SABANCI
100 YEARS OF TOGETHERNESS

Earnings Presentation

Q3/9M 2025

November 5, 2025

Most Honored Company in Emerging EMEA Industrials
Extel 2025

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Strategic Highlights

Continued strategic progress through disciplined execution

Key Developments (H2'25)

- Acquisition in U.S. - 156 MW Pepper & 130 MW Lucky 7 Solar Farms in Texas, made by Sabancı Climate Technologies in the U.S.
- Holding's capital contribution to Sabancı Climate Technologies – reaching USD 362mn
- Reaffirming our confidence in Kordsa - ~USD 70mn rights issue & our ~USD 50mn advance payment in October
- Surpassing 4.2 GW capacity in energy generation business in Türkiye – 414 MW new capacity has been added under YEKA-2 project since 2023, 330 MW capacity added alone YTD
- Commissioning of U.S. Grey Cement Grinding Plant – 600 kt annual capacity facility in Houston
- Bulutistan expanded its presence in Europe and Central Asia – new operations in the U.K. and Uzbekistan, reinforcing its position in the global cloud market

Financial Highlights

Resilient performance via leveraging portfolio mix and strict cost discipline

Financial Resilience (Q3'25 & 9M'25)

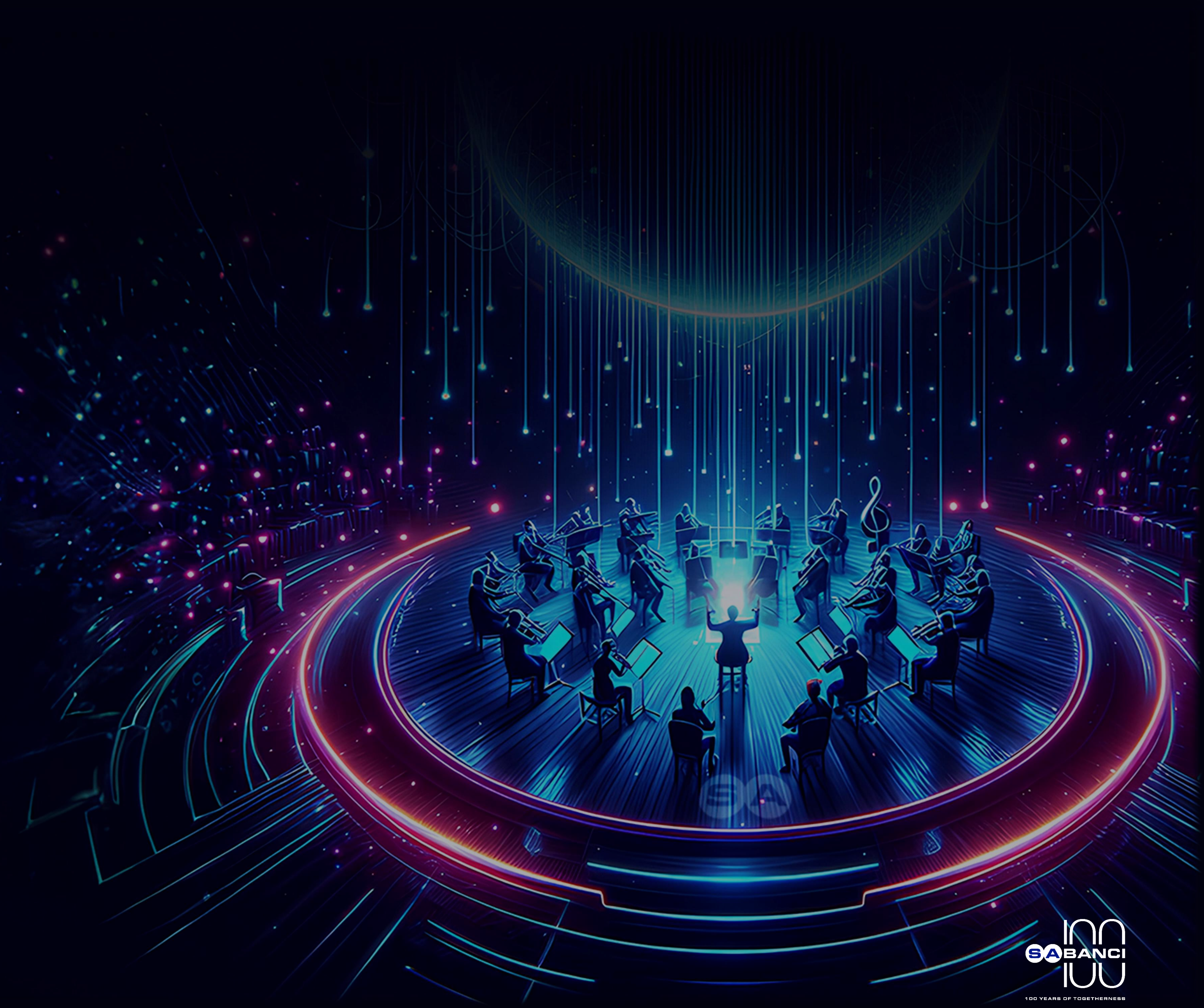
- Combined Revenue Growth: **1% increase** yoy in **9M'25, 3% drop in Q3'25**
- EBITDA Margin(1): up **by 134bps** yoy in **9M'25, 35bps** yoy in **Q3'25**
  - Cost discipline drove margin gains at around **115 bps** in **9M'25**
- Consolidated Net Income: **TL 0.7bn** in **Q3'25 (Q3'24: TL 3.8bn** loss**)**
  - Non-Bank: **TL 0.4bn** in **9M'25 (9M'24: TL 4.5bn** loss), **TL 1.3bn** in **Q3'25 (Q3'24: TL 22mn)**

Financial Flexibility (9M'25)

- Holding-only cash: TL 12bn, **slightly down due to Climate Tech. capital contribution-related cash outflows**
- OCF (2) : TL 53bn, **maintained with strong EBITDA & disciplined cash flow management**
- Capex/Sales(1): 12%, **on track to meet mid-term guidance**
- Net debt/EBITDA(1): 1.7x, **below of policy level of 2x**

(1) Combined, non-bank (2) Excludes banking, net cash position of financial services (3) Please refer to Appendix for the details of our NAV

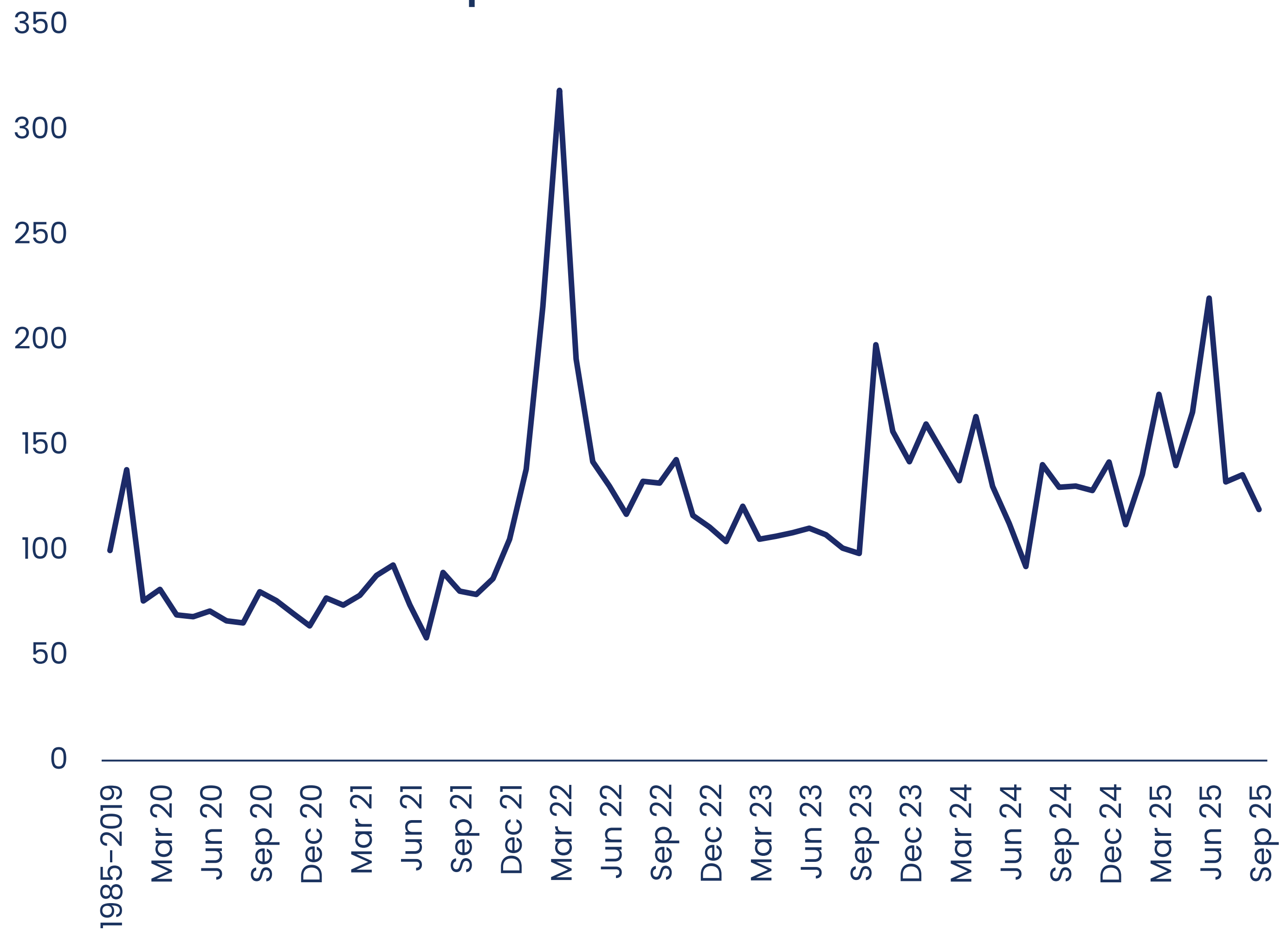
Combined Financials Q3/9M 2025 Results



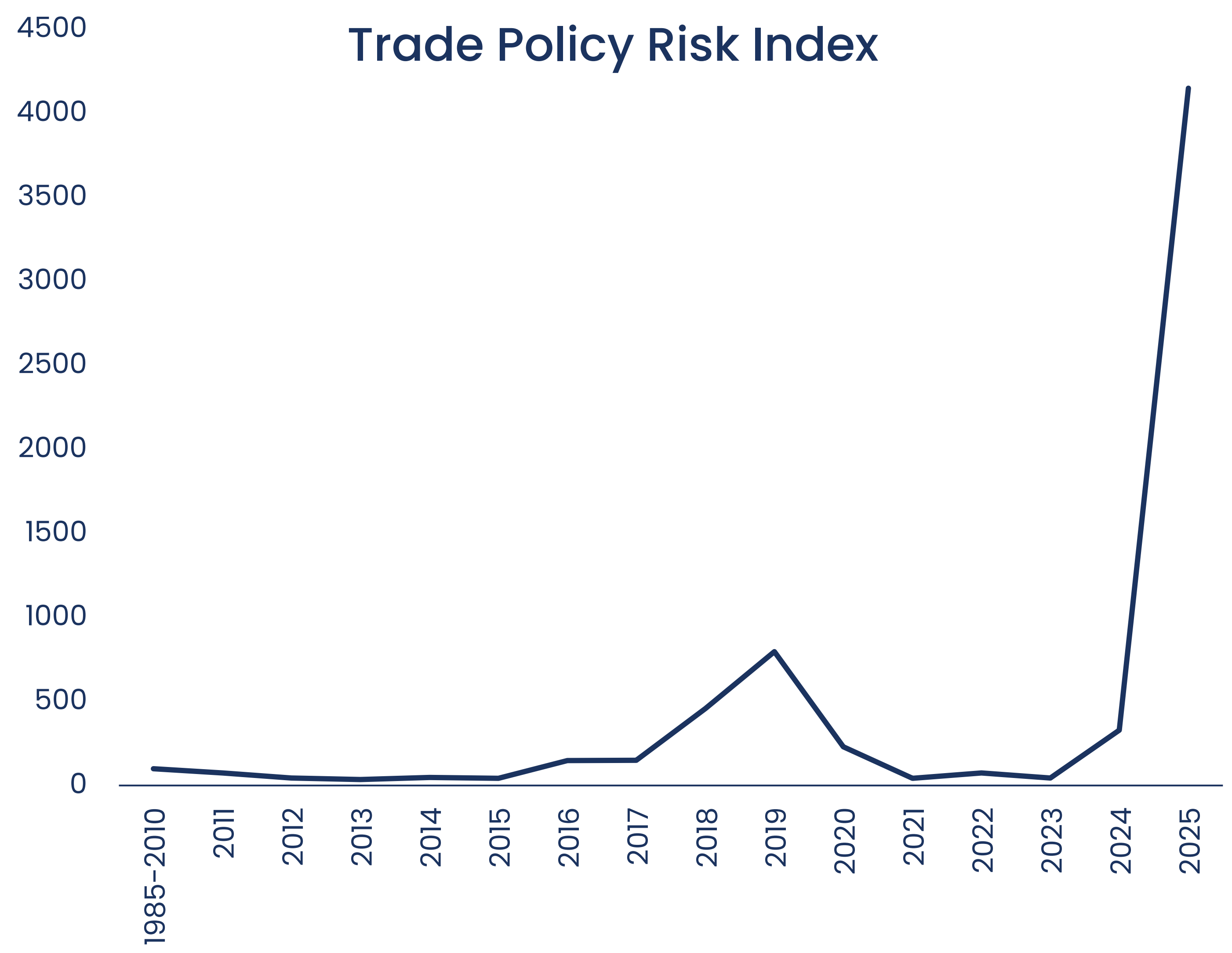
01/03

Policy easing with measured steps at home, amid persistent global risks

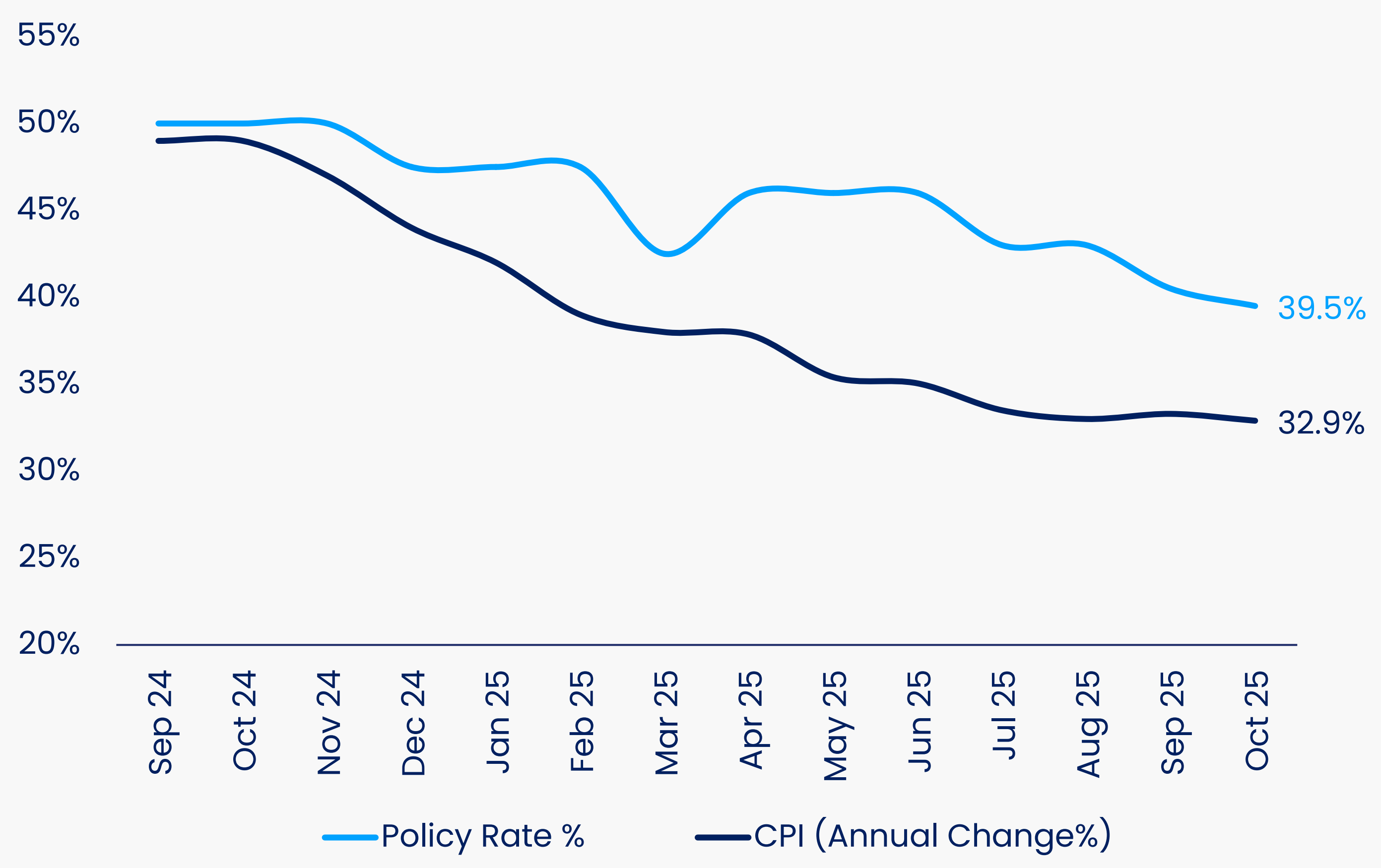
Geopolitical Risk Index



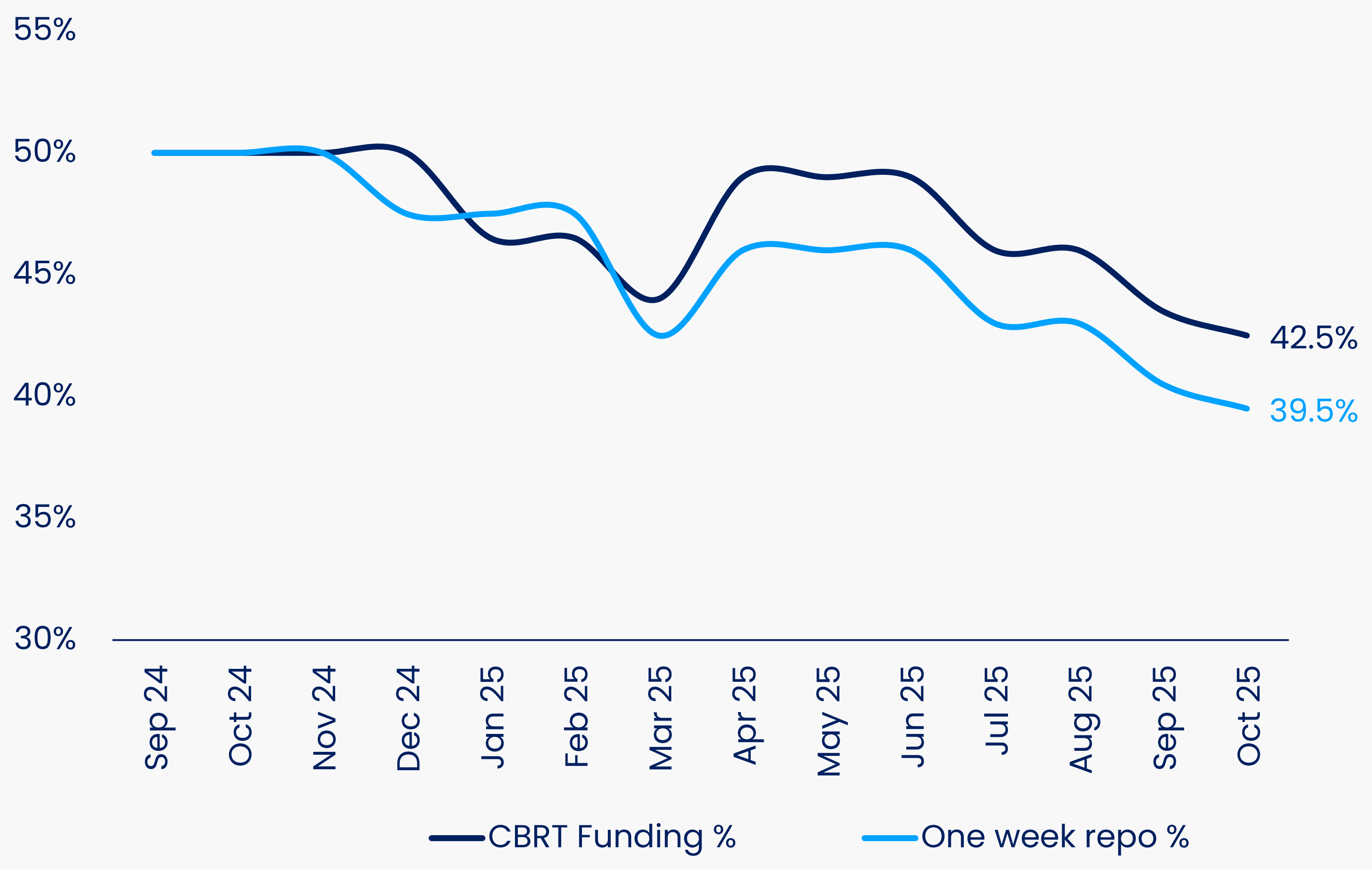
Trade Policy Risk Index



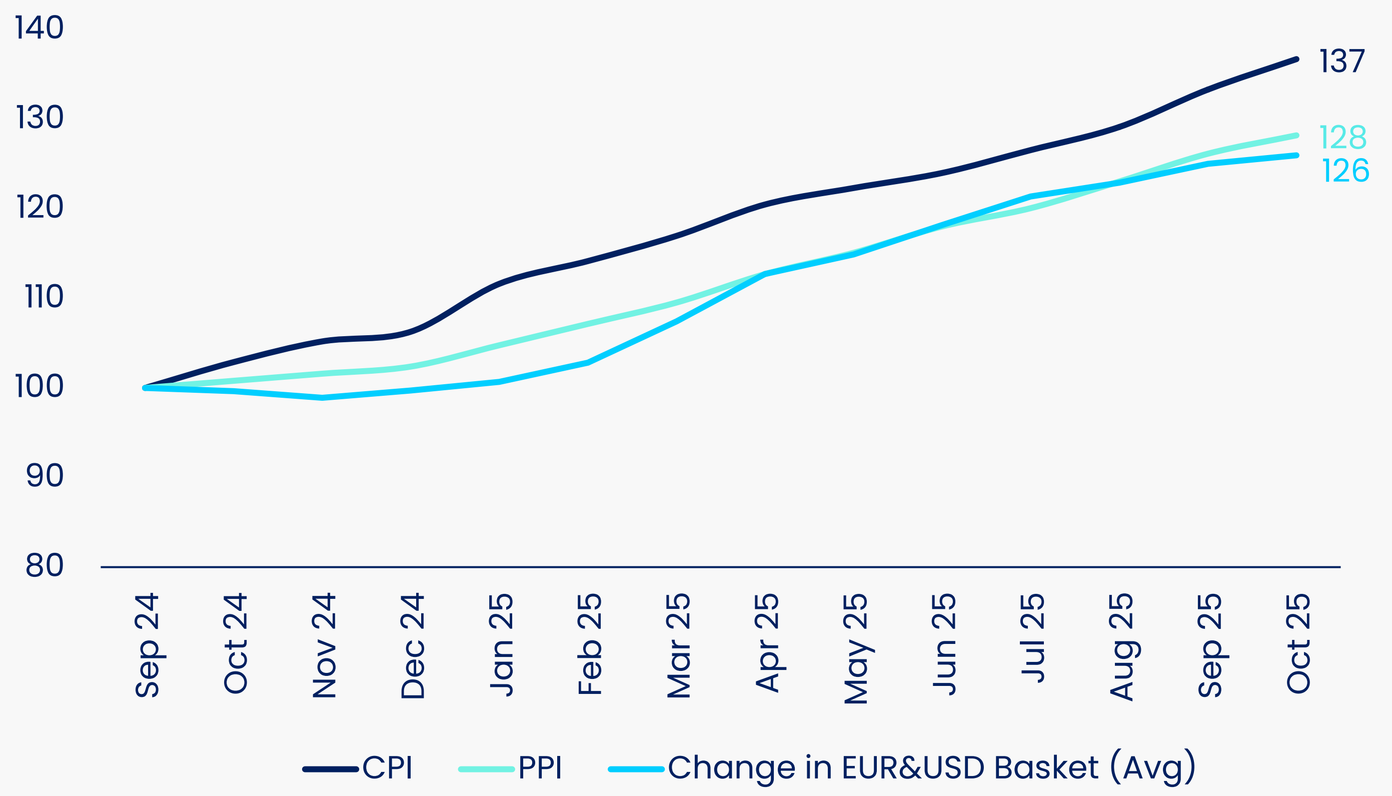
Inflation vs Policy Rate (%)



CBRT Funding vs One week Repo(%)

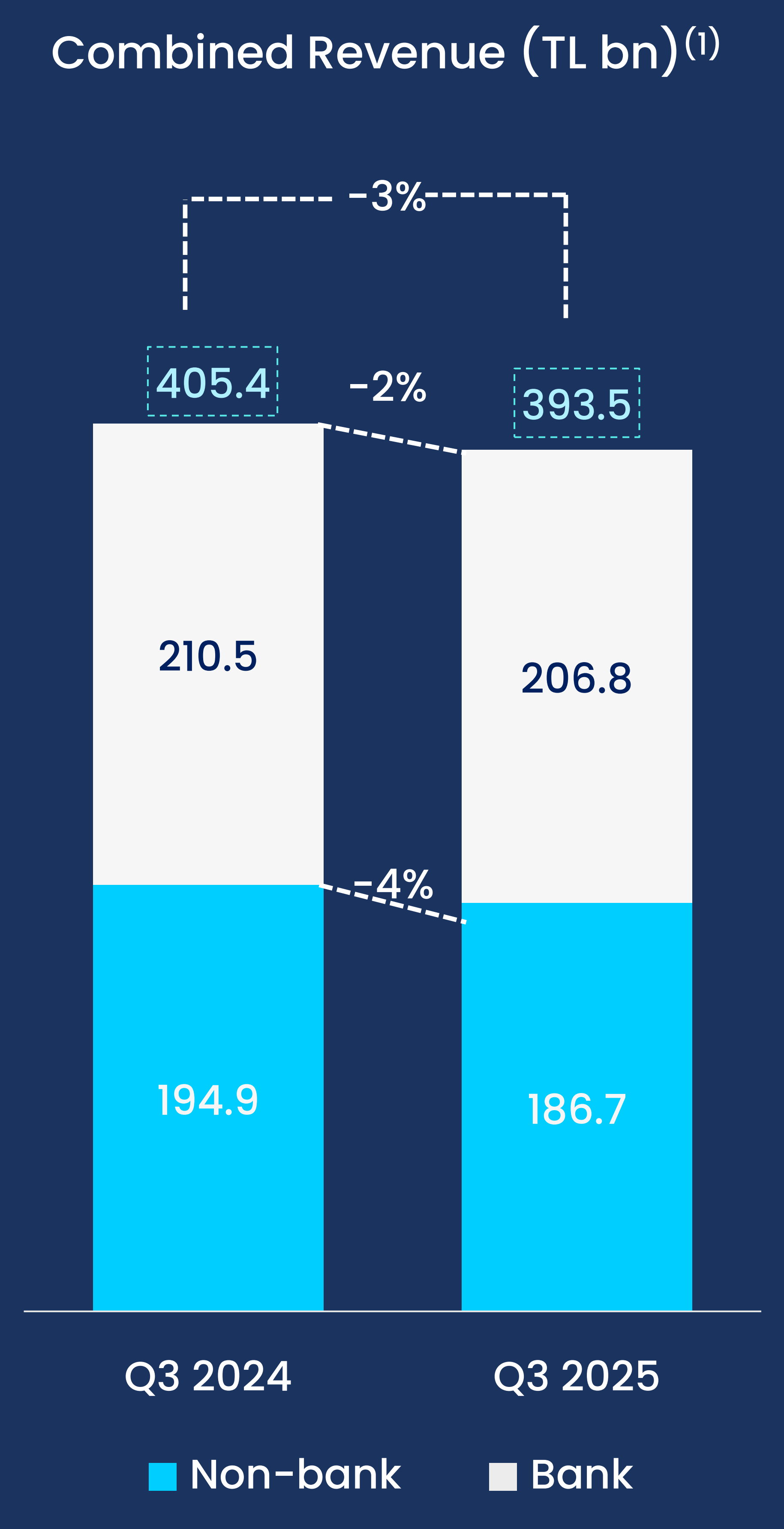


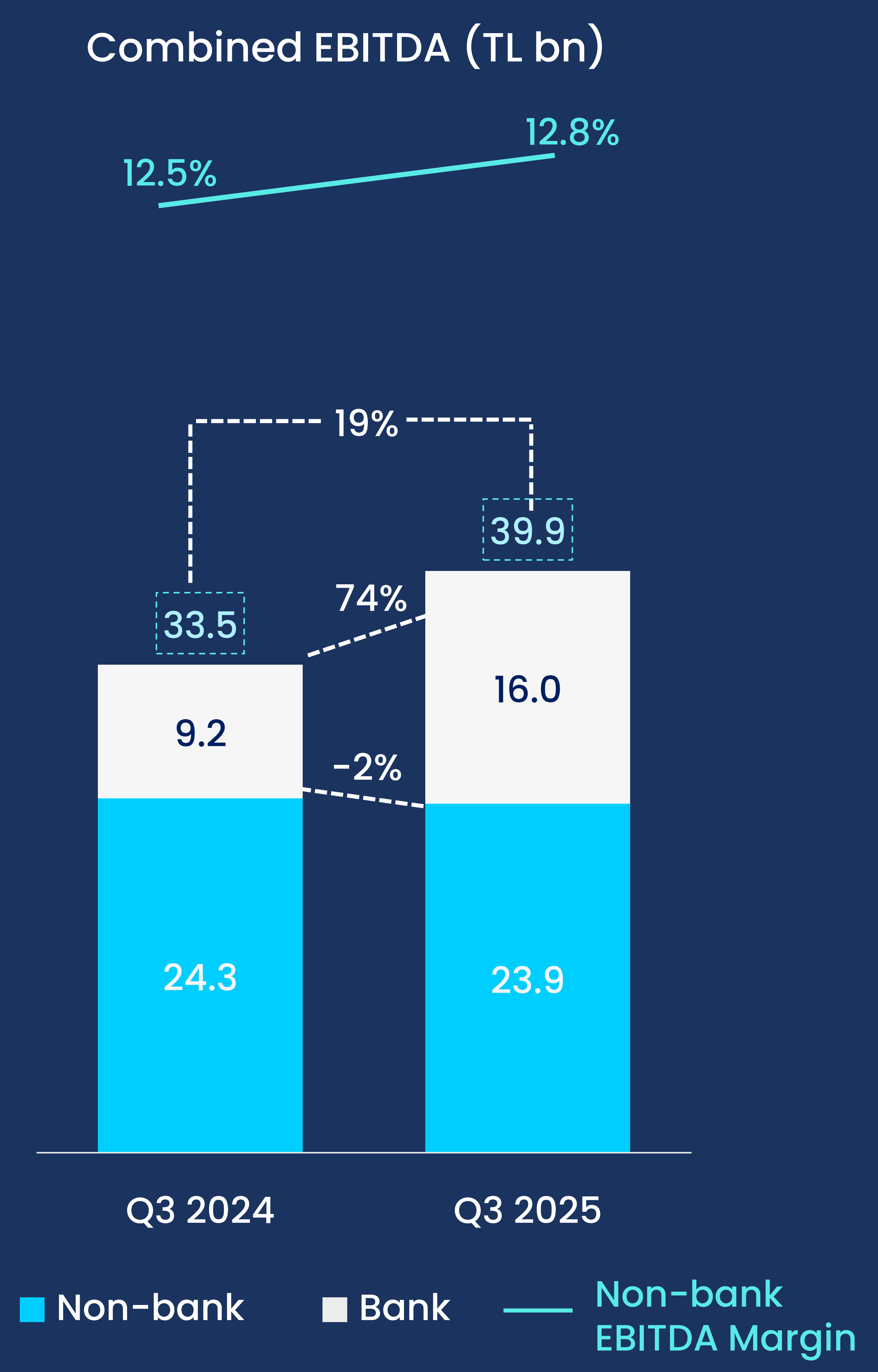
CPI & PPI in Türkiye vs. Change in FX Basket(1) (Avg)

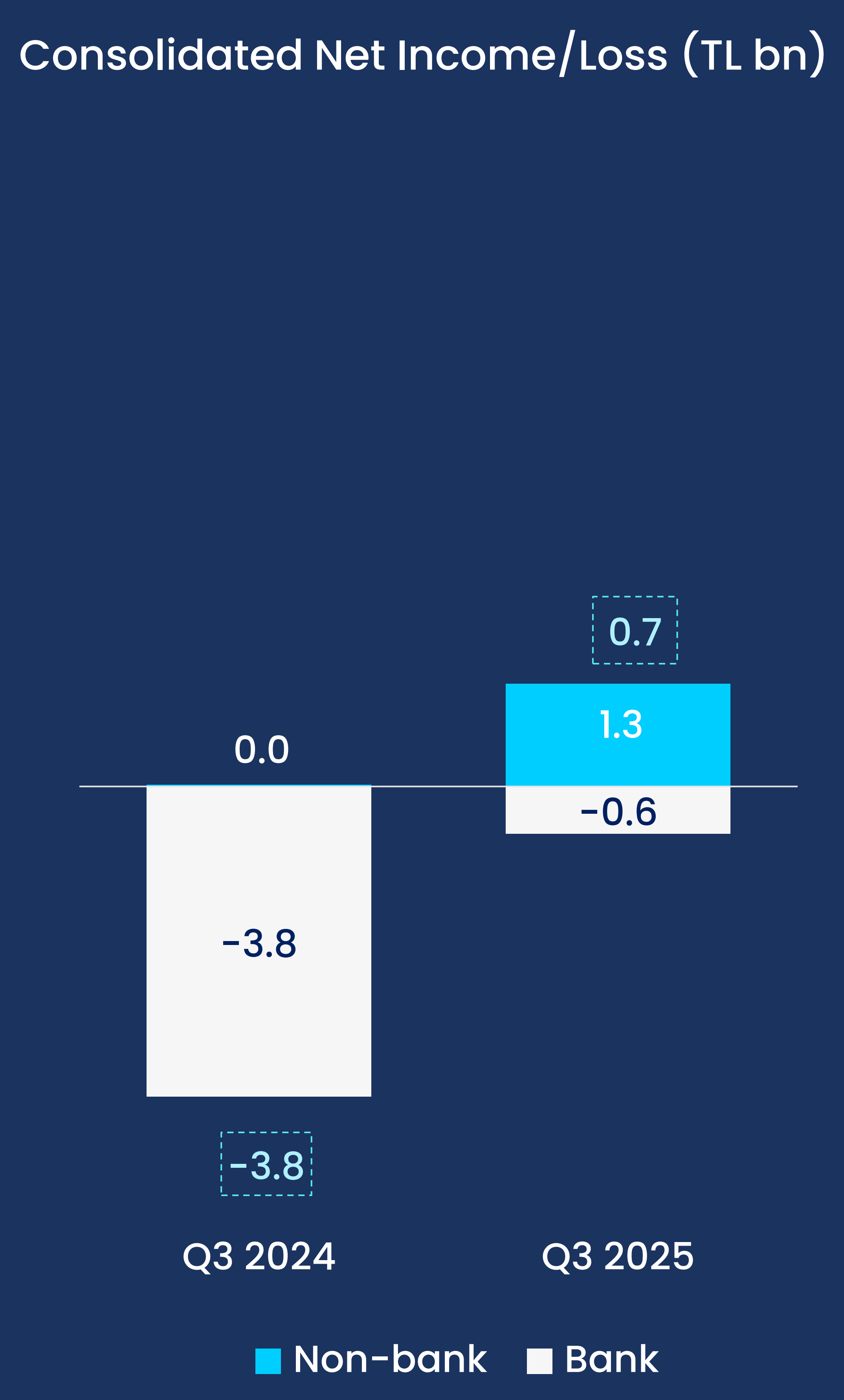


Source: Bloomberg, www.policyuncertainty.com, TUIK
(1) Basket (0.5USD+0.5EUR)

Effective financial management
led to substantial bottom-line swing

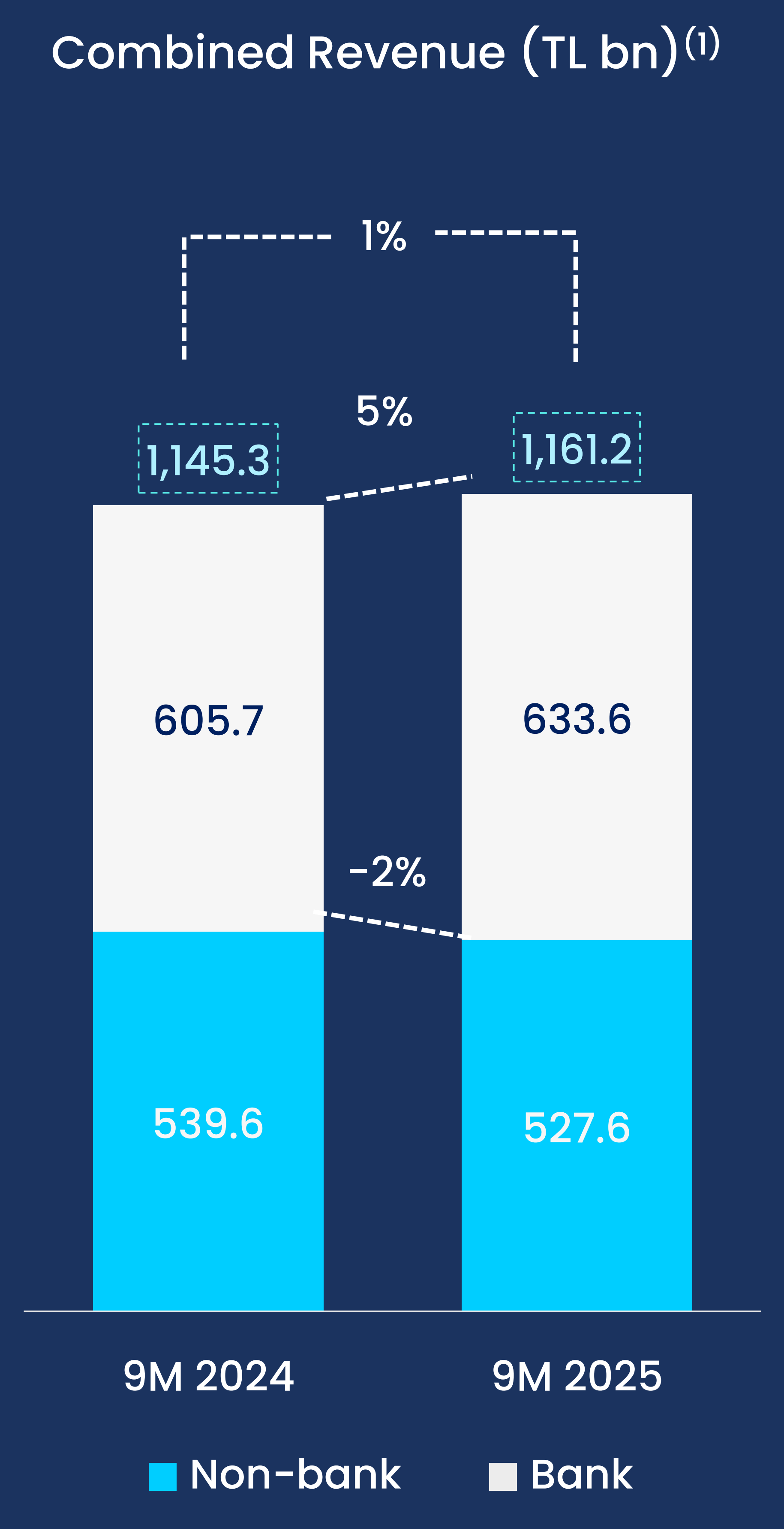


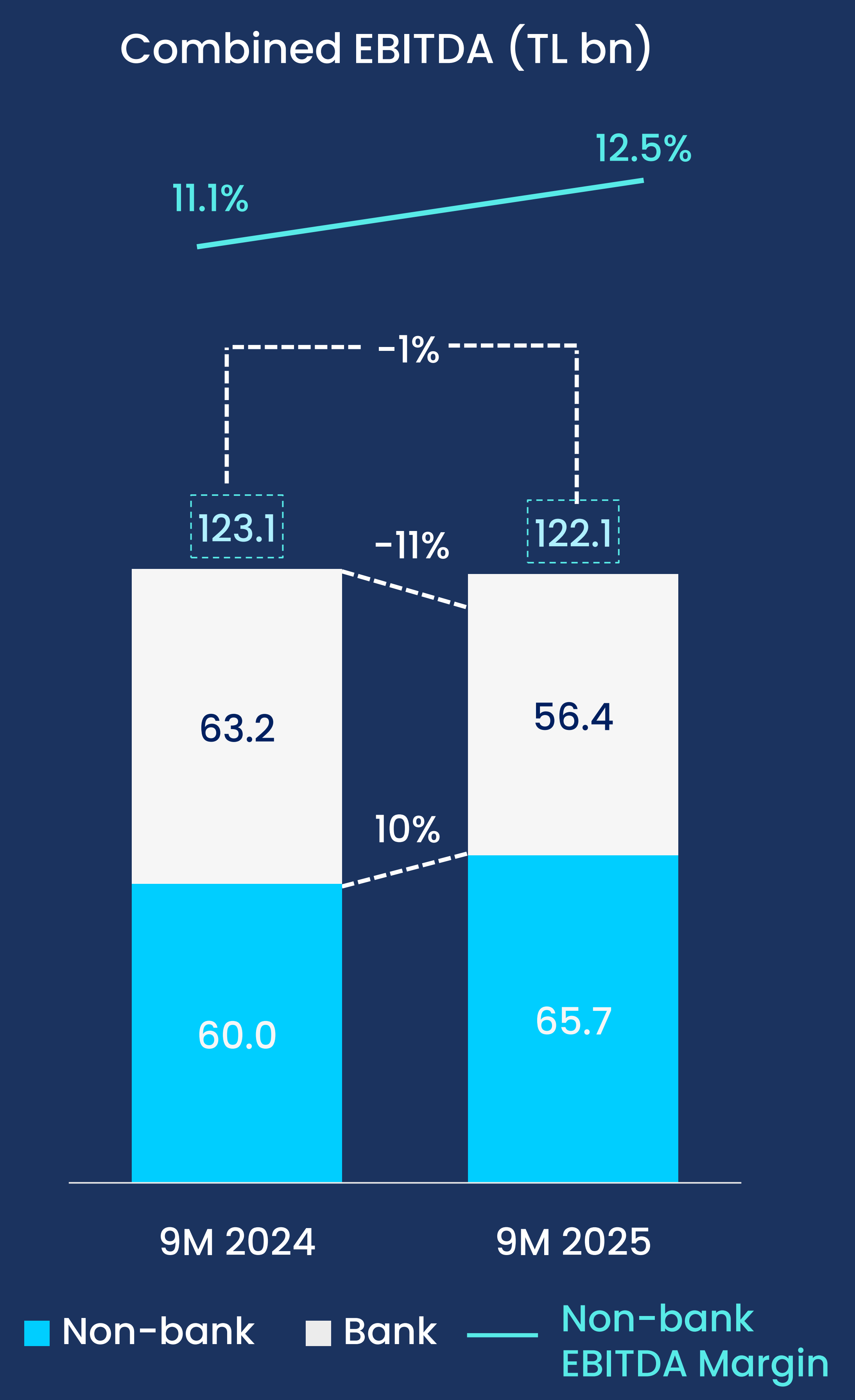


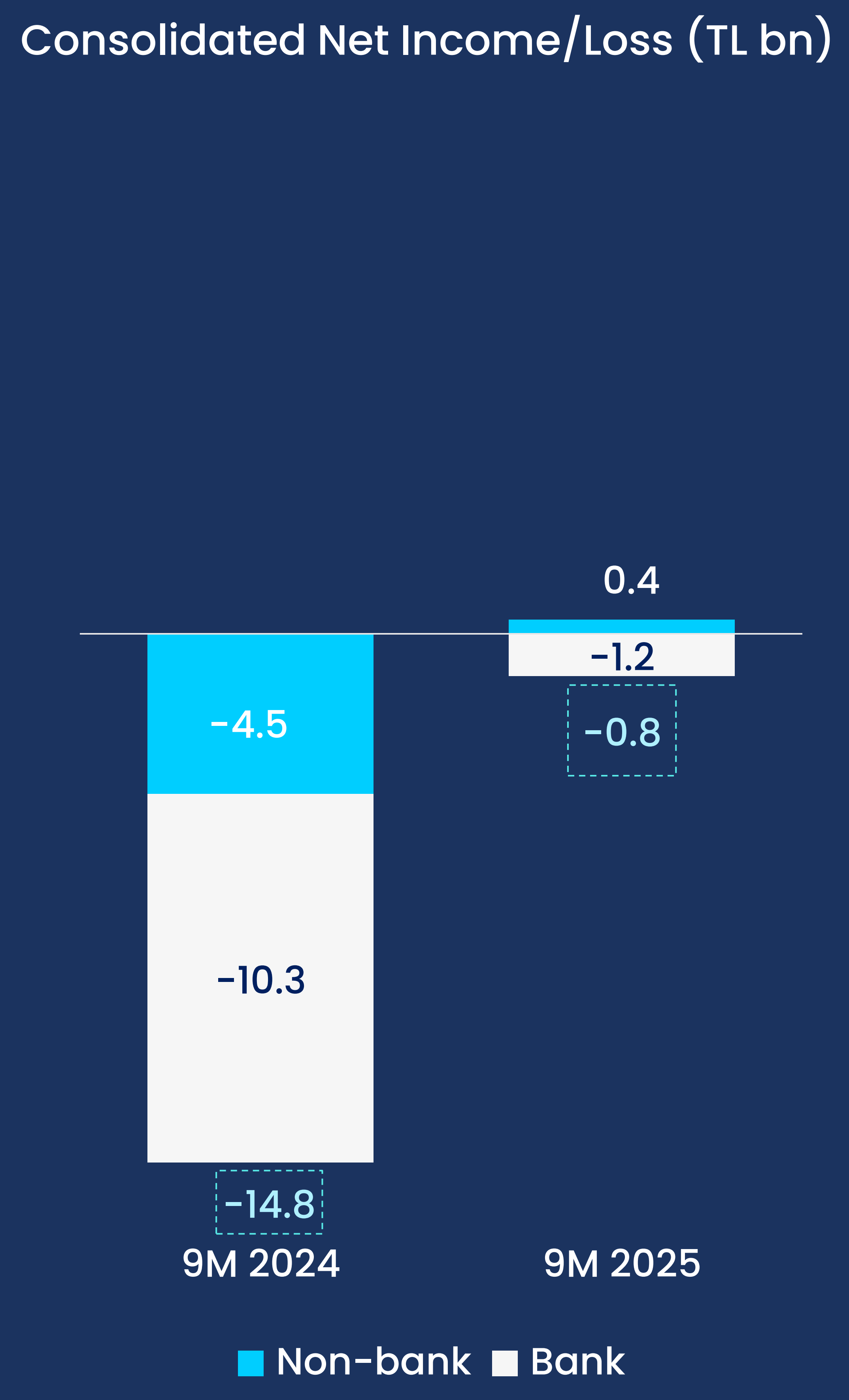


(1) Combined Revenue excludes Holding dividend income. Bank revenue = Interest income + commission income + capital markets gains/losses + net derivative gains/losses

Strong non-bank operational execution & disciplined cost management led to significant margin gain



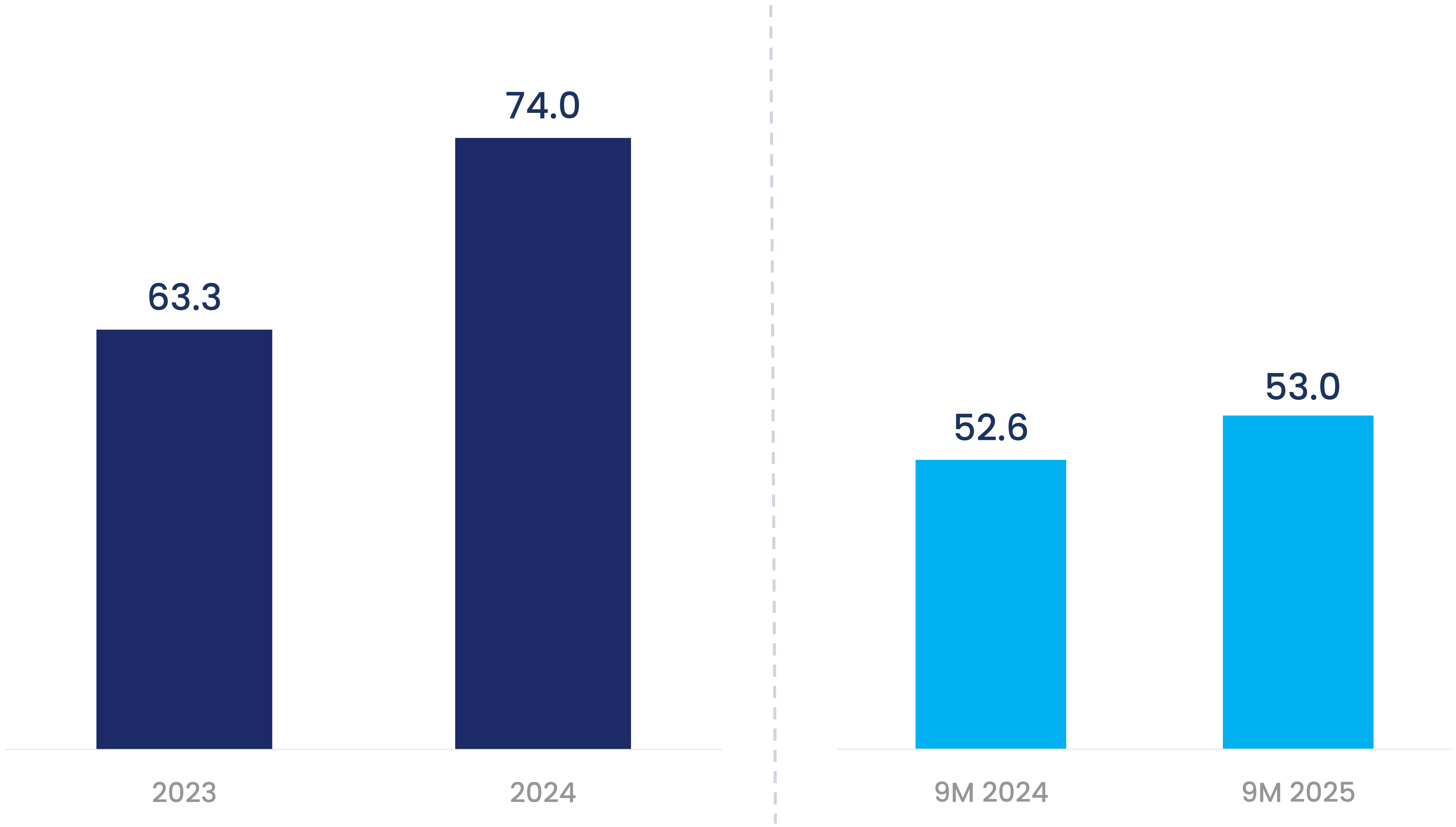




(1) Combined Revenue excludes Holding dividend income. Bank revenue = Interest income + commission income + capital markets gains/losses + net derivative gains/losses

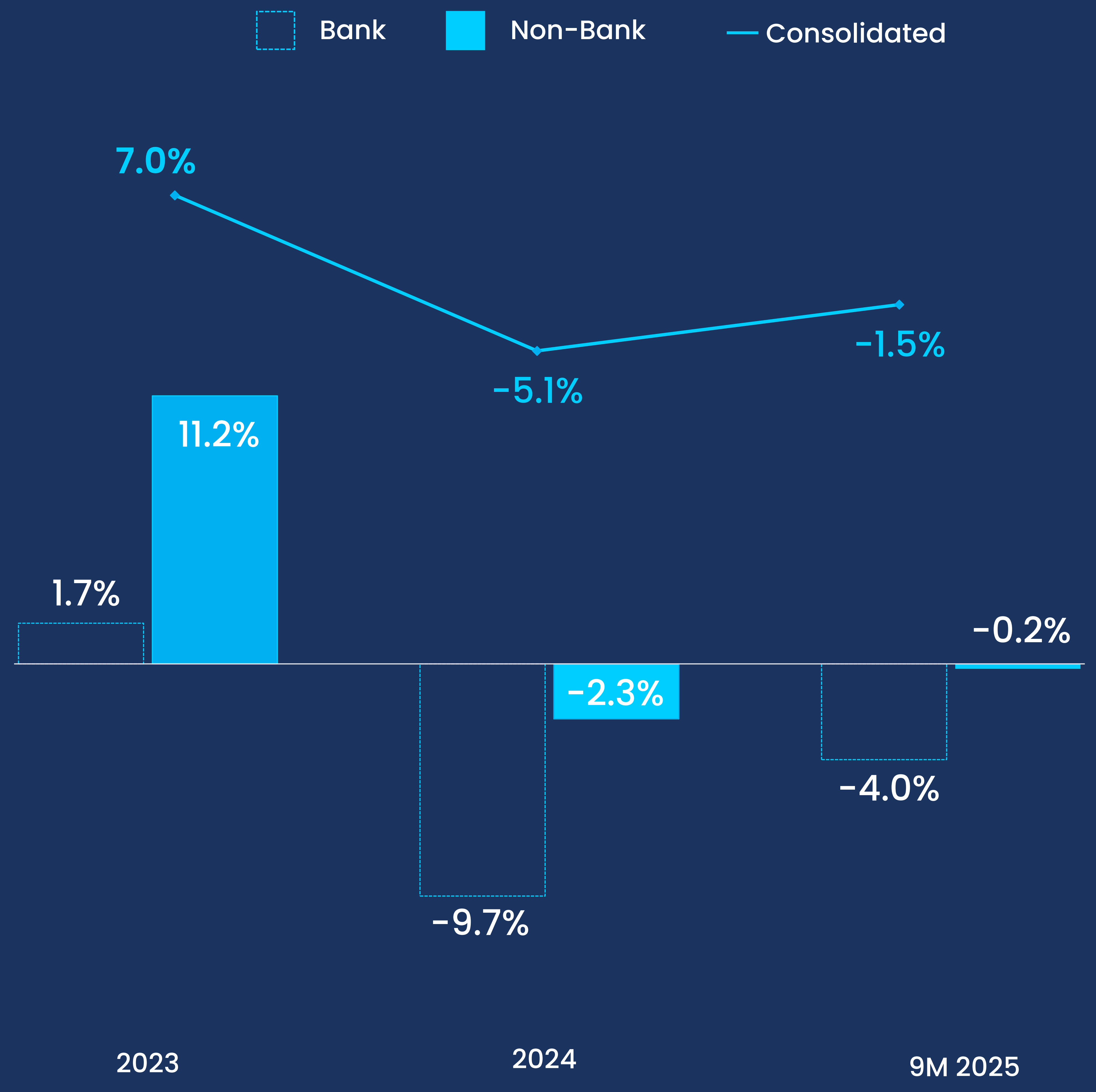
OCF maintained with solid EBITDA & disciplined cash flow management…

Operational Cash Flow, Combined & Non-bank (TL bn)[1]



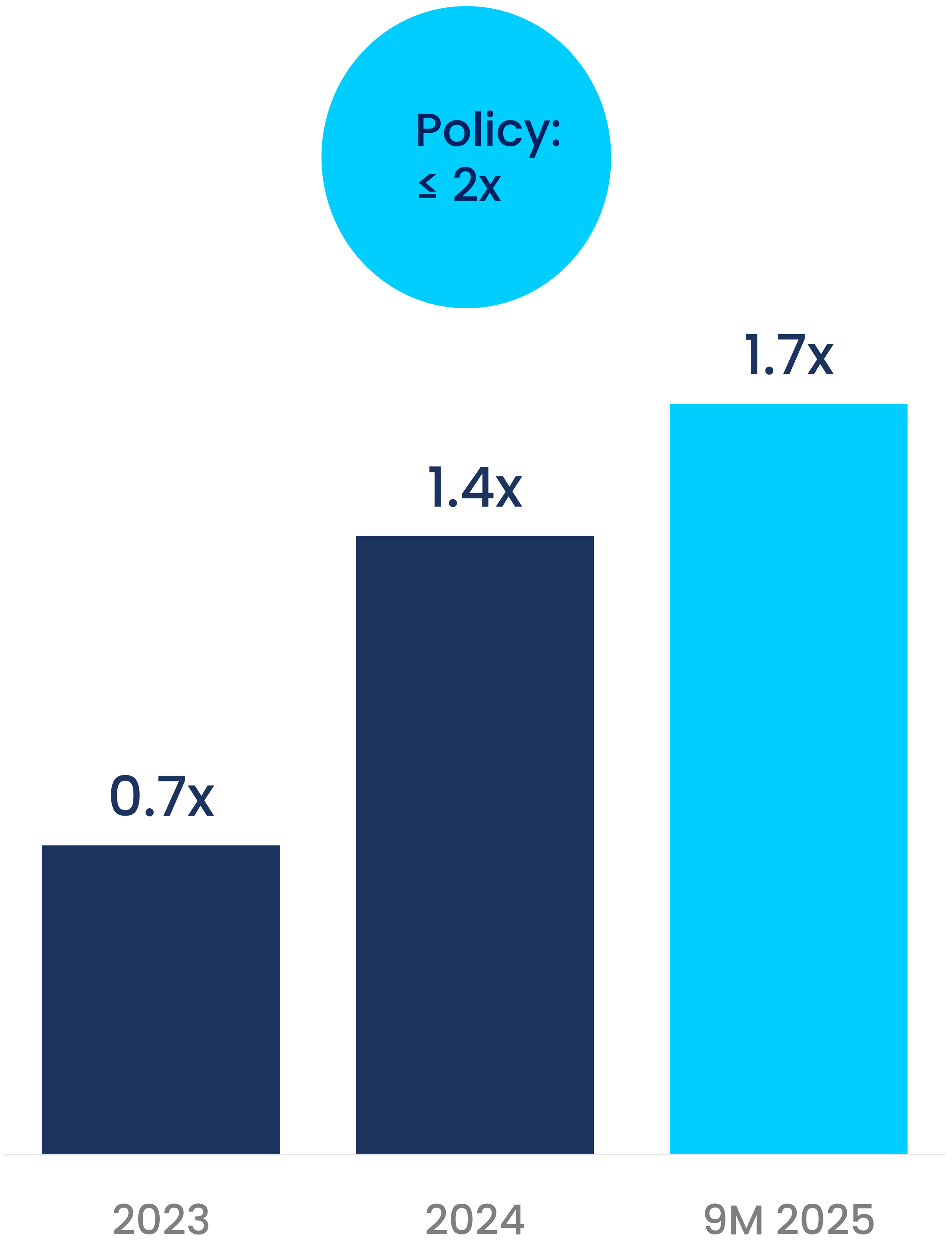
(1) Excludes Banking, and net cash position of financial services

Return on Equity

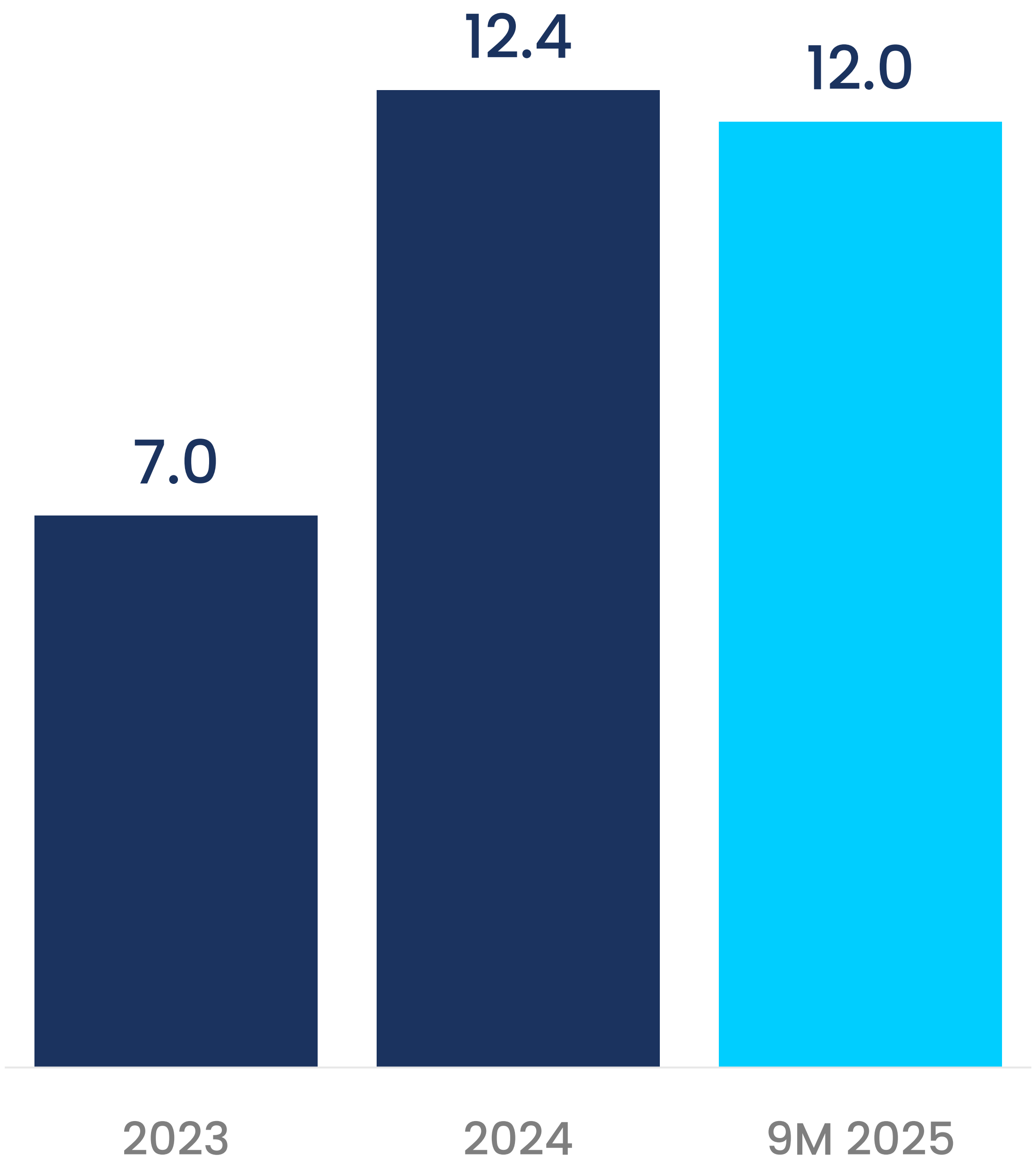


...providing a healthy balance sheet
for flexible strategic execution

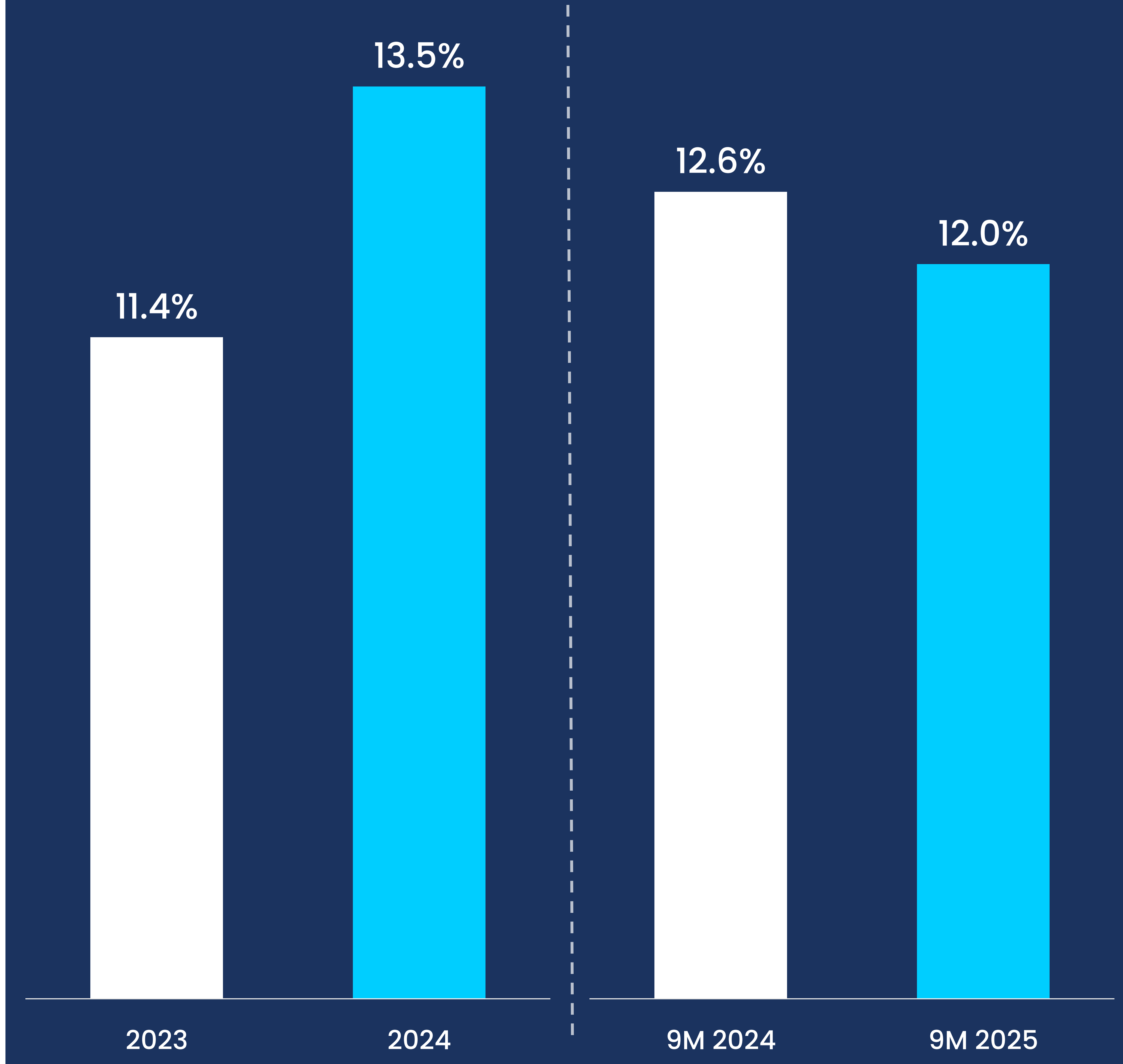
Net Financial Debt to Non-Bank EBITDA(1)



Holding Only - Net Cash (TL bn)

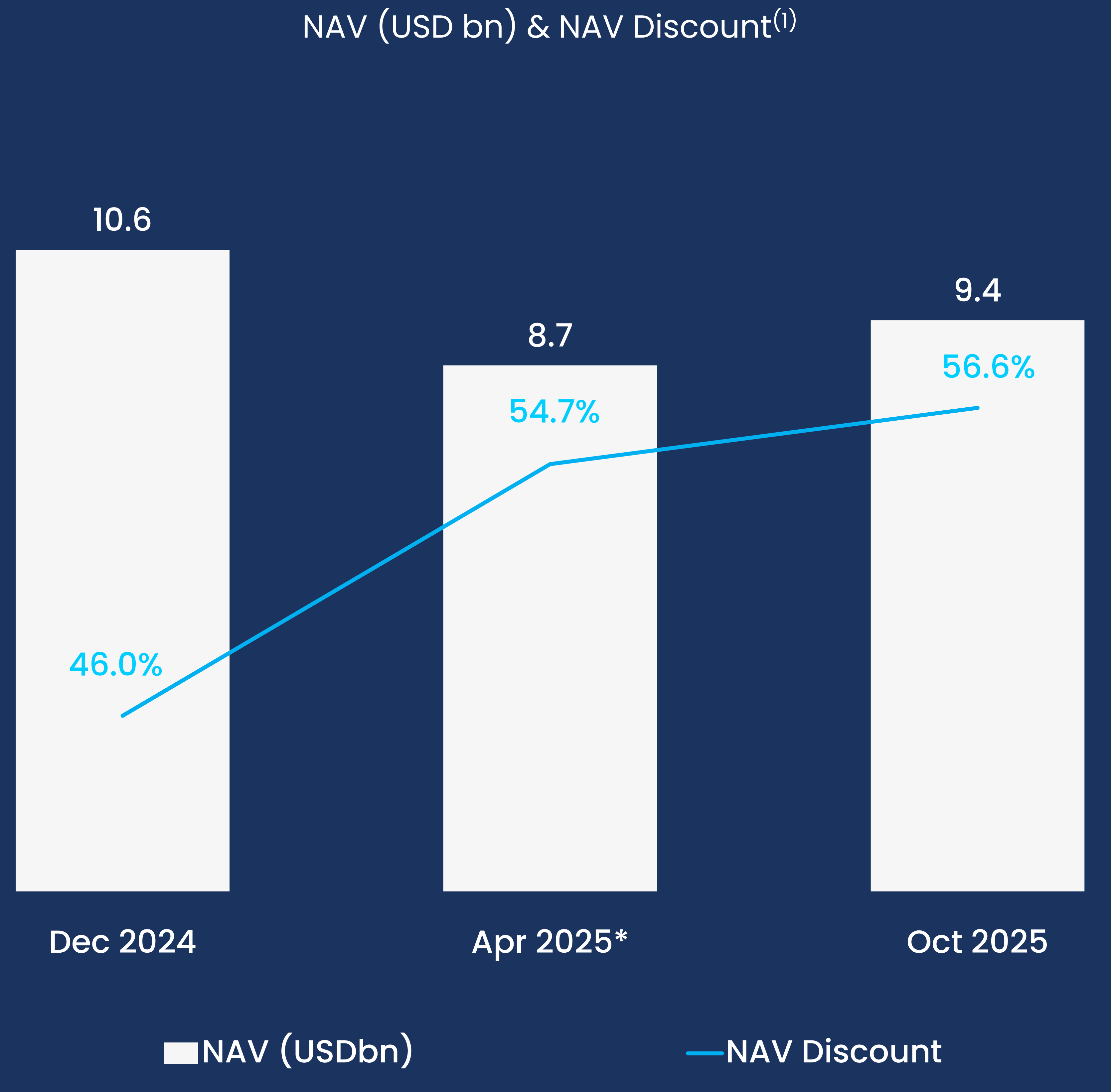


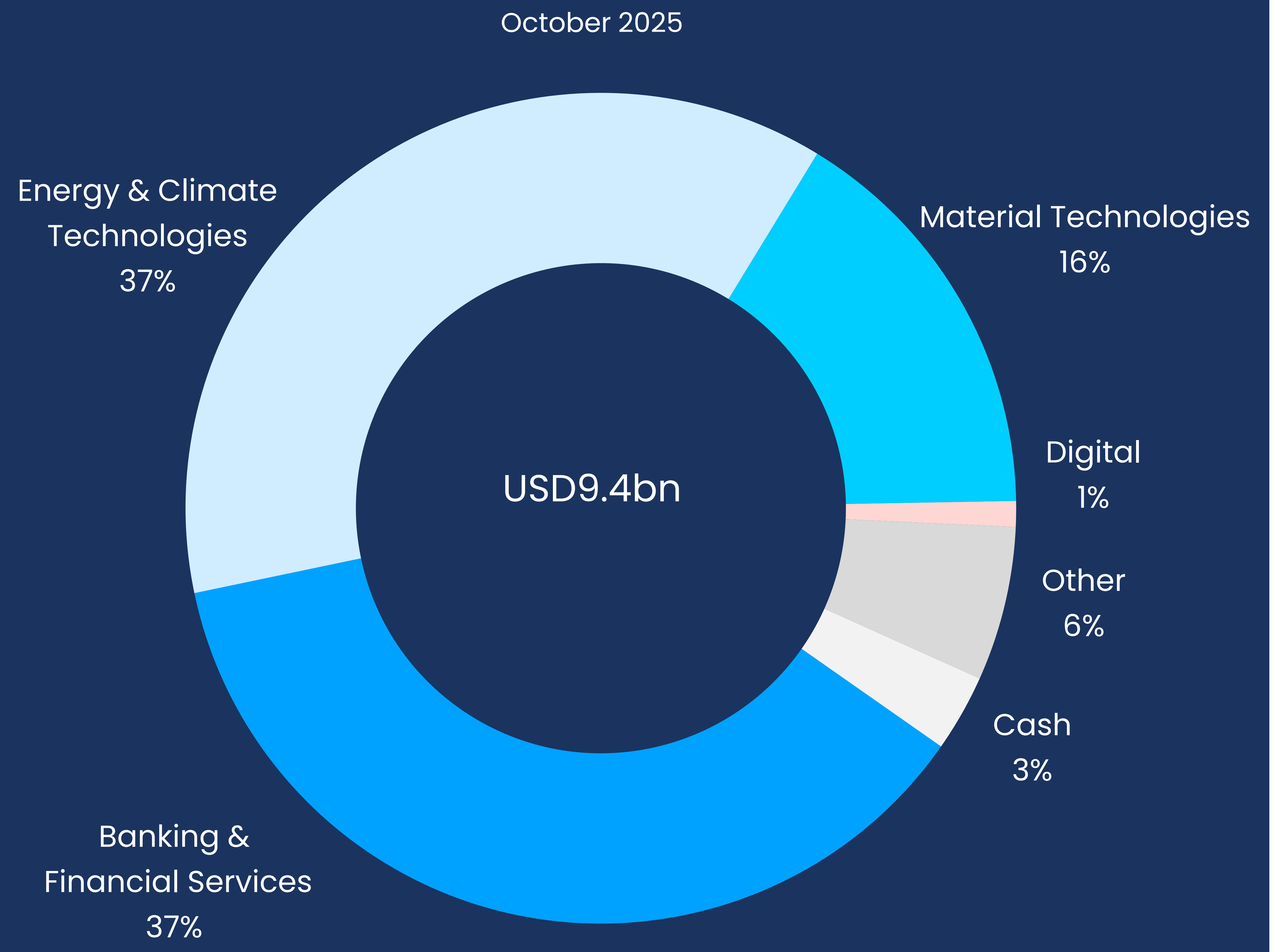
Non-Bank
Capex/Sales (2)



(1) Excludes Banking and net cash position of financial services, combined
(2) Cash outflows in relation to purchases of tangible assets and Holding's equity and capital movements across subsidiaries

Attractive discount amid macro headwinds





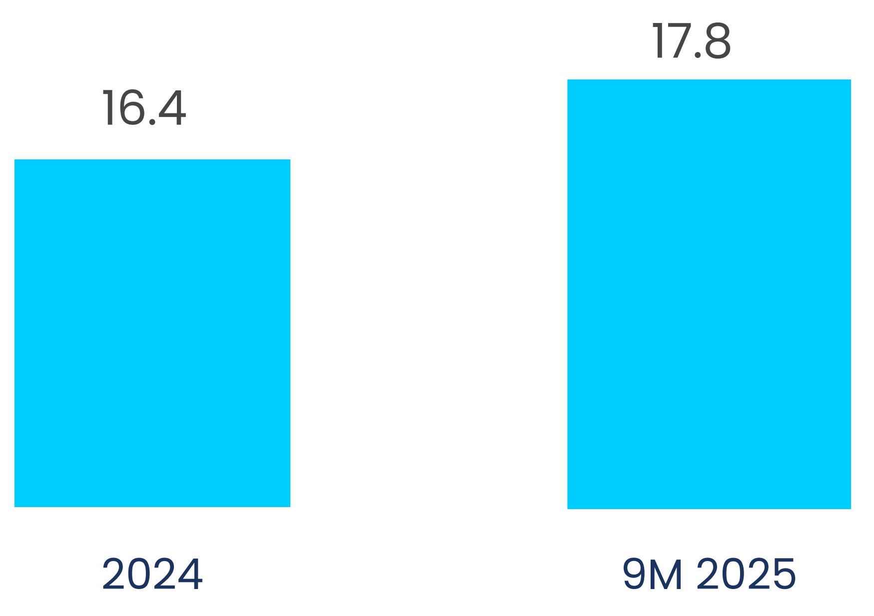
(1) Please refer to page 26 for the details of NAV
*NAV is adjusted post dividend payment

Segment Financials

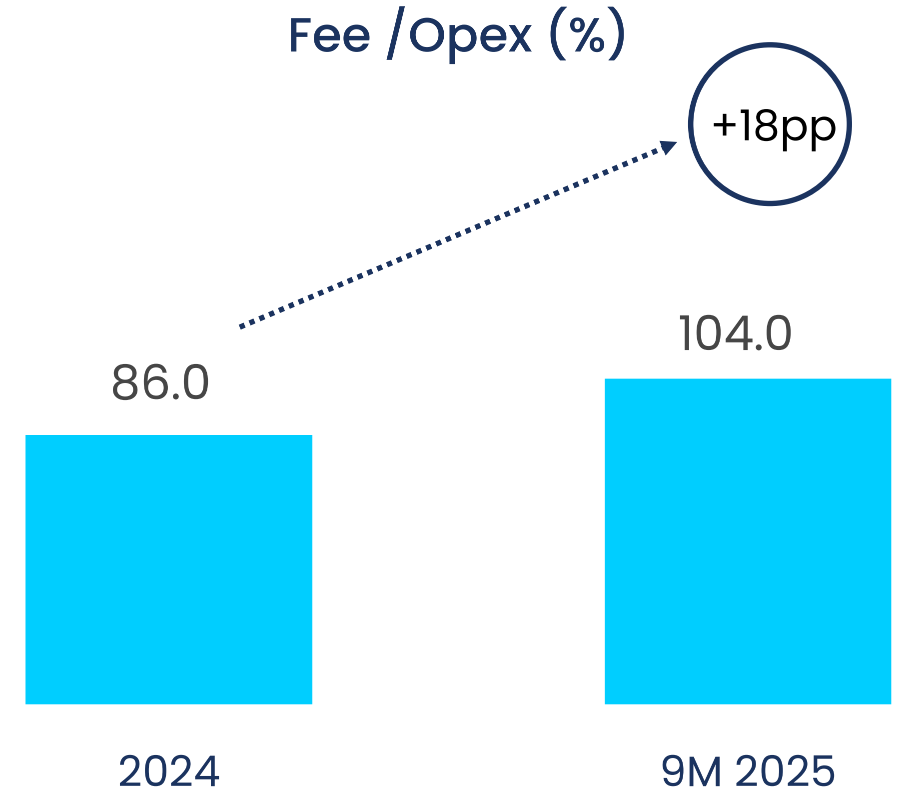
02/03

Bank / Strengthened sustainable revenue streams

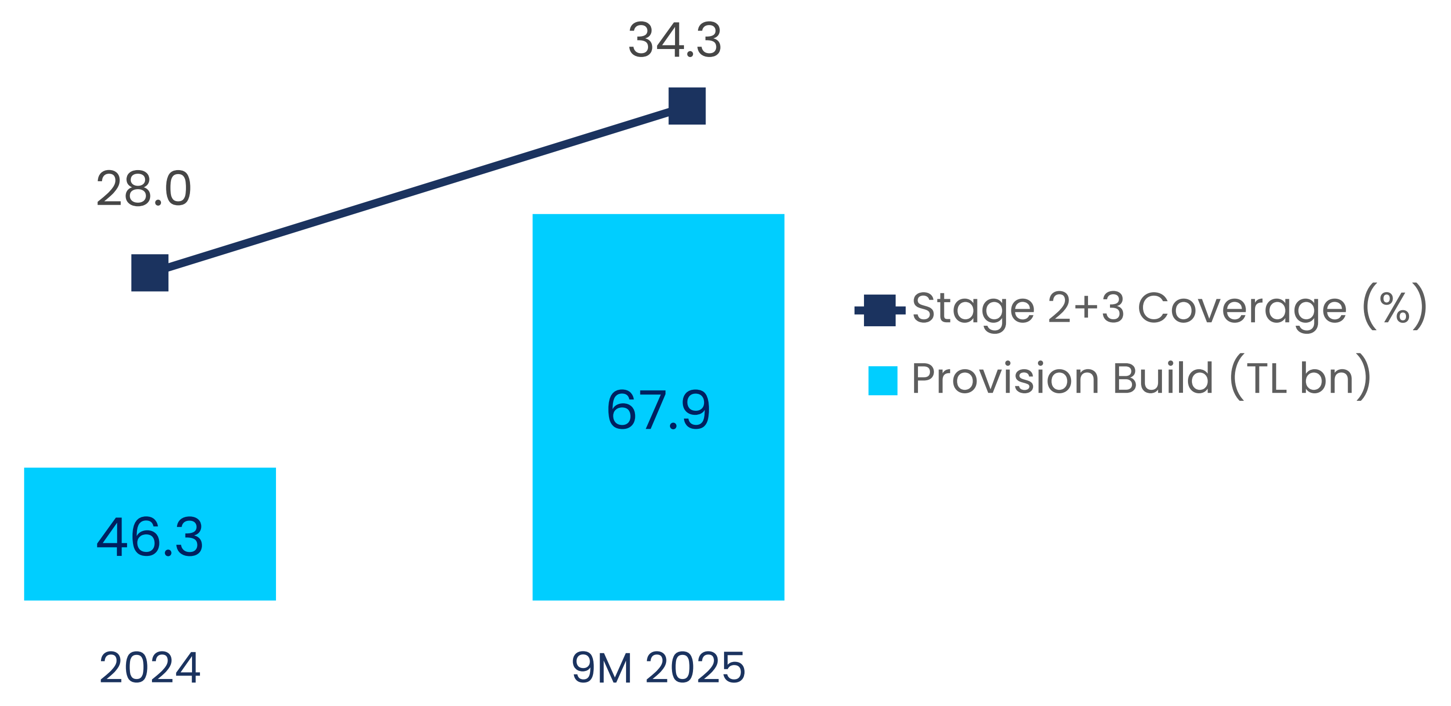
Net Fee Income Market Share[1] (%)



Fee /Opex (%)



Provision Build & Coverage



14.8mn

active customers[2]

(+76% since 21YE)

Current Assessment

- While growing preserved robust solvency with 17.2% CAR[2] & 13.6% Tier 1[2] which enables sustainable and profitable growth
- Achieved strong loan growth with across-the-board market share gains supported by solid deposit mix
- Strong fee generation and renewed NII momentum; funding flexibility and focused growth secure further improvement in core revenues
- Cumulative fee/opex ratio reached 104%, reflecting operational strength and efficiency
- Growth underpinned by prudent risk management and strengthened provisions with Stage 2+3 coverage ratio reaching 34.3%

Factors to Watch

- Global & domestic inflation outlook
- Monetary and fiscal policy implementation
- Regulatory environment

(1) Based on bank only BRSA monthly data, among private banks (2) Based on MIS data, as of 9M 2025

Bank / Net interest income provides support to core revenues

%	Q2 2025	Q2 2025	Change	H1 2024	H1 2025	Change
Leverage	11.5x	**11.6x**	+0.1x	10.4x	**11.6x**	+1.2x
CIR(1)	58.2%	**58.2%**	-	56.7%	**52.4%**	-4.3 pp
CAR(2)	17.4%	**17.2%**	-0.2 pp	17.2%	**17.2%**	-
Tier-1(2)	13.8%	**13.6%**	-0.2 pp	14.6%	**13.6%**	-1.0 pp

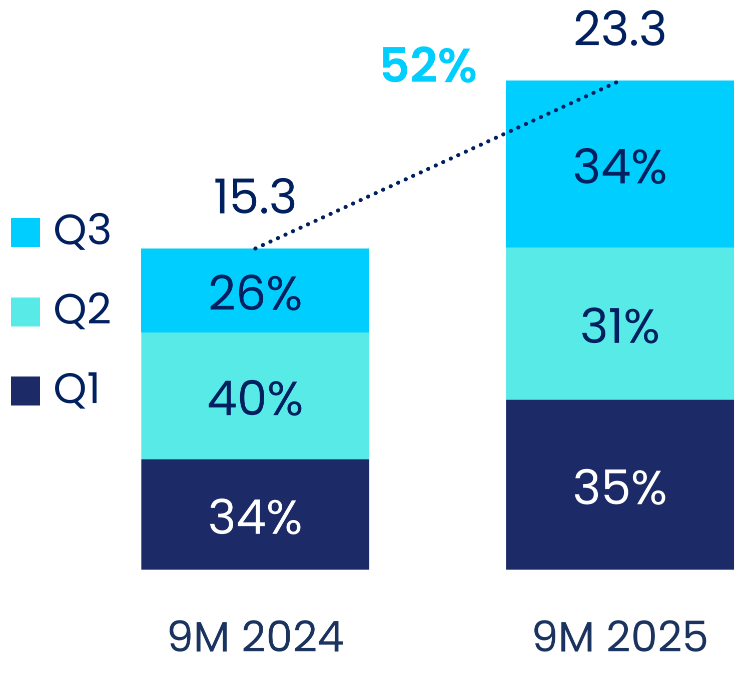
%	Q2 2025	Q3 2025	Change	9M 2024	9M 2025	Change
ROE	17.7%	**21.0%**	+3.3 pp	20.2%	**20.4%**	+0.2 pp
ROA	1.5%	**1.8%**	+0.3 pp	2.0%	**1.8%**	-0.2 pp
NIM (swap adj.)	2.0%	**2.7%**	+0.7 pp	2.2%	**2.3%**	+0.1 pp

Figures are based on consolidated BRSA financials as banks are exempt from inflation accounting for 2024 whereas bank's contribution to Holding's financial is based on inflation Figures in tables are based on consolidated BRSA financials as banks are exempt from inflation accounting for 2024. Whereas bank's contribution to Holding's financials are subject to inflation accounting adjustment.

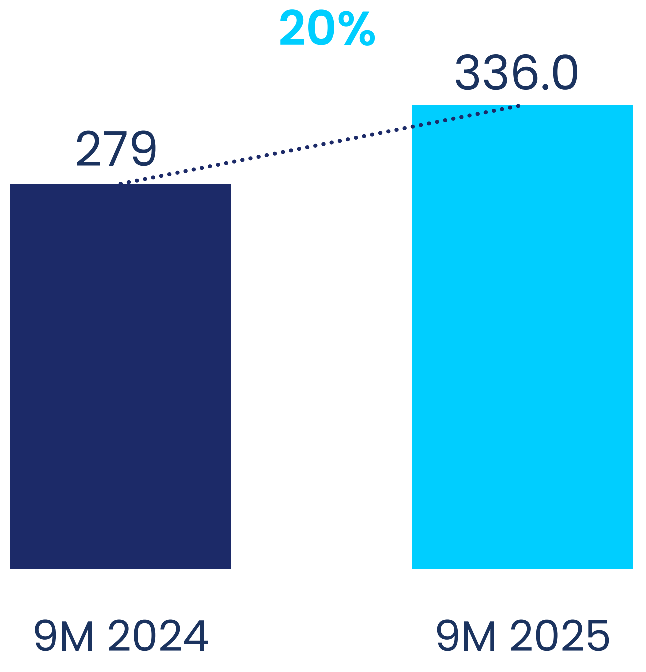
(1) CIR (Cost Income Ratio) calculation excludes FX gain from hedge position related with stage 1&2 provisions (2) CAR (Capital Adequacy Ratio) w/o forbearances. Forbearance: Fixing MtM losses of securities & FX rate for RWA calculation to 26.06.2023 FX rate for 2024, 28.06.2024 FX rate for 2025. NIM: Net Interest Income

Financial Services / GWP growth in life continues, yet selective focus on profitable products prevailed in non-life

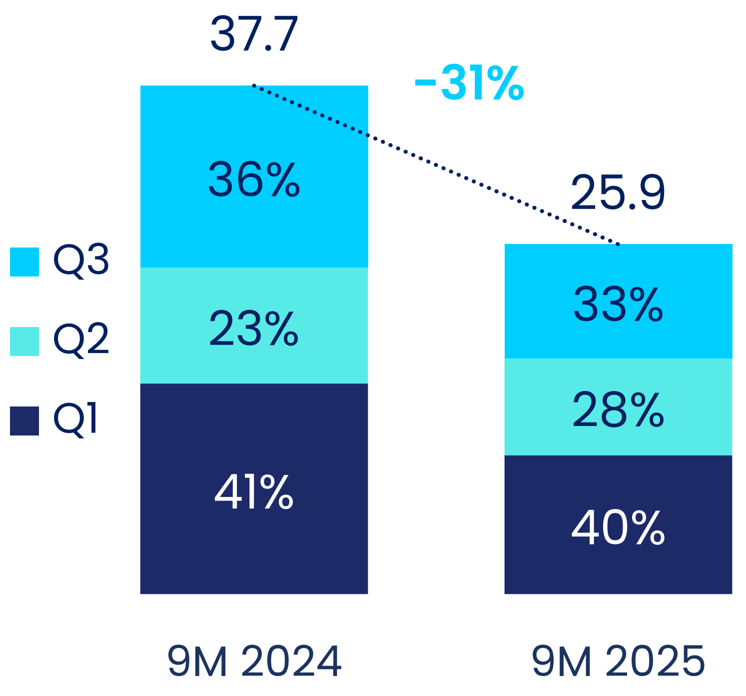
Life, PA & Medisa GWP[1] (TL bn)



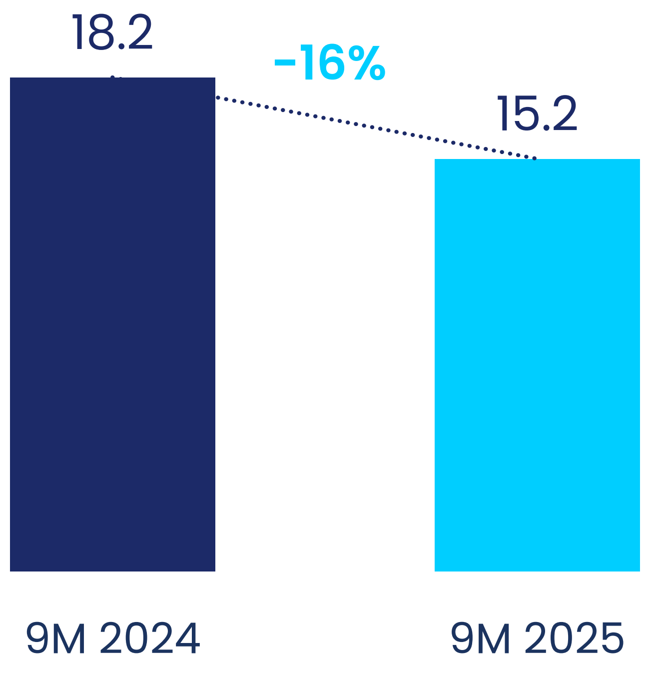
Pension AUM[2] (TL bn)



Non-life GWP [1] (TL bn)



Non-life AUM[3] (TL bn)



Current Assessment

Life:

- Leadership in both Private Pension AuM and Life & PA premium production among private companies
- Sustained AUM growth together with higher premium generation
- Reclassification of deferred income reserve account & regulatory change on loan maturities supported EBITDA

Non-Life:

- Lower Premium production optimized to maximize profitability and CAR

Factors to Watch

- Changes in Macroeconomic environment
- Regulatory changes
- Demographic Trends

(1) Gross Written Premiums (2) Assets Under Management. excluding auto enrolment (3) Assets Under Management

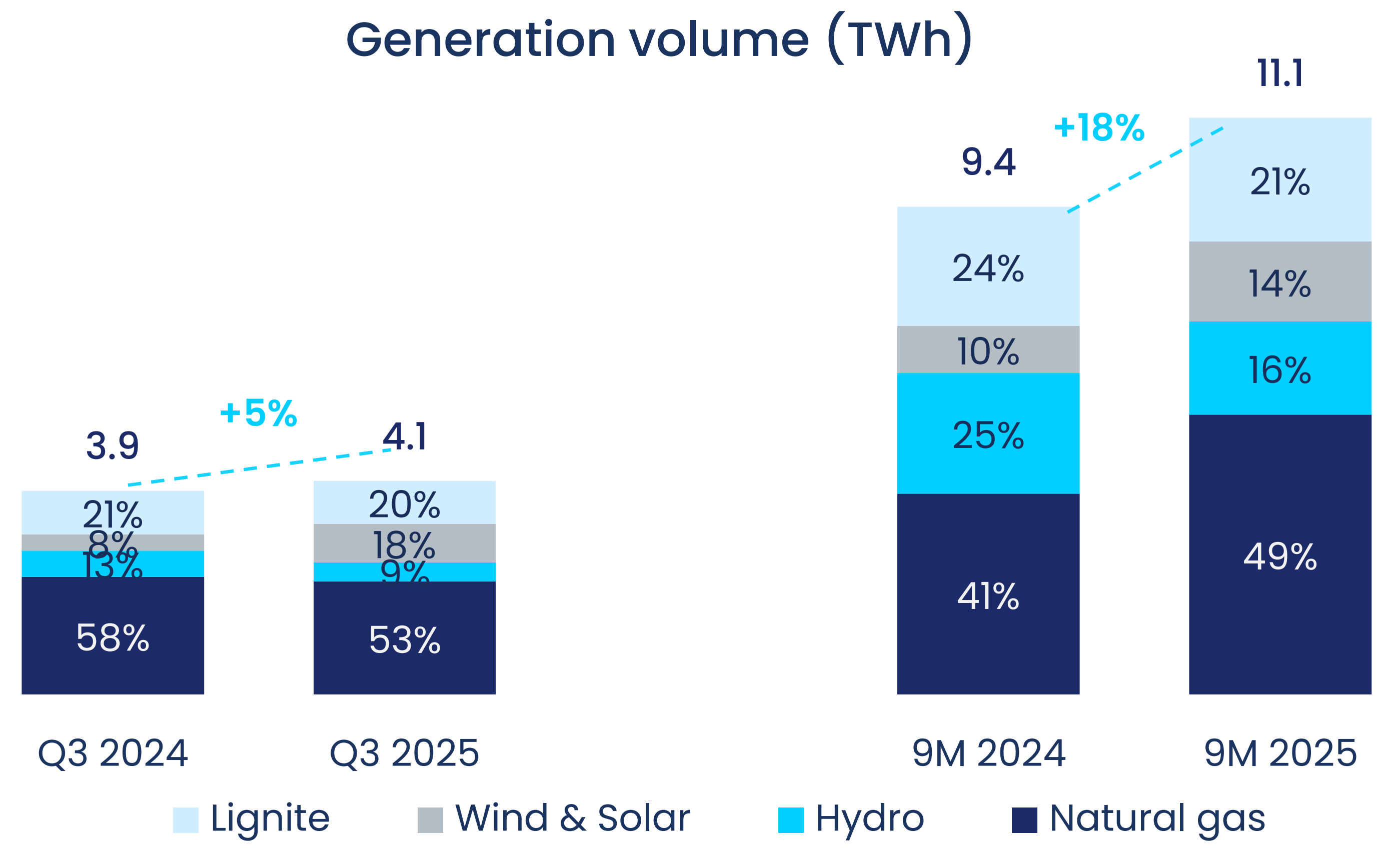
Financial Services / Sharp improvement in net income as non-life's contribution gained momentum post restructuring

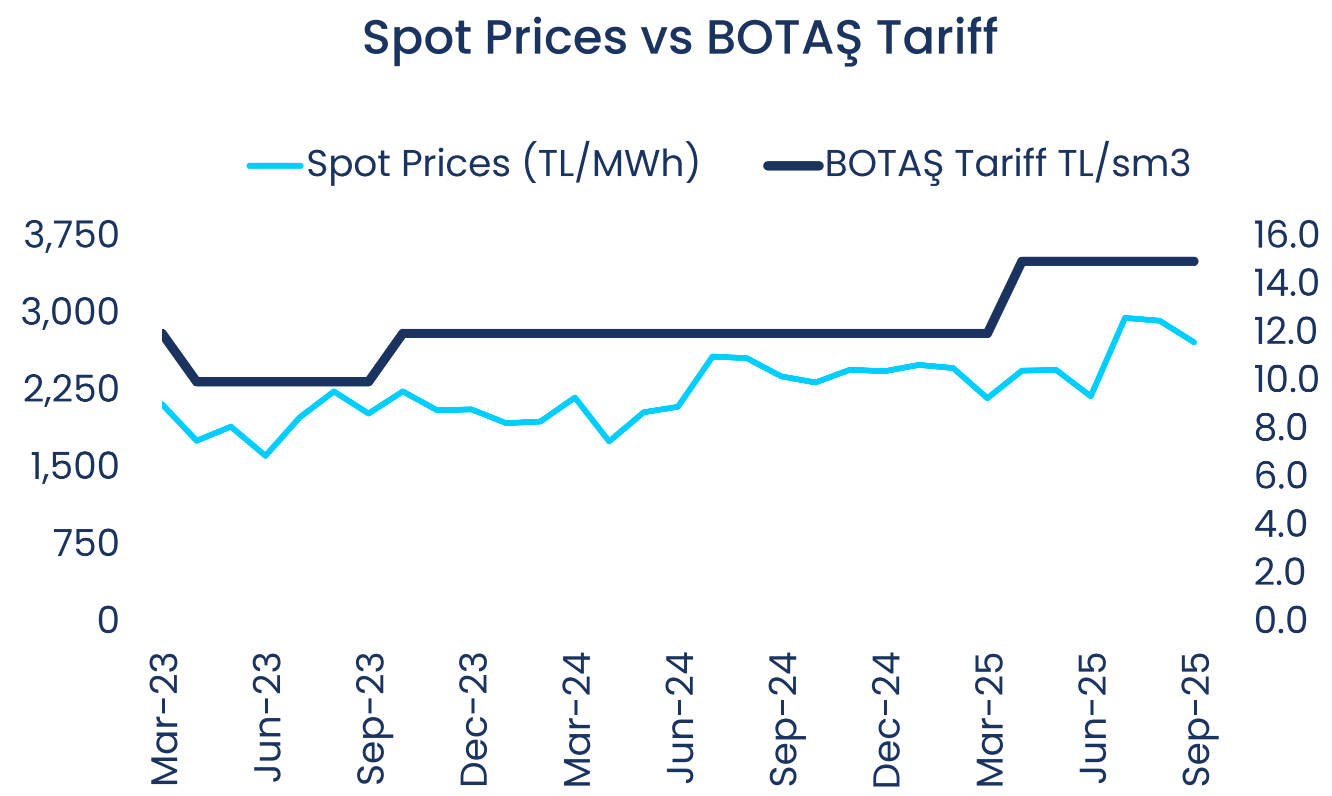
Financial Services Segment Summary Financials[1]

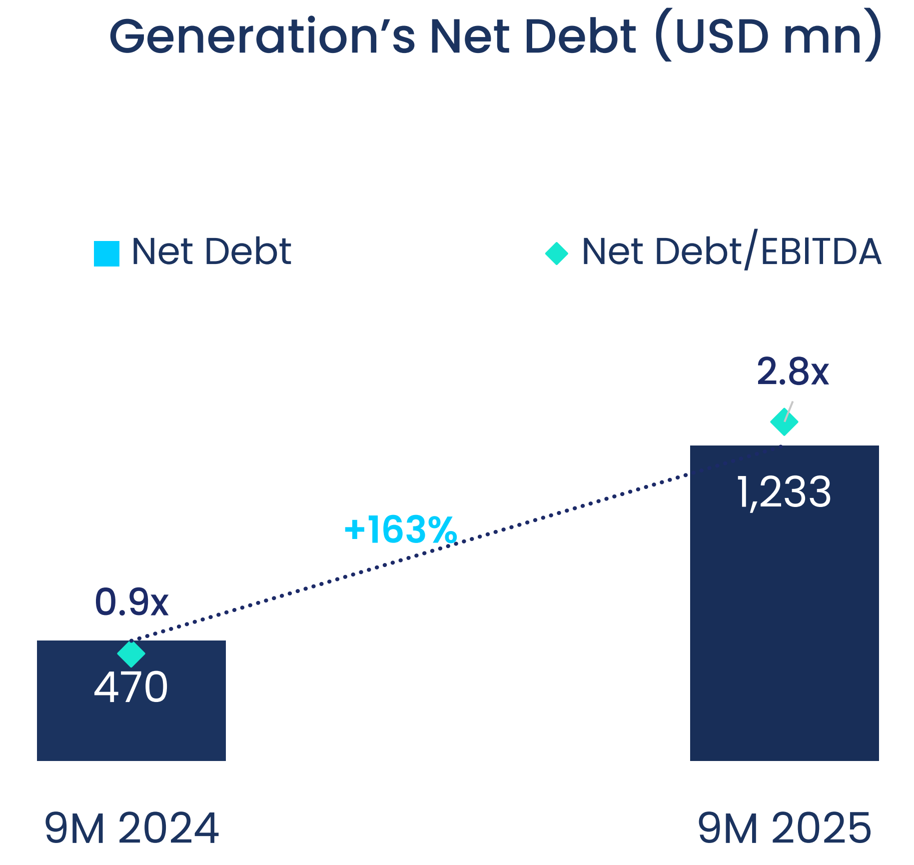
MILLION TL	Q3 2024	Q3 2025	Change	9M 2024	9M 2025	Change
SALES	19,528	**16,379**	-16%	55,030	**49,200**	-11%
EBITDA	2,161	**2,604**	21%	3,767	**6,904**	83%
Life	1,217	**1,698**	40%	1,761	**4,663**	132%
Non-Life	944	**906**	-4%	2,006	**2,241**	12%
NET INCOME	-36	**924**	n.m.	-734	**2,558**	n.m.
Life	547	**756**	38%	56	**2,750**	4,811%
Non-Life	-583	**168**	n.m.	-790	**-192**	76%

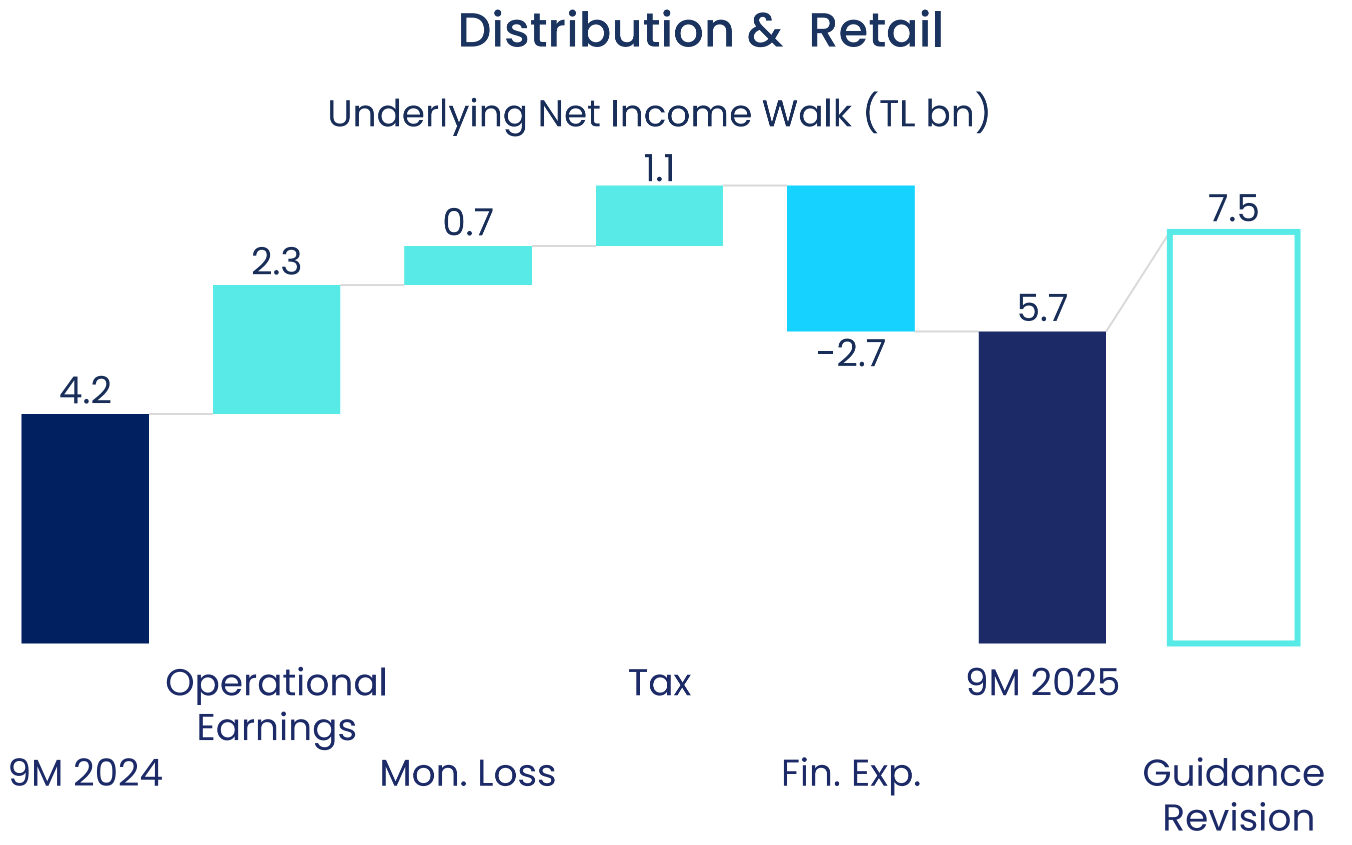
(1) Before consolidation adjustments, combined

Energy / Higher generation volumes with additional wind capacities, distribution gains from efficiency & quality









Current Assessment

Distribution & Retail:

- Distribution continued to drive operational earnings, while retail contribution remained soft
- Efficiency and quality gains and higher capex reimbursements despite lower financial income were the key growth drivers
- Higher investments made in Q3, benefitting from lower financing costs

Generation & Energy Trading:

- Additional wind capacity commissioned in 2025 more than offset lower generation volume due to weak hydrology
- Lower electricity prices, combined with weaker trading contribution, continued to weigh on EBITDA
- Higher monetary gains and tax income were supportive on bottom line

Factors to Watch

- Electricity demand, national tariff, spot prices & global commodity prices
- Hydrology & wind regime
- Inflation, FX & interest rates
- 5th Regulatory Period (2026-2030)

Energy / Distribution drove EBITDA growth, while generation further strengthened both topline and bottom-line

Energy Segment Summary Financials[1]

MILLION TL	Q3 2024	Q3 2025	Change	9M 2024	9M 2025	Change
SALES	96,578	**91,693**	-5%	244,726	**247,489**	1%
EBITDA	14,258	**14,045**	-2%	37,621	**43,217**	15%
EBITDA MARGIN	15%	**15%**	55bps	15%	**17%**	209bps
NET INCOME	591	**3,615**	511.2%	-1,172	**7,762**	n.m.

Enerjisa Generation Summary Financials[1]

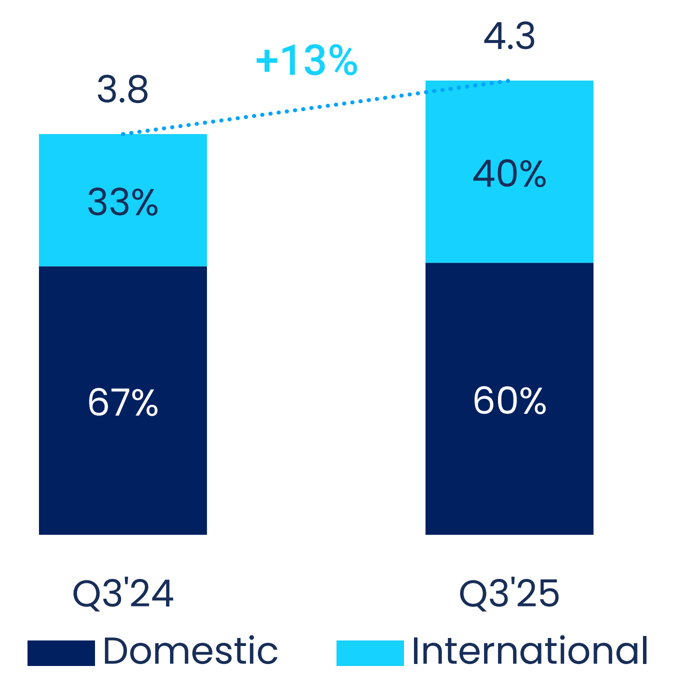
MILLION TL	Q3 2024	Q3 2025	Change	9M 2024	9M 2025	Change
SALES	21,405	**25,361**	19%	50,429	**68,290**	35%
EBITDA	4,480	**3,864**	-14%	8,561	**11,982**	40%
EBITDA MARGIN	21%	**15%**	-569bps	17%	**18%**	57bps
NET INCOME	1,684	**2,995**	78%	4,503	**6,064**	35%

(1) Before consolidation adjustments, combined.

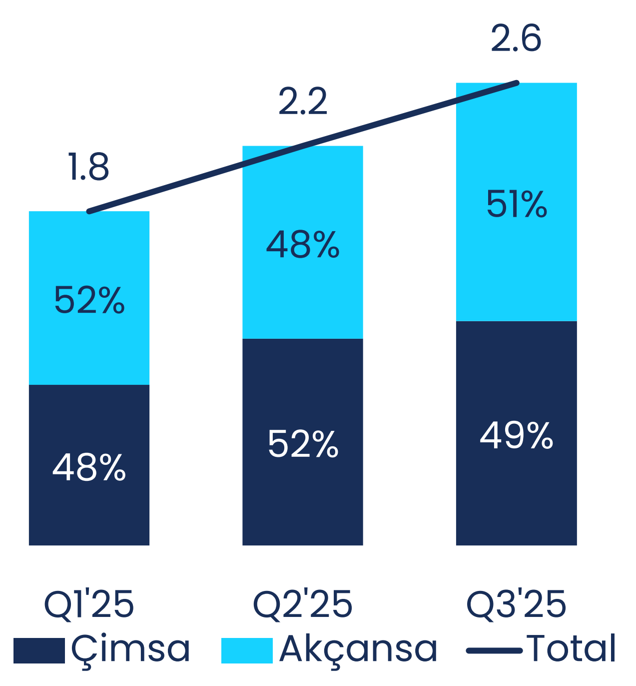
Bus operations are started to be reported under energy segment starting Q2 2025

Material Technologies / Tire margins and composites' contribution up on sales mix; domestic rebound supports building materials

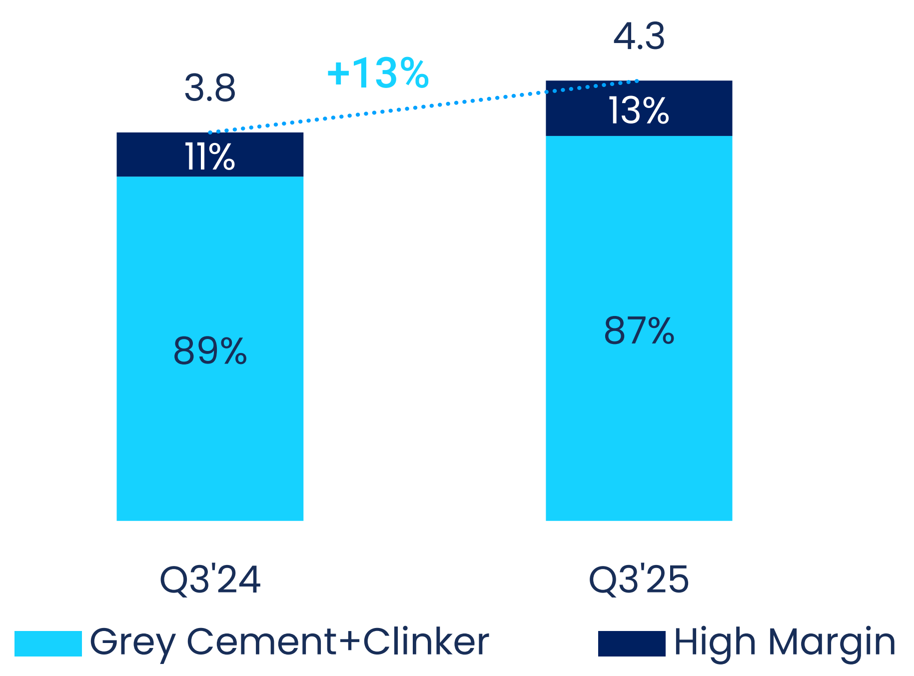
Total Cement Volumes (1) Geographical Break (mn ton)



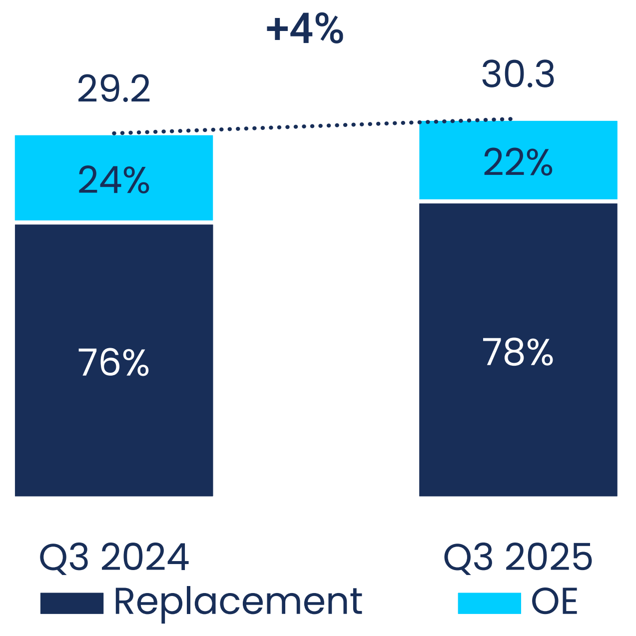
Domestic Cement Volumes (mn ton)



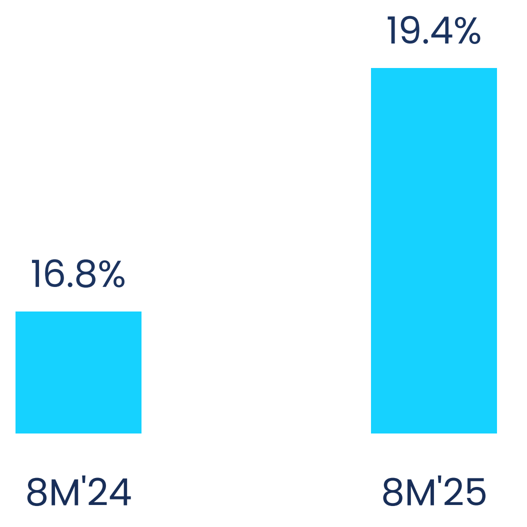
Total Cement Volumes Product Mix (mn ton)



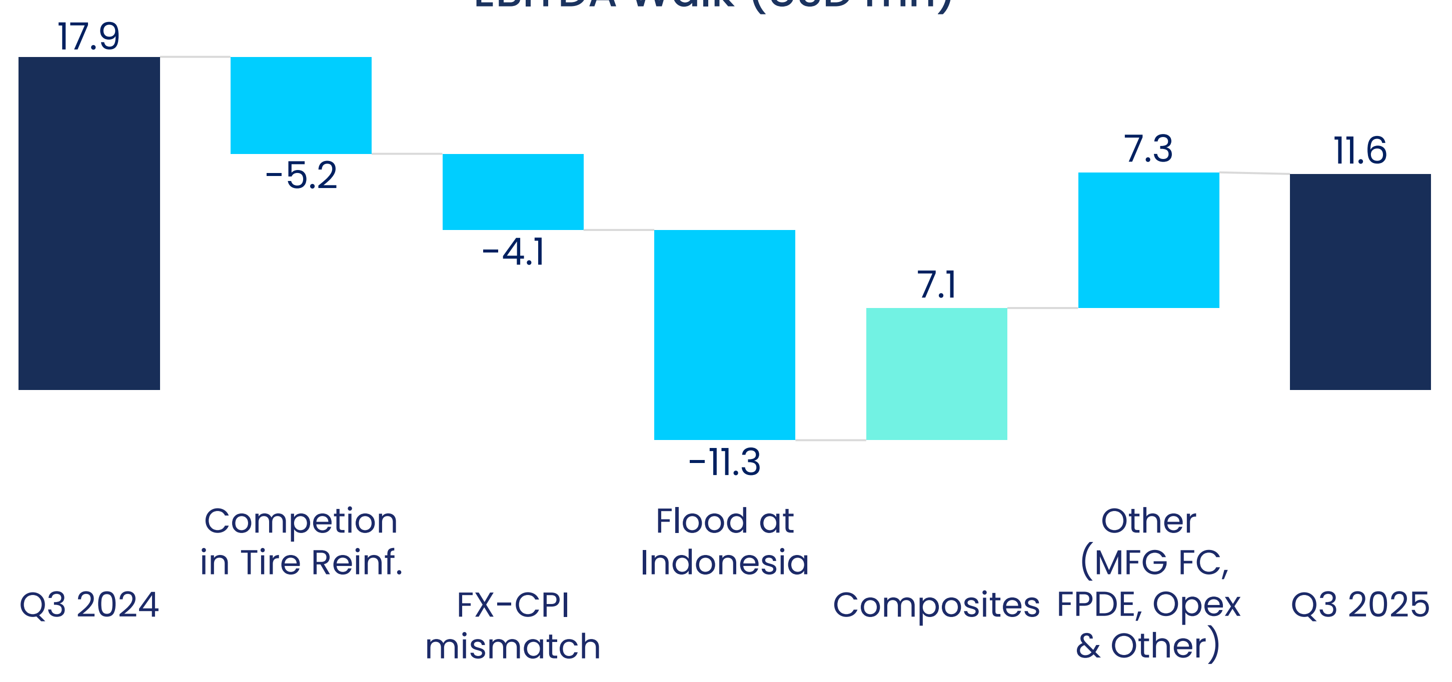
Domestic Tire Sales Volume (kton)



Replacement Channel Consumer Market (HRD Market Share)



Tire Reinforcement (Tire Reinf.) & Composites EBITDA Walk (USD mn)



(1) Cement +Clinker + CAC, excl. Mannok, volume growth would be 20% yoy inc. Mannok

Current Assessment

Building materialst:
- Akçansa gained domestic momentum QoQ, while Çimsa's international operations remained supportive despite FX-inflation mismatch
- Lower cost base and mitigation efforts could not catch up with last year's strong margins

Tire & Tire Centric Solutions:
- Year-on-year growth in domestic sales was driven by consumer market through replacement channel
- Premium-focused mix and cost discipline drove margin gains despite price hikes which lagged inflation and subdued demand

Tire & Composite Reinforcement:
- High price competition due to China despite stagnant demand
- Composite sales mix and cost control limited contraction in EBITDA
- Impact of flood disaster in Indonesia continued to weigh on results

Factors to Watch

- Inflation & FX
- Global supply & demand conditions and commodity prices
- Sales mix, carbon footprint & fuel mix optimization
- Potential change in U.S. trade policy
- Reconstruction in Syria

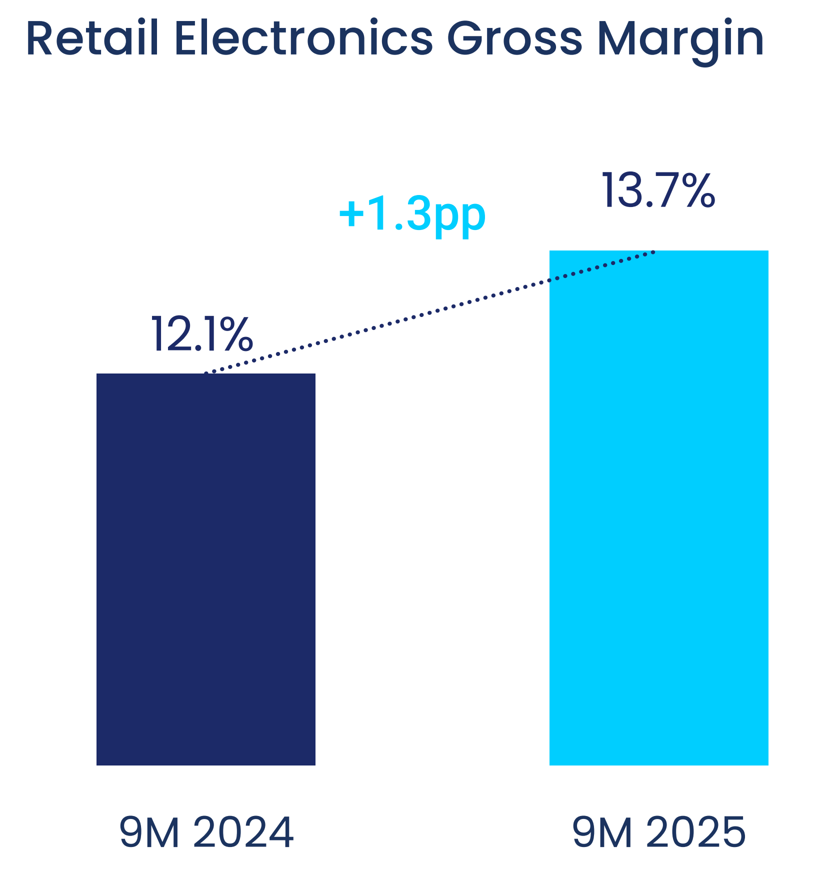
Material Technologies / Margin contraction particularly in building materials due to last year's high base, higher monetary gains & lower tax expenses supported bottom-line

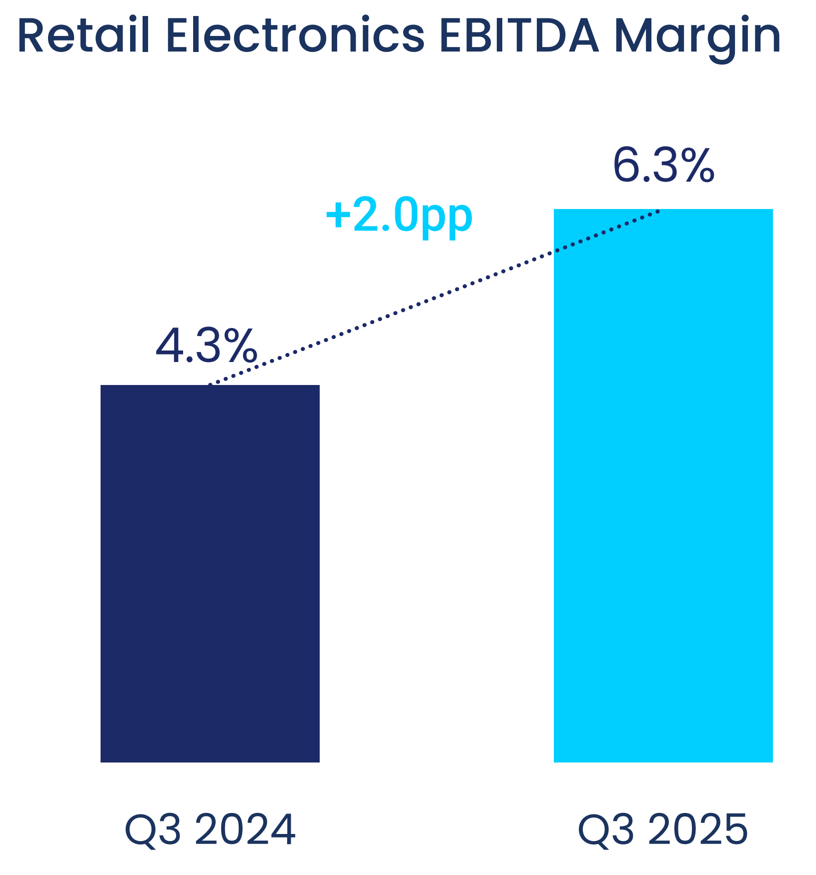
Material Technologies Summary Financials(1)

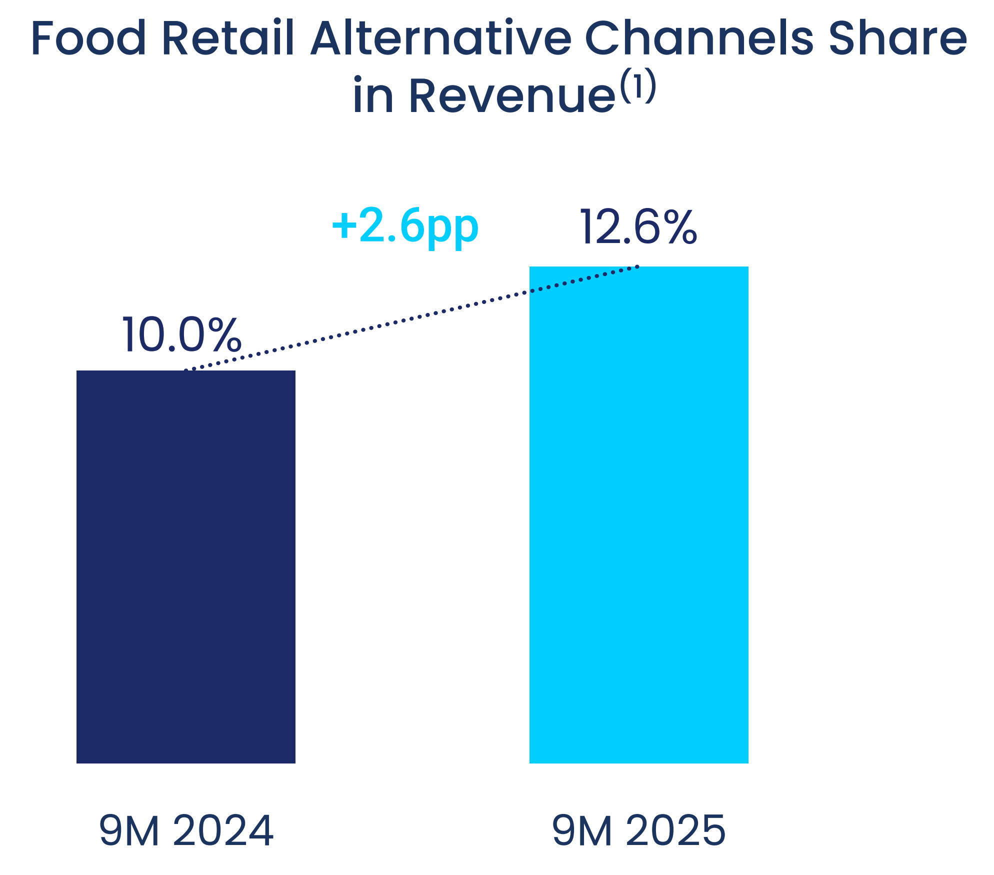
	MILLION TL	Q3 2024	Q3 2025	Change	9M 2024	9M 2025	Change
	SALES	34,594	**36,784**	6%	111,815	**108,456**	-3%
	Building Materials	46%	**52%**		44%	**51%**	
Sales Contribution:	Tire & Tire Centric Solutions	29%	**29%**		29%	**27%**	
	Tire & Composite Reinforcement	25%	**19%**		27%	**22%**	
	EBITDA	5,938	**5,557**	-6%	16,373	**13,178**	-20%
	EBITDA MARGIN	17%	**15%**	-206bps	13%	**12%**	-126bps
	Building Materials	24%	**18%**		18%	**14%**	
EBITDA Margin:	Tire & Tire Centric Solutions	15%	**16%**		15%	**12%**	
	Tire & Composite Reinforcement	7%	**6%**		8%	**7%**	
	NET INCOME	1,685	**2,004**	19%	5,376	**2,203**	-59%
	Building Materials	2,339	**2,103**	-10%	4,769	**3,983**	-17%
Net Income:	Tire & Tire Centric Solutions	-410	**291**	n.m.	677	**-918**	n.m.
	Tire & Composite Reinforcement	-245	**-391**	-59%	-70	**-862**	-1130%

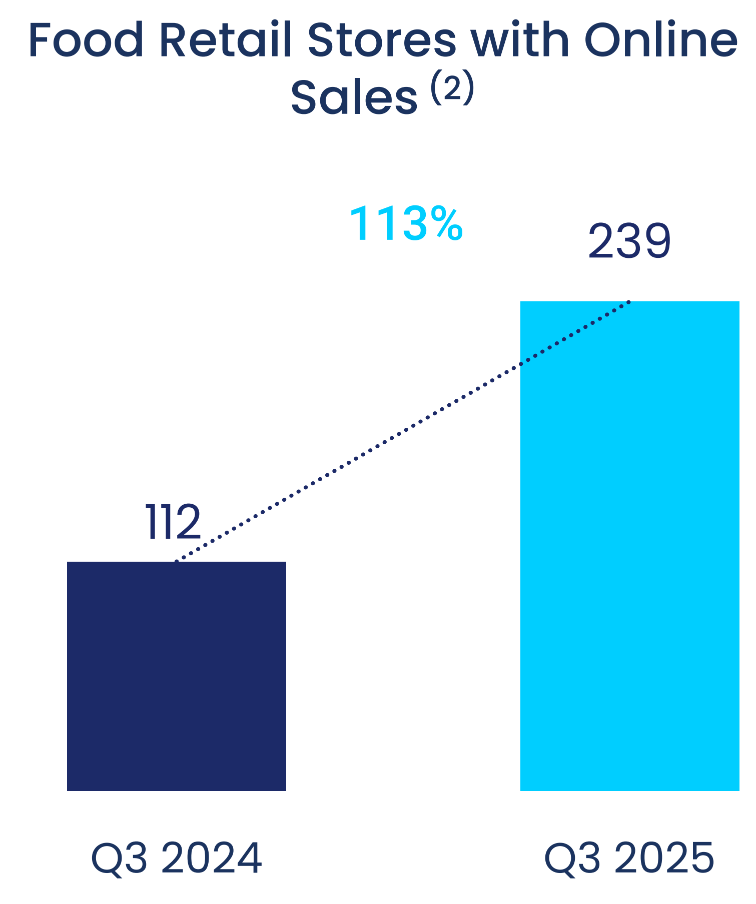
(1) Before consolidation adjustments, combined

Digital & Other / Weak consumer demand weighed on results, while alternative & online channels partially offset the impact









Current Assessment

Digital:

- EBITDA improvement driven by contributions from cloud business Bulutistan and operational efficiency gains

Retail Electronics:

- Gross margin improvement driven by favourable product mix with high-margin category focus, disciplined pricing and effective inventory management
- EBITDA margin expansion supported by disciplined cost management, enhanced operating efficiency and optimization across all cost items, marking the highest level of the year

Food Retail:

- Ongoing softness in consumer demand was partially offset by the contribution from alternative channels

Factors to Watch

- Integration process of cloud business
- Consumer sentiment & changing purchasing behaviour
- Changes in macroeconomic environment

(1) Including E-Commerce, Wholesale, Export, Corporate & Horeca sales (2) Including Yemeksepeti service locations

Digital & Other / Mixed operating performance coupled with ongoing pressure from financial expenses

Digital Segment Summary Financials(1)

MILLION TL	Q3 2024	Q3 2025	Change	9M 2024	9M 2025	Change
SALES	1,139	990	-13%	2,828	3,815	35%
EBITDA	-39	**51**	n.m.	-412	**32**	n.m.
EBITDA MARGIN	-3%	**5%**	n.m.	-15%	**1%**	n.m.
NET INCOME	-206	**-38**	82%	-694	**-407**	41%

Other Summary Financials(2)

MILLION TL	Q3 2024	Q3 2025	Change	9M 2024	9M 2025	Change
SALES	43,062	40,841	-5%	125,151	118,677	-5%
EBITDA	1,993	**1,677**	-16%	2,607	**2,364**	-9%
EBITDA MARGIN	5%	**4%**	-53bps	2%	**2%**	-5bps
NET INCOME	-1,610	**-2,370**	-47%	-7,571	**-8,402**	-11%

(1) Before consolidation adjustments, combined (2) Before consolidation adjustments, combined, excludes Holding dividend income

Strategic Highlights

Continued strategic progress through disciplined execution

Key Developments (H2'25)

- Acquisition in U.S. - 156 MW Pepper & 130 MW Lucky 7 Solar Farms in Texas, made by Sabancı Climate Technologies in the U.S.
- Holding's capital contribution to Sabancı Climate Technologies – reaching USD 362mn
- Reaffirming our confidence in Kordsa - ~USD 70mn rights issue & our ~USD 50mn advance payment in October
- Surpassing 4.2 GW capacity in energy generation business in Türkiye – 414 MW new capacity has been added under YEKA-2 project since 2023, 330 MW capacity added alone YTD
- Commissioning of U.S. Grey Cement Grinding Plant – 600 kt annual capacity facility in Houston
- Bulutistan expanded its presence in Europe and Central Asia – new operations in the U.K. and Uzbekistan, reinforcing its position in the global cloud market

Financial Highlights

Resilient performance via leveraging portfolio mix and strict cost discipline

Financial Resilience (Q3'25 & 9M'25)

- Combined Revenue Growth: **1% increase** yoy in **9M'25, 3% drop** in **Q3'25**
- EBITDA Margin(1): up **by 134bps** yoy in **9M'25, 35bps** yoy in **Q3'25**
  - Cost discipline drove margin gains at around **115 bps** in **9M'25**
- Consolidated Net Income: **TL 0.7bn** in **Q3'25** (**Q3'24: TL 3.8bn** loss)
  - Non-Bank: **TL 0.4bn** in **9M'25** (**9M'24: TL 4.5bn** loss), **TL 1.3bn** in **Q3'25** (**Q3'24: TL 22mn**)

Financial Flexibility (9M'25)

- Holding-only cash: TL 12bn, **slightly down due to Climate Tech. capital contribution-related cash outflows**
- OCF (2) : TL 53bn, **maintained with strong EBITDA & disciplined cash flow management**
- Capex/Sales(1): 12%, **on track to meet mid-term guidance**
- Net debt/EBITDA(1): 1.7x, **below of policy level of 2x**

(1) Combined, non-bank (2) Excludes banking, net cash position of financial services (3) Please refer to Appendix for the details of our NAV

Appendix

03/03

Dividend Performance

MILLION TL	2021	2022	2023	2024	2025
Akbank	255	494	3,666	4,063	2,589
Akçansa	42	36	99	457	477
Aksigorta	110	-	-	-	-
Agesa	64	-	60	120	400
Brisa	107	270	479	452	283
Carrefoursa	-	-	-	-	-
Çimsa	-	109	218	545	327
Kordsa	-	114	41	-	-
Teknosa	-	-	-	-	-
Enerjisa Enerji	454	586	1,087	1,318	1,356
Sabancı Holding(1)	-	26	89	14	14
Unlisted Companies	530	479	1,338	2,444	3,052
Total dividends received	1,562	2,114	7,076	9,414	8,499
Total dividends paid out	714	1,530	3,571	6,181	6,300
Outflows/Inflows	46%	72%	50%	66%	74%
Payout Ratio	15.0%	12.7%	8.1%	40.1%	-

Dividend Policy: 5% - 20% of distributable consolidated net income

(1) Dividends paid to 35.1 million shares representing share buyback as of March 30, 2022, 50.6 million shares representing share buyback as of March 30, 2023, 4.85 million shares representing share buyback as of May 2, 2024, and 4.85 million shares representing share buyback as of April 2, 2025.
Dividend received are stake adjusted gross amounts

Financials in Detail

	Combined Revenue[1]						Combined EBITDA						Consolidated Net Income/Loss					
MILLION TL	Q3 2024	Q3 2025	Change	9M 2024	9M 2025	Change	Q3 2024	Q3 2025	Change	9M 2024	9M 2025	Change	Q3 2024	Q3 2025	Change	9M 2024	9M 2025	Change
TOTAL	405,449	393,504	-3%	1,145,277	1,161,214	1%	33,471	39,898	19%	123,142	122,127	-1%	-3,754	679	n.m.	-14,834	-789	n.m.
BANK	210,548	206,818	-2%	605,726	633,576	5%	9,160	15,964	74%	63,185	56,431	-11%	-3,776	-574	85%	-10,340	-1,187	89%
NON-BANK	194,901	186,686	-4%	539,551	527,637	-2%	24,311	23,934	-2%	59,957	65,696	10%	22	1,253	5543%	-4,494	398	n.m.
ENERGY	96,578	91,693	-5%	244,726	247,489	1%	14,258	14,045	-1%	37,621	43,217	15%	456	1,624	256%	-233	4,215	n.m.
MATERIAL TECHNOLOGIES	34,594	36,784	6%	111,815	108,456	-3%	5,938	5,557	-6%	16,373	13,178	-20%	688	1,015	48%	2,405	1,228	-49%
FINANCIAL SERVICES	19,528	16,379	-16%	55,030	49,200	-11%	2,161	2,604	21%	3,767	6,904	83%	10	363	3484%	-259	1,031	n.m.
DIGITAL	1,139	990	-13%	2,828	3,815	35%	-39	51	n.m.	-412	32	n.m.	-182	-33	82%	-599	-378	37%
OTHER	43,062	40,841	-5%	125,151	118,677	-5%	1,993	1,677	-16%	2,607	2,364	-9%	-950	-1,716	-81%	-5,809	-5,698	2%

(1) Combined Revenue excludes Holding dividend income
As of Q2'25, companies within each SBU are listed as follows: Banking & Financial Services: Akbank, Aksigorta, Agesa, Energy & Climate Technologies: Enerjisa Enerji, Enerjisa Üretim, Sabancı Climate Technologies, Temsa Ulaşım araçları (TUA), Material Technologies : Akçansa, Brisa, Çimsa, Kordsa, Digital: DXBV, Other: Carrefoursa, Teknosa, Temsa Motorlu Araçlar, Tursa, Holding

Sabancı Holding NAV After Independent Valuation Reports

USD mn					October 2025		December 2024	
Companies	Free Float	Direct Stake	Valuation Method	Mcap	Value to Sabancı Holding	% of NAV	Value to Sabancı Holding	% of NAV
Akbank	54%	41%	Market value	7,547	3,075	32.6%	3,895	36.8%
Enerjisa Enerji	20%	40%	Market value	2,326	930	9.9%	789	7.4%
Aksigorta	28%	36%	Market value	269	97	1.0%	126	1.2%
Agesa	20%	40%	Market value	902	361	3.8%	332	3.1%
Akçansa	21%	40%	Market value	610	242	2.6%	388	3.7%
Çimsa	45%	55%	Market value	1,073	585	6.2%	681	6.4%
Brisa	10%	44%	Market value	644	281	3.0%	342	3.2%
Kordsa	29%	71%	Market value	260	185	2.0%	281	2.7%
Carrefoursa	11%	57%	Market value	332	190	2.0%	216	2.0%
Teknosa	50%	50%	Market value	120	60	0.6%	114	1.1%
Total Listed					6,007	63.7%	7,164	67.6%
Enerjisa Üretim(1)		50%	10.0xEV/EBITDA	3,952	1,976	21.0%	1,976	18.7%
Çimsa Building Solutions B.V. (2)		32%	Adjusted Net Asset Value	572	181	1.9%	92	0.9%
Sabancı Climate Technologies(3)		100%	Adjusted Book value	463	463	4.9%	463	4.4%
DxBV		100%	1xBook value	68	68	0.7%	78	0.7%
TUA		50%	1xBook value	218	109	1.2%	98	0.9%
Other(4)		100%	1xBook value	333	333	3.5%	370	3.5%
Total Non-listed(5)					3,130	33.2%	3,077	29.0%
Total					9,137	96.9%	10,241	96.7%
Sabancı Holding Net Cash					290	3.1%	351	3.3%
Sabancı Holding NAV					9,427	100.0%	10,592	100.0%
Sabancı Holding Mcap					4,089		5,715	
Sabancı Holding Discount					-56.6%		-46.0%	

Numbers are based on IAS 29 (inflation accounting)
All figures are adjusted with USD/TRY of related period-end (Oct'25 & Dec'24)
Book values of non-listed companies are as of end of Sep'25 adjusted with Oct-end USD/TRY for Oct'25 figures. Book values of non-listed companies as of Dec adjusted with Dec-end USD/TRY for Dec'24 figures

(1) Enerjisa Üretim was valued using 25.82 USD/TRY based on the EY report published on 24.10.2023. Book value is USD 3,704 mn
(2) Çimsa Building Solutions B.V. (CBS – formerly Sabancı Building Solutions) was valued using 1.1147 EUR/USD based on the EY report dated 26.09.2024, adjusted by adding the Mannok acquisition price (EUR 253.4 million at 1.1070 EUR/USD on 02.10.2024). Book value is USD 430 mn
(3) 40% of the project was valued at USD 185 mn during tax equity financing. Book value is USD 318 mn
(4) Other includes Tursa, TMA, and SabancıDx
*Oct-end USD/TRY 41.8922, Dec-end USD/TRY 35.2803

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Investor Presentation - Group Strategy

SBU Presentation – Energy & Climate Technologies

Earnings Presentation

2024 Annual Report

2024 Sustainability Report