



Investor Presentation

Sustainable, Digital, Scalable



JUNE, 2026

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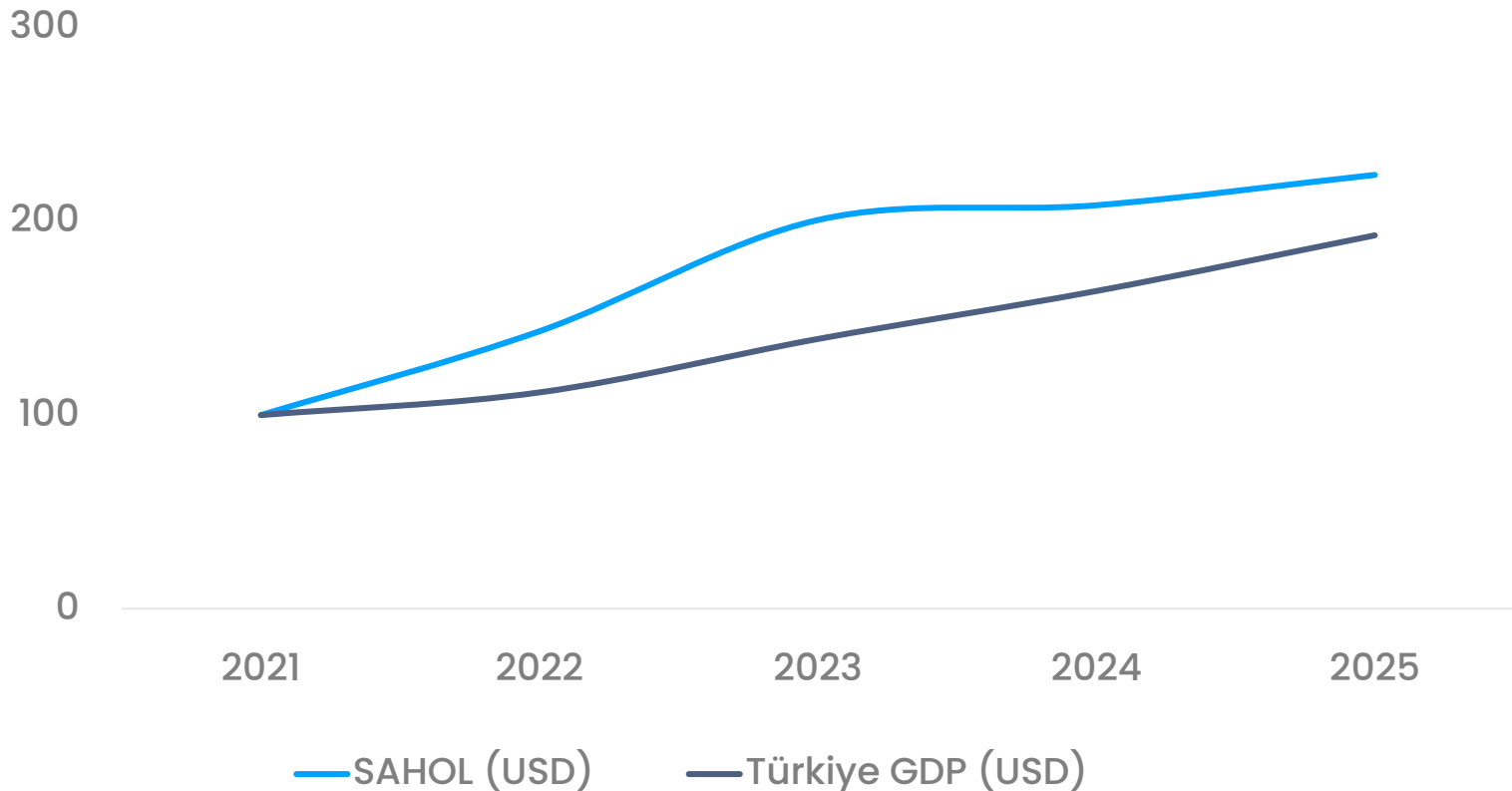
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Why Invest in Sabancı?

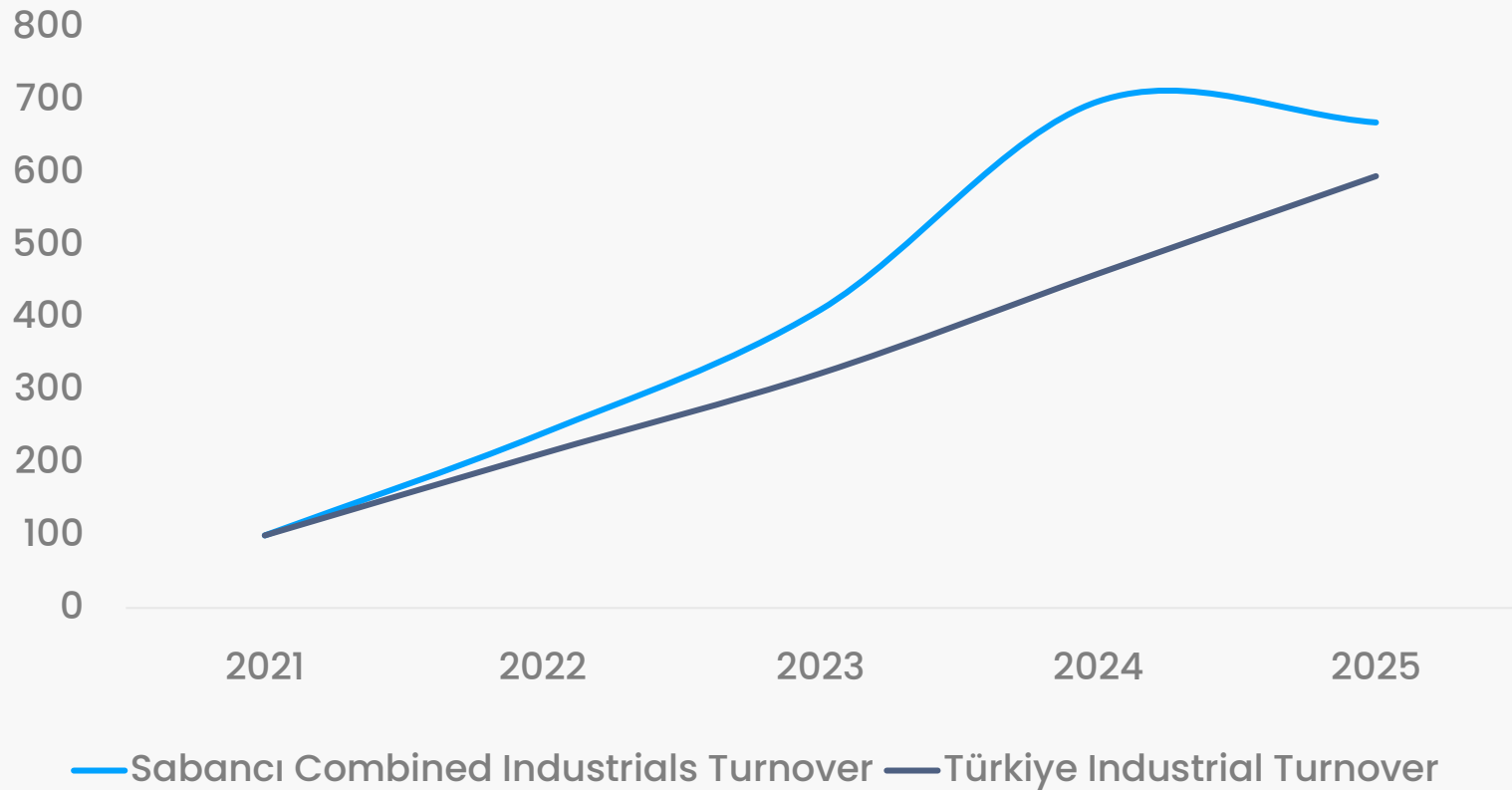
- Best proxy for Türkiye with an expansive global vision
- Leveraging our DNA and expertise to dynamically manage a portfolio for growth and competitive advantage
- Ample balance sheet capacity to accelerate portfolio transformation with scalable investments
- Pioneering in climate transition globally, leveraging Türkiye expertise with strong returns, and high governance standards
- A portfolio-centric governance model designed to optimize returns, improve ROE, and allocate capital with speed, discipline and accountability for 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^(1,2)



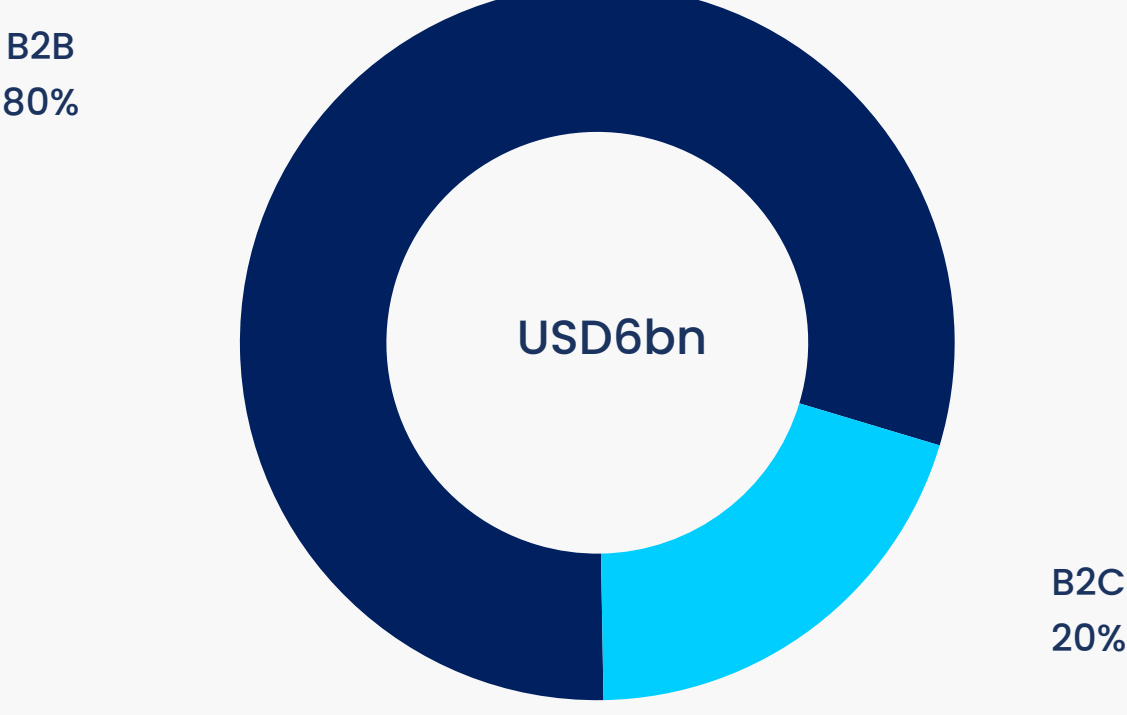
Non-bank Revenue FX Breakdown⁽³⁾



Total NAV Geographic Breakdown⁽⁴⁾


















Non-bank NAV B2B/B2C Breakdown



(1) Inflation accounting is applied to 2023, 2024 & 2025 figures (2) Energy & Climate Tech., Material Tech.
 (3) Based on FX breakdown of revenue, 2025 (4) Based on equity values of foreign assets, 2025

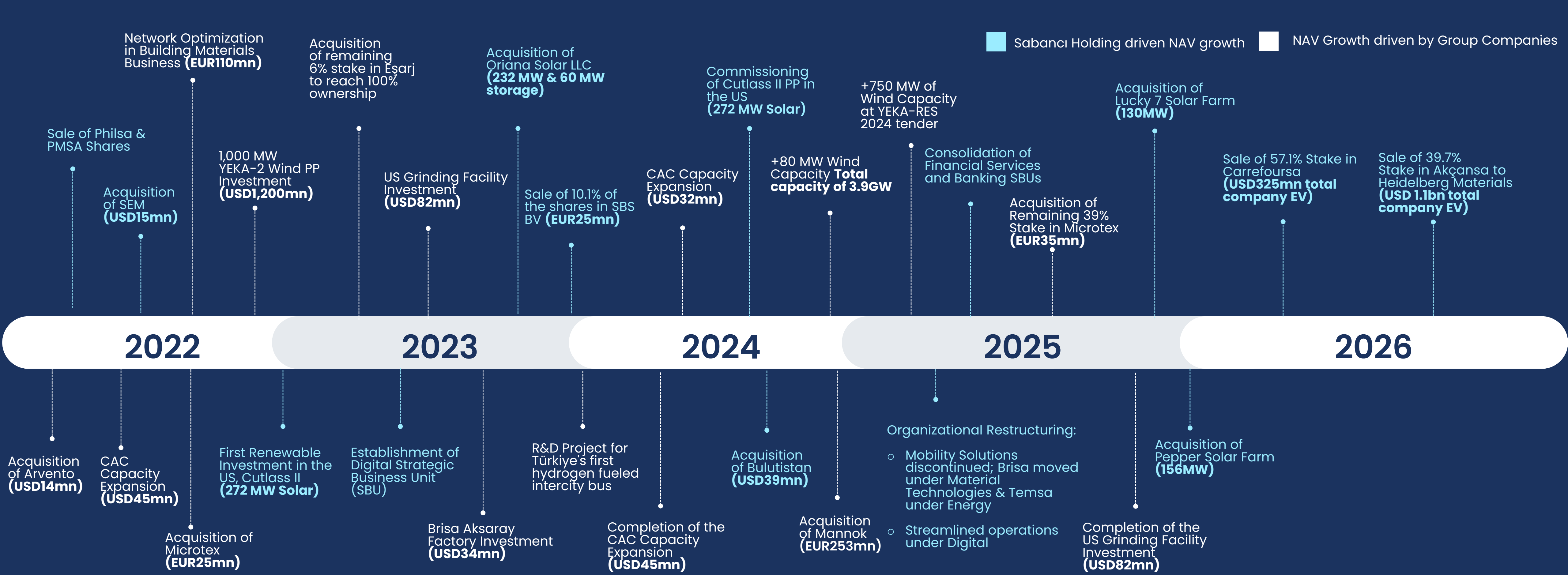
Diversified with Market Leading Positions

SABANCI HOLDING
46.4% Sabancı Family
53.6% Free Float

BANKING & FINANCIAL SERVICES % of NAV: 36%					ENERGY & CLIMATE TECHNOLOGIES % of NAV: 39%			
 SAHOL: 40.7% Other: 5.5% Free Float: 53.8%		 SAHOL: 40.0% Ageas: 40.0% Other: 0.1% Free Float: 19.9%	 SAHOL: 36.0% Ageas: 36.0% Free Float: 28.0%		 SAHOL: 40.0% E.ON: 40.0% Free Float: 20.0%	 SAHOL: 50.0% E.ON: 50.0%	 SAHOL: 100%	
MATERIAL TECHNOLOGIES & MOBILITY SOLUTIONS % of NAV: 18%					DIGITAL % of NAV: 1%	OTHER % of NAV: 6%		
 SAHOL: 39.7% Heidelberg: 39.7% Other: 0.8% Free Float: 19.8%	 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: 50.0% PPF Group : 50.0%	 SAHOL: 100% DXBV SEM Bulutistan	 SAHOL: 57.1% Carrefour: 32.2% Free Float: 10.7%	 SAHOL: 50.0% Free Float: 50.0%	 SAHOL: 100%

Note: As of 31.05.2026
 NAV breakdown does not include Holding only cash. Please refer to page 28 for details of NAV.
 (1) Free float (incl. Akçansa): 45%

Dynamic Portfolio Management to Enable NAV Growth



Enterprise values (EV): CarrefourSA EV is subject to closing net debt and working capital adjustments. Akçansa EV is subject to debt and cash adjustments (cash-free, debt-free basis)

Robust operational momentum driving continued operating profitability



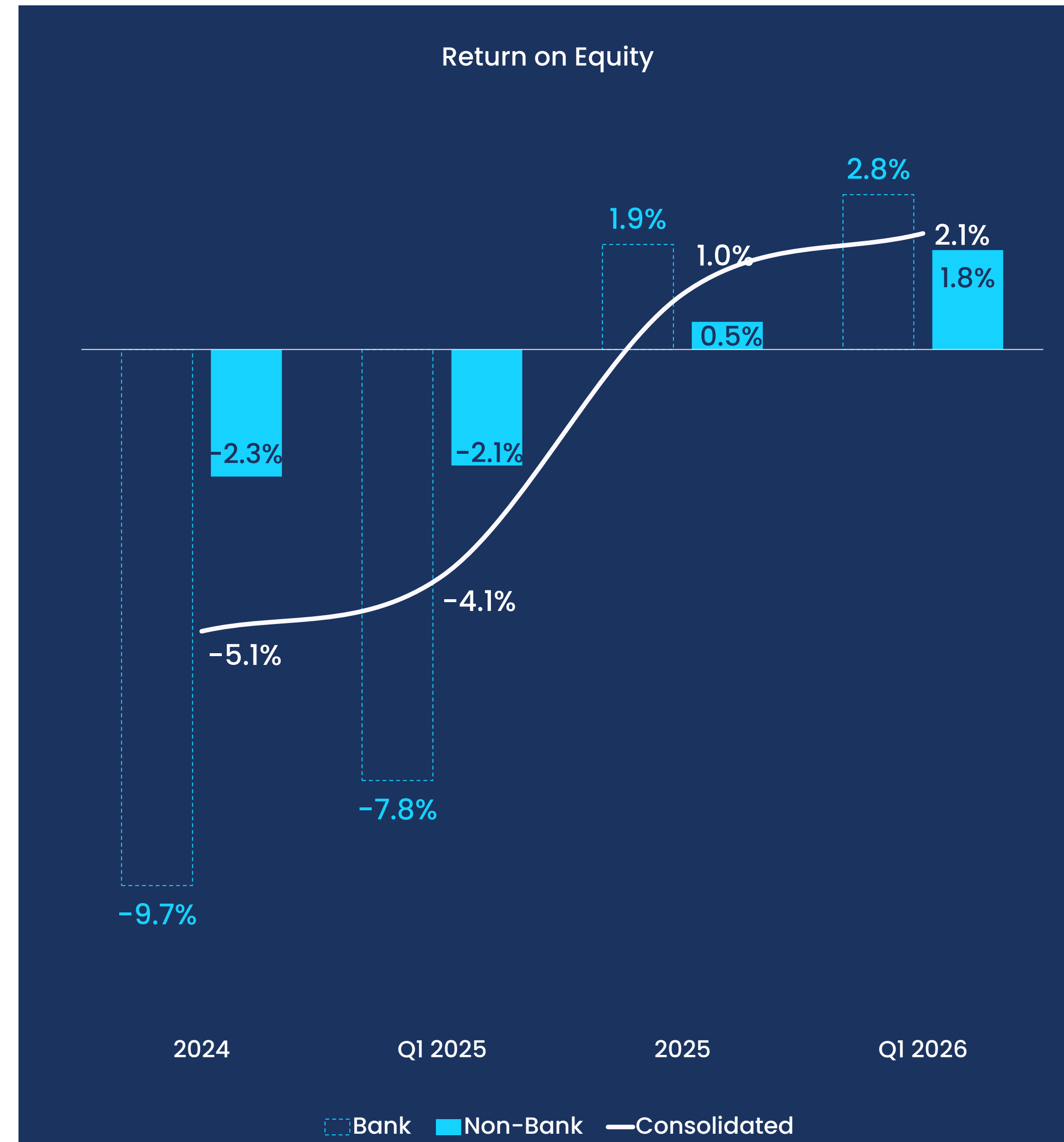
(1) Combined Revenue excludes Holding dividend income. Bank revenue = Interest income + commission income + capital markets gains/losses + net derivative gains/losses
 *Adjusted net income excludes the impact due to suspension of inflation accounting in statutory accounts (2025: -TL 2.5bn)

ROE improving with moderating OCF

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

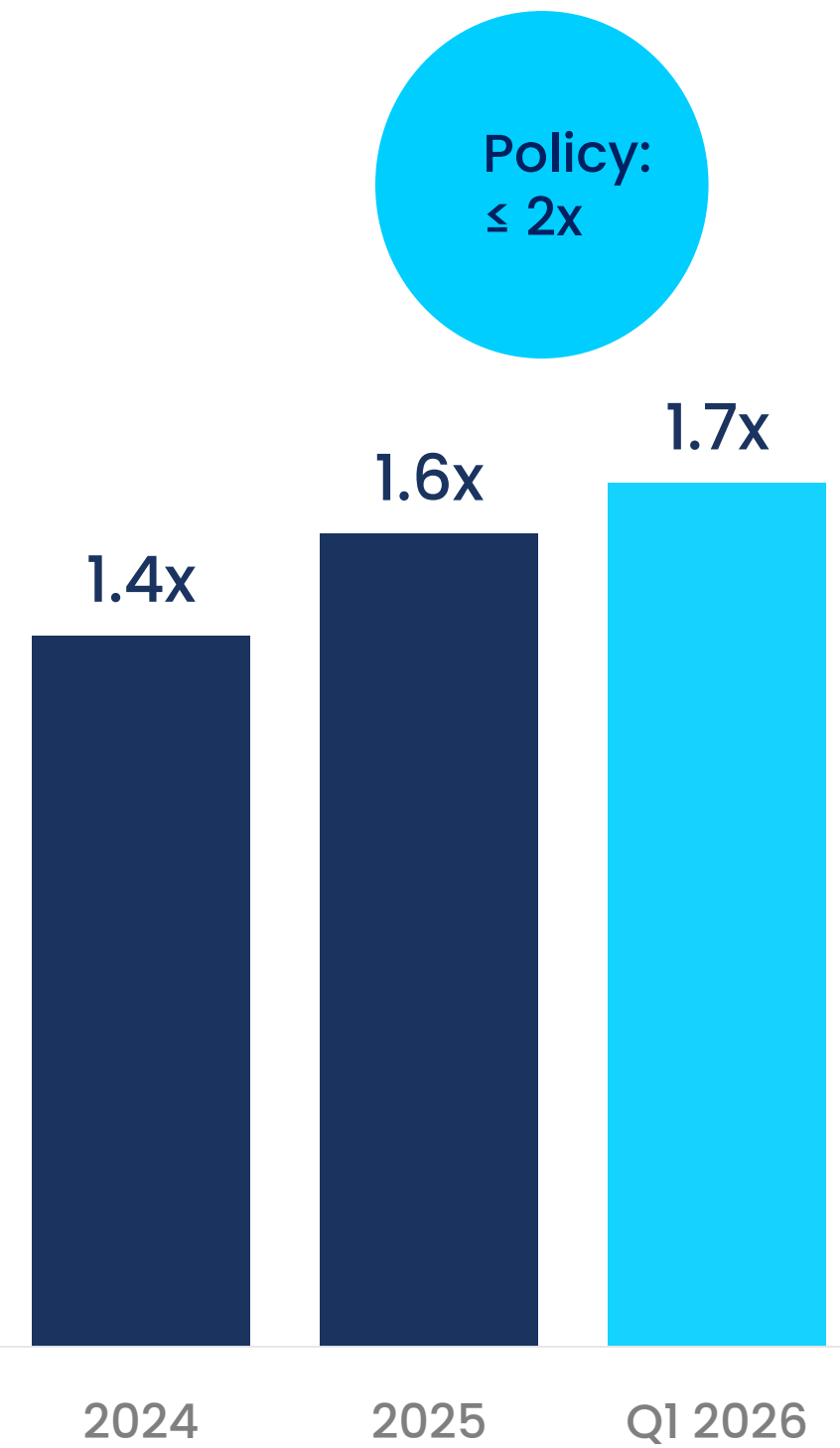


(1) Excludes Banking, and net cash position of financial services

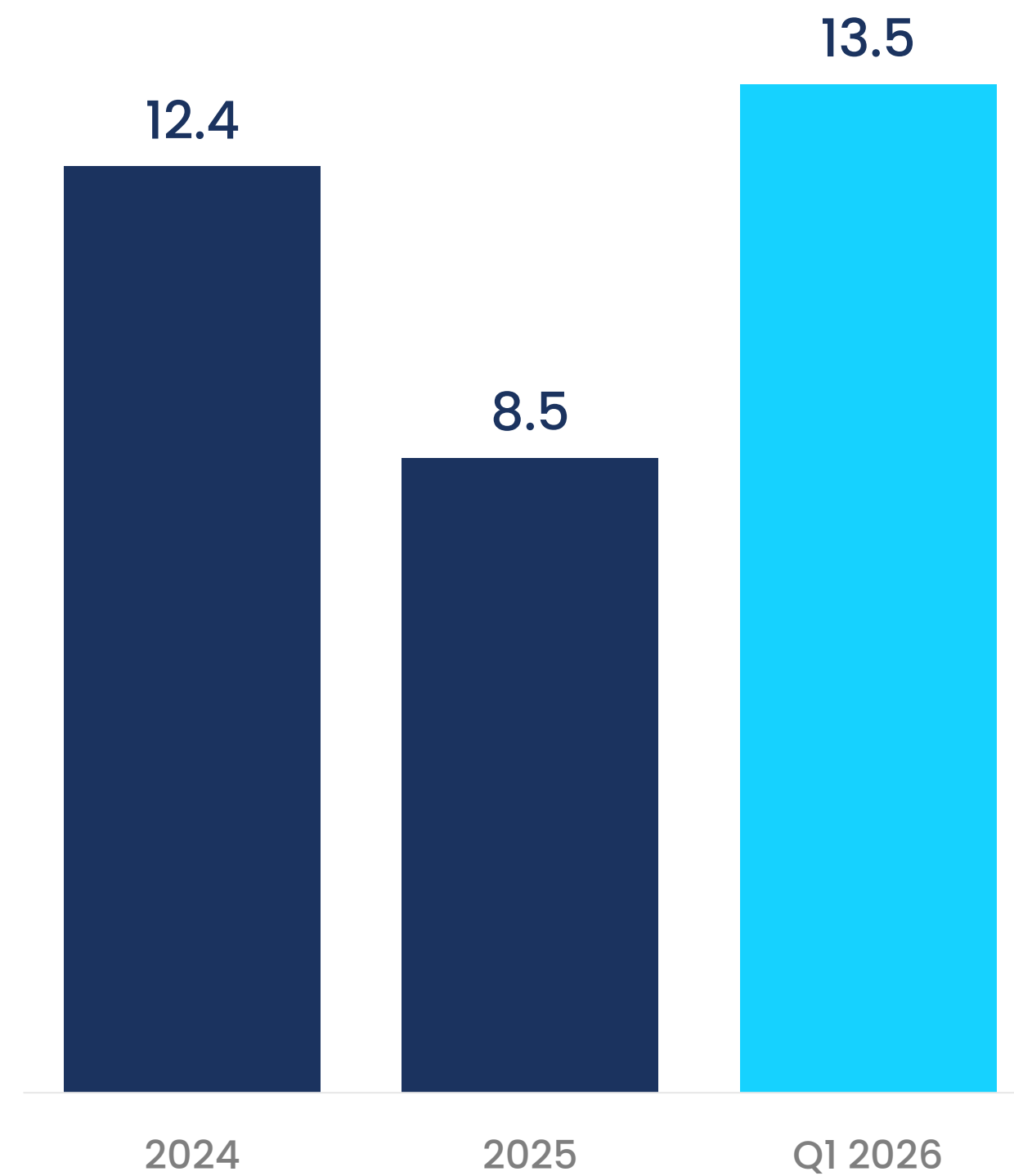


Sustained healthy and flexible balance sheet

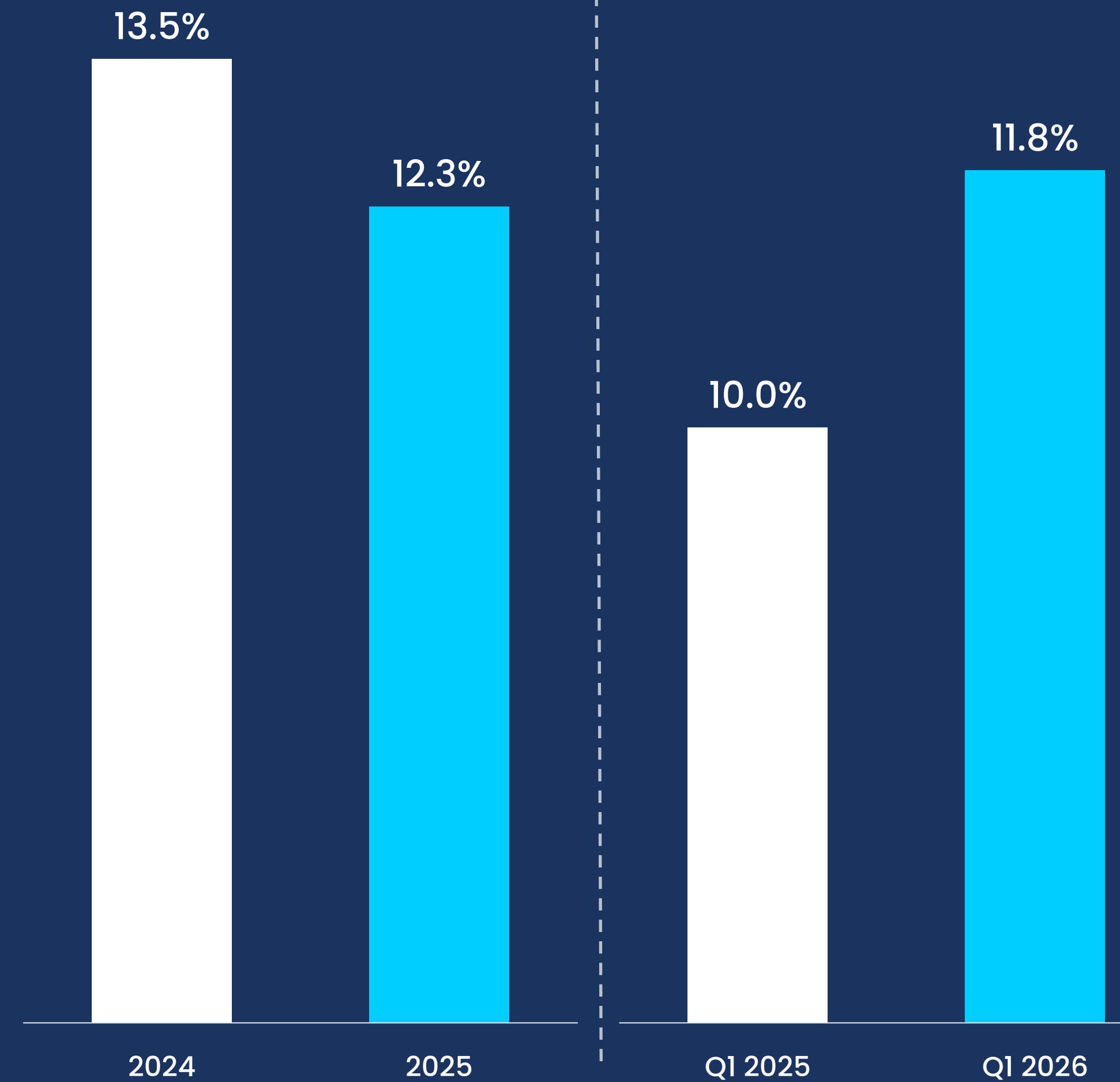
Net Financial Debt to Non-Bank EBITDA⁽¹⁾



Holding Only - Net Cash (TL bn)⁽²⁾

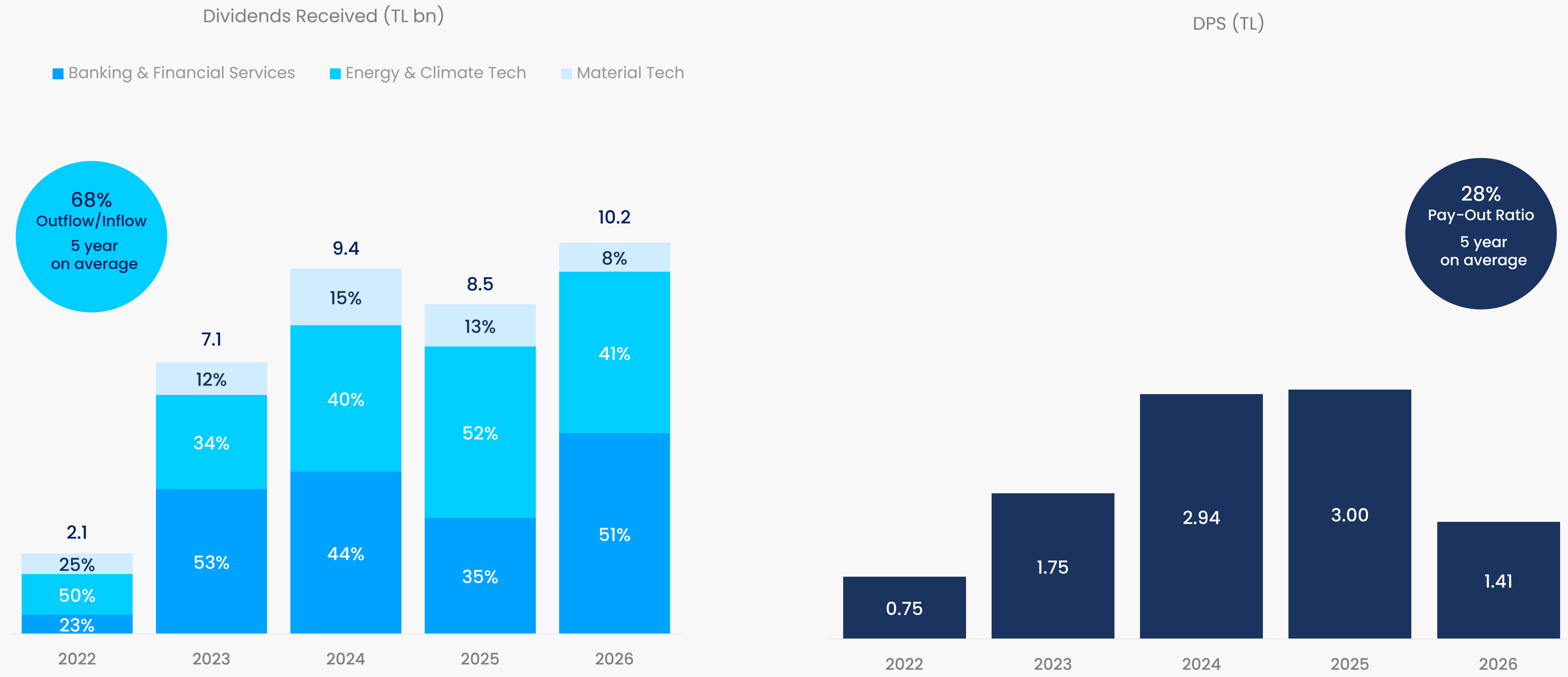


Non-Bank Capex/Sales⁽³⁾



(1) Excludes Banking and net cash position of financial services, combined
 (2) Holding-only cash as of the reporting date, without IAS 29 adjustments
 (3) Cash outflows in relation to purchases of tangible assets and Holding's equity and capital movements across subsidiaries

Sustainable and Balanced Dividend Income Between **Bank and Non-bank**



Segmental dividend breakdown excludes the Other segment, as its contribution is not material over the periods presented. Other's share in total dividends received is as follows: 2022: 2%, 2023: 1%, 2024: 0.2%, 2025: 0.2%, 2026: 0.1%. Please refer to Appendix for the details of Dividend Table. Note: Dividend amounts reflect the purchasing power of the respective year and are without IAS 29

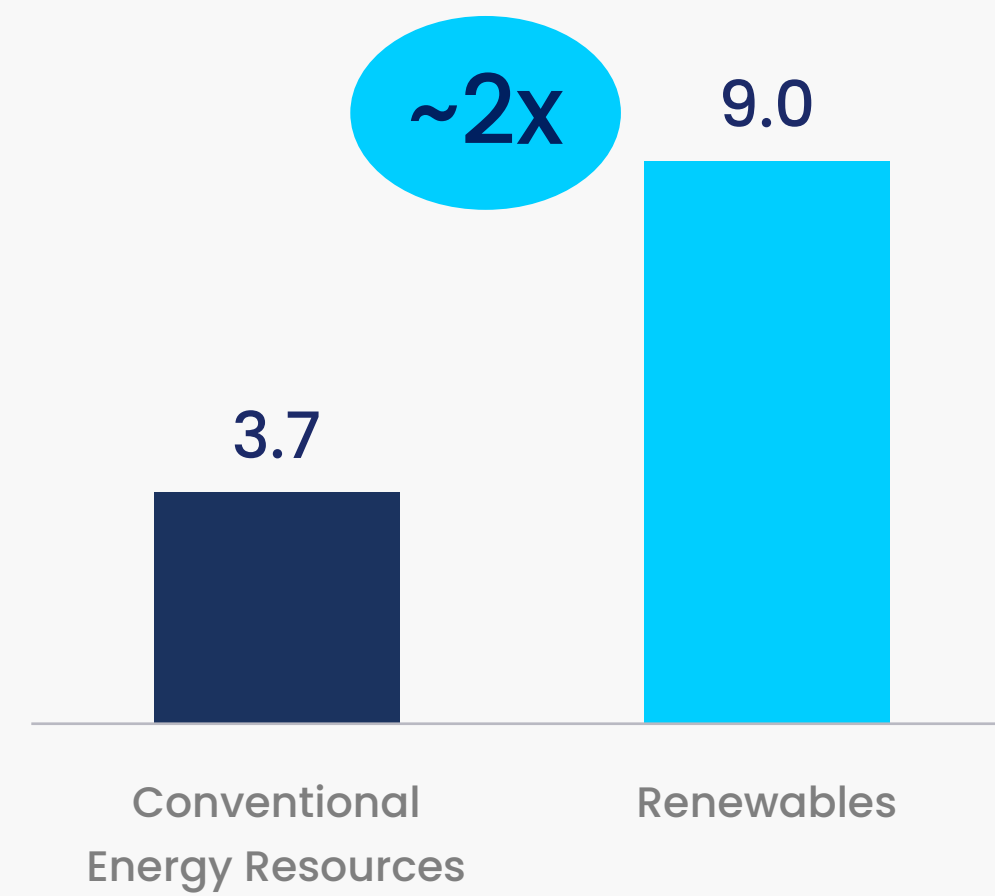
Top-notch performance in ESG Indices Among Local and Global Peers

	LOCAL RANK	GLOBAL RANK
		
	CLIMATE CHANGE 	
	WATER SECURITY 	
		
		
	Sabancı Holding has been awarded with six diamonds by EFQM and won special award of Outstanding Achievement for Sustainability	
	Sabancı Holding is listed in the Sustainability Yearbook of the S&P Global two years in a row	

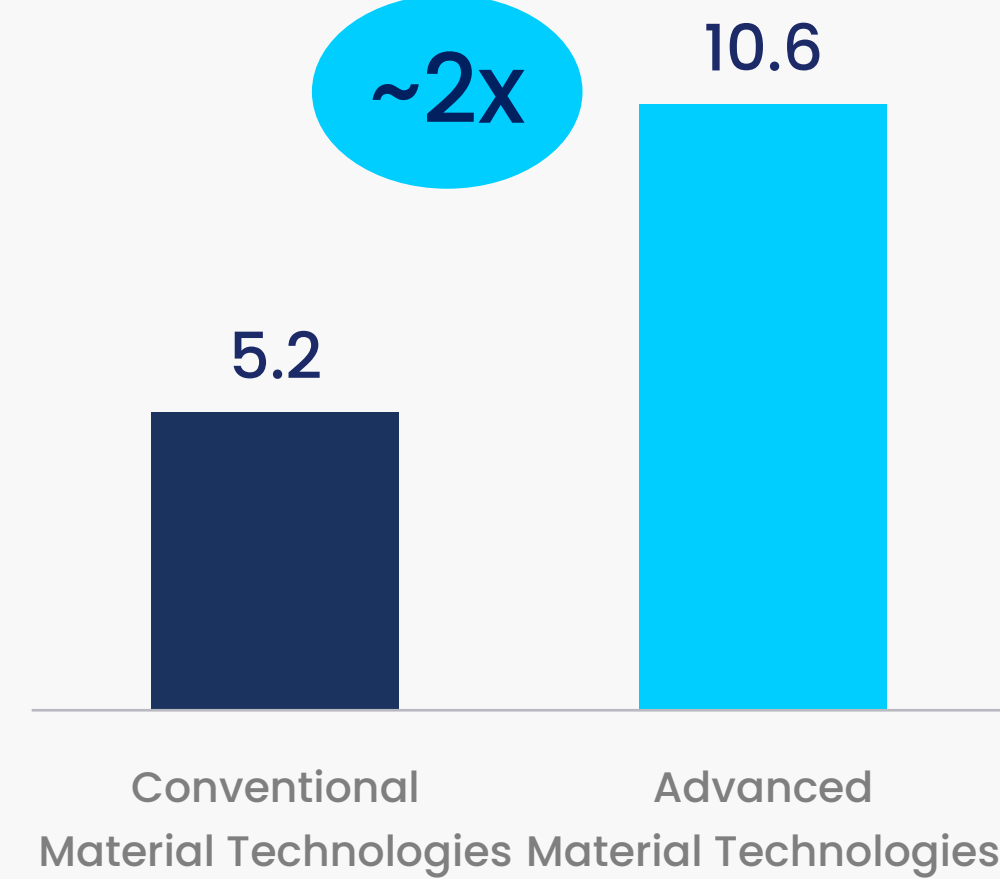
Investments with Attractive Long Term Growth Prospects to Enhance Value

Forward Looking EV/EBITDA

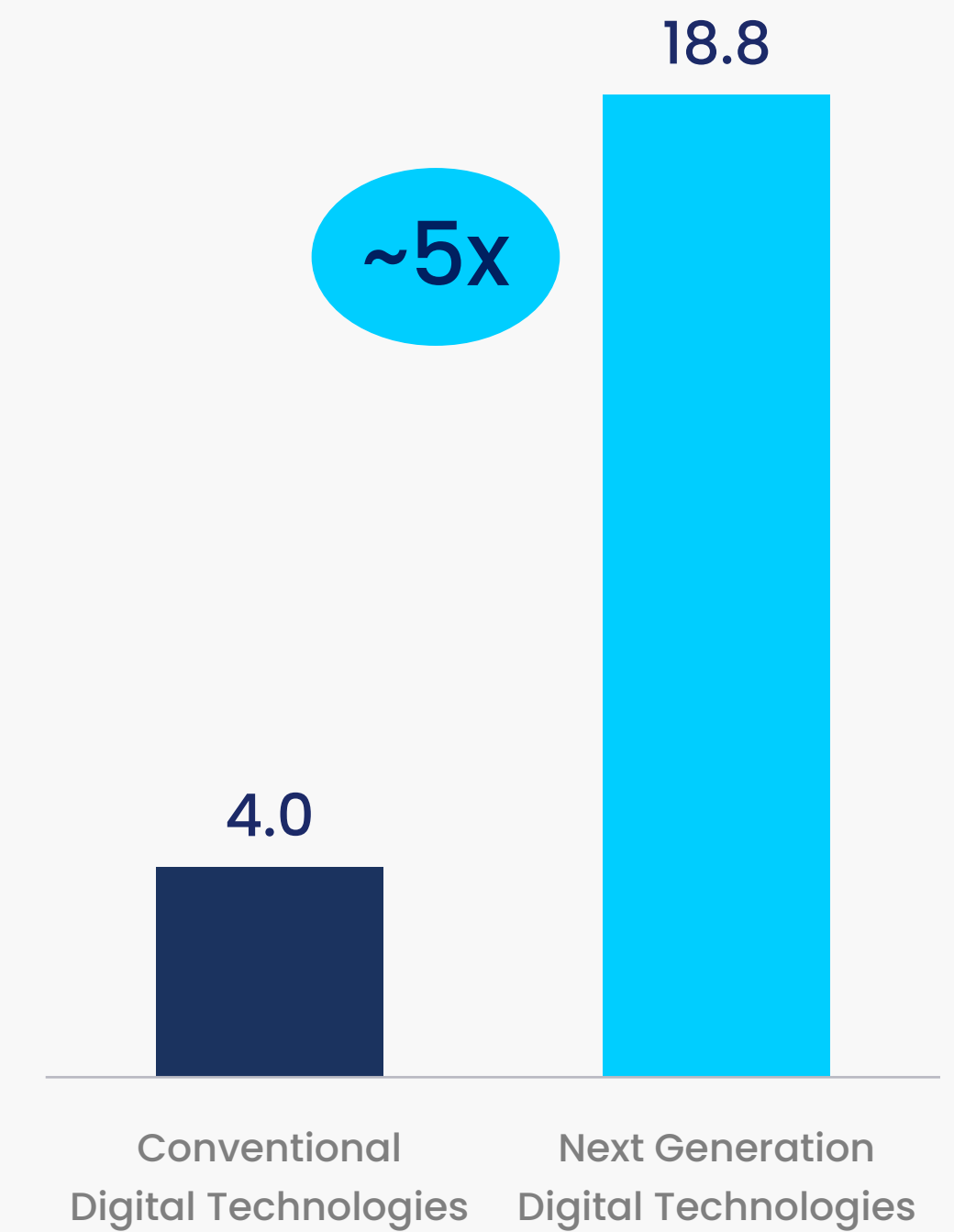
Energy & Climate Technologies



Material Technologies*



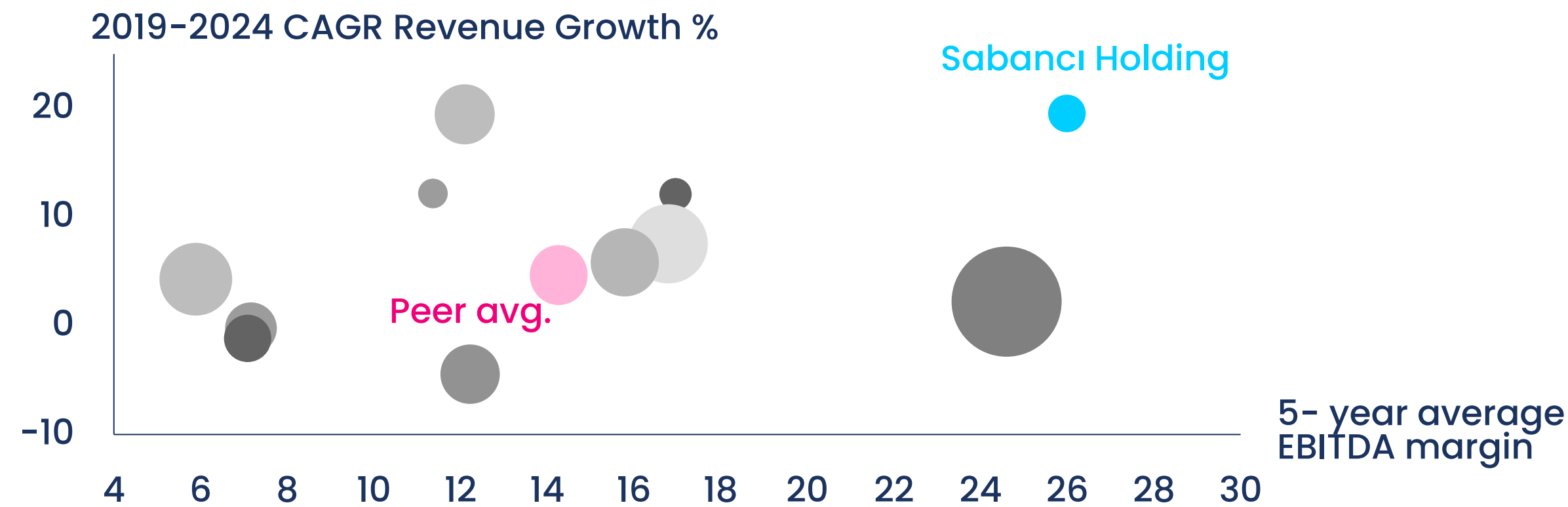
Digital Technologies



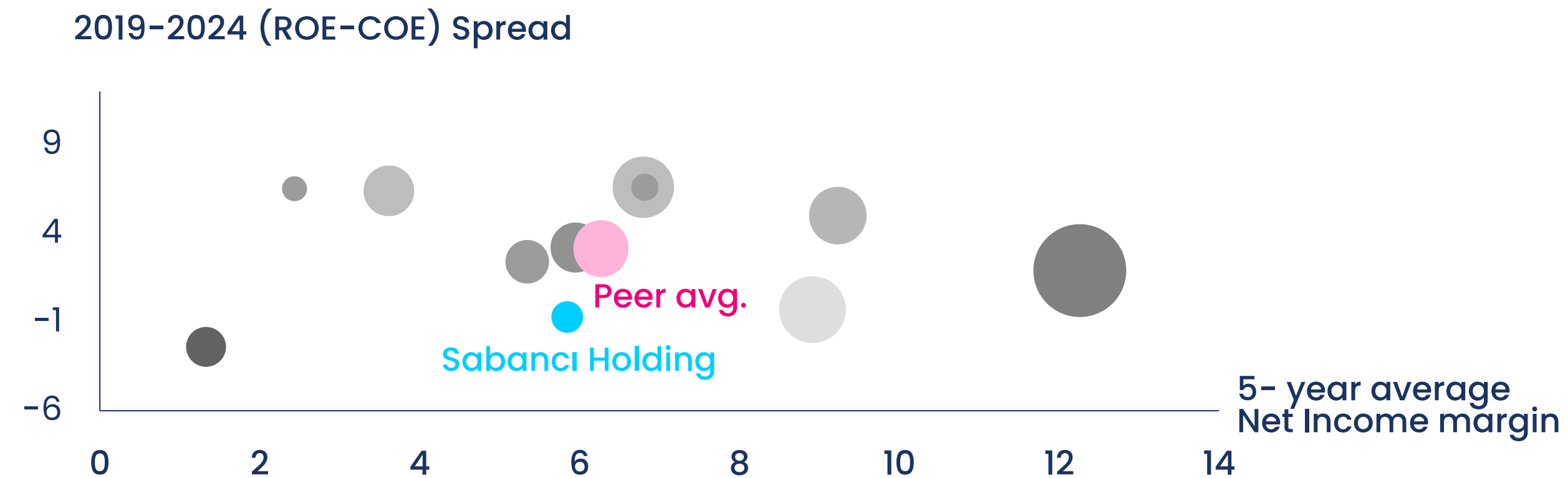
Source: EquityRT, Average – As of 30.06.2025
 * Including Mobility Solutions Peer Average
 Conventional Energy Resources: CCGT and Lignite

Growth Disciplined by Returns

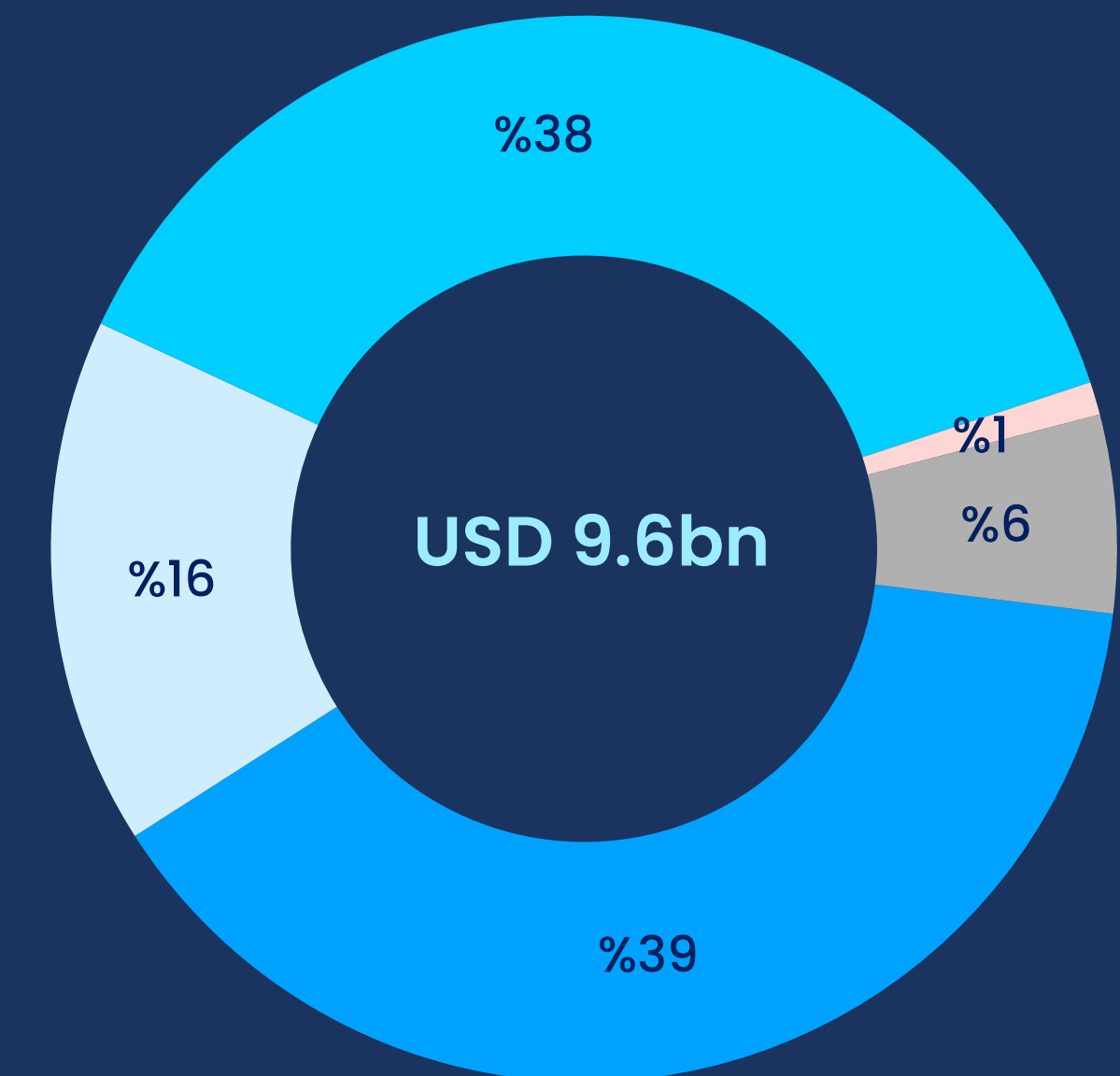
Consolidated Revenue (USD) and EBITDA Margin(%)



ROE-COE Spread and Net Income Margin(%)



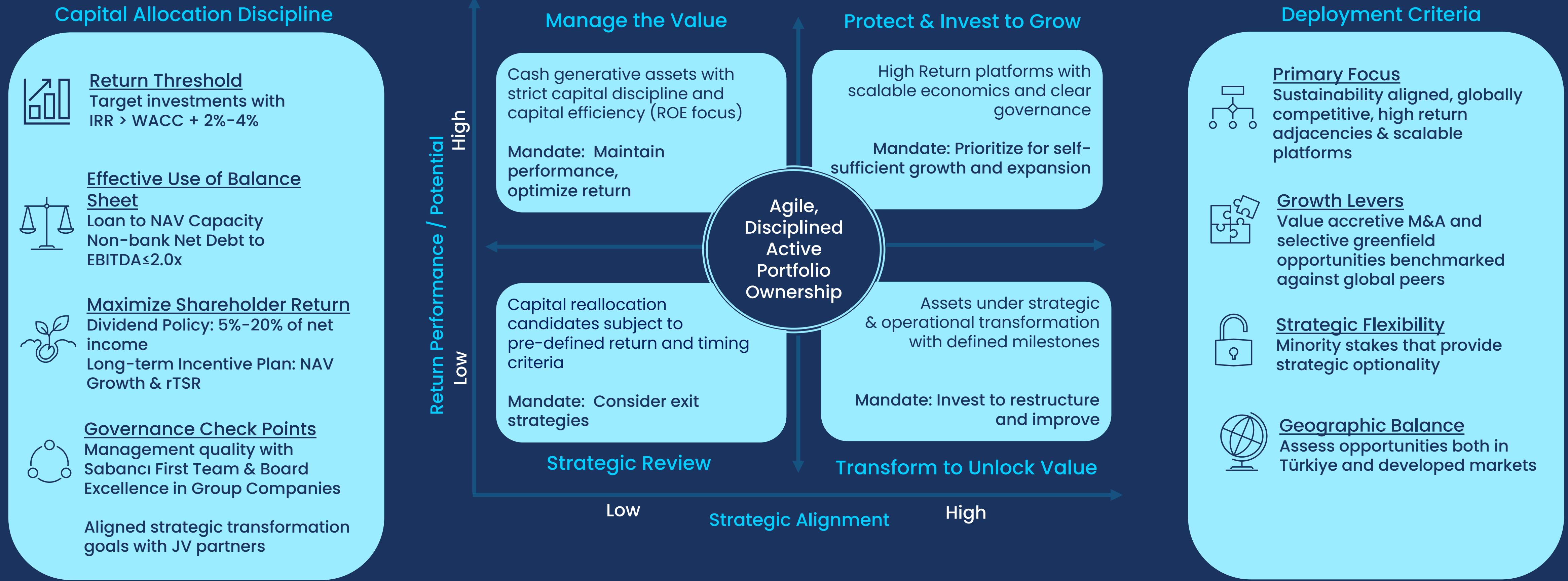
Q1'26 NAV Breakdown⁽¹⁾



- Banking & Financial Services
- Energy & Climate Technologies
- Material Technologies
- Digital
- Other

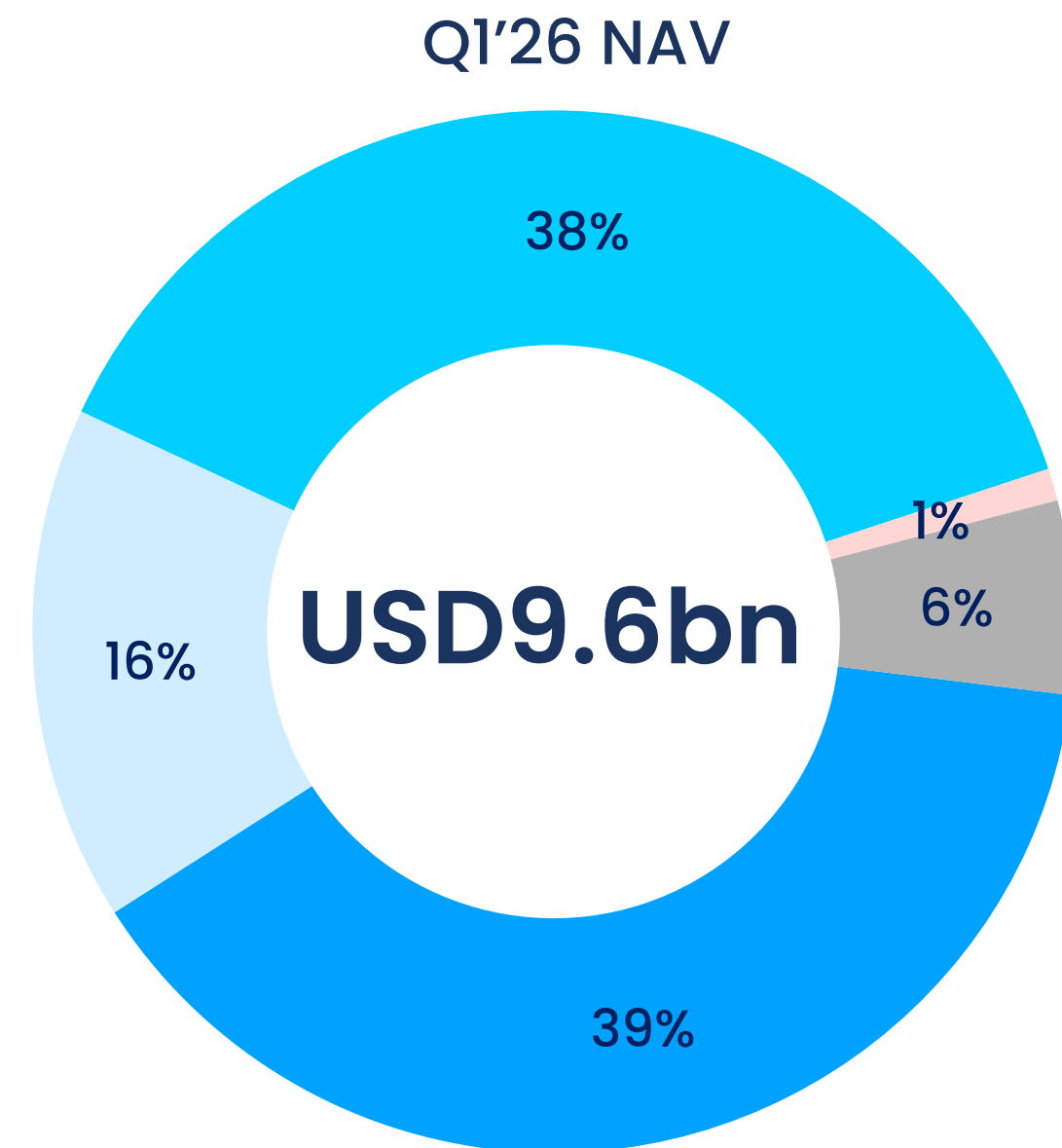
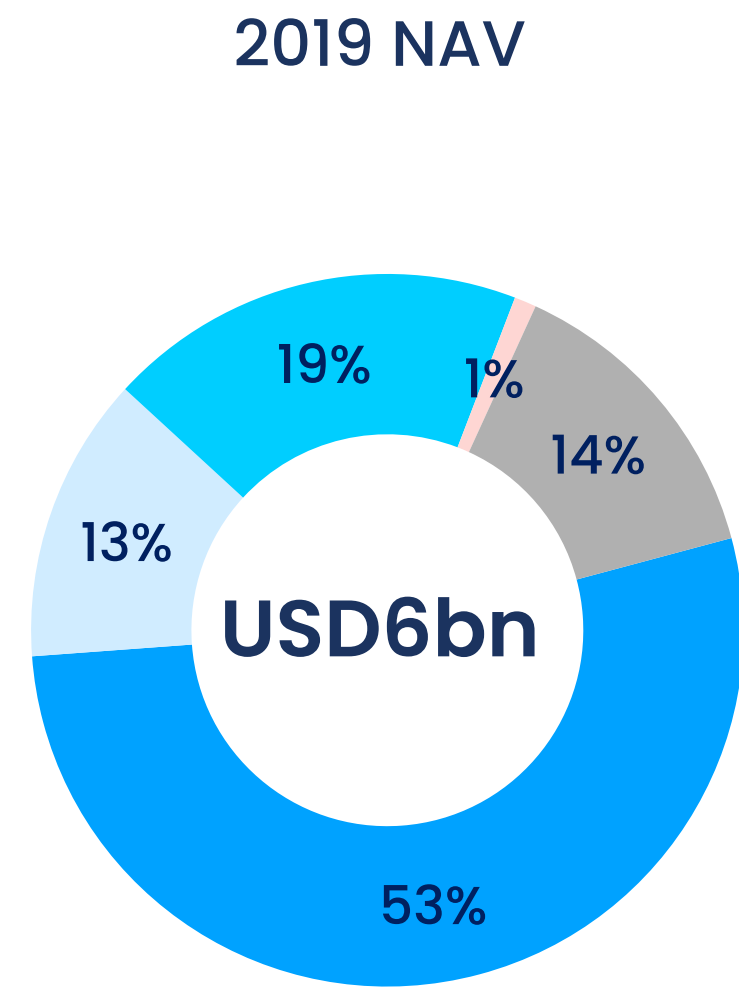
*ROE: Return on Equity, COE: Cost of Equity, Bubble Size = Nominal Revenue
 (1) As of 31.03.2026, holding only net cash is excluded from NAV calculation

Capital Allocation Framework



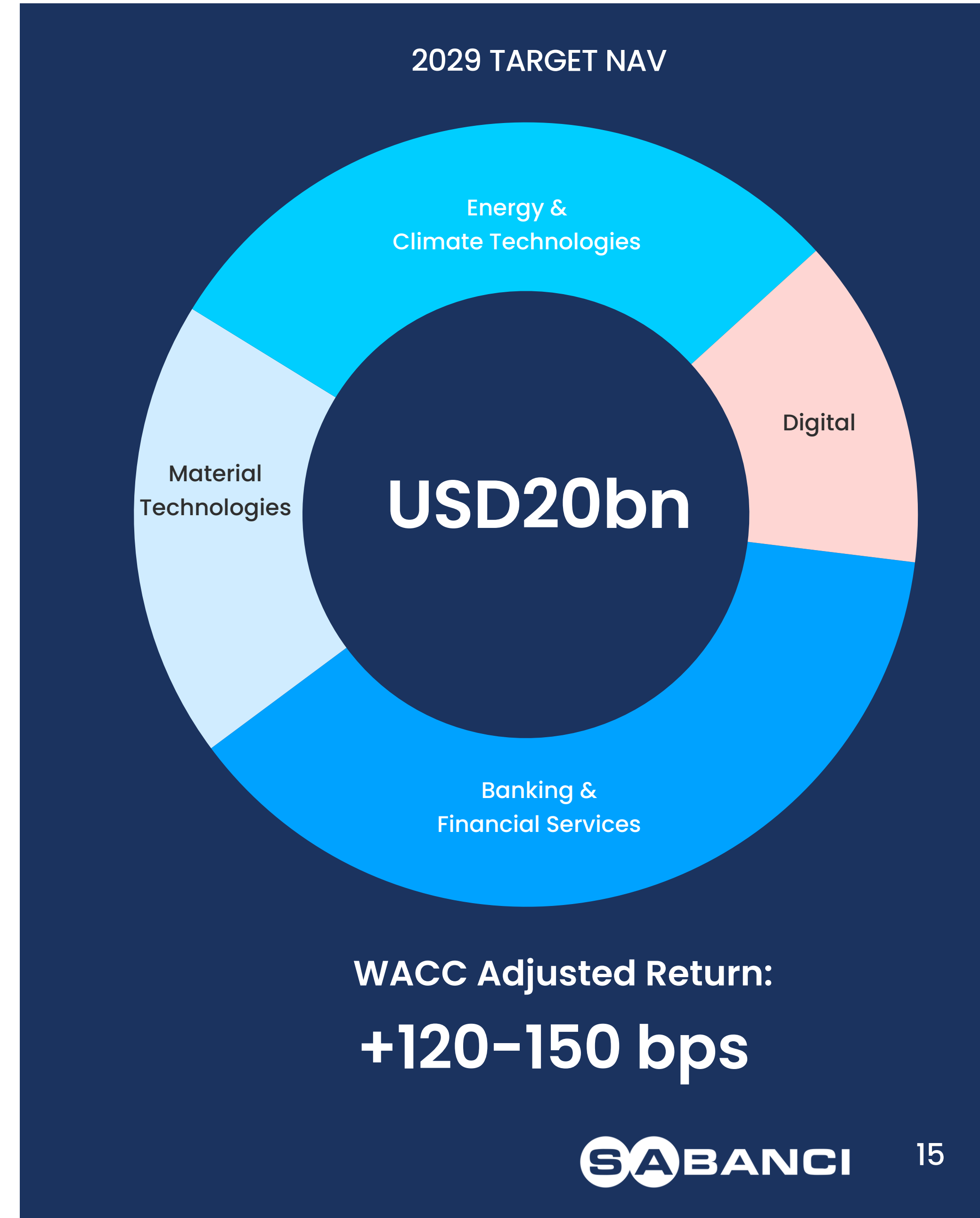
A portfolio-centric governance model designed to optimize returns, improve ROE, and allocate capital with speed, discipline, and accountability.

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

~11.1 mn
Customers
(Q1 2026)

25.3 TWh
Total Distributed Energy
(Q1 2026)

~ TL 105bn
Regulated Asset Base
(Q1 2026)

2,275
Charging Sockets in Eşarj
(Q1 2026)

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

4.5 GW
Installed Capacity
(May'26)

6,250+ MW
Installed Capacity
Target in 2028

34
Power Plants

3.4 TWh
Generation (Q1 2026)

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)

18
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: Executing today, transforming for tomorrow

2025 

Effectively navigated challenging environment through selective market share gains and disciplined ALM

- ✓ Strengthened customer-driven revenue base
- ✓ Well-positioned for profitable growth

2026T 

ROE above inflation through continued risk-return focused growth




- + Sustaining targeted growth
- + Deepening customer penetration
- + Ongoing improvement in efficiency
- + Driving further progress in innovation

2028T 

Customer-centric value creation through non-stop innovation & differentiation by leveraging AI

- + Next-Gen Generative AI & Digitalization
- + Modular, flexible & resilient technology architecture
- + Future-ready talent & organization
- + Scalable growth through subsidiaries & ecosystems

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

Life & Pension	Non-Life	Health
<p>1st In Private Pension AuM "among private companies"</p> <p>1st In Life & PA GWP "among private companies" "from 4th ranking to 1st"</p> <p>3.8 million Customer "Strong growth with diversified product portfolio"</p> 	<p>60+ Years Experience</p> <p>2.5 million Customer</p> <p>153% Capital Adequacy Ratio "Selective and sustainable profit driven"</p> <p>9% YoY Technical Profitability Increase</p> 	<p>Green-field competence center focusing on health Technology, organization and processes built in 18 months from scratch</p> <p>Focus on growth in core health insurance business and invest in health services that may create synergy</p> 



Sustainable, Digital, Scalable

Appendix

Disciplined Leadership with Extensive Expertise



Kıvanç ZAIMLER BOARD MEMBER & CEO

Kıvanç 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 STRATEGIC INVESTMENTS

After holding various management roles in the United States between 1998 and 2009 and at OYAK Group from 2009 to 2019, he joined Sabancı Group in 2019 as Head of Strategy and Business Development at Sabancı Holding. He served as Head of the Building Materials Group between May 2021 and April 2024, assumed leadership of the Materials Technologies Group in April 2024, and was appointed Head of Strategic Investments in January 2026.



İhsan Erbil BAYÇÖL STRATEGIC INVESTMENTS & OPERATIONS

A graduate of Boğaziçi University Civil Engineering, Sabancı University MBA, and Bilgi University Organizational Psychology, and a PhD candidate in Corporate Transformation at WHU, began his professional career at Bechtel-Enka and joined Enerjisa in 2008. He has been serving as CEO of Enerjisa Üretim since January 2020.



Tolga Kaan DOĞANCIOĞLU STRATEGIC INVESTMENTS & OPERATIONS

Joined Sabancı Group in 2017. With over 30 years of experience in mobility, advanced materials, sustainable energy, and climate technologies, he held executive leadership roles in national and international companies, including CEO of Temsa between 2020 and 2024 and CEO of Sabancı Climate Technologies from 2024 to present.



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.



Mustafa AYDIN FINANCE

Mustafa Aydın joined Sabancı Holding in 2013 and has held various finance roles across the Group, including Director of Financial Affairs and Investor Relations at Sabancı Holding and Executive Vice President at Çimsa. Prior to Sabancı, he started his career at Garanti BBVA and then worked as a Tax Inspector at the Ministry of Finance. Appointed as Group CFO of Sabancı Holding as of June 2026.



Umut ZENAR STRATEGIC INVESTMENTS & OPERATIONS

Joined the Sabancı Group in 2004 and has held various senior positions at many levels, including General Management at Akçansa and Çimsa. As of January 2026, he has been appointed as the Strategic Investments and Operations Director at Sabancı Holding. A graduate of Boğaziçi University, Umut Zenar is a member of the Board of Directors of the Global Cement and Concrete Association (GCCA).



Gökhan EYİGÜN STRATEGIC INVESTMENTS

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.



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.



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 the EMEA Region. Group President of Human Capital and Sustainability.



Hakan BİNBAŞGİL STRATEGIC INVESTMENTS

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 President of the Banking and Financial Services Group and Executive Committee Member of Sabancı Holding, Chairman of Akbank AG, Akbank Ventures BV, Aksigorta, Agesa and Medisa.



Şerafettin KARAKIŞ SECRETARY GENERAL & CHIEF AUDIT EXECUTIVE

After more than a decade as a tax inspector at the Ministry of Finance, Şerafettin Karakiş joined Sabancı Group as a Tax Consultant in 2006. Held various senior positions in tax, accounting and financial regulations before being appointed Secretary General of Sabancı Holding in April 2025 and Chief Audit Executive in January 2026.

Sectoral Group Presidencies have been restructured at the operating level, SBU classification is maintained for reporting, guidance and valuation consistency.

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

Financials in Detail

MILLION TL	Combined Revenue ⁽¹⁾			Combined EBITDA			Consolidated Net Income/Loss		
	Q1 2025	Q1 2026	Change	Q1 2025	Q1 2026	Change	Q1 2025	Q1 2026	Change
TOTAL	440,815	403,318	-9%	49,758	52,778	6%	-3,847	318	n.m.
BANK	245,511	212,175	-14%	28,353	29,963	6%	-804	206	n.m.
NON-BANK	195,304	191,143	-2%	21,404	22,815	7%	-3,043	111	18%
ENERGY	88,426	85,743	-3%	16,148	16,568	3%	-215	2,390	n.m.
MATERIAL TECHNOLOGIES	39,992	39,033	-2%	3,606	4,720	31%	-173	448	n.m.
FINANCIAL SERVICES	21,117	22,399	6%	1,648	1,792	9%	-131	10	n.m.
DIGITAL	2,025	1,256	-38%	6	50	730%	-75	-144	-92%
OTHER	43,744	42,713	-2%	-4	-315	-7112%	-2,449	-2,592	-6%

(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	2022	2023	2024	2025	2026
Akbank	494	3,666	4,063	2,589	4,666
Akçansa	36	99	457	477	143
Aksigorta	-	-	-	-	-
Agesa	-	60	120	400	500
Brisa	270	479	452	283	-
Carrefoursa	-	-	-	-	-
Çimsa	109	218	545	327	382
Kordsa	114	41	-	-	-
Teknosa	-	-	-	-	-
Enerjisa Enerji	586	1,087	1,318	1,356	2,400
Enerjisa Üretim	463	1,338	2,444	3,052	1,394
Sabancı Holding ⁽¹⁾	26	89	14	14	7
Unlisted Companies	16	-	-	-	729
Total dividends received	2,114	7,076	9,414	8,499	10,220
Total dividends paid out	1,530	3,571	6,181	6,300	2,969
Outflows/Inflows	72%	50%	66%	74%	29%
Payout Ratio	12.7%	8.1%	40.1%	-	78.3%

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

(1) Dividends paid on shares held under the share buyback program: 35.1 million shares as of March 30, 2022; 50.6 million shares as of March 30, 2023; and shares with a nominal value of TL 4.85 million as of May 2, 2024, April 2, 2025, and April 2, 2026. Dividend received are stake adjusted gross amounts. Dividends are presented based on payment dates and reflect the settlement of prior year earnings.

Sabancı Holding NAV After Independent Valuation Reports

USD mn				May 2026		December 2025		
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	7,293	2,972	30.4%	3,452	35.1%
Enerjisa Enerji	20%	40%	Market value	2,842	1,137	11.6%	996	10.1%
Aksigorta	28%	36%	Market value	254	91	0.9%	92	0.9%
Agesa	20%	40%	Market value	910	364	3.7%	372	3.8%
Akçansa	21%	40%	Market value	954	379	3.9%	294	3.0%
Çimsa	45%	55%	Market value	1,050	572	5.9%	560	5.7%
Brisa	10%	44%	Market value	627	274	2.8%	267	2.7%
Kordsa	29%	71%	Market value	363	258	2.6%	156	1.6%
Carrefoursa	11%	57%	Market value	363	207	2.1%	197	2.0%
Teknosa	50%	50%	Market value	91	45	0.5%	51	0.5%
Total Listed					6,300	64.5%	6,437	65.5%
Enerjisa Üretim ⁽¹⁾		50%	10.0xEV/EBITDA	3,952	1,976	20.2%	1,976	20.1%
Çimsa Building Solutions B.V. ⁽²⁾		32%	Adjusted Net Asset Value	572	181	1.9%	181	1.8%
Sabancı Climate Technologies ⁽³⁾		100%	Adjusted Book value	463	463	4.7%	463	4.7%
DxBV		100%	1xBook value	75	75	0.8%	76	0.8%
TUA		50%	1xBook value	224	112	1.1%	114	1.2%
Other ⁽⁴⁾		100%	1xBook value	356	356	3.6%	378	3.8%
Total Non-listed					3,162	32.4%	3,188	32.5%
Total					9,462	96.9%	9,625	98.0%
Sabancı Holding Net Cash					304	3.1%	198	2.0%
Sabancı Holding NAV					9,766	100.0%	9,823	100.0%
Sabancı Holding Mcap					4,235		4,130	
Sabancı Holding Discount					-56.6%		-58.0%	

Numbers are based on IAS 29 (inflation accounting)

All figures are adjusted with USD/TRY of related period-end (Dec'25 & May'26)

Book values of non-listed companies are as of end of Mar'26 adjusted with May-end USD/TRY for May'26 figures. Book values of non-listed companies as of Dec'25 adjusted with Dec-end USD/TRY for Dec'25 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 3,885mn

(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 433mn

(3) 40% of the project was valued at USD 185 mn during tax equity financing. Book value is USD 385mn

(4) Other includes Tursa, TMA, and SabancıDx

*May-end USD/TRY 45.6312, Dec-end USD/TRY 42.8457

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2024



2023



2022

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