

# Foreword

## FUTURE STARTS WITH SABANCI A Century Behind. New Horizons Ahead.

In 1925, an entrepreneurial endeavor in Adana marked the beginning of a journey that would contribute to shaping Türkiye's modern industrial landscape. What began with cotton trading evolved into one of the country's most diversified and institutionally mature investment groups. Across a century defined by economic cycles, industrial transformation, technological disruption, and global integration, Sabancı has grown by adapting with discipline, building trust, and renewing its portfolio with foresight.

This year marks a defining moment. Entering our second century, Sabancı stands on a foundation of institutional strength, governance maturity, and enduring trust built across generations. This legacy is also reflected in our first Integrated Annual Report. The report demonstrates how strategy, capital allocation, governance, sustainability, and financial performance are integrated within a single, disciplined long-term value creation model.

Sabancı's hundred-year trajectory can be read through consecutive eras of reinvention. From industrial foundations and early financial diversification to national industrial leadership and global partnerships. From building Türkiye's private energy platform to deepening governance maturity and international credibility.

From laying the foundations of the new economy through digital transformation and responsible investment, to redefining the portfolio around sustainability, technology, and global scale.

What has ensured continuity across these transitions is Sabancı's DNA.

Our DNA follows a clear logic: values translated into capabilities, and capabilities evolving into differentiators that sustain long-term performance. It explains not only what Sabancı does, but how it consistently performs in environments shaped by volatility, structural transition, and accelerating change.

Resilience, agility, foresight, and discipline are institutional capabilities. They shape how we manage a diversified portfolio, allocate capital, evaluate risk and opportunity together, build long-term partnerships, and execute our strategy with pace and determination. Combined with a century-long entrepreneurial spirit and commitment to continuous development, this foundation enables us to convert uncertainty into growth and transformation into lasting advantage across cycles and geographies.

Today, Sabancı operates as a platform-based investment holding architected for sustainable, digital, and scalable growth across Energy and Climate Technologies, Material Technologies, Digital Technologies, and Banking and Financial Services. These platforms form a structurally interconnected system through clear adjacencies.

Execution speed and capital discipline are among the defining elements of this period. Our strategic roadmap for 2029 translates vision into measurable financial and strategic thresholds. Capital allocation is guided by clear return discipline, balance sheet strength, and portfolio alignment. High-performing platforms are scaled. Emerging growth areas are strengthened. Areas requiring transformation are addressed with decisiveness and clarity.

Sustainability and digital transformation are embedded structural drivers within this model. They are integrated into how we shape the portfolio, evaluate investments, and design growth platforms. Risk governance, foresight, and disciplined execution ensure that performance is resilient across different market conditions.

Strong governance underpins this integrated approach. Our governance architecture connects Board oversight with executive leadership, ensuring alignment across capital allocation, sustainability priorities, risk management, and performance monitoring. Transparency, accountability, and our focus on long-term value creation remain central to stakeholder trust, which has been built and reinforced over generations.

At the core of this institutional strength stand our people. A culture grounded in responsibility, courage, inclusion, and continuous development has enabled Sabancı to renew itself across decades. In our second century, we continue to invest in leadership development programs, digital capabilities, and future-ready competencies to ensure that strategy translates into execution and targets into measurable results.

This Integrated Annual Report reflects our value creation framework. Financial performance, strategic direction, governance architecture, sustainability commitments, and human capital development are presented as interconnected drivers of enduring performance. It demonstrates how Sabancı aligns targets with accountability, growth with discipline, and transformation with continuity.

One hundred years behind us provide confidence. A future-proof, resilient portfolio provides direction. Consistency in execution and discipline provides credibility.

The future does not begin by chance.  
The future starts with Sabancı.