

# Sabancı Holding Management Platforms

## SA15+ Strategic Planning

SA15+ involves participatory planning that provides a roadmap to position the Sabancı Group for the next 10 years and beyond to ensure sustainable profitable growth.

The ongoing SA15+ effort was initiated under the leadership of Güler Sabancı, Chairperson of Sabancı Holding with broad-based participation by over 600 local and international staff members.

The outcome of the process led to an integrated corporate strategy and planning process discipline with a ten-year strategy plan, a three-year business plan and an annual budget.

### SABE (Sabancı Business Excellence)

SABE is a continuous improvement approach to process change, linked to business strategy to drive better business results.

The purpose of SABE is to ensure business excellence becomes a culture as the foundation of sustainable competitive advantage and profitable growth.

We strive to continuously identify areas for improvement while developing and deploying the best practice implementations through methods and tools such as 6 Sigma. We encourage active participation, enhanced cross-SBU peer-communication, dynamic collaboration, knowledge-sharing and learning.

### SATEK (Sabancı Technology, Materials and Intellectual Property Committee)

SATEK was established to draw up strategies, policies and principles aimed at achieving a sustainable competitive position through customer-centric technological leadership and Sabancı Group's intellectual property assets.

We aim to achieve a lean and flexible time-to-market discipline by being responsive to the needs of different businesses through a custom goal setting and funding mechanism for technology projects with high commercial and market-differentiation potential.

### Growth and Value Creation Through Innovation

In line with its vision to "create sustainable advantage through differentiation," the Sabancı Group intends to differentiate itself in the marketplace, thus gaining sustainable advantages in a global environment, to maintain growth and profitability. Accordingly, the Sabancı Group has taken the initiative to promote innovations in all of its businesses. We want innovation to be part of our organization culture and management approach.

### SAPOINT (Sabancı Platform of Information Technology)

Sabancı management regards information as a critical asset in achieving a leading edge in the marketplace. SAPOINT aims to better coordinate the group-wide strategies and develop strategies, policies and standards to ensure information technologies are utilized to support business priorities of the group companies.

SAPOINT has developed a three-year strategic plan to address key areas of development for Information Technology Management such as: Information Security, Standards and Efficiency and Strategic Information Management and Sharing.



## Human Resources and Organizational Transformation

In order to achieve its long term goals and strategies, managing the leadership and organizational transformation has been identified by the Human Resources as a critical priority for the Sabancı Group. The leadership and organizational transformation model defines our approach to developing and

implementing critical human resources systems and processes, assessing the people profile, culture and organizational structures which support these systems and processes; finally planning the necessary improvements to assure that the organizational goals are achieved.

This transformation process is supported through the annual organizational and human resource review processes, during which future human resources and organizational needs are analyzed and priorities and goals for the coming year are identified.