

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.

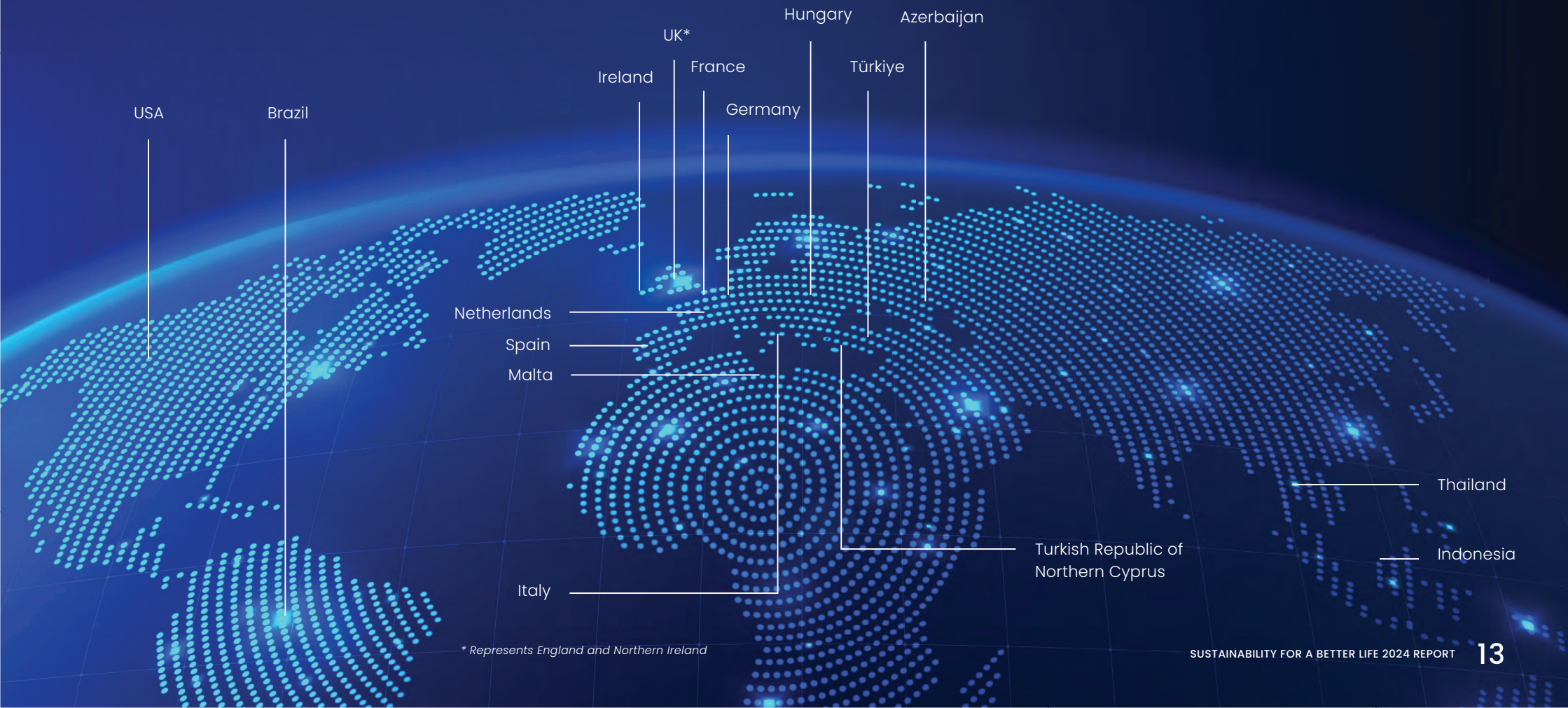
The Corporate Governance, Nomination and Remuneration Committee, the Early Detection of Risk Committee, the Audit Committee and the Board Sustainability Committee operate under the Board of Directors and contribute to oversee strategies designed to respond sustainability related risks and opportunities.

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

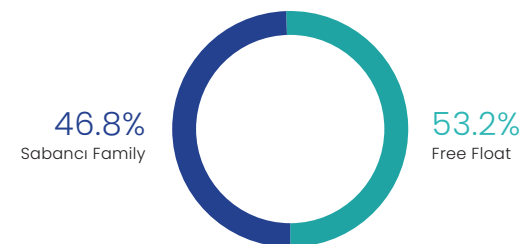
Our Shareholding Structure

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



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



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



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

ENERGY & CLIMATE TECHNOLOGIES



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



SAHOL: 50.0%
E.ON: 50.0%



SAHOL: 100.0%

MATERIAL TECHNOLOGIES



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



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



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

MOBILITY SOLUTIONS



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



SAHOL: 50.0%
PPF Group: 50.0%



SAHOL: 100.0%

DIGITAL TECHNOLOGIES & OTHER



SAHOL: 50.0%
Free Float: 50.0%



SAHOL: 100.0%



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.