



| KORDSA EMPLOYEE TURNOVER                     |            |            |            |              |
|----------------------------------------------|------------|------------|------------|--------------|
| Recruitment vs Dismissals by Gender and Ages | 2022       | 2023       | 2024       | 2025         |
| Recruitment – Female                         | 231        | 116        | 61         | ✓ 46         |
| Recruitment - Male                           | 486        | 317        | 436        | ✓ 190        |
| Recruitment – Female (Below 30 Years)        | 116        | 51         | 24         | ✓ 14         |
| Recruitment – Male (Below 30 Years)          | 332        | 200        | 323        | ✓ 106        |
| Recruitment – Female (30-50 Years)           | 94         | 51         | 28         | ✓ 27         |
| Recruitment – Male (30-50 Years)             | 125        | 90         | 99         | ✓ 65         |
| Recruitment – Female (Above 50 Years)        | 21         | 14         | 9          | ✓ 5          |
| Recruitment – Male (Above 50 Years)          | 29         | 27         | 14         | ✓ 19         |
| <b>Total - Recruitment</b>                   | <b>717</b> | <b>433</b> | <b>497</b> | <b>✓ 126</b> |
| <b>Total - Dismissals</b>                    | <b>741</b> | <b>512</b> | <b>833</b> | <b>✓ 976</b> |

| Ratio of Total Recruitment by Gender | 2022   | 2023   | 2024   | 2025   |
|--------------------------------------|--------|--------|--------|--------|
| Recruitment – Female                 | 32.22% | 26.79% | 12.27% | 19.49% |
| Recruitment – Male                   | 67.78% | 73.21% | 87.73% | 80.51% |
| Ratio of Total Dismissals by Gender  | 2022   | 2023   | 2024   | 2025   |
| Dismissals - Female                  | 25.78% | 23.05% | 18.25% | 11.43% |
| Dismissals - Male                    | 74.22% | 76.95% | 81.75% | 88.57% |

| Internal Human Capital Allocation              | 2022 | 2023 | 2024 | 2025 |
|------------------------------------------------|------|------|------|------|
| Open Positions                                 | 235  | 36   | 19   | 20   |
| Open Positions closed with internal candidates | 20   | 9    | 35   | 4    |

| Turnover Rate               | 2022  | 2023  | 2024   | 2025     |
|-----------------------------|-------|-------|--------|----------|
| Total Employee Turnover     | 16%   | 12%   | 19.06% | ✓ 28.03% |
| Employee Initiated Turnover | 5.60% | 4.20% | 9.11%  | 6.23%    |



| EMPLOYEE TENURES                  |       |       |      |      |
|-----------------------------------|-------|-------|------|------|
| Average Length of Service (Years) | 2022  | 2023  | 2024 | 2025 |
| All Kordsa                        | 10.32 | 10.4  | 9.9  | 10.0 |
| Türkiye                           | 8.98  | 8.3   | 8.0  | 8.8  |
| Indonesia                         | 13.28 | 13.2  | 12.5 | 11.6 |
| Thailand                          | 13.65 | 13.7  | 12.7 | 12.5 |
| Brazil                            | 10.4  | 11.5  | 11.1 | 11.0 |
| USA                               | 7.51  | 8.6   | 9.3  | 9.2  |
| China                             | 15.27 | 16.27 | 17.3 | 18.3 |
| Germany                           | -     | -     | 4.5  | 2.7  |
| Italy                             | -     | -     | 3.4  | 4.3  |
| Average Length of Service (Years) | 2022  | 2023  | 2024 | 2025 |
| White Collar                      | 9.49  | 9.7   | 10.1 | 10.3 |
| Blue Collar                       | 10.56 | 10.6  | 9.9  | 10.0 |
| Average Length of Service (Years) | 2022  | 2023  | 2024 | 2025 |
| Female                            | 7.8   | 8.1   | 8.3  | 8.7  |
| Male                              | 10.81 | 10.9  | 10.2 | 10.3 |