solutions for the physical integrity and health of buildings and critical infrastructures, and SmartIR, which analyzes objects and people for security and operational efficiency.

YOUTH BANKING AND SOCIAL IMPACT

Financial inclusion must start early to have lasting impact. **Akbank's youth-oriented programs** serve two major customer segments, **"Ready to Kick Off"** and **"Just Starting Out"**. Since launching its updated approach to student banking (formerly Akbank FAV), Akbank has **expanded its student customer base 3.3 times and its total young customer base 2.3 times.**

AkÖde's Tosla app complements this offering with a mobile-first experience that includes digital ID cards, sustainability-aligned card products, and tools tailored for young individuals and micro-businesses. Akbank also aligns its loyalty platform with social benefit: the chip money donation feature has supported eight NGO campaigns since May 2024, including initiatives with the Kurtaran Ev Association and the Tohum Autism Foundation.

As Türkiye's financial ecosystem continues to evolve, Sabancı Group remains committed to ensuring no one is left behind. By embedding accessibility, education, gender balance, and entrepreneurial empowerment into our financial services strategy, we contribute to a more inclusive and resilient economy; one where every individual and enterprise has the means and confidence to participate in value creation.

Our Human Capital Illuminating the Future through People

*The **aurora borealis** is a phenomenon driven by energy and movement—just like Sabancı Holding's dynamic workforce. Our people are at the heart of transformation. We invest in continuous learning, leadership agility, and future-ready workforce programs to ensure that our people drive transformation through their expertise, collaboration, and entrepreneurial mindset. Just as auroras light up the sky, our talent lights the way forward.*

Our Human Capital

Sabancı Group is shaping the future with the strength of its diverse, skilled, and future-ready workforce.

As of December 2024, Sabancı Group provides employment to over 60 thousand individuals worldwide, including subcontractor employees. With a strong commitment to global leadership, the Group continues to invest in its people—cultivating a culture of purpose and high performance that unites employees around shared goals. As enablers of transformation across all business areas, Sabancı Group employees play a central role in driving sustainable growth and long-term value creation.

Distribution of Workforce by Gender ✓

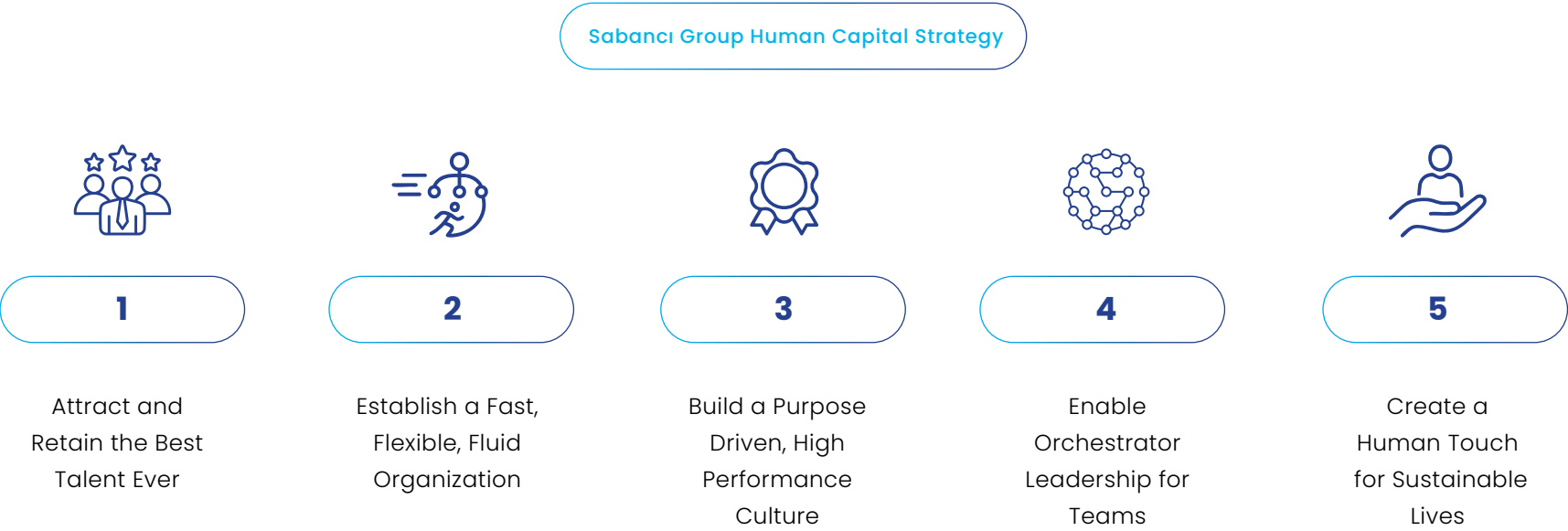


Distribution of Managerial Role by Gender ✓



Our Human Capital Strategy

Sabancı Group’s three-year human resources roadmap focuses on five key pillars to guide its human capital strategy. These pillars define how we attract, grow, and empower our people across the organization, reinforcing our leadership in sustainability, innovation, and purpose-driven transformation.



Our Human Capital Strategy

1. ATTRACT AND RETAIN THE BEST TALENT EVER

This pillar aims to attract and retain top-tier talent by aligning with global trends and implementing strategies that resonate with the needs and preferences of top talent.

Employer Branding and Cultural Transformation

In 2024, we moved beyond conventional employer branding and embraced a holistic transformation that made our values tangible across every employee touchpoint. To reinforce this shift, we launched the Employer Branding Project to strengthen the Sabancı employer brand among current and potential global employees.

Following research and analysis, the **Employer Value Proposition (EVP) “Starts with Sabancı”** was developed. The “Starts with Sabancı” initiative marked a new era, embedding the EVP in alignment with our purpose and core values: engagement, passion, authenticity, courage, and continuous growth. These values have become a lived experience, integrated into daily practices through recruitment campaigns, onboarding journeys, leadership communications, and social initiatives. A comprehensive activation process began in 2024 and will continue into the coming year.

“Starts with Sabancı” became more than an initiative, it evolved into a cultural movement. It united diverse talent segments under a shared purpose, reinforcing our values and mission. The initiative shaped internal culture, external perception, and leadership behavior. Looking ahead, we will expand its reach through digital engagement and real-time feedback to evolve the experience further.

Recognition as a Global Employer

Our efforts were globally recognized. **Sabancı Holding was ranked 405th on TIME’s “World’s Best Companies 2024” list as the top-ranked Turkish company, and was also featured in Forbes’ “World’s Best Employers 2024.”**

Purpose-driven Talent Ecosystem

We introduced differentiated hiring strategies for local and global talent. **The New Generation Career Experience Program** offered third- and fourth-year undergraduates a three-month opportunity to work on real business projects. In 2024, 24 students participated, with 50% women representation.

The SEED Digital Young Talent Program, redesigned to attract digitally savvy professionals with 0–3 years of experience, received 12,670 applications. Participants begin their upskilling journey in 2025, reflecting our

commitment to digital readiness, collaboration, and leadership development.

Beyond recruitment, we launched the **Sabancı Alumni Network**, an inclusive community for former interns, trainees, and early-career program participants. This network became a living ecosystem of brand ambassadors, potential rehires, collaborators, and innovation allies. In 2025, we plan to expand this platform to welcome the participation of all former employees.

By streamlining digital sourcing tools and strengthening our employer brand reach, we expanded our global talent pool. Through these efforts, we shifted from transactional hiring to building a purpose-connected talent ecosystem spanning the entire employee lifecycle.

Building Bridges for Collaboration and Innovation

In 2024, we strengthened our ecosystem approach to employee engagement and retention. We created new bridges between Group companies to promote shared learning, talent flow, and cross-functional collaboration. Through community-based platforms such as **Sabancı Minds**, **HR Minds**, and **Digital Minds**, we brought employees together to co-create experiences, exchange ideas, and build deeper social capital across the Group.

Our Human Capital Strategy

X-TEAMS, a business development platform utilizing agile methodology, aims to identify potential business areas aligned with the Group's strategies. Since the platform's launch, nine cohorts with approximately 500 employees consisting of cross-functional and cross-company teams have realized more than 60 projects.

To further energize our internal culture, we enhanced our intrapreneurship platform, **Sabancı ARF**. The program gave employees the opportunity to pitch new ideas, form agile teams, and receive funding or incubation support while remaining connected to the corporate backbone. By integrating ecosystem thinking, employee-led innovation, and purpose-driven engagement, we expanded the meaning of career mobility and created new pathways for long-term growth and impact within the Sabancı ecosystem.

2. ESTABLISH A FAST, FLEXIBLE, FLUID ORGANIZATION

Creating an agile and adaptable organizational structure that emphasizes speed, flexibility, and fluidity in companies to move Sabancı Group's strategy forward is the goal of this pillar.

Organizational Agility and Strategic Role Alignment

In 2024, through **the Critical Roles Project**, we defined "critical roles" using an objective framework aligned with our strategic priorities. This enabled more effective segmentation in compensation and talent management, while also supporting improved retention and succession planning efforts.

As part of the project, we clarified the role of the Holding in relation to our Group companies. While Sabancı Holding focused on strategic alignment, capability building, and ecosystem leadership at the core, our Group companies were empowered with increased autonomy and agility to lead within their respective industries.

Flexible Structures and a Future-Ready Workforce

We introduced digital tools and flexible work models to strengthen our resilience and adaptability across the workforce. Throughout the year, we continuously reviewed and recalibrated roles, teams, and organizational structures to ensure that the right capabilities were in the right places at the right time.

By adopting more dynamic work models, we empowered our employees to shape when, where, and how they work best. This reinforced a culture of trust, autonomy, and productivity.

Generative AI Upskilling and Innovation

In collaboration with Sabancı University, we launched a comprehensive **Generative AI Upskilling Program** for Data Scientists and Data Engineers across the Group.

The program combined technical expertise with a strong emphasis on ethical, real-world application of AI. Rather than offering standard technical training, we invited participants into a mindset of curiosity, co-creation, and strategic thinking to navigate uncertainty with confidence.

Participants gained the skills to design and deploy GenAI projects, fine-tune models for business-specific needs, optimize operations, and drive innovation from within.

In 2024, 19 employees successfully completed the program, delivering eight minimum viable products (MVPs) that addressed actual organizational challenges.

This hands-on, impact-oriented initiative reflects our commitment to building a future-ready workforce. Our objective is not only to enhance understanding of emerging technologies, but also to empower employees to shape and apply these tools to generate long-term, sustainable value.

Our Human Capital Strategy

Cross-Functional Mobility and Career Evolution

In 2024, we deepened cross-functional collaboration through structured talent reviews and flexible project assignments, guided by a strategic ecosystem mindset. Our aim was to move beyond static roles and hierarchies toward a more dynamic flow of talent where skills, impact, and potential take precedence.

We leveraged the diversity and scale of our Group companies to enable cross-company transitions and cross-industry mobility. Employees were encouraged to grow within their organizations and also explore new opportunities across the broader Sabancı landscape.

Through structured succession planning, we mapped talent with a long-term view, aligning individuals' potential with strategic workforce needs across the Group. As a result, we redefined career development from a linear path to a more adaptive and purpose-driven journey. Mobility became less about moving up and more about moving with purpose across roles, projects, and businesses.

3. BUILD A PURPOSE-DRIVEN, HIGH-PERFORMANCE CULTURE

The objective of this pillar is to foster a culture centered on purpose and high performance, motivating Sabancı Group employees to concentrate on an inspiring goal and collectively attain sustainable outcomes.

Shared Purpose and Cultural Mobilization

Our purpose, to unite Türkiye and the World for a sustainable life with leading enterprises, guided all strategies and was communicated across the Group through CEO Talks, Management Meetings, and employee engagements.

As part of the Sabancı Youth Mobilization, we participated in the Istanbul Marathon with over 1,000 employees under the slogan "It's Worth Running," standing out as a top conglomerate in charity donations. The 15th Golden Collar Awards recognized outstanding projects in the categories of "Digitalization and Continuous Improvement", "Innovation", "Scalable Customer Experience", "Sustainability" and "Sabancı of New Generation".

Empowering Human Capital

At Sabancı Group, the development of human capital is a cornerstone of our organizational strategy. We are committed to fostering a culture of continuous learning and professional growth that empowers our employees to reach their full potential. In 2024, we significantly invested in training and development programs, reflecting our dedication to enhancing the skills and capabilities of our workforce. Through comprehensive training initiatives and a robust career management framework, we aim to nurture talent, reward high performance, and ensure that every employee, regardless of their role or status, has opportunities for growth and advancement within the Group.

Encouraging the career development of employees, developing existing talents, and increasing employee loyalty by rewarding high performance are essential parts of our talent and career management approach. In this context, we support employees in their career journeys through career management processes and facilitate their involvement in different areas or higher positions within the Group. We focus on the development of all employees in the Group, regardless of company, unit, and blue-collar, white-collar or subcontractor status.

Our Human Capital Strategy

1.7 million hours ✓

Training Provided to Employees

32 hours ✓

Average Training per Employee

TL 408 million ✓

Total Training Investments

5,713 hours ✓

Diversity and Inclusion Training

88,304 hours

Training Provided for Sub-contractors⁶⁰

45,490 hours ✓

Sustainability and Environment Training

35,593 hours ✓

Anti-bribery and Corruption Training

15,844 hours ✓

Ethics Training



A Future-Oriented Learning and Development Strategy

In 2024, following “Starts with Sabancı” initiative, we introduced a future-oriented learning and development strategy designed to foster an inclusive, enriching, and sustainable learning culture. It reflects our aspiration to be a learning and teaching organization, where knowledge is acquired, shared, and built upon collectively.

From onboarding to alumni engagement, every stage of the employee lifecycle is designed to build emotional connection and consistency.

- The strategy also focuses on:
- Designing sustainable programs built around learning from each other and self-directed development
 - Enriching the community’s learning experiences through interactive and innovative formats
 - Ensuring the effective communication of all learning and development opportunities; both within the organization and externally

Through this approach, we empower individuals to grow with purpose, take initiative, support one another, and create sustainable impact, today and for the future.

59 OHS trainings are not included.
60 Includes Brisa, Kordsa and Enerjisa Üretim.

Our Human Capital Strategy

A Purpose-Based Performance Culture

A transparent, agile, and collaborative performance system based on Objective Key Results (OKRs) and Key Performance Indicators (KPIs) ensures regular feedback and employee development. In 2024, 100% of Group employees received performance evaluations. Beyond metrics, we placed strong emphasis on career conversations and goal-setting dialogues between employees and leaders to create meaningful moments for alignment, reflection, and aspiration. The performance process expanded to include continuous check-ins, developmental feedback sessions, and structured tools for tracking progress and recognizing contributions. With these practices, we shifted from evaluation to empowerment, ensuring that every employee has a voice, a direction, and a path to grow within a purpose-based performance culture.

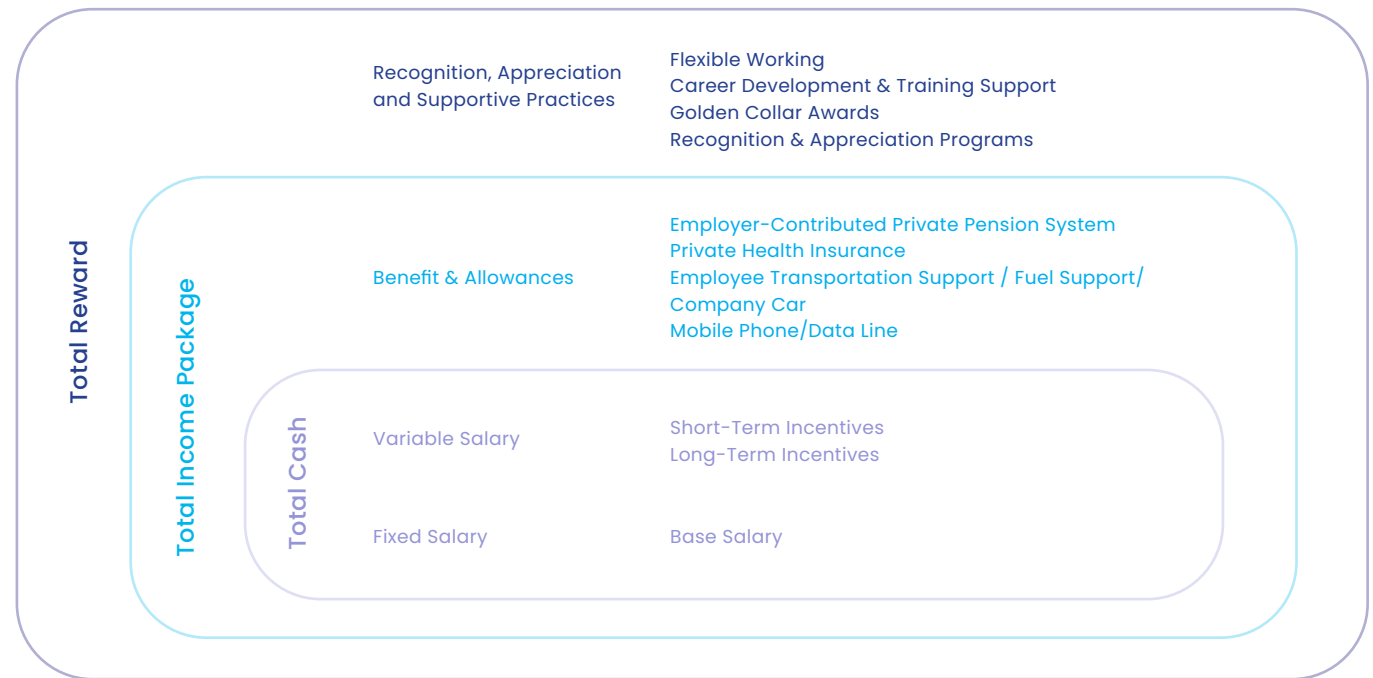
Internal Mobility and Career Opportunities

We continued the announcement, application, and nomination processes through the Sabancı Career Portal. We created opportunities for our employees to gain experience across different companies, industries, and roles. In 2024, 77% of positions opened within the Group were filled by internal candidates, while a total of 11,964 new employees joined the Group.

Remuneration – A Total Rewards Approach

In addition to performance management, we provide various benefits, recognition, appreciation, and supportive practices that reflect peer group and market practices. Base salary is determined by role size, scope, criticality, required skills, level of responsibility, and professional experience, and is reviewed annually. Each Sabancı Group company offers side benefit schemes with varying content and flexibility, tailored to role status and individual expectations.

Remuneration – A Total Reward Model



Our Human Capital Strategy

Incentive Plans Linked to Sustainable Value Creation

We offer both Short-Term Incentive (STI) and Long-Term Incentive (LTI) plans to align performance with strategic goals and drive sustainable value creation. Our STI program enables employees to focus on achieving key financial and non-financial objectives. The LTI program is designed for a defined group of senior executives, encouraging long-term value creation, strengthening alignment with shareholder interests, and rewarding sustained performance and stability.

Each year, the Board of Directors reviews and defines long-term KPIs for the senior management team. The long-term bonus system covers a consecutive three-year performance period, with the bonus paid at the end of the relevant cycle. A Malus and Clawback framework is defined for both short- and long-term incentive systems and is applied to all Executive Committee members (Holding CEO, Group Presidents, SBU Presidents) and Group company CEOs who benefit from the bonus system.

KPIs for variable remuneration in 2024 are as follows:

Short Term (1-Year) Financial KPIs⁶¹

- Net Sales
- EBITDA
- Free / Operational Cash Flow
- Net Financial Debt
- Working Capital
- Market Share
- Market Cap Growth
- Net Profit

Short Term (1-Year) Non-Financial KPIs⁶¹

- Action against the climate crisis
- Improvement in ESG Indices Scores
- Diversity and Inclusion
- Operational Excellence

Long Term (3-Year) KPIs

- r-TSR (Relative Total Shareholder Return) above peers⁶²
- Net Asset Value Growth
- Free Cash Flow⁶³
- Equity Growth⁶³

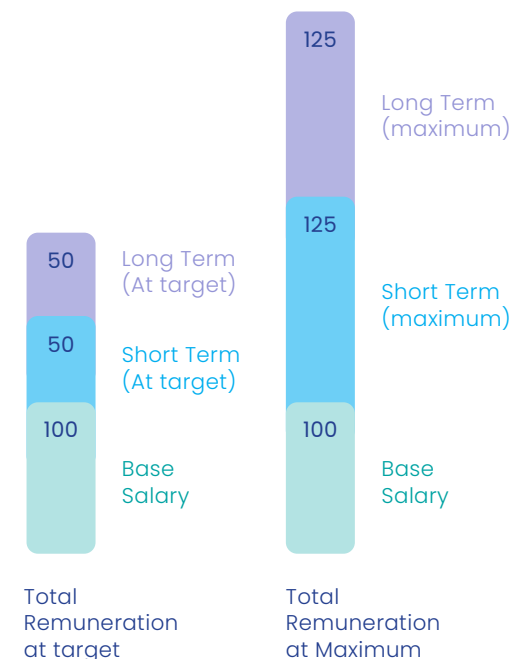
Pricing ability,
competitive
position and
operational
excellence



Capital
distribution
and value
creation



Total Cash Distribution Model (%)⁶⁴



⁶¹ Short-term KPIs are not limited to those included on this page; those shown are merely examples.

⁶² Change in market capitalization compared to peers for listed companies.

⁶³ For non-listed companies.

⁶⁴ Sample for a company general manager. These rates are for illustrative purposes only and demonstrate the change in earnings based on target versus maximum performance.

Our Human Capital Strategy

Resilience Through Competitive Compensation

In 2024, the Group implemented an interim salary increase to maintain competitive employee welfare in response to macroeconomic data and market conditions.

Sabancı also ensured fairness by applying structured pay benchmarking across Group companies. Our compensation strategies emphasize both internal equity and market competitiveness while offering tailored benefits that meet the diverse needs of employees across all life stages.

Ensuring Equal Pay Through Gender Equity in Compensation

Gender equality is one of the key criteria to define Sabancı Group's remuneration model.

In our Group, men and women receive equal pay with a female-to-male pay ratio of 1.0.

Sabancı Group does not tolerate raw gender pay gaps and annually monitors equal pay for equal work across all employee levels. If disparities are found, companies must implement corrective roadmaps within two years, including potential salary adjustments.

4. ENABLE ORCHESTRATOR LEADERSHIP FOR TEAMS

Cultivating leaders in line with the Sabancı Leadership Model, and skillfully orchestrating teams and all stakeholders are the objective of this pillar.

Leadership Model Transformation

In 2024, we renewed the **Sabancı Leadership Model** through a collective and participatory process.

The new model focuses on building future-ready leaders who act as ecosystem orchestrators, drive growth, enable transformation, and strengthen connections across the organization.

This shift redefined leadership beyond managing teams, placing greater emphasis on collaboration, innovation, and ecosystem thinking. Succession planning and leadership assessments were updated to reflect this evolving vision and ensure alignment with the Group's long-term strategy.

Executive Learning

In 2024, we designed **Generative AI Leadership Programs** to build both technical understanding and strategic thinking around how AI can reshape industries, teams, and decision-making. A tailored GenAI training catalog was created to allow leaders to shape their own learning journeys based on individual needs.

We also launched two new cross-functional communities: **"Sabancı Minds"** and **"Digital Minds"**, composed of digitally curious and transformation-oriented leaders. These groups served as learning accelerators and innovation incubators, embedding GenAI thinking into our business strategy and people leadership model. This convergence of AI and human development positioned our leaders to navigate change and orchestrate it with insight, empathy, and impact.

Our Human Capital Strategy

Leadership Development Programs

TP-X

Supports high-potential individuals new to their business careers and the Group.

1.5 years
 25

X-POSURE

Improves the leadership potential of Sabancı Group mid level managers.

1.5 years
 23

PROGRAM FOR TP-X GRADUATES

Empowers TP-X graduates through leadership development certificate programs for top global universities.

1.5 years
 7

PROGRAM FOR X-POSURE GRADUATES

Empowers X-POSURE graduates through Columbia Business School's Executive Program in Management.

1.5 years
 5

SABANCI TRANSFORMATION TEAM (SATT) PROGRAM

Sabancı Holding Executive Board Members and Company General Managers drive the Group's transformation. The 2024 SATT Meetings, including an away day in London from Oct 8-11 themed "Creating Value," fostered an investor mindset and explored key growth drivers through immersive experiences.global universities.

4 times a year
 32

HR JOURNEY

Supports Group HR leaders by incorporating global perspectives and methods to prepare them for a future-ready ecosystem.

1 year
 24

X-CELERATE

Supports CXO leaders' transformation and deepens their global leadership perspective.

1.5 years
 2 cohorts of 22 each

SABANCI MINDS

Sabancı Group Top Management meet to discuss leadership approaches to drive impact in a rapidly changing world.

Once a year
 ~200

Duration
 Number of Participants

Our Human Capital Strategy

5. CREATE A HUMAN TOUCH FOR SUSTAINABLE LIVES

This pillar aims to instill a human-centric approach to promote sustainable lifestyles, fostering connections that prioritize personal touchpoints and continuous learning for general well-being and vitality.

A Purpose-Aligned Employee Experience

In 2024, we continued to strengthen our people-first culture through a comprehensive, human-centric approach to employee well-being, engagement, inclusion, and sustainability.

Employee engagement and satisfaction are key priorities for Sabancı Group. Understanding that a thriving workforce drives long-term success, we maintain a data-driven approach to listening, measuring, and enhancing employee experience. By treating employee experience as the foundation of engagement, we reinforce a workplace culture where people felt heard, valued, and empowered to contribute meaningfully.

The most recent Engagement Survey, conducted in 2024, provided valuable insights into employee sentiment, workplace culture, and areas for improvement. Survey

results were not just collected they were actively analyzed and transformed into action plans, which were systematically monitored and refined. Employees were kept informed about engagement results, planned interventions, and leadership commitments to building a more connected, engaged workforce.

We remain committed to measuring progress, acting on feedback, and continuously evolving to ensure a high-performing, human-centered workplace.

The Sustainability Academy

We launched the Sustainability Academy in 2024 to provide employees with in-depth, structured sustainability training aimed at fostering a mindset shift toward environmental and social impact, governance awareness, and sustainable leadership.

The launch of the Academy marked a significant milestone in our journey to embed ESG competencies across Sabancı Group. More than just a training initiative, it serves as a foundational platform for cultivating a sustainability mindset. By ensuring that environmental, social, and governance principles become integral to how every employee thinks, decides, and leads, the Academy strengthens our commitment to long-term, sustainable impact.

Sabancı Life and Workplace Well-Being

To further promote sustainable and meaningful lifestyles, we launched “**Sabancı Life**”, a corporate loyalty platform that provided more than 21,500 employees with access to 42 exclusive benefits across areas such as shopping, education, and wellness. This initiative deepened our people’s sense of belonging and recognition across the organization.

Our well-being strategy expanded in 2024 to include enhanced mental health resources, flexible work models, and improved work-life integration policies. These programs addressed the full spectrum of employee needs, from emotional resilience to ergonomic safety, ensuring that everyone feels seen, safe, and supported.

Occupational Health and Safety First

Our employee health and safety practices remained fully aligned with relevant legislation, Group standards, and global best practices. We proactively assessed and mitigated risk through training, dialogue, and continuous monitoring. Through our “Occupational Health and Safety First” commitment, we reinforced our belief that our people are our greatest asset. Our responsibility for compliance and excellence extended to our workforce and all stakeholders.

Our Human Capital Strategy

Human-Centered Policies

Our HR policies are grounded in fairness, inclusivity, and transparency. In 2024, we continued to strengthen our human-centered culture by prioritizing clear communication, inclusive benefits, and development opportunities tailored to the diverse needs of our workforce.

All Group companies received regular, data-driven updates on potential industrial relations and labor law risks to enable proactive management. Legally compliant flexible working models were implemented to support evolving ways of working.

Employees' rights to organize and engage in collective bargaining were fully respected. We maintained neutrality in all union-related matters. Constructive collaboration with labor and employer unions ensured continued labor peace. 85% of Sabancı Group blue-collar employees are affiliated with a union.

As the leader of TÜSİAD's Employment and Social Security Working Group, we contributed to shaping public policy on labor law compliance, employment incentives, secure flexible work arrangements, and the future of jobs.

We actively participated in TÜSİAD's opinion-forming processes and supported research initiatives on Türkiye's evolving labor agenda.

Embedding ESG into the Employee Experience

In 2024, we took significant steps to embed ESG principles more deeply into our workforce strategy. Flexible working models were supported by enhanced parental leave, expanded health insurance, and inclusive benefit structures to serve employees across all life stages.

We remain committed to equitable and inclusive practices at every level of our organization. Our hiring and promotion processes were intentionally designed to reduce bias and strengthen gender equity, especially in STEM and revenue-generating roles. Gender representation continued to be tracked and transparently monitored across all levels of the organization, reinforcing our long-term commitment to equality and diversity.

Human Rights, Diversity, Equity and Inclusion

With a workforce of over 60 thousand employees globally, including subcontractors, Sabancı Group is committed to becoming a global leader by harnessing the power of its diverse and talented human capital. Our vision is grounded in a strong respect for human rights and equal opportunity, which empowers us to build a more inclusive and resilient future with confidence.

As part of our Responsible Investment Policy and Equality, Diversity and Inclusion Regulation, we have established clear governance tools that articulate our overarching approach and firm stance on responsible conduct across our investments, human rights practices, and DEI initiatives.

At Sabancı Group, we believe that a diverse workforce encompassing different perspectives, backgrounds, and experiences and strengthens our culture, drives innovation, and supports sustainable growth. DEI is not a statement of intent, but an embedded principle within our policies and daily practices. We are dedicated to cultivating a workplace where every individual is valued, respected, and empowered regardless of race, gender, ethnicity, sexual orientation, disability, or other dimensions of identity.

We implement targeted programs such as unconscious bias training, inclusive hiring and promotion practices, employee resource groups, and mentorship initiatives to actively promote an inclusive and supportive environment.

In 2024, we delivered gender equality training to all employees, covering core topics such as gender norms, stereotypes, discrimination, sexual harassment, inclusive language, and unconscious bias.

We also recognize that inclusion starts at the top. As part of our commitment to DEI, Sabancı Holding has adopted a [Diversity Policy for the Board of Directors](#). This policy promotes the inclusion of professionals from diverse backgrounds, experiences, and qualifications in the nomination process to strengthen Board effectiveness and improve corporate performance. We prioritize diversity in terms of age, nationality, gender identity, ethnicity, language, disability, cultural background, and professional experience. As of 31 December 2024, women represent 44% of Sabancı Holding’s Board of Directors, including the Chair—well above our target of maintaining at least 30% female representation.

Our DEI commitments also extend to everyday practices. We promote active engagement in caregiving responsibilities for all employees, regardless of gender, and support women in their return to the workplace after maternity leave. These efforts reflect our belief that an inclusive workplace is not only the right thing to do but also essential for sustainable value creation in a complex and interconnected world.

Maternity / Parental Leave (2024)		
	Women	Men
Employees granted maternity/parental leave	892 ✓	1,658 ✓
Employees who returned to work following maternity/parental leave	873 ✓	1,650

Human Rights, Diversity, Equity and Inclusion

At Sabancı Group, 31% of our employees and 44% of our managers are women. We are continuously working to improve these figures and ensure equal opportunities for all.

We commit to increase the women leaders to 50% by 2030, meaning a 32% increase compared to 2020 figures, which was already aligned with the EU average.

We commit to increase the number of women in both STEM and revenue-generating roles to 50% by 2030.

Share of Women Employees in STEM
and Revenue Generating Roles

33% ✓

STEM Roles⁶⁵

45% ✓

Revenue Generating
Manager Roles⁶⁶

⁶⁵ Science, technology, engineering, and math

⁶⁶ Revenue-generating jobs refer to ones that when vacant, no revenue is generated.

Sabancı Group is pioneering to promote women representation and empowerment in the society through initiatives that are mentioned below:

Women's Empowerment Principles

Sabancı Holding, Akbank, Akçansa, Aksigorta, Brisa, Carrefoursa, Çimsa, Enerjisa Enerji, Enerjisa Üretim, Kordsa and Teknosa are the signatories of the Women's Empowerment Principles (WEPs) Platform established in partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact (UNGC). They support gender equality in the business world and the economic empowerment of women employees. Sabancı Holding has been the first Turkish company to sign the United Nations Women's Empowerment Principles Declaration in 2011. By signing the Women's Empowerment Declaration, Sabancı Holding has declared that it adopts and supports the approach of women-men equality at works and has led the way for many companies in this field.

Declaration Of Principles On Equality At Work

The 'Equality at Work Platform' was established under the auspices of the Ministry of Family and Social Policies to close the wide gender chasm in labor force participation in Türkiye as part of the task group established under the World Economic Forum (WEF) to combat gender-based inequality. The platform continues its efforts with

the goals of increasing women's participation in the workforce, involving them more actively in decision-making mechanisms, and having them benefit from equal opportunities and resources. There are 11 articles in the declaration of commitment issued by the Platform.

Young Women Building Their Future

Sabancı Group harnesses the power of its industrial and business activities to support a wide range of social and cultural efforts through the Sabancı Foundation. The Foundation supports young women who are not in employment, education or training (NEET - Not in Education, Employment, or Training) through 'Young Women Building Their Future' project. The project aims to make the problems and needs of the NEET women visible and establish mechanisms to address these problems and needs. The project will also increase the social and economic participation of the NEET women by empowering them.

30% Club

Sabancı Holding has active membership for 30% Club Türkiye. The 30% Club plays a significant role in advancing the cause of gender equality and fostering positive changes in business environment by promoting women's empowerment and advocating for increased gender diversity at all senior decision-making levels across Türkiye, including Boards and C-Suite.

Human Rights, Diversity, Equity and Inclusion

HUMAN RIGHTS

At Sabancı Group, we are committed to promoting human rights across our operations and value chain. We support and respect international standards and ensure compliance through our Responsible Investment Policy, Sabancı Group Code of Business Ethics, and other internal regulations.

The Due Diligence Process within the scope of Responsible Investment Policy's Investment section refers to the analysis carried out to determine the compliance of the Group companies' prioritized areas of value chains.

Within this context, some activities defined in the Policy are prohibited due to violations of local and international legislation, particularly those related to environmental protection, occupational health and safety, and human rights.

This includes employing workers below the legal minimum wage, obstructing unionization, violating principles of equal and fair treatment, and employing child labor or engaging in forced labor and human trafficking. Activities leading to the displacement or rights violations of vulnerable and indigenous populations without consent are banned, as are those involving abuse, fraud, bribery, and corruption.

In 2024, several Sabancı Group companies significantly advanced their **human rights due diligence processes**, aligning their efforts with international standards such as **the UN Guiding Principles on Business and Human Rights, ILO Conventions, and OECD Guidelines.**

Enerjisa Üretim led a structured approach by revising its Human Rights Policy and establishing a Corporate Human Rights Management System, which includes Human Rights Standards Operational Procedures. The company initiated a **Human Rights Due Diligence (HRDD) process** through a cross-functional task force involving departments such as Sustainability, Legal and Compliance, Human and Culture, Internal Audit, and Procurement. A **human rights risk inventory** was developed and is being integrated into the corporate risk management system, while relevant policies are being aligned to ensure full compatibility with due diligence requirements. Enhanced mechanisms to address GBVH (Gender-Based Violence and Harassment) were also introduced.

Çimsa formed a **Human Rights Sub-Working Group** under its Positive Impact Focus Group to assess human rights risks across its value chain. The group, coordinated by the Sustainability, OHS, and Environmental Directorate, includes representatives from HR, Risk and Internal Control, Compliance, OHS, and Supply Chain, with oversight by Internal Audit. Its findings are reported to

the Sustainability Management Committee, supporting integration of human rights into core business processes.

Temsa took steps to formalize human rights due diligence in the supply chain through supplier DEI compliance mechanisms and committed to expanding ESG audits to integrate HRDD criteria more systematically.

Across the Group, we continue to strengthen the foundation of our human rights approach by formalizing governance structures, aligning policies with international standards, and deepening operational integration. We are advancing our efforts through the **establishment of cross-functional working groups, enhanced grievance and case management systems,** and the systematic integration of human rights criteria into supplier engagement and enterprise risk management processes.

These steps mark a **strategic shift from commitment to execution**, as we work to embed human rights due diligence across all operations and value chains with greater transparency, accountability, and cross-company alignment.



For further details regarding Human Rights and Due Diligence Process please refer to Human Rights section within our [Responsible Investment Policy](#) and [Sabancı Group Code of Business Ethics](#).

Occupational Health and Safety Management

Embracing the principle of 'Occupational Health and Safety First,' we emphasize the importance of employee wellbeing.

This commitment to excellence is reflected in both the Group's workforce and stakeholders. With this understanding, we ensure compliance with relevant legislation and internal standards for employee health and safety.

We are committed to continually enhancing and standardizing employee health and safety practices through comprehensive training and knowledge transfer. In all our operations, we comply with relevant legal and regulatory requirements while also proactively integrating global trends and best practices in Occupational Health and Safety (OHS).

We recognize the importance of employee consultation and participation in shaping our OHS policies. To strengthen this, we continue to improve how we communicate the impact of employee feedback on our health and safety decisions.

We conduct thorough risk and hazard assessments across all operations to ensure a safe working environment. While these assessments and resulting action plans are part of our internal processes, we recognize the need to improve transparency in public reporting. Moving forward, we aim to share how our prioritized action plans are aligned with measurable targets to reduce OHS risks, and how we track progress against these targets.

We also acknowledge the importance of clear, publicly communicated emergency preparedness strategies. These are essential to foster stakeholder trust and collective readiness. Similarly, we are working to enhance transparency in evaluating OHS performance against set targets, recognizing its importance for continuous improvement and accountability.

We are deepening our efforts to share the outcomes of internal inspections and investigations related to work-related incidents. This commitment supports a culture of trust, openness, and shared learning.

We also recognize that embedding OHS criteria into procurement and contractual processes is essential for a holistic OHS strategy. We are developing more robust mechanisms to report on this integration across our value chain.

Many of our Group companies have achieved ISO 45001 Occupational Health and Safety Management System certification, demonstrating our robust approach to occupational health and safety. While certification is an important step, we are also focused on enhancing the public visibility of our ongoing OHS efforts.

In 2024, we provided a total of **492 thousand hours of OHS training⁶⁷** to employees and subcontractors. These efforts reflect our commitment to building a zero-accident culture across all operations.

We operate with a clear goal of achieving zero accidents across the Group. In 2024, there were **2,083 accidents** recorded across our companies. The **Lost Days Rate (LDR)** stood at **7.88%**, and the number of occupational diseases reported was 9. Our **absentee rate** was **0.28** across the Group.

At Sabancı Group, we view employee health and safety as a shared responsibility and a cornerstone of sustainable business performance. We continuously monitor and adopt new practices, evaluate risks, and act with foresight to build safer, healthier workplaces for all.

[For the Sabancı Group facilities certified with ISO 45001, please read the ISO Certifications document available at the Download Center section of the Report's website.](#)

⁶⁷ Includes group employees and subcontractors.

Annexes

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Annex 1: Stakeholder Relations and Communication

As Sabancı Holding, we ensure alignment with our stakeholders' priorities and foster strong, transparent relationships through Collaboration and Effective Communication with Stakeholders.

Stakeholders	Frequency	Communication Platforms	Stakeholder Priorities
Employees	Daily	Regular e-mails, internal communication bulletins, employee-CEO meetings, social activities, workshops on different topics, employee engagement & satisfaction surveys, trainings	Business results, remuneration, performance & talent management, professional growth, leadership, communication between Group companies, work-life balance, sustainability performance, diverse and inclusive work environment
Shareholders and Investors	Constantly	Investor meetings, conferences, roadshows, SBU day meetings, analyst day meetings, ESG day meetings, corporate & IR websites, annual reports, sustainability reports	Financial performance, sustainability performance, future targets, responsible investment approach
Suppliers	Periodically	Audits, supplier meetings, training	Business performance, incentives, quality, investment in sustainable business models
Dealers and Partners	At least weekly	Regular meetings, field visits	Business performance, business goals
Professional Associations	Periodically	Meetings, panels, project partnerships	Sectoral problems, compliance, benchmarking, advocacy, industry enhancement
Public Institutions	Periodically	Regular meetings, projects	Compliance, transparency and accountability
National and International Regulatory Bodies	Periodically	Panels, conferences and regular meetings	Compliance, enhanced standards, transparency and public trust
Local Administrations	Periodically	Visits, panels	Social impact, public services, local development, partnership on sustainability issues
Nongovernmental Organizations	At least monthly	Conferences, project partnerships, panels, regular meetings	Social justice and community empowerment, thought leadership, partnership on sustainability issues, advocacy, influence
Universities	Project-based	Career days, project partnerships	Research & development, education, industry partnerships, innovation, talent development and creating positive impact on society
Mass media	Daily	Press conferences, press releases, exclusive interviews, special news studies, digital communication channels	Business goal development, driving sectoral development, agenda assessment, transparency

Annex 2: Corporate Memberships and Initiatives

Stakeholders	Representation
The World Economic Forum (WEF)	Partner
30% Club Türkiye	Member
World Business Council for Sustainable Development (WBCSD)	Member
UN Global Compact	Member
The Turkish Industry and Business Association (TÜSİAD)	High-Level Representation and Representation in various commissions & working groups
Foreign Economic Relations Board (DEİK)	Business Councils Member / Member
Corporate Governance Association of Türkiye (TKYD)	Member
Istanbul Chamber of Commerce (İTO)	Member
Turkish Investor Relations Society (TÜYİD)	High-Level Representation / Board Member / Member
The Board of Directors Association	Member
The American Turkish Society	Board Member
The World Energy Council	Board Member
The Turkish Cement Manufacturers' Association	Chair
The Cement Industry Employers' Association	Board Member/Member
The Global Cement and Concrete Association	Member
Global Impact Coalition	Member
Business Plastics Initiative (İPG)	Member
Business Council for Sustainable Development Türkiye (SKD Türkiye)	Board Member/Member
Ethics and Reputation Society (TEİD)	Member
The People Management Association of Türkiye (PERYÖN)	Member
UNICEF Türkiye	Member
The Institute of Internal Auditing Türkiye (TİDE)	Member of Ethical Board

Annex 3: Performance Indicators

ENVIRONMENTAL PERFORMANCE INDICATORS

Energy Consumption	2021	2022	2023	2024
Total energy consumption (MWh)	43,342,048	38,141,793	33,014,062	36,681,225 ✓
Renewable energy consumption (MWh)	355,920	1,169,642	1,369,537	1,822,402 ✓
Purchased heat/steam/cooling (kg)	39,873	37,802	30,925	215,814 ✓

Savings and Reductions Based on Environmental Investments	2021	2022	2023	2024
Energy savings (MWh)	43,157	73,792	70,816	31,569 ✓
Greenhouse gas emission reductions (ton CO ₂ e)	117,570	334,678	300,431	77,334 ✓

Greenhouse Gas Emissions (ton CO ₂ e)	2021	2022	2023	2024
Scope 1	9,977,578	9,065,147	8,077,625	8,845,242 ✓
Scope 2 (market-based)	1,227,675	887,826	863,964	842,520 ✓
Total (Scope 1 and Scope 2 (market-based))	11,205,253	9,952,973	8,941,589	9,687,762 ✓
Scope 3	11,594,615	10,290,896	9,368,685	10,073,041 ✓
Total	22,799,868	20,243,869	18,310,274	19,760,803 ✓

Annex 3: Performance Indicators

Air Emissions (kg)	2021	2022	2023	2024
NOx	36,759,565	28,042,536	19,566,984	11,419,470
SOx	10,962,819	3,650,508	3,548,438	3,794,691
Persistent organic pollutants (POP)	-	0.000124	0.42	-
Volatile organic compounds (VOC)	347,715	252,415	251,361	300,936
Hazardous air pollutants (HAP)*	11,183	850	252,103	258,367
Particulate matter (PM)**	301,282	306,490	120,020	640,410

Water Consumption (m³)	2021	2022	2023	2024
Water consumption	10,585,542	8,429,288	8,034,293	8,910,471 ✓
Water withdrawal	10,647,280	10,026,518	342,535,940	316,761,476 ✓
Water recycled and reused	23%	31%	38%	26% ✓
Total amount of discharged water	5,378,280	2,340,655	334,217,456	307,881,435 ✓

* The HAP value was increased due to a calculation error at Brisa, and the 2023 data has been revised accordingly.

** The PM value has been increased due to the new calculation methodology of Tufanbeyli power plant.

Annex 3: Performance Indicators

Waste (ton)	2021	2022	2023	2024
Hazardous waste	8,206	10,625	10,436	19,240 ✓
Non-hazardous waste	34,555	41,819	44,843	53,813 ✓
Non-hazardous waste including ash waste	-	2,333,819	2,373,644	1,531,856 ✓
Total waste without ash waste	42,761	52,445	55,279	73,053 ✓
Total waste with ash waste	-	2,344,445	2,384,080	1,551,096 ✓
Percentage of waste reused and recycled	80%	78%	94%	57% ✓
Percentage of waste reused and recycled including ash waste	-	2%	2%	3% ✓
Plastic consumption	2,725	4,066	4,256	42,054 ✓

Intensity Indicators	2021	2022	2023	2024
Energy intensity (MWh/ million TL)	284.93	94.51	71.70	63.12 ✓
Greenhouse gas emission intensity (ton CO ₂ e/ million TL)	73.66	24.66	19.42	16.72 ✓
Water intensity (m ³ / million TL)	70.11	24.78	17.45	15.09
Waste intensity (ton/million TL)	0.28	0.13	0.12	0.12
Waste intensity with ash waste (ton/million TL)	-	5.71	5.18	2.68

Annex 3: Performance Indicators

ECONOMIC PERFORMANCE INDICATORS

Total Environmental Investments and Expenditures (TL)	2021	2022 ⁵	2023	2024
Mitigation investments	148,608,145	3,463,624,009	5,695,878,806	1,322,162,018 ✓
Transition investments	72,309,255	297,802,375	322,281,017	162,159,671 ✓
Enabler investments	255,505,514	1,290,404,438	3,494,471,303	2,738,903,905 ✓
Environmental expenditures mandatory by law	19,952,712	39,984,869	114,372,066	197,319,835 ✓
Environmental expenditures that are not required by law	14,407,163	62,933,911	239,866,027	398,492,817 ✓

SOCIAL PERFORMANCE INDICATORS

Employees by Category	2021		2022		2023		2024	
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN
Total number of employees	14,118	33,687	15,218	34,687	15,969	35,137	16,988 ✓	37,351 ✓
Employees covered by collective bargaining agreements	4,321	18,496	3,022	17,485	3,047	16,137	3,353	16,186
Number of employees with disabilities	246	986	274	1,032	304	986	323	994
Number of foreign employees	1	15	–	14	40	240	48,218	216,809
Number of full-time employees	–	–	15,173	34,659	15,872	34,939	16,644	35,612
Number of part-time employees	–	–	45	28	65	48	61	41

Annex 3: Performance Indicators

	2021		2022		2023		2024	
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN
Employees by Age								
30 and younger	3,556	6,995	4,010	7,409	4,385	7,879	4,181	8,005
30-50 years old	10,404	25,529	10,990	25,849	11,237	24,794	10,658	24,554
50 and older	158	1,163	218	1,429	264	1,540	497	2,352
Number of New Hires								
Under 30	2,008	3,668	2,788	3,300	3,240	4,432	3,145 ✓	4,060 ✓
30-50 years old	818	1,567	1,306	1,789	1,475	2,142	1,675 ✓	2,362 ✓
Over 50	4	57	18	71	31	111	73 ✓	262 ✓
Number of Employees Who Left								
Total number of employees who left	2,015	3,569	2,089	3,719	3,064	5,516	3,923 ✓	7,714 ✓
Number of employees leaving - under 30	923	1,300	962	1,561	1,506	2,079	1,975 ✓	3,046 ✓
Number of employees leaving - 30-50 years old	1,068	2,023	1,094	1,938	1,484	2,953	1,803 ✓	4,073 ✓
Number of employees leaving - over 50	24	246	33	220	74	484	145 ✓	595 ✓
Number of employees left voluntarily	1,329	2,223	1,621	2,613	2,261	3,422	2,406	4,259
Voluntary employee turnover rate	0.09	0.07	0.11	0.08	0.14	0.10	0.14	0.11
Total employee turnover rate	0.14	0.11	0.14	0.11	0.19	0.16	0.23 ✓	0.18 ✓

Annex 3: Performance Indicators

	2021		2022		2023		2024	
Maternal/Paternal Leave	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN
Number of employees granted maternal/paternal leave	749	1,775	798	1,894	539	1,727	892 ✓	1,658 ✓
Number of employees who returned to work after maternal/paternal leave	682	1,775	755	1,894	464	1,580	873 ✓	1,650
Ratio of employees who returned to work after maternal leave (%)	90%		95%		86%		98% ✓	
Training	2021		2022		2023		2024	
Total training hours	1,508,379		1,644,186		1,623,084		1,764,301 ✓	
Average training hours per employee	32		33		32		32 ✓	
Ethics training	1,425		12,432		15,692		15,844 ✓	
Sustainability training	21,118		14,700		29,036		45,490 ✓	
Diversity and inclusion training	18,476		21,078		10,638		5,713 ✓	
Anti-Bribery training	8,890		36,770		11,245		35,593 ✓	
Average training cost per person (person/hours)	1,425		2,765		4,951		7,523 ✓	

Annex 3: Performance Indicators

Occupational Health and Safety Indicators (Employees)	2021	2022	2023	2024
Number of fatalities	3	1	2	3 ✓
Number of incidents*	518	547	698	2,083 ✓
Number of occupational diseases	16	9	6	9 ✓
Incident rate (IR)**	0.89	0.87	1.18	16.11
Lost day rate (LDR)***	11.83	7.26	7.28	7.88 ✓
Absentee Rate (AR)****	-	-	-	0.28 ✓
Injury-related Absenteeism	5,387	4,573	4,319	5,349 ✓
OHS training hours	496,915	568,651	570,615	492,583 ✓
Average OHS training hours per employee	10	11	11	9

Number of Employees by Nationality	2023	2024
Türkiye	51,095	50,613 ✓
Germany	2	13 ✓
Indonesia	-	1,117 ✓
Netherlands	2	3 ✓
Spain	-	135 ✓
Thailand	1	361 ✓
USA	1	738 ✓
Other	5	1,359 ✓
Total	51,106	54,339 ✓

* The total number of incidents increased in the reporting period as Enerji Enerji disclosed all incidents instead of reporting only critical ones.

** Increased due to the higher number of reported incidents.

*** The 2023 data was revised due to a calculation error.

**** AR= (Total lost days/Total working days)x100

Annex 4: Reporting Principles

These Reporting Principles (“Principles”) set out the data preparation and reporting methodologies for the indicators subject to limited assurance in the Hacı Ömer Sabancı Holding A.Ş. and its Group companies (collectively, the “Sabancı Holding”, “Group”) 2024 Sustainability Report. The indicators covered include social, environmental, and economic metrics. The Group’s management is responsible for ensuring that appropriate processes and controls are in place to prepare these indicators in all material respects in accordance with the Principles.

Unless otherwise stated, the data in this guideline relates to the fiscal year 2024 (1 January – 31 December 2024) and covers only the relevant operations of the companies defined within the reporting boundaries of the 2024 Sustainability Report.

GENERAL REPORTING PRINCIPLES

In preparing this guidance document, consideration has been given to following principles:

- Information Preparation – to highlight to users of the information the primary principles of relevance and reliability of information; and
- Information Reporting – to highlight the primary principles of comparability /consistency with other data including prior year and understandability / transparency providing clarity to users

Annex 4: Reporting Principles

Environmental Performance Indicators

Type	Indicator	Definition
Energy Consumption	Total energy consumption (MWh)	Total energy consumed from all primary energy sources (natural gas, coal, fuel oil, LPG, CNG, petrocake, alternative fuels, diesel, gasoline and electricity from renewable and non-renewable sources) during the reporting period. Energy consumption is reported in megawatt-hours (MWh) using internationally recognized conversion factors (e.g. IEA or IPCC).
	Renewable energy consumption (MWh)	Amount of renewable energy consumed by the Group, including renewable fuel and electricity produced on-site and consumed, and renewable energy purchased through power purchase agreements or certificates that explicitly include renewable energy. Electricity from the grid cannot be counted as renewable unless associated certificates are retired. The ratio is calculated as renewable energy consumption divided by total energy consumption.
Greenhouse Gas Emissions	Purchased heat/steam/cooling (kg)	Amount of heat, steam or cooling energy purchased such as R22, SF6, R407C, R134A, R410A and CO ₂ from external sources during the reporting period, reported in kilograms (kg). These purchases are included in Scope 2 greenhouse gas emission calculations.
	Scope 1 (ton CO ₂ e)	Direct greenhouse gas emissions from sources owned or controlled by the entity, such as fuel combustion in boilers, furnaces or vehicles, and process emissions.
	Scope 2 (market-based) (ton CO ₂ e)	Indirect greenhouse gas emissions from the generation of purchased or acquired electricity, steam, heating or cooling consumed by the business, calculated using the market-based method. This method reflects the emission factors associated with the organization's electricity purchasing decisions (e.g., renewable energy certificates or green power contracts).
	Total (Scope 1 & Scope 2 market-based) (ton CO ₂ e)	Combined Scope 1 and Scope 2 (market-based) greenhouse-gas emissions, reported in metric tons of CO ₂ -equivalent.
	Scope 3 (ton CO ₂ e)	Indirect greenhouse-gas emissions arising from the value chain beyond Scope 2, including categories such as purchased goods and services, capital goods, fuel and energy related activities, transportation, waste from operations, business travel, employee commuting, upstream and downstream leased assets, use of sold products, end-of-life treatment, franchises and investments. Sabancı Holding reports Scope 3 Category 15 emissions in line with the equity share approach.
	The Greenhouse Gas Emissions (GHG) Consolidation Approach	Sabancı Holding's greenhouse gas (GHG) emissions are calculated using the equity share approach. This approach aligns with the financial consolidation method, ensuring consistency between the share of net income attributable to the Holding and the share of emissions reported. All entities included in the financial consolidation are covered in the GHG emissions reporting, with emissions allocated according to the Holding's ownership share.

Annex 4: Reporting Principles

Type	Indicator	Definition
Water Consumption	Water consumption (m³)	Total amount of water withdrawn that is not returned to the water environment or to a third party. Water consumption equals water withdrawal minus water discharge and includes water evaporated, incorporated into products or discharged to a different catchment.
	Water withdrawal (m³)	Total volume of water withdrawn from various sources during the reporting period, including fresh surface water, brackish surface water/seawater, renewable groundwater, non-renewable groundwater, produced/transported water and water from third-party suppliers.
	Water recycled and reused (%)	Amount of water drawn from external sources that is used more than once in processes before discharge. Represents the ratio of the amount of water reused-recycled to the total consumed water in the reporting period.
	Total amount of discharged water (m³)	Total volume of water discharged to different destinations (fresh surface water, brackish surface water/seawater, groundwater and third-party destinations) as a result of operations during the reporting period.
Waste	Total hazardous waste (ton)	Total amount of waste that have the potential to harm human health or the environment due to their physical, chemical or biological properties (flammable, toxic, corrosive, reactive or explosive). Reported in tons.
	Total non-hazardous waste (ton)	Total amount of waste that do not pose a direct threat to human health or the environment but require proper recycling or disposal. Examples include packaging waste, glass, household waste and metal scrap.
	Total non-hazardous waste including ash waste (ton)	Total amount of non-hazardous waste including ash (inorganic residue from combustion) generated during the reporting period.
	Total waste without ash waste (ton)	Total amount of hazardous and non-hazardous waste generated during the reporting period, excluding ash waste.
	Total waste with ash waste (ton)	Total amount of hazardous and non-hazardous waste generated during the reporting period, including ash waste.
	Percentage of waste reused and recycled (%)	Ratio of the amount of waste recycled or reused (including recycling, reuse and incineration for energy recovery) to the total amount of hazardous and non-hazardous waste generated during the reporting period.
	Percentage of waste reused and recycled including ash waste (%)	Ratio of the amount of waste recycled or reused, including ash waste, to the total amount of hazardous and non-hazardous waste (including ash) generated during the reporting period.
	Plastic consumption (ton)	Total amount of plastic consumed during the reporting period, including single-use plastic products, plastic packaging, recycled plastic used and other plastics, reported in tons.

Annex 4: Reporting Principles

Type	Indicator	Definition
Intensity	Energy intensity (MWh/million TL)	Total energy consumption divided by revenue (excluding banks), expressed as MWh per million Turkish lira. Calculated at the consolidated Group level.
	Greenhouse gas emission intensity (ton CO ₂ e/million TL)	Total greenhouse-gas emissions (Scope 1 + Scope 2 market-based) divided by revenue (excluding banks), expressed as tCO ₂ e per million Turkish lira. Calculated at the consolidated Group level.

Economic Performance Indicators

Type	Indicator	Reporting guide / Definition
Environmental Investments	Total environmental investments (TL)	The “Environmental Investments” category includes new or expansion-oriented investments in the company’s core business that are environmentally friendly, cause no significant harm, and are made within the reporting period. Internal investments aimed only at improving existing operations (e.g., efficiency projects) are excluded. All amounts are reported in Turkish Lira (TL). Investments must comply with the Do No Significant Harm (DNSH) principle, ensuring they do not adversely affect any environmental objective. Environmental investments are analyzed under 3 main headings:
	Mitigation investments (TL)	Capital expenditures for activities that directly reduce carbon emissions or natural resource consumption, such as renewable energy projects, circular economy projects, decarbonization and efficiency projects.
	Transition investments (TL)	Investments that help transition from conventional to more sustainable technologies and practices, such as switching to alternative raw materials, adaptation and modernization projects.
	Enabler investments (TL)	Investments that facilitate the diffusion of sustainable technologies and create synergies across sectors, such as electric vehicle charging infrastructure, renewable energy distribution infrastructure and battery production.
Environmental Expenditures	Total environmental expenditures (TL)	Sum of all environmental expenditures include technological innovations, process improvements, and environmentally friendly infrastructure aimed at reducing the environmental impact or increasing the efficiency of current operations. Environmental expenditures are analyzed under 2 main headings:
	Environmental expenditures mandatory by law (TL)	Operating or capital expenditures required by environmental legislation, including compliance investments such as flue gas treatment systems, mandated energy efficiency projects and waste management measures.
	Environmental expenditures not required by law (TL)	Voluntary expenditures undertaken for environmental or social benefit without a legal requirement, including sustainability consultancy, supply chain management and index consultancy services.

Annex 4: Reporting Principles

Type	Indicator	Reporting guide / Definition
Sustainable Business Model	SDG-linked Product and Service (#)	Number of products and services offered by the Group during the reporting period that deliver significant environmental or social benefits. These are classified as: mitigation (directly reducing greenhouse gas emissions or resource use), transition (in activities or sectors that are not inherently sustainable but reduce environmental impacts and support the shift toward a low-carbon economy), enabler (enabling other activities to achieve environmental objectives), and positive social impact (improving welfare, promoting inclusion and equality, and increasing access to essential services and economic opportunities).
	SDG-linked Product and Service Revenue (TL)	Income in Turkish lira generated from the Group's SDG linked products and services; those that provide environmental or social benefits through mitigation, transition or enabling attributes during the reporting period. Reported on a consolidated basis.
	SDG-linked R&D and Innovation Investments (TL, %)	Total amount of research, development, and innovation investments explicitly linked to the SDGs during the reporting period, reported in Turkish Lira (TL) on a consolidated basis. The ratio is calculated by dividing SDG-linked R&D and innovation investments by the Group's total R&D and innovation investments for the reporting period.
Environmental Investments	Energy savings (MWh)	Energy savings achieved during the reporting period through environmental investments or operational improvements, quantified in MWh based on measured reductions in energy consumption or validated engineering estimates.
	Greenhouse gas emission reductions (ton CO ₂ e)	Reductions in greenhouse-gas emissions achieved during the reporting period as a result of environmental investments or operational improvements. Reported in metric tons of CO ₂ -equivalent (tCO ₂ e).

Annex 4: Reporting Principles

Social Performance Indicators

Type	Indicator	Reporting guide / Definition
Employees by Category	Total number of employees (#)	Total number of employees at the end of the reporting period, covering all contract types and both genders.
	Number of foreign employees (#)	Verified through official documentation such as passports or national identity cards, the data includes a breakdown of all employees by nationality, covering both domestic and foreign nationals employed by Group companies during the reporting period.
Women Employee Metrics	Women Employees' Rate (%)	Represents the ratio of total number of women employees of the Group, to the total number of employees during the reporting period.
	Ratio of Women Managers in Holding (%)	Represents the ratio of the women managers (N-1; position who directly reports to the CEO, N-2; position which is two levels away from CEO and N-3; position three levels away from CEO) during the reporting period.
	Share of Women Managers in Revenue-Generating Roles (%)	Represents the ratio of women managers who worked in the roles that have an impact on the Group's revenue directly during the reporting period. These roles typically focus on activities such as selling the company's products or services, managing relationships with customers, marketing and business development.
	Share of Women Employees in STEM Roles (%)	Represents the ratio of women employees worked in STEM (Science, Technology, Engineering, Mathematics) roles during the reporting period. Employees in STEM fields contribute directly to an organization's processes that require innovation, research and development, product design and technical expertise.
New Hires	Number of new hires by age and gender	Number of women/men employees hired during the reporting period by age breakdowns 30 and younger, 30-50 , 50 and older.
Employees Left	Number of employees left by age and gender(#)	Number of women/men employees whose employment ended during the reporting period for any reason (resignation, retirement, termination, etc.) by age breakdowns 30 and younger, 30-50 , 50 and older.
	Total employee turnover rate (%)	Percentage of employees who left the organization for any reason (including voluntary resignations, retirements, dismissals, and other separations) during the reporting period, calculated as: $(\text{Total number of employee separations} / \text{Average number of employees}) \times 100.$

Annex 4: Reporting Principles

Type	Indicator	Reporting guide / Definition
Maternal / Paternal Leave	Number of employees granted maternal/ paternal leave (#)	Total number of employees who were entitled to and took maternity or paternity leave during the reporting period, in accordance with applicable laws and organizational policies.
	Employees who returned to work after maternal / paternal leave (#)	Number of employees who returned to work at the end of their maternity or paternity leave within the reporting period.
	Ratio of the employees who returned to work after maternal leave (%)	The percentage of employees who returned to work at the end of their maternity leave, calculated as: (Number of employees who returned to work after maternity leave / Number of employees who took maternity leave) × 100.
Training	Total training hours (h)	Total hours of training delivered to employees during the reporting period, across all training subjects.
	Average training hours per employee (h)	Total training hours divided by the total number of employees during the reporting period.
	Total hours of trainings by training types	The total number of hours spent by employees in training and development activities during the reporting period, disaggregated by defined training categories (ethics trainings; diversity, equity and inclusion trainings; sustainability and environment trainings; and anti-bribery and corruption trainings). Training hours are calculated based on the actual duration of each training session attended by employees.
	Average training cost per employee(TL)	The total cost of employee training and development activities during the reporting period, divided by the total number of employees. Costs include expenses such as training materials, external trainers, course fees, and other related expenditures, expressed in TL.
Occupational Health & Safety	Number of fatalities (#)	Total number of work-related fatalities occurring during the reporting period.
	Number of incidents (#)	Total number of work-related injuries, including those resulting in lost time, restricted work, or medical treatment, recorded during the reporting period.
	Number of occupational diseases (#)	Total number of recognized cases of occupational diseases diagnosed during the reporting period.
	Lost day rate (LDR)	The number of workdays lost due to work-related injuries or diseases per 200,000 hours worked, calculated as: (Number of lost days × 200,000) / Total hours worked.
	Absentee Rate (AR)	The ratio of total work days lost during the reporting period for any reason (minor illnesses, personal days, etc.) to total work days. Formula: AR = (Number of days absent / Total work days) × 100
	Injury-related Absenteeism (#)	Total number of workdays of absence resulting from work-related injuries during the reporting period.

Annex 5: Independent Assurance Report



INDEPENDENT ASSURANCE REPORT

DRT Bağımsız Denetim ve SMMM A.Ş. ("Deloitte") independent auditor's limited assurance report to the Board of Directors of Hacı Ömer Sabancı Holding A.Ş. ("Company") and its subsidiaries (together referred to as "Group") on the 2024 Sustainability Report for the year ended 31 December 2024.

Scope of Limited Assurance Engagement

We have been engaged to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and (ISAE) 3410 ("Standards") on whether the Selected Sustainability Information listed below (the "Selected Information") in the Company's Sustainability Report for the year ended 31 December 2024 (the "2024 Sustainability Report") has been prepared in accordance with the principles set out in the Reporting Guidance section of the Company's Sustainability Report on pages 174-180.

Our assurance engagement does not cover information related to previous periods, other information included in the 2024 Sustainability Report, or Sustainability

Information or any other information related to the 2024 Sustainability Report (including any images, audio files, or embedded videos).

Selected non-financial performance data for limited assurance

We have been engaged by the Group to perform limited assurance procedures on the accuracy of the following key performance indicators included in the 2024 Sustainability Report for the year ended 31 December 2024. The scope of the indicators subject to limited assurance procedures and found on pages 19, 62, 72, 74, 103, 109, 124, 131, 148, 153, 160, 161, 167-173 marked with an of the 2024 Sustainability Report for the year ended 31 December 2024 is as follows:

Social Indicators

Occupational Health and Safety Indicators

- Number of Incidents (#)
- Number of Fatalities (#)
- Number of Occupational Diseases (#)
- Absentee Rate (%)
- Lost Day Rate (%)
- Injury-Related Absenteeism (%)
- OHS Training Hours (H)

Employees by Category

- Total Number of Employees (#)
- Number of Employees by Nationality (#)
- Women Employees' Rate (%)
- Ratio of Women Managers (%)
- Share of Women Managers in Revenue-Generating Roles (%)
- Share of Women Employees in STEM Roles (%)
- Total Number of Employees on Maternity Leave (#)
- Total Number of Employees on Paternity Leave (#)
- Total Number of Employees Returned to Work After Maternity Leave (#)
- Ratio of The Employees Who Returned to Work After Maternal Leave (%)
- Number of Employees Hired by Age (#)
- Number of Employees Left by Gender (#)
- Number of Employees Left by Age (#)
- Turnover Rates by Gender (%)

Inclusion Programs

- People Reached Through Inclusion Programs in Reporting Period (#)

Training

- Total Hours of Training (H)
- Average Training Hours Per Employee (H)
- Total Training Cost (TL)
- Average Training Costs per Person (TL)

Annex 5: Independent Assurance Report



Environmental Performance Indicators

○ Energy Consumption

- Total Energy Consumption (MWh)
- Renewable Energy Consumption (MWh)
- Purchased Heat/Steam/Cooling (kg)

○ Intensity Indicators

- Energy Intensity (MWh/Million TL)
- Greenhouse Gas Emission Intensity (tCO₂e/Million TL)

○ Greenhouse Gas Emissions

- The Greenhouse Gas Emissions (GHG) Consolidation Approach
- Scope 1 (tCO₂e)
- Scope 2 (Location Based) (tCO₂e)
- Scope 2 (Market Based) (tCO₂e)
- Scope 3 (tCO₂e)

○ Water Consumption

- Water Consumption (m³)
- Water Withdrawal by Source (m³)
- Water Recycled and Reused (%)
- Total Amount of Discharged Water (m³)

○ Waste

- Total Hazardous Waste (Tonnes)
- Total Non-Hazardous Waste (Tonnes)
- Non-Hazardous Waste Including Ash Waste (Tonnes)
- Total Waste without Ash Waste (Tonnes)
- Total Waste with Ash Waste (Tonnes)

- Percentage of Waste Reused and Recycled (%)
- Percentage of Waste Reused and Recycled Including Ash (%)
- Plastic Consumption (Tonnes)

Economic Performance Indicators

○ Sustainable Business Model

- Number of SDG-Linked Products and Services (#)
- SDG-Linked Product and Service Revenue (TL)
- SDG-Linked R&D and Innovation Investments (TL)
- Ratio of SDG-Linked R&D and Innovation Activities (%)

○ Investments and Expenditures

- Environmental Investments by Type (TL)
- Environmental Expenditures by Type (TL)
- Savings and Reduction Based on Environmental Investments (MWh – tCO₂e)

Structural constraints

All assurance engagements have inherent limitations due to the selective testing of the information under review. Fraud, error or non-compliance may therefore occur and not be detected. In addition, non-financial information, such as non-financial information contained in reporting documents, is subject to more structural limitations than financial information, given

the nature and methods used to identify, calculate and sample or estimate such information.

Our assurance engagement provides limited assurance as defined in ISAE 3000 (Revised) and (ISAE) 3410 (“Standards”). The procedures performed as part of a limited assurance engagement differ in nature and timing – and to a lesser extent – from a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore significantly narrower than the scope of a reasonable assurance engagement.

Special Purpose

Our work has been undertaken to inform the Group’s Board of Directors of the matters we are required to report in this report and for no other purpose. To the extent permitted by law, we accept no responsibility to any person or entity other than the Group’s Board of Directors for the assurance audit we have conducted or the conclusion we have reached.

This report has not been prepared within the framework of the obligation for certain businesses to comply with the Turkish Sustainability Reporting Standards (TSRS)

Annex 5: Independent Assurance Report



published by the Public Oversight Authority (“POA”) in the Official Gazette dated 29/12/2023, which mandates mandatory sustainability reporting as of 01/01/2024. According to the POA Decision published in the Official Gazette on 5 September 2024, these businesses are required to undergo limited assurance audits for their mandatory sustainability reporting. In the upcoming period, a separate sustainability report and limited assurance report will be prepared within this framework.

Our Independence and Competence

We comply with the independence and other ethical provisions of the Code of Ethics for Accounting Professionals published by the International Ethics Standards Board for Accounting Professionals, which sets out the basic principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

We apply the International Standard on Quality Management 1 (ISQM 1) and accordingly maintain a robust system of quality control, including policies and procedures that document compliance with relevant

ethical and professional standards and requirements in laws or regulations.

Responsibilities of Management

The Group Management is responsible for the preparation, accuracy and completeness of the sustainability information and statements in the report. The Group Management is responsible for setting the Group’s sustainability goals, establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Responsibilities of the Practitioner

Our responsibility is to reach a conclusion on the Selected Information based on our procedures. We conducted our limited assurance engagement in accordance with International Standards on Assurance Engagements and, in particular, International Standard on Assurance Engagements (ISAE 3000) (Revised) and Assurance Engagements on Greenhouse Gas Statements (ISAE 3410) on Assurance Engagements Other than Independent Audits.

The assurance engagement performed represents a limited assurance engagement. The nature, timing and extent of the procedures performed in a limited assurance engagement are limited compared to those required in a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower.

Our Key Assurance Procedures

We carried out limited assurance on the accuracy of the selected key performance indicators specified below in the section “Selected non-financial performance data for limited assurance” related to 2024 year and included into the Report.

To achieve limited assurance, the ISAE 3000 (Revised) and (ISAE) 3410 (“Standards”) requires that we review the processes, systems and competencies used to compile the areas on which we provide our assurance. Considering the risk of material error, we planned and performed our work to obtain all of the information and explanations we considered necessary to provide sufficient evidence to support our assurance conclusion.

Annex 5: Independent Assurance Report



To form our conclusions, we undertook the following procedures:

- Analyzed on a sample basis the key systems, processes, policies and controls relating to the collation, aggregation, validation and reporting processes of the selected sustainability performance indicators;
- Made inquiries with employees of the Group responsible for sustainability performance, policies and corresponding reporting;
- Performed selective substantive testing to confirm the accuracy of received data to the selected key performance indicators;
- Made inquiries of management and senior executives to obtain an understanding of the overall governance and internal control environment, risk management, materiality assessment and stakeholder engagement processes relevant to the identification, management and reporting of sustainability issues; and

We believe that our evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Limited Assurance Conclusion

Based on our work and the assurance procedures performed, nothing has come to our attention that causes us to believe, in our opinion, that the Selected Information referred to above in the Group's 2024 Sustainability Report for the year ended 31 December 2024, for which we were engaged to provide limited assurance, has not been prepared, in all material respects, in accordance with the Reporting Manual, as described in the "Auditor's Responsibilities" section above.

Restrictions on Use

This Report, including the conclusion, has been prepared for the Board of Directors of Hacı Ömer Sabancı Holding A.Ş. to assist in reporting the Group's performance and activities related to the Selected Information. We hereby authorize the inclusion of this report in the Sustainability Report prepared for the year ending 31 December 2024, to enable Hacı Ömer Sabancı Holding A.Ş. Board of Directors to demonstrate that it has fulfilled its responsibilities by preparing an

independent limited assurance report on Selected Information. Except to the extent permitted by law and in cases where prior written approval has been obtained and expressly agreed upon, we do not accept or assume any responsibility to anyone other than the Board of Directors of Hacı Ömer Sabancı Holding A.Ş. and Hacı Ömer Sabancı Holding A.Ş. in connection with the work we have performed or the report we have prepared.

DRT BAĞIMSIZ DENETİM VE SERBEST MUHASEBECİ MALİ
MÜŞAVİRLİK A.Ş.
Member of DELOITTE TOUCHE TOHMATSU LIMITED

Tolga Sirkecioğlu
Partner

1 September 2025
İstanbul, Türkiye

Annex 6: GRI Content Index



2025

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.

Statement of use Sabancı Holding has reported in accordance with the GRI Standards for the period of January 1–December 31, 2024.

GRI 1 used GRI 1: Foundation 2021

GRI Standard	Disclosure	Subject Heading	Page Number, Sources And/Or Direct Answers	Additional Information/ Reasons Of Omission
GRI 2: General Disclosures 2021	2-1 Organizational details	About the Report, Our Shareholding Structure	3, 14	
	2-2 Entities included in the organization’s sustainability reporting	About the Report	3	
	2-3 Reporting period, frequency and contact point	About the Report	3	
	2-4 Restatements of information		No significant changes were observed compared to the previous reporting period.	
	2-5 External assurance	Annex 5: Assurance Statement	181-184	
	2-6 Activities, value chain and other business relationships	Sabancı Group in Brief, Our Global Presence, Our Shareholding Structure, Our Subsidiaries and Joint Ventures	11, 12, 13, 14, 15	
	2-7 Employees	Our Human Capital Strategy, SOCIAL PERFORMANCE INDICATORS	148-159, 170-173	
	2-8 Workers who are not employees	Our Human Capital Strategy, SOCIAL PERFORMANCE INDICATORS	148-159, 170-173	

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GRI Standard	Disclosure	Subject Heading	Page Number, Sources And/Or Direct Answers	Additional Information/ Reasons Of Omission
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Board of Directors, Executive Committee, Committees and Policies	55, 57, 58-59	
	2-10 Nomination and selection of the highest governance body	Skill Matrix	56	
	2-11 Chair of the highest governance body	Sabancı Group in Brief	12	
	2-12 Role of the highest governance body in overseeing the management of impacts	Letter from the Chair, Letter from the CEO, Our Material Issues, Integration of Sustainability into Strategy	7, 8-10, 32-34, 42-45	
	2-13 Delegation of responsibility for managing impacts	Integration of Sustainability into Strategy	42-45	
	2-14 Role of the highest governance body in sustainability reporting	Integration of Sustainability into Strategy	42-45	
	2-15 Conflicts of interest	Enterprise Risk Management at Sabancı Group	48-54, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Sabancı-Group-Code-of-Business-Ethics/620/2942/0	
	2-16 Communication of critical concerns	Enterprise Risk Management at Sabancı Group	48-54, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Sabancı-Group-Code-of-Business-Ethics/620/2942/0	
	2-17 Collective knowledge of the highest governance body	Letter from the Chair, Letter from the CEO, Integration of Sustainability into Strategy	7, 8-10, 42-45	
	2-18 Evaluation of the performance of the highest governance body	Integration of Sustainability into Strategy, Our Human Capital Strategy	42-45, 148-159	
	2-19 Remuneration policies	Integration of Sustainability into Strategy, Our Human Capital Strategy	42-45, 148-159	

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GRI Standard	Disclosure	Subject Heading	Page Number, Sources And/Or Direct Answers	Additional Information/ Reasons Of Omission
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	Integration of Sustainability into Strategy, Our Human Capital Strategy	42-45, 148-159	
	2-21 Annual total compensation ratio	Our Human Capital Strategy	148-159	
	2-22 Statement on sustainable development strategy	SDG-Linked Products and Services	73-78	
	2-23 Policy commitments	Committees and Policies	58-59, https://yatirimciiliskileri.sabanci.com/en/sustainability/policies/Policies/184/0/0	
	2-24 Embedding policy commitments	Committees and Policies	58-59, https://yatirimciiliskileri.sabanci.com/en/sustainability/policies/Policies/184/0/0	
	2-25 Processes to remediate negative impacts	Enterprise Risk Management at Sabancı Group	48-54, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Sabanci-Group-Code-of-Business-Ethics/620/2942/0	
	2-26 Mechanisms for seeking advice and raising concerns	Enterprise Risk Management at Sabancı Group	48-54, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Sabanci-Group-Code-of-Business-Ethics/620/2942/0	
	2-27 Compliance with laws and regulations	Enterprise Risk Management at Sabancı Group	50-53	
	2-28 Membership associations	Annex 2: Corporate Memberships and Initiatives	166	
	2-29 Approach to stakeholder engagement	Annex 1: Stakeholder Relations and Communication	165	
	2-30 Collective bargaining agreements	Our Human Capital Strategy	159	

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GRI Standard	Disclosure	Subject Heading	Page Number, Sources And/Or Direct Answers	Additional Information/ Reasons Of Omission
MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Material Issues	32-34	
	3-2 List of material topics	Our Material Issues	32-34	
FINANCIAL PERFORMANCE				
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Repsonse to Emerging Global Risks	35-39	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Impact Investment, Community Investments	96-98, 132-135	
	201-2 Financial implications and other risks and opportunities due to climate change	Our Repsonse to Emerging Global Risks	35	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Human Rights, Diversity, Equity and Inclusion	162	
SOCIAL CONTRIBUTION AND INVESTMENTS				
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Social Agenda	130-131	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Impact Investment, Community Investments	96-98, 132-135	
	203-2 Significant indirect economic impacts	Impact Investment, Community Investments	96-98, 132-135	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Our Social Agenda, Community Investments	130-131, 132-135	

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GRI Standard	Disclosure	Subject Heading	Page Number, Sources And/Or Direct Answers	Additional Information/ Reasons Of Omission
SUPPLY CHAIN MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topics	Enterprise Risk Management at Sabancı Group	53	
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	Enterprise Risk Management at Sabancı Group	53, https://yatirimciiliskileri.sabanci.com/en/images/pdf/SAHOL-Policy-ENG.pdf	
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Enterprise Risk Management at Sabancı Group	53, https://yatirimciiliskileri.sabanci.com/en/images/pdf/SAHOL-Policy-ENG.pdf	
CORPORATE GOVERNANCE				
GRI 3: Material Topics 2021	3-3 Management of material topics	Committees and Policies	58-59	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Enterprise Risk Management at Sabancı Group	50-51	
	205-2 Communication and training about anti-corruption policies and procedures	Our Human Capital Strategy	153, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Anti-Bribery-and-Anti-Corruption-Policy/475/1709/0	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Enterprise Risk Management at Sabancı Group	50-51, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Anti-Bribery-and-Anti-Corruption-Policy/475/1709/0	
GRI 207: Tax 2019	207-1 Approach to tax	Committees and Policies	58-59, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Tax-Policy/455/1582/0	
	207-2 Tax governance, control, and risk management	Committees and Policies	58-59, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Tax-Policy/455/1582/0	

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GRI Standard	Disclosure	Subject Heading	Page Number, Sources And/Or Direct Answers	Additional Information/ Reasons Of Omission
CLIMATE EMERGENCY				
GRI 3: Material Topics 2021	3-3 Management of material topics	Decarbonization Initiatives	101	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Decarbonization Initiatives, ENVIRONMENTAL PERFORMANCE INDICATORS	103, 167-169	
	302-3 Energy intensity	ENVIRONMENTAL PERFORMANCE INDICATORS	167-169	
	302-4 Reduction of energy consumption	Decarbonization Initiatives	103	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management	108-111	
	303-2 Management of water discharge-related impacts	Water Management	108-111	
	303-3 Water withdrawal	Water Management, ENVIRONMENTAL PERFORMANCE INDICATORS	108-111, 168	
	303-4 Water discharge	Water Management, ENVIRONMENTAL PERFORMANCE INDICATORS	108-111, 168	
	303-5 Water consumption	Water Management, ENVIRONMENTAL PERFORMANCE INDICATORS	108-111, 168	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Driving Sustainability from Targets to Impact, ENVIRONMENTAL PERFORMANCE INDICATORS	25-30, 167-169	
	305-2 Energy indirect (Scope 2) GHG emissions	Driving Sustainability from Targets to Impact, ENVIRONMENTAL PERFORMANCE INDICATORS	25-30, 167-169	
	305-3 Other indirect (Scope 3) GHG emissions	Driving Sustainability from Targets to Impact, ENVIRONMENTAL PERFORMANCE INDICATORS	25-30, 167-169	
	305-4 GHG emissions intensity	Decarbonization Initiatives	103	
	305-5 Reduction of GHG emissions	2024 Sustainability Indicators at a Glance	19	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	ENVIRONMENTAL PERFORMANCE INDICATORS	167-169	

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GRI Standard	Disclosure	Subject Heading	Page Number, Sources And/Or Direct Answers	Additional Information/ Reasons Of Omission
BIODIVERSITY AND NATURE POSITIVE ACTIONS				
GRI 3: Material Topics 2021	3-3 Management of material topics	Biodiversity	112	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	112-118	
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity	112-118	
	304-3 Habitats protected or restored	Biodiversity	112-118	
CIRCULAR ECONOMY				
GRI 3: Material Topics 2021	3-3 Management of material topics	Circular Economy	119-128	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Circular Economy	119-128	
	306-2 Management of significant waste-related impacts	Circular Economy	119-128	
	306-3 Waste generated	Circular Economy	124	
HUMAN RIGHTS AND EQUAL OPPORTUNITY				
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Rights, Diversity, Equity and Inclusion	160	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SOCIAL PERFORMANCE INDICATORS	170-173	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Human Capital Strategy	158-159	
	401-3 Parental leave	Human Rights, Diversity, Equity and Inclusion	160	

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GRI Standard	Disclosure	Subject Heading	Page Number, Sources And/Or Direct Answers	Additional Information/ Reasons Of Omission
HUMAN RIGHTS AND EQUAL OPPORTUNITY				
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes		Minimum notice periods regarding operational changes are respected within the company.	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Driving Sustainability from Targets to Impact, Skill Matrix, Our Human Capital	27, 56, 148, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Diversity-Policy-For-The-Board-Of-Directors/602/2880/0	
	405-2 Ratio of basic salary and remuneration of women to men	Our Human Capital Strategy	156	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Skill Matrix	56	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights, Diversity, Equity and Inclusion	162	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights, Diversity, Equity and Inclusion	162	
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GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety Management	163, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Health-and-Safety-Policy/415/1430/0	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety Management	163, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Health-and-Safety-Policy/415/1430/0	
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety Management	163, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Health-and-Safety-Policy/415/1430/0	

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GRI Standard	Disclosure	Subject Heading	Page Number, Sources And/Or Direct Answers	Additional Information/ Reasons Of Omission
OCCUPATIONAL HEALTH AND SAFETY				
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	Occupational Health and Safety Management	163, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Health-and-Safety-Policy/415/1430/0	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety Management	163, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Health-and-Safety-Policy/415/1430/0	
	403-5 Worker training on occupational health and safety	Occupational Health and Safety Management	163, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Health-and-Safety-Policy/415/1430/0	
	403-6 Promotion of worker health	Occupational Health and Safety Management	163, https://yatirimciiliskileri.sabanci.com/en/sustainability/detail/Health-and-Safety-Policy/415/1430/0	
	403-8 Workers covered by an occupational health and safety management system	SOCIAL PERFORMANCE INDICATORS	170-173	
	403-9 Work-related injuries	SOCIAL PERFORMANCE INDICATORS	170-173	
	403-10 Work-related ill health	SOCIAL PERFORMANCE INDICATORS	170-173	
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GRI 3: Material Topics 2021	3-3 Management of material topics	Our Human Capital Strategy	151	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Our Human Capital Strategy	153	
	404-2 Programs for upgrading employee skills and transition assistance programs	Our Human Capital Strategy	150-152	
	404-3 Percentage of employees receiving regular performance and career development reviews	SOCIAL PERFORMANCE INDICATORS	170-173	

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GRI Standard	Disclosure	Subject Heading	Page Number, Sources And/Or Direct Answers	Additional Information/ Reasons Of Omission
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GRI 3: Material Topics 2021	3-3 Management of material topics	R&D and Innovation	62-66	
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GRI 3: Material Topics 2021	3-3 Management of material topics	Enterprise Risk Management at Sabancı Group	52	
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GRI 3: Material Topics 2021	3-3 Management of material topics	Our Repsonse to Emerging Global Risks	35	
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GRI 3: Material Topics 2021	3-3 Management of material topics	Our Repsonse to Emerging Global Risks	35	
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GRI 3: Material Topics 2021	3-3 Management of material topics	Our Repsonse to Emerging Global Risks	35	
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GRI 3: Material Topics 2021	3-3 Management of material topics	Our Repsonse to Emerging Global Risks	35	
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GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and Opportunity Management – Our Governance Model	39	

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