

Regarding the 16th agenda item titled "Wishes and Remarks" of the 2023 Ordinary General Assembly Meeting of Hacı Ömer Sabancı Holding A.Ş. held on April 29, 2024, the answers to the 4 questions asked by Mustafa Can Kaya, one of the shareholders who attended the meeting electronically, are given below. This document is available for the review of our shareholders at the Company's corporate website in accordance with the Corporate Governance Principle No. 1.3.5 annexed to the Capital Markets Board's Corporate Governance Communiqué No. II-17.1.

1. Investment Strategy in the Context of whether there is an Investment Plan for Semiconductors and Chip Production

Sabancı Group's strategic priorities are based on the Group's Purpose: "We unite Türkiye and the World, for a sustainable life with leading enterprises". As a Group, we combine our strong financial position, dynamic portfolio management and robust governance model with our innovative and technology-oriented business approach to achieve strong growth in our core businesses while making significant investments in new growth platforms. The details of the strategic goals and priorities of Sabancı Holding and the wider Sabancı Group are summarized in the "[Strategy House](#)" on the corporate website.

2. Investments in Material Technologies and Mobility Solutions

Sabancı Group has restructured and established the Material Technologies and the Mobility Solutions business units to further strengthen its focus in material technologies and leadership in mobility solutions.

After organizational restructuring, Brisa and Temsa are organized under the Mobility Solutions Group, while Akçansa, Çimsa and Kordsa are organized under the Materials Technologies Group.

In this context, information on investments in Material Technologies and Mobility are provided under the relevant headings:

a. Mobility Solutions

Brisa, a Sabancı Group company operating in the areas of tire production in the field of mobility solutions, has reinforced its strong position in the domestic and international markets with 7,200 sales points in 88 countries worldwide, and has also become the leading brand in five countries. Brisa provides energy efficient products compatible with electric vehicles, including Türkiye's first domestic electric car, and diversifies its investments in this direction. In addition to introducing 120 new products in the market, Brisa also launched a new retread brand that enables the tires reaching their end-of-life to be reused.

Brisa is expanding in the quick maintenance service chain segment with its Otopratik and Propratik stores, which can service electric vehicles and include fast charging stations. Unlike the existing mobility centers, Otopratik Midi stores, which can serve in areas of 300 square meters or less, are planned to be opened in all cities of Türkiye and serve more customers. Otopratik Midi

will be able to offer periodic maintenance, tire sales, non-tire product sales, electric vehicle maintenance, electric vehicle charging points and many other Otopratik products and services to customers in smaller spaces, currently serving at 9 locations in 9 cities. In 2023, Brisa also launched the "On-site Service" in Istanbul under the Otopratik brand. All passenger and light commercial vehicle owners, including hybrid and electric vehicle owners, may meet their vehicle maintenance needs safely and quickly with this service.

One of Brisa's most important mobility investments was the acquisition of Arvento in 2022. Arvento achieved significant growth by expanding its digital telematics services to 750 thousand vehicles in 2023.

Temsa, another Sabancı Group company operating in the field of mobility solutions, expanded Sabancı Group's presence in the field of electric buses by introducing five electric bus models to the US, Sweden, France and other major European markets during the year thanks to its restructured international network. In 2023, Temsa reinforced its position as one of the world's leading commercial vehicle manufacturers by reaching an 18% market share in North America, one of the world's most important and competitive markets.

Temsa's TS45E model successfully completed two years of testing in Silicon Valley in the US. Sabancı Group's commercial vehicle manufacturer also contributed to Türkiye's electric vehicle transformation by developing the Avenue EV, Türkiye's first locally produced electric bus. Temsa also began a project developing Türkiye's first intercity hydrogen bus in cooperation with Portugal-based CaetanoBus. Temsa, the Group's bus manufacturer company, focuses its investments on hydrogen and electric transportation and zero-emission transportation.

b. Material Technologies

Kordsa has transformed from a tire reinforcement company into an advanced materials company with the steps taken by Sabancı Group in the field of Materials Technologies in recent years and has realized significant investments in this context. For Kordsa, 2023 was a special year with growth in the composites business line, the opening of new technical centers in Germany and Indonesia, and the introduction of 100% recycled polyester cord fabric products.

Increasing the number of its core business areas to four with the compounding business unit established after tire reinforcement, construction reinforcement and composite technologies, Kordsa took important steps towards strengthening its sustainable product portfolio with its investment in BPREG and the Letter of Intent signed with Ravago Petrochemicals in 2024.

Additionally, Kordsa continued its growth in composite technologies, the second largest business line after tire reinforcement, and completed the investment in a new prepreg line at Italy-based Microtex, which was acquired by Kordsa in 2022. The facility's total prepreg production capacity has reached approximately 2,000,000 square meters per year with the new line. Kordsa's advanced materials business line has expanded beyond the US to Europe with this move.

On the other hand, with the commercial cooperation agreement signed with FACC, Kordsa, which brings its competence in composite technologies to the aviation ecosystem, will be able to supply FACC with epoxy-based products to be used in the cabin interior components of airplanes.

Kordsa continues to extend its innovation power to different geographies around the world in line with its "Innovate Everywhere" approach. In the 1-year period between June 2023 and May 2024, Kordsa launched 3 technical centers on 3 continents. In 2023, Kordsa started operations at its technical centers in Indonesia (Asia Pacific Technical Center) and Germany (Sabancı Technology Center), and finally opened the **Kordsa Advanced Materials Technical Center** in California, USA.

Kordsa aims to support growth in the composites business line by operating closer to European customers and conducting strong university-industry cooperation activities with the opening of a technical center in Germany.

Kordsa also conducts research and development activities on recycled polypropylene products and bio-based resins in collaboration with Sabancı University, laying the foundations for the future in sustainable plastics with its polymerization competencies.

In addition to all these, Kordsa, carrying its leadership in tire reinforcement to the mobility market, launched its new brand **REV Technologies** and launched Project Janus, a global enterprise resource planning (ERP) project in early 2024.

Sabancı Building Solutions (SBS) was established in 2020 with 40% ownership by Çimsa and 60% by Sabancı Holding, in line with the long-term strategy to become a leading player in the global building materials industry and to consolidate its overseas operations under a single roof. Considering Çimsa's strengthening balance sheet, decreasing indebtedness and forward-looking investment strategies, 10.1% shares of SBS were taken over from Sabancı Holding on 08.12.2023 for EUR 25,280,098 within the framework of the objectives of consolidating and managing the global building materials investments gathered under the roof of SBS within Çimsa, thus increasing operational efficiency and simplifying management and control processes. Thus, Çimsa has started consolidating new generation building materials investments, in particular the global white cement trade operation, which are gathered under SBS.

In line with SBS's goals of investing in the technologies of the future in the field of building materials and becoming a technology producing company in this field, an R&D center named **Sabancı Global Technology Center (SGTC)** was established in Munich, Germany by SBS as the sole shareholder. SBS has started research and development activities in related fields in addition to the global trade of white and gray cement, calcium alimunate cement (CAC) and other sustainable building materials with this development. SGTC, established on the campus of the Technical University of Munich, will conduct research and development activities for the development of innovative, environmental products and technologies in the field of building materials, especially CAC. These activities are intended to support SBS's global goals in the field of building materials and lead the way in technology generation.

We have extended our University - Industry cooperation initiatives to Europe by carrying out R&D activities and studies on innovative technologies with our employees from 6 different nationalities with **SGTC**. The center will enable us to establish a strong bond with our customers who prefer our sustainable and value-added product portfolio and will be a working base for the design of innovative products in line with customer needs.

Çimsa started to operate both its terminal unit and factory unit with the **Buñol plant**, with the acquisition that was completed in July 2021. The Buñol plant is one of the leading production facilities in Europe with a production of 750 thousand tons/year of white cement and serves both internal market in the Spain and also by exporting to more than 65 countries mainly in the European, African and American markets, both from production sales and supply from Türkiye. In terms of alternative fuel usage, which is an important pillar of our sustainability strategy, the alternative fuel usage rate of the Buñol plant in 2023 was realized as 28%, showing a significant increase compared to the previous year. In addition, the installation of solar power plants with an installed capacity of 7.2 MW at the Bunol Plant was completed and commissioned within the framework of responsible investment approach.

Türkiye's first and only Calcium Aluminate Cement (CAC) producer, Çimsa's new production facility at the **Mersin Plant**, which was built with an investment of **TL 1.5 billion**, was commissioned after the successful completion of trial production and testing processes, and the annual CAC clinker production capacity increased **from 65 thousand tons to 131 thousand tons**. Çimsa has become one of the three largest producers in the global CAC market with this new investment.

3. Developments Related to Recent Acquisitions in West Texas and Oriana in the US

In line with our Group's new economy-oriented growth, reinforcing its global footprint and developing the technologies of the future, a new company, Sabancı İklim Teknolojileri A.Ş. was established in 2022 to invest in renewable energy and climate technologies, of which Sabancı Holding is the sole and founding shareholder.

In the same year, Sabancı Renewables Inc. was established to build a renewable energy portfolio in the USA, with Sabancı İklim Teknolojileri A.Ş. as the sole shareholder. This company completed the financing and construction of its first project, Cutlass Solar II Solar Power Plant with a capacity of 272 MWdc in Texas, USA that was already commissioned at full capacity. Sabancı Renewables Inc.'s second investment in the state of Texas, the Oriana Solar Power Plant project with 232 MWdc solar and 60 MW/120MWh storage capacity, which has been successfully financed, is proceeding as planned and is expected to be commissioned in the second quarter of 2025.

Sabancı Renewables Inc. will reach a total renewable energy portfolio of 504 MW in the US with the commissioning of both projects, and efforts are underway to further increase the total capacity within the scope of the Group's sustainability goals. Relevant information and important developments are disclosed to public by Sabancı Holding through material event disclosures and various investor presentations.

4. Developments Related to Sabancı Ventures

“Sabancı Ventures” or officially “Ak Portföy Yönetimi A.Ş. Sabancı Holding Private Venture Capital Investment Fund” was established in 2020 by Ak Portföy Yönetimi A.Ş. as a private venture capital investment fund in which Sabancı Holding and certain other Sabancı Group companies acting as investors, with a total funding commitment amounting to USD 30 million, which was not fully utilized yet.

Sabancı Ventures invests in start-up or scale-up technology-based companies with high growth potential and established governance practices, preferably operating in areas that may create synergies with Group companies. As of December 31, 2023, the amount of venture capital investments made by Sabancı Ventures in 14 companies in areas such as Internet of Things (IoT), artificial intelligence, healthcare technologies, insurance technologies, climate technologies, cyber security and cloud technologies reached circa TRY 724 million.