

Sabancı Holding in Brief

Sabancı Holding continues to create value for all its stakeholders in line with its higher purpose: "We unite Türkiye and the World for a sustainable life with leading enterprises."

Sabancı Group companies supply their products and services around the globe with more than 60 thousand employees in 14 countries worldwide.

Hacı Ömer Sabancı Holding A.Ş. (Sabancı Holding), Türkiye's leading conglomerate, is a holding company engaged in a wide variety of business activities through its subsidiaries and affiliates, mainly in the banking, financial services, energy and climate technologies, industrials, building materials and digital sectors.

Sabancı Holding coordinates and supports the finance, strategy, business development, legal, human capital and sustainability functions of Group companies. The Holding aims to ensure that Group companies operate in a manner that is profitable and sustainable with favorable competitive conditions. In addition, Sabancı Holding sets and monitors the investor relations and corporate governance practices that apply across Sabancı 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's higher purpose is to unite Türkiye and the World for a sustainable life with leading enterprises. With this core reason for being, Sabancı Holding works to create value for its stakeholders. As of the end of 2023, Sabancı Group companies supply their products and services around the globe with more than 60 thousand employees in 14 countries worldwide. Sabancı Holding's multinational business partners include leading global companies such as Ageas, Bridgestone, Carrefour, E.ON, Heidelberg Materials, and Skoda. Sustainability is a central aspect of Sabancı Holding's higher purpose. To this end, the Holding has adopted a target of net zero emissions and net zero waste by 2050.

Sabancı Holding is registered with the Capital Markets Board, the securities regulator of Türkiye. Since 1997, Sabancı Holding has been listed on Borsa Istanbul. The Sabancı Family jointly controls Sabancı Holding as a majority shareholder, while 50.47% of the Holding's shares is publicly traded. As of year-end 2023, Sabancı Holding and its 11 listed subsidiaries' shares constitute around 5% of the total market capitalization of Borsa Istanbul. In 2023, Sabancı Group delivered combined revenue of TL 811 billion and consolidated net income of TL 15 billion.



Strategic Criteria

- ✓ Consistency with Sabancı Group's prioritized investment areas ('New Economy')
- ✓ Share of International Revenues
- ✓ Share of FX Revenues
- ✓ Lower exposure to regulated industries (higher exposure to non-regulated businesses)
- ✓ Contribution to Sabancı Ecosystem (Transferability of current competencies)

Sustainability

- ✓ Consistency with Sabancı Group's responsible investment policy
- ✓ Decarbonization potential
- ✓ Contribution to sustainable development goals

Financial Criteria

- ✓ Sector growth potential > Real GDP growth



Short-Term Financial KPIs

- ✓ Revenue, EBITDA, free cash flow, net financial debt, working capital, market share

Short-Term Non-Financial KPIs

- ✓ Actions taken to tackle the climate crisis, reduce plastic usage, improve ESG scores, execute on diversity and inclusion, promote Future of Work, and boost operational excellence

Long-Term KPIs

- ✓ rTSR, NAV growth, free cash flow, equity growth



Grow and Protect the Core

- ✓ Strengthen our market leading positions
- ✓ Profitable growth driven by customer centricity

Invest in New Platforms

- ✓ 75% of non-bank capex for transformation & adjacencies focusing on:
 - Energy and Climate Technologies
 - Advanced Material Technologies
 - Digital Technologies

Keep Healthy Balance Sheet

- ✓ Non-bank Net debt to EBITDA of < 2x
- ✓ Healthy use of capital & debt

Maximize Shareholder Return

- ✓ Dividend Policy: 5%-20% of net income
- ✓ Share Buyback Program
 - Up to 5% of paid-in capital: 102 million shares
 - Total funds allocated: TL 3.25 billion
- ✓ Long-term Incentive Plan: NAV Growth & rTSR

Note: All aforementioned criteria are not limited to the examples included above.