

Investor Presentation

Sustainable, Digital, Scalable

AUGUST, 2025

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Why Invest in Sabancı?



Best proxy for Türkiye with an expansive global vision



Leveraging our DNA and expertise to dynamically manage a portfolio for growth and competitive advantage



Ample balance sheet capacity to accelerate portfolio transformation with scalable investments



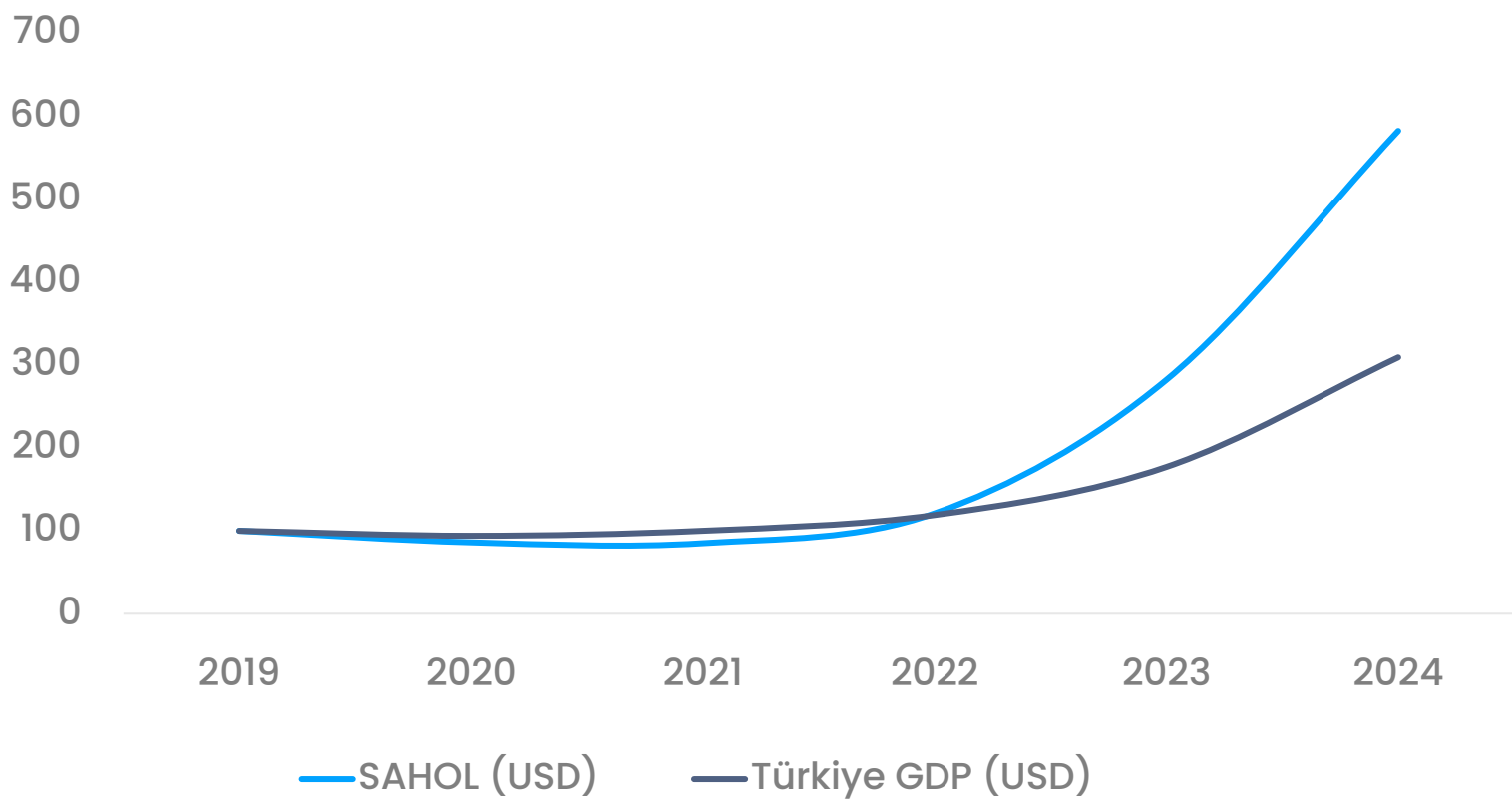
Pioneering in climate transition globally, leveraging Türkiye expertise with strong returns, and high governance standards



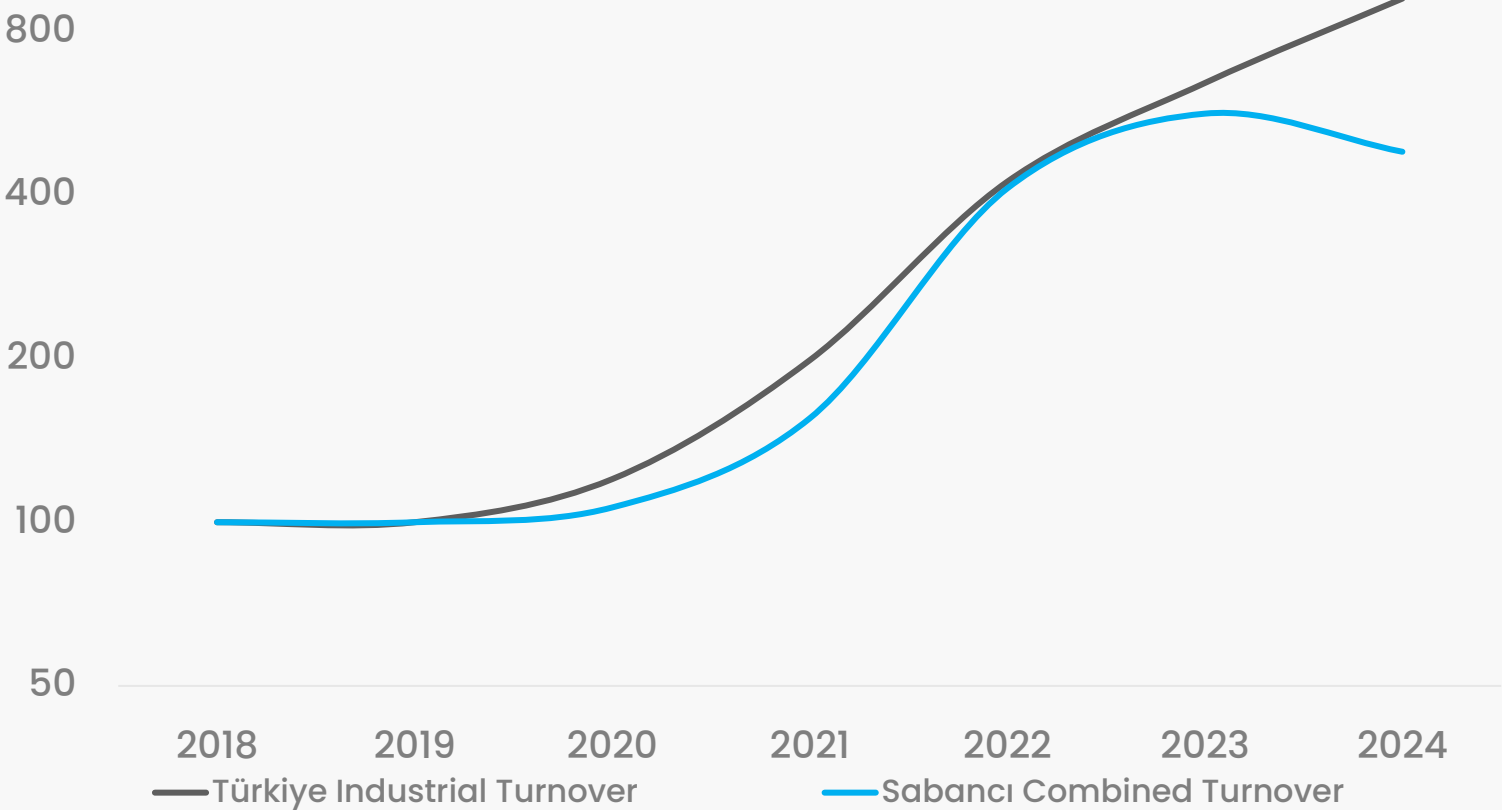
A clear capital allocation framework and solid track record enabling successful delivery of attractive 2029 outlook

Best Proxy for Türkiye with an **Expansive Global Vision**

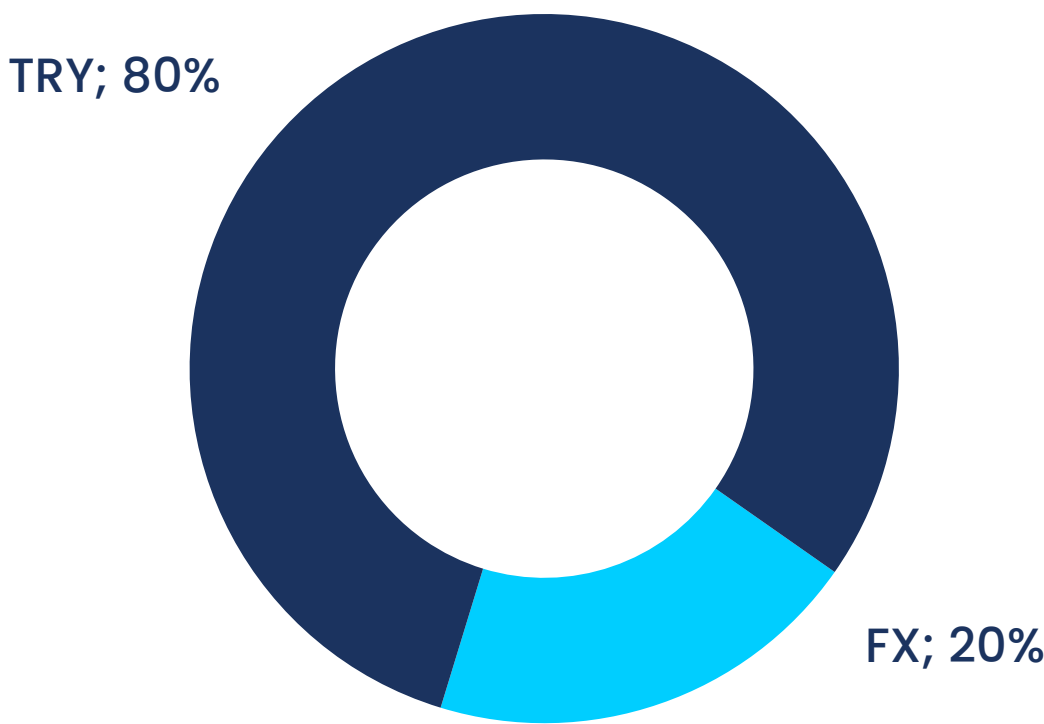
Türkiye GDP Growth vs Sabancı⁽¹⁾ Growth



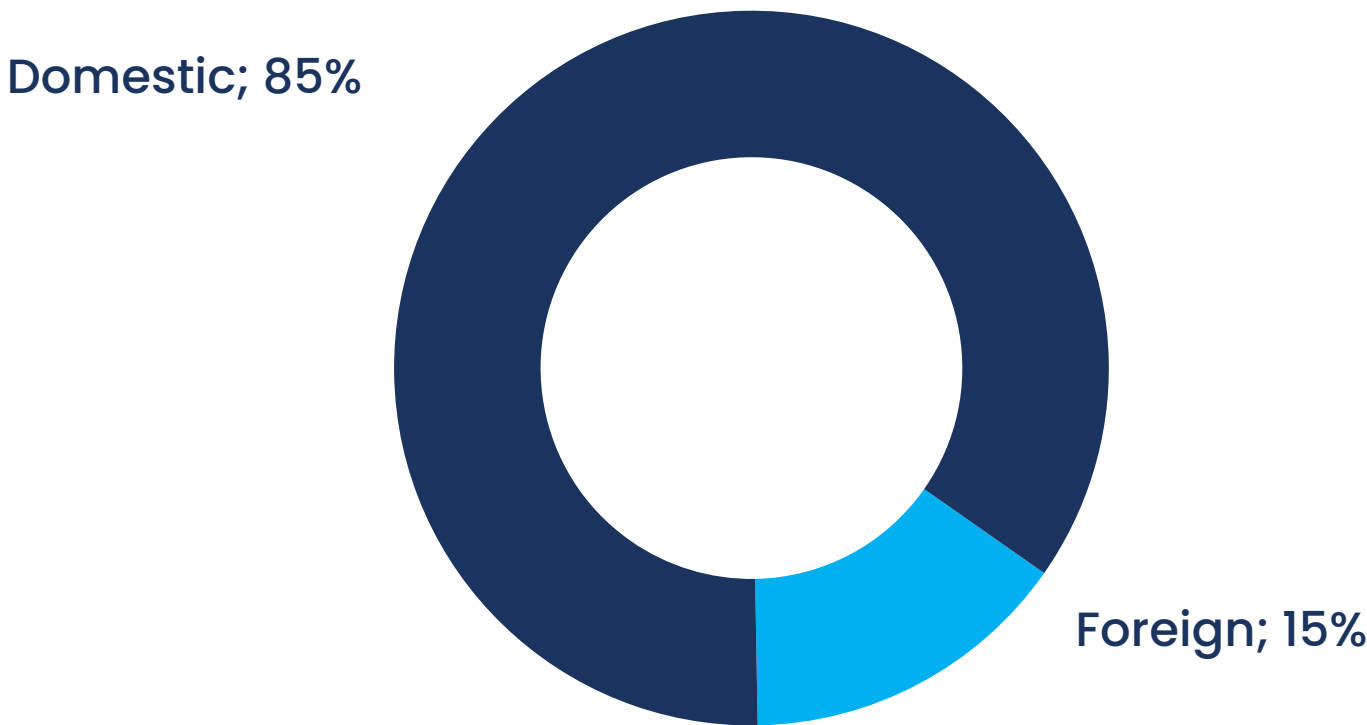
Türkiye Industrial Turnover Index vs Sabancı Industrial Turnover⁽²⁾



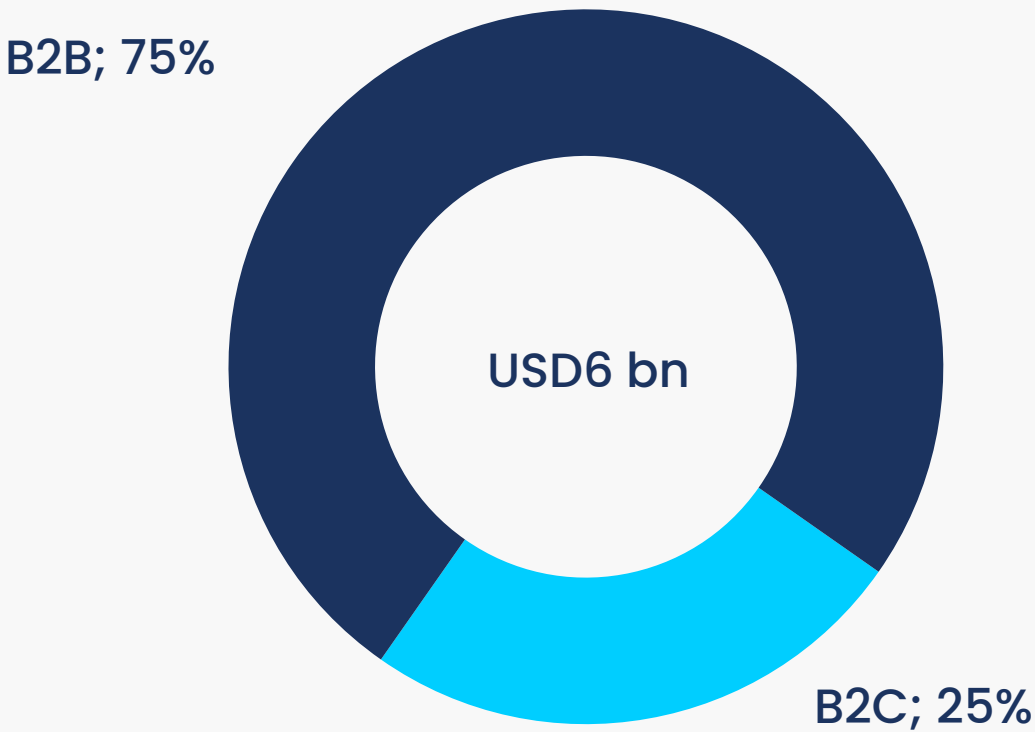
NAV FX Breakdown⁽³⁾



NAV Geographic Breakdown⁽⁴⁾



Non-bank NAV B2B/B2C Breakdown



(1) Inflation accounting is applied to 2023 and 2024 figures (2) Energy & Climate Tech., Material Tech., Mobility Solutions (3) Based on FX breakdown of sales revenue, 2024 (4) Based on equity values of foreign assets, 2024

Diversified with Market Leading Positions

SABANCI HOLDİNG

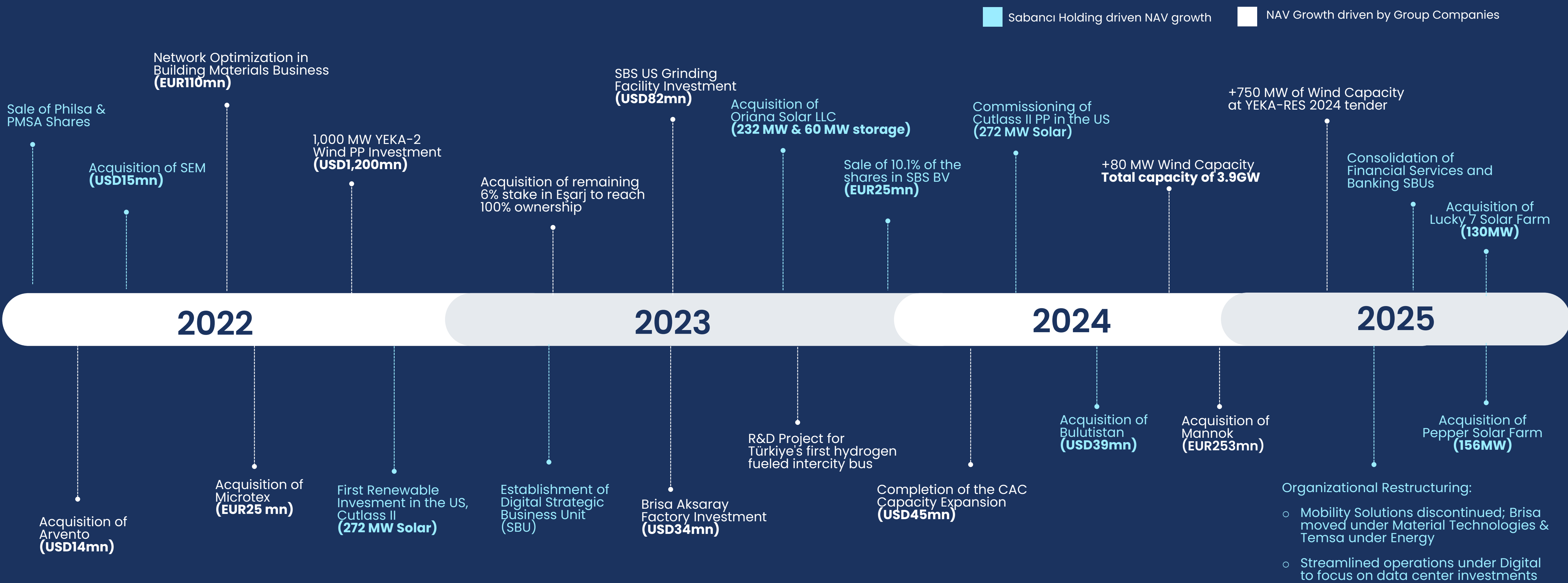
46.8%
Sabancı Family

53.2%
Free Float

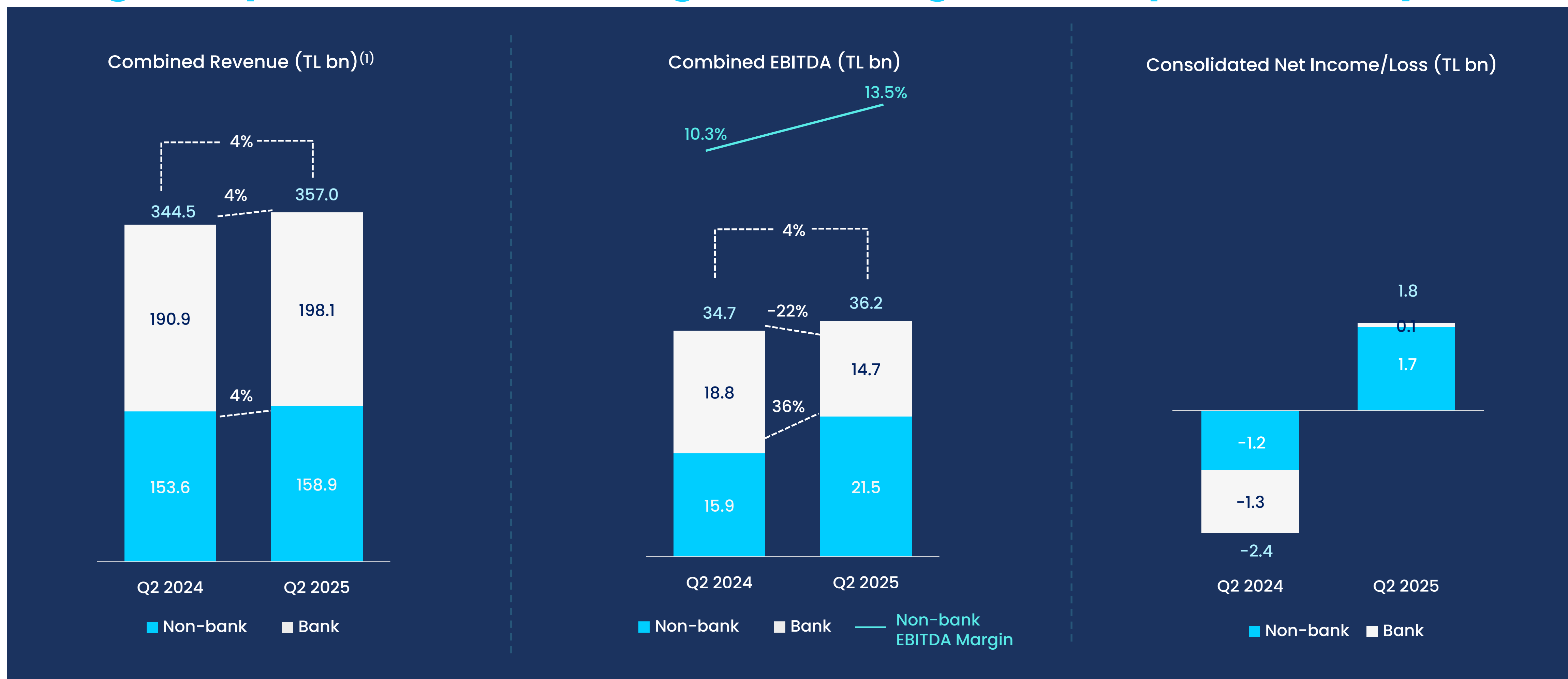
BANKING & FINANCIAL SERVICES % of NAV: 42%				ENERGY & CLIMATE TECHNOLOGIES % of NAV: 35%			
 SAHOL: 40.7% Other: 5.6% Free Float: 53.7%  SAHOL: 40.0% Ageas: 40.0% Other: 0.1% Free Float: 19.9%  SAHOL: 36.0% Ageas: 36.0% Free Float: 28.0%				 Türkiye'nin Enerjisi SAHOL: 40.0% E.ON: 40.0% Free Float: 20.0%  SAHOL: 50.0% E.ON: 50.0%  SAHOL: 100%  SAHOL: 50.0% PPF Group : 50.0%			
MATERIAL TECHNOLOGIES % of NAV: 16%				DIGITAL % of NAV: 1%		OTHER % of NAV: 6%	
 SAHOL: 39.7% Heidelberg: 39.7% Free Float: 20.5%  SAHOL: 54.5% Akçansa: 9.0% Other: 0.8% Free Float⁽¹⁾: 35.7%  SAHOL: 71.1% Other: 0.3% Free Float: 28.6%  SAHOL: 43.6% Bridgestone: 43.6% Other: 2.6% Free Float: 10.2%				 SAHOL: 100%		 SAHOL: 57.1% Carrefour: 32.2% Free Float: 10.7%  SAHOL: 50.0% Free Float: 50.0%  MOTORLU ARAÇLAR SAHOL: 100%	

Note: As of 31.07.2025, NAV breakdown does not include Holding only cash
(1) Free float (incl. Akçansa): 45%

Dynamic Portfolio Management to Enable NAV Growth

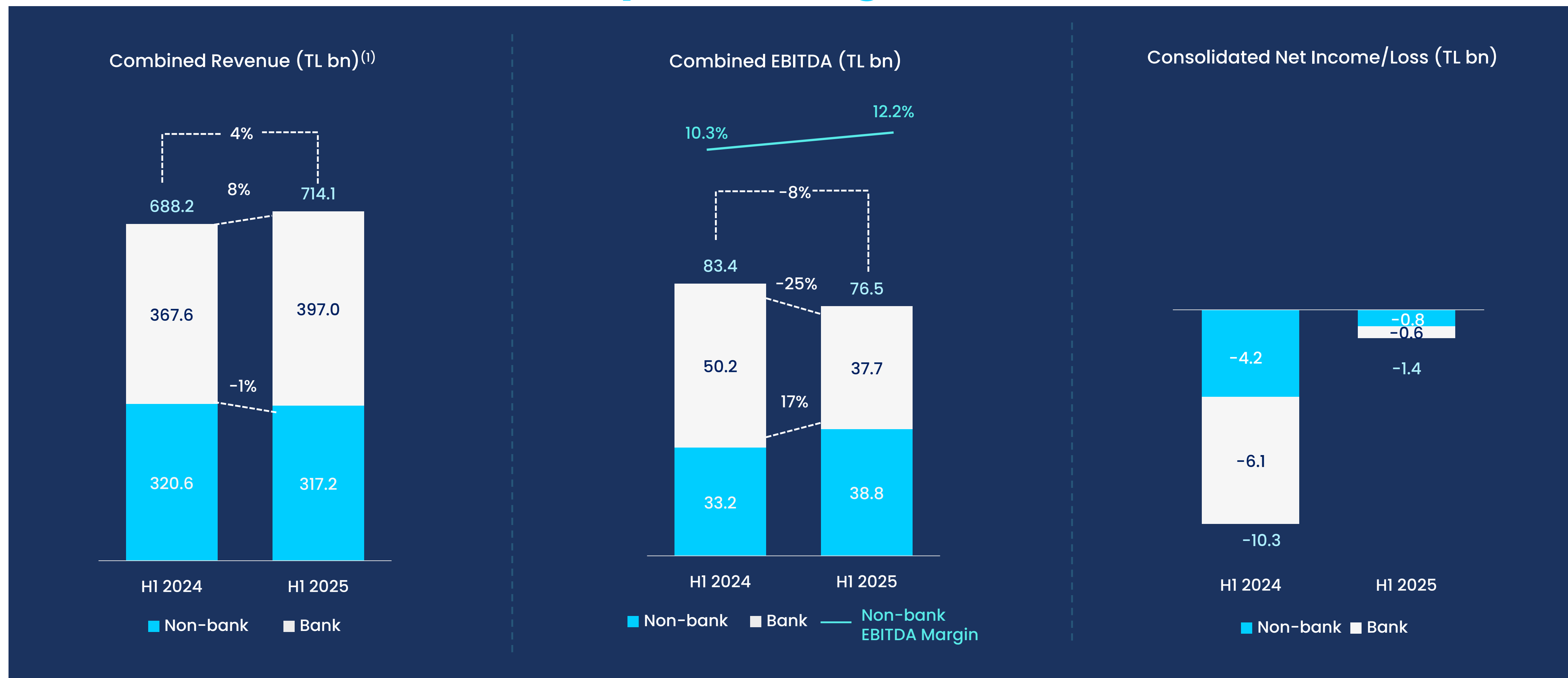


Portfolio resilience and financial discipline, led to non-bank margin expansion & a strong YoY swing toward profitability



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

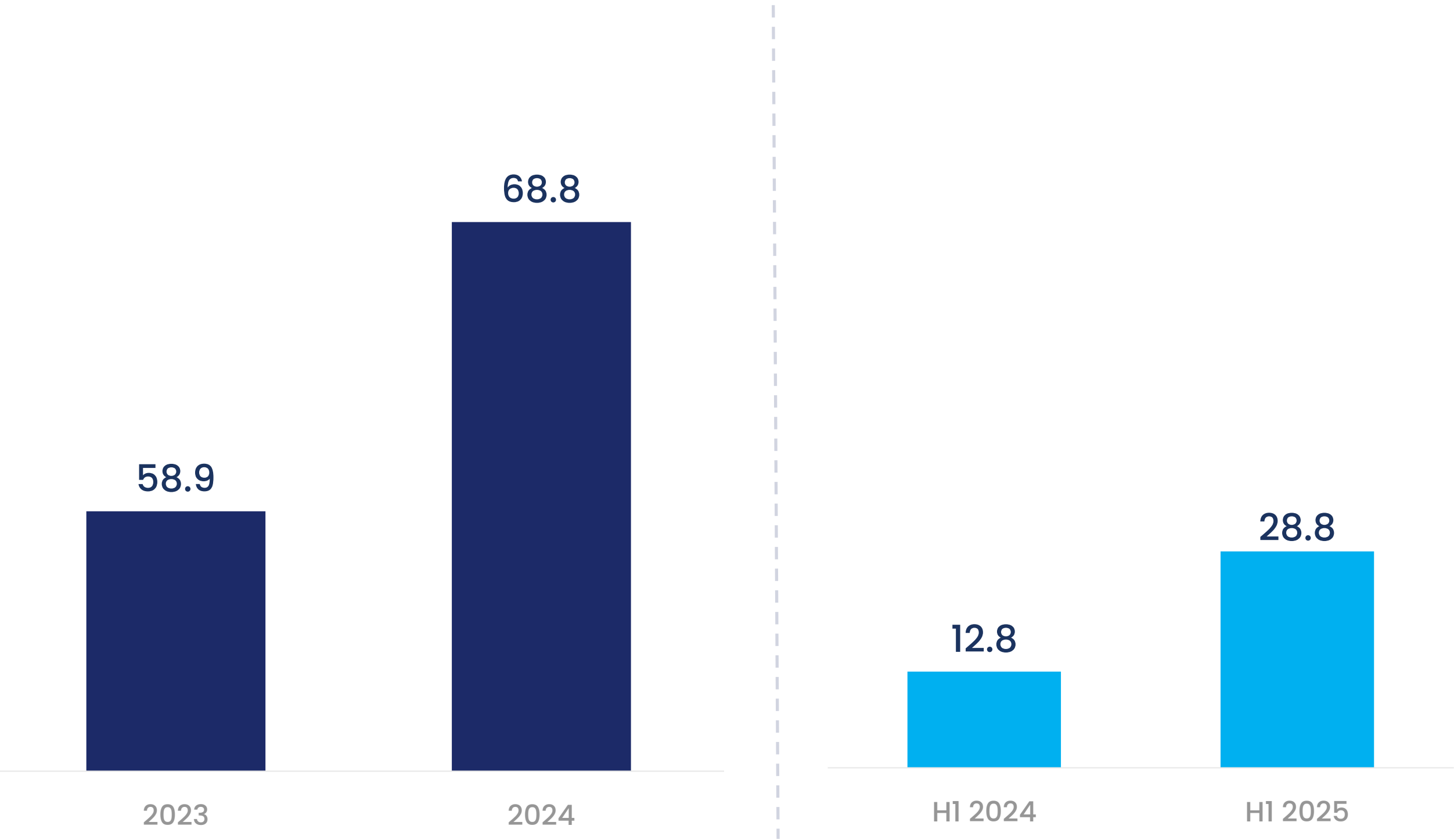
2025 tracking better than last year, with higher non-bank contribution substantially reducing bottom-line loss



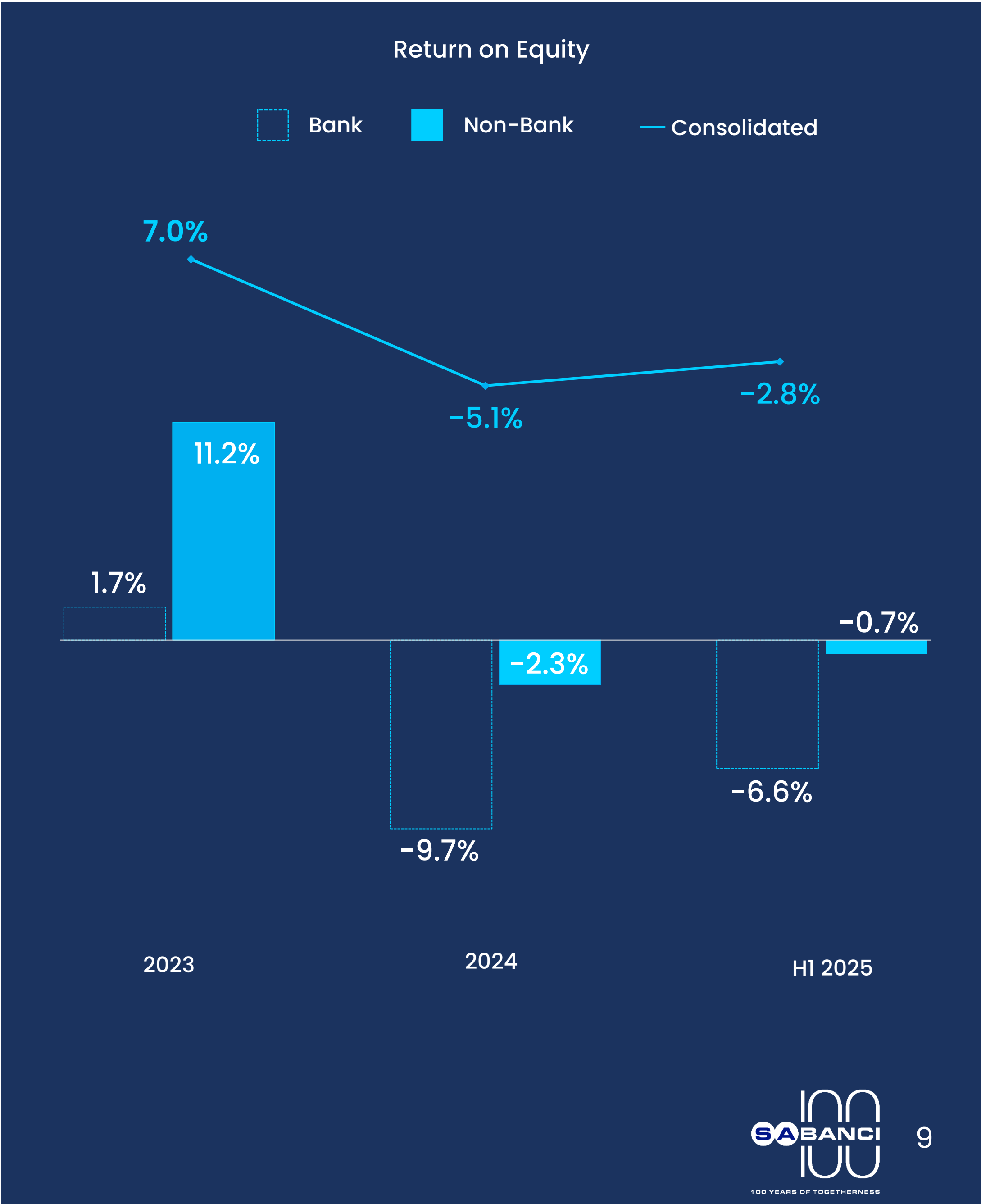
(1) Combined Revenue excludes Holding dividend income. Bank revenue = Interest income + commission income + capital markets gains/losses + net derivative gains/losses

OCF more than doubled on EBITDA progress & working capital discipline...

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

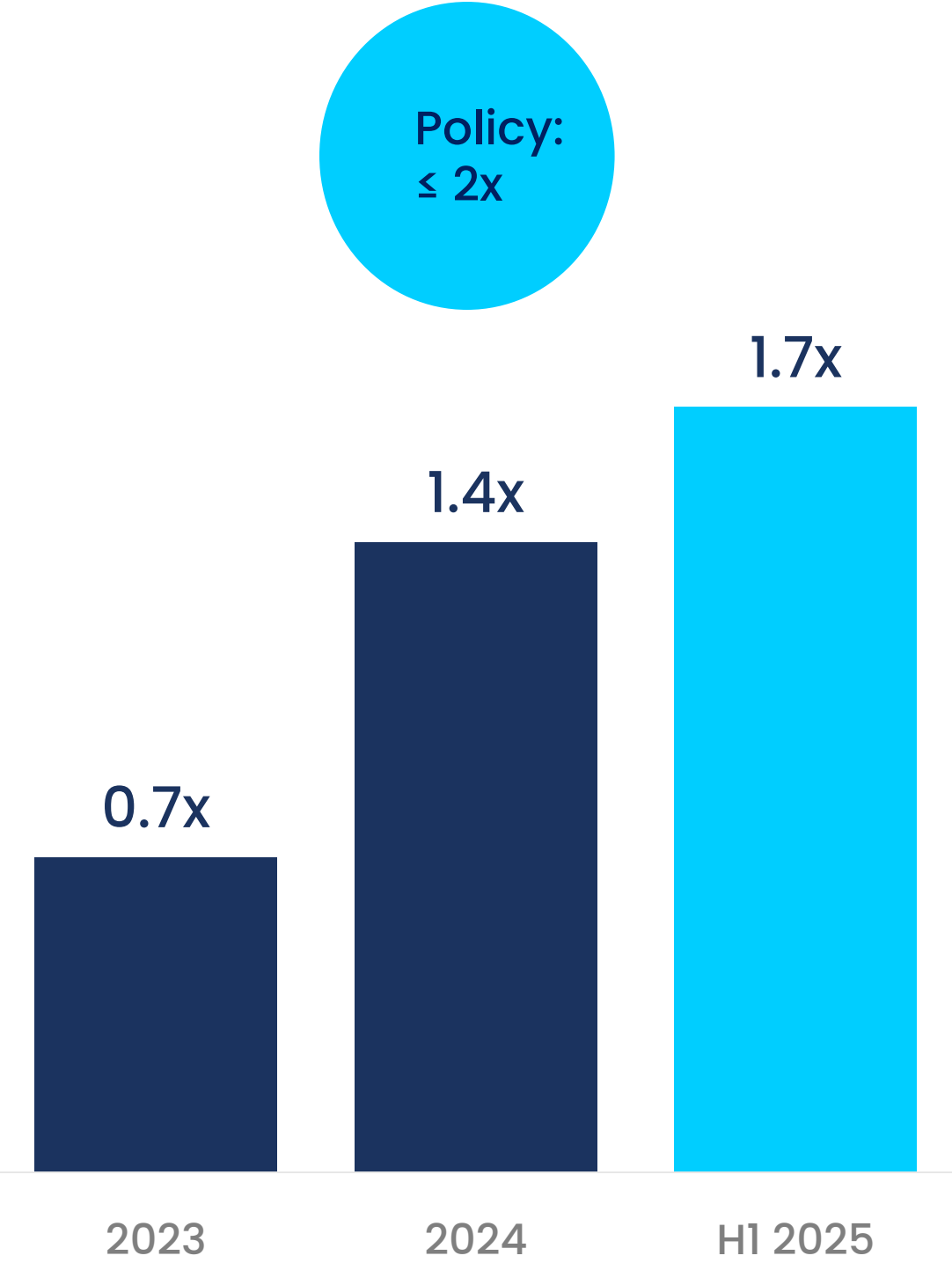


(1) Excludes Banking, and net cash position of financial services

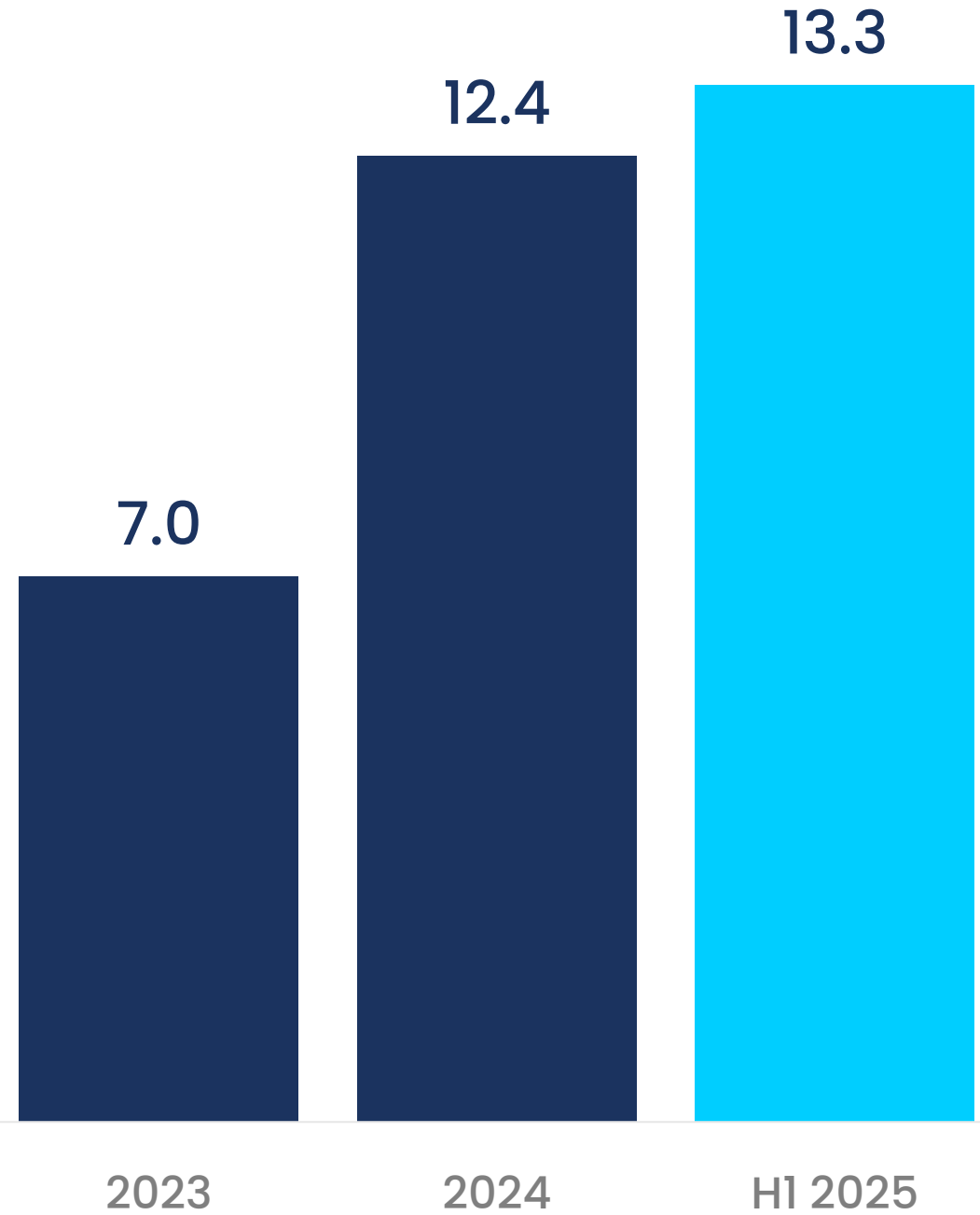


...providing strategic flexibility through a healthy balance sheet

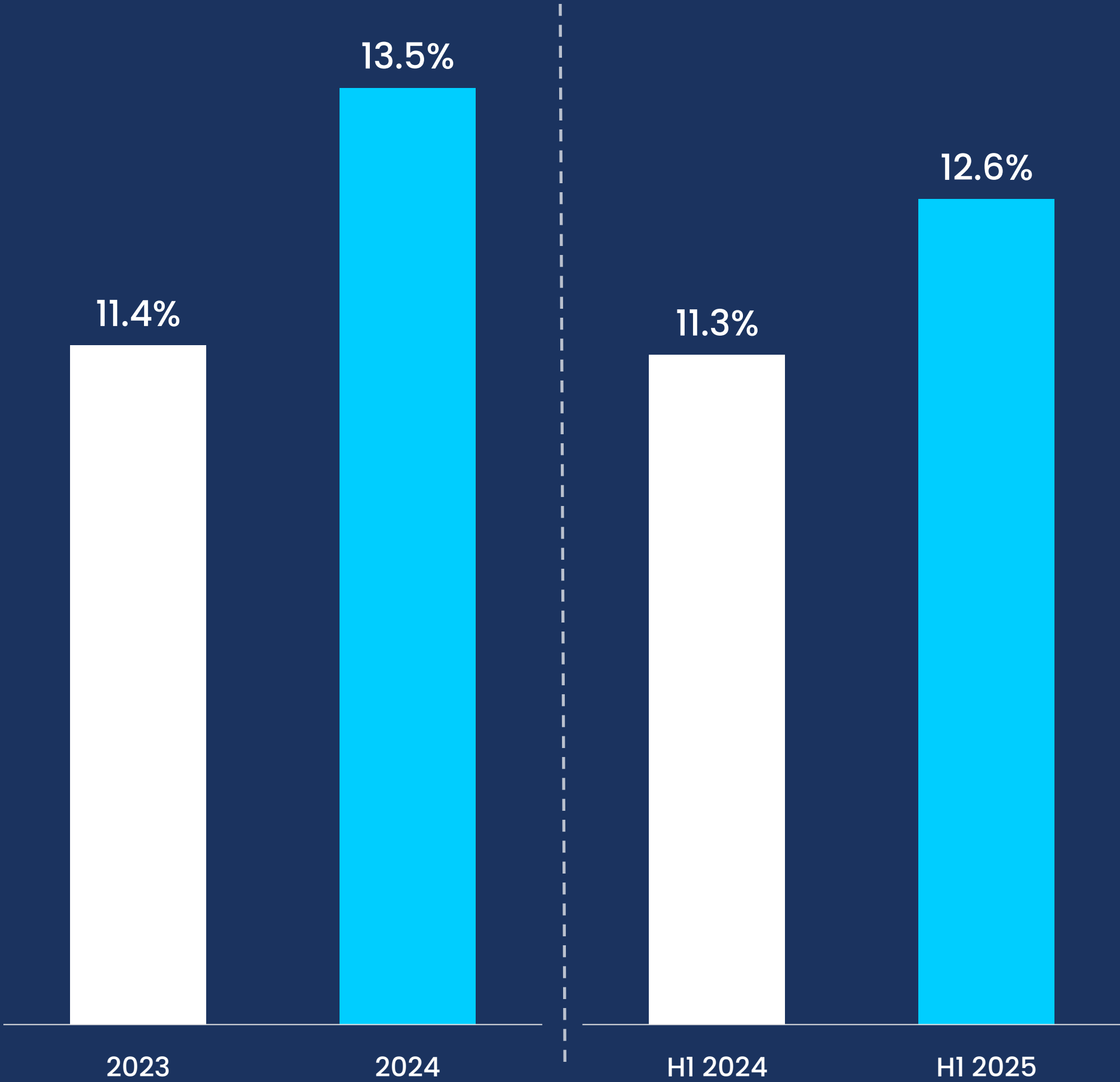
Net Financial Debt to Non-Bank EBITDA⁽¹⁾



Holding Only - Net Cash (TL bn)



Non-Bank
Capex/Sales⁽²⁾



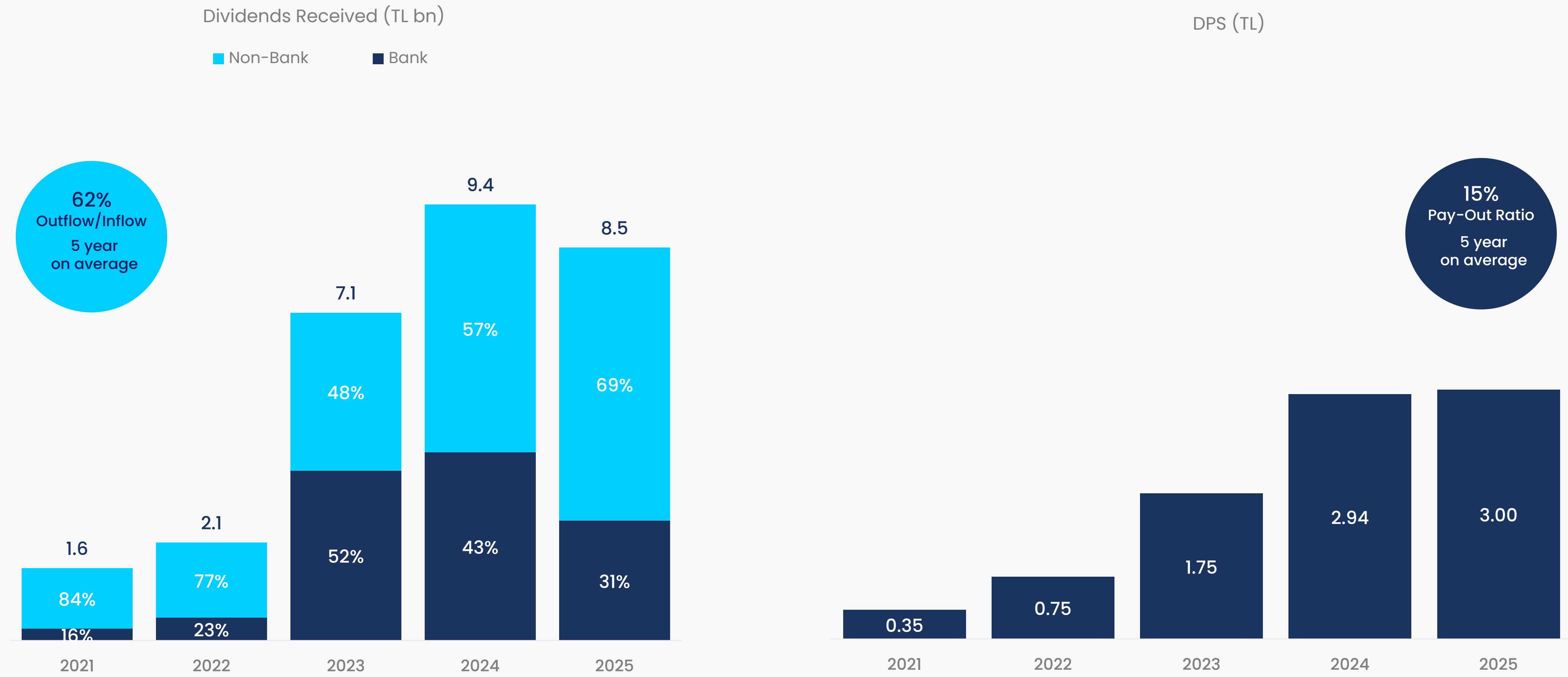
(1) Excludes Banking and net cash position of financial services, combined
(2) Cash outflows in relation to purchases of tangible assets and Holding's equity and capital movements across subsidiaries

Well on Track to Deliver on Previous Guidance for All Key Metrics

	2021-2023 Figures	2021-2025 Targets	Status
Combined Revenue Growth	CPI + 28%	CPI + 8%	Delivered
Combined EBITDA ⁽¹⁾ Growth	CPI + 34%	CPI + 10%	Delivered
Net Debt/EBITDA ⁽¹⁾⁽⁴⁾	0.8x	<2.0x	Delivered
Consolidated ROE ⁽⁵⁾	34.4%	15%-20%	Delivered
New Economy Revenue Share ⁽²⁾⁽³⁾	11%	~13%	On track
Fx Revenue Share ⁽²⁾	20%	30%+	On track
Capex/Sales ⁽²⁾	11%	~14%	On track
ESG score updates by MSCI	From BB to AA	At least 1 notch	Delivered
Reduction target in Scope 1&2 emissions	20% Reduction	42% by 2030 vs. 2021	On track

(1) Excludes one-offs (2) In combined non-bank revenue and at the end of the period (3) New economy: energy and climate technologies, materials technologies and digital technologies (4) Non-bank and at the end of the period (5) Excludes one-offs, at the end of the period. Disclaimer: The use by Sabanci Holding of any MSCI ESG research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Sabanci Holding 3 by MSCI. MSCI services and data are the property of MSCI or its information providers and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

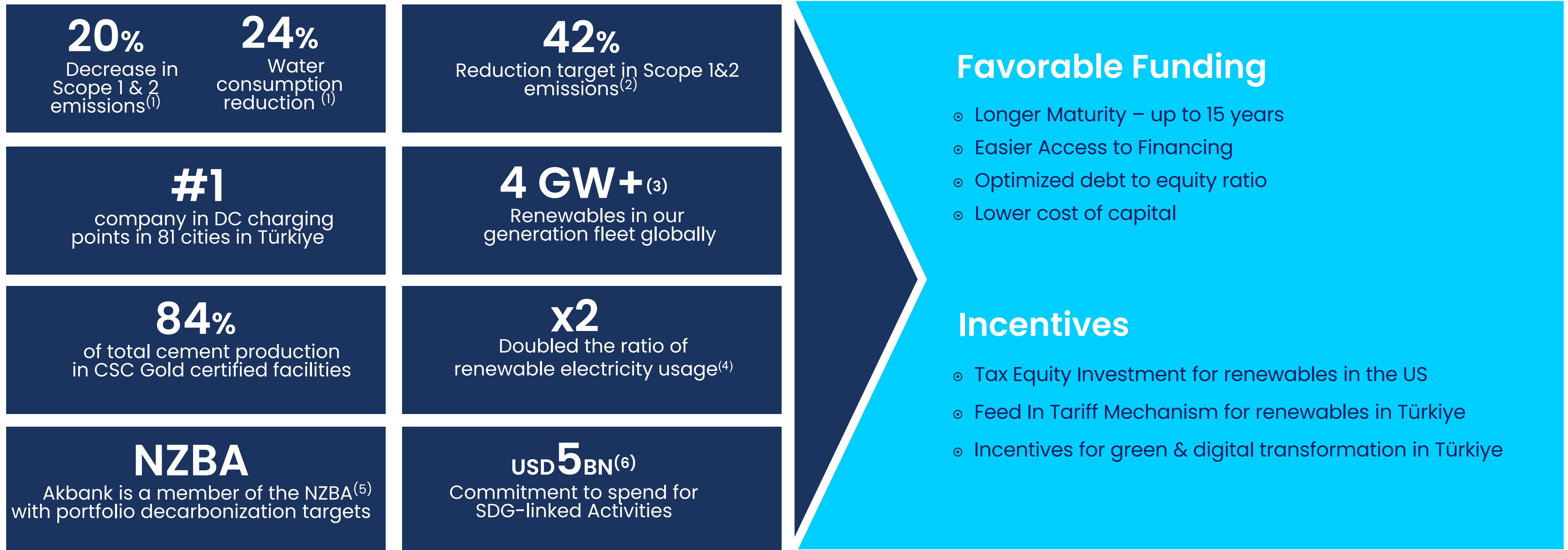
Sustainable and Balanced Dividend Income Between Bank and Non-bank



Pioneer in Global Climate Transition with a Clear Strategy and Strong Return Profile

Transforming Our Portfolio To Enable Decarbonization

Because It Makes Business Sense



(1) Between 2021–2023 (2) 2030 figures compared to 2021 baseline (3) By the end of 2026 (4) 2023 figures vs. 2022 (5) Net-Zero Banking Alliance (6) Between 2022 – 2027

Top-notch performance in ESG Indices Among Local and Global Peers

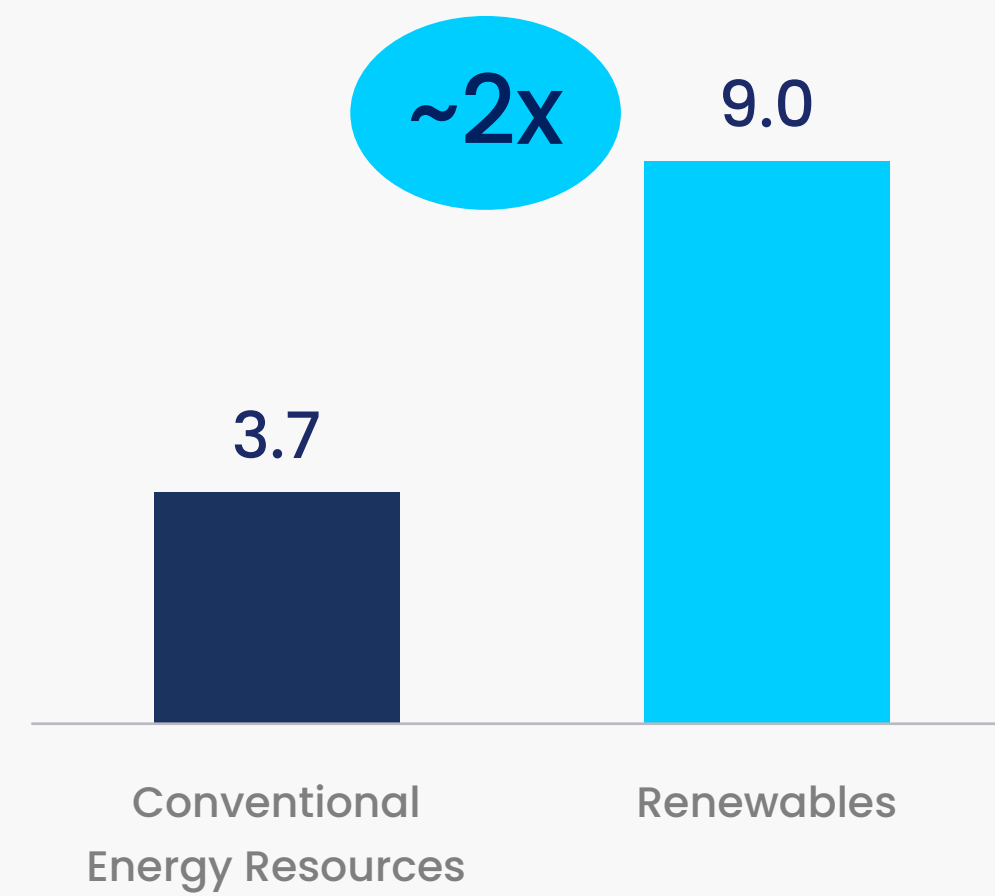
		LOCAL RANK	GLOBAL RANK
MSCI			
CDP DRIVING SUSTAINABLE ECONOMIES	CLIMATE CHANGE		
	WATER SECURITY		
S&P Dow Jones Indices A Division of S&P Global			
LSEG			
EFQM	Sabancı Holding has been awarded with six diamonds by EFQM and won special award of Outstanding Achievement for Sustainability		
S&P Global	Sabancı Holding is listed in the Sustainability Yearbook of the S&P Global two years in a row		

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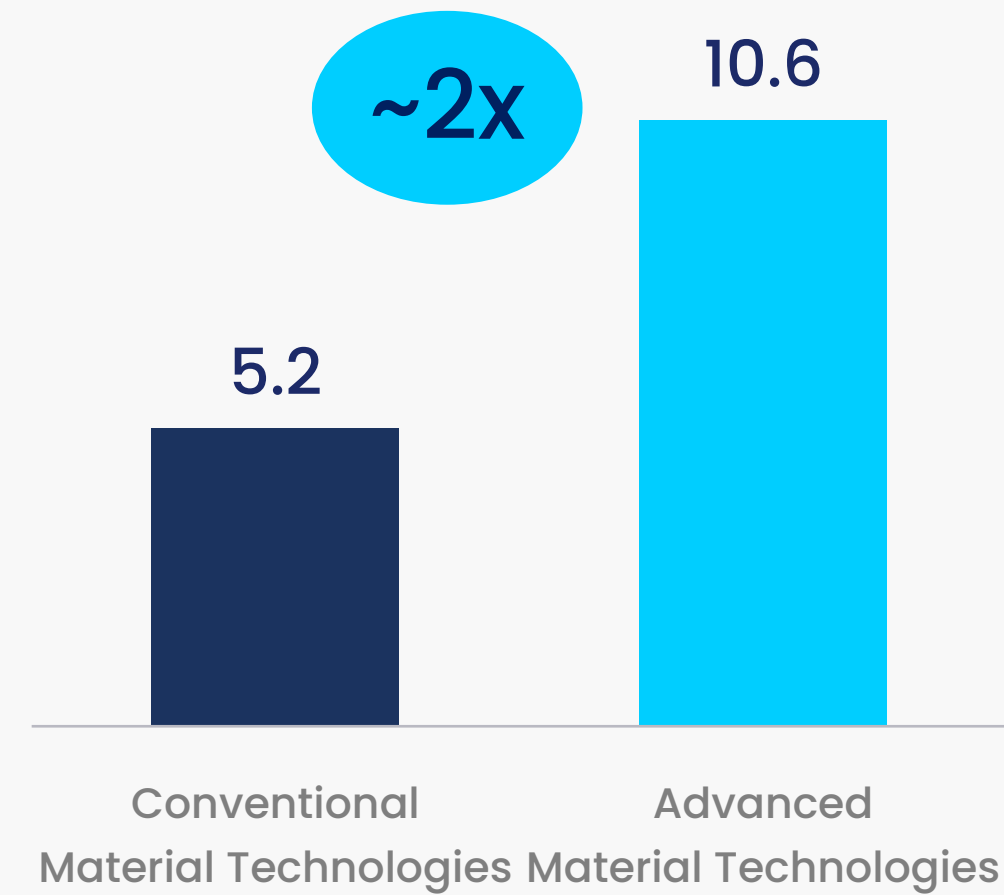
Investments with Attractive Long Term Growth Prospects to Enhance Value

Forward Looking EV/EBITDA

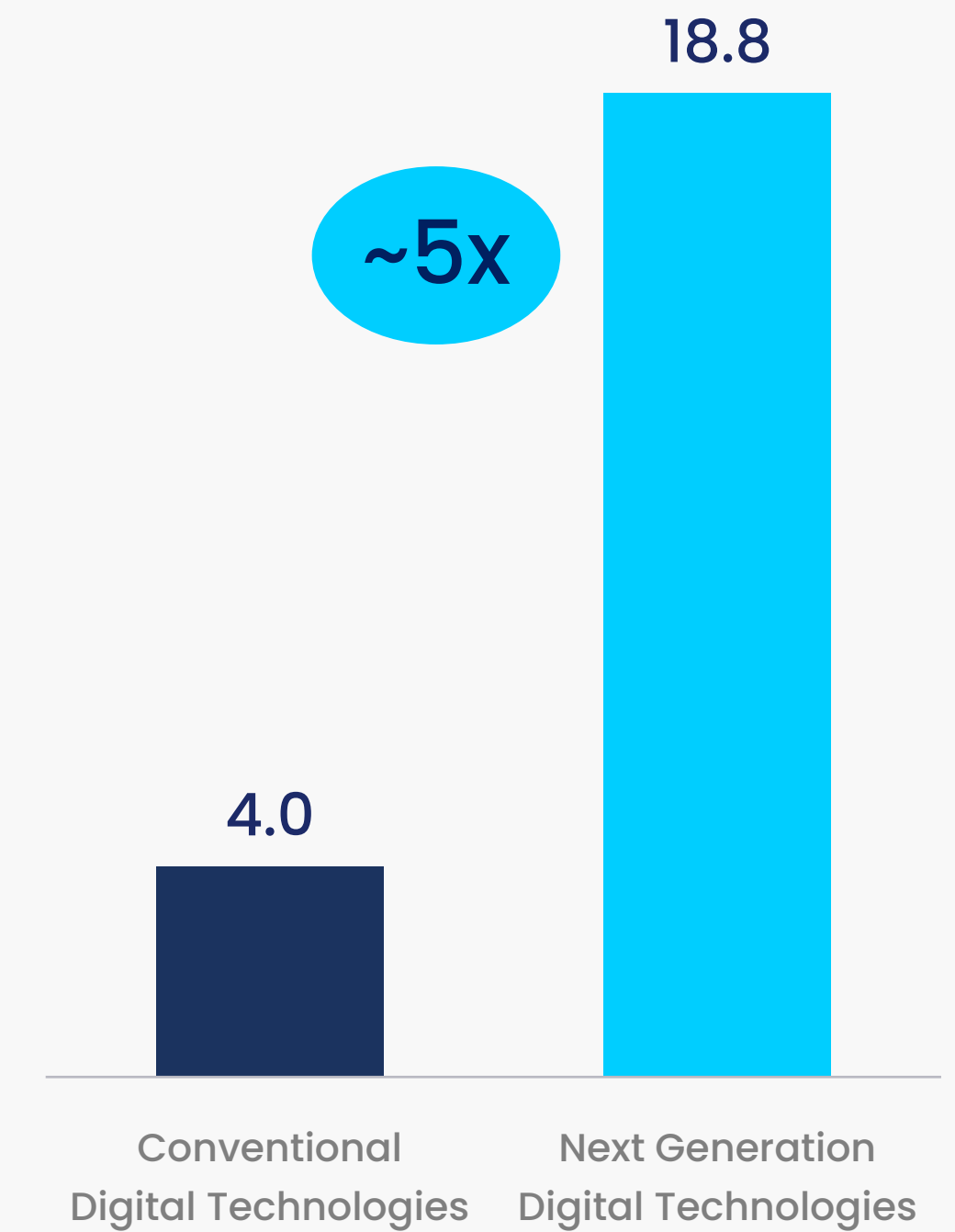
Energy & Climate Technologies



Material Technologies*



Digital Technologies



Source: EquityRT, Average – As of 30.06.2025
* Including Mobility Solutions Peer Average
Conventional Energy Resources: CCGT and Lignite

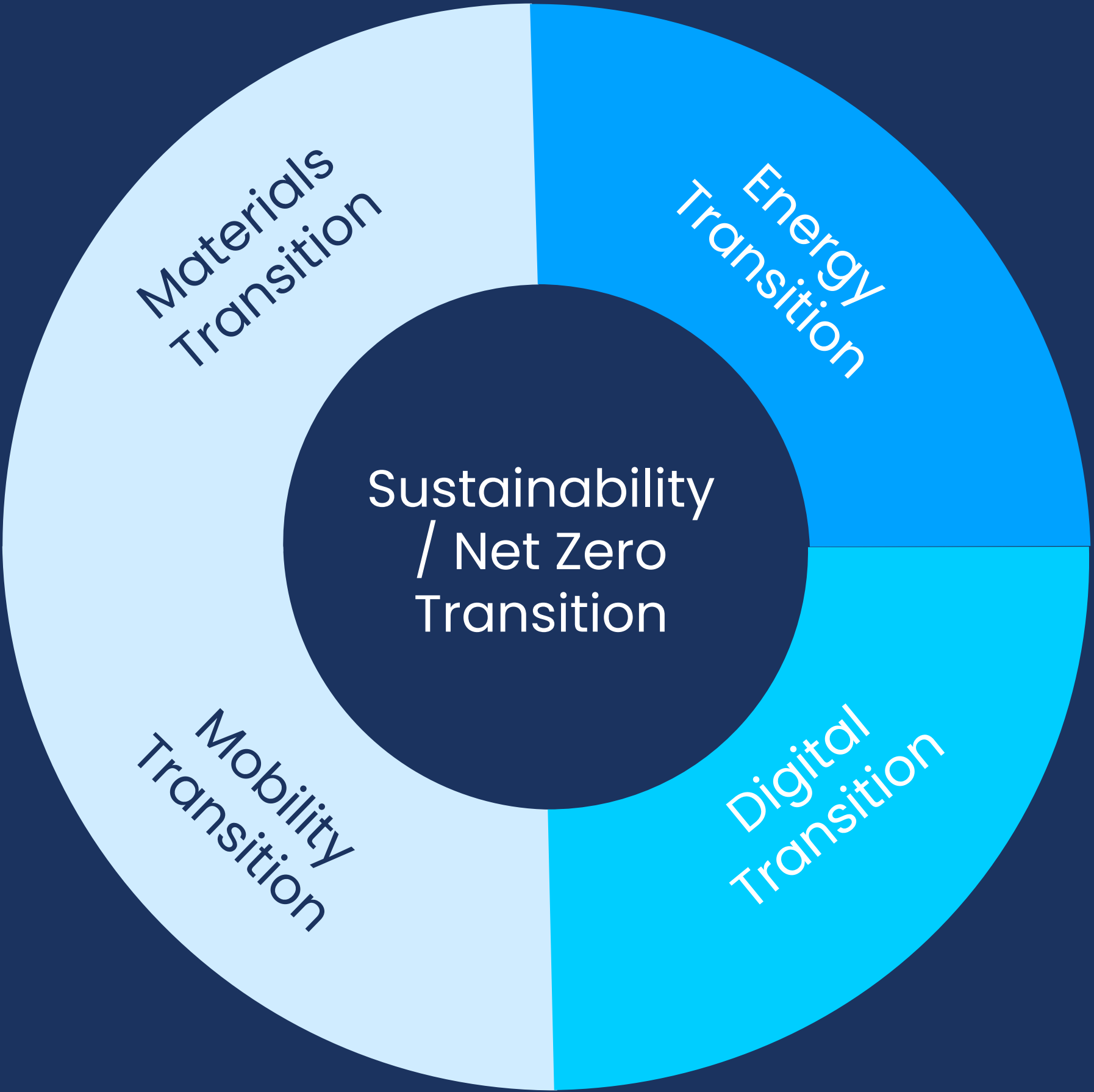
Net Zero drives major transition in key areas, as a basis of our portfolio and investment plan

Materials Transition

From conventional to advanced, new ways of production and the application of circular-economy principles

Mobility Transition

Innovation across micro-mobility, electric / alternative fuel vehicles and autonomous driving



Energy Transition

Growth in renewables, grid modernization, new technologies such as carbon capture and hydrogen

Digital Transition

Infrastructure growth, i.e. data center and cloud with increase in AI/ML and quantum compute

A Clear Capital Allocation Framework

Providing Long Term Visibility

Grow and Protect the Core

- Strengthen our market leading positions
- Customer focused growth

Maximize Shareholder Return

- Dividend Policy: 5%-20% of net income
- Long-term Incentive Plan: NAV Growth & rTSR



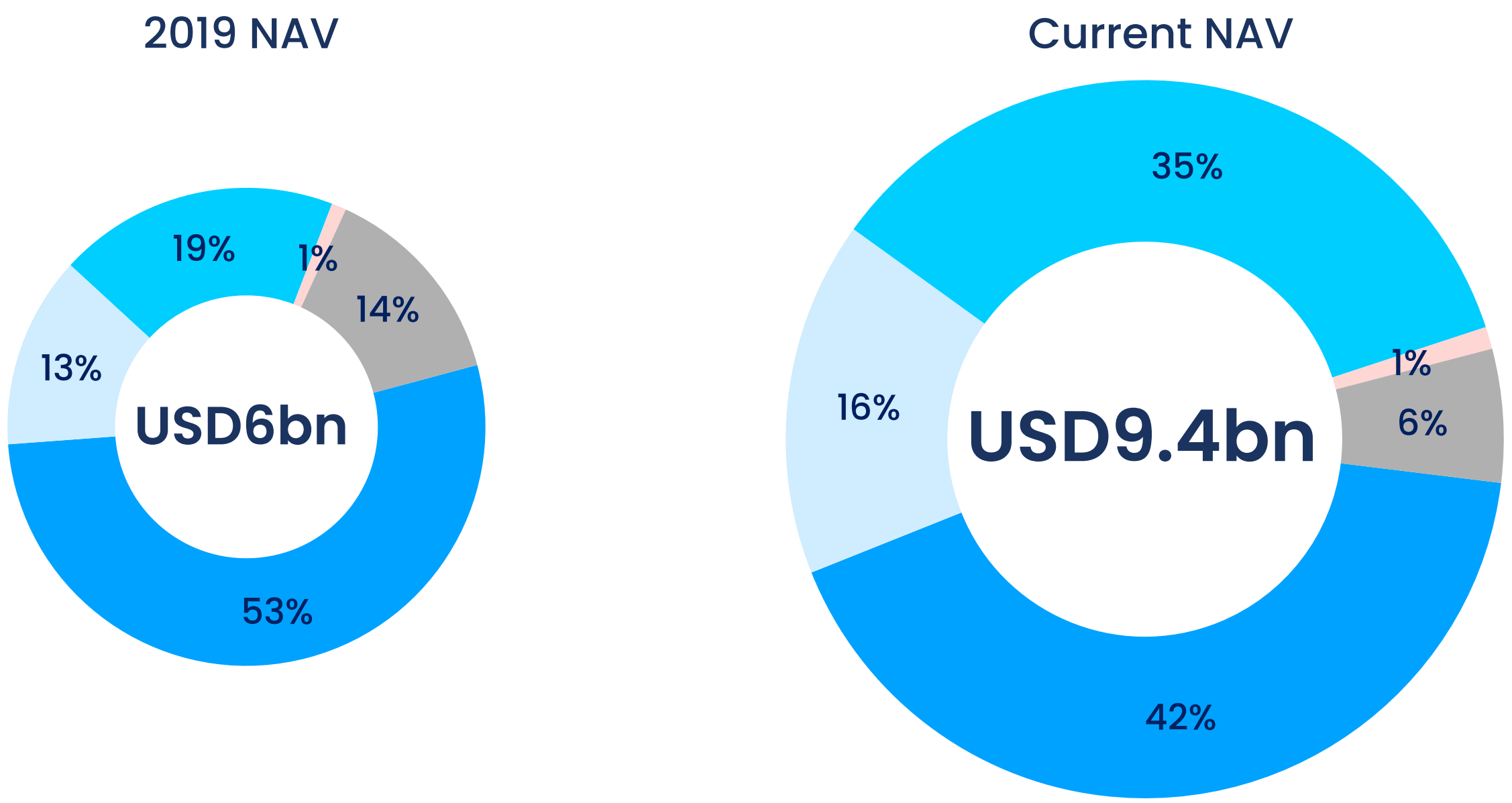
Sustainability / Net Zero Transition

- Focus on selective and scalable industries with higher multiples
- Min IRR Threshold: WACC + (1% to 3%)

Effective Use of Balance Sheet

- Loan to NAV Capacity
- Net Debt to EBITDA⁽¹⁾ ≤2.0x

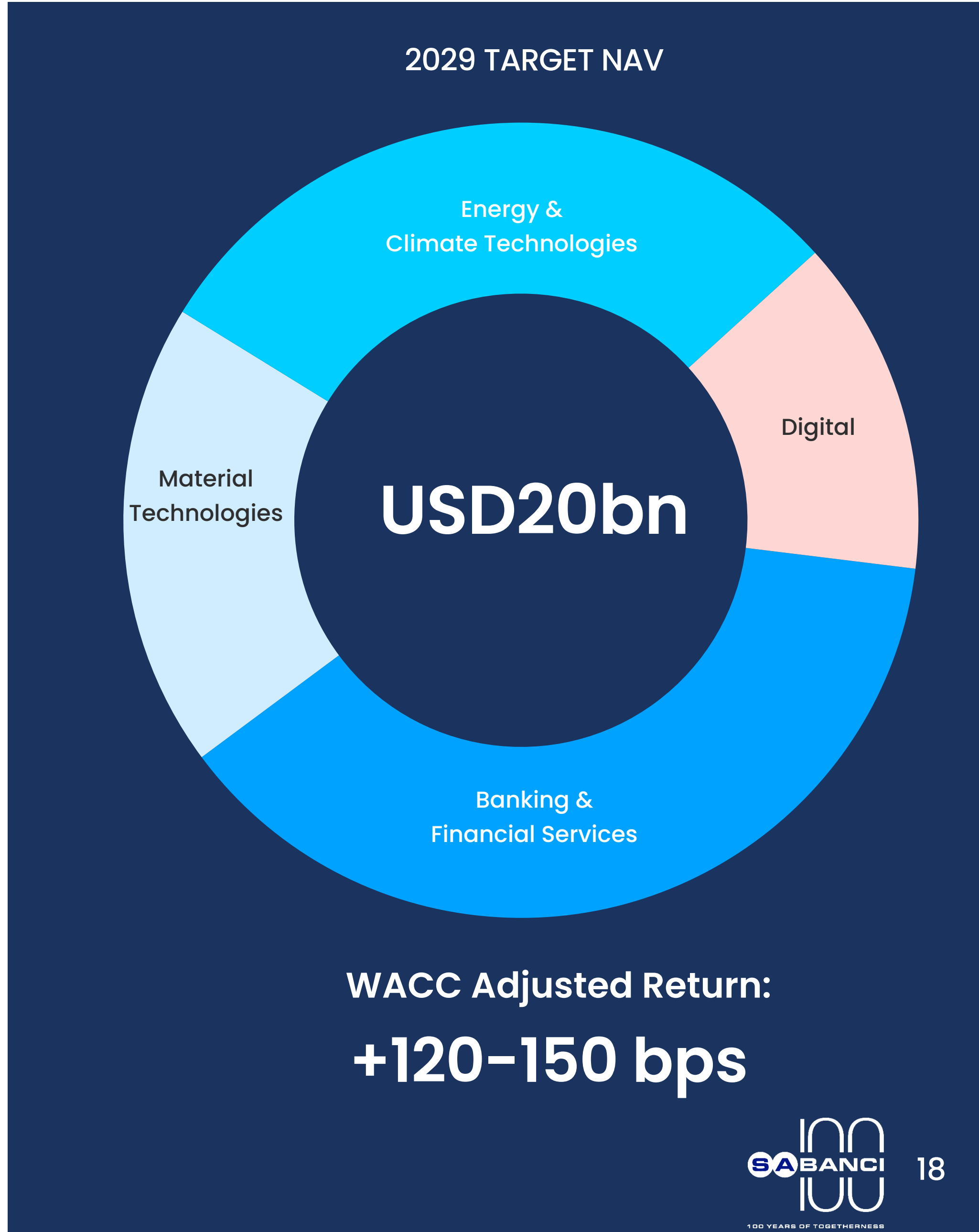
More Balanced NAV with a Solid Growth and Higher Return



WACC Adjusted Return:
+20 bps

■ Banking & Financial Services ■ Material Tech. ■ Energy & Climate Tech. ■ Digital Tech. ■ Other(1)

(1) Other segment: Carrefoursa, Tursa, AEO and Exsa/Exsa Gayrimenkul for 2019 & Carrefoursa, Teknosa, Tursa and TMA for Current NAV, majority of the "Other" in 2019 comes from Philsa (USD422Mn) before its sale in 2022. Holding only net cash is excluded from NAV calculation.



Our Roadmap to Enhance Value

2024-2029 GUIDANCE

NET ASSET VALUE (USD) ⁽¹⁾	USD20bn
WACC ADJUSTED RETURN ⁽²⁾	+120-150bps
CAPEX / REVENUES ⁽³⁾	15 % - 20 %
FX SHARE in REVENUES ⁽⁴⁾	30 % +
NET DEBT / EBITDA ⁽³⁾	≤2.0 x
Decreasing Scope 1 and 2 GHG ⁽⁵⁾	42% by 2030
Ratio of Women leaders at Holding	50% by 2030

(1) End of guidance period (2) Average of guidance period, WACC for 2018-2023 is at 12.43%, for 2024-2029 WACC assumed at 12% (3) Non-bank, combined, on average of guidance period (4) Non-bank, combined, at the end of the guidance period (5) Compared to 2021 Baseline

**Sustainable,
Digital, Scalable**

**Strategic
Business
Units**

Energy: Leading Energy Transformation in Türkiye, Exploring New Technologies Globally



Distribution & Retail

- Electricity distribution and retail services with ~25% market share
- Regulated revenues with considerable infrastructure growth potential
- Digital and sustainable investments including customer solutions and e-mobility

22 mn

Population
(2024)

26.5 TWh

Distributed Energy
(H1 2025)

~ TL75bn

Regulated Asset Base
(H1 2025)

2,600

Charging Points in Eşarj
(H1 2025)

Generation & Trade

- Multiple generation technologies and digital competencies
- Focusing on renewables; one of Europe's largest wind power projects, 1 GW YEKA RES, is underway
- +750 MW of Wind Capacity obtained at YEKA-RES 2024 tender
- Energy commodity trading at global scale

4.1 GW

Installed Capacity

6,250+ MW

Installed Capacity
Target in 2028

31

Power Plants

13.1 TWh

Generation (2024)

Generation & Ventures

- Renewable electricity generation in U.S. leveraging existing competencies and incentives
- Accessing to disruptive energy and climate technologies through venture capital investments

790 MW

Current Capacity

504 MW (Online)
286 MW (Ongoing)

17

Climate Technologies
Venture Investments

Digital:

Empowering Digital Growth

Digital SBU established in March 2023 aligned with the Sabancı Group's commitment to invest in digital space positioning as a major business pillar for growth

Data Center

- ◉ Hyperscale/ wholesale grade data center focus
- ◉ Invest in multiple geographies globally
- ◉ Organic and inorganic opportunities under evaluation
- ◉ Data center fosters existing cloud capabilities
- ◉ Synergic to the energy business

Hybrid Cloud

- ◉ Multi – hybrid Cloud focus
- ◉ More than 800 customers served
- ◉ One of the fastest-growing cloud infrastructure in Türkiye
- ◉ Vertical cloud solutions under development

Material Technologies: Transforming into Advanced Materials

Composite

- ◉ Aerospace and automotive industry
- ◉ Production US, Italy and Türkiye
- ◉ Earthquake strengthening



Insulation & Other

- ◉ High performance PIR insulation
- ◉ EPS insulation
- ◉ PET based food packaging products (95% recycled)



Cement

- ◉ Grey, White, Calcium Aluminate Cement
- ◉ Production Türkiye, Spain, Ireland, and US
- ◉ Export to 70+ countries
- ◉ Only CAC producer in Türkiye, one of the few producers globally
- ◉ Shift towards low-carbon products



Concrete & Downstream Products

- ◉ 50+ ready-mix concrete plants in Türkiye
- ◉ Platform for Value-Added products
- ◉ Recycled concrete waste
- ◉ Precast solutions
- ◉ Concrete roof tiles
- ◉ Aircrete blocks



Tire Cord

- ◉ Production Türkiye, Indonesia, Thailand, US and Brazil
- ◉ Strategic partnership with all global tire producers
- ◉ Above 70% of revenue from approval-based customers

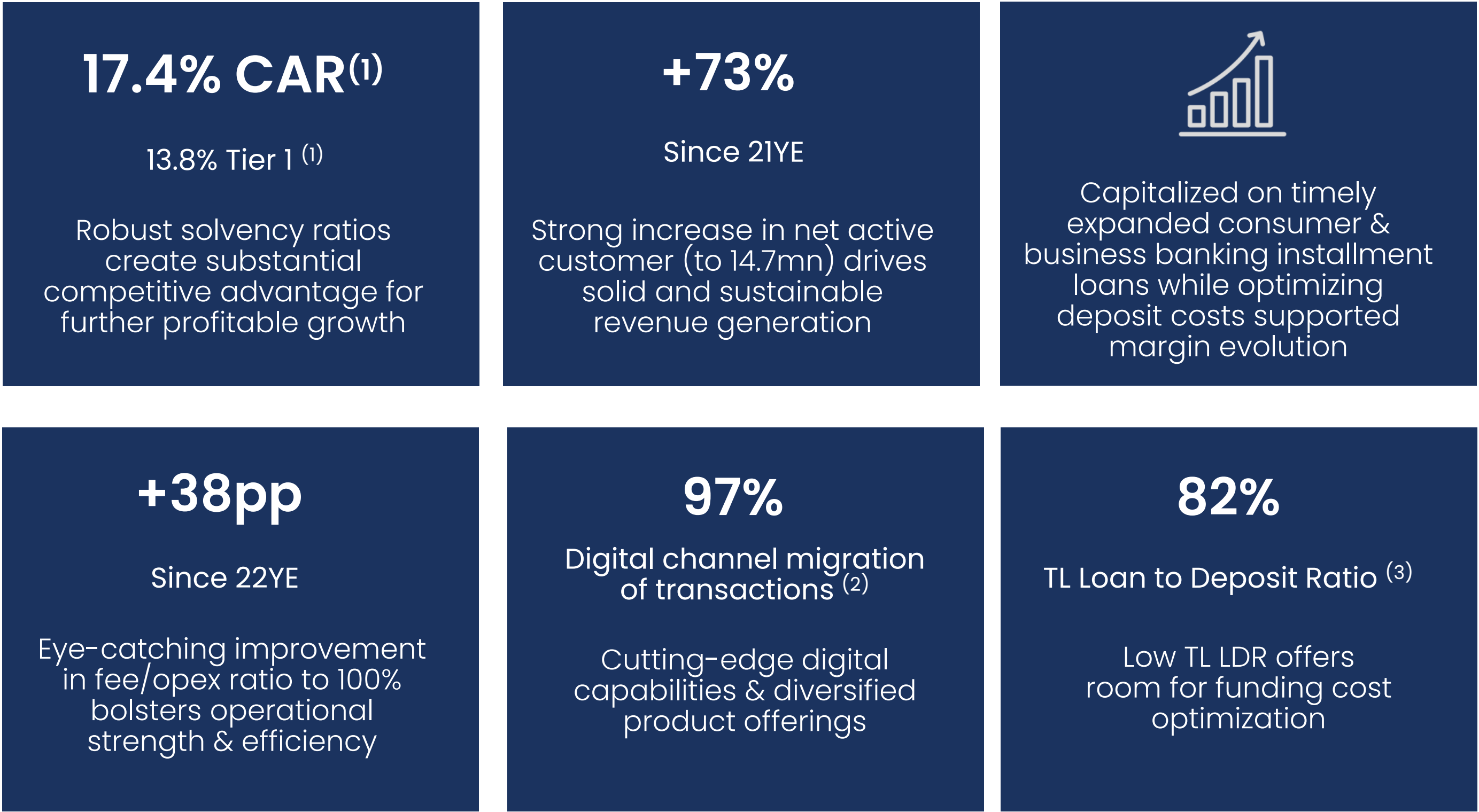


Tire

- ◉ Exports to 80+ countries
- ◉ Strong position in RL market
- ◉ Strategic partner to OEMs
- ◉ Expansion in Otopratik & Propratik as Mobility Centers: 161 points
- ◉ World's first tire company with approved SBTs on Sustainability



Banking: Proven resilience throughout shifting economic conditions



AKBANK AG Banking	Akbank Group's European flagship with a robust 35.2% CAR as of 2024 Contribution to net income stands at 6% in 2Q25
AKLease Leasing	Net lease receivables market share of 12.0% ⁽⁴⁾
AKYatırım Brokerage	Leader in corporate bond issuances ⁽⁵⁾ with 32% market share in 2Q25
AKPortföy Asset Management	Leader in total AuM with TL 1,048.6 bn ⁽⁶⁾ & DPM with TL 90.7 bn AuM
AKÖde E-Money	Tosla & Tosla İşim: 1 st mobile platform targeting individuals & payment facilitator targeting commercials
AKBANK VENTURES Corporate Venture Capital	Targeting next generation businesses with high growth potential to support Akbank's strategic investments
AKTech Innovative Technology Solutions	Newly established subsidiary AKTech will offer innovative technological solutions to our subsidiaries and third parties

Unless otherwise stated, all data is as of 2024 (1) w/o forbearances. Forbearance: Fixing MtM losses of securities & FX rate for RWA calculation to 28.06.2024 FX rate for 2025 (2) Including financial transactions such as money transfers, payments & investment, excl. viewing & cash transactions (3) Bank-only TL LDR includes domestic TL bond issuances and merchant payables (4) As of April'25 (5) Excluding issuances of banks and affiliated companies. All data are based on BIST (6) Among private institutions

Financial Services: Strong Portfolio Companies in Life, Non-life and Health Businesses

Life & Pension	Non-Life	Health
1st In Private Pension AuM “among private companies” 5 Years CAGR 59% (+1pp vs. market) 1st In Life & PA GWP “among private companies” “from 4th ranking to 1st” 3.8 million Customer “Strong growth with diversified product portfolio” AGE SA	60+ Years Experience 2.2 million Customer 170% Capital Adequacy Ratio 125% YoY Technical Profitability Increase «Strong earnings momentum, selective and sustainable profit driven» AK Sigorta	Green-field competence center focusing on health Technology, organization and processes built in 18 months from scratch Focus on growth in core health insurance business and invest in health services that may create synergy MEDISA

As of 30.06.2025, GWP: Gross Written Premium, AuM: Asset Under Management, PA: Personal Accident MS: Market Share

**Sustainable,
Digital, Scalable**

Appendix

Disciplined Leadership with Extensive Expertise



Kivanç ZAIMLER BOARD MEMBER & CEO

Kivanç Zaimler has served as CEO and board member of Sabancı Holding since June 1, 2025. Since 2018, as Head of the Sabancı Energy Group, he has chaired the boards of Enerjisa Enerji, Enerjisa Üretim and Sabancı Climate Technologies, and has led the boards of Temsa and SabancıDx, driving energy and climate-technology growth. Joining Enerjisa in 2008, he rose through trading, distribution and retail roles before overseeing its IPO as CEO. An Istanbul Technical University Industrial Engineering graduate, Zaimler is Deputy Chair of the World Energy Council Türkiye and serves on industry and nonprofit boards.



Burak ORHUN MATERIAL TECHNOLOGIES

After working in various management positions both in Türkiye and United States, joined Sabancı Group in 2018 as Head of Sabancı Holding Strategy and Business Development. President of Building Materials Group since 2001 which is renamed to Material Technologies in April 2024. Board Member of Global Cement and Concrete Association.



Orhun KÖSTEM FINANCE

During his 28 years of career in various positions including Investor Relations & Corporate Finance Director and CCI CFO in Anadolu Group, Mr Köstem served as CFO of Anadolu Efes between 2019-2021. Group CFO of Sabancı Holding since July 2021.



Filiz Karagül TÜZÜN CORPORATE BRAND MANAGEMENT & COMMUNICATIONS

After various roles at Turkcell, including Corporate Communications Director, she joined Sabancı Holding in 2016 as Corporate Communications Director. President of Corporate Brand Management and Communications since February 2024.



Şebnem ÖNDER LEGAL & COMPLIANCE

After having various experiences in different companies in Türkiye and abroad, including White&Case LLP and British American Tobacco, joined Sabancı Group in 2022 as the president of Legal and Compliance.



Gökhan EYİGÜN STRATEGY & BUSINESS DEVELOPMENT

Leveraging extensive experience in M&A advisory and management, joined Sabancı Group in 2007 within the Strategy and Business Development domain and served in various executive roles until 2021. President of Strategy and Business Development since May 2021.



Şerafettin KARAKIŞ SECRETARY GENERAL

After more than a decade as a tax inspector at the Ministry of Finance, Mr Karakiş joined Sabancı Group in 2006. Held various senior positions in tax, accounting and financial regulations before being appointed Secretary General of Sabancı Holding in April 2025.



Hakan BİNBAŞÇI BANKING & FINANCIAL SERVICES

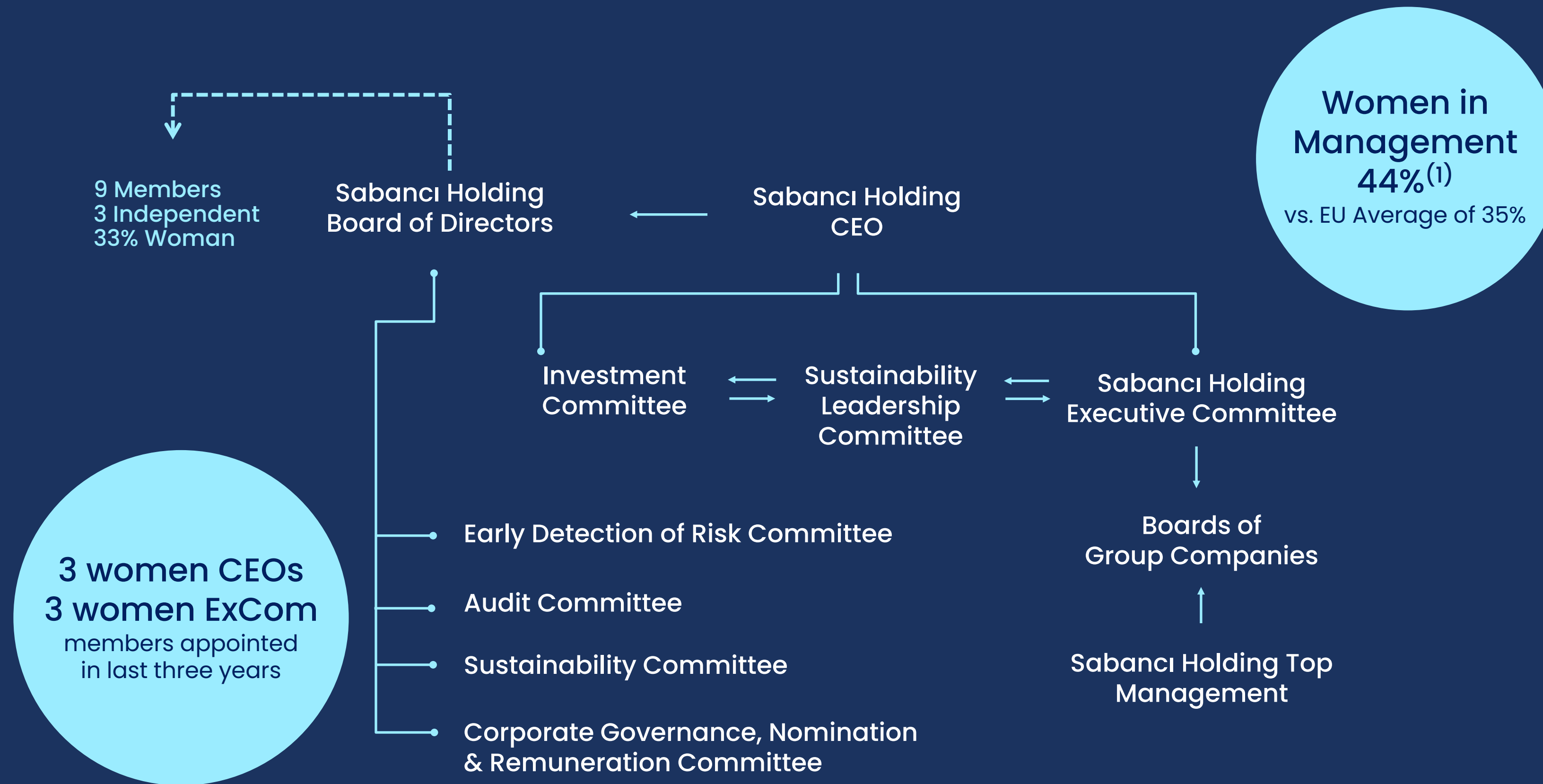
Joined Akbank as the Executive Vice President in charge of Change Management in October 2002, Hakan Binbaşgil served as CEO from January 2012 until October 2023. He is currently the Vice Chairman of Akbank and the Banking and Financial Services Unit President of Sabancı Holding.



Yeşim Özlale ÖNEN HUMAN CAPITAL & SUSTAINABILITY

Worked at Sabancı Holding between 2007-2011 as Human Resources Manager. Returned back to the Group in March 2023 after 12 years of consulting experience in Türkiye and EMEA Region. Group President of Human Capital and Sustainability

Diversified and Disciplined Decision-Making Organization



Key Policies

Responsible Investment

Capital Allocation Framework

Code of Business Ethics

Anti-Bribery and Anti-Corruption

Board Remuneration

Board Diversity

Wages

Diversity, Equity and Inclusion

(1) Data as of year-end 2024.

Sabancı Holding NAV After Independent Valuation Reports

Million USD

Companies	Free Float	Direct Stake	Valuation Method	Mcap	July 2025		December 2024	
					Value to Sabancı Holding	% of NAV	Value to Sabancı Holding	% of NAV
Akbank	54%	41%	Market value	8,664	3,531	36.1%	3,895	36.8%
Enerjisa Enerji	20%	40%	Market value	1,888	755	7.7%	789	7.4%
Aksigorta	28%	36%	Market value	289	104	1.1%	126	1.2%
Agesa	20%	40%	Market value	773	309	3.2%	332	3.1%
Akçansa	21%	40%	Market value	674	268	2.7%	388	3.7%
Çimsa	45%	55%	Market value	1,208	659	6.7%	681	6.4%
Brisa	10%	44%	Market value	584	255	2.6%	342	3.2%
Kordsa	29%	71%	Market value	295	210	2.1%	281	2.7%
Carrefoursa	11%	57%	Market value	278	159	1.6%	216	2.0%
Teknosa	50%	50%	Market value	117	58	0.6%	114	1.1%
Total Listed					6,307	64.5%	7,164	67.6%
Enerjisa Üretim ⁽¹⁾		50%	10.0xEV/EBITDA	3,952	1,976	20.2%	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	4.7%	463	4.4%
DxBV		100%	1xBook value	67	67	0.7%	78	0.7%
TUA		50%	1xBook value	207	103	1.1%	98	0.9%
Other ⁽⁴⁾		100%	1xBook value	340	340	3.5%	370	3.5%
Total Non-listed⁽⁵⁾					3,130	32.0%	3,077	29.0%
Total					9,437	96.6%	10,241	96.7%
Sabancı Holding Net Cash					335	3.4%	351	3.3%
Sabancı Holding NAV					9,772	100.0%	10,592	100.0%
Sabancı Holding Mcap					4,943		5,715	
Sabancı Holding Discount					-49.4%		-46.0%	

Numbers are based on IAS 29 (inflation accounting)

All figures are adjusted with USD/TRY of related period-end (Jul'25 & Dec'24)

Book values of non-listed companies are as of end of Jun'25 adjusted with July-end USD/TRY for Jul'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 3,503 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 413 mn

(3) 40% of the project was valued at USD 185 mn during tax equity financing. Book value is USD 277 mn

(4) Other includes Tursa, TMA, and SabancıDx

*Jul-end USD/TRY 40.5128, Dec-end USD/TRY 35.2803

Financials in Detail

	Combined Revenue ⁽¹⁾						Combined EBITDA						Consolidated Net Income/Loss					
MILLION TL	Q2 2024	Q2 2025	Change	H1 2024	H1 2025	Change	Q2 2024	Q2 2025	Change	H1 2024	H1 2025	Change	Q2 2024	Q2 2025	Change	H1 2024	H1 2025	Change
TOTAL	344,450	357,041	4%	688,186	714,122	4%	34,650	36,183	4%	83,412	76,489	-8%	-2,450	1,751	n.m.	-10,306	-1,365	87%
BANK	190,860	198,095	4%	367,594	396,970	8%	18,786	14,675	-22%	50,254	37,642	-25%	-1,263	81	n.m.	-6,105	-570	91%
NON-BANK	153,590	158,946	3%	320,592	317,152	-1%	15,864	21,508	36%	33,158	38,847	17%	-1,187	1,671	n.m.	-4,201	-795	81%
ENERGY	67,176	73,292	9%	137,807	144,921	5%	9,174	14,055	53%	21,732	27,136	25%	-345	2,585	n.m.	-641	2,411	n.m.
MATERIAL TECHNOLOGIES	34,824	34,273	-2%	71,831	66,669	-7%	4,873	4,168	-14%	9,706	7,090	-27%	1,048	339	-68%	1,598	199	-88%
FINANCIAL SERVICES	13,615	13,425	-1%	33,024	30,530	-8%	1,514	2,664	76%	1,495	3,999	168%	190	727	282%	-250	621	n.m.
DIGITAL	664	988	49%	1,572	2,628	67%	-154	-22	86%	-347	-17	95%	-129	-260	-102%	-388	-321	17%
OTHER	37,311	36,969	-1%	76,360	72,404	-5%	456	643	41%	572	639	12%	-1,951	-1,720	12%	-4,520	-3,075	18%

(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

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.

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SBU Presentation – Energy & Climate Technologies



Capital Markets Day 2024



Earnings Presentation



Investor Presentation – Group Strategy



2024 Annual Report



2023 Sustainability Report

