

## OUR STRATEGY

Sabancı's strategy is a living system centered on measurable and sustainable value creation, driven by foresight, disciplined capital allocation, and dynamic portfolio management. We act with purpose, scanning global shifts, reallocating resources with agility toward scalable businesses at the intersection of the green and digital transitions. Strategy is not a study; it is a continuous act of leadership and execution.



*"With foresight and disciplined execution, our strategy is to lead change, not react to it. As we enter our next century, we focus on strengthening high-value areas, transforming for new potential, and expanding into future-defining sectors that will keep Sabancı resilient, opportunity-driven, and positioned for sustainable, scalable growth across every cycle."*

**Gökhan Eyigün**

President, Strategy & Business Development

# A Strategy Built to Endure

## FROM VISION TO FORESIGHT: BUILDING A FUTURE-PROOF STRATEGY

A century behind us proved the value of resilience, responsibility, and disciplined delivery. The century ahead will reward agility, foresight, and the ability to adapt with purpose. Sabancı's DNA connects these two eras, enabling our strategy to function not as a fixed plan, but as a living system that evolves and endures.

At Sabancı, strategy evolves with the world around it. As technological, social, and environmental change accelerates, our long-standing foundations allow us to adapt faster, act wiser, and lead responsibly across cycles. Endurance, for us, is not about standing still. It is about remaining relevant, resilient, and decisive as conditions change.

Just as the past century began with Sabancı, so will the next. Guided by clarity of vision and consistency in action, we shape strategy through speed in decision-making, discipline in capital allocation, and execution that translates ambition into measurable results. This disciplined approach enables us to build a future-proof portfolio that can scale, adapt, and lead over the long term.

The century ahead will be defined by clean energy, advanced materials, AI-driven digital infrastructure, resilient grids, and circular, resource-efficient systems. Our portfolio is positioned at the convergence of the green and digital transitions, supported by adjacencies that reinforce and accelerate one another. Backed by a strong balance sheet, a performance-driven culture, and recognized ESG leadership, we convert long-term opportunity into long-term value.

Driven by foresight, agility, and disciplined execution, our ambition is clear. We are building a sustainable, digital, and scalable portfolio for the next century by connecting green and digital transitions, strengthening adjacencies, governing with discipline, and executing with speed.

## Our Strategic Strengths

Sabancı's strategy is built on a set of enduring strengths that support resilience, scalability, and consistent value creation:

- Bridge between Türkiye and the World**  
Global reach grounded in local resilience, long-term partnerships, and proven delivery capability.
- Pioneer of Next-Generation Infrastructure**  
Strategic investments at the intersection of energy, materials, and digital systems that shape future economies.
- Dynamic Portfolio Management**  
Clear capital and return discipline, supported by strong balance sheet capacity, enabling us to scale high-performing businesses and pivot with agility.
- Recognized ESG Leadership**  
Consistent sustainability performance translated from targets into impact, reflected in global recognitions such as CDP Global A List, LSEG A (Excellent) Rating, MSCI AA rating, and S&P Sustainability Yearbook membership.
- A Culture of Execution**  
A performance-driven culture reinforced by transparency, disciplined governance, and multi-year delivery that converts strategy into measurable outcomes.

## Future-Defining Megatrends

Our strategy is shaped by a clear view of the forces redefining economies and industries:

### Low-Carbon and Next-Generation Energy and Materials

The transition is driven by breakthrough technologies such as new energy systems, resilient grids, advanced materials, and circular design, unlocking new growth platforms across sectors.

### AI-Powered Computing at Scale

Rapid expansion in massive processing capabilities is fueling demand for next-generation digital infrastructure and data ecosystems.

### Physical-Digital Infrastructure Convergence

The convergence of physical and digital infrastructure is redefining how economies operate, compete, and innovate.

### Regulatory and ESG Complexity

Diverging regulatory regimes and fragmented ESG standards introduce both compliance challenges and strategic openings.

## Our Long-Term Ambition: Building the Infrastructure of Tomorrow

We invest in the infrastructure that powers the next generation of economies to build a future-proof portfolio ready for tomorrow.

Our focus areas include:

- Clean power generation and storage
- Modernized and resilient grid systems
- Sustainable, large-scale digital infrastructure
- Advanced, low-carbon materials
- Banking and finance as key stabilizers of resilience and liquidity

These systems sit at the intersection of green and digital transitions, shaping resilient, future-fit industries.

### Key Adjacencies

- Energy drives digital.
- Digital advances energy and materials.
- Materials support sustainable infrastructure.
- Banking strengthens resilience and liquidity.

### Governance and Foresight: Real-World ESG

Our governance approach is designed to operate in the real world, where uncertainty, regulatory fragmentation, and rapid transformation demand both discipline and adaptability. Governance at Sabancı Holding is not a control function detached from strategy. It is an enabling system that translates long-term ambition into consistent, accountable decision-making across cycles.

In this environment, trust is not a reputational claim but a strategic outcome. At Sabancı Holding, trust is built through predictability, consistency, and execution, particularly in periods of volatility. Stakeholders assess credibility not by stated intent, but by the alignment between commitments and behavior. Our governance framework reduces uncertainty by ensuring disciplined capital allocation, transparent accountability, and stable decision-making principles across cycles. By embedding ESG considerations into foresight, risk governance, and performance management, Sabancı reinforces integrity between long-term ambition and real-world execution. In a global system where capital and partnerships increasingly favor reliability over promises, this consistency strengthens resilience, limits surprise, and enables sustained long-term value creation.

#### Clarity

We turn complexity into clarity by structuring strategic choices through foresight, data, and integrated risk assessment. Global ESG developments, regulatory expectations, and market signals are continuously monitored and evaluated through an integrated lens, ensuring that decision-makers operate with timely, decision-ready insight rather than fragmented information.

#### Accountability

Our governance system converts ESG complexity into action through transparency, accountability, and double materiality. Board-level oversight, clear role definitions, and performance-linked management structures ensure that sustainability priorities are embedded into capital allocation, risk management, and operational execution. This alignment allows strategic commitments to be translated into measurable outcomes rather than declarative intent.

#### Balance

We balance short-term pressures with long-term sustainability to preserve resilience across every business cycle. Capital discipline, risk governance, and performance management are designed to absorb volatility without compromising long-term value creation. This balance enables Sabancı to continue investing through downturns, sustain strategic momentum, and act decisively when opportunities emerge.

#### Foresight in Action

Foresight is embedded into how we govern. Scenario analysis, emerging risk assessments, and transition planning inform strategic choices across energy, materials, digital, and financial services. This approach ensures that governance remains forward-looking, adaptive, and closely connected to execution, supporting a strategy that is built not only to perform today, but to endure over time.

## Responsible Investment for Sustainable Growth

Responsible investment is central to how Sabancı Holding builds long-term value across its portfolio. Designed to mobilize capital toward durable growth, our approach supports the green and digital transitions shaping future economies while strengthening resilience across economic cycles.

Guided by disciplined capital allocation, strong governance, and clearly defined sustainability priorities, we integrate environmental and social considerations into investment decisions across the portfolio. This integrated approach connects financial performance with measurable impact, enabling Sabancı to deploy capital with clarity, manage risk proactively, and sustain value creation over the long term.

#### Responsible Investment Policy and Governance

Sabancı Holding was the **first holding company in Türkiye to issue a Responsible Investment Policy**, embedding sustainability criteria directly into capital allocation decisions. *The Policy* defines binding minimum standards covering environmental, social, ethics, governance, and human rights dimensions, including prohibited sectors and activities across the portfolio.

Aligned with national and international best practices, the Policy guides portfolio companies in managing ESG risks, improving performance across the value chain, and contributing to the UN SDGs. These principles are systematically integrated into due diligence, greenfield investments, mergers and acquisitions, and ongoing portfolio management, ensuring that sustainability considerations inform decision-making throughout the investment lifecycle.

Through this governance framework, Sabancı strengthens risk management, safeguards long-term competitiveness, and reinforces its role as a disciplined, responsible long-term investor.

#### Our Responsible Investment Strategy

Building on this foundation, Sabancı Holding's responsible investment strategy aligns capital deployment with measurable sustainability outcomes, guided by clear commitments and Group-wide policies and principles. Investment decisions are assessed through integrated financial, strategic, and sustainability lenses, ensuring consistency between ambition, execution, and long-term impact.

- **USD 5 Billion SDG-Linked Investment Pledge**

Sabancı Holding targets **cumulative SDG-linked investments of USD 5 billion by 2027**, reflecting the Group's focus on scalable solutions aligned with global development priorities. As of 2024, 28% of this target had been realized. Alignment to the UN SDGs serves as a guiding principle in our strategic decision-making processes, ensuring that every initiative we undertake contributes positively to the advancement of the SDGs. This approach not only drives financial performance but also generates positive impact for the communities we serve.

- **SDG-Linked R&D and Innovation Investments**

Sabancı Holding targets **at least 70% of R&D and innovation investments to be linked to the UN SDGs by 2025**. In 2024, this target was surpassed. We aim to ensure that our businesses are resilient to future trends, while also contributing to transformative impact on a scale.

Through this framework, responsible investment becomes a disciplined mechanism for prioritization rather than a constraint, supporting growth in energy, materials, mobility, digital infrastructure, and financial services while maintaining balance sheet strength.

 Independent assurance of 2025 sustainability data is ongoing. Verified figures are expected to be published in early Q3 2026 on [Sabancı Holding's Investor Relations website](#).

## SUSTAINABLE FINANCE

Financial services play a critical enabling role in Sabancı Holding's responsible investment strategy by mobilizing capital toward climate action, transition financing, and inclusive economic growth. Through Akbank, sustainable finance operates at scale, connecting long-term funding with real-economy transformation across sectors. The Bank integrates sustainability into its financing strategy through dedicated products, client solutions, and funding frameworks.

Since 2021, Akbank provided TL 681 billion in sustainable financing through instruments such as supplier financing, green trade finance, and sustainability-linked lending. These solutions support clients' transition journeys across energy, industry, and value chains by enabling investments in decarbonization, resource efficiency, and responsible growth. This scale is anchored in **TL 800 billion Sustainable Finance Pledge by 2030**, positioning sustainable finance as a core strategic enabler rather than a niche activity.

Akbank's sustainable finance approach is governed by its published Sustainable Finance Framework and Environmental and Social Risk Framework, reinforcing transparency, discipline, and credibility in international markets. Akbank's Net Zero Strategy, which includes interim 2030 targets and a coal phase-out by 2040, further reinforces its role in enabling a just and inclusive transition.

In 2025, Akbank reached a 46 % sustainability share in total wholesale funding, marked by a series of transactions, including the issuance of a USD 500 million Sustainability Tier 2 bond, the renewal of sustainability-linked syndicated loans at USD 750

million, with 2-year and 3-year tranches allocated in line with its Sustainable Finance Framework, a TL 3.9 billion (USD 100 million equivalent) covered bond with a 5-year maturity issued to the EBRD, reopening the Turkish covered bond market and channeling funding to eligible projects under the Türkiye Green Economy Financing Program II (Türkiye GEFF II), and the issuance of a USD 100 million Digitally Native Note to the IFC, representing the world's first digitally issued gender bond and directly linking wholesale funding to financial inclusion outcomes through financing for women-owned SMEs and women's access to mortgage loans. The Bank also issued six sustainability bonds with a total of USD 203 million. Furthermore, assets under management in ESG-themed and ESG-rated funds reached TL 36 billion.

Furthermore, Sabancı mobilizes international financing mechanisms to scale transition investments beyond Türkiye. Through Sabancı Climate Technologies' wholly owned subsidiary Sabancı Renewables Inc., the Group secured USD 137 million financing for 232 MW Oriana Solar Project with 60 MW energy storage and closed USD 184 million in tax equity financing for the 272 MW Cutlass Solar II Project in the United States in 2024, demonstrating its ability to structure complex, market-aligned financing and deploy capital at scale in global renewable energy markets.

Sustainable finance also supports transition-aligned investments across core business areas. Enerjisa Üretim secured a USD 1 billion+ project finance package to fund the 750 MW portion of its 1 GW YEKA-2 wind portfolio, structured in line with IFC Performance Standards and robust environmental and social safeguards. In December 2025, this was complemented by a USD 200 million EBRD loan for the remaining 250 MW.

In Material Technologies, Çimsa's transition financing set a sector benchmark: in 2024, it secured EUR 25 million EBRD and a USD 70 million IFC green loan, marking a first for Türkiye's cement industry and in 2025 added a further EUR 50 million EBRD loan to accelerate low-carbon transformation. Enerjisa Enerji also received necessary approvals to issue up to TL 20 billion of green debt securities for eligible renewables and energy-efficiency investments. Group companies increasingly integrate green and sustainability-linked finance frameworks into their business strategies, aligning funding decisions with long-term transition objectives.

By embedding sustainability criteria into funding, lending, and investment decisions at Group level, Sabancı Holding strengthens capital efficiency, supports transition-aligned growth, and reinforces the credibility of its long-term strategy.

 For further detail, please refer to [2025 Performance & Outlook](#) chapter.

## FINANCIAL INCLUSION

Financial inclusion is a core pillar of Sabancı Holding's responsible investment approach and a critical enabler of long-term value creation. By expanding access to financial services and supporting active, informed use, Sabancı contributes to social resilience, broader economic participation, and sustainable growth across Türkiye.

According to the [World Bank's Global Findex Database 2025](#), 82% of adults in Türkiye have an account at a financial institution. However, a persistent gender gap remains. The difference in account ownership between men and women in Türkiye stands at 21 percentage points, 4 times larger than the Europe & Central Asia aggregate. In Türkiye, the second-most-populous economy in the region, 77% of adults without accounts are women, highlighting structural barriers that continue to limit women's economic participation. While 71% of account holders use their accounts for digital payments, two-thirds of accounts are still opened primarily to receive wages or government transfers, indicating that access alone does not always translate into financial empowerment.

Against this backdrop, Sabancı approaches financial inclusion as a system-level priority rather than a single product or channel. Through the integrated strength of its banking, insurance, and private pension businesses, the Group works to make financial services more accessible, inclusive, and effective in improving financial health. Digital innovation, inclusive product design, and targeted financial literacy initiatives are combined to reduce barriers, encourage active use, and strengthen long-term financial well-being.

### Sabancı's financial inclusion strategy focuses on six interconnected priority areas.

**Digital solutions and financial literacy** are central to expanding access beyond basic account ownership. Through customer-centric digital platforms, inclusive product design, and targeted financial literacy initiatives, the Group supports informed financial decision-making, deeper engagement with financial services, and the effective use of responsible banking, insurance, and long-term savings solutions.

**Accessibility and inclusive services** ensure that financial services are usable by all segments of society. By integrating accessibility features across physical and digital channels, including solutions for visually and hearing-impaired users, the Group works to remove structural barriers and enable equal participation in the financial system.

**Women entrepreneurs, SMEs, and inclusion-linked financing** are supported through tailored financial solutions, advisory services, and dedicated funding mechanisms that expand access to capital and strengthen financial resilience. These approaches address structural gaps in access to finance while linking capital deployment to measurable inclusion outcomes.

**Together, these six priority areas position financial inclusion as a strategic enabler of social resilience, economic participation, and sustainable value creation, reinforcing Sabancı Holding's responsible investment approach.**

**Entrepreneurship, opportunity creation, and resilience** are advanced through financial and non-financial support mechanisms that enable early-stage ventures, entrepreneurs, and intrapreneurs to access capital, networks, and capacity-building resources, supporting innovation-led growth and economic diversification.

**Youth banking and social impact** focus on engaging future generations early through accessible banking solutions, financial education, and training initiatives that promote financial literacy, digital confidence, and sustainability awareness.

**Insurance and pension solutions** strengthen household resilience, mobilize long-term savings, and contribute to sustainable capital formation, reinforcing the link between social stability and economic development.

## Our Nature Agenda

Sabancı Holding approaches nature through a holistic perspective that recognizes the interconnected relationship between climate emergency, biodiversity loss, water scarcity, land degradation, and resource depletion. While decarbonization remains a central priority, our Nature Agenda reflects a broader understanding of environmental challenges as systemic factors that shape long-term business resilience, operational continuity, and value creation.

In this context, climate and nature are not treated as external constraints, but as strategic variables that inform risk governance, investment logic, and portfolio transformation.

In line with the double materiality approach, our Nature Agenda addresses both the risks that environmental change poses to business performance and the impacts of business activities on natural systems. Environmental priorities are translated into measurable targets and performance indicators by the Sustainability Directorate, monitored by the Sustainability Leadership Committee, and overseen by the Board Sustainability Committee. Climate and nature-related risks are assessed through scenario analysis and financial quantification methods and integrated into enterprise risk management and investment decision-making processes, ensuring institutional coherence between environmental governance and strategic planning.

### DECARBONIZATION

Sabancı Holding's decarbonization strategy focuses on growing in sustainable business areas while systematically reducing environmental impact across the portfolio. The Group operationalizes this strategy through 15 Decarbonization Levers, including renewable electricity usage and generation, grid decarbonization, electrification of processes, alternative fuels, raw material substitution, fleet electrification, and energy efficiency initiatives. Interim GHG emissions reduction targets have been introduced, Scope 3 targets are being developed, and SBTi alignment processes are underway across relevant Group companies. Climate performance metrics are embedded into executive remuneration structures, reinforcing accountability and institutionalizing climate action within performance management systems.

## WATER MANAGEMENT

Water is governed as a core component of natural capital, essential for operational continuity, community well-being, and long-term business resilience. Sabancı Group completed a comprehensive water stewardship project to establish consistent definitions, methodologies, baselines, and performance metrics across Group companies. Medium-term water reduction targets have been introduced, and water-related risks are increasingly assessed through scenario analysis and financial quantification. Consolidated water data informs strategic decision-making and resource allocation at Holding level, strengthening the integration of water governance into enterprise risk management and investment planning.

## BIODIVERSITY

Biodiversity is embedded into operational and investment frameworks as a material environmental priority. Group companies identified priority operational locations and conducted ecosystem impact and dependency assessments aligned with the Taskforce on Nature-related Financial Disclosures (TNFD). Biodiversity criteria are integrated into the Responsible Investment Policy and ESG due diligence processes, including the application of IFC Performance Standards and EBRD Performance Requirements for large-scale investments. Through these mechanisms, biodiversity is governed as part of strategic risk management and long-term value preservation.

## CIRCULAR ECONOMY

Sabancı Holding's Circular Economy Strategy is structured around three pillars: Circular Inflow, Circular Design, and Enhanced Recovery Routes. The strategy focuses on increasing circular material use, embedding circular design principles into products and services, and improving recovery and recycling processes across the value chain. Circularity KPIs and targets are monitored at Group level and integrated into operational planning, R&D priorities, and supply chain strategies, reinforcing the link between resource efficiency, innovation, and long-term competitiveness.

 For detailed information, please refer to [From Targets to Impact. Our Sustainability Commitments](#) section under [Strategy 2029](#) chapter.

# Our Social Agenda

## DRIVING MEASURABLE POSITIVE IMPACT

At Sabancı Holding, we believe that the purpose of business is to generate value by addressing the challenges faced by people and the planet. Companies should grow by offering meaningful solutions, not by contributing to the problems themselves. Our Social Agenda is built on this belief and reflects our long-term commitment to business success alongside social wellbeing.

With over 63 thousand employees and millions of people touched across our value chain, we work to drive positive change from within. We promote inclusive and sustainable practices through SDG-linked products and services, responsible employment, and programs that embed equality, diversity, and inclusion into how we operate and grow. Beyond our businesses, we work closely with Sabancı Foundation and Sabancı University to amplify impact in education, equality, cultural access, and inclusion, extending our reach through long-term, institutional partnerships.

As part of our [Responsible Investment Policy](#) and [Equality, Diversity and Inclusion Regulation](#), we have established clear governance tools that articulate our approach to responsible conduct across investments, human rights practices, and DEI initiatives. At Sabancı Group, DEI is not a statement of intent but an embedded principle within our policies and daily practices. We are dedicated to cultivating a workplace where every individual is valued, respected, and empowered regardless of race, gender, ethnicity, sexual orientation, disability, or other dimensions of identity.

We implement targeted programs such as unconscious bias training, inclusive hiring and promotion practices, employee resource groups, and mentorship initiatives to actively promote an inclusive and supportive environment. In 2025, gender equality training was delivered to all employees, covering topics including gender norms, stereotypes, discrimination, sexual harassment, inclusive language, and unconscious bias.

Inclusion also starts at the top. We have adopted a [Diversity Policy for the Board of Directors](#), promoting the inclusion of professionals from diverse backgrounds, experiences, and qualifications in nomination processes to strengthen Board effectiveness and corporate performance. **As of December 31, 2025, women represent 33% of Sabancı Holding's Board of Directors, exceeding our target of minimum 30% female representation.**

Across the Group, 32% of employees are women. We are continuously working to improve these figures and ensure equal opportunities for all. Building on this foundation, Sabancı Holding has committed to increasing the **share of women leaders to 50% by 2030** (44% in 2024). We have also committed to reaching **50% representation of women in both STEM roles** (33% in 2024) **and revenue-generating managerial positions** (45% in 2024) **by 2030 across the Group.** Furthermore, Sabancı Holding has implemented specific measures including a **50% women quota across all development programs, and a 30% women quota in senior management recruitment shortlists** to support its targets.

 Independent assurance of 2025 sustainability data is ongoing. Verified figures are expected to be published in early Q3 2026 on [Sabancı Holding's Investor Relations website](#).

## SABANCI VOLUNTEERS PROGRAM AND SABANCI YOUTH MOBILIZATION

Initiated in 2015, the Sabancı Volunteers Program fosters an inclusive culture across the Group, strengthening employees' sense of belonging and alignment with Sabancı's values and purpose. Through structured volunteering activities, employees actively support communities while reinforcing participation and shared responsibility. This engagement reflects Sabancı's belief that sustainable impact is created not only through capital and programs, but also through people.

During the Sabancı Republic Day Campaign, Türkiye's most attended social responsibility initiative between 2021–2023, volunteers dedicated approximately 170 thousand hours, effectively compressing 19 years of work into three calendar years.

Sabancı Holding's responsibility perspective is grounded in generating sustainable solutions to business, societal, and environmental challenges. Empowering young people through long-term capability-building mechanisms is central to this approach, supporting inclusion, skills development, and shared value creation across society.

In line with Mustafa Kemal Atatürk's vision, "All my hope is in the youth," Sabancı launched the Sabancı Youth Mobilization in 2024, establishing a new social enterprise model across Türkiye. At the core of this initiative is the Sabancı Technology and Impact Centers Network, designed to equip young people aged 18–34 with future-focused skills aligned with Sabancı's strategic business domains. Following its launch, the initiative gained momentum in 2025 with the expansion and activation of the network across 7 locations, reaching 36 thousand young people.

**The Sabancı Technology and Impact Centers Network includes ten physical centers and a digital hub, each designed to offer targeted education, mentorship, and entrepreneurship opportunities:**

**İzmir (İYTE, İzmir Institute of Technology – Enerjisa Üretim):** Two centers that promote hands-on learning in the Remote Monitoring Room and AI-powered energy analytics. Students connect with real-world data from over 25+ renewable energy plants (~3,940 MW capacity).

**Eskişehir (ESTU, Eskişehir Technical University – Çimsa):** Türkiye's first 3D-printed tech center. A six-week materials innovation program introduces sustainable cement applications and next-gen design.

**Adana (CU, Çukurova University, ATU, Alparslan Türkeş University – Temsa):** Two centers that bring together students, academics, and industry through applied projects and trainings focused on mobility technologies, electric vehicles, and sustainable transportation.

**Aksaray (ASU, Aksaray University – Brisa):** Features digital manufacturing labs and an entrepreneurship program tailored to the automotive and mobility sectors.

**Kocaeli (KOÜ, Kocaeli University – Kordsa & Carrefoursa):** Separate centers from both companies which integrate sustainable materials workshops with career development and coaching for young innovators.

**Elazığ (FU, Fırat University – Agesa):** Focuses on insurance and financial technologies through applied training in AI, data analytics, real case studies, and mentorship.

**Ankara (Söğütözü MHM – Enerjisa Enerji):** Offers startup support tools and deep dives into energy transition strategy, grid tech, and sustainable innovation.

**The digital hub,** hosted at [sabancigenclikseferberligi.com](https://sabancigenclikseferberligi.com), featured more than 100 free training modules spanning AI, cloud technologies, sustainability, leadership, personal development, and crisis response simulations. Through the digital hub, over 35 thousand applicants engaged with immersive content designed to support measurable outcomes.

## INSTITUTIONS THAT STRENGTHEN SOCIETY

Sabancı Group's social impact is anchored in institutions that have shaped Türkiye's social, educational, and cultural landscape for decades, contributing to equality of opportunity, knowledge creation, and cultural access at scale.

### Sabancı Foundation

For over 50 years, **Sabancı Foundation** has served as a catalyst for social transformation in Türkiye, building more than 120 institutions across 78 districts, including schools, teachers' centers, medical facilities, sports complexes, cultural centers, and social facilities.

Since its establishment, it has provided 57 thousand scholarships. Since 2007, the Sabancı Foundation Grants Program supported over 250 civil society projects and initiatives, reaching more than 6.8 million people nationwide.

The Foundation develops scalable, sustainable, and measurable solutions across four key areas: quality and inclusive education, gender equality, climate change and disaster response, and participation in social and cultural life.

In 2025, the Foundation marked its 50<sup>th</sup> anniversary, reaffirming its commitment to long-term partnerships and systemic impact.

## Sabancı University

**Sabancı University** is one of the Foundation's most significant investments and one of Türkiye's officially recognized Research Universities, delivering interdisciplinary research across science, engineering, business, arts, and social sciences. With over 9,950 publications, 390+ patents, and a strong externally funded research portfolio, the University plays a critical role in knowledge generation and innovation. Ranked among the top 250 universities globally in the 2026 Times Higher Education Global Employability University Ranking, 93% of alumni secure employment within one year of graduation, while 33% pursue graduate studies or careers internationally.

The University placed 41<sup>st</sup> in the Financial Times Executive Education World Rankings, while Sabancı Business School ranked 48<sup>th</sup> globally in the Financial Times Executive MBA Ranking as the only business school from Türkiye in the global Top 50, and 53<sup>rd</sup> among Europe's top 100 business schools.

Building on its established leadership in sustainability, Sabancı University introduced its first [Climate Action Plan](#) in 2025, translating commitments into a holistic roadmap covering carbon neutrality, green energy transition, circular economy practices, and sustainable campus strategies, while mobilizing interdisciplinary research, education, and partnerships.

Through the Istanbul International Center for Energy and Climate and its technology commercialization company Sabancı University Inovent Inc., the University bridges academia, industry, and society, while sustaining its top ranking in the TÜBİTAK Entrepreneurial and Innovative University Index.

## Sabancı University Sakıp Sabancı Museum

**Sabancı University Sakıp Sabancı Museum (SSM)** expands access to culture, education, and dialogue through inclusive and cross-disciplinary experiences. SSM integrates collection stewardship, research, and learning to connect art, history, and contemporary practice across physical and digital platforms.

Through its permanent collections at the Atlı Köşk and the [digitalSSM](#) platform, SSM broadens access to cultural heritage for students, researchers, and wider audiences. In 2025, SSM advanced social dialogue through exhibitions and programs addressing participation, collective learning, gender-based violence, and digital risks, supported by guided tours and community engagement.

This distinctive approach was exemplified by **Suzanne Lacy's Birlikte/Togæther**, the artist's first exhibition in Türkiye, which brought her long-standing feminist and participatory practice to SSM through large-scale, volunteer-driven works addressing solidarity and violence against women, and by the addition of **Murat Durusoy's Post-Nature Studies V.2**, a video work that dissolves the nature/technology binary by retexturing botanical forms with contemporary waste.

Year-round learning programs, outdoor cultural events, and interdisciplinary collaborations reinforce SSM's role as an accessible public space, supporting Sabancı Group's long-term commitment to cultural inclusion, social awareness, and societal cohesion.



For more information on these institutions and their initiatives, visit [sabancivakfi.org](http://sabancivakfi.org), [sabanciuniv.edu](http://sabanciuniv.edu), and [sakipsabancimuzesi.org](http://sakipsabancimuzesi.org).

## R&amp;D, Innovation and Collaboration

At Sabancı Holding, research, development, and innovation are core to how we preserve and grow value across the portfolio. Our approach translates long-term strategic priorities into scalable capabilities that strengthen resilience, support sustainable growth, and enable disciplined capital allocation across business cycles.

This innovation capability extends beyond technology development. With 8 R&D centers globally, including 6 in Türkiye and 2 abroad, Sabancı deploys R&D as a strategic lever to enhance operational performance, ensure regulatory readiness, and manage transition risks, while also enabling the commercialization of low-carbon solutions, international expansion, and participation in emerging sustainable economies. In this context, R&D reinforces both near-term performance and long-term competitiveness.

## STRATEGIC FOCUS AND INVESTMENT DIRECTION

We aim to align R&D and innovation investments with global sustainability priorities. By 2025, our target was for 70% of total R&D and innovation investments to serve the United Nations Sustainable Development Goals. As of December 31, 2024, this target has already been surpassed, reflecting the increasing integration of sustainability into innovation decision-making across the Group.

As we scale circular production models, advance AI-enabled platforms, and strengthen collaborative innovation ecosystems, we focus on generating measurable outcomes that support both portfolio resilience and long-term stakeholder value.

## AN INTEGRATED PLATFORM-BASED INNOVATION MODEL

We strengthen Sabancı's innovation ecosystem through platforms that connect ideas, people, and technologies across the Group, ensuring that innovation translates into measurable business and sustainability outcomes.

We advance R&D and innovation through three interconnected platforms that link ideation, execution, and cross-functional collaboration across the Group.

## 1. Ideation Platforms

Early-stage innovation is fostered through structured ideation mechanisms that encourage experimentation aligned with Sabancı's strategic priorities.

Group company programs such as **Enerjisa NAR**, **Brisa Raket**, **Akbank LAB**, **Akbank+**, **Aksigorta PURA**, and **Teknosa360** enable entrepreneurial thinking and opportunity identification within operating companies.

International initiatives, including **EIT ClimAccelerator**, extend this capability by supporting climate-focused start-ups aligned with global decarbonization objectives.

## 2. Execution Platforms

To convert ideas into scalable solutions, Sabancı leverages execution mechanisms that support commercialization and disciplined growth.

**Sabancı ARF** provides early-stage acceleration through seed funding, mentoring, and collaboration with Group companies, while **Sabancı Ventures** invests in post-revenue technology ventures aligned with Sabancı's growth themes and sustainability priorities.

R&D and Innovation Centers across Türkiye, Europe, Asia, and the United States enable product development, market expansion, and deep-technology collaboration. Strategic initiatives and mergers and acquisitions further embed innovation into capital allocation decisions, ensuring alignment with long-term value creation objectives.

## 3. Cross-Functional Collaboration Platforms

Collaboration across sectors and functions is strengthened through **Sabancı Minds, Digital Minds, and HR Minds**, which bring together employees from different disciplines to co-develop innovation roadmaps, explore emerging technologies such as generative AI, and align transformation efforts with leadership and capability-building priorities. These platforms support an adaptive, participatory, and purpose-driven innovation culture.

## R&D AND INNOVATION ACROSS THE PORTFOLIO

**Banking and Financial Services'** innovation agenda focuses on strengthening long-term competitiveness through data, analytics, and AI-enabled capabilities that enhance decision quality, customer centricity, and risk discipline. Innovation is governed through responsible frameworks and collaborative platforms that connect intrapreneurship, ecosystem partnerships, and capability development. Across banking, insurance, and pensions, innovation is positioned not as isolated R&D activity, but as a systemic lever that reinforces resilience, supports sustainable growth, and enables scalable business models aligned with evolving customer and regulatory expectations.

**Energy and Climate Technologies** segment continues to scale an innovation agenda that combines operational excellence with ecosystem partnerships, focusing on transition technologies, digital resilience, and customer-oriented solutions. Through strategic investments across the United States and Europe, **Sabancı Climate Ventures** integrated pioneering energy and climate innovations into Group companies, using its network to unlock opportunities beyond capital deployment.

At **Enerjisa Üretim**, R&D efforts focused on renewables performance, flexibility options such as storage, hybrid models, and transition pilots designed to support operational excellence and future growth. Circular carbon solutions and efficiency initiatives reinforced the link between transition ambition and operational outcomes.

**Enerjisa Enerji** positioned innovation as a practical enabler embedded in daily operations, focusing on digital, decentralized, and low-carbon solutions that enhance customer experience, improve field productivity, and support grid modernization.

Within the segment, **Temsa** contributed to the broader transition narrative through its work on electrification solutions, supporting sustainable transportation and reinforcing the connection between clean generation, electrification, and real-economy decarbonization.

For **Material Technologies**, R&D continues to play a central role in advancing low-carbon materials and circular economy practices. At **Akçansa**, R&D was aligned with the CO<sub>2</sub> Roadmap and focused on low-clinker cement formulations, alternative raw materials, Construction and Demolition Waste (CDW) recycling, and continued research on Carbon Capture, Utilization, and Storage (CCUS) technologies. **Çimsa** strengthened its leadership in sustainable construction materials through green hydrogen usage in white clinker production, TÜBİTAK-supported projects such as 3D Mortar, and the RapiDome initiative combining 3D printing with low-carbon concrete. **Kordsa** advanced high-performance reinforcement and composite technologies, expanding recycled and bio-based materials and strengthening thermoplastic and recyclable composite capabilities, supported by EU-funded projects. **Brisa** reinforced its R&D leadership in premium and EV-compatible tire technologies, developing more than 80 new products and strengthening compound technologies aligned with global OEM standards.

**Digital Technologies** segment's R&D activities focus on translating operational needs into scalable, customer-facing solutions. **SabancıDx** leveraged its R&D Center to develop solutions that support efficient, transparent, and paperless business processes across areas such as procurement, human resources, and performance management.

Ecosystem development remained central, with ongoing collaboration with global technology partners to strengthen hybrid cloud architectures, managed services, and compliance-ready solutions. **Bulutistan** expanded its service portfolio across OpenStack-based public cloud, SAP cloud infrastructure, secure sector-specific secure cloud solutions, and disaster recovery services, supported by an expanding customer network.

In **Other** segment, **Teknosa** strengthened its innovation agenda by developing new products, services, and business models, including the relaunch of Bilge following ERP transformation, refurbished device offerings, and trade-in programs supporting responsible consumption and circularity. Supply-chain-focused innovation delivered localized assortment engines, stock acceleration tools, and productivity solutions that form a core pillar of the company's digital and innovation roadmap.

**Across all segments, Sabancı's R&D and innovation ecosystem is built on purpose-driven strategy, partnership, discipline, and execution. It strengthens intellectual and human capital, supports trusted stakeholder relationships, and enables the Group's business model to be resilient, opportunistic, and future-ready.**

## Digitalization for Sustainable Business Models

Digitalization functions as a foundational capability within Sabancı Holding's strategy, enabling business models that are resilient, efficient, and adaptable to evolving regulatory, technological, and customer expectations. Rather than operating as a standalone growth theme, digitalization is embedded across the portfolio to support disciplined execution, operational continuity, and long-term value preservation.

Across different business models, digital capabilities are deployed to strengthen data integrity, improve decision quality, enhance customer interaction, and support compliance and risk management. In this context, digitalization underpins sustainable business models by reinforcing reliability, transparency, and scalability across the Group.

### DIGITALIZATION ACROSS THE PORTFOLIO

For **Banking and Financial Services**, digitalization is a core enabler of sustainable value creation. Digital channels, AI-supported decision systems, and omnichannel service models strengthen customer access, operational efficiency, and governance across banking, insurance, and pensions. By embedding advanced analytics, automation, and platform-based architectures into both customer-facing and internal processes, the Group supports inclusive access, disciplined growth, and long-term resilience, while laying the foundation for next-generation financial services built on trust, transparency, and data-driven insight.

For **Energy and Climate Technologies**, digitalization remains a key enabler across the segment, supporting reliability for critical operational environments and renewable portfolios through capabilities in remote operations, performance optimization, and

cybersecurity. **Senkron Digital** expanded its software and cybersecurity offerings through OnePact Suite and CyberPact services, with 8,000+ MW under management and 25,000+ assets monitored and secured across four continents. This capability strengthens operational resilience and supports service quality as energy systems become more digital and distributed.

In **Material Technologies**, digital transformation supports productivity, traceability, and execution discipline across operations. **Akçansa** shaped a renewed digital portfolio through cross-functional workshops, identifying and prioritizing over 450 business improvement opportunities and evaluating seven high-impact digital business cases. The digiFabrika Planner, supported by more than 500 IoT devices, optimized production planning, while the Salesforce-based CRM system strengthened lead and opportunity management. **Çimsa** scaled AI-powered digital platforms, including the CemClone digital twin for real-time plant performance modeling supporting energy efficiency and decarbonization, Digital Warehouse applications for improved inventory management, machine-learning-based forecasting and SpendAI for enhanced stock optimization and cost control. **Kordsa** strengthened digital maturity through ERP harmonization, AI-enabled monitoring, and advanced analytics, improving predictive maintenance, energy optimization, and cross-center collaboration while supporting innovation and cybersecurity. **Brisa** scaled Industry 4.0 across manufacturing and mobility to enhance quality, efficiency, and resilience, supported by ISO/IEC 42001 certification. ProFleet Digital Fleet 2.0 reduced breakdown risks and total cost of ownership through telematics and AI, while Rotawatt expanded the digital EV charging ecosystem across Türkiye.

**Digital Technologies** segment recognizes the rising demand for resilient, compliant, and scalable digital infrastructure across Türkiye and the broader region in 2025. Operating through **SabancıDx** and **Bulutistan** under the governance structure of **DxBV**, strengthened its integrated offering across cloud platforms, managed services, and compliance-ready digital solutions. Bulutistan served an enterprise customer network of over 1,000 companies, supported by more than 350 business partners, while SabancıDx delivered end-to-end capabilities from cloud architecture and migration to managed services and selected digital transformation products. In line with portfolio direction, 2025 also marked a clearer focus on next-generation digital infrastructure, particularly data center investments and cloud platform scalability, shaped around reliability, compliance, security, and energy efficiency.

**Taken together, Sabancı Holding's digitalization agenda reflects a disciplined, portfolio-wide approach to embedding technology into business models rather than treating it as an isolated transformation effort. By aligning digital capabilities with operational needs, regulatory expectations, and customer trust, the Group strengthens execution quality today while preserving flexibility for future shifts in technology, markets, and policy environments. This integrated digital foundation supports sustainable business models that are resilient by design, scalable in execution, and governed with clarity across the portfolio.**

In **Other** segment, **Carrefoursa** accelerated omnichannel and data-driven retailing through the redevelopment of its Online Marketplace Platform to improve performance, usability, and scalability while enabling super app capabilities. A centralized Big Data platform enabled AI-powered assistants across operations and corporate functions, while newly launched Payfour, its Digital Wallet and Loyalty Platform, reached 190 thousand registered users by end-2025. **Teknosa** accelerated its transformation through enhanced data governance, advanced analytics, AI-driven applications, and ERP modernization, improving personalization, marketplace scalability, resource efficiency, and the integration of sustainability for resilient operations.

## Impact Investments

Sabancı Holding advances impact investments through two complementary platforms: **Sabancı Climate Ventures (SCV)** and **Sabancı Ventures (SV)**. Together, these platforms extend Sabancı Holding's investment reach beyond mature business models, enabling earlier engagement with transformative solutions while maintaining financial discipline and strategic alignment.

### ENGAGING WITH EMERGING ENERGY & CLIMATE TECHNOLOGIES

**Sabancı Climate Ventures (SCV)** focuses on accelerating innovation across energy and climate technologies, supporting learning, partnerships, and disciplined scale-up opportunities that can strengthen the segment over time.

SCV builds access to global climate innovation through a portfolio that combines direct start-up investments and venture fund investments, providing both targeted exposure and broader access to global deal flow. It typically deploys initial check sizes ranging from \$500K to \$5M, primarily targeting Series A and B, while selectively investing at Seed and, in rare cases, Series C where strong strategic and operational alignment exists.

Beyond capital, SCV supports portfolio companies through access to Sabancı's industrial scale, operating assets, and commercialization capabilities, enabling pilots, validation, and scaling in collaboration with Sabancı Group companies.

SCV's focus areas include energy storage and battery technologies, smart grids and analytics, energy efficiency and Energy SaaS, EV infrastructure, ESG software and carbon accounting, as well as solar, wind, geothermal, hydrogen, and fusion energy, with primary investment geographies in the U.S. and Europe. SCV directly supports SDG 13 Climate Action.



For detailed information on the SCV portfolio, [please visit the link](#).

### 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 16 companies across five countries, deploying over USD 15 million to date.**

As part of its broader corporate venture capital strategy, Sabancı Group has utilized multiple investment vehicles, reaching over 36 direct investments globally and deploying more than USD 90 million in total CVC-related capital since 2020.

### Consolidated Portfolio Summary



**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, as well as advanced material technologies.

**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 Novus, offering AI-powered analytics with strategic relevance across Group operations, Mantis Robotics, a pioneer in robotics and mobility solutions; Wellbees, focused on employee well-being and digital HR solutions; and QuEra, developing quantum computing technology.

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; Figopara, a digital supply chain finance platform; 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 focus on energy technologies. Advanced material technologies 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.

**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).

