

*"We are building a future-ready industrial platform that integrates advanced materials and next generation mobility solutions by scaling circular systems, high-performance products, and innovative technologies. We are strengthening capabilities that power the transition to cleaner, smarter, efficient, and more resilient global value chains."*



**Burak Orhun**  
President, Material Technologies

## OUR VALUE CREATION

Value creation at Sabancı emerges from foundations built over a century and expands through interconnected ecosystems. We build platforms that shape the infrastructure of tomorrow, strengthen Türkiye's competitiveness and accelerate the transition toward sustainable and high-performance industries. Our disciplined approach, R&D strength, and multi-stakeholder model turn industrial capabilities into measurable societal and economic value.



*"Built on capital strength with disciplined allocation, customer trust, sustainable finance, and digital transformation, our banking and financial services ecosystem remains a cornerstone of Türkiye's resilience. This strength allows Sabancı to enter its next century with clarity, stability, financial inclusion, and the ability to support sustainable economic development at scale."*

**Hakan Binbaşgil**  
President, Banking & Financial Services

# Navigating a World in Transition

The operating environment in which Sabancı Holding creates value is shaped by a convergence of geopolitical, environmental, societal, and technological forces that are accelerating and compounding across time horizons. Risks no longer emerge in isolation; they interact, reinforce one another, and increasingly translate into systemic impacts on markets, societies, and business models.

According to [the World Economic Forum \(WEF\) Global Risks Report 2025](#), the immediate global context is dominated by state-based armed conflict, extreme weather events, and geo-economic confrontation. Over the medium term to 2027, information integrity risks, including misinformation and cyber espionage, are expected to intensify alongside rising societal polarization. Looking further ahead to 2035, environmental risks such as biodiversity loss, critical changes to earth systems, and natural resource shortages are expected to dominate the global risk landscape.

At the same time, rapid technological acceleration, particularly in artificial intelligence, is reshaping how economies operate. AI-driven computing at scale is increasing demand for resilient digital infrastructure, secure data ecosystems, and reliable energy supply, while amplifying cyber and information-integrity risks.

## WHAT THIS MEANS FOR SABANCI'S BUSINESS MODEL

**Portfolio positioning at the green-digital nexus:** Next-generation energy & climate technologies, digital infrastructure, and materials & mobility that enable decarbonization, electrification, storage, data-center reliability and secure connectivity.

**Resilience and agility:** Creating structural resilience through supply chain optionality, multi jurisdiction standards compliance, and continuously evolving scenario planning that covers the full spectrum of dynamic risks.

**Nature and resource stewardship:** Energy, Biodiversity, water and circularity embedded in investment and operating decisions to lower physical and transition exposure.

**Governance and risk culture:** Embedding enterprise wide governance, an integrated risk and opportunity management approach, and the three lines model to ensure that the organization systematically anticipates, evaluates, and responds to both risks and emerging opportunities, converting uncertainty into disciplined, value creating action.

For full details on emerging risks, their potential financial implications, and the mitigation actions in place, please refer to our TSRS-compliant 2025 Sustainability Report, which will be publicly available in early Q3 2026 on [Sabancı Holding Investor Relations website](#).

## WHAT THIS MEANS FOR SABANCI'S GROWTH THEMES

The megatrends below represent the subset of the WEF global risk outlook that is most relevant for growth; highlighting the forces that will most directly shape Sabancı's long-term value creation, competitive positioning, and capital allocation across our investment platforms.

### Low Carbon and Next Generation Energy & Materials

**Related Investment Themes:**  
*Energy & Climate Technologies and Materials Technologies*

Advances in clean energy, new energy sources, electrification, storage, carbon efficient industrial processes, and next generation materials directly reinforce Sabancı's strategic platforms. These technologies reduce exposure to transition risks while opening scalable opportunities in low carbon and next-generation energy and materials such as renewable generation, BESS (Battery Energy Storage Systems) solutions, advanced materials, low carbon cement, and process innovations across the materials value chain.

### Regulatory and ESG Complexity

**Related Investment Themes:**  
*All Sabancı platforms – Energy & Climate Tech, Materials Tech, Mobility Solutions, and Digital*

Diverging regulatory regimes, sustainability linked disclosures, and tightening environmental and social standards introduce both compliance challenges and strategic openings. Companies with robust governance, transparent data systems, and adaptive operating models can secure first mover advantages in sustainable finance, nature positive solutions, low carbon industrial technologies, and responsible digital infrastructure – all priority areas across Sabancı's portfolio.

### AI Powered Computing at Scale

**Related Investment Themes:**  
*Digital Technologies and (indirectly) Energy & Climate Technologies*

The rapid expansion of AI driven compute creates strong demand for secure cloud environments, data center infrastructure, high performance computing, and resilient digital services. The resulting shift toward power to compute ecosystems also enhances synergy between digital investments and energy platforms, positioning Sabancı to benefit from low or zero carbon hyper scale data centers and edge compute architectures.

### Physical-Digital Infrastructure Convergence

**Related Investment Themes:**  
*Digital Technologies, Energy & Climate Technologies, and Mobility Solutions*

As physical assets and critical infrastructure become deeply digitized, new growth avenues emerge in connected mobility, smart grids, IoT enabled industrial systems, cybersecurity, and autonomous operations. This convergence strengthens investment logic across Sabancı's mobility platform (e-mobility, fleet electrification, connected logistics), energy infrastructure, and digital transformation solutions.

## TÜRKİYE IN TRANSITION

Türkiye represents a core operating environment for Sabancı Holding. As a diversified investment holding with significant operations, assets, and financial exposure in Türkiye, Sabancı's strategy and capital allocation decisions are calibrated to domestic macroeconomic and regulatory dynamics alongside global megatrends. Through active portfolio management, capital discipline, foresight and governance, Sabancı translates this context into deliberate strategic choices, shaping how its portfolio adapts, scales, and creates value across cycles.

The Turkish economy is undergoing a period of recalibration aimed at restoring macroeconomic stability and strengthening policy credibility. Monetary tightening, reinforced macroprudential measures, and gradual regulatory simplification have supported policy transmission and financial system resilience, while also creating short-term volatility and pressure on funding costs and profitability.

In this context, preserving financial discipline and balance sheet strength is central to value creation.

Sabancı Holding's capital allocation framework prioritizes liquidity, controlled leverage, and flexibility, enabling the Group to absorb near-term volatility while continuing to invest selectively in strategic growth platforms. This approach supports the sustainability of financial capital and underpins confidence in long-term NAV growth across cycles.

Despite ongoing disinflation challenges and tighter financial conditions, the Turkish economy maintained positive, albeit moderated, growth in 2025. Over the medium to long term, structural factors including a young and increasingly skilled population, rising female labor force participation, relatively low leverage, and rapid digital adoption continue to support Türkiye's growth potential and reinforce its role as a competitive production, innovation, and services base within Sabancı's portfolio.

At the same time, shifting global dynamics such as rising protectionism, supply chain reconfiguration, and geopolitical fragmentation elevate Türkiye's strategic relevance. Increasing emphasis on near-shoring and friend-shoring positions the country as a key connector between regions, creating opportunities across energy, manufacturing, mobility, and digital infrastructure.

Taken together, global megatrends, intersecting risks, and country-specific dynamics define an operating environment where global competitiveness is shaped not only by scale and cost efficiency, but by the ability to allocate capital with discipline, adapt operating models, and build resilient platforms over time, while remaining responsive to emerging localization needs and evolving policy environments. For Sabancı Holding, navigating this landscape depends on combining global foresight with local insight, strengthening competitiveness through portfolio positioning, governance quality, and execution capability, and translating uncertainty into long-term value creation. This context provides the foundation for how we engage with our stakeholders, determine our material priorities, and shape our purpose-driven value creation approach.

## Our Engagement with Our Stakeholders

### CO-CREATING TO MOVE FORWARD TOGETHER

Sabancı creates value through connection. In a world shaped by rapid transformation, fragmented systems, and rising expectations, sustainable performance depends on the strength of relationships built across the entire value chain. Our engagement approach is grounded in long-term partnership, transparency, and shared purpose, enabling us to co-create solutions and move forward together.

Stakeholder engagement at Sabancı is not a standalone activity. It is an integrated management practice that informs strategy, strengthens resilience, and supports disciplined execution. Through continuous dialogue, structured collaboration, and measurable outcomes, we align diverse perspectives with our long-term value creation priorities.

#### Investors and Shareholders

Investors and shareholders are key partners in Sabancı's long-term journey. We build trust through predictable execution, disciplined capital allocation, and a clear focus on sustainable net asset value growth. Transparent communication and consistent delivery underpin our relationship with the investment community. Engagement is maintained through regular investor meetings, roadshows, financial reporting, and sustainability-linked disclosures. These interactions support alignment on strategy, performance expectations, and long-term value creation, reinforcing confidence across market cycles.

#### Employees

Transformation starts with people; it starts with Sabancı. Our people are the foundation of our human and intellectual capital, and active participants in shaping the Group's future. We foster an inclusive culture rooted in purpose, continuous learning, and shared success. Through leadership development programs, feedback platforms, and talent initiatives, we support professional growth while enabling employees to contribute directly to transformation and innovation. Engagement with employees strengthens organizational agility and ensures that strategy is translated into action through empowered teams.

#### Partners, Start-ups and Suppliers

Sabancı thinks and acts in interconnected ecosystems. We apply this mindset across our value chain, working closely with partners, start-ups, and suppliers to scale innovation and sustainability. Through platforms such as Sabancı Ventures, Sabancı ARF, and structured ideation, execution, and cross-functional collaboration mechanisms, we enable new business models, strengthen supply chain resilience, and accelerate growth from Türkiye to global markets. These partnerships expand our capabilities while reinforcing long-term competitiveness.

### Communities and Civil Society

Our engagement with communities is grounded in shared value and long-term social impact. Together with our Group companies, the Sabancı Foundation, and Sabancı University, we contribute to inclusive development through initiatives that expand access to education, innovation, and opportunity. Programs such as the Sabancı Youth Mobilization and the Sabancı Volunteers Program enable measurable impact while fostering social cohesion. Through these collective efforts, we support communities in building resilient futures where everyone can contribute to and benefit from prosperity across Türkiye.

### Public Institutions, Regulators and Industry Associations

Sabancı actively engages with public institutions, regulators, and industry associations to support the advancement of governance, sustainability, and transparency standards. Participation in national and international platforms enables alignment with evolving regulatory frameworks and contributes to the development of best practices. Through constructive dialogue and collaboration, we help shape policies and standards that support responsible growth, fair competition, and long-term economic stability.

### Academia and Thought Leaders

We engage with academia and global thought leaders to strengthen foresight, expand scientific insight, and support evidence-based decision making. Partnerships with leading universities and research institutions help us connect emerging technologies, research, and policy trends with Sabancı's long-term strategic priorities. These collaborations reinforce innovation capacity, deepen sustainability expertise, and support informed responses to global challenges.

### Senior Management of Sabancı Holding and Group Companies

Effective stakeholder engagement starts from within. Our leadership ecosystem ensures integrated governance, cross-company collaboration, and strategic coherence across the Group. Senior management teams act as both stakeholders and enablers, translating collective intelligence into execution across business lines. This internal engagement supports aligned decision making, accountability, and the consistent implementation of strategy throughout the portfolio.

## AN INTEGRATED ENGAGEMENT ECOSYSTEM

Across all stakeholder groups, engagement at Sabancı is guided by a shared principle: long-term value is created together. Each stakeholder contributes distinct perspectives, capabilities, and expectations, shaping how we prioritize risks, seize opportunities, and deliver impact. By embedding stakeholder engagement into governance, strategy, and daily operations, Sabancı strengthens trust, enhances resilience, and ensures that value creation remains inclusive, durable, and forward-looking.

## Double Materiality Analysis

### FROM SYSTEMIC IMPACT TO STRATEGIC FOCUS

Sabancı Holding applies a double materiality approach to identify and prioritize the issues that are most relevant to both society and long-term value creation. This approach reflects evolving international standards and ensures that sustainability-related topics are assessed through a comprehensive and balanced lens.

Our double materiality analysis considers two complementary dimensions. On the vertical axis of the matrix, we analyze the impact of our business activities on the environment and society under the heading **"Impact on Environment and Society."** On the horizontal axis, we assess the impact of environmental and social issues on Sabancı Holding's business operations and financials under the heading **"Impact on Sabancı Holding."**

This framework enables us to understand not only where Sabancı creates or mitigates impact, but also how sustainability-related topics influence resilience, performance, and long-term strategic positioning.

### SCOPE, FRAMEWORK, AND ISSUE IDENTIFICATION

#### Establishing The Scope of Analysis

To determine material issues, we conducted a double materiality analysis aligned with international sustainability reporting standards. The objective was to identify material topics from a holistic perspective, ensuring the active participation of both internal and external stakeholders.

The process began with the compilation of a comprehensive list of potential material issues. This long list was developed through literature reviews, benchmarking, and continuous stakeholder feedback collected throughout the year. Previous materiality assessments and emerging global trends were also reviewed to ensure consistency and forward-looking relevance. A renewed double materiality analysis will be conducted in Q2 2026, in response to the evolving sustainability and business landscape.

### REFERENCE STANDARDS AND GUIDANCE

The identification and structuring of potential material issues were informed by widely recognized international frameworks and guidance documents, including:

- European Sustainability Reporting Standards double materiality guidance
- Sustainability Accounting Standards Board material topics for asset management and banking
- MSCI ESG materiality map
- S&P Sustainability Index criteria, including the Dow Jones Sustainability Index
- World Economic Forum Global Risk Report

In parallel with these reviews, feedback from global development and assessment organizations was incorporated. Through this process, a total of **18 material issues** were identified for detailed assessment.

## MATERIAL ISSUES AND STAKEHOLDER ENGAGEMENT

### Our Material Issues

The material issues assessed within the double materiality framework are presented as a comprehensive and interconnected set. These topics reflect environmental, social, governance, operational, and financial dimensions that collectively shape Sabancı Holding's impact profile and long-term performance.

### STAKEHOLDER PARTICIPATION

Stakeholders affected by Sabancı Holding's operations and with whom we actively collaborate throughout the fiscal year were grouped into eight categories:

- Senior management
- Group companies and their representatives
- Employees
- Investors
- Business partners
- Academia
- Non-governmental organizations
- Thought leaders

These stakeholders evaluated the **18** material topics through structured questionnaires, considering their relevance to daily operations, short-term priorities, and long-term strategic decisions.

## SCORING METHODOLOGY AND THE DOUBLE MATERIALITY MATRIX

### Scoring And Evaluation

All stakeholder feedback and assessments were scored and weighted according to predetermined criteria. In parallel, face-to-face and online meetings were held with relevant stakeholders to evaluate the material issues from Sabancı Holding's strategic perspective.

In addition, the SASB four-stage impact analysis methodology was applied to assess:

- Financial impacts and risks
- Legal and regulatory implications
- Potential to create competitive advantage
- Innovation and growth opportunities

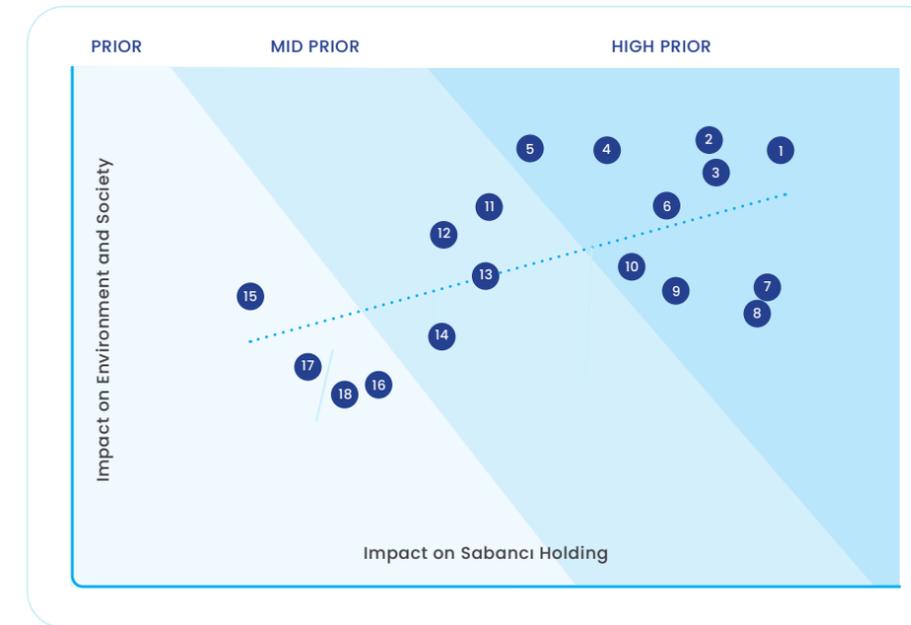
Topics receiving higher aggregate scores were considered more significant within the double materiality framework.

### The Double Materiality Matrix

The results of the analysis are presented in the double materiality matrix.

- The **vertical axis** reflects the impact of Sabancı Holding's business activities on the environment and society.
- The **horizontal axis** reflects the impact of environmental and social issues on Sabancı Holding's business operations and financials.

## DOUBLE MATERIALITY MATRIX ✓



### Our Material Issues

- 1 Financial Performance
- 2 Climate Emergency
- 3 Circular Economy
- 4 Responsible Investment and Sustainable Business Models
- 5 Talent Management
- 6 Corporate Governance
- 7 Opportunity Management and Agility
- 8 Digital Technologies
- 9 Collaboration and Effective Communication with Stakeholders
- 10 Risk Management and Resilience
- 11 Innovation and R&D
- 12 Supply Chain Management
- 13 Reputation Management
- 14 Occupational Health and Safety
- 15 Social Contribution and Investments
- 16 Human Rights and Equal Opportunity
- 17 Biodiversity and Nature Positive Actions
- 18 Cyber Security and Data Privacy

## RISK INTEGRATION, GOVERNANCE, AND ASSURANCE

### Risk And Opportunity Assessment

Beyond topic prioritization, Sabancı Holding conducts a comprehensive sustainability-related risk and opportunity assessment. Through international standards, ESRS requirements, and literature review, a total of **152 risks and opportunities and 114 positive and negative impacts** relevant to current and future issues were identified.

Sustainability impacts, risks, and opportunities were assessed across the entire value chain. Impact materiality was evaluated based on magnitude, scope, manageability of negative impacts, and frequency of occurrence. Financial materiality assessments considered potential financial impact and likelihood.

These evaluations are integrated into Sabancı Holding's Enterprise Risk Management process with the input of the Risk Department, strengthening the link between sustainability priorities and risk governance.

### Governance, Continuity, and Assurance

The results of the double materiality analysis are reviewed and approved by the Executive Committee and the Board Sustainability Committee. In 2025, Sabancı Holding reassessed its material issues to confirm their continued relevance. The results confirmed that the existing materiality matrix remains valid and continues to guide the 2025 fiscal year.

A comprehensive double materiality assessment will be conducted for the 2026 fiscal year, subject to approval by the Executive Committee and the Board Sustainability Committee, and supported by third-party assurance.

The materiality assessment process is verified by an independent assurance provider to ensure accuracy, credibility, and transparency. This verification affirms alignment with international standards and reinforces stakeholder confidence in the robustness of Sabancı Holding's materiality determinations.

✓ Indicates verified data.

# Our Purpose, Culture and Values

## OUR PURPOSE

To unite Türkiye and the World for a sustainable life with leading enterprises

## SABANCI CULTURE



Putting the needs and expectations of customers & all stakeholders at focus,



Valuing different perspectives and making decisions by considering comprehensive inclusion,



Being the pioneer of innovation,



Being courageous to make mistakes and seeing it as a learning & development opportunity,



Focusing on long-term and sustainable value creation.

## OUR VALUES



### Sincerity

We place authenticity, respect and trust at the heart of our relations with all stakeholders, thus appearing as we are and being as we appear.



### Passion

We approach all tasks with enthusiasm, excitement, and perseverance. We mobilize our community with our energy.



### Inclusion

We build environments that encourage the inclusion of all stakeholders, value different ideas, and deliver the highest benefit through multiple partnerships.



### Courage

We express our thoughts freely and take risks. We are not afraid to make mistakes. We take the initiative and assume responsibility. We take action.



### Continuous Development

We question ourselves and our work with a positive curiosity based on excitement about innovation. To get better and better, we learn from our past experiences, develop in line with our vision for the future, and become the pioneer of change.

## Our DNA

**DNA = Values → Capabilities → Differentiators**

**This is who we are strategically. It is the reason Sabancı wins across cycles, transitions, and geographies.**

Sabancı's DNA defines how the Group creates value over time. It explains not only what Sabancı does, but how it consistently performs in a world shaped by volatility, transformation, and accelerating change. This DNA is rooted in values, translated into capabilities, and expressed through clear differentiators that sustain long-term performance.

Our DNA of resilience, agility, foresight, and discipline empowers us to manage a diversified, sustainable, digital and scalable portfolio.

Combined with a century-long entrepreneurial spirit and an appetite for new ventures; this foundation enables us to renew and transform through market shifts and across geographies, consistently turning uncertainty into growth opportunities.

This foundation allows Sabancı to operate with confidence in complex environments. Resilience supports continuity across economic cycles. Agility enables timely adaptation as markets evolve. Foresight strengthens long-term decision-making, while discipline ensures that growth is selective, measured, and aligned with strategic priorities. Together, these qualities shape a portfolio that is both robust and future-ready.

Our DNA is not static. It is continuously reinforced through the way Sabancı thinks, decides, partners, and executes.

## Our DNA in Action

**We think and act in networks, building platforms that connect industries, geographies and partners.**

Sabancı approaches value creation through a connected system rather than isolated businesses. By building platforms and ecosystems, the Group strengthens collaboration, accelerates learning, and enables capabilities to scale across the portfolio. This networked mindset supports innovation and reinforces resilience in an increasingly interconnected global economy.

**We execute with discipline and pace, aligning people, technology and capital around clear value-creation targets.**

Execution translates strategy into performance. Sabancı aligns organizational capabilities, technological infrastructure, and financial resources around clearly defined priorities. Discipline ensures focus and accountability, while pace enables timely delivery in fast-changing environments.

**We see opportunity in every risk, using data, foresight and scenario planning to allocate capital with discipline.**

Risk and opportunity are evaluated together. Sabancı uses data-driven insights, long-term foresight, and scenario analysis to guide capital allocation decisions. This disciplined approach allows the Group to navigate uncertainty with clarity, prioritizing investments that strengthen sustainability, digital capability, and scalable growth while protecting long-term value.

**We adapt with agility and flexibility, scaling what works and transforming what needs to evolve.**

Continuous renewal is embedded in how Sabancı operates. The Group scales proven models while transforming areas that require change, ensuring relevance and competitiveness over time. This adaptability supports sustainable growth while preserving the integrity of the portfolio.

**We earn trust through reliability, transparency and long-term partnership, delivering consistently and creating shared wins.**

Trust is a core differentiator. Sabancı builds enduring relationships with investors, employees, customers, business partners, and communities by acting with consistency and accountability. Transparency and reliability underpin long-term partnerships, enabling shared value creation across stakeholders and geographies.

**We respect and contribute to every region where we operate, building collaboration rooted in shared purpose.**

Sabancı's approach is grounded in respect for local contexts and a commitment to shared progress. By contributing to economic and social development and fostering collaboration across regions, the Group strengthens its role as a trusted long-term partner wherever it operates.

**This is how we translate strategy into performance and culture into lasting advantage.**

This DNA explains Sabancı's ability to create value with consistency and impact. It connects values to action, strategy to execution, and ambition to long-term advantage, ensuring that Sabancı continues to perform across cycles, transitions, and generations.

# Our Value Creation Model

