

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