Investor Presentation

Sustainable, Digital, Scalable



NOVEMBER 2026

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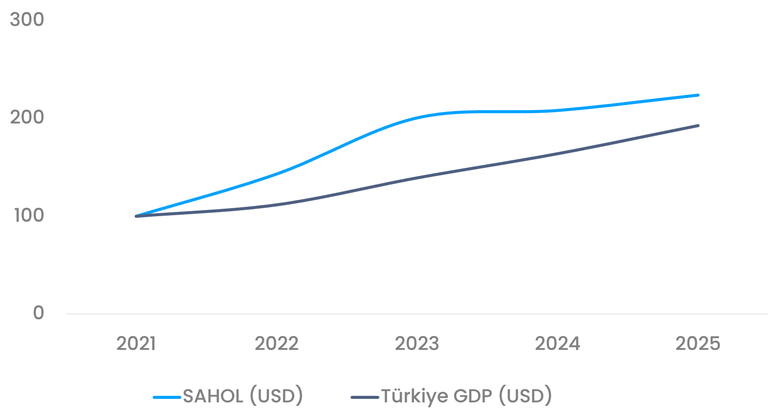
Why Invest in Sabancı?



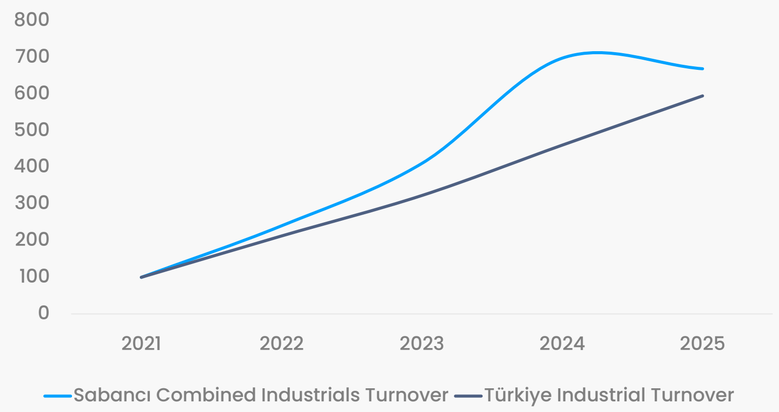
- Best proxy for Türkiye with an expansive global vision
- Leveraging our DNA and expertise to dynamically manage a portfolio for growth and competitive advantage
- Ample balance sheet capacity to accelerate portfolio transformation with scalable investments
- Pioneering in climate transition globally, 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]



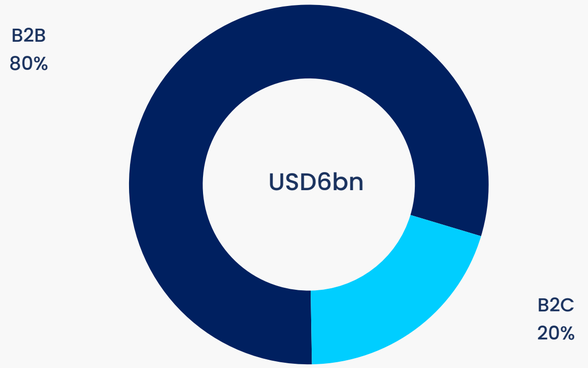
Non-bank Revenue FX Breakdown[3]



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 HOLDİNG

48.9% Sabancı Family

51.1% Free Float

BANKING & FINANCIAL SERVICES
% of NAV: 38%

AKBANK

SAHOL: 40.7%
Other: 6.4%
Free Float: 52.9%

AGESA

SAHOL: 40.0%
Ageas: 40.0%
Other: 1.7%
Free Float: 18.3%

AKSigorta

SAHOL: 36.0%
Ageas: 36.0%
Free Float: 28.0%

ENERGY & CLIMATE TECHNOLOGIES
% of NAV: 46%

ENERJİSA Türkiye'nin Enerjisi

SAHOL: 40.0%
E.ON: 40.0%
Free Float: 20.0%

ENERJİSA ÜRETİM

SAHOL: 50.0%
E.ON: 50.0%

SABANCI CLIMATE TECHNOLOGIES

SAHOL: 100%

MATERIAL TECHNOLOGIES & MOBILITY SOLUTIONS
% of NAV: 11%

ÇİMSA

SAHOL: 54.5%
Other: 9.4%
Free Float: 36.1%

KORDSA

SAHOL: 71.1%
Other: 1.2%
Free Float: 27.7%

BRİSA

SAHOL: 43.6%
Bridgestone: 43.6%
Other: 3.0%
Free Float: 9.8%

TEMSA

SAHOL: 50.0%
PPF Group : 50.0%

DIGITAL
% of NAV: 1%

SABANCI Dx

SAHOL: 100%
DXBV
SEM
Bulutistan

OTHER
% of NAV: 4%

TEKNOSA

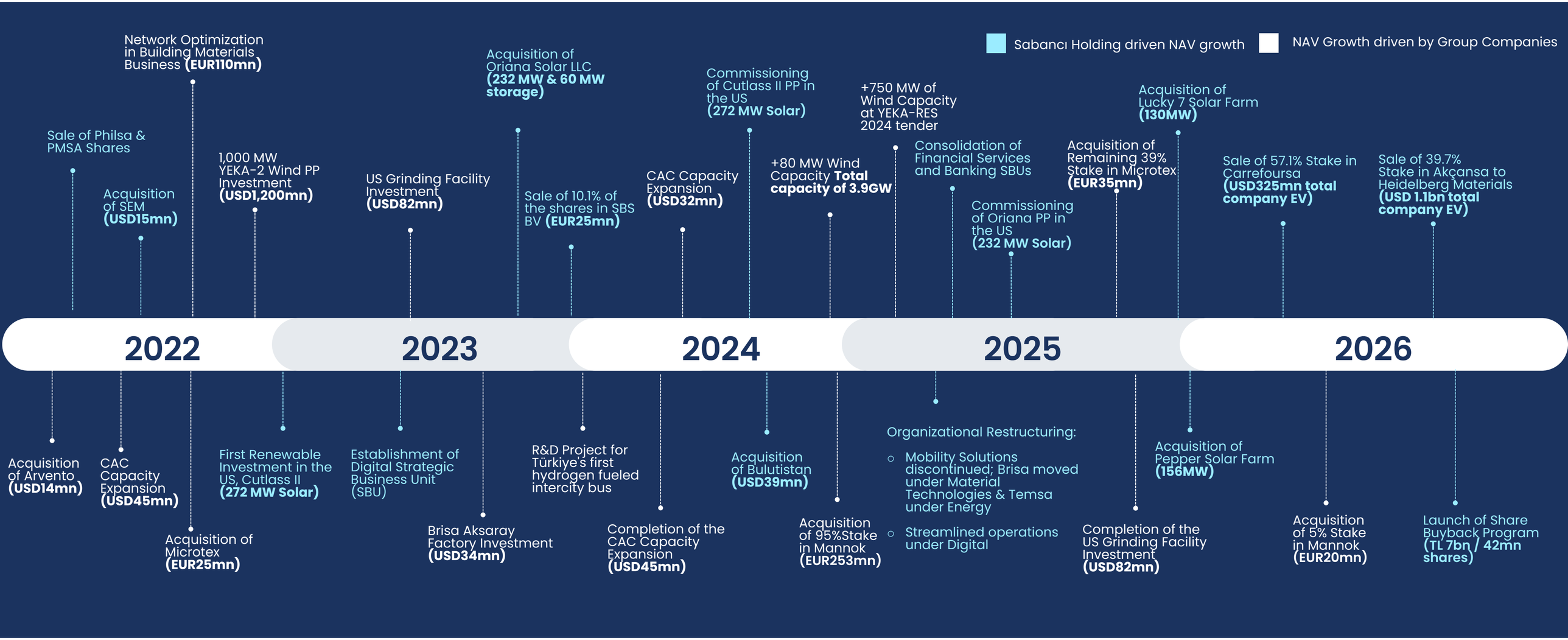
SAHOL: 50.0%
Free Float: 50.0%

TEMSA MOTORLU ARAÇLAR

SAHOL: 100%

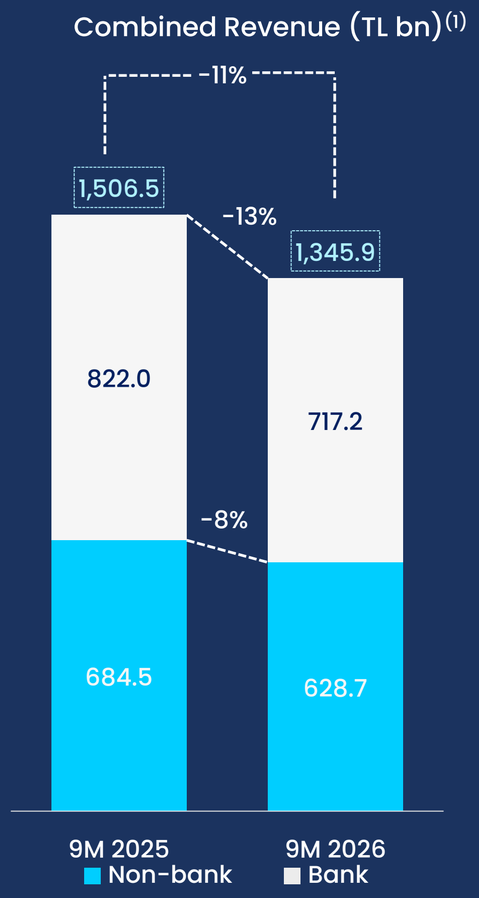
Note: As of 31.10.2026
NAV breakdown does not include Holding only cash. Please refer to page 28 for details of NAV.

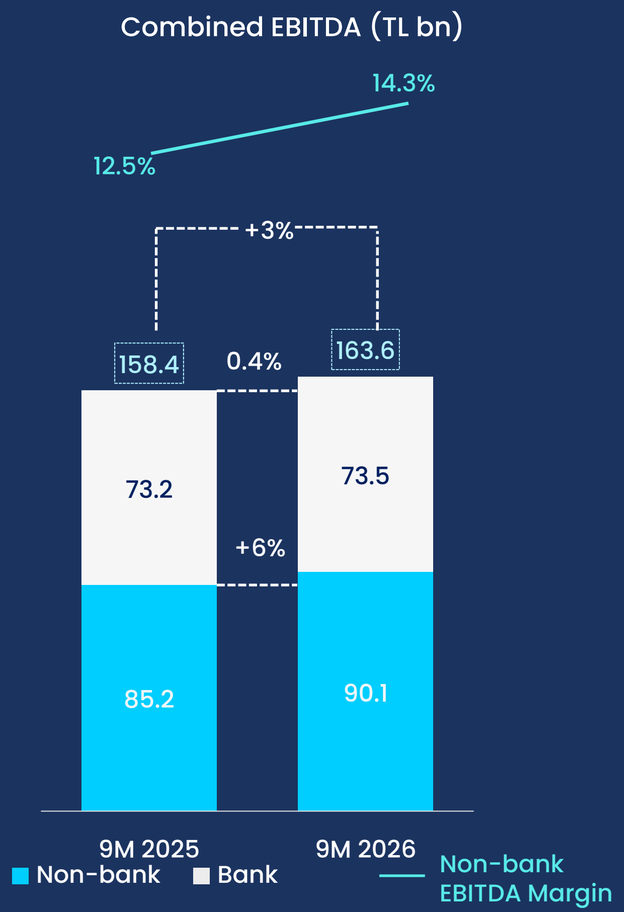
Dynamic Portfolio Management to Enable NAV Growth



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)

Strong non-bank performance & stronger bank contribution, portfolio actions provided support

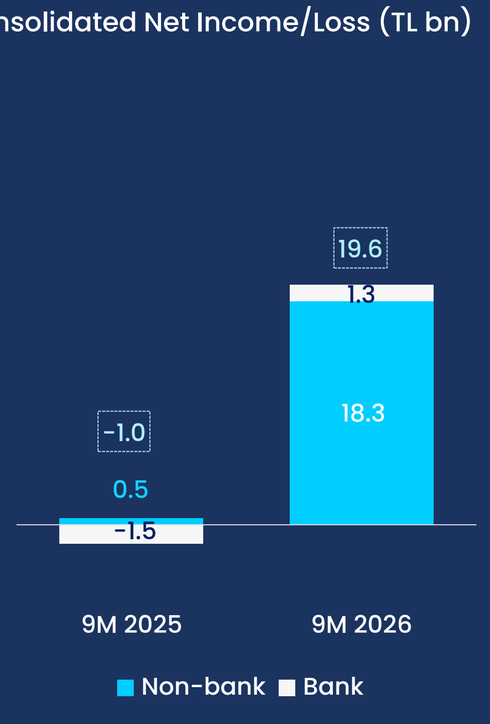




Excl. Akçansa & Carrefoursa Closing Effect*

Consolidated net income (TL bn)

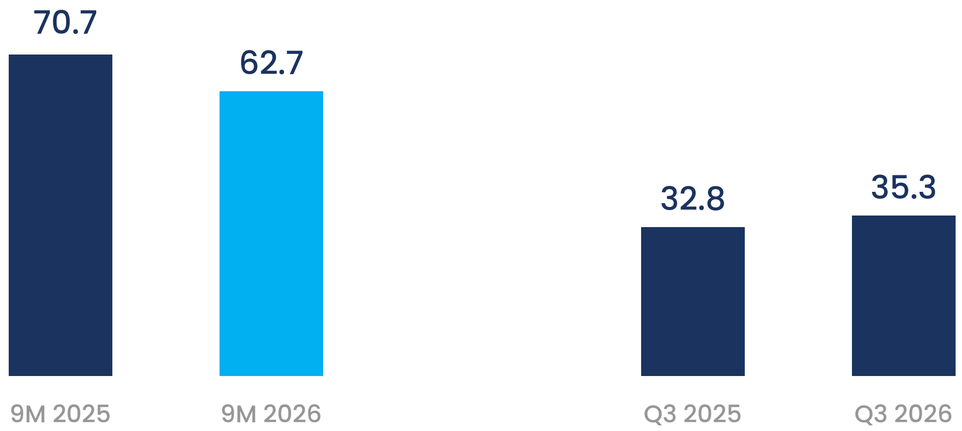
19.6	10.2
Reported	Excl.

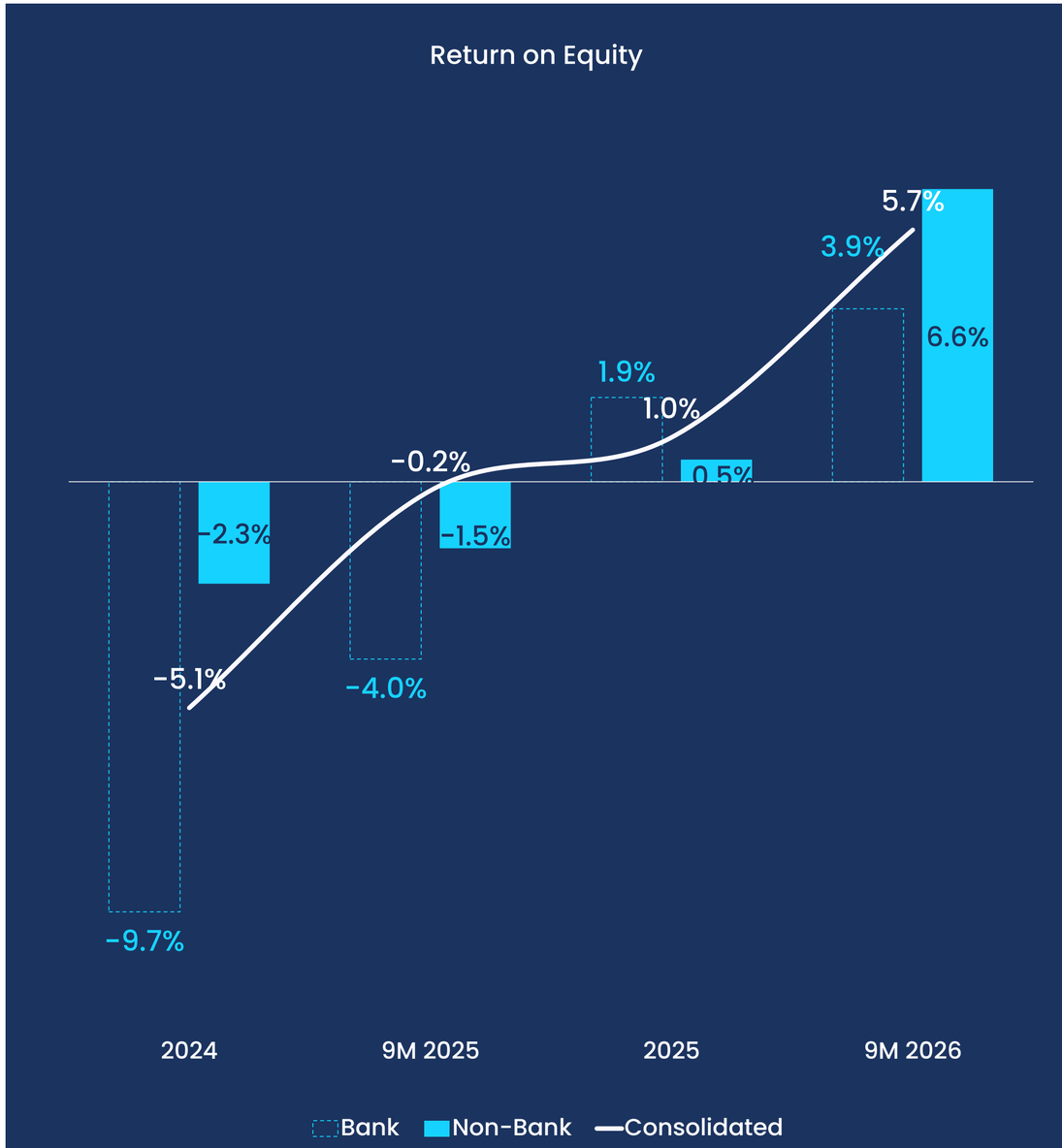


(1) Combined Revenue excludes Holding dividend income. Bank revenue = Interest income + commission income + capital markets gains/losses + net derivative gains/losses
*Excludes the transaction closing effects of Akçansa and Carrefoursa following Sabancı Holding's exits, finalized on 18 June and 31 July 2026, respectively.

Solid OCF with
real ROE on an upward trajectory

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

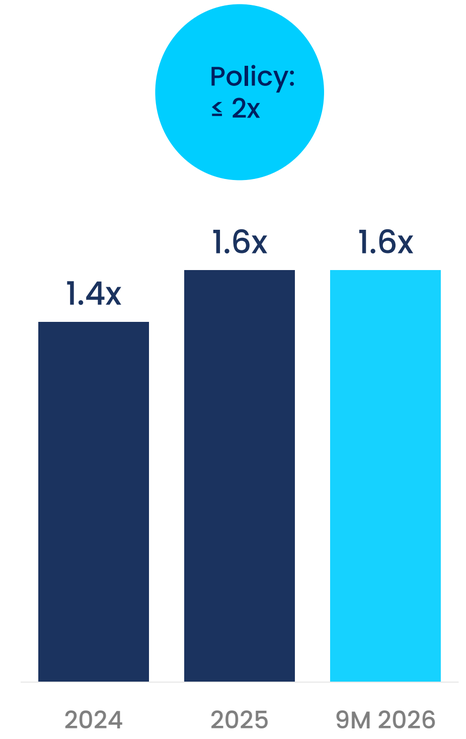




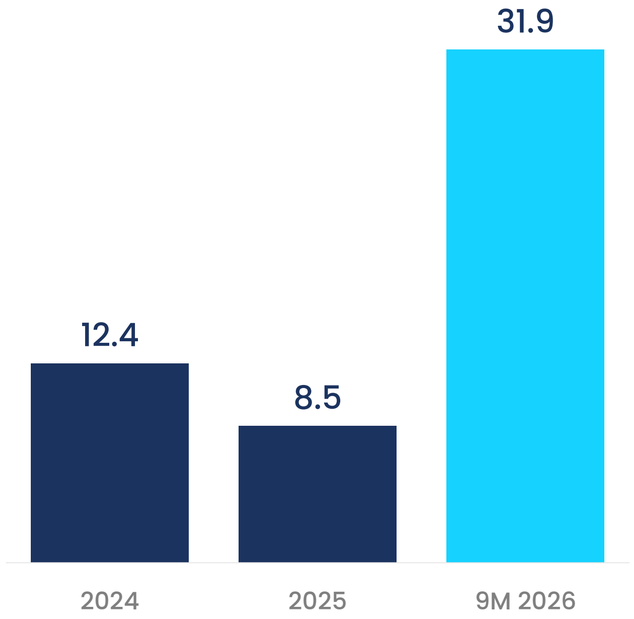
(1) Excludes Banking, and net cash position of financial services

Record-high cash position & prudent leverage preserving financial flexibility

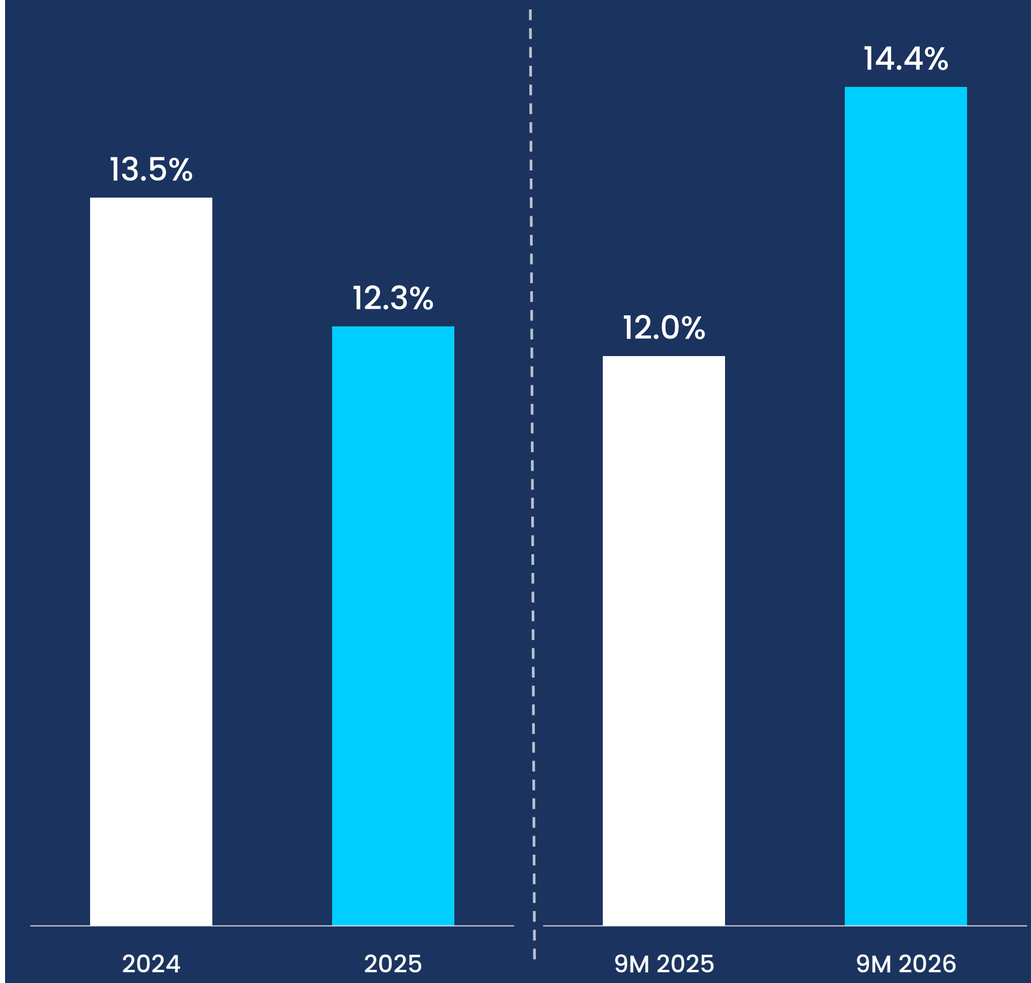
Net Financial Debt to Non-Bank EBITDA[1]



Holding Only - Net Cash (TL bn)[2]



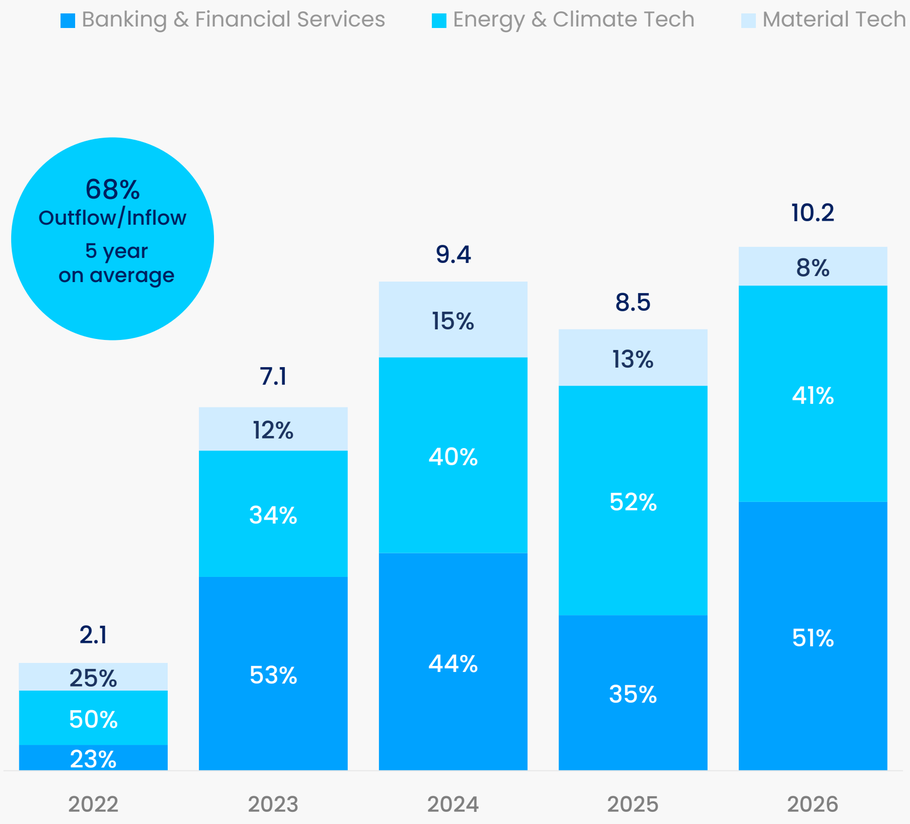
Non-Bank Capex/Sales[3]



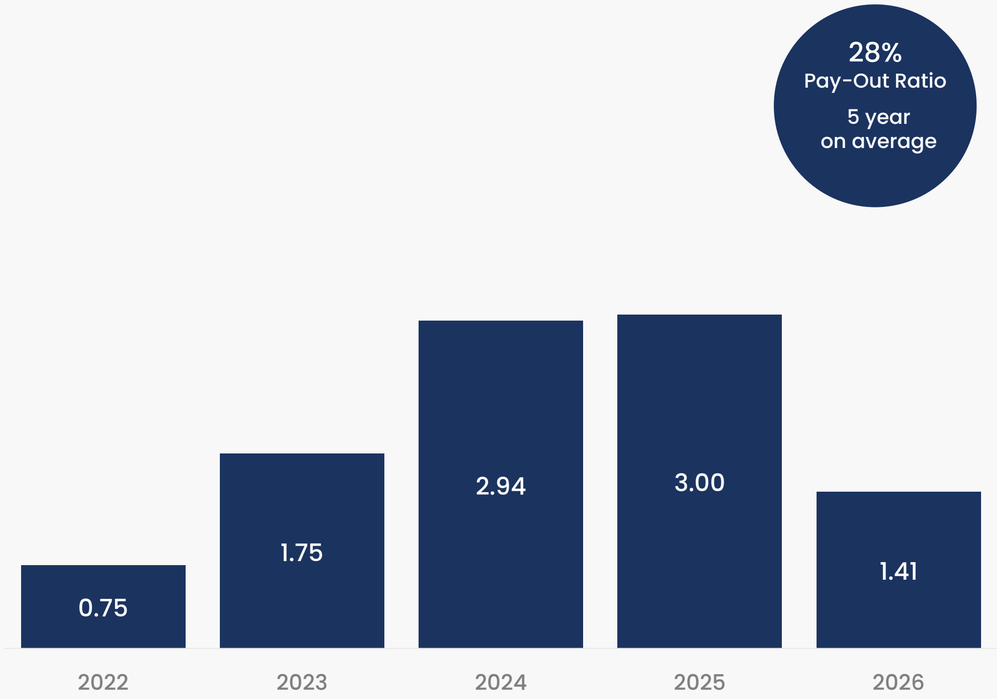
(1) Excludes Banking and net cash position of financial services, combined
(2) Holding-only cash as of the reporting date, without IAS 29 adjustments
(3) Cash outflows in relation to purchases of tangible assets and Holding's equity and capital movements across subsidiaries

Sustainable and Balanced Dividend Income Between Bank and Non-bank

Dividends Received (TL bn)



DPS (TL)



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
MSCI		1	1
CDP	CLIMATE CHANGE	1	1
	WATER SECURITY	1	1
S&P Dow Jones Indices A Division of S&P Global		1	2
LSEG		1	1

EFQM

Sabancı Holding has been awarded with six diamonds by EFQM and won special award of Outstanding Achievement for Sustainability

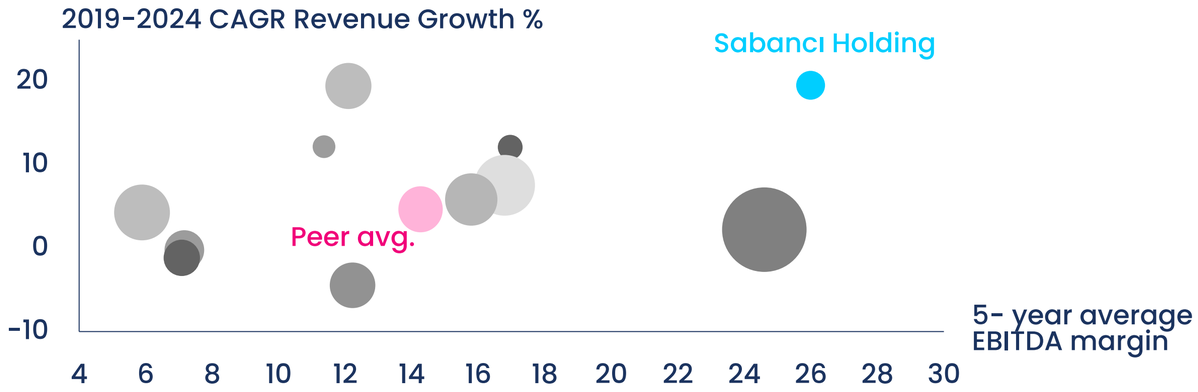
S&P Global

Sabancı Holding is listed in the Sustainability Yearbook of the S&P Global three years in a row

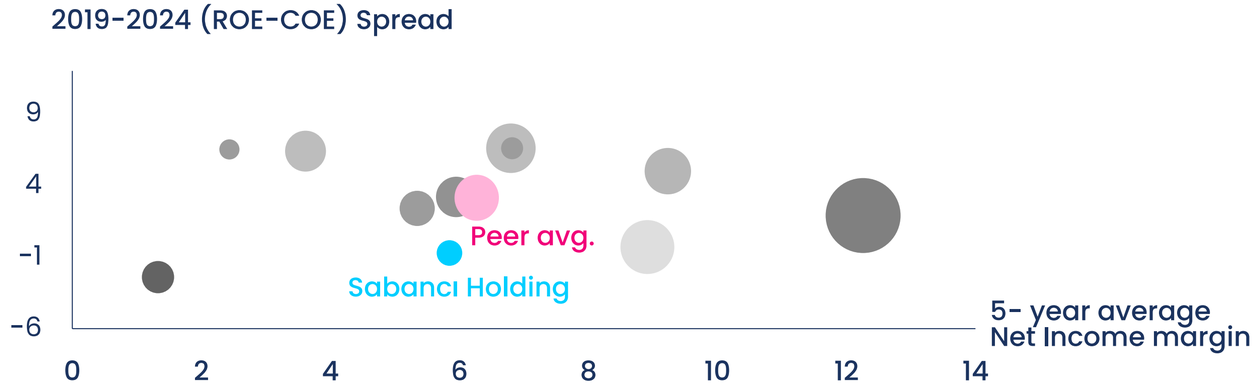
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Growth
Disciplined by Returns

Consolidated Revenue (USD) and EBITDA Margin(%)

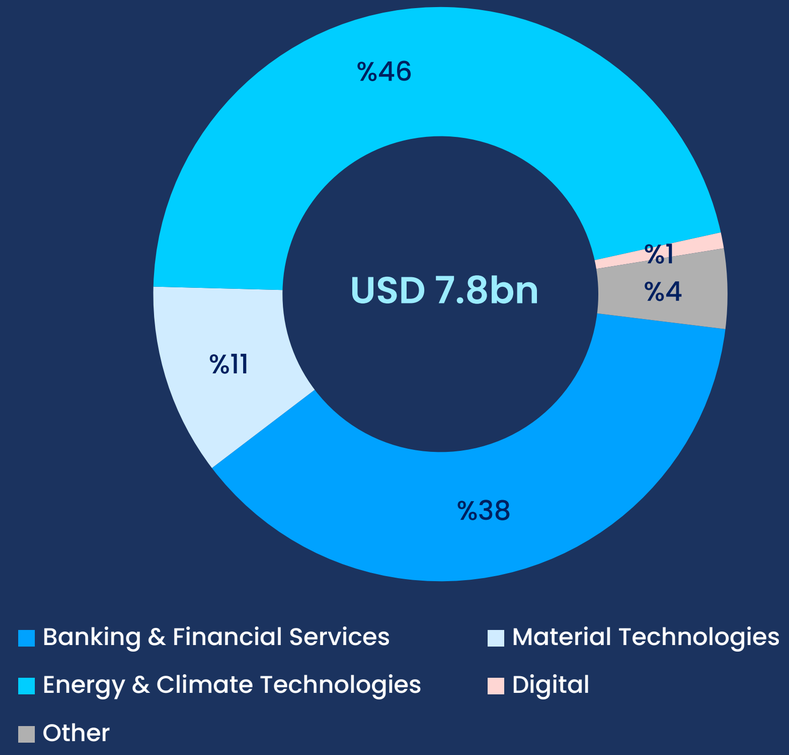


ROE-COE Spread and Net Income Margin(%)



*ROE: Return on Equity, COE: Cost of Equity, Bubble Size = Nominal Revenue
(1) As of 30.10.2026, holding only net cash is excluded from NAV calculation

October 2026 NAV Breakdown(1)



Capital Allocation Framework

Capital Allocation Discipline

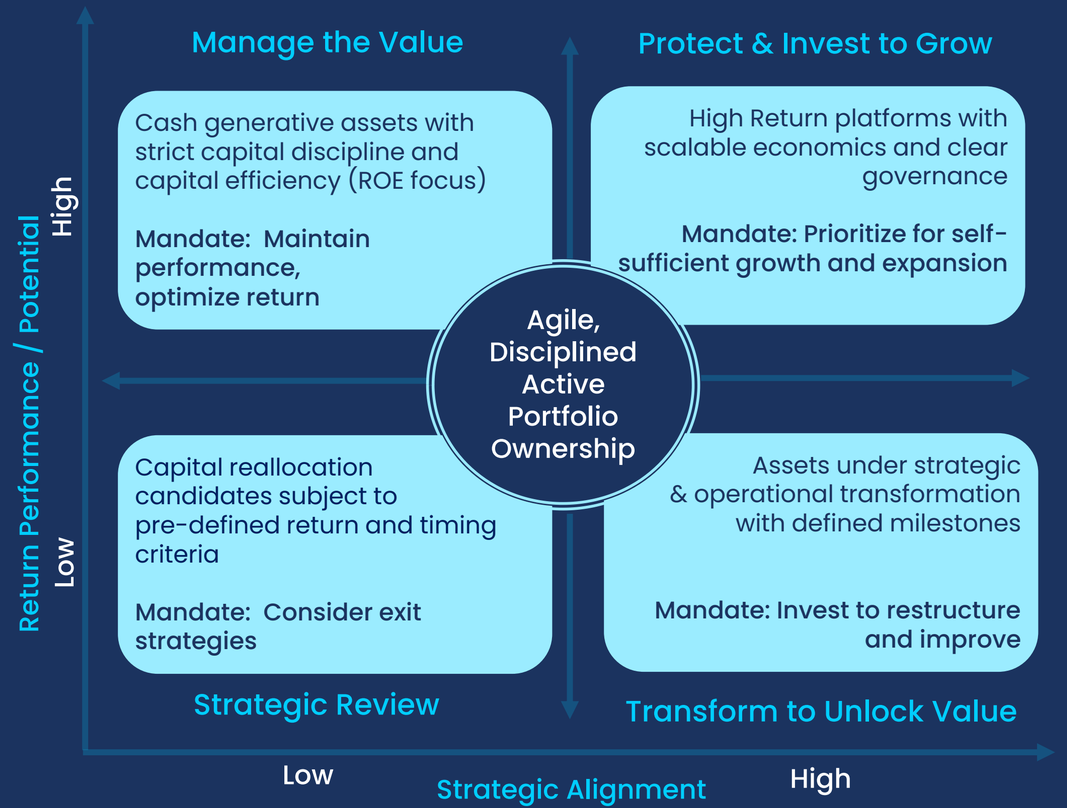
Return Threshold
Target investments with IRR > WACC + 2%-4%

Effective Use of Balance Sheet
Loan to NAV Capacity
Non-bank Net Debt to EBITDA≤2.0x

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

Governance Check Points
Management quality with Executive Committee & Board Excellence in Group Companies

Aligned strategic transformation goals with JV partners



Deployment Criteria

Primary Focus
Sustainability aligned, globally competitive, high return adjacencies & scalable platforms

Growth Levers
Value accretive M&A and selective greenfield opportunities benchmarked against global peers

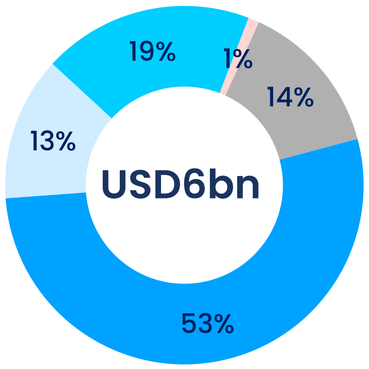
Strategic Flexibility
Minority stakes that provide strategic optionality

Geographic Balance
Assess opportunities both in Türkiye and developed markets

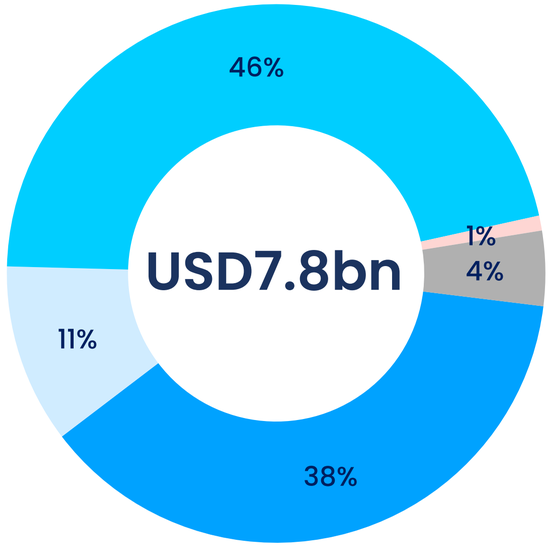
A portfolio-centric governance model designed to optimize returns, improve ROE, and allocate capital with speed, discipline, and accountability.

More Balanced NAV with a Solid Growth and Higher Return

2019 NAV



October 2026 NAV

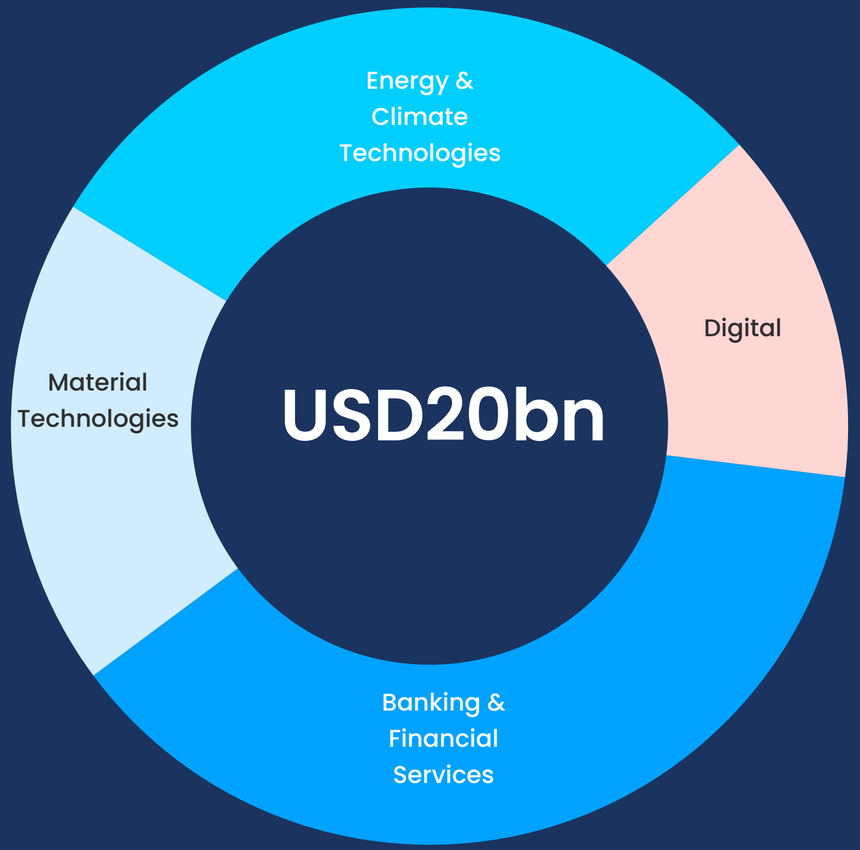


WACC Adjusted Return:

+20 bps

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

2029 TARGET NAV



WACC Adjusted Return:

+120-150 bps

(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


SABANCI
Sustainable,
Digital, Scalable
Strategic
Business Units

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

ENERJİSA Energy of Turkey

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
(9M 2026)

19.4 TWh
Total Distributed Energy
(9M 2026)

~ TL 112bn
Regulated Asset Base
(9M 2026)

2,088
Charging Sockets in Eşarj
(9M 2026)

ENERJİSA ÜRETİM

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

~4.7 GW
Installed Capacity
(Sep'26)

6,250+ MW
Installed Capacity
Target in 2028

37
Power Plants
(Sep'26)

9.9 TWh
Generation
(9M 2026)

SABANCI CLIMATE TECHNOLOGIES

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

As of April 30, 2025, the Mobility Solutions Group structure has been discontinued, and Temsa (TUA) operates under the Energy Group as of this date. Financial reporting for 2025 is prepared in accordance with this new organizational structure.

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

KORDSA

Insulation & Other

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

ÇİMSA

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

AKÇANSA ÇİMSA

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

AKÇANSA ÇİMSA

Tire Cord

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

KORDSA

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

BRİSA

Banking: Non-stop innovation & differentiation by leveraging AI

Sales & Service Model

- **Segment-based service model**
  - **Advisory-led banking:** Deepening advisory capabilities across corporate, commercial & private banking
  - **Digital-first in retail:** Expanding customer reach while improving cost efficiency across consumer & SME

Next-Gen Digitalization

- **Core engines:** AI-powered mobile app & digitized B2B payment flows
  - **End-to-end sales on mobile:** Scaling AI-driven investment advisory & hyper-personalization
  - **Unified B2B platform:** One dashboard & platform integrated across ERPs(1), banks, and third parties

AI Assistants & Infrastructure

- **Strategic pillars of AI strategy:** Driving cost efficiency, improving customer experience, enhancing sustainable revenue growth
- **Scalable & comprehensive AI platform**
- **Established AI governance:** One hub for execution, one committee for bank-wide prioritization governed by AI Strategy & AI Manifesto
- **AI assistants:** For our customers & employees
- **AI-native software engineering**

Scaling across the Ecosystem

- Investing in our **subsidiaries'** capabilities and growing our **ecosystem** beyond our own channels
- Enhancing our subsidiaries contribution to our sustainable, profitable growth

(1) ERP: Enterprise Resource Planning

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

Life & Pension

1st
In Private Pension AuM

"among private companies"

1st
In Life & PA GWP

"among private companies"
"from 4th ranking to 1st"

4.0 million
Customer

"Strong growth with diversified product portfolio"

AGESA

Non-Life

60+
Years Experience

2.9 million
Customer

160%
Capital Adequacy Ratio

13%
YoY Technical Profitability Increase

«Selective and sustainable profit driven»

AKSigorta

Health

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 30.09.2026, GWP: Gross Written Premium, AuM: Asset Under Management, PA: Personal Accident MS: Market Share

Sustainable, Digital, Scalable

Appendix

Disciplined Leadership
with Extensive Expertise



Kıvanç ZAİMLER 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.



Murat PINAR STRATEGIC INVESTMENTS

Murat Pınar holds an Electrical and Electronics Engineering degree from Karadeniz Technical University and an MBA from the London School of Commerce & University of Wales. After leadership roles at Siemens and Nokia NSN, he joined Enerjisa in 2010 and served as CEO of Enerjisa Enerji from 2019 to 2026. He was appointed Strategic Investments President at Sabancı Holding in August 2026.



Şerafettin KARAKIŞ SECRETARY GENERAL & CHIEF AUDIT EXECUTIVE

After more than a decade as a tax inspector at the Ministry of Finance, Şerafettin Karakış 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.



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.



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.



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.



Mustafa ÖZTURAN PEOPLE & CULTURE

Mustafa Özturan holds degrees from Gazi University and Çağ University. He has held senior human resources and labor relations roles at Sabancı Holding, Sasa Polyester, and Enerjisa. In August 2026, he was appointed President of Human Resources and Sustainability at Sabancı Holding and also serves as Chair of TÜSİAD's Employment and Social Security Working Group.



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).



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.

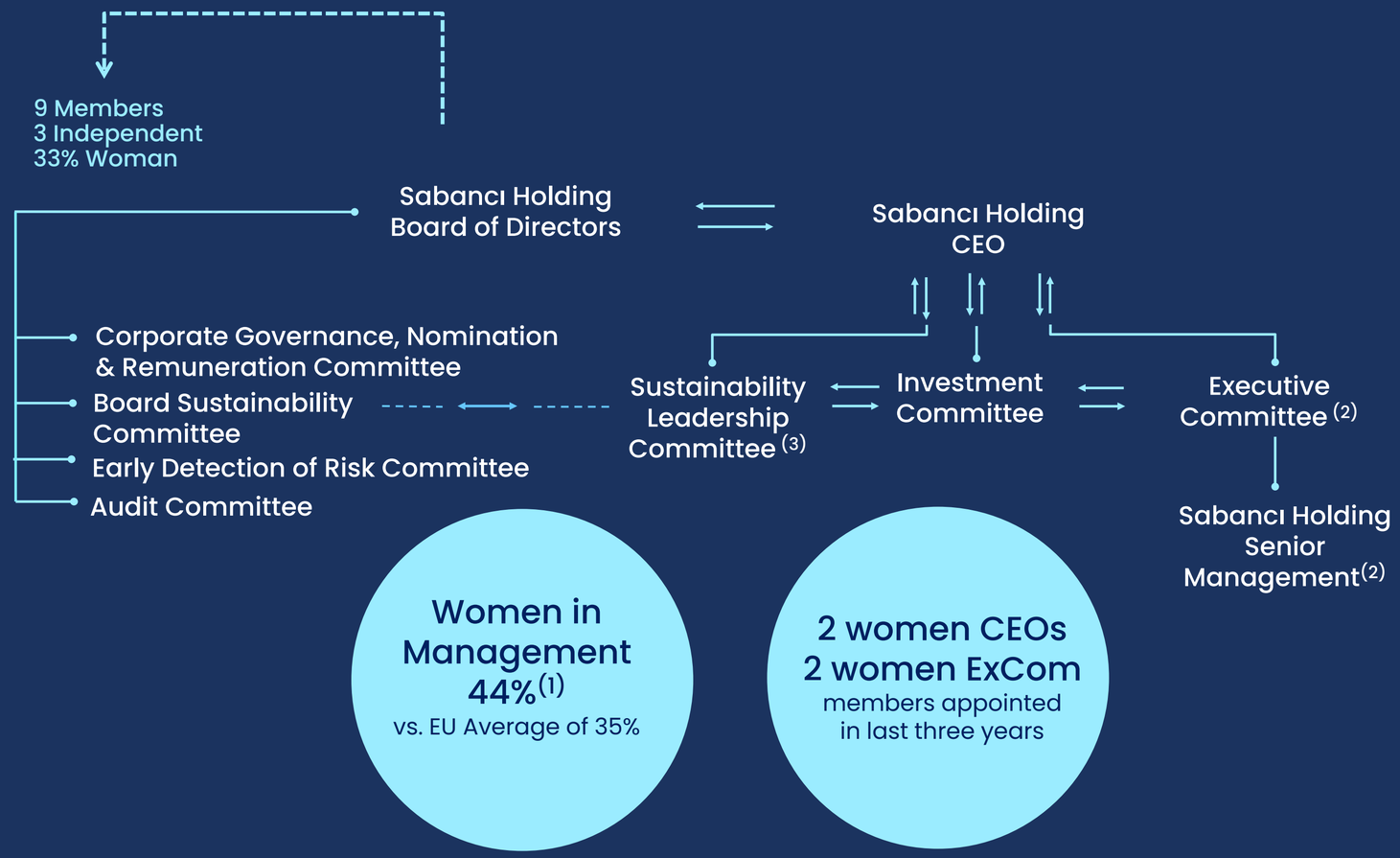


Semra CERRAHOĞLU GENERAL COUNSEL

Joined Akbank's Legal Department in 2000 and worked in legal advisory on contracts, project finance, syndicated loans, M&A and capital markets. Served as Deputy General Counsel at Akbank. Appointed General Counsel of Sabancı Holding in November 2026. Graduate of Istanbul University Faculty of Law.

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

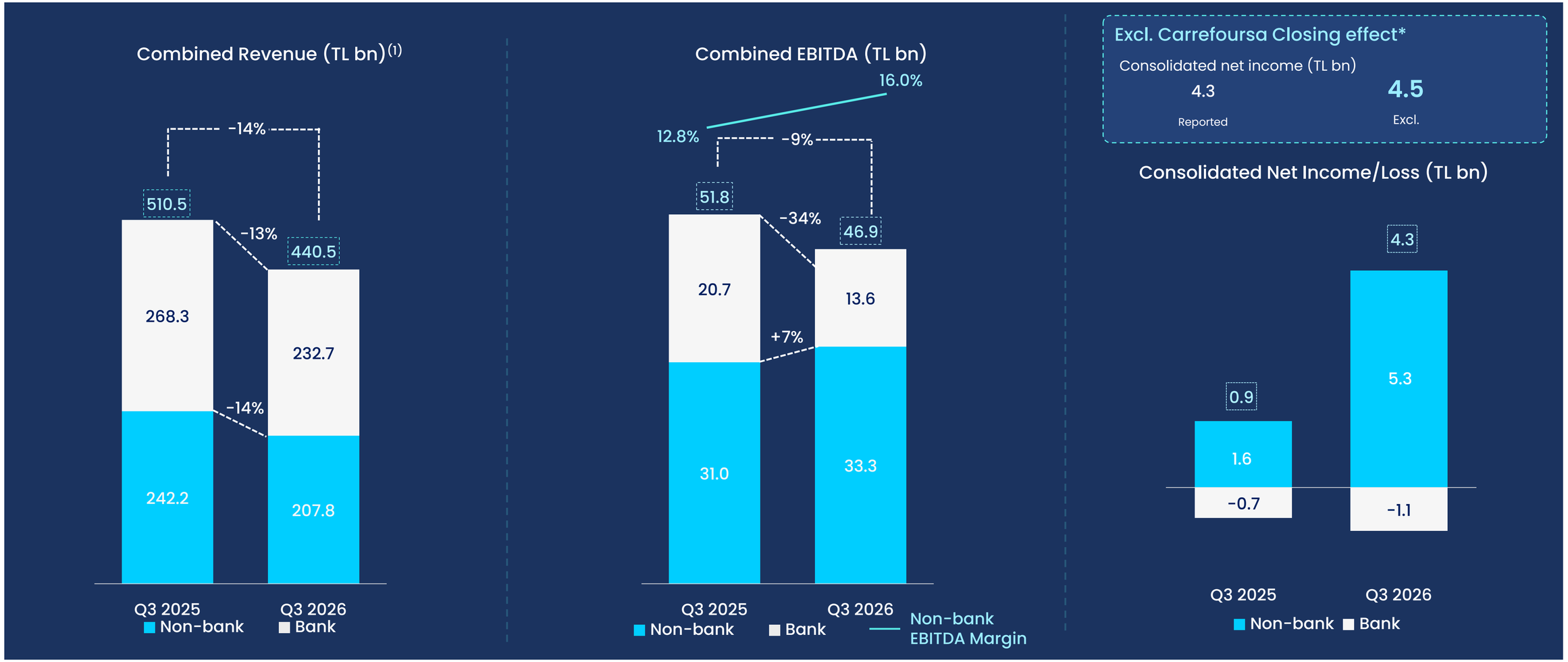


Key Policies

- 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 2025.
(2) Certain members of Executive Committee and Senior Management serve on the boards of Group companies in their capacity as duly elected board members, in accordance with the applicable regulatory framework.
(3) Group sustainability targets and performance are monitored by the Sustainability Leadership Committee. Consolidated data and progress reports, primarily prepared by the Sustainability Directorate, are reviewed through the Committee and presented regularly to the Board Sustainability Committee.

Resilient operations & improving profitability, with further upside from portfolio actions



(1) Combined Revenue excludes Holding dividend income. Bank revenue = Interest income + commission income + capital markets gains/losses + net derivative gains/losses
*Excludes Carrefoursa transaction closing effect after Sabancı Holding's exit from the company which was finalized on 31 July, 2026

Financials in Detail

	Combined Revenue[1]						Combined EBITDA						Consolidated Net Income/Loss					
MILLION TL	Q3 2025	Q3 2026	Change	9M 2025	9M 2026	Change	Q3 2025	Q3 2026	Change	9M 2025	9M 2026	Change	Q3 2025	Q3 2026	Change	9M 2025	9M 2026	Change
TOTAL	510,498	440,494	-14%	1,506,466	1,345,939	-11%	51,760	46,901	-9%	158,438	163,607	3%	881	4,264	384%	-1,023	19,572	n.m.
BANK	268,307	232,711	-13%	821,951	717,232	-13%	20,711	13,645	-34%	73,209	73,493	0%	-744	-1,062	-43%	-1,540	1,315	n.m.
NON-BANK	242,190	207,783	-14%	684,514	628,708	-8%	31,050	33,256	7%	85,229	90,114	6%	1,625	5,326	228%	517	18,257	3434%
ENERGY	118,954	113,343	-5%	321,072	302,301	-6%	18,221	21,663	19%	56,067	60,467	8%	2,106	4,291	104%	5,469	10,465	91%
MATERIAL TECHNOLOGIES	47,721	39,304	-18%	140,702	126,305	-10%	7,209	6,375	-12%	17,096	17,736	4%	1,317	1,742	32%	1,594	3,929	147%
FINANCIAL SERVICES	21,249	20,581	-3%	63,829	67,380	6%	3,379	3,946	17%	8,956	9,678	8%	471	843	79%	1,337	1,540	15%
DIGITAL	1,284	1,336	4%	4,950	4,053	-18%	66	-51	n.m.	42	111	164%	-43	-241	-463%	-491	-495	-1%
OTHER	52,983	33,218	-37%	153,962	128,669	-16%	2,176	1,323	-39%	3,067	2,122	-31%	-2,226	-1,308	41%	-7,392	2,817	n.m.

(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 (5M financials included), Brisa, Çimsa, Kordsa, Digital: DxBV, Other: Carrefoursa (7M financials included), 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 Current NAV

USD mn				October 2026		
Companies	Free Float	Direct Stake	Valuation Method	Mcap	Value to Sabancı Holding	% of NAV
Akbank	53%	41%	Market value	6,362	2,593	30.6%
Enerjisa Enerji	20%	40%	Market value	2,503	1,001	11.8%
Aksigorta	28%	36%	Market value	148	53	0.6%
Agesa	18%	40%	Market value	721	289	3.4%
Çimsa	36%	55%	Market value	740	404	4.8%
Brisa	10%	44%	Market value	401	175	2.1%
Kordsa	28%	71%	Market value	180	128	1.5%
Teknosa	50%	50%	Market value	43	21	0.3%
Total Listed					4,664	55.1%
Enerjisa Üretim		50%	1x Book value	4,130	2,065	24.4%
Çimsa Building Solutions B.V. (1)		32%	1x Book value	431	137	1.6%
Sabancı Climate Technologies (1)		100%	1x Book value	426	426	5.0%
DxBV		100%	1x Book value	70	70	0.8%
TUA		50%	1x Book value	248	124	1.5%
Other (2)		100%	1x Book value, Latest Appraisal Value	329	329	3.9%
Total Non-listed					3,151	37.2%
Total					7,815	92.3%
Sabancı Holding Net Cash(3)					651	7.7%
Sabancı Holding NAV					8,466	100.0%
Sabancı Holding Mcap					3,422	
Sabancı Holding Discount					-59.6%	

Numbers are based on IAS 29 (inflation accounting)
All figures are adjusted with October-end USD/TRY
Book values of non-listed companies are as of end of Sep'26

Historical NAV Data

(1) Çimsa Building Solutions and Sabancı Climate Technologies are included at their September-end USD values. The book values of the remaining non-listed companies are calculated by dividing their September-end TRY values by the USD/TRY rate at the end of the relevant month.
(2) "Other" includes Tursa, TMA and SabancıDX.
(3) October-end Holding net cash reflects the additional USD 6.47 mn Carrefoursa closing payment.
The end-October USD/TRY rate is taken as 49.7747

Proactive and Transparent
Investor Relations

Most Honored Company in the Emerging EMEA
2026

Most Honored Company in the Emerging EMEA
2025

Most Honored Company in the Emerging EMEA
2024

Grand Prix Best Team in Investor Relations among Emerging EMEA
2023

Grand Prix Best in Investor Relations among Emerging EMEA Mid-Caps
2022

Among Emerging EMEA 5 Years in a Row

Best Company Board

Best CEO

Best CFO

Best Team in Investor Relations

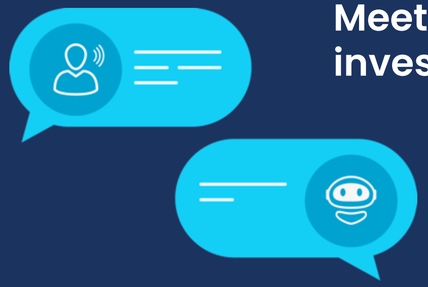
Best IR Program

Best IR Professional

Best ESG Program

Best Investor/Analyst Event

Conducted by Extel (formerly known as Institutional Investor)



Meet SirA, Sabancı Holding's digital investor relations assistant!

Türkiye’s First Investor Relations Dedicated Assistant!

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Earnings Presentation

Investor Presentation - Group Strategy

SBU Presentation – Energy & Climate Technologies

Capital Markets Day 2024

2025 Integrated Report

Historical NAV Data

2025 Sustainability Report