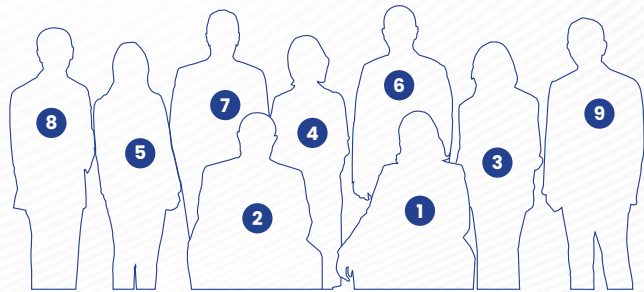


# Board of Directors

- 1 **GÜLER SABANCI**  
Chair
- 2 **EROL SABANCI**  
Vice Chair
- 3 **SUZAN SABANCI, CBE**  
Board Member
- 4 **E. MELİSA SABANCI TAPAN**  
Board Member
- 5 **SERRA SABANCI**  
Board Member
- 6 **CENK ALPER**  
Board Member and CEO
- 7 **HAYRİ ÇULHACI**  
Independent Board Member
- 8 **HÜSEYİN GELİS**  
Independent Board Member
- 9 **MEHMET KAHYA**  
Independent Board Member





# Board of Directors

## **Güler Sabancı Chair**

Güler Sabancı was born in Istanbul. After finishing high school education at TED Ankara College, Sabancı graduated from Boğaziçi University, Department of Business Administration.

Güler Sabancı is the Chair of Sabancı Holding since 2004, one of the leading and most reputable multi-business groups of Türkiye, operating in 14 countries.

Chair of the Board of Trustees of the Sabancı Foundation, Güler Sabancı is also the Founding Chair of Sabancı University and Chair of the Sakıp Sabancı Museum.

Güler Sabancı is among "World's 100 Most Powerful Women" lists by international media organizations.

The first female member of the European Round Table for Industry, she sits on the MIT Energy Initiative's External Advisory Board. She is also a member of The Trilateral Commission and TÜSİAD.

Besides being an effective industrialist, prominent business figure, and renowned art-enthusiast, she has also been accepted as one of the most influential women in the region for her work on gender equality and social development. Her remarkable success has been recognized internationally with numerous awards, including the David Rockefeller Bridging Leadership Award, the Clinton Global Citizen Award, the Raymond Georis Prize for Innovative Philanthropy, and the European School of Management Responsible Leadership Award. In recognition of her contributions to sustainability, Güler Sabancı was honored with the European Sustainability Award – Prix Film4climate at the 36<sup>th</sup> European Film Awards organized by the European Film Academy in 2023 for the sustainability-focused efforts of the Sabancı Foundation Short Film Competition.

She is the author of the book "Founding a University", published in 2020.

## **Erol Sabancı Vice Chair**

Erol Sabancı served as a member of the Akbank Board of Directors between 1967 and March 2018. For a decade beginning from March 1998 Erol Sabancı was the Chairman of the Board of Directors. He has been a Consultant to the Board of Directors since 26 March 2018. Erol Sabancı also serves as Vice Chairman of the Board of Directors of Sabancı Holding.

## **Suzan Sabancı, CBE Board Member**

Suzan Sabancı is the Chairman of Akbank. Ms. Sabancı is also a board member of Sabancı Holding and a member of the Board of Trustees of Sabancı University and the Sabancı Foundation. In 2009, Ms. Sabancı founded the Akbank International Advisory Board and currently serves as its chairman.

Ms. Sabancı is a member of the Institute of International Finance Board of Directors and Emerging Markets Advisory Board, Harvard University's Global Advisory Council, Harvard Business School's Global Leaders Circle, and an emeritus member of the Harvard Business School's Middle East and North Africa Advisory Board. Suzan Sabancı is also co-chair of the New York-based American-Turkish Society, as well as a member of the Global Board of Advisors at the Council on Foreign Relations (CFR), the Board of Managing Directors of Venetian Heritage, Inc, and the Cultural and Social Affairs Committee of the Serpentine Council respectively.

From 2009 to 2016, Ms. Sabancı sat on the Global Board of Advisors of Chatham House and she is currently a member of the Chatham House Chairman's Circle. Having previously served as an Advisory Board Member for The Prince's Charities, Ms. Sabancı is currently a Patron of Prince's Trust International, a highly prestigious charity organization set up by King Charles III.

Suzan Sabancı is a founding member and board member of the leading high-impact entrepreneurship movement, Endeavor Türkiye, a founding and honorary member of the Women Entrepreneurs Association of Türkiye, and chairman of the Executive Advisory Board and member of the board of patrons of the Contemporary Istanbul Art Fair.

Suzan Sabancı holds a BA in Finance from Richmond College in the UK and an MBA from Boston University in the USA. Ms. Sabancı has two children.

## **E. Melisa Sabancı Tapan Board Member**

Elçin Melisa Sabancı Tapan earned her BA in International Business and Psychology at Richmond University in London before completing her graduate studies at Columbia University in New York in Economics and Political Development. During these years, she pursued additional training at consultancy companies including

BCG and PWC, the International Energy Agency, and Sabancı Holding; she later completed a management trainee program at Marshall Wace.

Melisa has worked in several fields pursuing diverse projects ranging from financial inclusion to sustainable industry. Focusing her knowledge and experience around initiatives targeting social impact, she founded Gate 27 in the autumn of 2019 to enable value creators, artists and projects centered on sustainability and economic development. She has since overseen its growth, establishing collaborations with leading institutions in the art world.

Melisa concentrates on social entrepreneurship in both her professional and personal work. She supports the Sabancı Foundation, and in line with its vision and that of Sabancı University and the Sakıp Sabancı Museum, acts as an advisor in social responsibility projects with a number of different civil society organizations.

Melisa is currently a member of the board of directors at Sabancı Holding. She is a member of the Tate International Council, TÜSİAD, and WORLD.MINDS.

## **Serra Sabancı Board Member**

Serra Sabancı was born in Adana in 1975. She graduated from the University of Portsmouth, and then from the Istanbul Bilgi University Department of Economics at the top of her class. She began her professional career at Temsa, then received training on mergers and acquisitions and corporate governance at the Institute of Directors (IoD) in London.

Acting as a Board Member and Acting Chair at various Sabancı Group companies, including in textiles, chemicals, automotive, and cement, Serra Sabancı also served on the Audit Committee for five years at Sabancı Holding.

Serra Sabancı is currently a Member of the Board of Directors at Sabancı Holding, and a Member of the Board of Trustees at Sabancı University and the Sabancı Foundation. She leads and supervises the Foundation's project on environmental awareness and animal rights protection for preschool and primary age groups.

## **Cenk Alper Board Member and CEO**

Cenk Alper has been serving as the CEO and a Board Member of Sabancı Holding since 2019, leading the sustainable, technology-driven, entrepreneurial, and operational excellence transformation of the Group's business areas, while working diligently for the maturation of these concepts on both global and Turkish scales.

Between 2017 and 2019, Mr. Alper served as the President of Sabancı Holding Industrial Group, where he particularly spearheaded the global expansion of the group in the fields of mobility and material technologies.

From 2007 to 2017, he held successive positions as CTO, COO, and then CEO at Kordsa, guiding the company's transformation into an advanced material and technology company and executing its secondary public offering.

Cenk Alper's career in Sabancı Group began in 1996 at the Sabancı-Bekaert partnership, Beksa. Between 2002 and 2007, he gained international business operations experience by holding managerial positions within Bekaert in Belgium and the USA.

In addition to his executive roles, Mr. Alper contributes to discussions on business and sustainability by being a part of various boards and councils, including the Global Impact Coalition CEO Advisory Board, Chapter Zero Türkiye Advisory Board, and the Board of 30% Club Turkey Campaign, as well as being a member of the Turkish Industry and Business Association (TÜSİAD), the World Economic Forum (WEF), the World Business Council for Sustainable Development (WBCSD), the CNBC ESG Council, and WORLD.MINDS.

Cenk Alper holds a bachelor's and master's degree in Mechanical Engineering from the Middle East Technical University and has completed an MBA at Sabancı University.

## **Hayri Çulhacı Independent Board Member**

Having graduated from Ankara University Faculty of Political Sciences in 1978, Hayri Çulhacı obtained his MBA degree from Northeastern University, USA in 1986.

Between 1979 and 1990, he assumed various audit and management positions at the Ministry of Finance.

Having joined Akbank as Executive Vice President in 1990, Mr. Çulhacı became an Executive Director in 2009 and also served as the Vice President of the Executive Board, Chairman of Audit Committee, Corporate Management Committee and High Level Risk Committee from 2010 on. He was retired in 2020.

Hayri Çulhacı was also a member of the Board of Aksigorta A.Ş. and Avivasa and Chairman of Ak Yatırım Menkul Değerler A.Ş. and Ak Portföy Yönetimi A.Ş. He is still the Vice Chairman and a member of the Board of Trustees of Sabancı Foundation.

## **Hüseyin Gelis Independent Board Member**

Hüseyin Gelis studied micro-macro economics at the University of California Berkeley and business administration at the University of Arizona Phoenix and graduated in 1990. He began his career at Siemens' telecommunications manufacturing plant in 1976 and worked successively in R&D, manufacturing, PBX systems, planning, logistics organization, and strategic purchasing groups. In 2000, Gelis was appointed CFO and Vice President of Siemens India, and in 2005, he was recognized as one of the top 10 CFOs among Fortune 500 companies by "Business Today" magazine. On October 1, 2007, Gelis was appointed Chairman and CEO of Siemens Türkiye. Hüseyin Gelis is responsible for the overall strategic management and leadership of all Siemens activities in Türkiye.

Between 2015 and 2022, Hüseyin Gelis served as the Chairman of TÜSİAD's Germany Network Working Group and participated in the G20/B20 Turkey Digitalization Working Group in 2015. He was a Board Member of YASED between 2017 and 2019 and Vice Chairman of YASED between 2019 and 2023. In 2018, he signed PWN's Manifesto of CEOs Supporting Gender Equality and assumed the role of Equality Ambassador. Gelis has been serving as the President of the Berlin Bosphorus Initiative within TÜSİAD since 2018, and he has been a member of the advisory boards at Hacettepe University, Turkish-German University, and Izmir Institute of Technology. Gelis also holds the position of a High Advisory Board Member at Darüşşafaka Society.

On November 28, 2017, Hüseyin Gelis was awarded the Order of Merit by the President of the Republic of Germany for his contributions and the bridge he has built between Türkiye and Germany in the economic, political, and cultural fields.

## **Mehmet Kahya Independent Board Member**

Mehmet Kahya, who completed his undergraduate education at Yale University with a double major BS degree in chemical engineering and economics (1973), received his MBA degree in finance, marketing and operations research at the Kellogg School of Management (1975).

He started his working life in Sabancı Holding at Sasa A.Ş. as the Chief of Management Services (1975-1980) and later served as the President of MKM International (Netherlands, 1980-1984) and Sibermetik Sistemler (1984-1986), of both of which he was the founder. Mehmet Kahya served as Vice President and President of Temsa (1986-1990), Founding Vice President of Toyotasa (1990-1994) as well as a member of the Sabancı Holding Planning and Steering Council and a Board Member of Temsa, Toyotasa, Susa and Sapeksa.

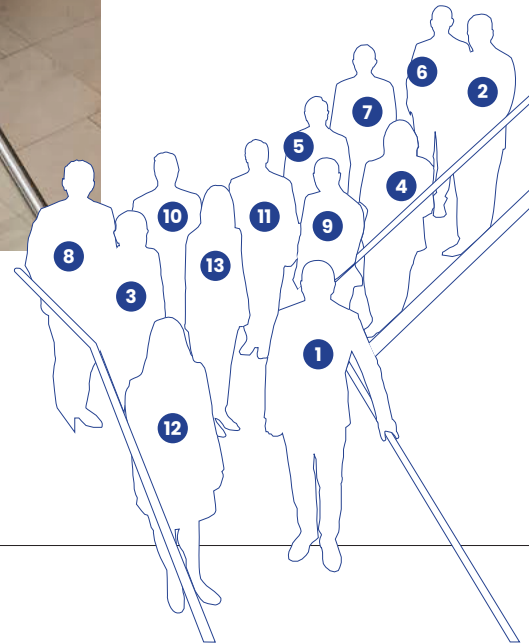
Mehmet Kahya was Managing Director and Deputy Chairman of the Board of Directors of CarnaudMetalbox between 1994-1998 and then President of Uzel Makine and Executive Board Member of Uzel Holding (1998-2001), General Manager of DYO and Vice President of Yaşar Holding Paint Group (2001-2002), Executive Board Member of Sarten Ambalaj (2002-2003), Vice Chairman of the Board of Gierlings Velpor (Portugal, 2003-2005) and President of Assan Aluminum (2004-2006).

Mehmet Kahya, was an Independent Member of Çimsa, Yünsa, Sasa, Yaşar Holding, Altinyunus, DYO, Viking Kağıt Board of Directors and continues to contribute as a consultant for strategy, restructuring, profitability transformation, growth, acquisition and merger projects through Kronus, of which he is the founder. At the same time, he works as an Independent Board Member at Sabancı Holding, as a Board Member at Electrosalus and as a shareholder consultant at various companies.

# Executive Committee



- 1 **CENK ALPER**  
Board Member and CEO
- 2 **BURAK ORHUN**  
Building Materials
- 3 **CEVDET ALEMDAR**  
Industrials
- 4 **FİLİZ KARAGÜL TÜZÜN**  
Corporate Brand Management and Communications
- 5 **FUAT ÖKSÜZ**  
Audit and Secretary General
- 6 **GÖKHAN EYİĞÜN**  
Strategy and Business Development
- 7 **HAKAN BİNBAŞĞIL**  
Banking
- 8 **HALUK DİNÇER**  
Financial Services
- 9 **KIVANÇ ZAIMLER**  
Energy
- 10 **MAX SPEUR**  
Digital
- 11 **N. ORHUN KÖSTEM**  
Finance
- 12 **ŞEBNEM ÖNDER**  
Legal and Compliance
- 13 **YEŞİM ÖZLALE ÖNEN**  
Human Capital and Sustainability



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Cenk Alper holds a bachelor's and master's degree in Mechanical Engineering from the Middle East Technical University and has completed an MBA at Sabancı University.

## Burak Orhun Building Materials

Burak Orhun embarked on his professional journey as a Financial Analyst at Mercedes Benz Turk. His career then took him to the United States, where he held various management roles, such as Finance Manager at Thomson Corporation/Reuters, Director of Portfolio Management and Director of Corporate Development at CapitalOne Financial, and CFO at CadenceQuest, Inc.

In 2009, Mr. Orhun joined Oyak Group in Türkiye. As General Manager of OYAK Girişim Danışmanlığı AŞ, he led all M&A and new investment initiatives until 2018. During this period, Mr. Orhun also held executive board member, and chairman positions at group's chemical and energy companies in Türkiye and abroad.

In 2018, Mr. Orhun joined Sabancı Group as the Head of Strategy and Business Development. Currently, he serves as Building Materials Group President of Sabancı Holding. He is the Chairman of Afyon Çimento, Akçansa, Çimsa, and Sabancı Building Solutions BV, and is also a board member at Teknosa. His career reflects a blend of management, financial expertise and strategic leadership across diverse industries and geographies.

Burak Orhun holds a Bachelor's degree in Economics from Boğaziçi University. He has a Master's degree in Finance from George Washington University and an MBA from University of Pennsylvania – Wharton School of Business.

## Cevdet Alemdar Industrials

Cevdet Alemdar joined Sabancı Group in 1993 and took various leadership positions, respectively in Beksa, Sakosa, Kordsa, Temsa İş Makinaları and Brisa.

During first half of his career, he has lead manufacturing investments in Türkiye and managed factories serving to tire industries in Brazil, Thailand and China. Returning to Türkiye, he has steered Kordsa's R&D and innovation processes as VP of Technology and Market Development.

From 2012 onwards, as CEO, he steered Temsa İş Makinaları to transform from a construction equipment company to a heavy machine and truck provider in Türkiye. Next, he led Brisa, a joint venture of Bridgestone and Sabancı Holding, an important tire manufacturing venture in the world and leader of Türkiye's tire and mobility solutions. From April 2020 onwards, he is Sabancı Holding Industrials SBU President. He is also the Chairperson of the Board of Kordsa, Brisa, Temsa Skoda Transportation and Temsa Motorlu Araçlar, member of the board of Teknosa.

He is SUNUM's (Sabancı University Nanotechnology Research and Application Center) Chairperson of the Board, TÜSIAD's (the Turkish Industry and Business Association) board member, Chapter Zero Steering Committee Chairperson and Boğaziçi University alumni. Mr. Alemdar's career reflects a breadth of experience in industrial engineering and business management across different regions and sectors.

Cevdet Alemdar holds a Bachelor of Science in Industrial Engineering from Boğaziçi University, obtained in 1992, and an MBA from Sabancı University, completed in 2000.

## Filiz Karagül Tüzün Corporate Brand Management and Communications

Filiz Karagül Tüzün embarked on her career at Hürriyet as the Advertising and Research Manager.

In the subsequent years, Mrs. Tüzün expanded her experience in the media and marketing sector. Between 1996 and 1997, she held the position of Marketing Manager at NTV. This role was succeeded by her tenure as the General Coordinator at the International Advertising Association from 1997 to 1999.

Mrs. Tüzün's career then transitioned to the telecommunications industry when she joined Turkcell Group in 1999. Her initial role was as the Corporate Sponsorships Coordinator, eventually progressing to Corporate Sponsorships Manager and later to Corporate Communications Director, a position she held until 2016.

Since 2016, Mrs. Tüzün has been part of Sabancı Holding, initially serving as the Corporate Communications Director. Her responsibilities and scope expanded over the years, culminating in her appointment as the President of Corporate Brand Management and Communications Department at Sabancı Holding, effective from February 1, 2024.

Filiz Karagül Tüzün completed her education at Saint-Benoit French High School, followed by a degree in Business Administration from Bilkent University in 1994.

## Fuat Öksüz Audit and Secretary General

Fuat Öksüz completed his degree in Business Administration at Boğaziçi University in 1986. His professional journey commenced at Andersen Istanbul Office, where he began as an assistant auditor in the same year. Over the years at Andersen, he rose through the ranks to become a local partner in 1997 and an international partner in 2000, contributing significantly to the firm until the end of 2002. His early career was marked by roles in independent auditing and financial advisory.

Subsequently, Mr. Öksüz played a pivotal role in establishing and leading the Andersen Business Process Outsourcing practice, eventually taking on the leadership of the Andersen Business Consulting Practice. His tenure at Andersen was characterized by significant contributions to the firm's growth and diversification of services.

In 2003, Mr. Öksüz transitioned to Ernst & Young, where he served as a Partner for a year. January 2004 marked the beginning of his tenure at Sabancı Holding, initially as the Head of Audit. In this capacity, he also chaired the Sabancı Board of Ethics, aligning the organization's practices with ethical standards.



# Executive Committee

Between 2010 and 2017, Mr. Öksüz's career took him to Enerjisa, a part of the Sabancı Group, where he undertook various critical roles. His responsibilities included serving as the CFO of Enerjisa Generation Company and Enerjisa Trading Company, where he shared management duties with the CEO. Additionally, he was the Enerjisa Group Head of Planning & Controlling, Head of Accounting, Reporting & Tax, and Head of Special Projects, taking part in the restructuring and the IPO process.

Since 2018, Mr. Öksüz has been the Head of Audit at Sabancı Holding and the Chair of the Sabancı Holding Ethics Board. In July 2022, he expanded his responsibilities by assuming the role of Secretary General, further contributing to the strategic and operational oversight at Sabancı Holding.

## Gökhan Eyiğün Strategy and Business Development

Gökhan Eyiğün began his professional journey at Arthur Andersen in 1998, focusing on Corporate Finance Advisory. In 2004, he played a pivotal role in establishing the Corporate Finance and M&A Advisory department at PricewaterhouseCoopers, where he subsequently led the department. His expertise in corporate finance and mergers and acquisitions guided his career path and contributed to his professional development.

In 2007, Mr. Eyiğün joined Sabancı Group, initially contributing to the Strategy and Business Development department in various executive capacities until 2018. He served as the Secretary General of Sabancı Holding and the General Manager of Exsa, Tursa and AEO companies between 2018 and 2021. Additionally, from 2020 to 2021, he served as an Executive Board Member of Temsa Motor Vehicles.

In 2021, Mr. Eyiğün was appointed Group President of Strategy and Business Development at Sabancı Holding, where he continues to contribute to the strategic direction and growth of the company. Alongside his primary role, he serves as Vice Chairman of the Board at Afyon Çimento, Çimsa, Exsa, and Temsa Motorlu Araçlar. He is also a board member at İklim Teknolojileri, Dx Technology Services and Investment BV, SabancıDx, Carrefoursa, and Temsa Skoda Ulaşım Araçları.

In addition to his executive and board responsibilities, Mr. Eyiğün oversees Sabancı Ventures and Sabancı ARF Almost Ready to Fly, further demonstrating his involvement in various strategic and developmental aspects of the Sabancı Group.

Gökhan Eyiğün completed his undergraduate studies in Management Engineering at Istanbul Technical University, graduating with honors in 1998. He later pursued an MBA at Rotterdam School of Management, graduating in 2004, and participated in several executive programs at Harvard Business School.

## Hakan Binbaşgil Banking

Hakan Binbaşgil is the Vice Chairman and Executive Board Member of Akbank. Binbaşgil also serves as the President of the Banking Group and Executive Committee Member of Sabancı Holding, Chairman of Akbank AG and Chairman of Akbank Ventures BV.

Mr. Binbaşgil, who served as CEO at Akbank for nearly 12 years between 2012 and 2023, commenced his tenure with Akbank in 2002, assuming the role of Executive Vice President responsible for Change Management. In 2003, he became the Executive Vice President overseeing Retail Banking and in 2008, he ascended to Deputy CEO. Starting in 2002, he spearheaded a multitude of initiatives encompassing strategic direction setting, restructuring, digitalization, technology, corporate identity, change management, talent building and cultural transformation.

Prior to joining Akbank, Mr. Binbaşgil worked as a Management Consultant in the London and Istanbul offices of Accenture, and as Executive Vice President in a different private sector bank.

Mr. Binbaşgil has an extensive history of leadership roles, having held the positions of chairman and board member across numerous respected domestic and international organizations. Additionally, he has held the office of Term President at the Institut International D'Etudes Bancaires (IIEB), a prominent institution comprised of member banks from across Europe.

After graduating from Robert College, Hakan Binbaşgil graduated from Bosphorus University, Faculty of Mechanical Engineering. Binbaşgil later received master's degrees in business administration and finance from LSU.

## Haluk Dinçer Financial Services

Haluk Dinçer began his professional journey at General Motors Technical Center in 1985. In August 1995, he transitioned to Sabancı Group, initially taking on the role of Executive Board Member, and then in December 1995, as Executive Vice Chairman of Temsa. In October 2001, he assumed responsibilities within the Holding company, first as Food Group Vice President, and six months later, as Holding

Executive Board Member and Food Group President. He took over as Food and Retail Group President in September 2004, and in March 2011, appointed as Retail and Insurance Group President.

In June 2016, after organizational restructuring, Mr. Dinçer was named Insurance Group President and later in April 2020, Financial Services Group President. In this capacity, he currently serves as Chairman of the Board of Aksigorta, Ageasa, Exsa, Tursa, and Ankara Enternasyonel Otelcilik, and as a Board Member of Brisa.

Beyond his corporate responsibilities, Mr. Dinçer has been actively involved in various business and industry associations. He served as President of TÜSİAD (Turkish Industry and Business Association) in 2014-2015 and currently a member of council of TÜSİAD Presidents. He also served as President of Türkiye-U.S. Business Council (TALK) from 2008 to 2014. Since June 2019, he has been a member of the Geneva Association, contributing his expertise to international business and policy discussions.

Haluk Dinçer has a BSE degree in Mechanical Engineering and an MBA, both from the University of Michigan.

## Kıvanç Zaimler Energy

Kıvanç Zaimler has been serving as the President of the Energy Group at Sabancı Holding since July 2018, overseeing roles as Chairperson at two of the sector's leading companies, Enerjisa Enerji and Enerjisa Üretim. Additionally, he is the Chair at Sabancı Climate Technologies in the USA, a company established to manage Sabancı Holding's international investments in renewable energy and climate ventures.

Mr. Zaimler joined Enerjisa in 2008, starting a career that began in natural gas trading and progressed through various General Manager roles in Electricity Distribution and Retail companies, eventually leading to his appointment as CEO. He played a pivotal role in the notable public offering of Enerjisa in 2018, which was one of the standout IPOs of that year. Today, he actively plays a key role in the transformations of Türkiye's largest companies in their respective sectors.

Beginning his professional journey in 1992, Mr. Zaimler has held various managerial positions in the private sector, shaping his career with the experience gained during this time. He completed his education in Industrial Engineering at Istanbul Technical University and Berlin Technical University, acquiring a solid foundation in both technical and managerial skills.

Furthermore, Mr. Zaimler contributes to Sabancı Holding's digital and technology-focused strategies, initially serving as the Chair at SabancıDx and currently as the Vice Chair of the Board.

Beyond his commitments in the energy sector, Mr. Zaimler is actively involved in non-governmental organizations. He serves as the Vice President of the World Energy Council Türkiye, a Board member at the Sabancı University Istanbul International Center for Energy and Climate (IICEC), an Advisory Council member at SHURA, and the Chair of the Electricity Distribution Companies Association, ELDER. He is also an Observer at COP Climate Summits and actively participates in the energy-related working groups of the World Economic Forum.

Additionally, Mr. Zaimler's history as a professional basketball player brings a unique perspective and discipline to his business and management roles.

## Max Speur Digital

Max Speur graduated from Technische Hogeschool Rijswijk, with a Mechanical Engineering & Business Administration degree from, complemented by an MBA in Technology Science and Management from the University of Twente, and an MBA Leadership Program in Mergers & Acquisitions from Henley Business School. Having started his carrier in 1992 at Royal Dutch Shell, serving as a Finance & Marketing Analyst. His career progressed at Logica from 1993 to 2001, where he held various managerial roles, enhancing his expertise and experience in the industry.

In 2001, Mr. Speur transitioned to IBM, starting as Partner-Managing Principal at IBM Business Consulting Services in Amsterdam until 2003. He then took on the role of Communication Sector Leader for IBM Global Services in the Asia Pacific, based in Shanghai, from 2003 to 2005. Following his tenure at IBM, Mr. Speur joined Hewlett Packard Enterprise Services in 2005 as Vice President and Sales & Industry Leader in Singapore and Melbourne, a position he held until 2011. That same year marked a significant milestone in Mr. Speur's career as he founded the AT10TION Group. In 2012, Mr. Speur expanded his career portfolio by joining SunTec Business Solutions as CCO & COO, overseeing operations in the UK, Singapore, UAE, USA, and India. His leadership journey continued with his appointment as CEO of CCS Connects in 2017, a role he fulfilled until 2021.

Prior to joining Sabancı Group, Mr. Speur has been working as the founder and the CEO of AT10TION Group. His extensive experience and leadership roles across major technology and IT service companies highlight his profound expertise and contributions to the industry. Mr. Speur joined Sabancı Group in 2023 and appointed as Digital Business unit Group President.

## N. Orhun Köstem Finance

Orhun Köstem joined Anadolu Group in 1994, where he held several management roles until 2008. He was appointed as the CFO of Efes Breweries International in 2008. A year later, in 2009, he transitioned to the role of Corporate Finance Coordinator within the Anadolu Group.

From 2010 to 2018, Mr. Köstem furthered his career at Coca-Cola İçecek, serving as the CFO between 2010 and 2016 and then as the Regional Director for the Middle East and Pakistan. He was the CFO of Anadolu Efes between 2019 and 2021.

Since July 1, 2021, Mr. Köstem has been the Group CFO of Sabancı Holding. In addition to his primary role, he holds significant positions across various organizations: Chairman of Carrefoursa, Vice Chairman of Sabancı İklim Teknolojileri, Board of Trustees of Sabancı University, and Member of the Board of Directors at Akbank, Kordsa, Enerjisa Enerji, and Enerjisa Üretim.

He was one of the co-authors of the book "Opening the Window to Capital Markets: From A to Z Initial Public Offerings and Investor Relations," published in 2009. His expertise has been recognized for many years by various national and international platforms; while listing among "Türkiye's Most Influential 50 CFOs" by BMI Business School and DataExpert in 2016, 2019, 2020, and 2021, he also received accolades as Türkiye's Best CFO in Thomson Reuters Etsel's Investor Relations Awards in 2011 and 2013, and was named "Best CFO" in the Consumer Sector in Emerging EMEA by Institutional Investor (II) in 2020. He also achieved rankings as Best CFO in Industrials in 2022 and in SMID-cap Industrials in 2023 in the Emerging EMEA Region by II, and was selected Best CFO among BIST30 companies at the Turkish IR Society (TUYID) Summit in 2022 and 2023.

Mr. Köstem, featured in the C-Suite Series – Fortune CFO 2022 list, is a member of the CFA Society Istanbul and the CFO Network of the World Business Council for Sustainable Development (WBCSD), reflecting his commitment to excellence in finance and sustainable development.

In 1991, Orhun Köstem completed his undergraduate studies in Mechanical Engineering at Middle East Technical University (METU), where he also obtained his MBA. Furthering his education, he acquired a master's degree in Finance and Corporate Law from Bilgi University.

## Şebnem Önder Legal and Compliance

Şebnem Önder started her career at White & Case LLP in Türkiye as an Associate in 1994. She then took her expertise to New York between 1999 and 2000, working in the same capacity at the company's headquarters. Her tenure at White & Case LLP saw significant progression when she returned to Türkiye to serve as a Partner until 2014.

In 2014, Mrs. Önder transitioned to British American Tobacco (Türkiye & North Africa), where she took on the role of Legal Director. Her responsibilities expanded as she assumed the position of European Regional Head of Compliance between 2018 and 2022, overseeing compliance activities across the region.

Since September 2022, Mrs. Önder has been serving as the Legal and Compliance President at Sabancı Holding. In addition to her executive role, she holds board memberships at several Sabancı Group companies, including Akçansa, Brisa, Carrefoursa, Temsa Skoda Sabancı Ulaşım Araçları, and Sabancı Building Solutions B.V., contributing her legal and compliance expertise to the governance of these entities.

Şebnem Önder completed her law education at Ankara University Faculty of Law in 1994.

## Yeşim Özlale Önen Human Capital and Sustainability

Yeşim Özlale Önen began her professional journey in 1999 as Associate Consultant at Davranış Bilimleri Enstitüsü. Her career trajectory took a new direction in 2003 when she joined Deloitte as a Senior Consultant, a position she held until 2005. Her role at Deloitte involved providing expert consultancy services in Human Resources, leveraging her background in psychology.

From 2005 to 2007, Mrs. Önen served as a Project Manager at DDI Türkiye, where she managed various projects on human resources and organizational development, contributing to her growing expertise.

In 2007, Mrs. Önen's career path led her to Sabancı Holding, where she assumed the role of Group Human Resources Manager. Her tenure at Sabancı Group lasted until 2011, during which she played a key role in shaping the human resources strategies and practices within the group.

In 2011, Mrs. Önen started her role as a Director Consultant at Korn-Ferry. She then served as a Senior Client Partner from 2018 until March of 2023. Yeşim Özlale Önen has been serving as Sabancı Holding Human Capital and Sustainability Group President since March 15, 2023.

Yeşim Özlale Önen completed her secondary education at İzmir Amerikan Lisesi in 1993, followed by a Bachelor's degree in Psychology from Middle East Technical University in 1997, and a Master's degree in Clinical Psychology in 1999.

# Sabancı Holding Management

## COMMITTEE MEMBERS

### Corporate Governance, Nomination and Remuneration Committee:

- Mehmet KAHYA – Chairman (Independent Board Member)
- Suzan Sabancı, CBE – Member
- Serra SABANCI – Member
- Elçin Melisa Sabancı TAPAN – Member
- Şerafettin KARAKIŞ – Member

### Audit Committee:

- Hüseyin GELİS – Chairman (Independent Board Member)
- Hayri ÇULHACI – Member (Independent Board Member)

### Committee of Early Detection of Risk:

- Hayri ÇULHACI – Chairman (Independent Board Member)
- Suzan Sabancı, CBE – Member
- Serra SABANCI – Member
- Elçin Melisa Sabancı TAPAN – Member

### Sustainability Committee:

- Hüseyin GELİS – Chairman (Independent Board Member)
- Hayri ÇULHACI – Member (Independent Board Member)
- Mehmet KAHYA – Member (Independent Board Member)

## SENIOR MANAGEMENT\*

### Şerafettin Karakış

President, Financial Affairs, Accounting and Investor Relations

### Derya Özet Yalçı

Director, Sustainability

### Devrim Baykent

Director, Treasury and Corporate Finance

### Duygu Kayan Bulut

Director, Brand Communication

### Erdem Erdoğan

Director, Financial Affairs and Investor Relations

### Erkan Şahinler

Director, Group Financial Control

### Filiz Karagül Tüzün\*

Director, Corporate Communication

### İlker Yıldırım

Director, Accounting

### Kerem Tezcan

Director, Investor Relations

### Murat Gençer

Director, Risk

## Mustafa Özturan

Director, Employee Experience and Labor Relations

## Olca Gürdal

Coordinator, Security

## Sarven Peştamalcıgil

Director, Strategy and Business Development

## Seçkin Yelmen

Director, Strategy and Business Development

## Seval Kor

Director, Human Resources

## Taner Aytan

Director, Audit

## Utku Gülmeden

Director, Strategy and Business Development

## Yeliz Erinçkan

Director, Strategy and Business Development

\*As of 31.12.2023. Filiz Karagül Tüzün was appointed as Corporate Brand Management and Communications President in 2024.

# Shareholder Structure and Dividend Policy

## Shareholders Holding More Than 5% of Capital and Voting Rights

Shareholder	Share in Capital (TL)	Ratio in Capital (%)	Voting Right Ratio (%)
Sakıp Sabancı Holding Anonim Şirketi	287,100,000.56	14.07	14.07
Serra Sabancı	147,370,880.80	7.22	7.22
Çiğdem Sabancı Bilen	141,566,960.87	6.94	6.94
Suzan Sabancı, CBE	141,566,960.87	6.94	6.94
Other	1,322,799,127.90	64.83	64.83
Total	2,040,403,931	100.00	100.00

\*As of 31.12.2023

## Dividend Policy

Hacı Ömer Sabancı Holding A.Ş.'s Dividend Policy is to distribute dividend up to 20%, but not less than 5% of the distributable profit of the year calculated in accordance with the provisions of the Turkish Commercial Code, Capital Markets Legislation and the provisions of our Articles of Association, in cash and/or in the form of shares. Application of this policy is determined by the General Assembly in line with Hacı Ömer Sabancı Holding A.Ş.'s medium and long-term strategies, national and global economic conditions.

Dividends will be distributed equally to all shareholders, regardless of their date of issuance and acquisition within the legal period following the approval of the General Assembly on the date determined by the General Assembly. Hacı Ömer Sabancı Holding A.Ş. does not apply advanced dividend distribution policy.

General Assembly can transfer a portion or all of the net profit to the extraordinary reserves. If Board of Hacı Ömer Sabancı Holding A.Ş. offers the General Assembly not to distribute dividend, the reason for not distributing dividends and information about the usage of undistributed profit needs to be presented to the shareholders at the General Assembly Meeting.

Dividend Performance (TL Million)	2019	2020	2021	2022	2023
Dividends Received	601	492	1,562	2,114	7,076
Dividends Paid	612	673	714	1,530	3,571
Dividends Paid/Received	102%	137%	46%	72%	50%
Dividends Pay Out Ratio	16%	18%	15%	13%	8%