

Regarding the 14th agenda item titled "Wishes and Remarks" of the 2024 Ordinary General Assembly Meeting of Hacı Ömer Sabancı Holding A.Ş. held on March 27, 2025, the answers to the 4 questions asked by Mustafa Can Kaya, one of the shareholders who attended the meeting electronically and the answers to the 3 questions asked by Aydın Yağcı, one of the shareholders who attended the meeting physically 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.

**Is there an investment strategy regarding whether there is an investment plan for semiconductors and chip production?**

Sabancı Holding's priority investment areas include energy and climate technologies, material technologies, mobility solutions, and digital technologies. Currently, there is no decision taken in relation to semiconductors and chip production.

**What is the status of investments in advanced materials and mobility?**

Sabancı Holding's investment strategy for its building materials companies under the Materials Technologies Group reflects a long-term growth vision focused on higher efficiency and sustainability.

The increase in renewable energy investments in facilities dedicated to advanced material technologies has strengthened the companies' decarbonization strategies. Two significant investments have been announced at Çimsa's cement plant in Eskişehir: a solar power plant and a waste heat recovery facility. Once these renewable energy investments are operational, they are expected to meet approximately 40% of the Eskişehir plant's electricity needs.

In the **advanced materials business line**, a new solar power plant covering 100,000 square meters (approximately the size of 14 football fields) with 11,000 solar panels and an investment value of €4.2 million became operational at the Bunol facility in 2024. This plant has been widely recognized as a model sustainability project in the European building materials industry.

These investments, supported by a €25 million loan from the European Bank for Reconstruction and Development (EBRD) and a \$70 million green loan agreement with the International Finance Corporation (IFC), align at achieving net-zero emissions by 2050.

Following the successful completion of a \$45 million calcium aluminate cement (CAC) investment last year, an additional \$32 million capacity investment has been announced for 2024 at the Mersin plant to support global CAC production. This project, planned for completion in the first half of 2026, aligns with the strategy of developing sustainable building materials to meet the growing demand for eco-friendly construction solutions.

The previously announced \$82 million cement grinding investment is expected to become operational by the end of 2025.

In 2024, Çimsa increased its stake in Sabancı Building Solutions, its international growth arm, to 68% and rebranded it as Çimsa Building Solutions.

In 2024, a significant milestone was achieved with the acquisition of a 94.7% stake in Ireland-based leading building materials producer Mannok Holdings DAC for €253.5 million. This is one of the largest international acquisitions under the Sabancı Group and the integration process is ongoing.

Sabancı Holding's tire reinforcement and composites company, Kordsa, completed two new investment projects in 2024 that were initially announced in 2020. These included an expanded dipping line for high-performance tires and increased polypropylene monofilament fiber production capacity for its construction reinforcement brand Kratos.

Kordsa's Compounding business unit, established in 2023 and with production investment realized in 2024, supports environmental sustainability by producing engineering plastics from recycled materials and has added bio-based engineering plastics to its portfolio. Under the Exenco brand, it manufactures high-performance, sustainable engineering plastics for the automotive, electronics, and aerospace sectors. These bio-based and thermally stable compounds are designed to meet growing demand for lightweight, durable materials with minimal environmental impact.

In the **mobility business line**, Brisa's R&D center developed new-generation, high-tech tires and launched more than 148 new products. Brisa's sustainable tires compatible with electric vehicles, Bridgestone Enliten and Lassa Revola, have found traction in the market.

Temsa has extended its focus on sustainability beyond traditional mobility. The Avenue EV, Turkey's first domestically produced electric bus, is a tangible example of the company's commitment to providing innovative and sustainable public transport solutions. Furthermore, under the Electrification of the Maritime Sector project, Temsa has contributed to the electrification transformation of Istanbul's hybrid sea taxis. Through its Agricultural Battery initiative, it has also developed battery packs specifically for tractors, helping to reduce diesel consumption in agriculture. These projects demonstrate Temsa's commitment to creating environmental and economic value across various sectors through electrification.

The strategic business unit's tire company has furthered its decarbonization efforts by adding solar power capacity to its Aksaray facility and has made progress toward its goal of 100% renewable energy use. Brisa has also launched a domestic retread brand that addresses a significant market need in the circular economy and has achieved notable growth in retreading volume across 20 facilities.

Detailed information can be found in the Sabancı Holding 2024 Annual Report and the websites of the relevant companies.

### **What is the status of recent acquisitions in West Texas and Oriana in the United States?**

Sabancı Renewables continues its operations to develop renewable energy projects in the U.S. In May 2024, it commissioned the 272 MW Cutlass-II solar power plant. With the 232 MW Oriana plant to be completed in 2025, Sabancı Renewables will increase its capacity in the U.S. to 504 MW. This strategic expansion is part of a broader strategic plan to build a significant renewable energy portfolio in the medium term. Sabancı Renewables achieved net profit within two years of its establishment, following the commissioning of the 272 MW Cutlass-II Solar Power Plant.

Construction of the 232 MW Oriana Solar Power Plant is progressing steadily, and financing for both projects has been completed.

### **What is the status of Sabancı Ventures?**

Sabancı Ventures acts as a “sensor” that identifies new growth areas for Group companies by evaluating investment opportunities in innovation-focused business models and advanced technologies. In line with the strategic initiatives of Sabancı Group, it focuses on emerging areas such as digital technologies, advanced materials technologies, and climate technologies. As of the end of 2024, Sabancı Ventures has made direct investments totaling \$14 million in 14 companies across five countries.

### **Did Kordsa’s CEO resign voluntarily?**

A material event disclosure was made by Kordsa on January 6, 2025. As stated in the announcement, a top management change occurred, and the executive in question left the position. Efforts continue to establish the most suitable leadership structure in line with long-term strategic goals.

### **Was Mannok previously considered for Kordsa? Has the conjuncture changed? Was this investment planned for Çimsa?**

The Mannok investment was considered for Çimsa from the beginning. As is known, the subsidiaries of Mannok Holdings operating in Ireland and the UK are active in the cement, building materials, insulation, and packaging sectors. These sectors are unrelated to Kordsa’s reinforcement and composite business lines.

### **Will there be improvements in Kordsa’s financial results and operations?**

The year 2024 has been a challenging one in the tire reinforcement market, with intensified global competition, particularly from Asia-based producers focusing more on price competition than technology.

Improving the financial performance of our companies in a sustainable way across the Sabancı Group, increasing dividend yields, and thereby offering an attractive investment opportunity to our existing and potential investors are among the top priorities. Evaluations on this matter are ongoing, and concrete decisions will be shared with the public when made.