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.**

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 CO_2 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 CO_2 utilization in Türkiye's energy sector.

Examples: Enerjisa Üretim's CO_2-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 target**[36]**,** 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.

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).