

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.

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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.