



Kordsa Board of Directors Diversity Policy

This Policy has been adopted to ensure that professionals with diverse backgrounds, knowledge, experience, and qualifications are appointed to the Board of Directors of Kordsa, by promoting diversity and inclusion throughout the nomination process. The ultimate goal is to establish a more effective governance structure that supports Kordsa's sustainable growth and global innovation strategy.

1. Policy Statement and Commitment

Kordsa believes that diversity in perspectives, experiences, and expertise contributes to stronger decision-making, corporate governance, and overall company performance. Promoting diversity and inclusion at the Board level is aligned with Kordsa's commitment to sustainable value creation, technological leadership, and global collaboration.

2. Nomination Process

The nomination and appointment process for Board members is carried out in accordance with the provisions of the Turkish Commercial Code, Capital Markets legislation, and Kordsa's Articles of Association.

When nominating candidates for the Board of Directors, Kordsa considers its operational areas, strategic priorities, international footprint, and commitment to innovation and sustainability. Candidates are expected to have the knowledge, skills, and competencies necessary to support these objectives and to represent the interests of all stakeholders effectively.

3. Scope of Diversity

Kordsa recognizes and values diversity across a range of attributes, including but not limited to:

- Age
- Gender and gender identity
- Educational background
- Cultural and professional background
- Local and international experience
- Managerial and leadership experience
- Expertise in areas such as sustainability, R&D, digitalization, and financial management

In compliance with relevant legal and privacy regulations, such characteristics are considered only when voluntarily disclosed by candidates. However, the candidate pool is formed in a manner that maximizes diversity among known individuals.

4. Gender Equality

Kordsa is committed to gender equality and the empowerment of women across all levels of the organization, including the Board of Directors. Among equally qualified candidates, preference is given to women to support greater gender balance on the Board.

Kordsa aims to reach a minimum ratio of **30% female representation** on its Board of Directors. Progress toward this target is reviewed annually by the Corporate Governance Committee and publicly disclosed. The target may be revised when necessary to reflect evolving best practices and organizational needs.

5. Independence and Qualifications

Kordsa's Board includes independent members who are capable of exercising objective judgment and acting in the best interests of the company. Independent members must meet the independence criteria set forth by the Capital Markets Board.

All newly appointed independent Board members participate in an orientation program designed to familiarize them with Kordsa's business model, values, and governance structure.

6. Implementation and Oversight

The Corporate Governance Committee is responsible for implementing this Policy and for establishing a transparent system for identifying, evaluating, and developing qualified Board candidates. The Committee may seek external consultancy services to expand the candidate pool and ensure alignment with this Diversity Policy.

This Policy has been developed in line with the principles of the Capital Markets Board's Corporate Governance Communiqué and reflects recognized best practices both locally and internationally.

The Corporate Governance Committee is responsible for regularly reviewing this Policy and proposing updates when necessary. The Policy becomes effective upon the approval of the Board of Directors.