

## **QUESTIONS AND ANSWERS SUBMITTED AT THE 2025 ORDINARY GENERAL ASSEMBLY MEETING HELD ON 31 MARCH 2026**

Pursuant to Corporate Governance Principle No. 1.3.5, questions raised by shareholders during general assembly meetings and the answers provided thereto must be published on the Company's corporate website.

The questions raised and answered verbally during the 2025 Ordinary General Assembly Meeting were included in the minutes of the general assembly meeting, which were disclosed on the Public Disclosure Platform (PDP) and published on the Company's website.

The questions submitted by shareholders at the 2025 Ordinary General Assembly Meeting held on 31 March 2026, which were envisaged to be answered in writing, and the related answers are provided below:

**1- What was the net asset value (NAV) discount for 2025?**

As of 31 December 2025, the net asset value amounted to USD 9.8 billion, and the NAV discount was 58%. The average NAV discount for 2025 was 50.2%.

**2- Will Kordsa be sold, and if so, when?**

There has been no resolution adopted by the Board of Directors of Hacı Ömer Sabancı Holding A.Ş. with respect to this matter.

**3- What is the number of PhD holders employed in R&D activities?**

Within the Sabancı Group, the number of employees holding a PhD who are engaged in R&D activities in accordance with the legislation of the countries in which the Group operates is 17.

**4- Is Sabancı Holding considering purchasing Kordsa shares from the market, given its low market capitalization?**

There has been no resolution adopted by the Board of Directors of Hacı Ömer Sabancı Holding A.Ş. with respect to this matter.

**5- To what extent are the impacts of sustainability efforts reflected?**

Sabancı Holding's sustainability initiatives strengthen its long-term value creation capacity and contribute to both effective risk management and the evaluation of new opportunities.

Effective management of sustainability-related risks -particularly climate change- helps limit the adverse impacts on the balance sheet and profit/loss arising from factors such as

regulatory non-compliance penalties and additional taxes (e.g., carbon taxes), loss of markets and customers, cost increases due to operational inefficiencies, loss of talent, operational disruptions stemming from misalignment with local stakeholders at production facilities, restricted access to financing or more costly financing, and erosion of investor confidence.

On the opportunity side, sustainability efforts create value-enhancing effects through access to new markets by benefiting from sustainability-focused incentives and support mechanisms, diversification of the product and service portfolio, operational efficiency gains, and access to more cost-effective financing.

The main risks and opportunities in this context are reported in greater detail through publicly available reports such as CDP and TSRS disclosures.

## **6- Has there been an improvement at Kordsa compared to the previous year?**

In 2025, Kordsa's priority was to establish a healthier and more sustainable balance sheet structure. Accordingly, efforts focused on effective working capital management, workforce and capacity optimization, and strengthening the financing structure.

In this context, operational cash flow increased from USD 56 million in 2024 to USD 150 million in 2025, while free cash flow amounted to USD 90 million. Net debt decreased by USD 72 million, declining to USD 305 million. Additionally, under credit agreements signed with five banks in 2025 for USD 200 million and EUR 50 million, short-term loans were restructured into long-term facilities with a one-year grace period and a total maturity of five years, thereby strengthening the balance sheet.

While performance in the first two months of the year exceeded expectations, floods in Indonesia in March 2025 caused damage to NY66, PET HMLS yarn lines, and cord fabric production facilities. Polyester yarn facilities resumed production in May 2025, and NY66 yarn facilities in June 2025; unaffected sections of the cord fabric operations were reactivated as of April 2025. Due to the flood, an impairment expense of USD 26.1 million was recorded in 2025; this amount was offset by USD 1 million in revenue from scrap inventory sales and USD 26.1 million in insurance proceeds. Of this amount, USD 10 million was collected in 2025 and USD 15 million in 2026. Under the PT Indo Kordsa insurance policy, coverage of up to USD 50 million is available, and negotiations with the insurance company are ongoing.

In the tire reinforcement business line, actions aimed at capacity and fixed cost optimization were taken, resulting in a one-off cost of approximately USD 20 million. Despite a USD 18 million adverse impact arising from currency-inflation mismatch in 2025, fixed costs improved by USD 36 million.

As a result of optimizations implemented in the composites business line, revenue increased by 5% in 2025 to USD 199 million, generating approximately USD 15 million in additional EBITDA compared to 2024.

Aligned with the Company's core focus areas, machinery, equipment, selected intellectual property rights, and other assets belonging to Kratos, the construction reinforcement business line, were transferred to Afyon Çimento for USD 10 million (excluding VAT). By adapting to changing global market conditions, Kordsa aims to enhance operational efficiency, cash flow generation, and cost management.

Detailed information on Kordsa's operations is available in the activity reports published on the PDP and the Company's website.

**7- Are you considering a private placement capital increase at Kordsa?**

In the material disclosure dated 5 March 2026 by Kordsa Technical Textiles Inc., it was stated that following the rejection by the Capital Markets Board of the application for approval of the prospectus and sales announcement prepared for the purpose of capital increase, all capital increase alternatives would be evaluated and any developments would be disclosed to the public.

Accordingly, should any developments arise, they will be shared with the public.